



SENIOR LEADERS: What you need to know about major hazard leadership

A publication by the COMAH Strategic Forum

Introduction

Understanding and managing risks are critical to any business, whether these are operational, financial, safety, environmental, ethical, or reputational risks. If these risks are not managed, they have the potential to harm people, damage the environment and destroy facilities along with corporate reputation. Good major hazard leadership helps an organisation to ensure these risks are given the resource, priority and attention that they need to reduce the likelihood of a major accident.

About the COMAH Strategic Forum

The COMAH Strategic Forum (CSF) provides a platform for strategic discussion on how regulators, industry, government and unions can work together to provide leadership and encourage continuous improvement in the inspection, management and control (including emergency preparedness and response) of major accident hazards.

Contact us

To find out more about the COMAH Strategic Forum and to subscribe to the web community, click [here](#) or search for 'COMAH Strategic Forum' in your web browser. Further resources can be found on the reverse of this poster.

WHY MANAGE YOUR RISKS?



Senior leaders (for example Chief Executives and Directors) are accountable for the actions of their organisations.

Good leadership and safety management can lead to improved efficiency and cost savings.

The consequences of not managing your risks could be catastrophic for people, the environment and your business.

Good leadership is critical to sustained management of risks - do you really know your strengths and weaknesses?

Senior leaders need to:

- understand what can go wrong that could cause a major accident
- know what systems are in place to stop this happening, and
- get the right information to provide assurance that those systems are working effectively

WHAT SHOULD YOU DO?



Senior leaders should show a clear commitment to the management of major hazard risks. This should include:

- understanding leadership and performance for which they are ultimately responsible.
- at least one board member being conversant in the management of major hazard risks.
- understanding the implications of business decisions on major hazard management - in the short term and the long term.
- promoting a positive culture in the business by being visible and passionate about managing major hazard risks.
- involving the workforce to ensure that staff understand their own role in managing major hazard risks.
- ensuring there are meaningful indicators of how well major hazard risks are being managed.
- seeking to learn from all relevant incidents both from within the business and externally.



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RESOURCES

To download any of these documents, search for the document title in your web browser.

Other resources are available (in addition to those listed below). Reference should be made to relevant Trade Association initiatives, the Competent Authority, professional institutes and other providers.

CSF Publications

- Managing Risk: The hazards that can destroy your business
 - Understanding collaboration in the high hazard sector
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HSE Publications

- Process Safety Leadership Group Final Report - Principles of Process Safety Leadership
 - Managing for Health and Safety - The practice of assessing health and safety management in the major hazard sectors: HSG65 Quick Reference Guide for regulatory staff
 - Leading health & safety at work
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Other Resources

- OECD - Corporate Governance for Process Safety - Guidance for Senior Leaders in High Hazard Industries
 - ISO 45001 (Section 5, Leadership and Worker Participation)
 - ISO 14001: 2015 (Clause 5, Leadership)
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Various courses are also available to senior executives in major hazard leadership.