

The Papermaking Partnership



The Papermaking Partnership

The Confederation of Paper Industries, on behalf of member companies in the Papermaking Industry, has jointly developed a Partnership Agreement with Amicus, GMB, and TGWU, on behalf of all employees in conforming sites, so that the Partners can work together to further the interests of employers and employees and to effectively resolve any conflicting interests.

The Partnership Agreement is intended to set minimum standards across the industry and the Partners are committed to supporting successful companies in setting higher standards in the workplace.

The Partnership Agreement, and trade union recognition within it, covers Production (Process) and Engineering (Craft) workers represented by the trade union partners.



The Papermaking Partnership

Employers and employees, with their representatives, have forged a partnership to work together, grow together, and stay together so that the paper-making industry remains a successful part of the UK's manufacturing economy.

Work together in a spirit of cooperation, based on mutual trust and respect, to maintain harmonious, productive and fulfilling workplaces, resolving problems and differences at the earliest possible stage through regular and open dialogue

Through partnership, **grow together** to maintain a successful papermaking industry as part of the UK manufacturing economy and strive for continuous improvement to the performance and profitability of companies and to the living standards and quality of life of employees

Stay together, working in partnership and overcoming short-term obstacles to achieve security of employment through successful companies employing a well-trained, fully-utilised, and flexible workforce

These are the three pillars of partnership and this Partnership Agreement is designed to help people understand the partnership by setting out, for each of the three pillars:

- Key principles,
- Terms of agreement that provide further interpretation and detail

These are intended to set **minimum standards** across the industry and the Partners are committed to supporting successful companies in setting higher standards in the workplace. Additionally, as a source of further help and guidance there are links to:

- Good Practice Models as practical support and guidance
- Links to resource material including ACAS guides, company-specific examples, and Trade Union rules

There are also links to other documents such as the Pay Agreement and Grading Agreement.

Important!

The Agreement is intended to support a Partnership where everyone works through issues together to achieve mutually beneficial sustainable outcomes. It must be interpreted in the spirit of partnership and anticipating that no one should be expected to gain or lose through differing interpretation of words or manipulating outcomes.

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Partnership Pillar	Partnership Principle	Agreements	Page
<p>Work together in a spirit of cooperation, based on mutual trust and respect, to maintain harmonious, productive and fulfilling workplaces, resolving problems and differences at the earliest possible stage through regular and open dialogue.</p>	The CPI and trades unions will work together to sustain and improve partnership across the papermaking industry and to promote the interests of the industry by joint approaches to media, Government (in the UK, Europe and internationally) and key stakeholders and external partners.	Partnership Committee	5
	The CPI and trades unions perform a key role in representing the interests of employers and employees respectively.	Recognition Agreement Appointment/Facilities for Trade Union Reps	6 8
	People will work together to resolve differences speedily and avoiding conflict and dispute, firstly tackling the problems together locally and then nationally, and exploring every opportunity to prevent hostilities.	Disputes procedure	10
	Employers will actively engage employees in the running of the business by sharing information and through regular and genuine consultation.	Information & consultation	12
	Everyone is entitled to be treated with dignity and respect, to be free from discrimination, bullying and harassment, and to feel a valued part of the papermaking community.	Dignity at work Privacy	13 15
<p>Through partnership, grow together to maintain a successful papermaking industry as part of the UK manufacturing economy and strive for continuous improvement to the performance and profitability of companies and to the living standards and quality of life of employees.</p>	Companies must be profitable and highly-productive if the UK paper-making industry is to compete in the world market.	Pay	16
	To be profitable and highly-productive everyone in their company will need to work together in partnership to meet the needs of stakeholders and customers.	Efficiency & Productivity	18
	The partners recognise the demands of everyday life, and will work together to achieve an effective work/life balance.	Working hours Work-Life Balance	20 22
<p>Stay together, working in partnership and overcoming short-term obstacles to achieve security of employment through successful companies employing a well-trained, fully-utilised, and flexible workforce.</p>	The partnership creates a joint responsibility for the long-term success of the papermaking industry	Learning & skills	23
	The most effective route to secure employment is through profitable and highly-productive companies	Temporary staffing	25
	Where job losses become necessary there will be full consultation so that the partners can work together to achieve a dignified outcome and find ways to minimise or avoid redundancy.	Lay-off & Short-time	26
	The partnership recognises the need for the active and committed involvement of everyone in the Industry in the development and promotion of a comprehensive approach to health and safety	Health & Safety Sickness Cancer screening	27 29 32

1 Partnership Committee

1.1 Aims/objectives

The purpose of the Standing Partnership Committee is to provide a forum for Partners to

- assess the effects of external changes upon the National Agreement, such as new social or employment legislation, White Papers/Consultation exercises or European directives and proposals.
- share information on the state of the industry
- consider the value of joint lobbying of government at both national and European level to further the interests of the industry
- resolve disputes over interpretation or application of the National Agreement, based on the principle of partnership

1.2 Constitution and Procedures

The Partnership Committee should comprise equal numbers of nominated senior representatives of employer companies and the trade unions (normally totalling 4-6 people), together with specialist advisers on relevant agenda subjects.

The committee will also include an independent chairperson, nominated jointly by the Partners, who will guide and advise the Committee

It will not be directly involved in any annual negotiations on pay & conditions. Nor will it take a direct part in any procedural reference, unless interpretation of the Agreement is required. It may, however, make recommendations on the broad content of the Agreement, industry codes of practice or guidance notes where it is agreed that inclusion in the national Agreement is the best means of meeting the industry's needs.

It will meet on an *ad hoc* basis, but any Partner can call a meeting if they feel there is a genuine need.

2 Recognition and Procedure

2.1 Aims/objectives

- Ensures effective dialogue between employers, employees, and their representatives
- Provides formal recognition of the Trades Unions forming this partnership
- Sets out procedures for avoiding disputes.

2.2 Recognition

The Confederation of Paper Industries and the signatory Trade Unions agree that The Paper Industry National Agreement confers recognition on those unions for consultation and collective bargaining at sector level for issues covered within the Agreement. Amendments to the Agreement can be made through a single table forum at which all the signatories may be represented.

Recognition at company or site level will be covered in detail by local agreements or customary arrangements.

2.3 Interpretation and application of the National Agreement

In the rare event of a disagreement concerning the interpretation or application of the National Agreement it shall be referred to a Partnership Committee, constituted as in this Agreement.

2.4 Provisions for avoiding disputes

The Partners emphasise the importance of consultation between employers and employees when considering matters affecting working life and the desirability of resolving problems at the earliest possible stage.

While both employers and employees, and their respective representatives, wish to work in partnership to improve the viability of the paper industry, and while efforts will be made by the partners to generate a greater mutual understanding of local and national conditions affecting the workplace, company or industry, it is recognised that issues may arise where the interests of the partners appear to diverge. The purpose of this section of the Agreement is to provide a means of reconciling the interests, using external advice and assistance when required.

Any question arising from this Agreement shall be dealt with by discussion. Either the employer or the employees may initiate such discussions, and either may pursue the matter through procedure.

2.5 Procedure

Any disagreement or dispute arising at local level must be referred to the agreed local procedure until it is resolved or has passed through all stages of the domestic procedure. It may also be appropriate for informal contact to be made with Trade Union or Confederation advisors in an attempt to resolve an issue.

Any disagreement arising at a site that cannot be resolved under the domestic procedure should be referred, within two calendar weeks of receiving a formal request, or such other time-span as the partners agree, to an Industry Conference, held normally at a neutral venue and attended by an officer of the Confederation and by an official(s) of the Trade Union(s) concerned who has not previously been formally involved in discussions.

Guidance on the constitution of and arrangements for an Industry Conference can be found in the procedure for avoiding disputes.

In the event of an Industry Conference failing to produce an agreed solution, the parties to the dispute, in consultation with the respective National Officers of the Confederation and the Union(s), should take two calendar weeks to re-consider their position, and decide how they wish to proceed. Although it is not obligatory, the partners may, if they both so agree, re-convene the Industry Conference or refer the matter to an independent form of mediation.

Until the procedure provided above has been carried through, there shall be no departure from normal working (i.e. no strike, lock-out, work to rule, etc.).

2.6 Appointment of, and facilities for, Union Representatives

Members of the Unions signatory to this Agreement, who are recognised at a site, may appoint a representative or representatives to act on their behalf in accordance with the terms of this Agreement and the relevant union rules.

Appointments will be made and facilities provided in accordance with the relevant Codes of Practice and the section on facilities for trade union representatives.

2.7 Recognition of non-manual employees

Where a union is recognised at local level for such employees, a failure to agree at the conclusion of the local procedure may be referred, by either partner, to the procedure for avoidance of disputes in this Agreement.

3 Trade Union Representatives – appointment and facilities

3.1 Aims/objectives

- Clarifies legal entitlements to time off in the context of the paper industry and circumstances in which such time must be given with pay.
- Promotes good employment relations by ensuring union representatives (e.g. committee representatives, health and safety representatives and union learning representatives) are adequately trained to act in a representative capacity in relation to their members and have appropriate facilities, time and opportunity to meet with them in order that they can be aware of their views and concerns and articulate these in discussions with the Company
- Enables employers to build partnerships with specific individuals to work with them in securing the support of employees as a whole for changes and improvements necessary to maintain or improve the performance of the Company

3.2 Introduction

The Partners agree to promote good relationships at all levels of the industry. To this end they commit to encourage and maintain effective partnerships across the industry and in each workplace.

Time off, facilities and access to employees will be provided to representatives once the details of the nomination (or change of details as appropriate) have been provided, in writing to, and acknowledged by, local management.

Normally any representative shall be expected to represent not less than four workers, and to have at least 12 months service with the Company. Where the Company has reasonable reservations on the need for, or suitability of, a representative, the concerns will be resolved in agreement with the Trade Union Officers before the representative undertakes their role.

3.3 Access to new employees

The local union representative performs an important role in welcoming new employees at an early stage in their employment. Where agreed by the Company, the union representative will be given the names and location of new employees and this will not be unreasonably refused.

3.4 Time off for trade union duties and activities

It is agreed by The Partners that for trade unions to operate effectively and democratically they need the active participation of members, and it is in employers' interests that such participation is assured. Reasonable time off without loss of pay to undertake such duties and activities will be given, subject to permission being sought and given in advance, and any necessary cover being available (in accordance with the ACAS Code of Practice).

3.4.1 Trade union duties

Union representatives are entitled to reasonable paid time off during working hours to carry out trade union duties as defined in paragraphs 7-12 of the ACAS Code of Practice on Time off for trade union duties and activities.

3.4.2 Trade union activities

The partners recognise that representatives may undertake trade union activities such as attendance at branch, regional, sector or national meetings, or attendance at union conferences.

3.4.3 Time off for trade union training

The Partners in this agreement recognise the importance of reasonable time off for union representatives to carry out their duties and the necessity of training for local representatives in order to effectively represent their members in the workplace.

The Partners agree that it is important that recognised union representatives (committee representatives, health and safety representatives and union learning representatives) receive appropriate training in order to carry out their duties and represent their members in an effective manner.

3.5 Facilities

Companies should make available to the trade union representatives the facilities necessary to perform their duties effectively and communicate effectively with their members, colleague lay officials and full-time officers.

Where resources permit, the facilities could include access to a notice board, telephone, email and the internet. Use of email and internet will be subject to the Company's normal rules for using such facilities.

3.6 Further information

The ACAS Code of Practice is available at:

www.ecacas.co.uk/cgi-bin/priamlnk.cgi?MP=CAT^GIN151&CNO=85&CAT=CP

The rules of the recognised trades unions can be found at:

www.amicustheunion.org

www.gmb.org.uk

www.tgwu.org.uk

4 Procedure for avoiding disputes

4.1 Aims/objectives

- Provides guidance on avoiding disputes
- Sets out procedure to resolve conflict that could be detrimental to effective partnership

4.2 Introduction

There is no formal restriction on the nature of an issue that may be referred to the external procedure, but the partners recognise that such issues should be serious and substantial and that every effort should be made to firstly resolve the problem at the lowest possible level. There may be more appropriate alternative

means of resolving certain kinds of issue, including statutory processes that may follow the conclusion of internal procedures. It is usually preferable that matters primarily concerning health & safety use the existing channels for that purpose, rather than through this procedure for avoiding disputes.

4.3 Procedure

Issues which are referred to an Industry Conference under this Procedure will only involve the Union(s) or group/chapel(s) whose members are directly concerned in that issue. Other Unions or groups employed at the same site or in the same company will be expected to continue to work normally. However, it is advisable in circumstances where those other unions or groups are affected consequentially, that they be kept informed of progress towards a resolution.

Initiation of the Procedure will be by formal recorded request, including the Terms of Reference, from the appropriate full-time official of the Union to the appropriate Officer of the Confederation. A management reference may be made by the Confederation, on behalf of the Company to the appropriate trade union official in the same way.

An Industry Conference may be convened using either of the methods set out below. The method to be used shall be agreed between the parties to the dispute and the officers of the Confederation and the Union(s) concerned. Where the parties cannot agree, the "Direct Negotiation" method will be used.

Panel – a Panel comprising one representative of the Confederation, the Union(s) concerned, and a Chairman will consider the matter in dispute. None of the Panel members shall have been previously involved in the matter. The parties to the dispute shall present their arguments to the Panel, which will then seek a settlement of the matter by mediation. The Panel does not have the authority to impose a settlement, unless all the parties have mutually agreed to accept such a settlement prior to the conference. The partners may agree to appoint an independent chairman, costs to be shared equally between the partners.

Direct Negotiation – Where this form of Industry Conference has been agreed, the National Officers of the Confederation and Union(s) will assist their respective members to achieve a mutually acceptable outcome to the dispute through the normal process of negotiation. The conference will be chaired by a person agreed by the partners.

The outcome will be recorded by the officer of the Confederation.

In the event of an Industry Conference failing to produce an agreed solution, the parties to the dispute, in consultation with the respective National Officers of the Confederation and the Union(s), should take two calendar weeks to re-consider their position, and consider any further steps that may be taken to achieve an agreed solution, recognising their overall responsibility for maintaining a high standard of employment relations in the industry.

The Partners in this Agreement will advise their respective members of its provisions and of the associated responsibilities. Included in those responsibilities is the expectation that all representatives of the parties will conduct themselves with due respect for others throughout the process, in the spirit of partnership.

Until the procedure provided above has been carried through, there shall be no departure from normal working.

4.4 Action following the exhaustion of this procedure

Should a Trade Union decide to pursue a course of industrial action, following a failure to reach an agreed conclusion under the above provisions, such action shall be taken in accordance with the statutory provisions. An Employer intending to implement any change, where agreement to do so has not been reached under the above provisions, shall give formal notice in writing to the Trade Union(s), where this has not already been done, specifying the date on which the change will be implemented, subject to statutory/contractual obligations.

5 Information and Consultation

5.1 Aims/objectives

- Sets out the importance of information and consultation in securing effective partnership and improved productivity.

5.2 Information and consultation

Information and consultation are essential to good employment relations. Employees tend to be more motivated and perform more effectively if they have opportunities to be informed about, and consulted upon, changes that will affect their employment conditions and working life. Equally the quality of decision-making is often greatly enhanced if companies take account of the views of the people they employ, before deciding upon future policies and plans.

Regular and open dialogue is an essential platform for a meaningful and productive working relationship. It is the primary responsibility of the Company to ensure that employees are kept properly and promptly informed about the issues that affect them in the workplace. Employees have an obligation to safeguard confidential or sensitive information and can be expected to engage in a reasonable dialogue. The partners, at national and workplace level, will work together to ensure an effective on-going two-way dialogue.

There are also legal obligations. The Information and Consultation (ICE) Regulations implement the EC directive giving employees rights to be informed and consulted about the business they work for, including the prospects for employment, and substantial changes in work organisation or contractual relations. Rights contained in the Regulations take effect from 6 April 2005 for undertakings with at least 150 employees, 6 April 2007 for undertakings with at least 100 employees, and 6 April 2008 for undertakings with at least 50 employees

In order to assist employers and employees at local level to address this issue, the partners have produced a Model Agreement on the establishment of Information and Consultation Forums. Such agreements are an integral part of Partnership at Work, which the partners are undertaking in order to pursue issues of common interest and reach agreement on matters affecting the industry. The Model Agreement is mainly intended to cover single-site companies and multi-site companies that are a single legal entity. However, it also allows for the establishment of group Information and Consultation Forums.

5.3 Further information

ACAS have prepared extensive advice on good practice in this area in collaboration with the DTI, CBI and TUC and this can be found at:

www.acas.org.uk/index.aspx?articleid=338

www.dti.gov.uk/employment/employment-legislation/information-consultation/index.html

www.cipd.co.uk/subjects/empreltns/comconslt/infocon.htm

www.tuc.org.uk/partnership/index.cfm

6 Dignity at Work

6.1 Aims/objectives

- To be competitive, both as a company and an employer, it is important that working practices are modern and suited to the values of the twenty-first century.
- Employment practices similarly need to reflect modern values and best practice in workplace relations.

6.2 Dignity

The partners believe that everyone in the workplace should be valued as a person and treated with dignity and respect, given every opportunity to contribute to the success of the business, treated fairly in a way that is consistent with others but taking account of their individual needs. People should be afforded the opportunity to express their opinion and encouraged to share views and ideas on improvements to their workplace and their company. They should be recognised and appreciated for their contribution and given feedback on their performance. Everyone should be aware of the sensitivities of others and act responsibly when expressing views and opinions, in order to avoid causing offence. There should be mutual trust and respect at all times, but particularly at times of dispute or differences of opinion where care should be taken by all parties to maintain respect.

6.3 Harassment

The partners believe that bullying and harassment in the workplace are unacceptable; companies are encouraged to adopt a formal policy such as the model policy. Offensive or abusive behaviour should not be condoned or tolerated. The partners also recognise that humour is an important part of work life but that care must be taken to avoid unintentional offence, particularly in banter. Companies should ensure that their policies, training and standards of conduct help achieve the right working environment.

6.4 Diversity

The partners are committed to ensuring that the paper-making industry reflects the diverse multi-cultural environment in which we operate. Recruitment and employment practices that fail to provide opportunities for people because of their race, gender, age, religion, disability, or any other arbitrary factor will undermine the competitiveness of the industry by failing to capture the best talent available – focusing on difference can obscure potential. The partners believe that all companies should have a clear statement of, and policy on, diversity together with employment practices that foster an inclusive workplace. A model policy on equal opportunity is available.

6.5 Work-life balance

The partners believe that in the modern workplace there must be recognition of the difficulties that employees face in balancing the demands of their work with the pressures of personal life. There is evidence that an effective work-life balance benefits employers through increased productivity and employees through better health. Companies are encouraged to conduct on-going reviews of the impact of their work and employment practices on work-life balance, paying particular attention to:

- Working hours, overtime working and shift patterns to ensure a healthy well-balanced approach. Consideration should be given to providing lifestyle training to shift workers and their families to safeguard physical and mental health.
- Opportunities for flexible and part-time working in the design of shift patterns, particularly in accommodating the needs of parents with young children or carers of elderly or special need dependents.
- Time off to deal with domestic emergencies, to cope with bereavement or to balance other demands such as voluntary work or civic duties. The partners encourage companies to develop clear policies and guidelines on provision for time off. See also the section on work-life balance in this agreement.

6.6 Further information

Further information on equal opportunities can be found at

www.eoc.org.uk

www.cre.org.uk

www.drc-gb.org

www.cipd.co.uk/subjects/dvsequel/general/divover.htm?lsSrchRes=1

Further information on work-life balance can be found at

www.dti.gov.uk/work-lifebalance

www.tuc.org.uk/work-life www.tuc.org.uk/changingtimes

www.eoc.org.uk/cseng/policyandcampaigns/worklife-balance

www.employersforwork-lifebalance.org.uk

<http://www.cipd.co.uk/subjects/wrkgtime/flexwking/flexwkgfst.htm?lsSrchRes=1>

7 Privacy at Work

7.1 Aims/objectives

- Sets out the rights of employees in relation to data held about them to ensure fairness of treatment in the workplace.

7.2 Agreement

Article 8 of the Human Rights Act 1998 gives the right to privacy and respect for family life. The Data Protection Act 1998 sets out criteria for the way in which personal information about an individual, whether held electronically or in a computer or in manual records, is held and used. This includes the use of appropriate personal data for employment records; employees will cooperate with their employers in providing such data and informing them of changes. The Act also gives an individual right of access to details of data held about them, and to be advised of the purpose for which such data is being held and its relevance to their working life.

The partners agree that all paper-based systems and information held electronically, regardless of its location, will be consistent with the principles of the Data Protection Act and the partners agree to observe the spirit and intention of the law.

7.3 Changes to personal details

The Data Protection Act requires that data is up to date and individuals are encouraged to ensure that they promptly notify their employer and trade union of any changes to personal details so that their records can be updated.

7.4 Further guidance

The Information Commissioner has published Codes of Practice at:
www.informationcommissioner.gov.uk.

8 Wages and Payment

8.1 Aims/objectives

- To establish the basic parameters for an industry minimum wage structure and for the application of any general wage increases, taking due account of the Section on *Efficiency and Productivity*
- To set industry minimum standards for certain common elements of pay

8.2 Introduction

Papermaking is recognised as a continuous process industry in which most sites operate seven days a week as a norm. Employees in such sites recognise that working on a Saturday or a Sunday forms part of their normal pattern or schedule. Wages are equalised and are, in effect, an annual salary that is divided into weekly or monthly parts for payment purposes. Such salaries will include an allowance that takes into account historical weekend premium rates in the particular site.

8.3 Annual Pay Negotiations

Negotiations will take place at National level between senior representatives of the parties, with a view to reaching a recommended settlement for implementation in February of each year. These negotiations will be aimed at increases on the National Minimum Rates and the resulting increase, expressed in percentage terms, will be applied to the individual Company rates.

See the [Additional Resources](#) link on the last page of this agreement for information on the latest Pay Agreement and details of the Grading Agreement.

8.4 Exceptions

It is acknowledged by the partners that, from time to time, individual companies may experience financial difficulty and thus be in a position of not automatically applying any nationally negotiated increase. The following procedure is set out in order to assist those companies to achieve a satisfactory resolution of such a position.

- Following the national negotiations, and where affordability is a concern, a second stage will take place at Company level to determine how and whether the national agreement can be implemented, taking account of the implementation of productivity and efficiency gains.
- It is important that all employees in a business are made aware, on an ongoing basis, of the financial performance of the undertaking and any difficulties being faced by the business. The partners in the Agreement actively promote full consultation and recommend that due account is taken of the recommendations within the Agreement on information and consultation, including the model Agreement.
- When the second stage of the negotiations commence, the Company will meet with the local Trade Union Representatives and, at the same time, inform the local TU Official, CPI, and National Officer. If agreement cannot be reached at this meeting the disputes procedure will be applied and, subject to agreement of the parties, the matter may be referred to mediation.

8.5 Mediation

Mediation will be conducted by a panel consisting of a senior CPI Representative, a National Officer of the Trade Union, and an independent Chairperson selected from the ACAS panel.

The panel will make recommendations to resolve the issue. These recommendations will be made within the confines of Terms of Reference agreed in advance by the Company involved and the Trade Union. The panel will use the services of ACAS at local or national level, whichever is appropriate to the nature of the issue, to ensure that the Terms of Reference are clear and unambiguous.

Recommendations, by definition, are not binding. It is expected, however, that the process and the resulting recommendations will lead to an agreed outcome.

9 Efficiency and Productivity

9.1 Aims/objectives

- Improving productivity and profitability encourages further investment into the Company.
- Involving trade unions, employees and their representatives in planning productivity improvements and cost reduction programmes will ensure their interests are addressed and that the plans are workable.
- To ensure that commitments to the customer are kept, that machines are fully utilised, employees properly deployed and that disruptions from problems such as absence or breakdown are minimised

9.2 Change processes

The partners in this Agreement are willingly committed to implementing action and change which will enable companies to reduce unit costs, improve their performance and competitiveness in domestic and international markets and assist in maintaining employment.

To this end it is agreed that:

- The industry's workforce, plant and equipment will be deployed fully and effectively, in order to increase efficiency, provide a quick and flexible response to customers' requirements and improve profitability.
- Increases in efficiency and the reduction of unit costs will be achieved through genuine efforts being made at individual company level, including the introduction and use of new technology to its full potential.
- Management and union representatives will co-operate fully in identifying, discussing and implementing any changes necessary to achieve increased output and lower unit costs through the most effective use of people, materials and machines. Co-operation between employers and employees will be encouraged and supported at sector and national levels of the CPI and at branch, regional and national levels of the relevant union(s).
- The partners agree that the national provisions on efficiency and productivity will be applied locally.

9.3 Full cost recovery

The partners recognise the need for the industry to be productive and profitable and agree that, wherever practicable, additional costs arising from the national settlement will be recovered in full by efficiency and productivity improvements at company or site level. Such improvements can be wide ranging in scope.

As an alternative to negotiating improvements in efficiency and productivity at a single point of the year (i.e. at the time at which increases provided under the National Agreement become due), employers and employees are recommended to engage throughout the course of any year in an on-going dialogue that can facilitate continuing improvements in profitability, efficiency and productivity. This alternative process is recommended on the understanding that where these efficiency and productivity improvements can offset the costs of any increases in employee benefits agreed nationally during the year, then the provisions of the "wages and competitiveness" clauses in the National Agreement need not apply.

It is not intended that this provision will affect normal practice for the implementation of any nationally agreed general wage award on the due date or on domestic settlement dates where these differ.

Improvements will be agreed between employers and employees and implemented. Where agreement on efficiency and productivity improvements cannot be reached, the matter will be referred to the industry disputes procedure.

9.4 Flexibility of labour

The Partners in this Agreement place great importance on the training of employees to enable them to acquire new skills and work flexibly. In particular, this involves the attainment of the necessary competences and of the necessary health & safety requirements, including the understanding and operation of safe systems of work.

To assist in bringing about the maximum efficiency in the work of the company, all employees will co-operate in achieving flexibility between jobs and occupations in line with their capabilities and the training they have had, or will receive. Such matters would rightly be the subjects of consultation at local level where they involve major changes in working practices resulting in substantial improvements to productivity

It is accepted that changing production requirements of companies will require, from time-to-time, the re-deployment of employees to other duties, working hours or shift patterns on a short or medium-term basis, with due notice. Employees shall give every co-operation where this is necessary, and appropriate training shall be given as and when required.

To facilitate the above processes, employers and employees will agree arrangements to achieve the objective of flexibility and, where appropriate, establish arrangements for the necessary training or retraining of employees. It is the duty of employees to co-operate and, where required, assist in the training or retraining of others.

Crews operating machines or equipment will take all practical steps to achieve full utilisation of their machines. Crews will co-operate as a team in undertaking and sharing the various tasks involved in the operation of machines in order to reduce downtime and keep machines or equipment running in the most efficient manner.

When a member of the crew is temporarily called away, machines or equipment will be kept running by the other member(s) of the crew or team.

When less than a full crew reports for duty, or there is unavoidable absence, machines or equipment will, wherever safe and practicable, be run by the remaining members of the crew for the remainder of the shift during which the absence commences. Local arrangements may be made to this effect.

10 Working time and Leisure time

10.1 Aims/objectives

- To define working patterns, basic working hours and overtime for the purposes of this agreement.
- To set arrangements for leisure breaks, including annual and public holiday entitlements

10.2 Basic working hours and overtime

The basic working week is 39 hours or, for Annual Hours, 1776 per year. This may be varied by local agreement or the individual contract. Guidance on work patterns and annual hours systems is available – see the link in [Additional Resources](#) on the last page of this Agreement.

Employers and employees and their representatives will determine working patterns locally within the terms of this Agreement and within legal obligations such as the Working Time Regulations.

Employees will, from time to time, be expected to work reasonable hours of overtime to meet operational needs and to provide cover for the temporary absence of colleagues. This is the recognised custom and practice of this continuous process industry and is an obligation on all employees. Overtime working may be shared between trained competent employees so far as is reasonably practicable and it is recommended that mutually satisfactory local arrangements, which are not unduly burdensome to either employee or employer, are agreed to achieve this.

The partners recommend the efficient redeployment of trained and competent employees from other tasks to reduce or avoid overtime where risk to customer service and efficiency of operations or unnecessary costs are avoided.

Overtime hours worked will be paid at an enhanced rate. Overtime is defined as hours worked in excess of the scheduled hours of an employee. That definition should take account of any local arrangements for the use of reserve hours within the contract, for contractual overtime, for “swap” systems and for locally agreed flexibility in the use or application of contracted working time.

In workplaces that do not customarily operate on a fully continuous basis, it may be necessary to extend the normal operating week to meet the needs of the market. In such cases managers will consult with trade union representatives, so that not less than one week's notice of agreed running arrangements can be given. When agreement is reached, all employees concerned will work the extra hours required at the appropriate overtime rates.

10.3 Personal holidays/Annual Leave

Most companies have a defined "holiday year" for calculating individual entitlement to paid annual holiday in that period. Where no defined holiday year is in place, it will be 1 January to 31 December.

Annual holiday is accrued by each employee according to service in the holiday year at the rate of 2 1/12 (two and one twelfth) days per complete month of service. The entitlement for a full year is 5 weeks.

Since working patterns and shift systems vary from company to company, the calculation of what amounts to 5 weeks in a practical sense may also vary. Under annual hours systems, all time off is normally built into the working pattern and leave entitlement does not need to be specifically identified. In other, non-annualised, systems, where time off is taken as an operating shut or as scheduled hours not actually worked, it may be necessary to apply the following formula:

$$\frac{\text{Number of days/shifts worked in cycle} \times 5}{\text{Number of weeks in rota cycle}} = \text{Number of days/shifts off}$$

As an alternative 5 weeks holiday will be equal to five times the average contractual working hours per week.

The partners recognise the importance of achieving maximum production hours over the year and it is therefore an essential condition of the annual holiday provisions that, unless otherwise required by the Company:

- total production hours over the year will not be reduced,
- necessary maintenance problems will be effectively handled
- the number of occasions on which the workplace is closed during the year is reduced to a minimum.

In order to achieve this, the Company will require maximum flexibility in arranging holidays after taking into account the production and maintenance needs of the workplace. The time for taking annual holidays will be determined by the Company after consultation with employees, and two weeks of will be allowed between May and September inclusive.

The partners in this Agreement recognise the statutory entitlement to paid leave conferred by the Working Time Regulations 1998 (as amended) and accept that the arrangements outlined above meet the minimum requirements of those Regulations and in particular section 16(5). Annual leave in excess of the statutory requirements is governed by locally-agreed terms and conditions.

10.4 Public holidays

The Government usually designates around eight days each year as Public (or Bank) holidays. These will be paid in addition to Personal holidays but the Company will determine the day they fall, after consultation with the employees through the trade union representatives in the workplace. As far as possible they will coincide with the way those holidays fall locally or nationally but the Company has discretion to vary them. Local arrangements will be made to apply to variable shift patterns/hours.

When varying the public holiday at local level, the Company will not normally choose a Saturday or Sunday as the designated day, except where it is mutually agreed between the Company and trade union representatives. It should be noted, however, that Christmas Day, Boxing Day and New Year's Day (or 2nd January in Scotland) may fall on a Saturday or Sunday.

It is recognised that as a process industry it is impractical to close or open the workplace for one day in isolation, consequently arrangements made at local level will need to take this into account.

11 Work-Life balance

11.1 Aims/ objectives

- To enable employees to balance the demands of personal life with their obligations to their work.

11.2 Payment

The intention of this section is to provide time for people to balance their work and personal life. It is not expected that there should be an absolute entitlement or that people should lose or gain financially but that they are able to deal with problems and be in the same position they would have been if there had been normal working.

11.3 Personal time

Employees will be entitled to take up to 8 hours a year as 'personal time' to meet their personal needs but subject to permission, maintaining productivity and avoiding additional cost. To achieve these aims:

- Time off, without loss of pay, may be taken in single or multiple blocks but not in a block of less than 2 hours.
- Employees will be expected to be flexible in helping to ensure that their colleagues' time off can be accommodated without disruption to operational efficiency or additional cost (i.e. the work that would have been done is undertaken by colleagues at no additional direct or indirect cost to the Company).
- Where time off necessitates cover from colleagues their agreement will be needed.

Since these arrangements are separate from holidays there will not be any opportunity to receive payment in lieu where personal time is not required.

11.4 Bereavement

Companies will make provision for paid leave to support employees during bereavement of immediate family members (such as Parent, Partner, Sibling, Dependent). Employees will be allowed to take time off during the week of bereavement (i.e. the 7 day period from when the bereavement is notified) and receive the pay they would have received if they had been required to work within that 7-day period. There may be exceptional circumstances such as delayed funerals that may require some of the time off to be postponed although it is expected that the bereavement leave will normally have been taken within three weeks of the bereavement. It is recognised that bereavement is a very difficult time and employees are encouraged to discuss their circumstances with their employer who will be expected to respond with due sensitivity and consideration.

11.5 Paternity leave

With effect from the signing of the New Agreement, paternity leave will be increased to one week's normal pay and 5 days at statutory pay. This will be increased to two weeks at normal pay on the first anniversary of the signing of the Agreement. For the avoidance of doubt, 'normal pay' will be the pay for the hours contracted to work during the week in which the paternity leave is taken. To comply with legal requirements the paternity leave must be taken as a 10-day block and should be taken within the first 56 days unless otherwise agreed.

11.6 Further information

Further information on work-life balance and flexibility can be found at

www.dti.gov.uk/work-lifebalance

www.tuc.org.uk/work-life www.tuc.org.uk/changingtimes

www.eoc.org.uk/cseng/policyandcampaigns/worklife-balance

www.employersforwork-lifebalance.org.uk

<http://www.cipd.co.uk/subjects/wrkgttime/flexwking/flexwkgfst.htm?lsSrchRes=1>

12 Learning and skills

12.1 Aims/objectives

- To be competitive as an industry requires a well-skilled and properly deployed workforce. To be competitive both as a company and an employer, it is essential that employees are properly trained and fully skilled. The term "skills" refers to vocational and non-vocational training, for instance language skills and ICT.
- This section of the agreement aims to give the partners a shared agenda on learning and skills and seeks, at both national and workplace levels, to ensure the knowledge and expertise of the employer and employees are utilised to the highest degree.

12.2 Skill

The partners believe that for competitiveness to be maximised, the industry needs a skilled workforce, able to adapt to changes in working practices and technology. The partners believe that it is a shared responsibility of employers and their workforce to ensure this is achieved and for ensuring effective and timely training and development. While employers agree the need for quality training, which culminates in nationally recognised qualifications, where appropriate, employees also have a responsibility to actively engage in both formal and informal learning activity, to apply their talents fully, and to seek to continuously improve their skills.

12.3 Learning & development

The partners believe that **everyone** in the industry, regardless of their position and expertise, should have a clearly-identified development plan to ensure their skills are suited to future demands. For this to be compatible with the partnership ethos, trades unions' workplace representatives will be actively involved in this process.

The partners recommend that a formal assessment of training and development needs is undertaken at site level on a regular basis and to examine the company's training plan and resources in conjunction with the company's future business strategy. This should be undertaken preferably not less than once a year. Involvement of trade union representatives in drawing up workforce development plans is encouraged.

The partners recommend that all training and development activity is evaluated for effectiveness, preferably by reference to clear measurable outcomes such as productivity, safety, etc.

The partners recognise that all training and development is beneficial and that companies should strive, within the constraints of operational demands and affordability, to provide employees with opportunities to pursue vocational and non-vocational training and development that enhances employability or improves the quality of life.

The partners recognise the importance of work-based and self-directed training and believe that all employees have a responsibility to ensure their skills are fully developed and applied, and to engage fully in the opportunities provided by their employer

The partners appreciate the inherent value of effective training and development and, whilst recognising that higher skill work may have a link to higher pay, discourage the expectation of additional reward for the acquisition of additional skills.

The partners understand the burden of training but expect employees to cooperate fully in making themselves available for training and development, and being flexible in work and cover to enable their colleagues to participate in training and development. It is also expected that where practicable work related training will be carried out in an employee's normal working time.

12.4 Union Learning Representatives (ULRs)

The partners value the role of ULRs in helping to ensure effective learning and development in the workplace and encourage employers to fully involve ULRs in the analysis of training needs and evaluation of effectiveness and, where appropriate, in delivery of training. The partners therefore encourage the use and active involvement of ULRs. Companies are also encouraged to develop on-site Learning Centres.

12.5 Learning and Skills Committee

The partners are committed to the role of the national Learning and Skills Committee to coordinate the industry-wide skills improvement policy and to involve employers, trades unions and other agencies to achieve that goal.

The partners recommend the formation of local Workplace Skills Partnership Committees to implement and monitor the skills improvement policy at local level, which should involve union representation. The purpose of this body is to oversee the company's training programme and make recommendations to the National Learning and Skills Committee.

12.6 Review and evaluation

The effectiveness of the industry's efforts to address skills shortages and gaps will be jointly reviewed on a regular basis. This can then inform the National Learning and Skills Committees of the effectiveness of the agreement and any alterations and amendments that may need introducing

13 Temporary staffing

13.1 Aims/objectives

- Temporary employees and Agency workers provide a good source of flexibility that improves the competitiveness of the Company and the job security of permanent employees.
- The flexibility to cope with fluctuating demand for labour needs to be achieved without the risk of creating unfair employment practices.

13.2 Consultation

The Partners recognise that demand for temporary employees or Agency workers is not always foreseeable and there will need to be flexibility at local level to determine their use. Locally, Trade Union representatives should be consulted regularly on the likely demand for labour and plans for the engagement of temporary employees or Agency workers.

Temporary employees will not be engaged to displace the employment of permanent employees nor shall employees be made redundant as a result of implementation of this Agreement, or while temporary employees are engaged.

13.3 Temporary staff

The Partners agree that, with the exception of security of employment, temporary employees will receive the same employment terms and conditions as permanent employees.

Temporary employees and Agency workers will receive proper induction and job training, giving due regard to a balance between the period of training and the period of engagement, paying particular attention to health and safety.

Temporary employees will be entitled to the full cooperation and respect afforded to any permanent employee

13.4 Agency workers

Agency workers should only be provided by a reputable agency operating as an 'employment business' with a written agreement between the worker and that employment business that clearly defines the terms of the contract (in line with the requirements in the Employment Business Regulations 2003). The Agency must undertake all appropriate checks on behalf of the Company and the worker to ensure eligibility and safety.

Agency workers will be expected to receive pay and conditions comparable with the employees whose work has been covered and companies at local level will require agencies to satisfy this condition. Agencies will not be constrained from paying higher rates.

Agency workers will receive proper induction and job training, giving due regard to a balance between the period of training and the period of engagement, paying particular attention to health and safety.

Agency workers will be entitled to the full cooperation and respect afforded to anyone employed directly by the company.

Agency workers should be used as a means of addressing unexpected or short term changes in work and care taken to avoid them becoming a surrogate workforce.

13.5 Good practice

Examples of good practice include the creation of 'labour pools' and finding people through the trade union. An example of good practice in acquiring, inducting and using temporary and agency workers is available.

14 Protection against Lay-Off and short-term working

14.1 Aims/objectives

- To provide the opportunity to accommodate unexpected and temporary loss of work whilst protecting the earnings of employees and safeguarding permanent employment.

14.2 Scope

The lay-off agreement applies to all employees who have been employed for at least 4 weeks.

The agreement will not apply where the temporary loss of work is a consequence of industrial action in the Company or an associated company. It will, however, apply where the loss of work is a consequence of industrial action by a third party that is outside the control of the Company or Trade Union.

The agreement does not apply to employees on holiday, rest days, sickness or suspended for disciplinary reasons.

14.3 Lay-Off

Where short-time working is unavoidable, affected employees will be given at least one week's notice (posted on the notice board) of 'lay off'.

For each shift or day of lay-off employees will be paid their full basic rate for the contractual hours they were scheduled to work on the days laid off. For employees under 'annual hours' this will be rostered days. The 'basic rate' excludes overtime premia, additional payments, allowances, etc.

Payment will be subject to normal deductions.

Payment for lay-off will be limited to 56 hours (pro rata for part-time employees) within a three-month period:

1st Feb – 30 April

1st May – 31 July

1st August – 31 October

1st November – 31 January

As an alternative to lay off the Company will use every endeavour to identify suitable alternative work and employees will cooperate fully in undertaking that work.

15 Health & Safety

15.1 Aims/objectives

- To promote the adoption of best practice in achieving a healthy and safe working environment in the industry,
- To provide guidance to the Partners on the required standards
- To provide a source of information to achieve the above
- To create a healthy and safe working environment for all employees in the industry
- To create measurable targets and achieve a culture of continuous improvement

15.2 Introduction

In recent years, much progress has been made towards the reduction of accidents and injuries at work in the Papermaking Sector. The partners in this Agreement are committed towards further reductions and will participate fully in the development of guidance and best practice, particularly through the work of PABIAC and will, at all times, follow the guidance developed.

PABIAC is the Paper and Board Industry Advisory Committee, and was formed in 1979 to advise the Health and Safety Commission (HSC) on matters concerning the Paper and Board Industry. It is a tri-partite body comprising HSE and other Representatives from the Employers and Trade Unions. From time to time, PABIAC produces statements on the future work plan and strategies to be followed. The latest of these is a Strategic Direction Statement entitled "Making a Difference", and copies can be found on the CPI website and the HSE website, and also on the trades unions' websites.

15.3 Confederation of Paper Industries

The CPI has played a considerable part in the development of the guidance produced by PABIAC. Within the CPI there is a Health and Safety Council at which all sectors are represented. Much of the guidance produced applies to all sectors, although it is accepted that some will be specific to paper only. It is the role of the CPI Health and Safety Council to encourage the adoption of the guidance and the active participation of all members in promoting the highest possible standards.

15.4 The role of the Trade Unions

The Trade Unions which are signatory to this agreement have representation on PABIAC. They accept and actively promote the involvement of Health & Safety Representatives and the important part they have to play in helping achieve the aims and objectives. The members of the CPI Paper Sector will work closely with the Trade Unions in promoting the role of these Representatives, and ensuring that they are sufficiently trained in order to assist them in their role.

15.5 Employee Involvement

The partners recognise the need for the active and committed involvement of all employees within the Industry in the development and promotion of a comprehensive approach to health and safety. The members of the CPI Paper Sector and the Trade Unions actively support the joint involvement of Managers and Safety Representatives in dealing with health and safety issues in the workplace.

15.6 Resolution of concerns on Health & Safety

It is accepted that from time to time there may be issues of immediate concern to either employees or employers. For some time there have been guidelines which were adopted by the Partners to deal with such incidents. The aim of these guidelines is to provide a mechanism for dealing with issues of immediate concern over safety, particularly where an employee is allocated a task and has a genuine belief that the method of carrying out that task, or the task itself, may be unsafe.

Where companies already have appropriate and acceptable mechanisms and procedures to deal with this sort of issue on a normal day-to-day basis, the intention is not to replace those mechanisms with these guidelines. However, it is strongly recommended that such mechanisms be jointly reviewed to ensure that they conform to the principles set out in these guidelines.

Where such mechanisms do not already exist, such as enabling issues to be dealt with when recourse to the normal procedures is not readily available, it is strongly recommended that immediate steps be taken to put in place adequate and sufficient procedures, using existing lines of communication and responsibility where appropriate. The aim is to ensure that safety issues of immediate concern can be addressed with the involvement of employees and their safety representatives, without undue interference in normal workplace operations. At all times however, the safety of the individual must be paramount.

A link to the full guidelines can be found in Additional Resources on the last page of this agreement.

15.7 Sources of information

The prime source of information concerning the Industry, and the work of PABIAC, is within the HSE website at www.hse.gov.uk/paper, with additional information being available through the HSE homepage at www.hse.gov.uk. In addition, further information can be found at the CPI website at www.paper.org.uk and at the websites of the signatory trades unions www.amicustheunion.org, www.gmb.org.uk, www.tgwu.org.uk

16 Sick pay scheme

16.1 Aims/objectives

- To define basic sickness payment entitlements for those employees covered by the national agreement
- To provide for payment during illness for employees with at least one year of service with the Company
- To specify entitlements, exclusions, notification and return to work procedures, provisions for withdrawal in the event of misuse or abuse of the scheme, arrangements for absence cover and monitoring arrangements.

16.2 Introduction

The purpose of this scheme is to set out a minimum standard for employees covered by the Agreement. It is not intended to replace arrangements which may already be in existence within member companies, and which the Partners within the member company agree work satisfactorily.

This sick pay scheme is agreed with the intention of helping employees in cases of inability to work due to sickness or injury.

16.3 Benefits

Employees with more than one year of service receive sick pay, with benefits improved further for longer service employees. Provisions for exclusions and for dealing with misuse of scheme ensure sick pay geared to genuine absence

Strict monitoring arrangements apply, using Bradford Points system, which triggers a review of benefits provided if the absence points threshold is exceeded and provides that points are accumulated more rapidly in the event of recurring short-term absences

This agreement sets out the minimum standards applicable to the provision and regulation of sick pay cover in member companies.

All employees with at least one year of service with the Company are eligible and no contribution is required from employees as the scheme is entirely funded by the Company.

16.4 Exclusions

Employees will be excluded from receiving sick pay where:

- The Company believes, in consultation with the Trade Union, that the employee is abusing the scheme or does not need to be absent from work.
- Sickness absence is not supported by appropriate evidence, i.e. medical certificate or agreed substitute, in accordance with the scheme's rules, or the procedure for notifying absence is not followed.
- The employee refuses to submit to a further medical examination, particularly in cases of frequent or lengthy absences.
- The absence is attributable to an employee's own misconduct.
- The absence is due to a sporting injury.
- The illness or injury arises as a result of the employee performing work for gain or reward, for other than the employer.
- The illness or injury may result in a claim for damages or compensation on the employer or a third party – sick pay may take the form of a 'loan' recoverable if the employee's claim is successful.
- Any period of sickness occurs during annual or statutory holiday periods, where holiday pay has already been applied.
- The employee knowingly conceals any health problem (excluding HIV) on joining the Company, which afterwards renders them unfit to work.
- The employee refuses to accept suitable alternative employment, which, in the opinion of the company doctor, would not delay their recovery.

16.5 Notification and return to work procedure

Employees must notify the Company in line with company procedures as early as possible on the first day of absence, indicating why they are not at work and, where possible, when they are likely to be able to return, in order that alternative working arrangements can be made.

Employees must telephone the Company on each subsequent day of absence until the Company has received a Doctor's Certificate, and once in every week of absence occurring after the illness has been certified unless a Doctor's Certificate covering the longer period of absence has been submitted to the Company (or as otherwise stated in the Company absence procedures).

If the absence is for up to and including five working days, a Company self-certificate should be completed in the presence of the supervisor or manager and then counter-signed by the supervisor or manager on the employee's return to work (or in line with the requirements of the Company sickness absence procedures).

If the absence continues beyond five working days, a Doctor's Certificate must be obtained by the employee and forwarded to the Company without delay (or in line with the Company sickness absence procedures).

Employees will be interviewed on their first day back from absence in order to clarify the reasons for the absence and, if necessary, to identify any concerns which the Company or the employee may have regarding the employee's fitness to resume normal duties (or in line with the Company sickness absence procedures).

16.6 Conditions of payment

The level of sickness benefit paid under the scheme is inclusive of any statutory sick pay received by the employee concerned.

Eligibility for sick pay is not an entitlement and the Company can dismiss an employee (ensuring correct dismissal procedures are followed) who has not exhausted their sick pay cover.

16.7 Misuse or abuse of the scheme

If any employee misuses or abuses the scheme, in any way, their eligibility for subsequent payments may be withdrawn. This will not preclude other action being taken under the Company's disciplinary procedure if appropriate.

16.8 Cover for absence

Because a degree of sickness is inevitable, arrangements will need to be made to cover absence in order to minimise lost production and any overtime costs that may arise as a result of the absence. Where less than a full crew reports for duty, or where there is unavoidable absence, local arrangements will be made for machines to be run by the other members of the crew for a minimum of the remainder of the shift during which the absence commences. Cover for longer periods will be made available subject to discussion between the Company and local Union Representatives (in line with local agreements on covering for absence).

16.9 Monitoring

It is agreed that:

- There should be a joint management/union committee in the Company to monitor absence trends and individual cases on a monthly basis, and that:
- The TU representatives concerned will actively assist the Company with any actions necessary to eliminate any abuse of the scheme
- Employees will attend return to work interviews following each and every period of absence
- Unless alternative measures already exist for measuring and controlling absence, absence levels will be measured using the Bradford Points system*, which highlights repeated short-term absence by giving extra weight to the frequency of absence.

*Using the system, the number of absences is firstly multiplied by itself and then by the total the period of absence (in working days). So, for example, in a rolling year three occasions of absence totalling twelve days would be 3×3 (number of absences multiplied by itself) $\times 12$ (total absence) giving a score of 108. The score can be used to monitor absence and determine an 'automatic trigger' for an individual review and/or issuing a warning about poor attendance and/or removing eligibility for sick pay. A score of 50 is usually used as the trigger point.

16.10 Basic cover

Payment under the scheme is based on service qualification and on the individual's full standard weekly wage or salary inclusive of statutory sick pay.

The maximum cover in any 12-month period will be:

- i) Less than one year of service: no eligibility.
- ii) Between one and two years of service: eligible for 75% of the full standard weekly wage (i.e. including shift but excluding overtime payments) wage for a period of seven weeks, followed by 50% of the full wage for a further period of seven weeks. Maximum period of cover is 14 weeks.
- iii) Two years service or more: eligible for 90% of the full standard weekly wage for a period of seven weeks, followed by 50% of the full wage for a further period of seven weeks. Maximum period of cover is 14 weeks.

Waiting days: The scheme will adopt the principles of Statutory Sick Pay so that the first 3 qualifying days of any sickness will be unpaid waiting days.

A joint review of an individual sickness absence may determine that benefit should be reduced to a lower level of eligibility for breaching the Points threshold. The employee would then need to re-qualify for the full level of cover that corresponds with their level of service by maintaining a level of absence that did not again breach the Points threshold for the appropriate number of years

In the event of a decision to reduce an individual's level of benefit it should be made only after all other options to improve attendance have been considered.

16.11 Further information

Further information on the Bradford Scheme and worked [examples](#) are available through the links in Additional Resources on the last page of this agreement.

Further information on absence management can be found at:

<http://www.cipd.co.uk/subjects/hrpract/absence/absncman.htm?lsSrchRes=1>

Further information on Statutory Sick Pay can be found at:

http://www.dwp.gov.uk/lifeevent/benefits/statutory_sick_pay.asp

<http://www.hmrc.gov.uk/calcs/ssp.htm>

17 Cancer Screening

17.1 Aims/objectives

- Provides right to time off with pay for employees to undergo tests and cancer screening
- Protecting the health and welfare of employees
- Increases likelihood of employees attending for cancer screening and prospect of early detection of any incidence of cancer
- Potentially life-saving employee benefit provided at minimal cost to company

17.2 Agreement

The partners in this Agreement recognise the value of early detection in reducing the special dangers to women from cervical and breast cancer, and to men from prostate and testicular cancer, and in particular are committed to encouraging all women in the industry to undergo cervical cancer smear tests and breast cancer screening at the recommended frequency.

It is recommended that on-site screening facilities be provided where justified by the number of employees. Where this is not possible, however, individuals will need to make their own arrangements for cancer screening, and provided mutually acceptable arrangements are made, and evidence of attendance is given, employees shall receive reasonable time-off with pay for this purpose.

The above provisions shall also apply in respect of any other local or national screening programme introduced by the Government and to any initial referral (whether for male or female employees) for tests made by a GP to a specialist.

17.3 Further information

Further information on Cancer Screening services is available from the NHS and healthcare providers. Further information on screening can be found at:

<http://www.cancerhelp.org.uk/help/default.asp?page=106>

Additional resources

There are specific separate agreements that can be accessed through the links below:

Negotiated Wage Agreements

Setting out the terms of new rates or pay increases for the Industry

Grading Agreement

Setting out the grade structure and definition of roles

Annual Hours

Setting out the guidance on annual hours systems contained in the Appendix to an earlier agreement

Health & Safety

Setting out the PABIAC immediate action guidelines

There are also **model agreements** that are freely available for immediate use or as the basis for adapting/developing into a site-specific or Company-specific agreement. These can be downloaded from the links below:

Information & Consultation model policy

Dignity/Bullying and harassment model policy

Equal Opportunities model policy

Temporary & Agency staffing model policy

Sick Pay – examples & further information as guidance on the section in the Partnership Agreement

