




Integrated Management System Plan

Claire Odd
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Document Control & Review

Document Status and Version Control									
Document Title	Issue No	Issued by name	Function / Division	Biffa Ref	IMS	Security Classification	Date of Issue	Review Date	Details – Reason for (Re) Issue
QP01	v8.1	V Paffett, SHEQ Systems Mgr	SHEQ	-		-	25.10.13	25.10.16	Review of QP01
Integrated Management System Manual and Plan	v9.01	V Paffett, SHEQ Systems Mgr	SHEQ	-		-	25.08.16	25.08.16	Complete review of Company IMS Documentation for continual improvement. Format and content style complimentary to Group Standard. Addition of new Health & Wellbeing Policy Graphics. Streamlining IMS replacing QP01, QP02, QP04, QP08 (2000).
IMS Plan	10.0	C Odd Grp SHEQ Manager	SHEQ	PLA/SHEQ/IMS		Unclassified	14.06.16	14.06.19	Review in line with new standards and simplify. Also a move to group wide document referencing.
IMS Plan	11.0	C Odd Grp SHEQ Manager	SHEQ	PLA/SHEQ/IMS		Unclassified	15.11.17	14.11.20	Amendment to section 2.

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1. Aim & Purpose

Biffa is committed to operating without causing harm to any employees, partners, members of the public or to the environment and ensuring that it provides consistently, high quality products and services to its customers. This commitment extends to working with other parties and stakeholders for the overall protection of people and the environment and also towards achieving continuous improvement within Biffa and our industry.

2. Scope & Requirement

This document applies to all Biffa locations, sites, depots, offices and working areas. There is a separately maintained list of specific scopes and their coverage.

Group	Function	Division	Site
✓	✓	✓	✓

The Company currently has accreditation to

- OHSAS 18001 (Health and Safety),
- ISO14001 (Environment) &
- ISO 9001(Quality)
- ISO 27001 (Information Security)

There are a number of sites that also hold PAS 100, these are not included within this framework.

Biffa Polymers has its own separate accreditation due to the operations they undertake and their customer requirements.

This document links into the structure of Annex SL.

3. Context of the organisation

Understanding the organization and its context

Biffa operates in a highly regulated competitive arena across all elements of the waste sector. Biffa is considered to be an industry leader.

Biffa provides and operates a wide range of waste management services via a divisional structure; this includes collection, recycling, EfW, process, treatment and disposal of hazardous, non-hazardous and inert materials.

There is a high degree of responsibility that comes with being an industry leader – this includes working with our regulators, consulting on external affairs and regulatory changes, working with our trade bodies, leading industry working groups; as well as meeting and exceeding our customer demands, but also being acting responsibly in the communities where we work.

The details of these are available via the company website and for externally registered locations will be specified within the scope of that registration.

Understanding the needs and expectations of interested parties

Biffa is a customer driven organisation, there are regular reviews in place to ensure that we continue to meet the needs of our customers, and other interested parties.

There is regular engagement with the local communities where we work to ensure that our operations remain considerate to our neighbours.

Determining the scope of the management system

The details of these are available are shown on the certificates displayed on the company intranet, external website and on site notice boards around the business.

In general terms the following certifications cover the following:

	ISO 9001	ISO 14001	OHSAS 18001	ISO 27001
Head Office Functions	✓			✓
Energy Division	✓	✓	✓	
I & C – Depot				
I & C – Transfer Stations		✓		
I & C - Vehicle Workshops			✓	
I & C- Container Distribution Centre			✓	
Municipal	✓	✓	✓	
RR & T – Landfill		✓		
RR & T – MRF	✓	✓	✓	
RR & T – Hazardous Waste	*	✓	*	

Accreditation at site level is the discretion of the Divisional MD *

The management system

The management system is structured in such a way to provide structure and governance to the functions and operating divisions but retaining flexibility to meet their needs.

There are four key policy statements – these are available are displayed on the company intranet, external website and on site notice boards around the business.

The policy statements are brought to life by our strategy document Leading and Managing SHEQ the Biffa Way – which sets the framework for the operating divisions.

The Company recognises that its business activities involve hazards and risks, and has therefore developed Policies and an Integrated Management System to minimise the impacts of its activities on its employees, the environment and people coming into contact (whether directly or indirectly) with them.

4. Leadership

Leadership and commitment

Leading and Managing SHEQ the Biffa Way reinforces the leadership commitment to maintaining an integrated management system.

The Board of Directors will ensure that adequate funds, materials, equipment and personnel are provided for effective implementation of management systems established to eliminate or mitigate the risks identified across all Biffa operations.

The Board of Directors will develop and maintain an Integrated Management System (IMS) which will specify the requirements under which all locations will operate and be required to comply.

All Divisions will specify the procedures and / or process flows that apply to the individual sites (or groups of sites) within their element of the business and review this at least annually.

The Group SHEQ Director is Responsible for keeping the Executive Committee and CEO informed of relevant Health, Safety, Welfare and Quality management issues.

The Group Environment Manager Responsible for keeping the Executive Committee and CEO informed of relevant Environmental and Sustainability management issues

The responsibility for site Health & Safety is specifically allocated to a Senior Accountable Manager (SAM) at each location, whose name is recorded on the location page of the BiffaNET. Where multi divisional operations share a location, again a SAM is identified and detailed on the company intranet.

Location Managers are responsible for planning and for monitoring work performance in line with Group, Divisional, and Location IMS Documentation. They will ensure that necessary corrective and preventative actions are taken where issues are identified and ensure that remedial actions are recorded on the CDB. Locally produced documents will be controlled following the central guidelines.

Policy

Biffa recognises that a successful IMS requires planning and must align to business objectives. The policies define business strategy and direction with annual setting of objectives, targets and action plans.

Policy documentation is reviewed annually by the Directorate to ensure they remain relevant and appropriate.

They are available to all Biffa stakeholders including employees, customers, potential customers, regulating authorities and external auditors

Organizational roles, responsibilities and authorities

All roles across the organisation have a job description and person specification.

Senior management have Roles and Responsibilities for the implementation and delivery of the management system. These have been communicated and training is provided as necessary to enable staff to carry out their roles effectively.

The senior management have made a commitment to focus on its customer's requirements, corporate responsibility and the delivery of products and services, compliant with the requirements of customer, statutory and regulatory requirements; this can be seen throughout the management system.

The organisation has assessed the business requirements to ensure the delivery of customer requirements, whilst remaining focussed on our corporate responsibilities to the environment and our workforce, this can be seen in the objectives we have set to deliver continual improvement in the areas of Social and Environmental Sustainability.

5. Planning

Actions to address risks and opportunities

The organisation believes in providing risk based system management. There is companywide risk profile that identifies and tackles the company critical risks and is reviewed regularly. Both the Group and Divisional Senior Management Teams undertake planning days to identify the future opportunities and threats.

The next tier down from this the divisional top five risks and their controls and companywide top level business continuity plan.

Biffa has established processes for the identification of specific Health, Safety & Environmental hazards, assessment and implementation of control measures to mitigate or reduce inherent risk. Process outputs are analysed when setting Company SHEQ objectives.

Management system objectives and planning to achieve them

Leading on from the previous section both and group and division will develop plans to address the identified risks and opportunities with a thorough evaluation of effectiveness of the solutions and controls.

6. Support

Resources

Group Policies and Group Standards have been produced to provide overarching minimum requirements for each Division to follow. Each Division is then responsible for ensuring that it develops its own specific Divisional Procedures and Work Instructions to provide further controls for each of its main SHEQ risks. Additional Guidance is also available for site locations to ensure that it meets the Company requirements in their entirety.

There will be times when external specialist help is called upon to support our internal teams.

Competence

All new starters received an induction that is aligned to the role that they will be undertaking within the organisation.

There is a divisional training matrices in place that identifies the minimum training levels for roles. The organisation is in the early stages of developing succession planning and talent management schemes.

All staff receive general SHEQ awareness training and general responsibilities are made known to other personnel by the publicising of objectives and targets, provision of guidance notes, the undertaking of focused internal and external training courses, the delivery of workplace 'toolbox talks', participation in local meetings, completion of other awareness sessions, articles in the in-house magazine, notices, etc.

Training takes into account different levels of responsibility and ability, the risks involved in the activities and the appropriate methods. All training is recorded and competencies confirmed and a periodic Performance Evaluation/Training Review is conducted to identify any training needs.

See Std-SHEQ-IMS-Communication, Competence & Behaviour

Awareness

All staff are made aware of:

- The existence of the SHEQ Policies and what they mean to them;
- The importance of meeting the requirements of the Management System as it applies to their work;
- The benefits of improved personal performance and the possible consequences of not complying with the procedures;
- Their responsibilities within the procedures including emergency plans; and
- Customer and regulatory requirements as identified by line management

See Std-SHEQ-IMS-Communication, Competence & Behaviour

Communication

Various mechanisms exist for employee, customer and other interested party involvement and consultation. These include:

- Safety Improvement Team meetings;
- Staff Surveys held annually;
- Company Internal Communication system which is cascaded monthly and gives employees an opportunity for two way feedback;
- Employee Champions appointed across the Business;
- Union Representatives on some sites consult and co-ordinate with on-site management.

Information is cascaded via the in-house publications, internal notices, BiffaNET, SHEQ Alerts, Bulletins & Circulars, For Safety News – Quarterly Newsletter, the Compliance Database and relevant external bulletins as required.

Employees are:

- Invited and encouraged to become involved in the development and review of SHEQ standards and procedures via Best Practice Groups or local meetings, etc.;
- consulted and informed when change will affect their workplace;
- Informed who their local, SHEQ representative or responsible manager

See Std-SHEQ-IMS-Communication, Competence & Behaviour

Documented information

Documentation within the management system has been identified and to ensure only current versions of system documents are utilised. There is a prescribed document structure that is being introduced across the whole of the organisation standardising the processes during the next year as part of a company-wide project.

See Std-SHEQ-IMS-DocumentManagementControl

This has been established to describe how changes, approval and issue of documentation within the IMS are controlled.

The majority of management system records are generated electronically within our systems. These records are held securely under restricted access control. The data is backed up to prevent loss of data through accidental deletion or system failure. Where electronic facilities do not exist at a location, paper records are held at site level.

Records are identified as being relevant to a particular site or location. They are traceable to the particular load, day, job, area or location involved and can be easily retrieved by authorised personnel for analysis. They are protected against damage, deterioration or loss.

The IMS is available to all Biffa personnel. Personnel are encouraged to utilise BiffaNet to view corporate controlled documents, whenever possible, to minimise paper usage. Whilst it is possible to print out documents locally, such documents will be by definition 'uncontrolled' and valid on the day of printing only. The 'controlled' documents are subject to regular review.. The latest controlled version of all documents is available via the intranet systems.

Retention time for documentation is defined and complies with Company Policy and statutory legislation.

7. Operations

Operational planning and control

Effective delivery of the Biffa Management System involves planning, implementation, performance monitoring, feedback processes and management review. These stages are repeated to produce a 'closed loop' system to facilitate the continual improvement goal.

Variances in Biffa's operational tasks, personnel and work patterns (temporary or shift workers) require different levels of control.

In Biffa, the level of control is linked to the following:

- Type of work being undertaken;
- Level of risk involved;
- Skill level required; and
- Competence of the operator.

Procedures have been derived from a number of sources including risk assessments and process maps. These procedures include:

- Correct methodology for completing tasks, stating who is responsible for doing the task and records to be kept;
- Methodology for performing maintenance activities;
- Guidelines for the procurement of goods/services including provision of specific detailed requirements for suppliers and sub-contractors to address Environment, Quality and Health & Safety or customer requirements and improvement plans;
- Methodology required for purchase orders and subsequent checking of received goods and matching to the purchase requirements;
- Specific procedures for infrequently performed tasks;
- Necessary controls of customer property whilst in Biffa's responsibility;
- Methodology necessary for the tracing of waste as required by legislation or local needs;
- Methodology for managing equipment requiring regulatory calibration or statutory inspection; and
- Design principles appertaining to the workplace, company processes, installations, machinery and safe working methods in order to mitigate or reduce Health & Safety risks at source;

All procedures and processes are subject to review, to ensure continuing relevance to Regulation, Legislation, and Company Policy.

See: Std-SHEQ-IMS-LegalComplianceRegister

8. Performance Evaluation

Monitoring, measurement, analysis and evaluation

Biffa operational personnel are required and encouraged to self-report instances of system/process weakness, failures and accidents. The data is entered onto the Compliance Database or IRS under pre-determined classifications. SHEQ performance is monitored on an on-going basis.

The sources of data include:

- Routine monitoring activities carried out by technicians or operational personnel including sampling and analysis required by consents;
- Audit results, both internal and external;
- Routine location inspection records for SHEQ or a combination thereof;
- Performance against the SHEQ targets;

- Records of accidents, ill health, incidents (including near-misses, hazards and their causes) and other operational evidence of failing Health & Safety performance recorded on IRS;
- The analysis of environmental performance from EA inspection reports.

The data is collated, validated and analysed to produce the intelligence base for consideration in the Annual Management Review.

Internal audit

The SHEQ Team is responsible for the coordination of audits including the IMS. The audits are programmed to support the accreditation process and provide assurance on the effectiveness of the management system in terms of performance and achievement of objectives.

The audit plan is derived to ensure that all locations are audited as a minimum once every 5 years for all key Group Policies.

The audit programme is risk based, taking into account both historical, current and future business drivers, and any actions are tracked through Biffa's tracking system.

The audit programme and reporting methods are defined. Audits are performed by independent auditors who have no direct responsibility for the area, activity or personnel being audited. Audit teams may be assisted by specialists as necessary.

See:

Std-SHEQ-IMS-InternalAudit

For-SHEQ-IMS-InternalAudit

Management review

Biffa's management system details the current levels of management review of the system on a periodic basis. The reviews are designed to confirm the continuing suitability, adequacy and effectiveness of the IMS.

A management risk review takes place at least annually using a pre-formatted agenda.

Divisional, Regional or local reviews are held to review the system utilising a tiered meeting structure that applies proportionate risk. Other reviews are incorporated into the Best Practice Group meetings and focus on the performance of particular groups, areas or divisions.

The resources required to operate and improve the Management System are reviewed annually by Executive Committee members (in conjunction with their line managers) when the Company's budgets are finalised for the forthcoming year.

See:

Std-SHEQ-IMS-ManagementReview

For-SHEQ-IMS-ManagementReview

9. Improvement

Non-conformity and corrective action

Biffa analyses data produced as a result of auditing, monitoring and checking processes to improve Company performance and to measure progress towards the Company's SHEQ objectives and targets.

These records are ranked according to risk and tracked to completion.

An escalation system is embedded into the system that records proposed risk mitigation and risk reduction actions including the action owner responsible for delivery of the action plan. Once the action has been completed, the action owner will confirm completion and the resulting effectiveness of the control.

Incidents and accidents (including near-misses) are recorded using the IRS database and are investigated to an appropriate level with the results being recorded and retained on the IRS. Accident type and root cause analysis are available via the IRS and this data is used as an input to the Management Review process for identification of action plans.

External audit inspection issues are logged into the database. ISO accreditation analysis is available via the CDB and this data is used as an input to the Annual Management Review process for identification of action plans.

Environment Agency inspection reports are logged into the tracking database. A consolidated analysis is available by location or by report criteria and used as input to the Landfill Management Business Review (MBR) process and the Annual Management Review.

Customer service issues such as missed service KPI's will be dealt with at both local and Company level and responded to appropriately. Where contractually required, instances of missed service will be remedied in accordance with local service level agreements and data produced to demonstrate recovery and improved.

Where generic or potentially regional issues are identified at a location, which may be detrimental to SHEQ performance across large areas of the company, the root cause analysis and subsequent identification of required remedial action will be allocated to a specified individual or group. The remedial solution to these problems shall be implemented across the company to prevent further occurrences.

Continual improvement

Biffa Improvement or Best Practice Groups are held throughout the company as a forum to drive the integrated improvement plan throughout the business. Forums consist of key operational, commercial, and SHEQ management employees.

In addition to internal audits undertaken by the SHEQ Team, external providers carrying out audits at different locations across the company.

The diagram overleaf shows the organisation of this system and how the external and internal influences are translated via a compliance database which details the specific requirements for individual locations and a documented system with training support to meet the business needs.



The outputs of the management reviews undertaken within the group aims to keep improving our systems and processes.

10. Definitions, Abbreviations & Additional Guidance

Abbreviation	Definition
Audit	Systematic, independent and documented process for obtaining objective evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled
Audit programme	Set of one or more audits planned for a specific time frame and directed towards a specific purpose
Biffa	Includes Biffa Waste Services Ltd and all Biffa Group companies
CDB	Compliance Database
Competence	Ability to apply knowledge and skills to achieve intended results
Conformity	Fulfilment of a requirement
Context of the organisation	Being clear about the markets and environment that we operate in, and the requirements that are placed upon us to do so
Continual Improvement	Recurring activity to enhance performance
Customer	Person or organization that could or does receive a product or a service that is intended for or required by this person or organization
Design and Development	Set of processes that transform requirements for an object into more detailed requirements for that object
Documented information	Information required to be controlled and maintained by an organization and the medium on which it is contained
EA	Environment Agency
External Provider	Provider that is not part of the organization
Improvement	Activity to enhance performance
IMS	Integrated Management System
Interested Parties	Stakeholders who have an interest in what we do and how we do it – more than just customers. These could be: suppliers, trade bodies, regulators, competitors, shareholders to name but a few.
IRS	Incident Reporting System

Abbreviation	Definition
ISO	International Standards Organisations
Management	Co-ordinated activities to direct and control an organization
Management system	Set of interrelated or interacting elements of an organization to establish policies and objectives, and processes to achieve those objectives
Mission	Organization's purpose for existing as expressed by top management
Non-conformity	Non-fulfilment of a requirement
OBI	Biffa Group's intranet
OHSAS	Occupational Health and Safety Assessment Specification
Policy	Intentions and direction of an organization as formally expressed by its top management
Procedure	Specified way to carry out an activity or a process
Process	set of interrelated or interacting activities that use inputs to deliver an intended result
Provider	Organization that provides a product or a service
Regulatory requirement	Obligatory requirement specified by an authority mandated by a legislative body
Requirement	Need or expectation that is stated, generally implied or obligatory
SAM	Senior Accountable Manager
SHEQ	Safety, Health, Environment and Quality
Statutory requirement	Obligatory requirement specified by a legislative body
Strategy	Plan to achieve a long-term or overall objective
System	Set of interrelated or interacting elements
Top Management	Person or group of people who directs and controls an organization at the highest level
Vision	Aspiration of what an organization would like to become as expressed by top management
Work environment	Set of conditions under which work is performed

11. References:

Policy	Standard	Procedure	Guidance	Form	External Links
Quality Policy HSW Policy Environmental Policy	SHEQ Management – The Biffa Way Integrated Management System	Document Management & Control		IMS Template	NQA BSI