

## **Making a Difference 2008 to 2011. PABIAC's Strategic Objectives.**

### **Draft objectives for Stakeholder Consultation.**

#### ***Objective 1 - injury Reduction***

PABIAC believes the industry should set itself an overall target injury incidence rate to be achieved by 2011 that is below that of the all manufacturing average figure. The following has been suggested.

"By March 2011 the industry's overall reported non-fatal injury rate for employees to be reduced to 800 per 100,000 employees or better"

#### ***Discussion***

*Between 2005 and 2008 the papermaking sector has reduced its incidence rate to that of the all-manufacturing average. The corrugated sector has substantially reduced the gap between its incidence rate and the all-manufacturing average. The recovered sector still has some way to go and will need particular help from PABIAC over the period 2008-2011.*

*At the CPI's symposium for CEOs in October 2007 the latest injury statistics were presented and the CEOs were issued with a challenge for them to aim for an improvement in accident performance that would put them better than the manufacturing average and set them well on the way to achieving world class standard when compared with any manufacturing industry worldwide.*

*The latest (2006/07) recorded all manufacturing industry incidence rate is 924 per 100,000 employees. According to CPI statistics the overall injury incidence rate for the paper industries is 1143 per 100,000 employees. This breaks down by sector as 945 for papermaking, 1225 for corrugated packaging manufacture and 1483 for recovered paper.*

*Reducing the incidence rate to 800 by 2011 would represent an overall reduction of 30% over three years.*

*It has been suggested that individual targets should also be set for each Sector.*

#### ***Questions***

- 1. Should PABIAC set an injury reduction target?*
- 2. Do you think that an overall reduction in incidence rate to 800 per 100,000 employees is a reasonable target for PABIAC to set?*
- 3. Do you think that PABIAC should also set separate targets for each sector (papermaking, corrugated packaging and recovered paper) and, if so, please indicate how these might be framed?*

## **Objective 2 - Reduction in days lost through injury and work-related ill health**

PABIAC recommends setting the following objective.

“By March 2011 the number of working days per employee lost in the industry through accidents and work-related ill health will have been reduced by 30% compared with the number of working days per employee lost for the year 1st April 2007 to 31 March 2008”.

### *Discussion*

*PABIAC’s target reduction in working days lost for 2005 to 2008 was only 9% which PABIAC believes was easily achieved and was not sufficiently stretching. PABIAC believes that a more stretching target should be set and that the target should be expressed in terms of working days lost per employee.*

### **Questions**

1. *Do you think PABIAC should set a target for working days lost per employee?*
2. *Do you think that a 30% reduction over three years is a reasonable target?*

## **Objective 3 - Health and Safety Management**

PABIAC recommends the following as the objective in relation to health and safety management.

“All employers will demonstrate a continuously improving health and safety management performance when benchmarked using:

in the case of large employers (i.e. employing 250 or more people) the CHASPI (Corporate Health and Safety Performance Index) Index; or

in the case of SMEs (i.e. employing fewer than 250 people) the PABIAC self-assessment tool”.

### *Discussion*

*Having in place the elements of a health and safety management system (policy, organisation, planning, control, monitoring and review) is a minimum legal requirement for all employers. All employers in the industry should now have in place a health and safety management system that meets the requirements of OHSAS 18001 or equivalent as this was an objective to which the industry signed up in the 2005-2008 strategy. Simple compliance with minimum standards alone will not achieve the further improvements in control*

*of risks that PABIAC is seeking. We need to see continuous improvements in overall management of health and safety at work, hence the recommendation for an objective committing employers to demonstrating continuous improvement.*

*In order to demonstrate year on year improvement reliable baseline benchmarking and periodic measurement will be essential. The CHASPI benchmarking index (for large employers) and the PABIAC self assessment tool (for SMEs) are ready-made, easy to use, packages that employers who give their pledge to the PABIAC strategy (see under “A Pledge from CEOs” below) would be asked to use.*

*PABIAC envisages employers using these tools to obtain a baseline benchmark within the first few months of the strategy period and report the results to their representatives on PABIAC (i.e. CPI or IWPPA) so that they, in turn, can report collective progress to PABIAC. Thereafter PABIAC would expect employers to update their benchmarks at regular intervals and report the results.*

*In the case of large employers it is envisaged that the baseline and subsequent (PABIAC suggests annual) benchmarking should take the form of a table top exercise involving a focus group chosen from the company’s directors, managers, supervisors and workers and would include the company H&S manager, the trades union FOC and safety representatives. In the case of a multi-site operating company the focus group might need to include representatives from different plants. The focus group would complete the CHASPI question sets on the basis of an around-the-table discussion and consensus. PABIAC anticipates that such a tabletop exercise could take from two to three hours to complete depending on the size of the focus group. If required, a suitably briefed member of PABIAC could attend the exercise to act as moderator to help ensure that all employers are consistent in their approach to completing the CHASPI question sets and to clarify any issues that might arise in relation to the CHASPI process.*

*SMEs could take a similar approach in completing the questions set out in the PABIAC self-assessment tool. PABIAC would not have the resource to send a briefed moderator to help every SME but would probably be able to provide some support e.g. by answering any queries by telephone and arranging a briefing workshop for SMEs who require it. The PABIAC tool would be modified to a simple three box scoring system to allow greater sensitivity in scoring.*

*In all cases the employer would be asked to report the results of these baseline and periodic benchmarking exercises to their representatives on PABIAC. An undertaking to do so would form part of the CEO pledge (see below under “A Pledge from CEOs”).*

## **Objective 4 – Continuous improvement in health and safety climate**

PABIAC proposes setting a similar objective on this topic as set out in the 2005-2008 strategy. In addition, PABIAC recommends that employers should be asked to demonstrate a transparent link between the results of health and safety climate surveys and elements of their annual health and safety improvement plans aimed at tackling areas for improvement identified by the climate surveys. This could perhaps form part of the CEO pledge (see below). The objective would be as follows.

“All employers will demonstrate a continuously improving safety climate with senior management commitment and governance using a suitable survey tool such as the PABIAC Safety Climate Tool”.

### *Discussion*

*PABIAC believes that just having in place a health and safety management system will not, on its own, guarantee success. Much depends on how the leaders, managers and other employees working for the organisation behave and this, in turn, depends on the organisation’s health and safety culture.*

*PABIAC believes that health and safety climate surveys, if properly applied, can be used to benchmark and gauge progress in improving an organisation’s health and safety climate.*

*Under this objective employers would be invited to make use of a suitable climate survey tool to benchmark progress in improving the organisation’s health and safety climate and to report the results, anonymously if preferred, to their representatives on PABIAC (i.e. CPI or IWPPA).*

### **Questions**

1. Should PABIAC include an objective relating to achieving continuous improvement in health and safety climate?
2. If so, is the above draft objective reasonable?

## **Objective 5 – Occupational health**

### *Discussion*

*PABIAC believes that there is insufficient evidence to show that the strategic objective covering this topic in the 2005-2008 strategy has been achieved. PABIAC believes that there is still no common understanding across the industry about what is meant by occupational health management and what it entails and we believe that very often, managers in the industry do not have the required competence or confidence to manage occupational health issues, preferring instead to delegate it to occupational health specialists.*

*PABIAC therefore recommends that the objective for 2008-2011 should be for PABIAC to obtain a clear understanding of the main occupational health risks within the industry, how they are currently being managed and to identify the key measures that need to be taken to move the industry's occupational health management towards being world class.*

*Notwithstanding this PABIAC recognises that employers in the industry may wish to set hard targets in relation to control of particular occupational health risks e.g. stress, manual handling, noise, respiratory risks.*

*PABIAC seeks the views of industry stakeholders as to whether strategic objectives should be set in relation to occupational health and, if so, what they should be.*

## **Questions**

1. Should PABIAC set a strategic objective in relation to occupational health?
2. Do you agree that PABIAC should set, as an objective, obtaining a clear understanding of the main occupational health risks in the industry, how well they are being managed and identifying key measures to be taken to improve management of occupational health?
3. Do you think that targets should be set in relation to the control of particular occupational health risks and, if so, which risks and what should the targets be?

## **Other objectives**

PABIAC believes that, following withdrawal by HSE of its publication INDG 396 and the emerging findings of HSE's research into methods of securing loads on curtain –sided lorries, there is likely to be a need for the industry to set for itself an improvement target in relation to this issue. The research is expected to be complete by the end of 2007 following which there will need to be consideration and discussion across the industry to take account of the research findings and agree the way forward. This is likely to require PABIAC to develop a further improvement objective later in 2008. PABIAC will keep the industry informed of the results of the research and consult industry stakeholders in relation to any proposed objectives on this topic.

## **A Pledge from CEO's**

PABIAC proposes to invite CEO's to provide a written pledge committing their companies to the PABIAC Strategy for 2008-2011. See the annex to this report for an example of a format for a pledge. The company would receive a certificate from PABIAC in return for the pledge and the names of companies pledged to support the PABIAC Strategy in this way could perhaps be shown on the PABIAC website.

## *Discussion*

*Recently completed research into industry sector targeted initiatives suggests that there is some benefit from this sort of approach.*

## **Question**

Do you agree that CEO's should be invited to provide a formal pledge committing their companies to working to achieve the PABIAC strategy?

**Annex**  
**POSSIBLE FORMAT FOR A CEO PLEDGE**

The PABIAC strategic health and safety targets for the paper industries 2008 to 2011.

**OUR PLEDGE**

On behalf of *[insert name of company]* I pledge our support for the health and safety improvement targets set out in PABIAC's strategic direction statement "Making a Difference - 2008 to 2011".

I commit the company to working to help our industry to achieve these targets. We shall do this by taking the following action. *[Insert below a brief summary of the measures that your company will be taking]*

Objective 1.

Objective 2.

Objective 3.

Objective 4.

Objective 5.

I shall ensure that we send brief progress summaries to *[insert name of employer's association]* at six monthly intervals so that they can aggregate our progress with that of other companies who have signed the PABIAC pledge and so keep PABIAC informed of our industry's overall progress towards achieving these important targets.

Signed.....

Name.....

Position *[insert position. This should be Chief Executive Officer or equivalent]*

Date.....

*(Footnote. Targets from other industry schemes have included*

- *Appointment of H & S Director*
- *Annual health & safety survey of workforce*
- *Development of H & S training plan*
- *Development of Occupational Health resource*
- *Report on accident statistics*
- *Develop & train all safety committee members*
- *Through safety committee decide on priorities and action them*
- *Provide H&S leadership in the organisation and champion (PABIAC Strategy)*
- *Ensure that Board / Senior level discussions reflect H & S intentions stated within H & S Policy and ensure the document is living document which is regularly reviewed*
- *Be regularly informed of H & S risk management issues*