

**CPI Biennial Conference  
Launch of the PABIAC Strategy  
The St Johns Hotel, Warwick Road, Solihull, B91 1AT  
8 November 2011**

***Speaking notes - 20 mins including time for questions***

**Introduction and reflection on 2008-2011 Strategy**

1. Thank you for inviting me here today to launch the new Paper And Board Industry Advisory Committee (PABIAC) Strategy that will begin in January 2012.
2. I would like to begin by congratulating each and every one of you for the part you have played in achieving so much of the previous PABIAC strategy. PABIAC is a tripartite partnership between the industry, the unions and HSE. It is a partnership that has proven to be a success time and time again. Part of its success is because it represents all three sectors of the industry - paper and tissue manufacturing, the conversion and corrugated sector, and the recovered paper sector.
3. Through the commitment of the industry and the PABIAC Board, much was achieved under the previous strategy to deliver significant improvements in managing health and safety.
4. For example, as a result of your hard work we have seen the accident and injury rate in the recovered paper sector reduce by a total of 55 per cent over the three year period of the strategy . quite an achievement.
5. And overall, the accident and injury rate for the 3 sectors taken as a whole reduced by 34.5% during the 3 years of the strategy. Again, this is a significant and welcome reduction. Just as more importantly we must not overlook the fact that for every reduction in injury rate there are fewer people affected by a workplace accident.

6. Health and safety management within your companies was a key area to be addressed by the previous strategy. At its start, in 2008, 40 sites had benchmarked their health and safety management systems. By the end of the strategy 142 sites had used a benchmarking tool. Most reported that they had seen improvements in management systems as a result.
7. Occupational Health is an issue for each and every one of you in your sector. It presented a real challenge to the industry in the previous strategy . about what the issues were and how to progress them. Following research, an objective was agreed on occupational health . albeit late in life of the strategy. Once again industry, in conjunction with PABIAC, rose to the challenge and provided tools and resources to begin making improvements in this important area.
8. Whilst PABIAC started the last strategy with objectives in 5 key areas, this did not blind them to the fact that other issues might arise that would benefit from all parties working together. One such issue was that of ~~wide~~ bales+- which as I understand it refers to bales of pulp or waste paper being carried unsecured on top of another bale on fork lift trucks. A working party across the 3 sectors worked with equipment suppliers, union representatives and companies to identify a solution. This work resulted in a new attachment being designed to allow two bales to be carried together, one on top of the other, with both of them secured. Another example of working together was in establishing the correct standards for securing loads on curtain-sided lorries. These activities demonstrate the joined up and flexible way in which PABIAC has successfully addressed issues of importance in your industry.
9. PABIAC has clearly demonstrated that it can rise to a challenge and be self-reflecting and flexible in its approach. This, along with its history of success will put it in a good position to continue to develop and deliver tools and resources in the future. PABIAC can make practical changes to health and safety in areas that are important to you.

## Looking Forward to the New Strategy

10. As we look forward to the new strategy, HSE is pleased to continue to work with industry and unions in this partnership. I am sure that we are all mindful of the challenges that lie ahead for us all. There continue to be considerable uncertainties about the future economic outlook, and HSE itself is also going through a process of change. However, I am sure that with the new 2012 to 2014 strategy, the same dedicated approach will continue to deliver. HSE recognises the important role that PABIAC has to play in driving health and safety improvements in your industry and we will continue to support the initiative as we move forward to the new strategy.
11. So, here is the new strategy (hold up a copy). All of you will receive a copy of the strategy to take away with you today and it will shortly be available on the partners websites.
12. The strategy covers the three years starting January 2012 . The five objectives were approved by the PABIAC committee, but I should stress that the objectives, and the way in which they will be delivered, were influenced by you. Through questionnaires, industry told PABIAC what they thought worked well and what the focus of future objectives should be. The PABIAC committee listened to these thoughts and suggestions. This strategy is a product of that work.
13. The objectives outlined in here are also in line with the HSE strategy for health and safety in the 21<sup>st</sup> Century which was launched over two years ago.
14. The strap line that accompanied the launch of that strategy was: *be part of the solution* - a call on everyone in the health and safety system to play their part in driving up our performance further. The work of PABIAC, and this new strategy for the paper and board industry, is a good practical example of that strategic aim

being delivered in practice. It is important that key stakeholders such as unions and trade associations influence companies within the industry to work together and make proactive improvements in areas that matter, without the need to be driven along by an HSE inspector.

## **The 5 Strategic Objectives**

15. So, what are the five health and safety areas that industry has asked PABIAC to focus on over the next three years?

16. The first objective focuses on near miss reporting. It is generally accepted that where there is a good near miss reporting system, then accident, incident and injury rates can be reduced. This is because such systems can provide good information to companies - to help identify how, why and where things might go wrong. They are also a good way of working with the workforce to find out what issues are affecting them and how they might be improved. Some of you may already have near miss reporting systems and you may feel this objective does not apply to you. However, I would urge you to go back to your companies and reflect on the systems you have. Take a good look to see if they can be improved to give you more or better intelligence that could then be used to improve your workplaces and prevent incidents happening. Consult with employees and get feedback to see if any elements of the system are missing or can be built upon.

17. The second objective addresses accident rates. Although these decreased during the previous strategy, Industry still feels that further reductions can be achieved. As with the previous strategy there is an overall target set for accident rate reduction over the 3 years. The challenging target that has been set is a reduction from the current rate of 859 reported non-fatal injuries per 100,000 workers to 625 per 100,000 workers over the 3 years. 859 to 625. This is equivalent to a year on year reduction of 10%. In addition, there is a second part to the accident reduction objective. This is to target and reduce both the number

of high frequency and the number of serious outcome sector specific accidents.

18. A few definitions. What are **high frequency** accidents you may ask? These are accidents where the result of the injury may not be serious, or long lasting, but they are caused by a common factor and happen in large numbers. The three industry sector committees have already identified that the common themes across all of the sectors include manual handling, and slips, trips and falls. A **serious outcome** accident is one that may not happen frequently, but the injury caused is significant, such as a permanent disability or fatality. In each of the three sectors, the common cause has already been identified as contact with moving machinery.

19. Accepting that occupational health is a key issue in your industry, the third objective builds upon the success of the previous strategy in looking at the role of occupational health provision within the workplace. The new occupational health objective aims to pin down what the issues are, explore and strengthen the role of occupational health providers in addressing those issues and involving the workforce in this process.

20. Turning to the fourth objective...In the room with us today are many leaders from industry. Leaders not only at board level but also, and just as importantly, at shop floor level in the form of supervisors, managers and team leaders. We also have in the room many people who can shape and influence how health and safety is developed and managed in your companies. You may now all be looking to your health and safety advisers as the person to do this. However, I am looking at each and every one of you - as someone who has a part to play in this. The fourth objective is the ~~W~~Working Well Together+objective. It recognises both the role of senior leaders and the role of employees in shaping health and safety management in your companies. The objective sets a framework in which working well together can be achieved. I feel that this objective underpins the delivery of the other four.

21. The fifth and final objective focuses on competence. Following consultation, the message that industry gave to PABIAC was that more work needs to be done to get a truly competent workforce. It was felt that in the past the emphasis had been on training, and not necessarily about ensuring competence within industry. Although it was noted that initial training programmes when a person joins a company are often well structured, ongoing refresher training programmes were less well defined.

### **Objective Delivery and Summary**

22. So you now know what the five objective areas are for the next three years. You may be asking yourself how will these be achieved, and what does this mean for my company ?

23. Since the objectives were agreed the three industry sector committees have been working hard to identify what actions need to be taken to achieve them. Industry and unions have joined together to come up with realistic, practical, timed plans to deliver the strategy over the next 3 years. The industry action plans are available for you to see today.

24. However, as I said at the start, this PABIAC strategy cannot be delivered without the help of each and every one of you in this room. All of you have a role to play - no matter how big or small that role is. I call upon all of you in the industry to look at the strategy, and identify how you can play your part in making your industry safer and healthier.

25. The first thing I would urge companies to do is to sign the PABIAC pledge for each of your sites. If this can be done in conjunction with the union representatives or F-o-Cs (Father of the Chapel) then it sends a strong message that companies and workforces are joining together.

26. But signing the pledge is only the first step. Next, you need to develop action plans at company level to identify what you can do to support and seek to achieve these objectives, and take practical steps to improve health and safety for everyone in the industry.
27. Finally, I hope you enjoy the conference today. The speakers coming up will all be talking about areas that the PABIAC strategy covers. They will try and offer practical help about what you can do to achieve the objectives.
28. So in conclusion, the question I put to you is ~~W~~here do you want to be in three years time?+I have heard from industry many times before that they would like to be world-class in terms of health and safety management. If that's the case PABIAC, industry and the unions and employees need to join together and work hard to achieve this. I believe that the PABIAC strategy is empowering and will take you a long way towards this aim. You can make it happen.
29. Thank you very much for your time and for listening to me, if you have any questions then I would be happy to try and answer them. Thank you.