

ESSENTIAL ELEMENTS IN CREATING AN ACTION PLAN

“RECOVER PAPER SAFELY – guidance for the recovered paper industry”
Published by the HSE in February this document contains notes on good practice and should be considered to be the minimum acceptable standards to which all Recovered Paper Companies and Facilities should comply.

Vision without action is a daydream. Action without vision is a nightmare.
– Japanese proverb

Not everyone will currently be achieving these standards. Actions will need to be taken to move the current situation towards the minimum acceptable standard. In deciding how to move from where you are now to your goal, you will need an action plan. This document does not provide you with a template for drawing up your action plan, but sets out the steps you need to follow to enable you to produce your own specific action plan which will guide you to your objective and maintain standards. This process involves answering four questions:

- Where are we now?
- Where do we want to be?
- How are we going to get there?
- How do we maintain and improve standards?

WHERE ARE WE NOW AND WHERE DO WE WANT TO BE?

These two questions are tackled together. With reference to the relevant section in “Recover Paper Safely”, draw up a check list of the recommended standards, including plant, operating procedures and management systems. Once you have your check list, compare each item against what you currently have or are doing and note any items which fall short of the checklist.

HOW ARE WE GOING TO GET THERE?

The difference between where you are now and where you want to be will enable you to determine what needs to be done. This will be your action plan.

Your action plan should specify WHAT needs to be done to achieve the desired standard, by WHOM and WHEN. For each objective, the action plan should describe:

- What specific activity/task should occur?
- Who will be responsible for the task?

- The timeframe for accomplishing the task/when the action will take place.
- What resources (people, time, money) will be needed to accomplish the task and how those resources will be acquired?
- Who will need to know when the task has been completed? Particularly important if there are several sequential tasks required to achieve the ultimate objective.

Once implemented, the progress of your action plan should be reviewed regularly to ensure that objectives are being achieved and target dates met.

HOW DO WE MAINTAIN AND IMPROVE STANDARDS?

Once your action plan is complete, an audit system must be put in place to review the plant, operating procedures and management systems to ensure they continue to meet the requirements. Your audit system should describe:

- What specific activity/task/system should be audited?
- Who will be responsible for the auditing?
- How the auditor ensures they are using the latest reference material.
- The timeframe for carrying out the audits (ensure you include seasonality).
- Who will need to know the outcomes of the audits?

Based on these audits, further action plans should be drawn up to develop a culture of safety awareness and continuous improvement.