



PABIAC

Being the difference together

The Paper and Board Industry Advisory Committee's (PABIAC)
Strategic Direction Statement 2012–2014





PABIAC

Setting our direction for health and safety

The Paper and Board Industry Advisory Committee (PABIAC) is the tripartite strategic health and safety delivery partnership for the paper, board and recovered paper industries.

The partnership is HSE, employers and trade unions.

This strategy:

- establishes the key areas of action that the industry has identified to target health and safety improvements;
- pledges support for all parties within the industry to help them deliver practical positive changes in health, safety and risk management;
- recognises the need to build on past achievements, to consolidate these, and embed health and safety culture within individual businesses in the industry sectors represented by PABIAC;
- recognises the need to work with industry to empower it to identify and address key issues in individual businesses; and
- establishes the commitment of the industry and partnership to the principles set out in the HSE *The Health and Safety of Great Britain \ Be part of the solution* Strategy.



We will deliver by...

Mission statement

'The PABIAC mission is to "help the prevention of death, injury and ill health to those at work within the paper, board and recovered paper industries." It will achieve this by co-ordinating activities that will support and take forward the strategic objectives outlined in this document.'

PABIAC will continue to:

- encourage companies to demonstrate their commitment to the PABIAC strategy by an appropriate senior company representative signing the PABIAC pledge;
- promote the business case for proportionate good health and safety management, highlighting the moral, economic and legal arguments;
- use statistics agreed by the partnership for targeting areas of activity;
- identify strategic high-level health and safety issues of relevance to the industry that support the *Be part of the solution* strategy;
- help establish effective leadership that will result in greater ownership for promoting sensible and proportionate risk management at all levels;
- support and promote worker involvement to cultivate the development of a genuine management/ workforce partnership based on trust, respect and co-operation;
- support partners and industry sector committees in achieving the targets set out in their action plans;
- monitor and challenge the industry's progress in implementing this and sector strategies;
- identify and promote industry good practice supporting companies to improve health and safety performance; and
- engage with key stakeholders across all industries to exchange information and influence change.



Evaluating and reviewing our impact

- PABIAC will monitor progress against the agreed strategic objectives and sector action plans.
- We will review performance to encourage delivery and consider, as a strategic board, what progress is being made across the target areas.
- We will share the results of what we achieve with partners and industry to recognise success and direct/encourage continued effort.



Past achievements

Achievements 2008–2011

During the 2008–2011 strategy 33 companies representing over 70 sites signed the PABIAC pledge demonstrating their commitment to the PABIAC strategy.

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%.

Industry has continued to make substantial improvements in its accident performance. The accident rate at the start of the strategy was 1271 per 100 000 workers, by 31 March 2011 the rate had fallen to 831, a reduction of 34.5%.

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.

At the start of this strategy 47 sites had benchmarked their health and safety management performance using a suitable benchmarking tool. By the end of the strategy 142 sites were using a suitable benchmarking tool. Sites demonstrated an improving health and safety management performance.

The breakdown of benchmarking tools used at sites were as follows:

CHASPI – 34%	PABIAC – 9%
ISO18001 – 36%	Others – 21%



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.

At the start of this strategy 40 sites had benchmarked their health and safety climate using a suitable survey tool. By the end of the strategy 132 sites were using a suitable survey tool. Sites demonstrated an improving health and safety management climate with the survey tool they used.

The breakdown of survey tools used at sites were as follows:

PABIAC – 81%
Others – 19%

Objective 4 – Occupational health (OH)

By 31 March 2011 all employers in the paper industries will be able to demonstrate that they have implemented policies and management systems for assessing and managing the risks to health of employees to which they are exposed while at work. Every employer shall have a clear system for delivering occupational health that includes effective arrangements for:

- ***ensuring that roles and responsibilities are clearly defined and supported by effective communication and appropriate confidentiality;***
- ***assuring the competence of any occupational health professionals; and***
- ***ensuring that competent occupational health services are provided that meet the needs of the business and address the specific occupational health issues identified by the risk assessment.***



Achievement of this objective was delayed until research was undertaken by an occupational health specialist inspector to properly establish what the OH issues were in the paper industry.

Thereafter in February 2010 the objective was agreed. Following on from this a new PABIAC OH benchmarking tool was made available. In addition a model OH policy and procurement checklist was devised for industry to help it improve OH management and provision. By the end of February 2010 29 sites had provided baseline data to establish the current picture in terms of OH provision. At the end of this strategy 98 sites had reported that they had provisions in place to demonstrate compliance against the OH objectives.

It is clear from questionnaires returned that a number of companies are in the process of changing procurement procedures to access appropriate OH provision. In addition they are in the process of using the model policy provided, to define roles and responsibilities within their companies and to upgrade management systems. It was clear that, although much work had been done in a short period of time and progress had been made, the objective was still to be met fully and industry continues to progress in this area.

Objective 5 – Securing loads on road vehicles

By 31 March 2011 all employers involved in the despatch, haulage or receipt of loads of paper and paper products by road shall be able to demonstrate that they have in place appropriate management systems for ensuring that such loads are:

- ***placed and secured on road vehicles in accordance with the provisions of the Department for Transport (DFT) Code of Practice; and***
- ***restrained effectively so that they do not move in any direction relative to the bed of the vehicle under reasonably foreseeable transport conditions.***



Following on from PABIAC's active involvement in the Health and Safety Laboratory's (HSL's) research addressing load security on curtain-sided lorries, this objective was agreed in January 2009. As a result of setting this objective it was deemed that due to the diverse range and nature of products transported that more paper industry-specific research and solutions were needed.

An industry working group was formed that established current practice, issues and possible methods of securing loads. At the end of the strategy 94 sites reported that they were aware of the DFT Code of Practice, and that many had now implemented systems for securing loads in accordance with this guidance. The work on load security has become part of a bigger UK industry drive to improve standards. It is the intention of organisations such as Road Haulage Association (RHA), Freight Transport Association (FTA) and other stakeholders to use the solutions identified in cross-sector load security guidance to benefit wider industry. Industry continues working towards implementing management systems to ensure the cross-sector load security solutions are applied appropriately in workplaces.

Separately an industry working group was established to identify solutions for securing 'rider' bales on fork-lift trucks. Working with manufacturers an extension attachment was designed to offer one possible solution. In addition, simple industry-specific guidance was distributed setting out the nature of the problem and a number of alternative solutions.

The 2012–2014 targets

The following areas for targeting were identified by industry as issues they would like to progress and improve standards in during the duration of this strategy. The targets have been chosen to help this sector demonstrate commitment to the HSE *Be part of the solution* Strategy. The goals below are taken from the *Be part of the solution* Strategy.

Between 1 January 2012 and 31 December 2014

Our goal \ To motivate focus on the core aims of health and safety and, by doing so, to help risk makers and managers distinguish between real health and safety issues and trivial or ill-informed criticism.

Objective 1 – Near miss reporting

By 31 December 2014 all employers will have in place a system for the management of near misses. The management system will incorporate the following elements:

- a system for reporting and recording near misses;
- a system for investigating and acting upon the immediate and longer term causes of near misses;
- a system for involving all employees in the management of near misses; and
- a system for auditing and reviewing near misses to identify patterns/trends.

The definition of a near miss is:

'An unplanned event or situation that could have resulted in injury, illness, damage or loss but did not do so due to chance, corrective action and/or timely intervention.'

Our goal \ To set priorities and, within those priorities, to identify which activities, their length and scale, deliver a significant reduction in the rate and number of deaths and accidents.

Objective 2 – Accident reduction

This is a two-part objective:

1 Each PABIAC Industry Delivery Committee (IDC) will establish a year-on-year target to reduce both the number of high frequency and serious outcome sector-specific accidents using the sector action plans to identify the steps to achieve the target.

2 By 31 December 2014 the industry's overall reported non-fatal injury rate according to CPI will be reduced to 625 per 100 000 employees or better. This rate is based on a starting injury rate of 859 per 100 000 workers according to CPI data as of 30 June 2011. This reduction equates to a year-on-year reduction of at least 10%.

Our goal \ To specifically target key health issues and to identify and work with those bodies best placed to bring about a reduction in the incidence rate and number of cases of work-related ill health.

Objective 3 – Occupational health

By 31 December 2014 all employers will have built upon work started with the previous PABIAC strategy in relation to occupational health management. Target areas for continuous development are:

- to identify health issues relevant to their individual business circumstances;
- to implement a programme to reduce their biggest cause of work-related ill health;
- to develop closer links with occupational health providers to involve them in the risk assessment process;
- to involve employees in the management of occupational health;
- to specify Key Performance Indicators (KPIs) for occupational health; and
- establish procedures for monitoring and reviewing the effectiveness of your OH management system.



Our goal \ To encourage strong leadership in championing the importance of, and a common-sense approach to, health and safety in the workplace.

Objective 4 – Working together with strong and active leadership

By 31 December 2014 all employers at a site level will have:

- a nominated director/senior member of staff for health and safety;
- signed the PABIAC pledge and established a health and safety improvement action plan and made progress against it;
- in place health and safety committee arrangements which properly and fully reflect the key managerial post holders, nominated employee representatives and the range of workplace activities undertaken;
- communication channels between all levels of the organisation; and
- in place a mechanism for involving employees in the risk assessment process and monitoring, reporting and reviewing performance.

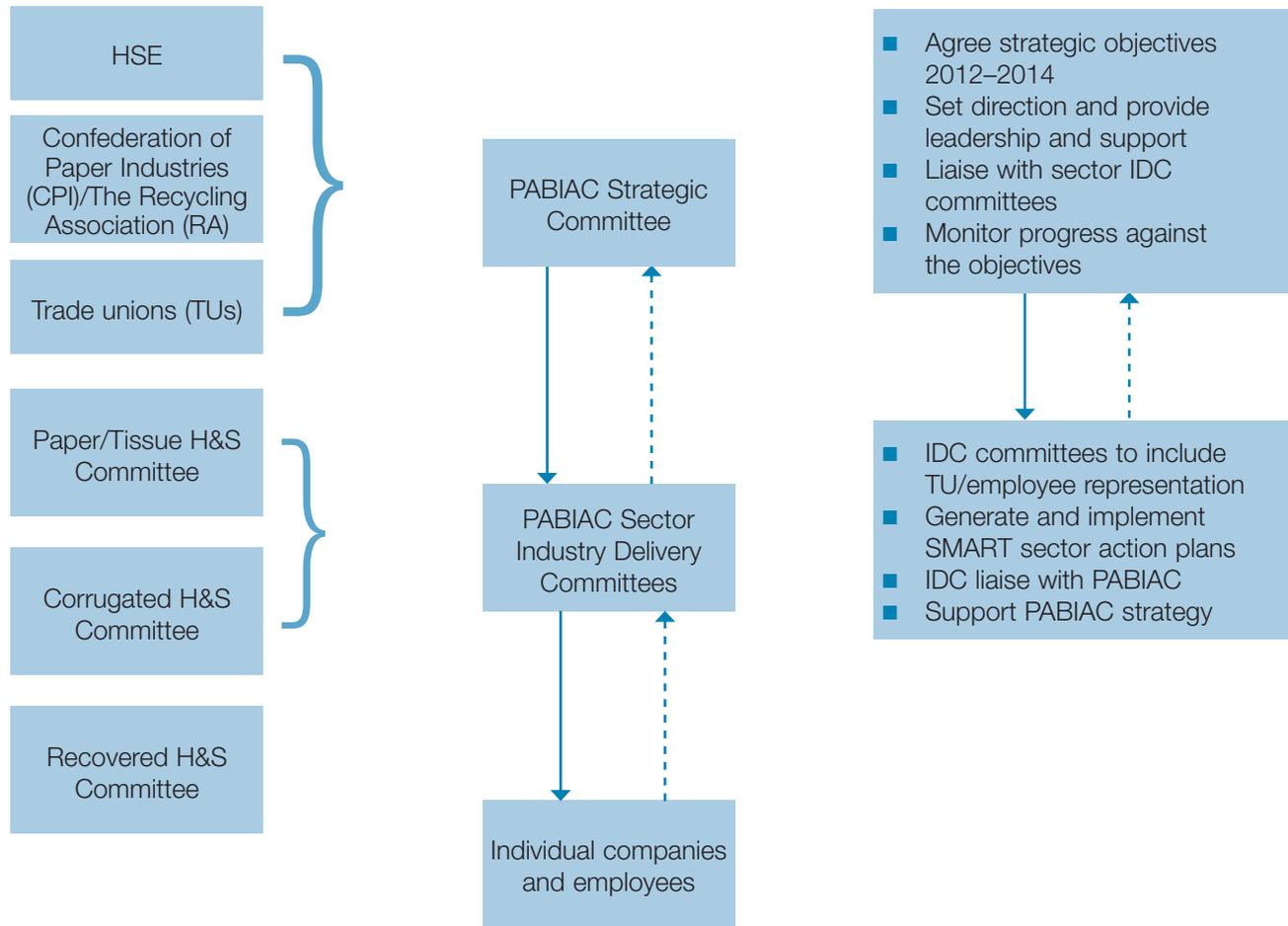
Our goal \ To encourage an increase in competence, which will enable greater ownership and profiling of risk, thereby promoting sensible and proportionate risk management.

Objective 5 – Competence

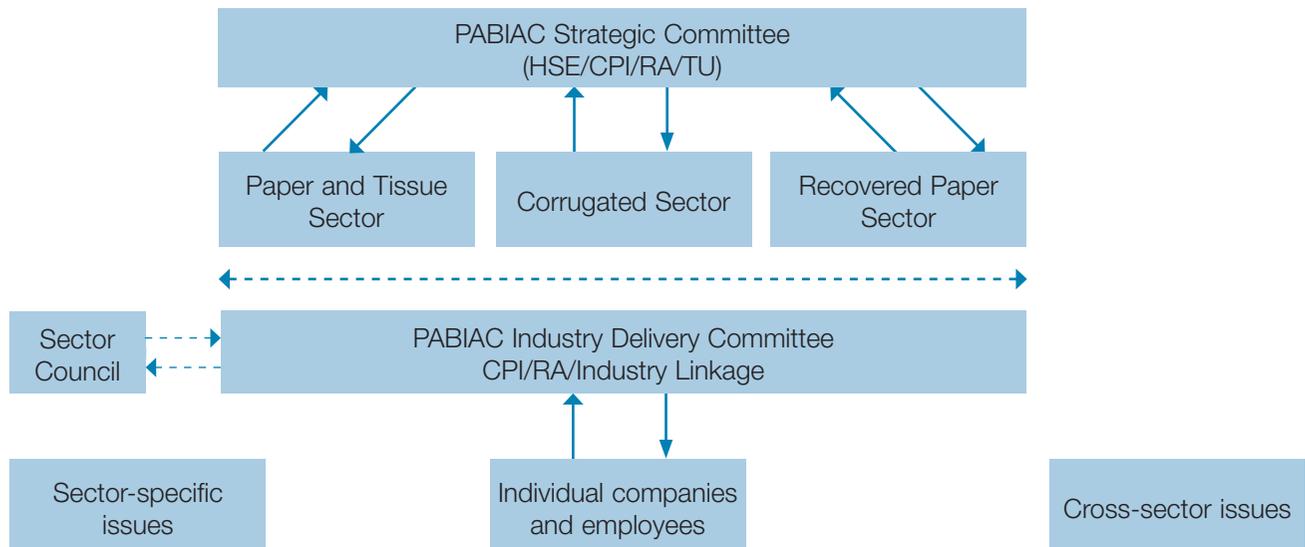
By 31 December 2014 all employers will have identified the necessary skills and experience for tasks in their organisation and then carried out a skills gap analysis of those tasks. They will have identified training needs and developed an action plan for implementation. They will have in place arrangements to check and monitor task performance, reassess competence in key areas and provide appropriate refresher training.

Training includes on the job training, formal qualifications, specific training.

Appendix 1 How PABIAC strategy is agreed and implemented



Communication flows





Appendix 2 PABIAC terms of reference

- 1 PABIAC members, and the organisations they represent, are equal partners and reach agreement through consensus. Work is shared between the partners.
- 2 The PABIAC partners work together when agreeing and designing their health and safety action plans to support implementation of the PABIAC strategy.
- 3 As far as possible, the Industry Delivery Committees express the objectives within their health and safety action plans in terms of SMART (Specific, Measurable, Achievable, Realistic and Time bound) deliverable outcomes.
- 4 Desirable outcomes will be specified by PABIAC as part of the high-level objective setting so success measurement at the end of the strategy can take place.
- 5 Outcomes and achievements will be measured, and the criteria for success will be considered by the PABIAC Industry Delivery Committees when health and safety action plans are prepared.
- 6 PABIAC and its constituent members encourage employers, including those who are not members of trade associations, to prepare and implement their own health and safety improvement plans to support implementation of the 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 strategic 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 3 Partners roles

HSE's role

To provide a chairing, administrative and secretariat function. HSE will work in partnership with industry and unions to support achieving the objectives of the current strategy.

Trade association representatives' role

To champion health and safety for the paper industries by representing all sectors at PABIAC. The trade associations will provide industry support to ensure the strategic objectives of PABIAC are delivered. They will support their members and facilitate the operation of the PABIAC Industry Delivery Committees to assist delivery. They will contribute to the identifying relevant strategic objectives in the paper industries to inform the work of PABIAC.

Union representatives' role

The union representatives will represent the employee's perspective and interest with regards to health and safety management. They will, through their network, help to support the implementation of the PABIAC strategic objectives. They will also contribute to identifying relevant strategic objectives in the paper industries to inform the work of PABIAC.



Appendix 4 Template draft pledge/certificate

**Being the Difference Together
2012-2014**

PABIAC

has awarded this certificate to

Company Name

*In recognition of the fact that the company's
Chief Executive has committed the company to working
towards achieving the targets for health and safety at
work set out in PABIAC strategy*

"Being the Difference Together 2012 -2014"

Signed Date:

(PABIAC Representative)

*Paper and Board Industry Advisory Committee (PABIAC)
The strategic health and safety delivery partnership for the paper and board industries*







PABIAC Strategic Health and Safety Targets for the Paper and Board Industries 2012 - 2014

OUR PLEDGE
On behalf of **name of company** I pledge our support for the health and safety improvement targets set out in PABIAC's strategic direction statement "Being the Difference 2012 to 2014".

I commit the company to working to help our industry to achieve these targets. The targets we aim to achieve will be in line with the PABIAC strategy. To recognise the important role employee representatives have in helping to achieve this we have also asked the FoC or MoC, or similar to sign our pledge. We will compile a company action plan that will help us achieve the following:

Objective 1: Near Miss Reporting
By 31 December 2014 we will have in place an adequate system for gathering near miss intelligence and to have systems in place to analyse and act upon the causes of near misses. Employee involvement will be an integral part of the system.

Objective 2: Accident Reduction
We will identify our high frequency and serious outcome accidents and work to reduce the number of these incidents whilst also aiming to reduce the total number of work related accidents in our workplace.

Objective 3: Occupational Health
We will have in place adequate management systems that establish key performance indicators for managing occupational health issues in our company. We will have access to occupational health professionals and will involve them and the workforce in managing health related issues.

Objective 4: Working Together With Strong and Active Leadership
To bring about improvements in health and safety performance the need is for **EVERYONE** to work together towards a set of common goals. The need is to develop a genuine management/ workforce partnership based on trust, respect, co-operation and joint problem solving.

By 31 December 2014 we will have a nominated Director/Senior member of staff monitoring health and safety. We will fully involve employee representatives in health and safety processes including investigations, risk assessments and workplace monitoring. We will have good 2-way communication channels in place at all levels of the organisation.

Objective 5: Competence
We will establish job specific competence benchmarks and carryout a skills gap analysis against them. We will then develop and deliver an action plan to address competence gaps identified. We will make sure there are systems in place for maintaining competence levels.

I will ensure that we send brief progress reports to our trade association so that they can produce industry wide overviews of industry performance in these areas and report back to PABIAC.

I DO/ DO NOT (please delete as appropriate) give my consent to display our company name on the PABIAC part of the HSE website to demonstrate our commitment to the PABIAC 2012-2014 strategy.

Signed	
Name	
Position	
Signed FoC/MoC	
Date	



Further information

For further information on this strategy, the activities of PABIAC and supporting documents please visit the partners' websites at:

Confederation of Paper Industries

www.paper.org.uk

The Recycling Association

www.therecyclingassociation.com

GMB

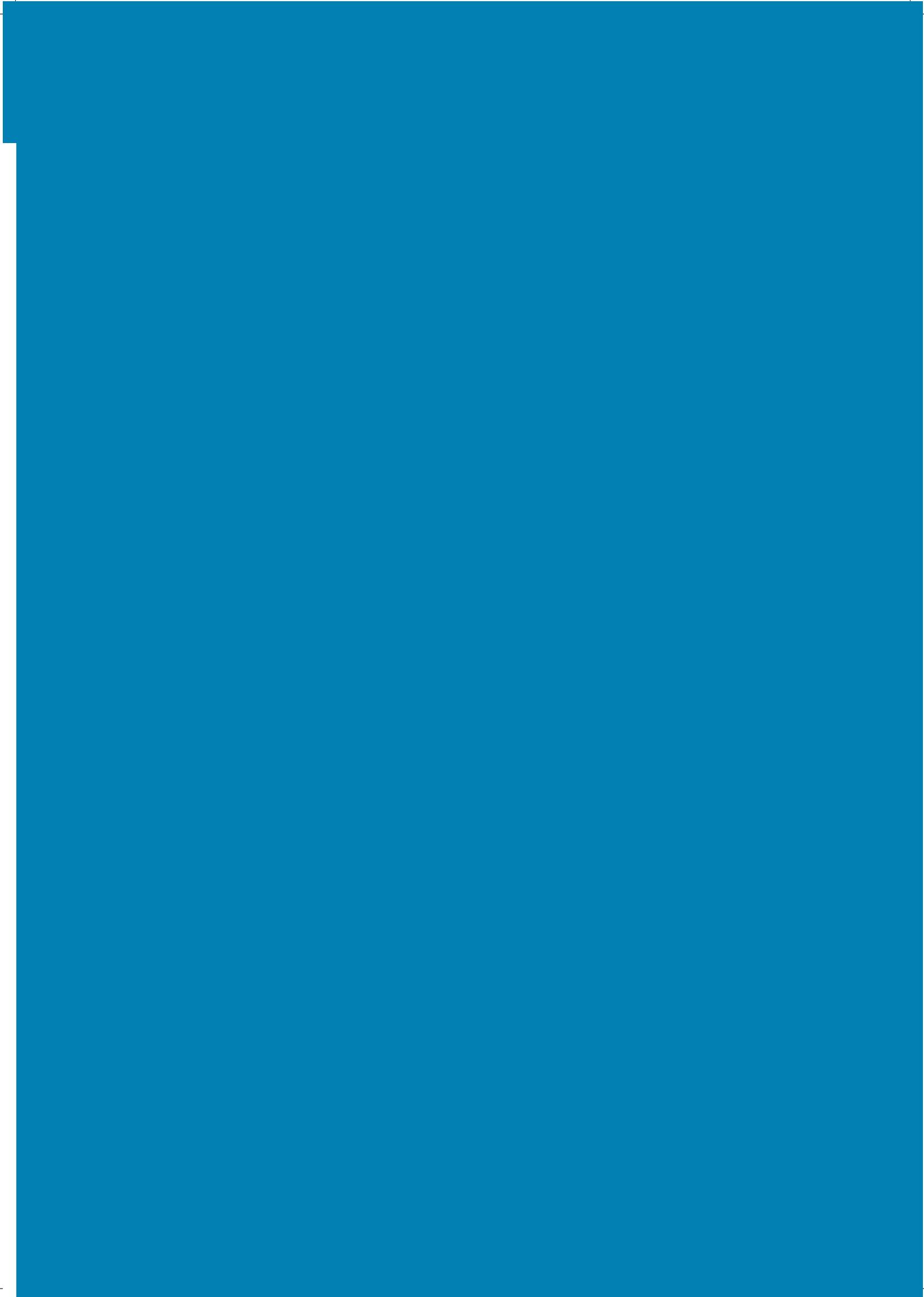
www.gmb.org.uk

Health and Safety Executive

www.hse.gov.uk

Unite the Union

www.unitetheunion.org.uk



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