



# Making a difference

PABIAC's Strategic Direction Statement

# **Delivering better health and safety – making a difference in the Paper and Board Industry**

The Paper and Board Industry Advisory Committee (PABIAC) is the tripartite body comprising HSE, employers and Trades unions that provides expert advice to the UK Health and Safety Commission (HSC) about health and safety in the paper and board industry.

The sectors represented at PABIAC are paper and tissue making, corrugated packaging manufacture and recovered paper. PABIAC is the driving force in these sectors for improvement in health and safety.

## **This statement:**

**Pledges support for all parties within the industry to help them deliver reductions in ill health and injury.**

**Recognises the need to build on past achievements, to consolidate these, and embed health and safety culture within individual businesses in the industries represented by PABIAC.**

**Reaffirms the commitment of the industry to the principles set out in the HSC Strategy for Workplace Health and Safety in Great Britain to 2010 and beyond.**



# How will we deliver

PABIAC will continue to develop the following themes.

- Promoting the business case for good health and safety management, highlighting the moral, economic and legal arguments.
- Promoting effective safety management systems that include the visible leadership of senior company executives.
- Sharing of good ideas – ensuring widespread application of benefits.
- Adopting best practice - supporting the transition of company performance from poor to good and from good to excellent.
- Partnership working - Working with and through others to improve the collective impact.
- Employee involvement - Maximising available skills and energies of all those employed in the industry.
- Supporting the partners' action plans and campaigns enabling them to focus on improvements.
- Providing information on, and informing the parties of, relevant legislation and codes of practice and consulting them on proposed new legislation.



# What will we do

- Support the national targets set out in the revitalising Health and Safety (RHS) initiative informed by key industry data and establish, through agreement, improvement goals appropriate to the industry.
- Act as an enabler to assist employers to achieve what they determine as the priorities for their businesses.
- Use agreed statistics to select areas for activity and guidance.
- Support the agreed targets for improvement in the three key sectors within the Industry commensurate with their performance levels recognising that the industry sectors may have differing priorities but will adopt the principle that greatest effort should follow greatest potential for harm.
- We will communicate this strategy, and provide channels for feedback, to all sectors of the industry and we will monitor its implementation.



## Evaluating & reviewing our impact

- We will evaluate the improvements in performance to strengthen our knowledge about what works.
- We will review performance to drive delivery and consider, as a delivery board, what progress is being made across the target areas.
- We will share our performance information to recognise success and direct/encourage continued effort.

# Strategic Targets

## Introduction

PABIAC acknowledges that many companies have already made substantial progress in the area of health and safety and that each company has its own priorities according to the stage it is at in the improvement process.

Nevertheless PABIAC believes that there should be measurable health and safety targets for the industry as a whole to aim for in order to maintain the momentum for improvement. At the same time PABIAC recognises that it is a matter for each sector and each company to formulate their own health and safety objectives, attainment of which will contribute towards achievement of the wider industry targets.

PABIAC acknowledges that many companies already have plans in place to address the areas covered by the industry targets set out below and that many are making good progress in addressing them. In agreeing these targets the PABIAC partners aim to encourage those companies who have yet to begin addressing the key issues to tackle them while at the same time encouraging and supporting those who are already making progress to maintain their momentum.

Hopefully by sharing experience and good practice we shall help ensure that all companies and sectors of the industry make the progress that we all wish to see.



## The Targets

by 31 March 2008

### Accident performance

The industry's overall reported non-fatal injury rate for employees reduced to 1000 per 100,000 employees or better \*(See footnote).

### Working days lost

The number of working days lost each year in the industry through accidents and occupational ill health reduced by 9% compared with the number of days lost for the year 1st April 2004 to 31 March 2005.

### Safety management systems

All sites in the industry have in place, and are able to demonstrate, a safety management system that meets a recognised standard such as HSG 65 or OHSAS 18001.

### Safety culture, climate and governance

All employers in the industry have established, and are able to demonstrate, a continuously improving safety climate with senior management commitment and governance using a suitable survey tool such as the HSE climate tool or a safety attitudes survey like the one in BS8800.

### Occupational Health

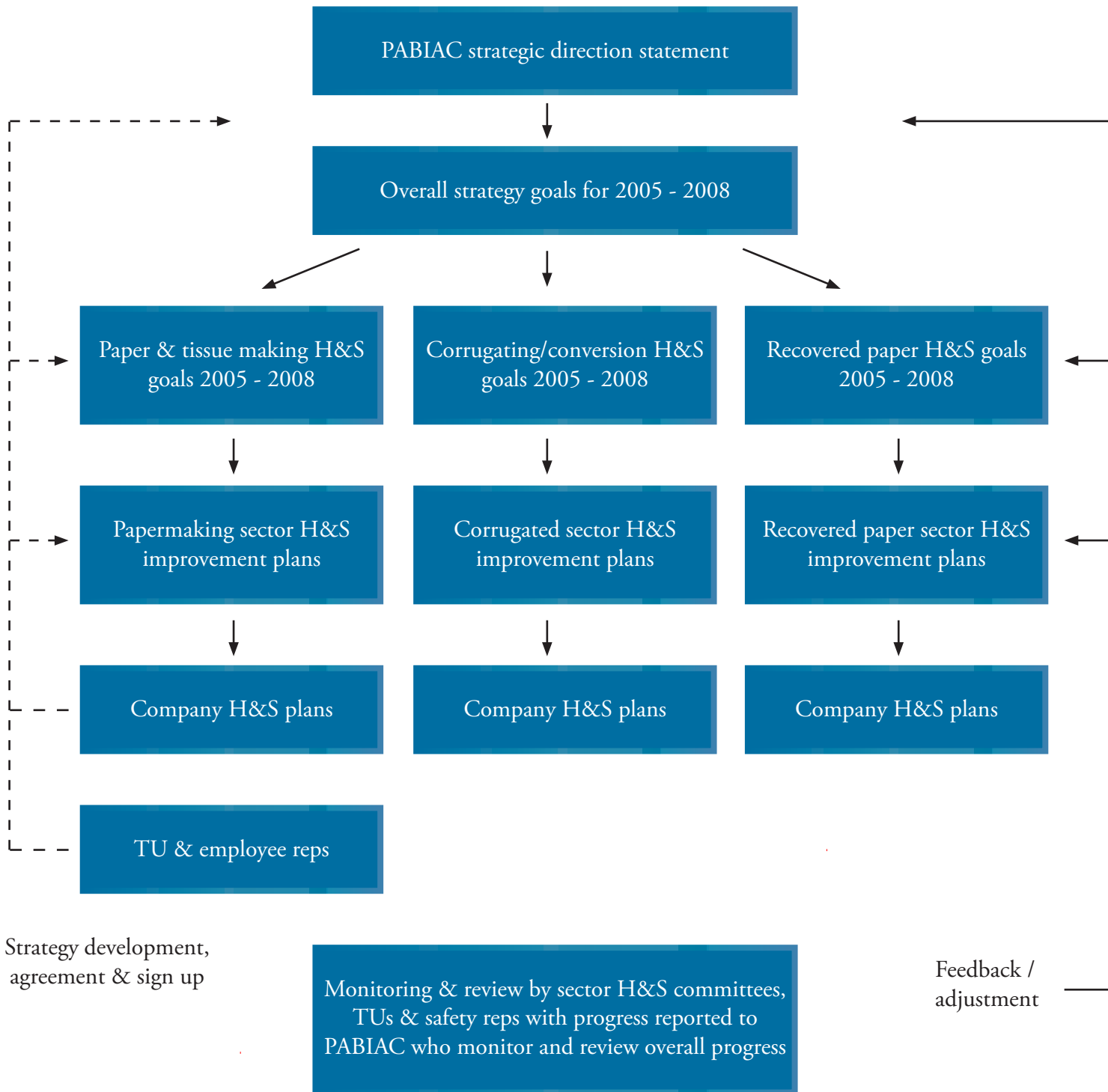
All employers in the industry have in place, and are able to demonstrate, an active rehabilitation scheme. All employers in the industry are making use of an internal or external occupational health service.

Footnote. For comparison here is a sample of the rates of reported non-fatal injuries to employees in a range of employment sectors in recent years.

Appendix 1

How PABIAC Strategy is agreed and implemented

(Mission » Vision » Strategy » Action Plans)





## Appendix 2

### The way we work

#### Guiding principles

1. PABIAC members, and the organisations they represent, are equal partners and reach agreement through consensus. Work is shared between the partners.
2. The three trade association sector bodies design their annual H&S action plans to support implementation of PABIAC strategy.
3. As far as possible, the three sector bodies express the objectives within their annual H&S action plans in terms of SMART (Specific, Measurable, Achievable, Realistic and Time bound) deliverable outcomes.
4. Outcomes are defined as measurable reductions in the incidence of accidents and cases of occupational ill health and/or measurable improvements in the management and control of H&S risks.
5. The ways in which achievement of outcomes is to be measured, and the criteria for success, are considered by the sector bodies when annual H&S action plans are prepared. The performance measures to be used in gauging success are agreed at that stage.
6. PABIAC and its constituent members actively encourage employers, including those who are not members of trade associations, to prepare and implement their own H&S improvement plans to support implementation of PABIAC strategy e.g. through events such as the PABIAC annual open meeting.
7. All activities, events and projects planned by PABIAC have clear objectives. These are described in terms of SMART deliverables, achievement of which make a positive contribution towards PABIAC's strategy aims and, in particular, to the delivery of target outcomes.
8. When planning activities, events and projects, the PABIAC members involved consider how achievement of the deliverables will be measured. They agree the performance measures and success criteria at the planning stage.

## Appendix 2 The way we work continued...

### Partners' input

#### CBI

- Collection of statistics and data
- Communication with members
- Resources for project teams
- Organising conferences, seminars and workshops
- Contributing to the organisation of PABIAC events

#### TUC

- Collection of H&S experience from safety representatives and members
- Communication with members
- Resources for project teams
- Contributions to presentations at conferences, seminars and workshops
- Facilitating at conferences, seminars and workshops
- Contributing to the organisation of PABIAC events

#### HSE

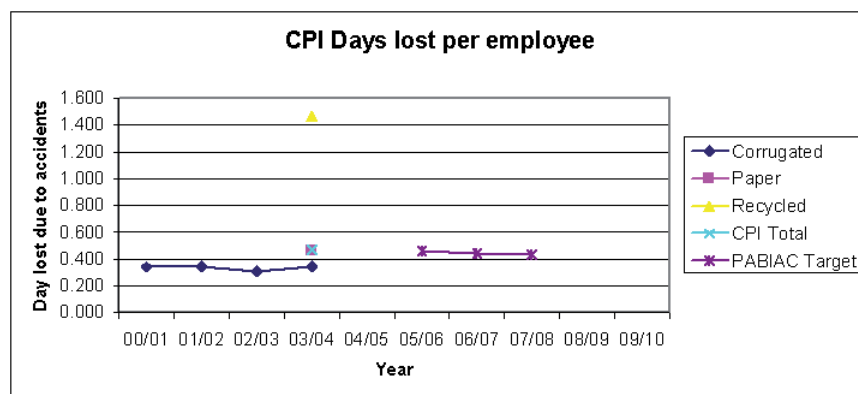
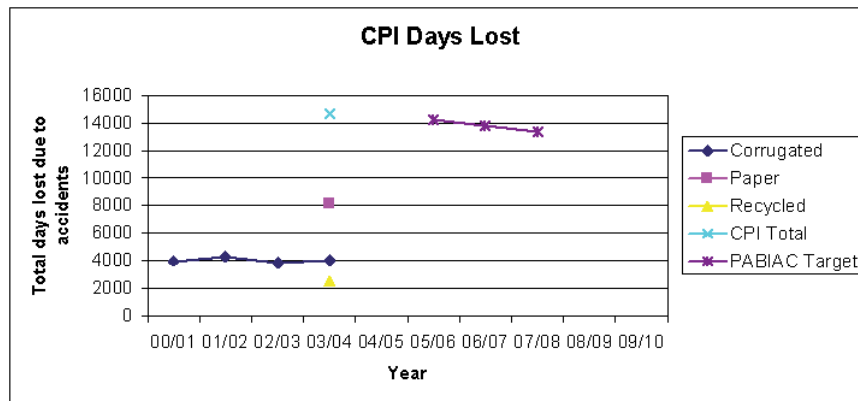
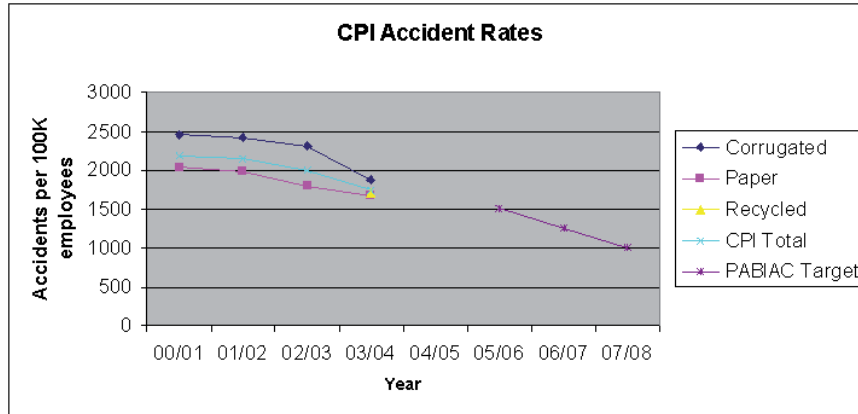
- Providing relevant data and experience from national data collection
- Facilitating sharing of information and experience with other manufacturing industries
- Resources for project teams including specialist resource
- Chairing PABIAC meetings and providing the secretariat
- Contributing to the organisation of PABIAC events
- Contributing presentations and facilitating at conferences, seminars and workshops.

#### Notes

Members of the Health and Safety Commission's Industry Advisory Committees, including PABIAC, are appointed by the Health and Safety Executive (HSE) and Trade Union Congress (TUC) and the Confederation of British Industry (CBI).

### Appendix 3 Recent statistics

The following statistics are taken from analysis of accidents and absences reported by members of the Confederation of Paper Industries (CPI). PABIAC is grateful to the CPI for providing this information.



**Notes**

Graph 1 Accident Rates:

- The target start point for three years from April 2005 assumes the trend from 2003/4 will continue through 2004/5.
- The position of the CPI as a whole at the end of December 2004 was a non-fatal reported injury rate of 1,545 per 100,000 employees.

Graph 2 Days Lost

- The days lost for Paper and Recycling are based on 6-month returns during 2004/5 from a limited number of members, representing about 60% of these industries. The total number of days lost is calculated for the total number employed on a pro-rata basis. As the collection of data regarding absence and days lost continues the accuracy of these statistics will improve.

Graph 3 Days lost per employee

- The statistics from 2000 onwards show a continuing decline in the numbers employed for both Corrugated and Paper. If this trend continues the real measure of progress against the target will be the number of days lost per employee, thereby accounting for

Additional copies of this publication are freely available as a pdf document from the following websites:

The Confederation of Paper Industries

[www.paper.org.uk](http://www.paper.org.uk)

Making a Difference <http://www.paper.org.uk/hands/pabiac/pabiac.pdf>

Health and Safety Executive

Health and Safety in the Paper Industry <http://www.hse.gov.uk/paper/>

Amicus

[www.amicustheunion.org](http://www.amicustheunion.org)

Health and Safety