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| **INTERGRATED MANAGEMENT SYSTEM** | | | | | | |
| **Goal** | **Objectives** | **Strategy** | **Principle Owners** | **Target Date** | **Rational** | **Status** |
| Integrate All Systems to have one cohesive management systems across the board Integrate the system using Annex SL format and use one accreditation body for all standards. | Develop a new common cohesive Management System for:   * 45001:2018 – OSHSM * 14001:2015 – EMS * ISO 9001:2015 – QMS * NHSS 8 | Identify and map the strategic (top tier) management system that is applicable to all Standards | L Payne | Jun 2023 | Better Communication through having the same systems and information available, cohesive - no mismatch between systems and departments.  Integrating systems will have the following benefits:   * Meeting all standards’ requirements with one Manual, one set of policies documents and procedures where required. * Increased efficiency and effectiveness. * Reductions in costs associated with audits. * Displays commitment to continuous improvement for the company as a whole. * Presents a clear uniform image of the whole organisation. * Reduces duplication, bureaucracy and maximises resources. * Increases time available to management to implement proactive measures.   Improves internal and external communications | **On-going**  (on schedule)  IMSM 1.0 Version: 1.0 under review |
| Map out ALL processes within the business and allocate authority, responsibility, and Ownership of those processes, from [top tier] management throughout their departments. | L Payne | Jun 2023 | **On-going**  (on schedule)  Company organisation |
| Develop the Management System [from scratch] utilising the best elements existing in current Management system. | L Payne | Jun 2023 | **On-going**  (on schedule)  IMSM 1.0 Version: 1.0 under review |
| Set up / appoint and Train an Internal Management system Audit team, to impartially assess the effectiveness of the new Integrated Management System. | Train an Internal Audit team with members from all departments from both sites. | L Payne | Jun 2023 | To ensure impartiality and feedback into the system and continuously improve the business. | **Not yet started** |
| Set up / appoint and Train an Internal Risk Assessment Team, to reduce risks to the business from internal and external impacts. | Train an Internal risk assessment team to carry out risk assessments | L Payne | Jun 2023 | To identify sensible measures to control the risks in workplace minimising business impacts and continuously improve the business and better understand risks facing the business. | **Completed**  May 2023  Helen Medcalf and Paul Rye |
| Promote sharing of HSEQ information between all departments across all business functions. | Integrate HSEQ IMS Manual and IMD Controlled Documentation between all business functions.  Look at the implementation of a DMS [Document Management System] | L Payne | Jun 2023 | Accelerate how work gets done, organise, connect and share critical business information.  Reduces the risk of errors – data will not have to be replicated, there is less chance of human errors being made which leads to more accurate information available.  Greater productivity – Employee can spend more time on tasks that will help the business grow, rather than having to replicate data and wait for information to be sent to them from other departments. | **On-going**  Business Process Review underway to provide:   * Confirmation of priority areas within business processes and system requirements. * Confirmation of road map for system driven digital transformation. |
| Registration to ISO 45001:2018, 14001:2015, ISO 9001:2015 [Including NHSS 8].  Under one UKAS Accredited Body. | Identify additions and sequential changes through Gap Analysis.  Have all Systems 45001:2018, 14001:2015, ISO 9001:2015 & NHSS 8 Registered under one Accreditation body. | Continue with transition to an IMS Manual.    Introduce IMS controlled documents [IMD].  Implement IMS Policies [IMP].  Audit the system while in progress. | L Payne  H Medcalf  P Rye | Oct 2023 | UKAS is the United Kingdom Accreditation Service; they are appointed by the government to be the sole agency authorised to assess the ability and competence of organisations that provide certification.  BSI already accredit ISO 9001:2015. Logically BSI should be used to accredit the IMS to 45001:2018, 14001:2015, and NHSS 8. | **On-going**  (on schedule)  Gap analysis for 45001 and 14001 ongoing.  System audits to be initiated when auditors are trained.  Next preliminary assessment 04/07/23 |

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| **OCCUPATIONAL HEALTH & SAFETY** | | | | | | |
| **Goal** | **Objectives** | **Strategy** | **Principle Owners** | **Target Date** | **Rational** | **Status** |
| To provide better awareness and competency to ensure all our employees are informed of their responsibilities | Determine Roles and Responsibilities for all employees and management | Every Manager, supervisor, foreman and worker will be made aware in their Job Descriptions of their Health & Safety roles & responsibilities | L Payne | Jun 2023 | Under section 7 of HASAW 1974 employees have a duty to take reasonable care for the health and safety of themselves and others who may be affected by their acts or omissions whilst at work. This extends to co-operating to enable the employer to fulfil its legal duty.  Job descriptions are to define duties, roles & responsibilities. | **On-going** |
| Increase competence and awareness of all employees about Health & Safety across the site | Occupational Health & Safety Training for all managers. | L Ratcliff | Dec 2023 | Train Managers and supervisors within the workplace to provide a thorough understanding of health and safety emphasising the importance of monitoring staff and controls | **Completed**  Refreshers may be required |
| Basic foundation course Occupational Health & Safety Training for all employees | L Ratcliff | Nov 2023 | Training for Employees to understand their roles and responsibilities in reducing risks and supporting health and safety in the working environment including risk profiling and its contribution to health and safety, incident reporting and emergency procedures. | **On-going** |
| Increased communication across the site | Increase Toolbox Talks | Supervisors | Jul 2023 | To ensure a quick refresher on a single subject, to bring attention to a relevant health and safety topic, to keep knowledge refreshed | **Not yet started** |
| Targeted feedback regarding employee reports | Supervisors | Oct 2023 | To encouraging feedback for incident reduction. | **Not yet started** |
| Introduce ROES [Representative of Employee Safety] | L Payne | Jul 2023 | Having elected RoES encourages employee involvement and can make a real and balanced contribution to safety through agreed consultation with employers. | **On-going** |
| Introduce an Employee suggestion scheme | H Medcalf | Jun 2023 | A suggestion scheme motivates employees who undertake tasks to use their experience and expertise, to suggest to management what improvements, they can assist in the development of the safety culture. | **On-going** |
| Train all employees in correct manual handling techniques | Implement training to improve manual handling across site | L Ratcliff | Sep 2023 | To assess processes and comply with the MHOR 1992 to avoid the need for hazardous manual handling. | **Completed**  Refreshers may be required |
| To scrutinise our ways of working to ensure our processes are reinforcing safe working practices | Identify the high-risk processes that will feed into our process reviews | Implement a Risk Assessment Register and Trained risk assessors. | L Payne  H Medcalf  P Rye | Jun 2023 | To set out the requirements and provide direction in prioritising & collating Health & Safety Risk assessments throughout the Company. | **On-going**  (on schedule) |
| To continual improvement of our safety management system | Review accident investigations in more detail | Accident Investigation Training to identify root causes | L Payne | Nov 2023 | To have highly trained workplace investigators of incidents. | **Not yet started** |
| Increased observation and near miss reporting from all departments | Training in Heinrich's triangle theory of accident prevention | L Payne | Dec 2023 | Excelling in safety and have embedded near miss reporting built into the safety culture catching hazards before they cause harm. | **Not yet started** |
| Implement a 5s system across all departments | Training & understanding of 5s system for all employees. | L Payne | Dec 2023 | Promote a clean working environment to reduce or eliminate work-related injuries to help ensure workplace safety. | **Not yet started** |
| Introduce a planned preventative maintenance | A PPM schedule and register to be introduced using | L Payne | Dec 2023 | PUWER requires that: all work equipment be maintained in an efficient state. Comply with PUWER and LOLER Regulations. | **On-going** |
| Achieve ISO 45001 certification | Implement IMS System Manual and Audit. | L Payne | Aug 2023 | To reduce the risk of injury and ill health, fulfil our moral duty as a responsible employer, Improve health and safety performance. | **On-going**  (on schedule) |

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| **ENVIRONMENTAL** | | | | | | |
| **Goal** | **Objectives** | **Strategy** | **Principle Owners** | **Target Date** | **Rational** | **Status** |
| To improve Environmental Awareness at all levels of the business with the goal of maintaining our low environmental impact. | Improve awareness of environment related activities by educating employees at all levels of the business utilising Awareness training | Carry out Environmental awareness training, for all employees. schedule training throughout the year | L Payne | Sep 2023 | To make employees aware of how their activities, the materials or products they use and create, can harm the environment and to raise awareness of environmental issues and improving the company’s environmental performance, and standardising the training for all employees. | **Not yet started** |
| Evaluate emergency preparedness for accidental spills in the workplace. | Carry out spill response training for those on the spill response team. | L Payne | Sep 2023 | To ensure a spill that can be controlled does not become an environmental disaster.  To ensure employees know how they should respond to spills of fluids and hazardous chemicals in the workplace, and ensure they have a basic knowledge of what to do and what not to do when encountering a spill. | **Not yet started** |
| To improve Environmental impacts | Identify potential environment impacts selected for 2023 create aspects and impacts register | Undertake internal analysis to identify aspects and impacts | L Payne | Dec 2023 | To determine the Company impacts on the Environment. | **Completed** |
| To improve the environmental footprint of the business. | Encourage electric/hybrid vehicles in Company Car Fleet. | D Bullock | Mar 2023 | To reduce the overall energy consumption of operations, reduce fuel costs, reduce emissions to atmosphere. | **Completed** |
| Deploy LED Lighting into office areas (Balancing Lux Levels/Brightness) | L Payne | Dec 2023 | **On-going** |
| Achieve 14001:2015 Accreditation | To create an EMS capable of:   * Identifying and controlling the environmental impact of activities, products and services. * Continually improving environmental performance. | Implement IMS System Manual and Audit.  Implement Aspects and impacts Register and update.  Monitor and review performance. | L Payne | Aug 2023 | To demonstrate that we are controlling our environmental impact and putting in place systems that will not only benefit the environment but will also reduce costs and improve efficiency within the organisation.  Cost savings in waste, recycling and consumption, Management of environmental risks, Compliance environmental regulations and increase employee engagement. | **On-going**   * Business Process Review underway to provide: * Confirmation of priority areas within business processes and system requirements. |

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| **QUALITY** | | | | | | |
| **Goal** | **Objectives** | **Strategy** | **Principle Owners** | **Target Date** | **Rational** | **Status** |
| To maintain and improve ISO9001:2015 Quality Management systems and retain accreditation. | Ensure internal audit schedule is current and up to date and the audit function adds value. | Train an Internal Audit team with members from all departments to provide independent objective evidence from the function being audited | L Payne | Jul 2023 | Auditors cannot audit their own work/department without having a definite conflict of interest.  An internal auditor, or internal audit team, cannot have any operational responsibility for that function to achieve an objective insight.  Cross-train employees in different departments to be able to audit another department. | **On-going** |
| Ensure Management Reviews are scheduled, and timings adhered to regardless of who is available. | Set the agenda for the management review.  Send out management  review meeting proposals on outlook.  Stagger the agenda throughout the year to cover each point of the agenda in accordance with ISO9001:2015 | L Payne  Management Team | Jun 2023  Dec 2023 | To ensure that all quality related functions are reviewed at the highest possible level and so that all levels of management affecting quality are made aware of changes, updates, revisions, verification activities and policies.  To establish that the Quality Assurance System is achieving the expected results, continuing to conform to the standard, and functioning in accordance with the established internal operating procedures.  To expose irregularities or defects in the System, identify weaknesses and to make recommendations for continual improvement.  To review the effectiveness of previous corrective actions including those related to subcontractor and supplier performance.  To review the adequacy and suitability of the quality assurance system for current and future operations.  To review any complaints received, identify the cause and recommend corrective action if required, including customer feedback.  To review the finding of internal / external audits and identify any areas of recurring problems.  To review reports of non-conformities and evaluate any trends.  To review training requirements.  Analyse all the above for trends and make appropriate improvements | **On-going** |
|  | Close out historical non-conformities and update corrective actions and keep up to date and on top of NCR’s, | Continue to use CAR Register | L Payne | Jun 2023 | To ensure the swift closure of non-conformities  To ensure Correction i.e. that the nonconformity has been determined and contained.  To provide evidence that the corrective action was implemented or is being implemented. And Root Cause Analysis, why it happened in the first place? | **On-going** |