



These guidance notes will support you to think about how you can lead in health and safety. It is not a complete set of criteria for health and safety leadership. These notes are part of a series of four guidance notes for:

- Directors.
- Senior Leaders.
- Site Supervisors.
- workers.

Themes

1. Plan
2. Motivate
3. Build Understanding

The notes provide three themes that you could focus on to develop leadership capability, within each theme are focus areas for action.

The themes and focus areas are relevant for organisations of all sizes. A business owner or director is a person in a governance role and this guide applies these people.

1. Plan

- Define what 'good' looks like for your business, and how you will achieve that.
- Structure your role¹ and that of other directors, (if applicable) so that you can best consider and resource safety. Set clear expectations for senior managers so they understand your intention.

1. DEFINE YOUR VISION AND PLAN TO ACHIEVE IT

- Define your vision for health and safety with your Senior Managers² – this is your strategic intention for the future.
- Your vision should capture the way, the who, the where and the why you do things, in a motivating statement.
- Align the vision with broader organisational values and consider the others you work with, such as clients and contractors.
- Use the vision to guide your decisions and discussions about health and safety.

- hold you accountable for including health and safety in business decision making.
- For smaller organisations this might be more informal. Think about whether to appoint an independent advisor to provide you with health and safety advice and to challenge your thinking.
- Clarify your responsibilities for health and safety, and those of your senior managers.
- Work with senior managers to develop clear objectives and KPIs to guide health and safety operational activities towards the achievement of your vision.
- Hold your senior management accountable for achieving objectives and KPIs, and accountable for ensuring workers, site supervisors, contractors and the client are involved in development, implementation and review of all health and safety activities.

¹ Your role could include—owner operator or director

² Senior Managers—maybe yourself if you are an owner operator

2. SET OBJECTIVES AND KPIs

- Define how you will structure your board (if you have one) to best consider health and safety. If you are a larger organisation you may want to consider whether there is a subcommittee or a director focused on health and safety. They can support you and



3. RESOURCE SAFETY

- Work with your senior managers to identify the resources needed to manage health and safety and provide these.
- Resource allocation at governance should not be seen as an add on, but as an integrated part of all of your business decisions.
- Understand the health and safety impacts of activity including;
 - introducing or changing processes,
 - working practices or structures,
 - financial requirements,
- Ensure they are clearly outlined to help you to make decisions. In particular, this includes considering health and safety in the design phase of projects.



2. Motivate

This means being seen by your senior managers, workers and contractors to be taking an interest in them and their health and safety, and holding everyone accountable for doing the same. Effective leadership in health and safety requires looking outside your business, into the sector and the community, and using your influence to make a positive impact beyond your own business footprint.

1. BE SEEN

- Being on site sends the message that you care about the people who work for and with you.
- Reinforce your health and safety vision when you are out on site.
- During site visits have genuine discussions health and safety with your workers.
- Be aware that your actions and your words sets the example for your team, including workers, contractors and managers.
- Take a genuine interest in the views of those on your sites. This is an opportunity to learn as well as lead.

2. COMMUNICATE EFFECTIVELY

- Follow up on any concerns or feedback from your site visits or feedback from your senior leaders, contractors or workers.
- Make sure any actions are communicated back, via your leadership team, if applicable.
- Where improvement is required work with your teams to achieve this.
- Share effective health and safety practices and information to build capability and confidence within your organisation, supporting others to do the same.

3. CELEBRATE GOOD PERFORMANCE

- Provide feedback to senior managers on their performance and that of the organisation.
- Celebrate and recognise good outcomes and intentions.
- Recognise when things are going well and look for opportunities to build on this.
- Support leaders to understand that health and safety is about recognizing the good as well as taking advantage of opportunities to learn and improve.

4. SUPPORT GOOD PERFORMANCE

- Share benchmarking with similar organisations and contribute information to collectively improve the sector and your performance. e.g. complete the Charter assessment tool.
- Understand that not everything can be measured and that health and safety performance is not fully reflected in the data you can collect *but* in the beliefs, actions and engagement of your workers.

3. Build

Developing your own capability, so that you are a knowledge customer for your internal and external stakeholders. Build a good understanding of the risks in your business, and be open to full and frank information about business health and safety performance.

1. DEVELOP YOUR UNDERSTANDING

- Understand due diligence and the principles of health and safety – particular to your sector. This includes
 - Understanding the technical terms used and what good health and safety looks like.
- This will help you to ask the right questions at the right time, to assist in building your understanding.
- Attend Charter workshops or events.
 - Attend industry sector health and safety forums.
 - Seek independent advice as required

2. BE CURIOUS AND LISTEN

- Regularly visit worksites with staff and discuss the health and safety risks in business activities.
- Listen to workers to understand how risks are being managed and ask questions of your team. Questions could include:
 1. How does the right information get to the right people in the right way?
 2. How are people being made aware if standards have moved on?
 3. How are you tracking against your health and safety plan?
 4. What are your critical risks and how are they controlled?
 5. What has gone wrong and what have you learnt?
 6. What went right and what have you learnt?
 7. How are resources being used in health and safety, and are they supporting the business to achieve the vision?
- Consider changes to the business that might impact the type of information you need (training, investments etc).

3. REQUIRE TRANSPARENT REPORTING

- This will provide you with information that assists you to understand practice and performance and to make decisions.
- This reporting should include lead as well as lag indicators (incidents and injury rates). In

- addition, provide transparent reporting to your stakeholders.

4. MONITOR AND REFLECT

- Spend time focusing on how risk is being managed and how confident management (and you) are that the controls are effective and are in place all the time.
- Request critical risk presentations from your senior managers or others in the business. A new critical risk might be presented at each meeting, this will assist with discussions, and help you to understand what is working well, and where improvements may be required.
- You will then be in a position to evaluate whether the resources the business has allocated are appropriate, and whether they are being used effectively.

5. DEVELOP THE UNDERSTANDING OF OTHERS

- Provide opportunities for your team, to upskill to ensure they have the knowledge and skills to manage health and safety and that they stay current in health and safety innovation in your sector.
- Provide your stakeholders with transparent reporting and information to assist them to improve and build their knowledge.

“Set an example and take a genuine interest in the view of those on your worksite.”

The Charter had developed a range of health and safety leadership resources which can be located on the Charter website.