

# Making a difference

PABIAC's Strategic Direction Statement 2008-2011



# **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 strategic health and safety delivery partnership for the paper and board industries.

The partnership comprises HSE, employers and Trade Unions.

## **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 and cultures within which there is visible leadership, demonstrated through actions from the top, so that all managers and employees know that health and safety is being taken seriously.
- Sharing of good ideas – ensuring widespread application of benefits through effective knowledge management.
- 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 inform the selection 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

## Achievements 2005-2008

### Objective 1- Accident performance

Substantial improvement was achieved. The industry reduced its overall reported non-fatal injury rate for employees from over 1,500 per 100,000 employees in 2005 to 1,170 per 100,000 employees by March 2008 – a reduction of 22%.

### Objective 2- Working days lost

The target of achieving a 9% reduction in working days lost through occupational injury and ill health was well met. The industry reduced the total number of working days lost by 35% between April 2005 and March 2008. The number of days lost per employee was reduced by 25% over the same period.

### Objective 3- Safety management systems

Although the target of all sites having in place a safety management system to a recognised standard by March 2008 was not fully met, PABIAC believes that substantial progress was made. Based on sample surveys\* (see footnote) of employers in the industry PABIAC estimates that, by March 2008, 75% of employers had a safety management system to a recognised standard. Among the employers surveyed the number of companies achieving OHSAS 18001 trebled between 2005 and 2008.

### Objective 4- Safety culture, climate and governance

75% of employers involved in the sample surveys\* reported that, by March 2008, they were using a health and safety climate tool to benchmark the company's health and safety climate and all of these reported that benchmarking had shown an improvement in climate. There is also evidence to indicate a substantial increase in the number of employers making use of a climate survey tool for the first time.

### Objective 5- Occupational health

Based on sample surveys\* of employers in the industry, by March 2008 around 75% of employers had some form of active rehabilitation scheme and a substantial number were making use of an internal or external occupational health service.

Footnote. In 2008 a PABIAC survey of Chief Executive Officers resulted in responses to a questionnaire from 38 employers. Additional sample surveys were undertaken at the 2005 industry biennial health and safety conferences, which resulted in 29 companies responding and at the 2007 conference where 50 companies responded.



# for 2008 - 2011

## The Targets

by 31 March

### Objective 1- Accident performance

By March 2011 the industry's overall reported non-fatal injury rate reduced to 850 per 100,000 employees or better. This equates to a year on year reduction of at least 10%.

### Objective 2- Health and safety management performance

Over the period April 2008 to March 2011 all employers should demonstrate a continuously improving health and safety management performance when benchmarked using a suitable benchmarking tool.

Note. Suitable benchmarking tools include:

- for large employers (250 or more employees) the Corporate Health And Safety Performance Index(CHASPI); and
- for Small and Medium Enterprises (SMEs) the PABIAC self assessment tool.

### Objective 3- Continuous improvement in health and safety climate

Over the period April 2008 to March 2011 all employers should demonstrate a continuously improving health and safety climate, with senior management commitment and governance, using a suitable survey tool such as the PABIAC health and safety climate tool.

### Objective 4- Occupational health

In 2008 employers in the paper industries should provide PABIAC with the information needed to:

- allow PABIAC to establish what is good practice in occupational health management in the paper industries;
- set industry improvement targets for 2009 to 2011 and beyond;
- share best practice in occupational health management to help employers meet the improvement targets.

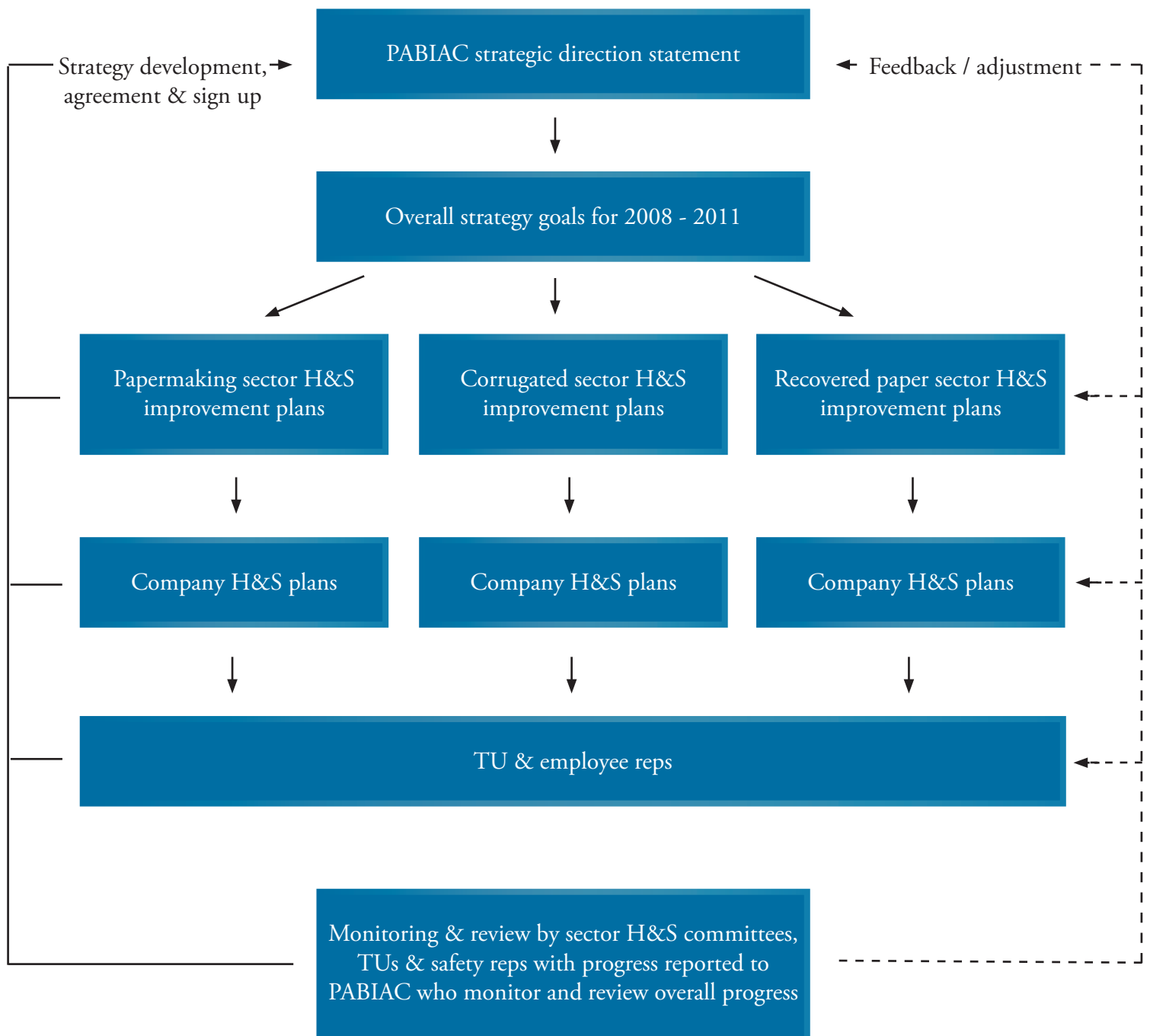
### Objective 5 – Securing loads on road vehicles

PABIAC believes that, following the withdrawal by HSE of its publication "Transporting paper safely" (INDG 396) and the emerging findings of HSE's research into methods of securing loads on road vehicles, there is likely to be a need for the industry to set for itself a target in relation to this issue. However, it is not possible to formulate a target or set a timescale for achieving it until the results of the research has been published and stakeholders have had the opportunity to consider the findings. It is anticipated that, following consultation with industry stakeholders, PABIAC will formulate and publish an agreed target.

## 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 two trade associations (CPI / IWPPA) design their H&S action plans to support implementation of PABIAC strategy.
3. As far as possible, the trade associations express the objectives within their 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 trade associations when 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.
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.
9. Trade unions and employee representatives are fully involved in setting goals, delivery of action plans and monitoring performance.

## **Appendix 2**

### **The way we work continued...**

#### **Partners' input**

##### **Employers Association**

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

##### **TU**

- Collection and feedback 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**

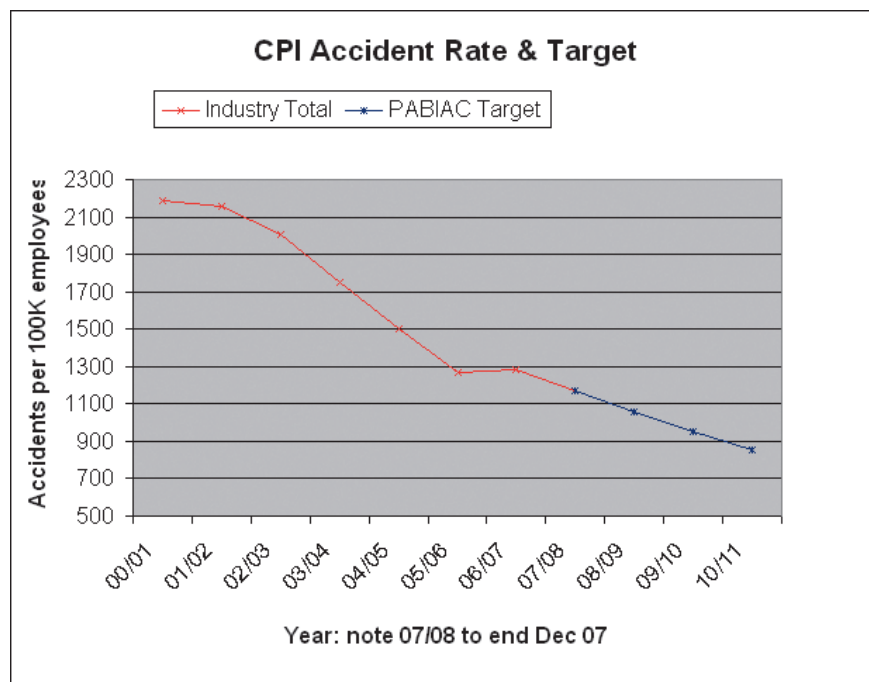
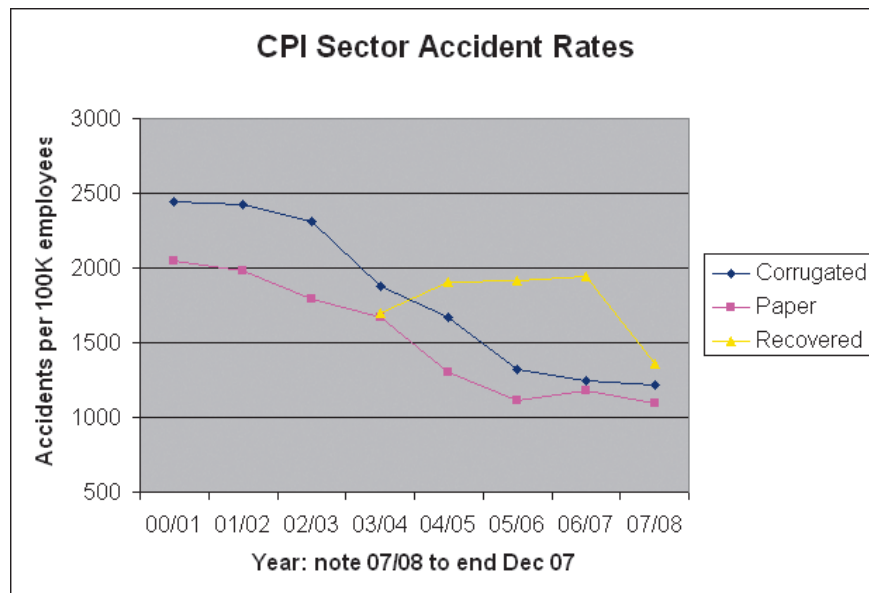
- Providing relevant data and experience from national data collection
- Facilitating sharing of information and experience with other manufacturing industries
- Resources for project teams including specialist resource
- Chairing PABIAC meetings and providing the secretariat
- Contributing to the organisation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



### 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, CPI Sector Accident Rates

- Statistics for the Recovered Paper sector have been collected only since 2003/4 and, not unusually, there was an increase in accident rate. This reflected the bedding in of data collection and improvement in reporting process.

Graph 2, CPI Accident Rate & Target

- The target start point for three years from April 2008 assumes that the accident rate at the end of March 2008 will be the same as that reported at the end of December 2007
- The Target for the end of the 2005/8 Strategy at the end of March 2008 was an accident rate of 1,000 per 100,000 employees

## Further Information

### Recommended tools to support this strategy:

PABIAC climate survey <http://www.paper.org.uk/hands/pabiac/pabiac.htm>

PABIAC safety management tool <http://www.paper.org.uk/hands/pabiac/pabiac.htm>

CHASPI <http://www.chaspi.info-exchange.com>

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

### 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>

### GMB

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

### Health and Safety Executive

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

### Unite the Union

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

Health and Safety