INTEGRATED MANAGEMENT SYSTEM MANUAL

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1. Company Profile, Purpose and Strategic Direction

EcoNorth is a professional consultancy that provides a comprehensive ecological service for projects throughout the UK and Ireland. Services include botanical and protected species surveys, licencing and mitigation, all ecological assessments, land management, Clerk of Works and GIS mapping.

EcoNorth's goal for the next five years is steady sustained growth of the business' revenue and profitability, with a view to increasing the company's contribution to nature conservation in Northumberland, Newcastle and North Tyneside via gift aid funds enabled by an uplift in EcoNorth's operating profits. Growth will be focused in two key locations: the north of England and Scotland.

In addition to consolidating current operations, key actions identified to deliver growth are (a) investment in training for the current team in Biodiversity Net Gain and associated habitat interventions, (b) securing additional senior staff, (c) creating new or developing existing services eg actively promoting land management services such as willow spiling and peatland mapping, and (d) employing measures to improve efficiency and increase profit margins.

2. Purpose of the Manual

This manual has been written to meet the requirements of ISO 9001:2015, ISO 45001: 2018 and ISO 14001: 2015, and uses the Plan, Do, Check and Act approach to process planning.

The manual describes the structure of EcoNorth's Integrated Management System (IMS) and documents EcoNorth's policies and systems for the management of our quality, H&S and environmental performance to allow the organisation to improve our practices. This in turn enables us to better satisfy the needs and expectations of our customers, stakeholders and other interested parties, to familiarise them with the control measures that have been implemented, to provide assurance that the integrity of our IMS will be maintained, and to demonstrate that we are focused on customer satisfaction, safe working practices, environmental sustainability and protection, and continual improvement.

3.   Key Definitions

Term	Definition
Accident	An incident where an unforeseen injury, damage or loss occurs.
Assessment	Systematic and documented process for obtaining and evaluating evidence of compliance to legal and other requirements.
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.
Calibrate	To check, adjust or systematically standardise the graduations of a quantitative measuring instrument.
CF	Common Form.
Competence	Possessing the knowledge, understanding, skills and abilities necessary to complete assigned activities within certain performance standards specified by the organisation.
Complaint	A valid expression of dissatisfaction or concern about the standard of service or actions/lack of actions affecting an individual customer or group of customers.
Context of the organisation	Combination of internal and external factors that can have an effect on an organisation's approach to developing and achieving its objectives.
Continual improvement	Recurring activity to enhance performance.
Corrective action	Action to eliminate the cause of a non-conformity and to prevent recurrence.
Customer	Person or organisation that could or does receive a product or a service that is intended for or required by this person or organisation.
Customer satisfaction	Customer's perception of the degree to which their expectations have been fulfilled.
Design and development	Set of processes that transform requirements for an object into more detailed requirements for that object.
Environmental aspect	Element of an organisation's activities, products or services that can interact with the environment.
Environmental impact	Any change to the environment, whether adverse or beneficial, wholly or partly resulting from an organisation's environmental aspects.
EOP	Environmental Operational Procedure.
EM	Environmental Form.
Hazard	Source, situation or act with a potential for harm.

Term	Definition
HS	Health and Safety Form.
Incident	Incidents within the context of this manual comprise of accidents, near misses and observations.
Integrated Management System (IMS)	Set of interrelated or interacting elements of an organisation to establish policies and objectives, and processes to achieve those objectives.
Interested parties	Individual or group concerned with or affected by the performance of an organisation. Parties who may be interested in an organisation's performance include the organisation's staff, clients, suppliers, the local community, shareholders, insurers, regulators etc.
Manual	Specification for the Integrated Management System of an organisation.
Near miss	An incident that had the potential to result in an accident.
Non-compliance	The failure to act according to accepted standards, orders or regulations.
Non-conformity	Non-fulfilment of a requirement.
Objectives	The goals that an organisation sets itself to achieve in terms of occupational quality, health and safety and/or environmental performance.
Observations	A proactive approach to (i) prevent workplace incidents by identifying potential hazards and at risk behaviours including unsafe actions and conditions through systematic observation of the work environment and activities and (ii) promote best practice by highlighting behaviours and conditions where H&S policies and procedures have been followed and led to positive outcomes.
Occupational health and safety	Conditions and factors that affect, or could affect, the health and safety of employees or other workers (including temporary workers and contractor personnel), visitors, or any other person in the workplace.
Organisation	EcoNorth Ltd.
Outsourced	An arrangement where an external organisation performs part of an organisation's function or process. Note: An external organisation is outside the scope of the Integrated Management System, although the outsourced function or process is within the scope.
Performance	Measurable results of an organisation's management of its risks and the effectiveness of its controls.
Preventive action	Action to eliminate the cause of a potential non-conformity or other undesirable potential situation.

Term	Definition
Procedure	Specified series of actions conducted in an established order or manner to carry out an activity or process.
Process	Set of interrelated or interacting activities that use inputs to deliver an intended result.
Policy	A course or principle of action adopted or proposed by an organisation or individual.
Project	Unique process consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including the constraints of time, costs and resources.
QF	Quality Form.
QOP	Quality Operational Procedure.
Quality	Degree to which a set of inherent characteristics of an object fulfils requirements.
Record	Document stating results achieved or providing evidence of activities performed.
Requirement	Need or expectation that is stated, generally implied or obligatory.
Risk	Effect of uncertainty - combination of the likelihood of an occurrence of a hazardous event and the severity of injury or ill health that can be caused by the event.
Risk assessment	Process of evaluating the risk(s) arising from a hazard(s), taking into account the adequacy of any existing controls, and deciding whether or not the risk(s) is acceptable.
Service	Output of an organisation with at least one activity necessarily performed between the organisation and the customer.
SOP	Health and Safety Operational Procedure.
Stakeholder	Person or organisation than can affect, be affected by, or perceive itself to be affected by a decision or activity.
System	Set of interrelated or interacting elements.
Targets	Detailed performance requirements, applicable to the organisation or parts thereof, that arise from the objectives and that need to be set and met in order to achieve those objectives.
Top management	Person, or group of people, who directs and controls an organisation at the highest level.
Training	Acquired knowledge, skills and abilities that promote maximum proficiency in the performance of official duties.
Workplace	Any physical location in which work related activities are performed under the control of the organisation.

4. Context of the Organisation

4.1 Understanding the Organisation and its Context

EcoNorth has determined the relevant internal and external factors that may positively or negatively affect our IMS in light of our strategic direction. These are listed below and will be reviewed at least annually as part of the IMS review process. Factors affecting the organisation more generally are captured in the risk register (ref: QF.02).

Internal Issue	Risks	Opportunities	Actions	Responsibilities
Growth of the company leading to increased workload for the team.	Insufficient human resource leading to increased stress, sickness absence, lowered morale. Subsequent loss of experienced staff, reduced quality of work produced and deadlines being missed so clients' requirements not met.	Increased opportunities for staff to take on new and/or more responsibilities with a view to individual development and/or career progression. Increased opportunities for staff to collaborate, support and learn from each other.	Develop a training and development programme (including delivery of bat mitigation work) for current team and recruit sufficient and suitable employees to effectively manage and carry out the increased workload. Gather and review employee, customer and subcontractor feedback. Conduct company-wide mental health risk assessments and individual staff personal risk assessments periodically.	Executive Director, Team.
Growth of the team.	New staff can negatively impact the team's dynamics. Additional staff increases recruitment and training costs, management / administrative time required to manage / support them and requirements for additional office space and equipment eg desks and computers. This may also increase the company's carbon footprint eg through increased mileage. Relocation to a larger/more modern office environment or multiple offices may be necessary.	New staff can bring in fresh and more diverse perspectives, skills and experience and improve team morale and productivity. Growth provides the opportunity to restructure the team to promote the strengths and minimise the weaknesses of current staff and to bring in specialists where required. New ways of working may be utilised eg hybrid working or hot desking. Additional resource should bring in more work and increase revenue/profit.	Take sufficient time to recruit high quality staff. Review budgets, organisation chart and resources prior to instigating a recruitment process.	Senior Managers.
Recruitment of high quality senior staff.	A shortage of suitably skilled personnel can place pressure on existing suitably skilled staff. High quality senior staff can command large salaries which can damage the company's profitability. Bringing in new recruits at higher levels than existing staff can demotivate the existing staff.	Experienced senior staff can efficiently deliver high quality work resulting in improved company reputation and increased work opportunities. They can attract other highly skilled staff to the team and enable the internal training of new/junior staff.	Periodically review staff salaries and their expectations and compare with competitors. Periodically review what staff enjoy working on and wish to gain from their career to ensure they are assigned fulfilling	Executive Director, Finance Manager.

Internal Issue	Risks	Opportunities	Actions	Responsibilities
	Uncompetitive salaries lead to staff unrest and resignations resulting in challenges in delivery of work, increased workload for remaining staff reducing staff morale and quality of work, recruitment costs (time and money) and difficulties attracting appropriate replacements.		and challenging work. Ensure staff have clear development goals to work towards.	
Expansion of work in non-local areas.	Increased travel time and overnight stays away from home incurred by staff, additional wear and tear on company and/or personal vehicles, and additional travel/accommodation costs for the organisation, leading to increased carbon footprint.	Opportunities for staff to explore new places and discover different wildlife, and meet with and develop new relationships with clients and subcontractors. Opportunities to recruit new staff already based in the local areas. Increased income for local economies from staff travel and subsistence. EcoNorth has two company vehicles which can be utilised for short and long haul journeys.	Investigate recruitment opportunities in local areas. Periodically review travel and accommodation costs and conduct carbon footprint assessments.	Executive Director, Finance Manager.
Closure or sale of EcoÉireann.	Shrinkage of company's geographical range and loss of status as international company.	Opportunity to sell EcoÉireann and transfer cash to EcoNorth bank account. Opportunity to focus the team's efforts more locally on the north east of England and Scotland where there is a significant amount of work available and less travel required.	Develop and implement a closure or sale plan for EcoÉireann.	Board Members, Finance Manager, Office Manager.
Creation of new services or development of existing services.	Additional time, money and equipment required for staff and business development. Staff may be unwilling or unable to learn new skills. Current staff may feel threatened by recruitment of more skilled staff or changes to business direction.	Opportunities for current staff to take on new challenges and broaden their individual knowledge and experience. Opportunity to recruit new staff with required skills.	Ensure effective communication with current team members regarding the strategic direction of the company and the importance of their roles within that.	Line Managers.
IT systems used by team.	Increased risk of IT security breaches from not keeping up to date with the latest technology and/or service updates or implementing them incorrectly.	Opportunity to review the team's IT requirements and plan ahead.	Continue implementing upgrade of desktops and laptops and replacing VMs with remote desktopping. Purchase NASBoxes. Develop	Office Manager, IT Consultant, All Staff

Internal Issue	Risks	Opportunities	Actions	Responsibilities
			relationship with 24/7 Business Support.	
Resources required to maintain ISO 9001, 45001 and 14001 certification.	Additional time and effort required by the team to maintain our ISO certification reduces our available time for dealing with their other responsibilities which may cause stress and vice versa. Additional costs to business development of maintaining certification.	Reduced time required in tender processes to win new work through client portals due to holding ISO certification. Clear evidence of high quality standards increases chance of attracting new clients and/or being commissioned for new work by current clients. Certification process should encourage the team to work more efficiently, safely and sustainably.	Aim for continuous improvements in the implementation of measures to maintain ISO certification. Update client portals and websites with ISO certificate.	Senior Managers.
Increased expenses caused by investment in additional resources.	Increased expenses caused by investment in additional resources for business growth may put pressure on cash flow.	Effective investment in additional resources will lead to improved productivity and revenue which will improve cash flow.	Periodically review the organisation's financial position.	Finance Manager.
Increase in gift aid payments to NWT.	A negative impact on cash flow at certain points during the year is the main risk. Growing the company requires an increase in investment in the company – recruitment and training, additional IT and other equipment etc – which has to be balanced against an increase in gift aid payments to NWT.	Gains to nature and EcoNorth's reputation due to increased conservation work. Increased motivation for staff to continue working for EcoNorth and increased interest from others wanting to work for an organisation which actively contributions to conservation.	Regularly review investment needs against profit margins.	Board Members, Finance Manager.

External Issue	Risks	Opportunities	Actions	Responsibilities
Brexit.	Potential trade war negatively impacting prices and availability of goods. Restrictive travel between UK and Ireland preventing work from being completed on time. Economic slowdown in UK leading to reducing work opportunities. Economic decline of North East England currently projected at 16% (double the national average), impacting the success of local operations. Inadequate supply of products and services by suppliers (eg PPE) to be able to carry out work for clients effectively.	Potential economic improvement in Ireland leading to a growth in work opportunities for EcoÉireann. The Levelling Up agenda introduced in post-Brexit UK could produce new opportunities (eg infrastructure projects) in North East England up to 2030.	Regularly review UK and Irish economies and actively follow developments in Brexit talks. Consider recruiting additional resource in Ireland. Hold an emergency supply of products and identify additional suppliers of products and services.	Executive Director, Finance Manager, Office Manager.
Scottish referendum leading to independence from the UK.	The establishment of a border between England and Scotland restricting movement of staff and supplies between the two countries, increasing planning and administration requirements could lead to the loss of contracts from Scottish clients. Scotland will be required to establish its own currency with EcoNorth being negatively impacted by fluctuating currency rates.	Potential to set up a new office in Scotland for Scottish clients, staffed and supplied by locals.	Continue developing contacts with Scottish clients. Identify potential office locations and Scotland-based suppliers. Investigate Scottish recruitment opportunities.	Senior Managers.
Change of political party running the country or change to their political strategy.	Cancellation/postponement of large scale transport projects in Scotland, due to SNP joining with Green Party, and England.	Opportunity to focus on other elements of work eg peat mapping.	Maintain regular communications with clients involved in large scale transport projects.	Senior Managers, Team.
Infectious diseases (such as Covid-19).	Travel disruption and staff sickness/resourcing difficulties leading to delays in completing clients' projects and damage to company reputation and revenue. Reduction or loss of services and/or products from suppliers leading to delays in	Development of new workstreams eg highways development. Increase in demand for services as lockdown measures ease and businesses open up again or competitors go out of business.	Regularly review Business Continuity Policy and Infectious Diseases procedures, as well as PPE supplies. Maintain regular communications with clients.	Senior Managers, Team.

External Issue	Risks	Opportunities	Actions	Responsibilities
	completing clients' projects and damage to company reputation and revenue. Project postponement / cancellation resulting in loss of revenue and possible cashflow issues. Economic disruption / recession / uncertainty leading clients to postpone/cancel projects resulting in loss of revenue and cashflow issues. Increased carbon footprint and costs eg increased vehicle emissions from inability to share cars due to social distancing, and increased plastic waste due to the use of hand sanitiser, antiseptic wipes and additional office/vehicle cleaning products.			
Changes to interest or inflation rates or tax changes.	Negative impact on clients' confidence and financial position, resulting in postponed or cancelled work. EcoNorth's ability to win and deliver work on a competitive basis, and the availability of reasonably priced resources to ensure high quality work can be completed on time. Higher national insurance contributions leading to a larger deduction from staff pay, and higher payroll bill for EcoNorth which will be passed on to clients where possible/ appropriate. Increased wage demands from current staff and job applicants, potential financial stress of staff, and increased costs of other resources such as office supplies, equipment and travel which may result in staff resignations, difficulties completing projects safely and efficiently, and profit reduction.	A change to the exchange rate could make a transfer of cash from EcoÉireann to EcoNorth more attractive. Our services may become more lucrative and suppliers' products/ services may become less expensive for us to purchase. Opportunity to review the company's systems and processes to look for efficiencies. Opportunity to promote other company benefits such as profit share scheme, pension, H&S/Quality/Env initiatives and use of company vehicles.	Regularly review the UK and global economies, as well as the company's financial position and staff salary rates, and report back to the Senior Management Team.	Finance Manager.
Lack of diversity within the team.	Limited perspectives for decision making processes and damage to the company's reputation as an equality, diversity and inclusion employer.	Opportunity to be an equality, diversity and inclusion leader in the ecology field by	Maintain an equality, diversity and inclusion policy and identify actions	Senior Managers.

External Issue	Risks	Opportunities	Actions	Responsibilities
		attracting suitably qualified staff from a range of backgrounds.	aimed at creating a more diverse team.	
Creation of new services or development of existing services.	This could create tension with competitors who feel threatened by our presence in 'their space' or expansion in our market share.	Constructive collaborations with other companies and individuals for win-win results. Diversification into environmental services.	Periodically review success of current services and new opportunities. Contact relevant subcontractors to determine their interest in the provision of environmental services.	Senior Managers.
Modern slavery.	Increasing use of seasonal staff and work with the construction sector raises the risk of modern slavery in our supply chain, which would result in damage to staff morale and productivity, loss of workforce, damage to EcoNorth's reputation resulting in loss of current and future work, legal costs if sued and costs to support victims.	Opportunity to raise awareness to prevent occurrences and promote equality, diversity and inclusion.	Maintain robust due diligence processes for new and current suppliers/subcontractors and for new employees. Arrange staff training and events to raise awareness.	Senior Managers.
Advances in technology.	Technologies can introduce new hazards into operations. Negative impact to productivity if training is insufficient/out of date. Difficulty winning new work if competitors are perceived to have more up to date working practices/better trained staff. Lack of IT support. Increase in IT purchasing costs.	Advances / changes in technology may result in working methods which align with the aims of the IMS in reducing exposure to risk. Opportunity for staff to develop new skills, to use new technology to work more efficiently and to offer clients new / improved services. Opportunity to develop IT team. Opportunity to restructure and become more streamlined, have effective working practices due to embracing improved / advanced IT systems.	Investigate the latest technology available and identify opportunities for its use to improve operations.	Team.
Changes to legislation, particularly planning and	Changes in law across a number of areas of legislation may influence the context of the IMS, both in terms of the legislation that drives work requirements and legislation we are required to work within. Potential changes to HRA regulations	Increase in opportunities for Biodiversity Net Gain work and staff development. Increase in general awareness of environmental issues and consequent demand for ecology services.	Review legislation and guidance periodically. Ensure all ecologists are trained in BNG and associated habitat interventions.	Line Managers.

External Issue	Risks	Opportunities	Actions	Responsibilities
environmental legislation.	and loss of requirement for some current surveys. Additional requirement for BNG may increase the team's workload significantly. Potential issues arising from BNG becoming mandatory and guidance around the use of metrics being interpreted differently by the various stakeholders.			
Working in challenging environments.	EcoNorth's operations occur within a number of different environments including a range of terrestrial and marine environments. This can lead to operations in challenging terrain or hazardous environments such as around water.	Projects are commissioned in many different environments requiring different solutions which provides staff with opportunities to gain a wide range of knowledge and experience.	Ensure relevant training is undertaken by staff and refreshed periodically.	Team.
Environmental damage.	Growth of the team would increase the level of travel undertaken to the office and sites as a whole, while growth in work in non-local locations would increase the travel undertaken for project work, subsequently increasing vehicle wear and tear, fuel usage and vehicle emissions. Growth in the team would likely increase resource usage and waste production.	Increased work on large projects would enable teams attending sites to car share and subsequently reduce vehicle wear and tear, fuel usage and vehicle emissions (infectious disease restrictions permitting). Purchase products in bulk to reduce delivery waste. More people in the office at any one time would mean that heating resources would be used more effectively. More employees in the team would increase the amount of good works for the environment being achieved.	Periodically review the team's level of travel, fuel usage and vehicle emissions as well as paper usage and waste production levels.	Finance Manager.
Climate change.	Unpredictable and more severe weather patterns creating difficult working conditions and planning issues eg sustained period of cold, wet weather during the summer causing delays and repeated rearranging of bat surveys and subsequent delays to report provision. Increasing temperatures causing heightened risk of tick borne Lyme disease.	The general public and companies are becoming increasingly more aware of ecology and environmental matters which will impact the decisions they make when planning their projects and will increase pressure on governments to address these matters in a constructive manner which will gain public support.	Increase community engagement with local groups and schools to raise awareness of ecology/environmental matters and our role in preventing climate change and biodiversity loss. Encourage the team to participate in voluntary initiatives.	Team.

External Issue	Risks	Opportunities	Actions	Responsibilities
Seasonal work.	EcoNorth's work can be significantly busy during a range of seasonal peaks eg bat, GCN, reporting and wintering bird seasons, placing pressures on resources during these parts of the year, particularly staff time. Seasonal workload can result in 'out of hours' work and an irregular work pattern, leading to staff becoming tired and the quality of their work may deteriorate if poorly managed.	There are a significant number of ecology and environmental graduates who can be easily trained and are eager to take on survey work to get experience and get a step on the ladder to a permanent ecology role.	Encourage open and honest communication by all staff regarding their availability for work and their need for rest. Actively target graduates during the autumn/winter period in preparation of the next bat season.	Senior Managers, Team.
Increased use of subcontractors and suppliers.	Limited control of external operations and therefore potential reduction in quality control and damage to service provision and company reputation. This could negatively impact repeat business	EcoNorth can and should learn from collaborating with subcontractors and suppliers who have different fields of expertise to enhance our service provision and company reputation.	Perform comprehensive and regular due diligence of subcontractors and suppliers. Maintain a list of approved subcontractors / suppliers. Be open to learning from others and incorporating improvements into our operations.	Team.
Changes to clients' and professional bodies' certification requirements.	Increased requirement for senior staff to hold CIEEM membership and tickets for onsite work, such as CSCS cards and SSSTS training, could result in work being lost to competitors until this is achieved, and time being taken to gain membership which could otherwise be used for winning/completing work. Natural England's policies and procedures causing difficulties for employees to gain bat licences.	Opportunity for staff to consolidate their learning/experience and gain recognition from a respected professional body which can further their careers.	Actively promote and support completion of CIEEM membership and tickets for onsite work.	Line Managers.

4.2   Understanding the Needs and Expectations of Interested Parties

EcoNorth has carried out a stakeholder analysis exercise in order to determine the internal and external parties relevant to our IMS, and their needs and expectations. The results of this exercise are presented below and will be reviewed at least annually as part of the IMS review process.

Needs and Expectations of Interested Parties

Interested Party (Internal)	Needs and Expectations	Associated Legal Requirements	Risks	Opportunities	Actions	Responsibilities
Staff	Clear understanding of role/responsibilities and company policies/processes, reasonable workload, competitive salary, supportive line management, suitable training and career progression, positive and inclusive culture. Provide a safe and healthy (physical and mental) workplace and working conditions. Provide with adequate H&S information, including risk assessments, before attending site.	See Register of Legislation for all relevant requirements.	Individuals may disagree with or ignore responsibilities or company policies and procedures. Ineffective internal relations. Perceived lack of career progression opportunities. Multiple staff leave in quick succession. Staff who have accrued a lot of flexi leave in a short space of time may suffer from accumulated fatigue. Staff working remotely may be in a less safe or controlled environment than the office.	Engage staff in IMS processes. Ensure staff awareness of resource availability prior to acceptance of new work. Maintain an open door policy where staff can raise concerns, ask questions and provide feedback at any time. Encourage staff to periodically complete DSE assessments for their home workstation and to raise any incidents which occur during remote working.	Review quality, health and safety and environmental management at regular team meetings and senior management meetings. Promote a positive work/life balance. Regularly review the team's flexi sheets and overall flexi time accumulation. Review staff employment contracts to ensure remote working is effectively covered.	Senior Managers, Team.
Staff friends and family	Spending sufficient quality time with staff ie effective work/life balance.	See Register of Legislation for all relevant requirements.	Conflict between work and non-work responsibilities leading to stress and reduced productivity.	Support flexible working.	Review working hours / patterns with staff.	Line Managers, Team.

Interested Party (Internal)	Needs and Expectations	Associated Legal Requirements	Risks	Opportunities	Actions	Responsibilities
Board	Profitable and sustainable business based on the promotion of integrity, transparency and ethical practices, happy and motivated team working positively together towards a shared vision. Provide Board with quarterly performance reports.	See Register of Legislation for all relevant requirements.	Insufficient commitment to effective running of IMS when other matters are perceived as being of higher priority eg financial matters.	Support for the IMS should improve EcoNorth's reputation with clients, suppliers and partners, improve productivity, reduce risks and costs, and increase opportunities to win work.	Routinely review performance at Board meetings.	Board, Finance Manager, Office Manager.

Interested Party (External)	Needs and Expectations	Associated Legal Requirements	Risks	Opportunities	Actions	Responsibilities
Northumberland Wildlife Trust	Sustained gift aid payments, growing year on year, to enable an increase in local conservation work.	NWT owns EcoNorth.	Pressure to maximise gift aid payments.	Use relationship to win work and support each other's goals. Share resources and experiences of quality, H&S and environmental management.	Regular liaison with NWT staff and trustees.	Executive Director, Team.
WTC	Ability to increase local and national conservation work and contribute financially to the WTCs through annual membership fees.	See Register of Legislation for all relevant requirements.	Pressure to operate outside of our local area if resource is limited.	Use relationship to win work and partake in collaborative projects with other WTC companies. Opportunity to win local work through	Maintain regular communications with other WTC companies as well as attend training courses and seminars.	Executive Director, Team.

Interested Party (External)	Needs and Expectations	Associated Legal Requirements	Risks	Opportunities	Actions	Responsibilities
				other WTC companies and potentially large customers and to bring in skills from the WTC.		
Clients	Projects completed to agreed specifications, timeframe and budget and in a safe and sustainable manner. Provision of deliverables eg reports and carbon footprint assessment data as required. Effective communication throughout the process. Protection of personal and/or confidential data.	Building Safety Act and CDM and Streamlined Energy and Carbon Reporting (SECR) duties on relevant projects. Insurances.	Pressure to deliver on time and on budget may lead to reduced quality delivery, limited communications and/or increased staff stress levels.	An effective IMS is vital in many cases for client procurement. Add value to projects by working in a safe and sustainable manner. High quality delivery and communications will impress clients leading to development of strong client relationships and repeat business opportunities. Positive feedback can be shared on company websites and portals to attract new clients.	Maintain IMS and client relationships. Continue to capture carbon footprint assessment data in line with best practice. Gather and share client feedback. Maintain effective data protection measures and data management.	Team.
Subcontractors	Provide clear understanding of roles/responsibilities and sufficient project-specific information and relevant company policies, procedures and risk assessments to identify risks and prevent harm prior to and during work on EcoNorth projects.	CDM duties on relevant project. Insurances.	Subcontractors pricing low and applying insufficient resource to deliver work safely. Subcontractors may choose not to follow the information provided by EcoNorth or be given	Subcontractors can provide additional resource when the core team is stretched and can bring additional services and experience to the company. Apply a demonstrable supply chain process	Maintain up to date subcontractor registration and assessment information. Ensure relevant project-specific information and company policies, procedures and risk	Executive Director, Office Manager, Survey Coordinators and Leaders, Finance Manager.

Interested Party (External)	Needs and Expectations	Associated Legal Requirements	Risks	Opportunities	Actions	Responsibilities
	Effective communication with team. Payment(s) for provision of service on time and as agreed. Protection of personal and/or confidential data.		insufficient information to identify all risks of harm. Subcontractors may ignore company policies/processes leading to delivery of poor quality work and damage to the company's reputation. Poor time keeping or service provision may endanger success of work. Poor communications from the team could lead to subcontractors attending site at incorrect times or locations.	which takes into account health and safety management throughout the supply chain. Collaboration with, and learning from, 'expert' subcontractors, regarding site specific H&S concerns.	assessments are provided to subcontractors prior to and during work being conducted. Develop positive relationships with subcontractors. Audit subcontractors' work. Ensure payments process is effective. Maintain effective data protection measures.	
Suppliers	Effective communication with team regarding goods / services being ordered and delivery details. Payment(s) for provision of products / service on time and as agreed. Protection of personal and/or confidential data.	See Register of Legislation for all relevant requirements.	Poor goods/service provision may jeopardise success of projects. Use of new suppliers increases risks of modern slavery and bribery / fraud / corruption entering our supply chain.	Develop strong relationship with trusted suppliers. Identify additional resources for growth opportunities and as back up options.	Conduct supplier due diligence and maintain approved supplier list. Maintain register of legislation and periodically review compliance. Keep up to date with growth plans and evolving	Finance Manager, Office Manager, Team.

Interested Party (External)	Needs and Expectations	Associated Legal Requirements	Risks	Opportunities	Actions	Responsibilities
					requirements. Maintain effective data protection measures.	
Competitors	Protection of their market share and revenue streams. Fair and transparent dealings with EcoNorth.	See Register of Legislation for all relevant requirements.	Additional competitors in the local area could impact future revenue streams. Losing staff to competitors or staff setting up their own company.	Developing good working relationships with competitors and other similar sized business could lead to collaborative working in the future.	Continue to monitor competitors as well as provide competitive tenders for projects when asked to do so.	Executive Director, Team.
EcoNorth's Landlord	Signing of contract and payment of rent on time. Maintenance of premises in good order and raising of concerns/issues in a timely manner.	See Register of Legislation for all relevant requirements.	Damage to premises from external personnel eg anti-social behaviour, vehicle accidents etc or poor workmen.	Maintain good working relationships with Landlord.	Maintain positive communications with Landlord. Perform regular office and vehicle checks. Conduct due diligence of subcontractors and suppliers.	Finance Manager, Office Manager.
Neighbours / Local Community	Protection/improvement of the local environment, economy and well being of the people within the community.		Staff ignoring / disrespecting the needs of neighbours and local communities leading to conflict and use of resource resolving that conflict, as well as subsequent damage to the company's reputation. Neighbours creating noise / other distractions which	Development of strong relationships within the local community, leading to enhanced company reputation and increased local business opportunities.	Continue to engage in local community initiatives and develop relationships.	Team.

Interested Party (External)	Needs and Expectations	Associated Legal Requirements	Risks	Opportunities	Actions	Responsibilities
			impact the team's ability to work effectively.			
Landowners	Operate safely and responsibly in line with agreements on third party land.	Relevant permission required to access lawfully. Insurances required.	Landowners and/or tenants may not be happy about land access or associated projects, leading to potential conflict and/or delays to projects.	Sharing of information with landowners, creation of new contacts and opportunities, use of contact with landowners to support knowledge base for sites.	Ensure land ownership boundaries and access agreements are all clearly defined.	Clients, Executive Director, Ecologists.
Chartered Institute of Ecology and Environmental Management (CIEEM)	Operations conducted in accordance with CIEEM guidelines and recognised professional standards. Payment of professional membership fees made on time and as required.	Protected species licences and site-relevant UK environmental legislation.	Surveys conducted incorrectly or poor advice given to clients causing H&S incidents or potential damage to the environment with subsequent risk to health/life, legal action and damage to the company's reputation.	Achievement of recognised professional membership with CIEEM which enhances the company's profile. Measures to innovate and reduce exposure to risk.	Maintain up to date knowledge of current best practices and emerging technologies. Sign up as a CIEEM registered provider.	Line Managers, Ecologists.
Association of Environmental Clerks of Works (AEnvCoW)	Operations conducted in accordance with AEnvCoW's guidelines and recognised professional standards. Payment of professional membership fees made on time and as required.	See Register of Legislation for all relevant requirements.	Surveys conducted incorrectly or poor advice given to clients causing H&S incidents or potential damage to the environment with subsequent risk to health/life, legal action and damage to the company's reputation.	Achievement of recognised professional membership with the AEnvCoW which enhances the company's profile.	Maintain up to date knowledge of current best practices.	Ecologists.

Interested Party (External)	Needs and Expectations	Associated Legal Requirements	Risks	Opportunities	Actions	Responsibilities
Arboriculture Association (AA)	Operations conducted in accordance with AA's guidelines and recognised professional standards. Payment of professional membership fees made on time and as required.	See Register of Legislation for all relevant requirements.	Surveys conducted incorrectly or poor advice given to clients causing H&S incidents or potential damage to the environment with subsequent risk to health/life, legal action and damage to the company's reputation.	Achievement of recognised professional membership with the AA which enhances the company's profile.	Maintain up to date knowledge of current best practices.	Arboriculturist (subcontractor).
Institute of Chartered Accountants in England & Wales, Association of Accounting Technicians	Operations conducted in line with expected professional standards.	See Register of Legislation for all relevant requirements.	Company's finances not operated correctly as well as potential unethical dealings resulting in Finance Manager being barred from practising, and recruitment and legal issues for the company.	Ability for Finance Manager and company to keep up to date with finance procedures, best practice and legislation changes that would impact the company through publications, emails and seminars.	Maintain up to date knowledge of current best practices and legislation.	Finance Manager.
HSE	Operate within the law (HSE related) in relation to all EcoNorth operations.	See Register of Legislation for all relevant legal requirements.	Surveys and mitigation measures for protected species result in potential exposure to hazards.	Compliance with guidelines and legislation will instil confidence in clients, suppliers and partners that EcoNorth staff are appropriately qualified, knowledgeable, experienced and competent to carry out the work.	Maintain Register of Legislation. Keep client portals up to date with EcoNorth's H&S statistics. Maintain relevant staff training.	HSE, Executive Director, Team.

Interested Party (External)	Needs and Expectations	Associated Legal Requirements	Risks	Opportunities	Actions	Responsibilities
Statutory Nature Conservation Organisations eg Natural England	Operations conducted in accordance with guidelines and legislation relating to designated sites, protected species and other items.	Protected species and sites.	Breaches may lead to damage to the company's reputation, loss of clients, suppliers and partners, and potential legal action. Surveys and mitigation measures for protected species may result in potential exposure to hazards.	Compliance with guidelines and legislation will instil confidence in clients, suppliers and partners that EcoNorth staff are appropriately qualified, knowledgeable, experienced and competent to carry out the work. Measures to innovate and reduce exposure to risk.	Keep up to date with guidelines and legislation and emerging technologies. Regularly review data protection policies and procedures. Maintain relevant staff training.	Line Managers, Ecologists.
Environmental Regulatory Authorities: Environment Agency (England, NI), Environmental Protection Agency (Scotland, Ireland), Natural Resources Wales (Wales)	Operate within the law in relation to all EcoNorth operations and work within guidelines where these are available – protected species, statutory designated sites, consents for works within designated sites, protected species licensing works.	See Register of Legislation for all relevant legal requirements. Refer to guidance in relation to protected species and sites.	Breaches may lead to damage to the company's reputation, loss of clients, suppliers and partners, and potential legal action. Failure to supply sufficiently robust survey evidence may result in failure to attain protected species mitigation licenses which may have a detrimental impact upon clients' projects, and therefore EcoNorth's reputation.	Compliance with guidelines and legislation will instil confidence in clients, suppliers and partners that EcoNorth staff are appropriately qualified, knowledgeable, experienced and competent to carry out works.	Keep up to date with guidelines and legislation – taking appropriate courses where available. Maintain standards in record keeping and project management to avoid loss of data, breaches of guidelines / legislation.	Ecologists.

Interested Party (External)	Needs and Expectations	Associated Legal Requirements	Risks	Opportunities	Actions	Responsibilities
Training Providers eg Freeths Solicitors	Staff attending training courses behave professionally and actively participate throughout. Course fees are paid on time and as agreed.	See Register of Legislation for all relevant requirements.	Failure to follow environmental legislation and best practice may lead to legal action and damage to the company's reputation.	The team can access up to date environmental legislation and best practice training and is kept abreast of changes to this legislation.	Keep up to date with environmental legislation and best practice, periodically review and update the legislation register with any changes, and pass on knowledge to other staff. Maintain good relationship with staff of training providers.	Senior Managers, Ecologists.
Local Authorities eg Planning Departments	Operations conducted in accordance with guidelines and recognised professional standards.	Protected species licences, designated site consents (eg SSSI consent).	Surveys conducted incorrectly or unlawfully (without licences or consents), or poor advice given to clients causing H&S incidents or potential damage to the environment with subsequent risk to health/life, legal action and damage to the company's reputation.	Having a resource that can operate lawfully (with licences or consents). Development of positive relationships with local authorities, leading to future work opportunities and enhancement of EcoNorth's profile.	Ensure all relevant licences and/or consents are in place prior to mobilising works. Maintain up to date knowledge of current best practices and develop positive relationships with local authorities.	Executive Director, Ecologists.
HMRC, Banks and Insurance brokers	Payments made on time and as agreed. Compliance with relevant legislation.	See Register of Legislation for all relevant requirements.	Failure to make appropriate payments may lead to legal proceedings against EcoNorth. Late payments may result in a poor credit record.	Compliance with financial legislation will instil confidence in employees, clients, suppliers and partners that the company operates in a	Keep up to date with financial legislation. Regularly review financial policies and procedures. Maintain relevant staff training.	Finance Manager.

Interested Party (External)	Needs and Expectations	Associated Legal Requirements	Risks	Opportunities	Actions	Responsibilities
				professional, transparent and ethical manner.		
Information Commissioner's Office	Operation in accordance with data protection regulations and ICO guidelines. Payment of annual registration fee made on time and as required.	See Register of Legislation for all relevant requirements.	Data breaches may lead to investigation by the ICO and possible fines for non-compliance, as well as loss of clients, suppliers and partners, and potential legal action.	Compliance with data protection legislation will instil confidence in clients, suppliers and partners that their data is secure.	Keep up to date with data protection legislation. Regularly review data protection policies and procedures. Maintain relevant staff training.	Executive Director, Office Manager, Team.
Constructionline, Builders Profile and other client portals	Compliance with membership requirements. Payment for membership on time and as agreed.	See Register of Legislation for all relevant requirements.	Compliance failure may prevent EcoNorth working for some clients, causing a loss of current and future clients / work.	Improved exposure to new clients on portals leading to business development opportunities. Membership enables EcoNorth to work with some companies who would otherwise be out of reach.	Maintain upkeep of details and documentation on portals.	Senior Managers.
ISO auditor	Compliance with ISO 9001:2015, 45001: 2028 and 14001:2015 standards. Payment for service provision on time and as agreed.	See Register of Legislation for all relevant requirements.	Compliance failure may prevent EcoNorth working for some clients, causing a loss of current and future clients/ work.	Maintaining ISO certification demonstrates EcoNorth's high quality professional standards which may encourage new clients to work with us.	Maintain ISO certification and positive relationship with ISO auditor.	Senior Managers, Team.

Interested Party (External)	Needs and Expectations	Associated Legal Requirements	Risks	Opportunities	Actions	Responsibilities
Emergency Services	Responsible planning and undertaking of surveys which doesn't expose people to risk and place pressure on emergency services.	Requirement to identify hazards and assess risks in accordance with relevant health and safety law.	Poor planning and undertaking of surveys by individuals which leads to avoidable risk and subsequent harm.	Opportunities to work with emergency services to identify and promote safe working practice.	Ongoing liaison where appropriate.	Executive Director / Survey Leaders.

4.3   Scope of the Integrated Management System

The organisation has determined the scope of our IMS as detailed below.

EcoNorth is a professional consultancy that provides a comprehensive ecological service for projects throughout the UK and Ireland. Services include botanical and protected species surveys, licencing and mitigation, all ecological assessments, land management, Clerk of Works and GIS mapping.

We reinvest our profits back into local conservation through our relationship with Northumberland Wildlife Trust, genuinely adding value to the consultancy work we deliver. This also means that we are part of a wider network of Wildlife Trust Consultancies enabling us to offer national delivery with local expertise.

EcoNorth is fully committed to the delivery of a high quality service in all that we do and the provision of an effective and robust management system for our employees, clients, stakeholders, placements and subcontractors, and those that use our facilities, sites, services and products, which operates in accordance with best professional practice, client requirements, all statutory and regulatory obligations, and ISO standards 9001:2015, 45001:2018 and 14001:2015.

The organisation is aware that some issues are associated with processes outside our direct scope such as suppliers and use of their products and/or services. We aim to have a positive influence on these where possible via our procurement processes.

All clauses of ISO 9001:2015, 45001:2018 and 14001:2015 are included in the IMS.

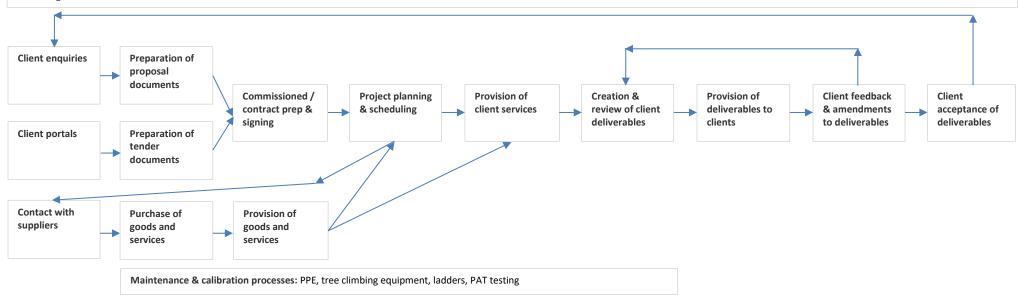The scope shall be reviewed at least annually as part of the IMS review process.

4.4   Integrated Management System and its Processes

EcoNorth has established the processes and their interactions required for the implementation and maintenance of our IMS.

High Level Process Map

Management processes: business planning, provision of resources, establishing & reviewing policies, processes, objectives & targets & KPIs, change management, emergency preparedness & response, legislation review, marketing

Maintenance & calibration processes: PPE, tree climbing equipment, ladders, PAT testing

IT processes: change management, network service management, network security management, capacity management, back up and recovery management, system monitoring, employee monitoring, data breach management

Finance processes: forecasts & pipeline preparation & maintenance, insurance, new clients, client & supplier due diligence, purchasing, invoicing, payroll, credit card reconciliation, expenses & timesheets processing, project profitability processing, year end processing, audit prep

Human resources processes: recruitment of permanent/seasonal staff & subcontractors, induction, probation, training, line management, employee relations, leave management, performance appraisal, whistleblowing and grievances, leavers

Quality processes: document control and data protection, customer service (communications & complaints), non-conformities, internal audits and corrective actions

Health & safety processes: activity & site-specific risk assessments & method statements, accident prevention & reporting, equipment & vehicle management, fire & security management, team & individual risk assessments

Environmental processes: aspects & impacts identification & review, waste management, chemical handling and storage and spill kits, pollution control and biosecurity, transport & vehicle management

5. Leadership

5.1 Leadership and Commitment

EcoNorth has a very hands-on leadership and management structure and the Senior Management Team is very integrated into operations. This structure ensures that the Senior Managers have a real understanding of quality, H&S and environmental considerations of all of the organisation's operations.

The organisation's top management is committed to establishing, maintaining, reviewing and improving the IMS. This includes, but is not limited to:

- Ensuring the IMS is effective and achieves its intended outcomes.
- Giving consideration to quality, H&S and environmental issues when planning the overall strategy and direction of the organisation including investments, new/changes to services and new markets.
- Proactively integrating the IMS into the organisation's overall business processes.
- Promoting a process approach and risk-based thinking throughout the organisation.
- Promoting customer focus throughout the company.
- Determining and consistently meeting customer, statutory and regulatory requirements.
- Identifying and addressing the risks and opportunities that affect customer service and implementing control measures to prevent/minimise negative impacts.
- Enhancing customer satisfaction.
- Ensuring adequate resources are available as and when required.
- Ensuring all members of the team receive the same level of training.
- Communicating the importance of an effective IMS and promoting conformity to the system.
- Directing and supporting persons involved with the IMS.
- Establishing and implementing processes for consultation and participation of employees.
- Promoting continual improvement.

The Senior Management Team periodically reviews the IMS. All team members are engaged in the discussion of quality, H&S and environmental management and the preparation and review of documents.

5.2 Policies

EcoNorth's policies set out our commitment:

- To achieving excellence in service provision and customer satisfaction (Quality Policy - ref: QP).
- To preventing injury and ill health and promoting physical and mental health and wellbeing (Health and Safety Policy and Procedures - ref: SPP).

- To practicing, promoting and demonstrating environmental sustainability and protection and to minimising our impact on the environment through our operations (Environmental Policy Statement and Aspects Register - ref: EPSAR).
- To achieving continual improvement and compliance with legal and other requirements (all policies).

These policies are authorised by the Executive Director and reviewed periodically at EcoNorth Board meetings.

The policies are publicly available documents and are displayed on the company's websites. They are communicated to newly recruited employees during the induction process. The content of the policies is discussed during the annual team consultation and the policies are shared with established employees at least annually. They are also shared with subcontractors, contractors and other interested parties.

Organisational Roles and Responsibilities

An organisational chart for the company is maintained by the Office Manager (ref: CF.61) and is available in the Tender Readiness folder.

Roles with respect to the IMS are set out in the table below.

Name	Role	Responsibilities
John Thompson	Executive Director	• Overall management responsibility for establishing, implementing and reviewing the company policies, objectives and targets, and KPIs, business planning and marketing. • Overall management responsibility for HR processes. • Overall management responsibility for IT processes and security of the organisation. • Regularly report to the Board.
	Health and Safety Manager	• Responsibility for establishing, implementing and maintaining core H&S processes, standards and specifications in accordance with ISO 45001 to ensure intended outputs are delivered. • Act as EcoNorth's appointed person as required under health and safety and first aid legislation. • Act as principal Fire Safety Manager and ensure that EcoNorth complies with the requirements of our fire policy. • Liaise with Auditors/Consultants on advice and support and work alongside the H&S Officer to provide advice and guidance on H&S documentation, reporting and function. • Regularly report to the Senior Management Team on H&S performance for review and as a basis for improvement of H&S issues. • Maintenance of the integrity of the IMS when changes are implemented to H&S policies and processes.

	Responsible Person (RP)	• Responsibility for undertaking duties in relation to:
		  ~ Fire.
		  ~ Physical and mental health, including fatigue.
		  ~ Hygiene and Welfare.

		~ Drugs and alcohol. ~ Control of substances hazardous to health (COSHH). ~ Lone working (specifically for EcoNorth personnel). ~ Risk assessment. ~ Accidents, near misses incidents and observations. ~ Accident reporting and investigation. ~ First aid. ~ Contractors. ~ CDM regulations. ~ Out of control behaviour. ~ Infectious diseases. • Regularly report to the Senior Management Team and at whole team meetings.
	Health and Wellbeing Champion	• Introduce one significant Health and Wellbeing initiative per year or a number of smaller initiatives throughout the year.
	Environmental Manager	• Responsibility for establishing, implementing and maintaining core environmental processes, standards and specifications in accordance with ISO 14001 to ensure intended outputs are delivered. • Regularly report to the Senior Management Team on environmental performance for review and as a basis for improvement of environmental issues. • Maintenance of the integrity of the IMS when changes are implemented to environmental policies and processes.
Claire Snowball	Quality Manager	• Responsibility for establishing, implementing and maintaining core quality processes, standards and specifications in accordance with ISO 9001 to ensure intended outputs are delivered. • Promotion of customer focus and reviewing customer requirements to ensure they are met. • Regularly report to the Senior Management Team on quality performance for review and as a basis for improvement of quality issues. • Maintenance of the integrity of the IMS when changes are implemented to quality policies and processes.
	Responsible Person (RP)	• Responsibility for undertaking duties in relation to CVA. • Responsibility for survey planning and coordination. • Regularly report to the Senior Management Team and at whole team meetings.
	Environmental Champion	• Introduce one significant Environmental initiative per year or a number of smaller initiatives throughout the year.
Mark Fletcher	Finance Manager	• Responsibility for establishing, implementing and maintaining quality processes, standards and specifications relating specifically to Finance. • Responsibility for conducting anti-bribery, corruption and financial risks assessments. • Regularly report to the Senior Management Team on financial performance for review and as a basis for improvement of financial issues.
	Responsible Person (RP)	• Responsibility for conducting carbon footprint assessments. • Responsibility for conducting personal risk assessments. • Regularly report to the Senior Management Team and at whole team meetings.
Sandi Davison	IMS Officer	• Provision of a coordination function for all IMS documentation, reporting and monitoring. This includes: ~ Maintenance of all documentation in an accessible format.

		~ Contribution to the review of EcoNorth's documentation. ~ Assistance with the development of EcoNorth's policies and processes. ~ Collation and dissemination of all reporting to the management team. ~ Responsibility for managing the internal and external audit process including scheduling of audits. • Liaise on EcoNorth's behalf with EcoNorth's Specialist Advisor. • Liaise with Auditors/Consultants on advice and support and work alongside the H&S, Quality and Environmental Managers to provide advice and guidance on documentation, reporting and function.
	Responsible Person (RP)	• Responsibility for undertaking duties in relation to: ~ The workplace. ~ Provision and use of equipment. ~ Manual handling. ~ Smoking. ~ Vaccinations. • Responsibility for PPE/safety equipment maintenance and annual audit. • Regularly report to the Senior Management Team and at whole team meetings.
	Mental Health Champion	• Introduce one significant Mental Health initiative per year or a number of smaller initiatives throughout the year.
	Quality Champion	• Responsibility for promoting quality in service provision, internally and externally, and identifying and introducing one quality initiative per year. • Regularly report at whole team meetings.
Thomas Wilson	Responsible Person (RP)	• Responsibility for checks and maintenance of tree climbing equipment and ladders. • Responsible for undertaking duties in relation to vehicles and driving. • Regularly report at whole team meetings.
Sam Graham	Responsible Person (RP)	• Responsible for undertaking duties in relation to vehicles and driving. • Regularly report at whole team meetings.
Dave Woodhouse	Responsible Person - IT (RP)	• Responsibility for the effective implementation of IT processes and security of the organisation.
TBC	Mental Health First Aider	• Be a point of contact who can provide early intervention support for an employee who is experiencing a mental health issue or emotional distress.

These roles and responsibilities are shared with relevant personnel during regular team meetings, and via EcoNorth's organisational chart and the company's websites. The identity of the Health and Safety Manager is also made available to all relevant personnel by displaying their name on H&S posters.

Specific roles and responsibilities that require some form of competence are defined during 121 meetings and reviewed during annual competency meetings.

Authorisations for processes have been assigned where relevant and documented within the organisation's policies and procedures. These authorities have been clearly communicated to the team and other interested parties.

6. Planning

6.1 Actions to Address Risks and Opportunities

EcoNorth has undertaken an analysis (in section 4 above) to identify relevant internal and external issues, interested parties and business processes.

The risks and opportunities associated with the organisation's context and interested parties have been identified and actions to control or manage them have been determined (see page 7 to 14 of this manual).

Progress against these actions shall be monitored throughout the implementation and maintenance of the IMS and will be reviewed at least annually as part of the IMS review process. This review shall consider the effectiveness of the actions.

6.2 Objectives

EcoNorth has established an ongoing programme of core, quality, H&S and environmental objectives, targets and management programmes to ensure that our policy commitment of continual improvement is fulfilled.

The following are taken into account when establishing objectives:

- Recommendations from the Senior Management Team and other employees as applicable.

- The views of interested parties and external concerns and complaints.

- The identified hazards and risks.

- Compliance with legal and client requirements.

- Technological options and financial, operational and business requirements.

- Targets shall be measurable where practicable and updated as appropriate.

Management programmes are established for each objective and recorded on the Objectives, Targets and Management Programmes (ref: CF.02). They define the responsibilities, means and timeframe by which the objectives are to be achieved, and monitor progress towards achievement. Those named as responsible have an obligation to progress the programme and report progress or delays to the Senior Management Team.

In order to ensure understanding of the objectives among employees, they are communicated according to the requirement in section 7.4.

Progress against management programmes is reviewed according to the process for management review; see section 9.3.

When the need for changes to the IMS are identified, these changes are carried out in a planned manner and take into consideration the purpose of the changes and their potential consequences, the integrity of the IMS, the availability of resources and the allocation or reallocation of responsibilities and authorities. The changes are communicated to employees and other stakeholders, and reviewed in due course.

7. Support

7.1 Resources

EcoNorth has determined and provides the resources needed to establish, implement, maintain and improve the IMS. These include people, time, vehicles, infrastructure, work environment, training, monitoring and measuring resources and organisational knowledge.

Topic	Responsibility	Management Tools
Company Governance	Board Members, Finance Manager, Office Manager	Board governance policies and procedures, papers, meetings and minutes.
Staff	Executive Director, Line Managers, Office Manager, Finance Manager, All Staff	Recruitment advertisements, candidate applications, person specification, job description, interviews, reference checks, right to work and age checks, employment contract, disclosure processes and health questionnaire, induction checklist, personal risk assessment, workstation assessments, probation records, 121 meetings and schedule, skills matrix, competency review meetings and spreadsheet, accessibility passport, employee satisfaction surveys and mental health risk assessments, emergency contacts list, payslips and profit share letters, succession planning review, leavers checklist and exit interview questions, monthly team meetings and senior management meetings and minutes, Staff Handbook.
Workload	Executive Director, Line Managers, All Staff	Work forecasting, electronic calendars, workload and survey planners, timesheets, 121 meetings and records, annual leave matrix and holiday forms, report tracker, bi-weekly project update meetings and monthly team meetings.
Training	Executive Director, Office Manager, All Staff	Competency review meetings and spreadsheet, skills matrix, training matrix and database, project specific training requirements, individual training records, 121 meetings with staff and monthly team meetings, senior management meetings.
Office Environment	Executive Director, Finance Manager, Office Manager, All Staff	Office building lease, water and phone/wifi contracts, energy and printer contracts and periodic meter readings, carbon footprint assessments, cleaning and waste management contracts, waste log, annual boiler service, weekly office inspections and log, workstation assessments, annual review of facilities and office equipment/supplies, periodic fire drills and log.

Personal Protective Equipment (PPE)	Executive Director, Office Manager, Responsible Person, Finance Manager, All Staff	Annual PPE inventory and audit, activity and project specific PPE requirements, purchase orders and approved supplier list.
Equipment	Executive Director, Responsible Person, Office Manager, Finance Manager, All Staff	Routine inspections of relevant kit and maintenance of logs, sign out/in equipment log, annual inventory and audit, locked COSHH box and risk assessments, purchase orders and approved supplier list, continual review of client/legal requirements, emergency supplies held where relevant.
Vehicles	Executive Director, Responsible Person, Office Manager, All Staff	Bi-monthly inspections and reports, servicing, MOT, tax and other maintenance requirements and checks, breakdown cover, vehicle activity log, regular team reviews.
IT	Executive Director, Office Manager, All Staff	IT subcontractors, IT procedure, activity sheet, back up media log, quarterly reviews, software licences.
Insurance	Executive Director, Finance Manager, Office Manager, All Staff	Company insurance policies and schedules, personal vehicle insurance schedules, driver declaration forms and driving licence checks via government website, vehicle induction and insurance log.
Finances	Executive Director, Finance Manager, Office Manager	Month end processing and review, project profitability reports, quarterly Board reports including financial performance, future pipeline and cash flow position, activity sheets, invoicing lists.
Customers	Executive Director, Project Managers, Finance Manager, Office Manager, All Staff	Costing sheets and proposals, contracts and deed of appointments, confirmation email and/or purchase orders, reports, invoices, customer satisfaction feedback forms and regular review.
Subcontractors and Contractors	Executive Director, Office Manager, Responsible Person, Finance Manager, All Staff	Registration/assessment records and logs, signed agreements/contracts, volunteer training records, emergency contacts list, subcontractor management procedure, survey planner, feedback forms, audits, invoices.
Suppliers	Executive Director, Finance Manager, Office Manager, All staff	Due diligence reports and tracker, purchase orders and receipts, approved supplier list and bi-annual review.
External Advisers	Executive Director, Finance Manager, Office Manager.	Compliance check register, assessments reports, legislation register, annual review meeting meetings and minutes.

Equipment that must be monitored to ensure it conforms to requirements (whether internal or external) and provides consistent results is periodically checked and the results are logged. Any non-conformance is raised with the team and actions are taken to make appropriate corrections. These logs are completed by various team members.

Equipment that is used internally for monitoring other equipment to ensure it conforms to requirements (whether internal or external) and provides consistent results is identified, selected, maintained, stored and calibrated. The details of

such equipment are detailed in the Equipment Inventory (ref: QF.18) which is maintained by the RP for PPE/Storeroom Equipment.

The provision of resources is reviewed during the IMS review process; see section 9.3.

7.2   Competency

As part of EcoNorth's personal development process, competency requirements are identified for each employee and recorded on their annual competency record (ref: QF.33), personal risk assessment (HS.13) and/or 121 meetings records (CF.62). Competency requirements may be identified for an employee's core role and for general awareness of the policies, objectives and system.

Actions necessary to ensure individuals meet the competency requirements identified shall be determined and taken. These may include qualifications, training, experience, mentoring, on the job training, assessments and other actions.

Attendance at training sessions shall be logged on each employee's training record (ref: CF.03).

Training needs are discussed, documented and monitored at management review meetings, as detailed in section 9.3, as well as monthly senior management meetings, annual personal risk assessment meetings and quarterly 121 meetings.

The effectiveness of training received is discussed with individuals at subsequent personal development meetings. If the training (or other measures) is found to be inadequate, then steps are taken to address this (such as additional training or changing responsibilities).

Additional information about the effectiveness of training may be gained from post-course evaluation forms, internal and external audits, process performance and the occurrence of incidents.

The competency of subcontractors and contractors is assessed via the completion of registration/ assessment forms and the provision of additional documentation, such as training certificates and insurance schedules, prior to them being commissioned for any work. Inexperienced field surveyors who join EcoNorth as volunteers or those who are previously unknown to us are required to complete three unpaid surveys to determine their competency, after which they are either deemed competent to complete paid surveys in future or require additional survey experience as volunteers. Subcontractors and contractors are periodically audited to check they are completing their agreed work to a professional, safe and environmentally sustainable standard.

EcoNorth conducts due diligence assessments of all new suppliers prior to being utilised and maintains a list of approved suppliers which is periodically reviewed.

7.3   Awareness

Each new employee receives an induction, by their Line Manager and/or other competent tutor(s), which covers aspects of quality, H&S and environment, and is tailored to the specific issues associated with the employee's role. Records of completion of the induction are maintained as part of each employee's training record on their HR file.

The induction checklist template (ref: CF.06) is held and maintained by the Office Manager.

Further training is provided for specific issues associated with the employee's role.

Contractors whose work may have a significant impact also receive an induction relevant to the site they are working on and activity they are carrying out, where appropriate. Records of completed contractor inductions are held by the Project Manager or other nominated person.

Where EcoNorth is responsible for appointing specialist contractors to work on sites controlled by EcoNorth, contractors are required to submit detailed risk assessments and method statement prior to mobilising works. EcoNorth will provide detailed information on the nature of risks which any contractor will need to consider in their risk assessment process.

Contractors are provided with copies of our company policies and privacy notices prior to starting work for us, unless they can demonstrate they are working to their own relevant company policies.

Subcontractors are also provided with relevant company policies and privacy notices prior to starting work for us, as well as risk assessments prior to the start of each survey.

7.4   Communications (Internal and External)

EcoNorth recognises the importance of effective internal and external communications on quality, H&S and environmental issues. To this end, we have developed a communications plan that is set out below, taking into account the needs and expectations of interested parties identified in section 4 and any compliance obligations.

This plan provides for the internal communication of the policies, objectives, performance and changes to the IMS.

Internal and External Communications

Internal / External	What	When	Responsibility	How	To Whom
Internal / External	Corporate Governance.	Board Meetings.	Executive Director, Finance Manager, Office Manager.	Verbally; emails; documented in meeting papers and minutes.	Board Members, Executive Director, Finance Manager, Office Manager, Companies House.
Internal / External	EcoNorth Policies.	Senior Management Meetings, Annual Review Meeting, Annual Team Consultation, Board Meetings, as required at Monthly Team Meetings, Client/Supplier/Subcontractor Meetings/Calls.	Executive Director, Office Manager.	Verbally; emails; documented in meeting papers and minutes, policy documents and log; subcontractor registration/assessment forms and agreements; company websites; client/procurement portals.	All Staff, Board Members, Clients, Subcontractors, Suppliers, Client/Procurement Portals, Public.
Internal / External	Risk Management.	Senior Management Meetings, Board Meetings, as required at Monthly and Weekly Team Meetings or 121 Meetings, Client/Supplier/Subcontractor/ Landowners/Insurer Meetings/Calls, Onboarding / Site Inductions.	All Staff, Board Members, Clients, Subcontractors, Suppliers, Landowners.	Verbally; emails; documented in meeting papers and minutes, personal risk assessments, office risk assessments, generic and project-specific risk assessments, risk register, insurance policies, data protection impact assessments; company policies and procedures.	All Staff, Board Members, Clients, Subcontractors, Suppliers, Landowners, Insurance Companies.
Internal	Progress Against Objectives and Targets.	Senior Management Meetings, Annual Review Meeting, Annual Team Consultation, as required at Monthly and Weekly Team Meetings.	Executive Director, Office Manager.	Verbally; emails; documented in meeting papers and minutes, and Objectives, Targets and Management Programme.	All Staff.
Internal	Progress Against KPIs.	Senior Management Meetings, Annual Review Meeting, Annual Team Consultation, as required at Monthly and Weekly Team Meetings.	Executive Director, Office Manager.	Verbally; emails; documented in meeting papers and minutes, Inventory of KPIs.	All Staff.
Internal	Business Planning.	Senior Management Meetings, Board Meetings, Annual Review Meeting, Annual Team Consultation.	Executive Director, Office Manager.	Verbally; emails; documented in meeting papers and minutes.	All Staff, Board Members.

Internal / External	What	When	Responsibility	How	To Whom
Internal / External	Marketing.	Senior Management Meetings, Annual Team Consultation, Board Meetings, Monthly Team Meetings, 121 Meetings, Marketing Company Meetings/Calls, Website Company Meetings/Calls.	Executive Director, Office Manager.	Verbally; emails; documented in meeting papers and minutes, Christmas eCard mailing list, customer satisfaction feedback forms and log; office noticeboard; company websites; social media.	All Staff, Board Members, Client, Subcontractors, Suppliers, Marketing Companies, Website Managers.
Internal / External	Provision of Resources.	Senior Management Meetings, Annual Review Meeting, Annual Team Consultation, Board Meetings, Monthly and Weekly Team Meetings, Client/Supplier/Subcontractor Meetings/Calls.	All Staff, Clients.	Verbally; emails; documented in meeting papers and minutes, diaries, workload planner, annual leave matrix, activity sheets, survey planner, report tracker, PPE/equipment inventory, vehicle activity log, contracts.	All Staff, Board Members, Clients, Suppliers, Subcontractors.
Internal / External	Client Enquiries, Proposal Preparation and Acceptance.	Ongoing, as required at Senior Management, Board, Monthly and Weekly Team Meetings, Client/Supplier/Subcontractor Meetings/Calls.	All Staff, Clients.	Verbally; emails; documented in meeting papers and minutes, activity sheets, costing sheets, project start up forms, proposals, POs, project files and online folders; company websites; PQQ forms, record of telephone call.	All Staff, Board Members, Clients, Subcontractors, Suppliers.
Internal / External	Client/Procurement Portals and Tender Preparation.	Ongoing, as required at Senior Management, Board, Monthly and Weekly Team Meetings, Client/Supplier/Subcontractor Meetings/Calls.	Senior Managers.	Verbally; emails; documented in meeting papers and minutes, various company policies and procedures and records, client references; client/procurement portals; company websites.	All Staff, Board Members, Clients, Subcontractors, Suppliers, Client/ Procurement Portal Administrators.
Internal / External	Contract Preparation and Approval.	Ongoing, as required at Senior Management, Board, Monthly and Weekly Team Meetings, Client/Supplier/Subcontractor Meetings/Calls.	All Staff, Clients.	Verbally; emails; documented in meeting papers and minutes, contracts/deed of appointments/subcontractor agreements, record of telephone call.	All Staff, Board Members, Clients, Subcontractors, Suppliers.
Internal / External	Project Planning and Scheduling.	Weekly Team Meetings, as required at Senior Management, Monthly and Weekly Team	All Staff, Clients.	Verbally; emails; documented in meeting papers and minutes, activity sheets,	All Staff, Clients, Subcontractors,

Internal / External	What	When	Responsibility	How	To Whom
		Meetings, Client/Supplier/Subcontractor Meetings/Calls.		survey planner, workload planner, annual leave matrix, report tracker; company websites.	Suppliers, Landowners, Local Authorities.
Internal / External	Provision of Client Services.	Ongoing, as required at Senior Management, Monthly and Weekly Team Meetings, Client/ Supplier/Subcontractor Meetings/Calls.	All Staff, Clients.	Verbally; emails; documented in meeting papers and minutes, survey planner, workload planner, survey recording forms, reports; company websites.	All Staff, Board Members, Clients, Subcontractors, Suppliers, Landowners, Local Authorities, Police.
Internal / External	Subcontractor Management.	Ongoing, as required at Senior Management and Monthly Team Meetings, Subcontractor Meetings/ Calls.	All Staff.	Verbally; emails; documented in meeting papers and minutes, registration / assessment forms, subcontractor agreements, bat training records, audit reports, feedback forms and testimonials; company websites.	All Staff, Subcontractors.
Internal / External	Supplier Management.	Ongoing, as required at Senior Management and Monthly Team Meetings, Supplier Meetings/Calls.	All Staff, Suppliers.	Verbally; emails; documented in meeting papers and minutes, supplier due diligence risk assessments, approved supplier list.	All Staff, Suppliers.
Internal	Creation and Review of Client Deliverables.	Ongoing, as required at Senior Management and Monthly Team Meetings.	All Staff.	Verbally; emails; documented in meeting papers and minutes, report templates, report tracker.	All Staff.
Internal / External	Provision of Deliverables to Client.	Ongoing, as required at Senior Management and Monthly Team Meetings, Client/Supplier/ Subcontractor Meetings/Calls.	All Staff.	Verbally; emails; documented in meeting papers and minutes, reports, report tracker; reports procedure.	All Staff, Board Members, Clients, Subcontractors, Suppliers.
Internal / External	Client Feedback and Amendments to Deliverables.	Ongoing, Senior Management and Monthly Team Meetings, Client/Supplier/Subcontractor Meetings/Calls.	All Staff, Clients.	Verbally; emails; documented in meeting papers and minutes, record of telephone call.	All Staff, Board Members, Clients, Subcontractors, Suppliers.

Internal / External	What	When	Responsibility	How	To Whom
Internal / External	Client Acceptance of Deliverables.	Ongoing, Senior Management and Monthly Team Meetings, Client/Supplier/Subcontractor Meetings/Calls.	All Staff, Clients.	Verbally; emails; documented in meeting papers and minutes.	All Staff, Board Members, Clients, Subcontractors, Suppliers.
Internal / External	Quality Performance.	Ongoing, Senior Management and Monthly Team Meetings, Board Meetings, Client/Supplier/ Subcontractor Meetings/Calls/Agreements/Audits.	Senior Managers.	Verbally; emails; documented in meeting papers and minutes, assessments / registration and audit forms, PQQ forms, client / procurement portals, company websites.	All Staff, Board Members, Clients / Potential Clients, Subcontractors, Suppliers.
Internal / External	Environmental Performance.	Ongoing, Senior Management and Monthly Team Meetings, Board Meetings, Client/Supplier/ Subcontractor Meetings/Calls/Agreements/Audits.	Senior Managers.	Verbally; emails; documented in meeting papers and minutes, assessments / registration and audit forms, PQQ forms, client / procurement portals, company websites.	All Staff, Board Members, Clients / Potential Clients, Subcontractors, Suppliers.
Internal / External	Maintenance & Calibration Processes.	Ongoing, annual review of the IMS, as required at Monthly Team Meetings, Subcontractor/Supplier Meetings/Calls.	All Staff.	Verbally; emails; documented in meeting papers and minutes, equipment maintenance logs.	All Staff, Board Members, Subcontractors, Suppliers.
Internal	IT Management and Security.	Senior Management Meetings, Annual IMS Review, Annual Team Consultation, as required at Monthly Team Meetings, IT Consultant/Providers Meetings/Calls.	All Staff, IT Consultant.	Verbally; emails; documented in meeting papers and minutes, IT Policy and Procedures, IT Activities Log.	All Staff, IT Consultant, IT Providers.
Internal	Forecasts and Pipeline Preparation.	Senior Management Meetings, Board Meetings, Monthly Team Meetings.	Finance Manager, Office Manager.	Verbally; emails; documented in meeting papers and minutes.	All Staff, Board Members.
Internal / External	Insurance.	Annual renewal of insurance policies, annual renewal of client/procurement portal memberships, as required at Senior Management and Monthly Team Meetings.	Finance Manager, Office Manager.	Verbally; emails; documented in meeting papers and minutes, insurance policies; client/procurement portals, PQQs.	All Staff, Insurance Companies, Client / Procurement Portals.

Internal / External	What	When	Responsibility	How	To Whom
Internal	New Client and Supplier Set Up and Due Diligence.	Ongoing, as required at Senior Management and Monthly Team Meetings.	All Staff.	Verbally; emails; documented in meeting papers and minutes, project start up forms, costing sheets, due diligence risk assessments, new supplier log, Sage.	All Staff, Clients, Suppliers.
Internal / External	Purchasing.	Ongoing, as required at Senior Management and Monthly Team Meetings.	All Staff.	Verbally; emails; documented in meeting papers and minutes, purchase order forms, credit card logs, invoices, contracts.	All Staff, Clients, Subcontractors, Suppliers.
Internal / External	Invoicing.	Ongoing, as required at Senior Management and Monthly Team Meetings.	All Staff.	Verbally; emails; documented in meeting papers and minutes, invoice request forms, invoices, contracts, purchase order forms, activity sheets.	All Staff, Clients, Subcontractors, Suppliers.
Internal / External	Payroll.	Ongoing, as required at Senior Management and Monthly Team Meetings.	Finance Manager, Executive Director.	Verbally; emails; wage slips; HMRC documents; P60s.	All Staff, HMRC, Banks.
Internal / External	Credit Card Reconciliation.	Ongoing, as required at Weekly Team Meetings.	All Staff.	Verbally; emails; documented in meeting papers and minutes, credit card statements and receipts.	All Staff, Banks, Suppliers.
Internal	Expenses and Timesheets Processing.	Ongoing, as required at Senior Management, Monthly Team Meetings and 121 meetings.	All Staff.	Verbally; emails; documented in meeting papers and minutes, expense claims forms and receipts, timesheets.	All Staff.
Internal	Project Profitability Reports.	As required at Weekly Team Meetings and with the Finance Manager directly.	Finance Manager.	Verbally; emails; documented in project profitability reports.	All Staff.
Internal / External	Financial Year End Processing.	As required at Senior Management and Monthly Team Meetings.	Finance Manager, Office Manager.	Verbally; emails; documented in meeting papers and minutes, annual financial reports, client/procurement portals.	All Staff.
Internal / External	Financial Audit.	Auditor Meetings/Calls, AGM, Senior Management and Monthly Team Meetings.	Finance Manager, Executive Director, Office Manager, Auditors.	Verbally; emails; documented in meeting papers and minutes, annual financial reports, client/procurement portals.	Board Members, All Staff, Auditors, Companies House, Client/Procurement Portals.

Internal / External	What	When	Responsibility	How	To Whom
Internal / External	Recruitment.	As required at Senior Management, Board, Monthly and Weekly Team Meetings.	Senior Managers.	Verbally; emails; documented in meeting papers and minutes, job descriptions, candidate applications, person specifications, privacy notices, references; company websites, company policies, recruitment agency websites, job advertisement portals.	All Staff, Board Members, Clients, Subcontractors, Suppliers, Referees, Recruitment Agencies, Job Advertisement Portal Administrators.
Internal	Induction and Probation.	Induction Sessions, Probation Meetings, as required at Senior Management, Monthly and Weekly Team Meetings.	Senior Managers.	Verbally; emails; documented in meeting papers and minutes, induction checklists, probation meetings records.	All Staff.
Internal / External	Roles and Responsibilities.	Ongoing, annual review of the IMS Manual and Policies, as required at Senior Management and Monthly Team Meetings, 121 Meetings.	Senior Managers.	Verbally; emails; documented in meeting papers and minutes, IMS manual and policy, organisation chart, job descriptions, noticeboard; client/procurement portals, PQQs.	All Staff, Board Members, Clients, Subcontractors, Suppliers, Client/ Procurement Portals, HSE, Auditors, Companies House.
Internal / External	Training and Development.	Ongoing, Competency Meetings, as required at Senior Management Meetings, Board Meetings, Monthly and Weekly Meetings, 121 meetings, Client Meetings/Calls.	All Staff, Clients.	Verbally; emails; documented in meeting papers and minutes, competency sheets, skills matrix, training database and matrix, individual training records and certificates, personal risk assessments, 121 meeting records; company websites; client/procurement portals, PQQs.	All Staff, Board Members, Clients, Subcontractors, Suppliers, Training Providers, professional bodies, National Statutory Conservation Organisations.

Internal / External	What	When	Responsibility	How	To Whom
Internal / External	Line Management and Employee Relations.	Ongoing, as required at Senior Management, Monthly Team and Board Meetings, 121 Meetings.	All Staff.	Verbally; emails; documented in meeting papers and minutes, 121 meeting records, organisation chart, Staff Handbook and Business Continuity Policy; client/procurement portals, employee satisfaction survey records.	All Staff, Board Members, HR Officer, Clients, Subcontractors, Suppliers, Client Portals.
Internal	Performance Appraisals and Pay Awards.	Competency Meetings, as required at Senior Management Meetings, Board Meetings, Monthly and Weekly Team Meetings.	Senior Managers.	Verbally; emails; documented in meeting papers and minutes, competency sheets, employment contracts/letters.	All Staff, Board Members.
Internal	Profit Share Payments.	Senior Management Meetings, Board Meetings, Monthly Team Meetings.	Senior Managers.	Verbally; emails; documented in meeting papers and minutes, Profit Share Policy, financial reports, letters.	All Staff, Board Members.
Internal	Results of site monitoring and other audits.	As required at Weekly or Monthly Team Meetings, Senior Management Meetings, Annual Review Meeting and Team Consultation.	Senior Managers.	Verbally; emails; documented in meeting papers and minutes, audit reports.	All Staff.
Internal / External	Disciplinary, Grievance and Whistleblowing Events.	As required at Senior Management Meetings, Board Meetings, 121 Meetings.	Senior Managers, HR Officer.	Verbally; emails; documented in meeting papers and minutes, Staff Handbook, letters.	All Staff, Board Members, HR Officer, Mediation Officers, Company Lawyer.
Internal / External	Leave Management.	Ongoing, Senior Management Meetings, Board Meetings, Monthly and Weekly Team Meetings, 121 Meetings, Exit Interviews.	All Staff, HR Officer.	Verbally; emails; documented in meeting papers and minutes, Staff Handbook, annual leave matrix and holiday forms, sickness absence forms and log, exit interview document, leavers checklist, P45s.	All Staff, Board Members, HR Officer, IT Consultant, HMRC.
Internal / External	Accidents, near misses and observations.	Ongoing, Annual Review Meetings, Annual Team Consultations, Senior Management Meetings, Monthly and Weekly Meetings, 121 Meetings.	All Staff.	Verbally; emails; documented in meeting minutes, accident log and reports, 121 meeting records.	All Staff, Board Members, Clients, Subcontractors,

Internal / External	What	When	Responsibility	How	To Whom
					HSE, Local Authorities.
Internal / External	Relevant health and safety performance eg accident rate.	Quarterly and as required, Annual Review Meeting and Team Consultation.	Executive Director, Office Manager.	Verbally; emails; documented in meeting minutes, PQQ forms, procurement portals.	All Staff, Board Members, Clients / Potential Clients, External H&S Advisor.
Internal / External	Health and safety requirements for specific tasks.	As required.	All Staff, Subcontractors, Clients.	Verbally; emails; documented in risk assessments.	All Staff, Subcontractors, Clients.
Internal / External	Safety alerts.	Periodically as they arise.	All Staff, Clients, Subcontractors, HSE, Local Authorities.	Verbally; email alerts or circulated via common data environment platforms; documented in meeting papers and minutes.	All Staff, Board Members, Clients, Subcontractors, Associates.
Internal / External	Document Control and Data Protection.	Ongoing, Senior Management Meetings, Annual Review Meeting, Annual Team Consultation, Board Meetings, annual review of data protection policies and procedures (or as required when changes occur), as required at Monthly and Weekly Meetings, if a data breach event occurs.	Senior Managers.	Verbally; emails; documented in meeting papers and minutes, data protection policies and procedures, filing/archiving database, subcontractor registration/ assessment forms and agreements; company websites.	All Staff, Board Meetings, Clients, Subcontractors, Suppliers, ICO.
Internal / External	Customer Service and Feedback.	Ongoing, Annual Review Meetings, Annual Team Consultations, Monthly and Weekly Meetings.	All Staff.	Verbally; emails; documented in meeting papers and minutes, customer feedback forms and log; company websites; client/procurement portals.	All Staff, Client, Subcontractors, Suppliers, Client/ Procurement Portals.
Internal	Non-conformities, Internal Audits and Corrective Actions.	Ongoing, Annual Review Meeting, Annual Team Consultation, Senior Management Meetings, as required at Monthly and Weekly Team Meetings.	All Staff.	Verbally; emails; documented in meeting papers and minutes, internal audit programme, reports and log, non-conformity reports and log.	All Staff.

Internal / External	What	When	Responsibility	How	To Whom
Internal / External	Change Management / Improvements.	Ongoing, Board Meetings, Annual Review Meeting, Annual Team Consultation, as required at Senior Management, Monthly and Weekly Team Meetings, 121 Meetings.	Board Members, All Staff.	Verbally; emails; documented in meeting papers and minutes, Business Continuity Policy; Change Management Procedure, company websites.	All Staff, Board Members, Clients, Subcontractors, Suppliers.
Internal / External	Relevant Legal, Statutory and Guidance Updates.	Ongoing, Board Meetings, Annual Review Meeting, Annual Team Consultation, Senior Management Meetings, Monthly and Weekly Team Meetings.	Senior Managers, UK/Irish Governments, Local Authorities, CIEEM, AEnvCoW, Arb Association, ICO, HSE, H&S Advisor.	Verbally; emails; documented in meeting papers and minutes, register of legislation; office noticeboard; government and local authority portals; CIEEM, AEnvCoW and Arb Association website and publications; HSE website and newsletters, national media.	All Staff, Board Members, Client, Subcontractors, Suppliers, Local Authorities.
Internal / External	ISO / SSIP Certification Audit Process.	Annual Review Meeting, Annual Team Consultation, Senior Management Meetings, Board Meetings, as required at Monthly and Weekly Team Meetings, ISO/SSIP Audits.	Senior Managers, Auditors.	Verbally; emails; documented in meeting papers and minutes; ISO auditors' website, client/procurement portals; company websites; office noticeboard and wall.	All Staff, Auditors, Board Members.

In order to ensure that information communicated is reliable, the plan is subject to routine internal review, along with other elements of the IMS.

External quality, H&S, and environmental concerns or complaints from members of the public, regulators or clients are directed to the relevant Senior Manager(s) who records details on a Non-conformity Incident Complaint Report (ref: CF.08), responds to the complainant and takes necessary corrective actions, and raises these issues at the next team meeting. The Office Manager records the issue on the Non-conformity Incident Complaint Log (CF.07).

7.5 Documented Information

7.5.1 General

EcoNorth has established and maintains this manual which describes the key elements of the IMS and how they fit together.

Where additional procedures are necessary, they are referenced within the manual and listed on the Index of Management System Documents (ref: CF.01) which is maintained by the Office Manager.

A number of forms need to be completed for each section of the IMS. These are listed on the Index of Management System Documents (ref: CF.01). Once a form has been completed and contains specific information it becomes a record.

The filing structure is explained in document QOP.02.

7.5.2 Creating and Updating

When creating and updating documented information, the organisation ensures that each document is clearly identified, is in the appropriate format and is reviewed and approved for suitability and adequacy. The mechanism for doing this is set out below under Document Control.

7.5.3 Document Control

The Quality Manager has responsibility for the development of all quality procedures and forms.

The H&S Manager has responsibility for the development of all H&S procedures and forms.

The Environmental Manager has responsibility for the development of all environmental procedures and forms.

The Office Manager has responsibility for the issue and control of all procedures and forms.

An inventory of IMS records is maintained by the Office Manager on the Index of Management System Documents (ref: CF.01), which states the document name, document owner and minimum review period.

The header of each document contains the document name, company name, document reference number, date of issue and page number with total number of pages. Note that records are usually generated by completing forms that are subject to document control. The version number in the form header refers to the issue of the form, not the record. New records should be completed on the most recent version of the form.

The following references are used in the IMS for documents:

- IMSM: Integrated Management System Manual

- QP: Quality Policy
- QOP: Quality Operational Procedures
- QF: Quality Forms

- SPP: Health and Safety Policy and Procedure
- SOP: Health and Safety Procedures
- HS: Health and Safety Forms

- EPSAR: Environmental Policy Statement and Aspects Register
- EEPP: Ethical and Environmental Procurement Policy
- EOP: Environmental Procedures
- EM: Environmental Forms

- CF: Common Forms

Employees identifying the need for new or amended documents shall consult with the relevant Quality/H&S/Environmental Manager who will consider their needs and relationship to other elements of the IMS, in particular any overlap with existing documents. Reference numbers for new documents will only be issued by the Office Manager.

Documents will be authorised and approved by the relevant Quality/H&S/ Environmental Manager as appropriate. The relevant Quality/H&S/Environmental Manager is responsible for ensuring all documents are relevant and adequate to control significant quality/H&S/environmental aspects identified and reviews the adequacy of documents prior to management reviews and reports any findings.

The Office Manager holds master copies of all quality/H&S/environmental documents and is responsible for updating these copies in light of new or revised procedures.

Documents of external origin necessary for the IMS, such as copies of standards and specifications, are also identified and controlled using the Index of Management System Documents (ref: CF.01).

Electronic IMS documents held on the organisation's online directories will be subject to standard backup procedures, under the responsibility of the Office Manager and the IT department. Obsolete and amended versions of IMS documents are normally archived for a period of six years in line with EcoNorth's Data Retention Policy.

Manual
Documents
EcoNorth
Integrated
Management
System

Policies and Procedures
Set out committment to compliance with Quality, H&S & Environment legislation and best practices

Procedures
Quality, H&S and Environment procedures to be followed during the operation of the business

Generic Risk Assessments & Method Statements
Standardised activity based risk assessments and safe methods of working

Forms
Documents that are to be completed by those that record and document Quality, H&S, and environment related tasks/activities

8. Operational Control

8.1 Operational Planning and Control

In order to control processes to ensure conformance, a number of mechanisms are employed by the IMS. Processes, risks and necessary control measures were determined in section 4.

Control measures may include:

- Objectives and targets for improvement.

- People controls (responsibilities, communications, training, competence records etc).

- Operational procedures (see below).

The following procedures contain quality operational control requirements:

- QOP.01   Design and Development of Services Procedure
- QOP.02   ISO Filing Structure
- QOP.04   Bat Survey Requirement Guidelines
- QOP.06   Process for Booking Holiday and Flexi
- QOP.07   The Statutory Biodiversity Metric User Guide
- QOP.10   Reports Procedure
- QOP.11   Subcontractor Procedure
- QOP.12   Change Management Procedure
- QOP.13   Customer Property Procedure
- QOP.14   Website User Guide
- QOP.15   QField Guide for Bat Activity Surveys
- QOP.16   QField Guide for Bird Surveys
- QOP.17   QField Guide for PBRA Surveys
- QOP.32   EcoNorth Office Opening and Closing Procedure
- QOP.33   Project Process Flow Chart
- QOP.34   Keys Procedure
- QOP.35   Portals Log
- QOP.36   Visitors Procedure
- QOP.38   Blog Procedure
- QOP.39   Project Proposals Procedure

The following dedicated H&S procedures contain operational control requirements and are located within the Health and Safety Policy and Procedure Document (HSPP):

- Section 1: Health and Safety Roles and Responsibilities
- Section 2: Contractors
- Section 3: Construction Design Management Regulations 2015 and Building Safety Act 2022
- Section 4: Fire
- Section 5: Physical and Mental Health, including Fatigue
- Section 6: Hygiene and Welfare
- Section 7: Drugs and Alcohol
- Section 8: Control of Substances Hazardous to Health
- Section 9: Lone Working
- Section 10: Risk Assessment

- o Section 11: Accidents, Near Misses and Observations

- o Section 12: Accident Reporting and Investigation

- o Section 13: First Aid

- o Section 14: The Workplace

- o Section 15: Provision and Use of Equipment

- o Section 16: Manual Handling

- o Section 17: Children and Vulnerable Adults

- o Section 18: Out of Control Behaviour

- o Section 19: Vehicles and Driving

- o Section 20: Infectious Diseases

- o Section 21: Smoking

- o Section 22: Vaccinations

Furthermore, the following dedicated H&S procedures contain operational control requirements:

- o SOP.01: Accident / Near Miss / Observations Procedure

- o SOP.02: Tree Climbing Guidance and Kit Inspection Procedure

- o SOP.03: Monitoring Procedure

- o SOP.04: Nocturnal Surveys Procedure

- o SOP.05: Threatening or Out of Control Behaviour Procedure

- o SOP.06: Supporting Mental Health At Work Procedure

- o SOP.07: Fire Procedure

- o SOP.08: Security Procedure

- o SOP.09: Working at Height Procedure

- o SOP.10: Ladders Procedure

- o SOP.11: Lone Working Procedure

- o SOP.12: Vehicle Procedure

- o SOP.13: Equipment Procedure

- o SOP.14: Procedure for Situations of Serious and Imminent Danger

- o SOP.15: Consultation Procedure

The following procedures contain environmental operational control requirements:

- o EOP.01: Spill Kit Procedure

- o EOP.03: Waste Management Procedure

- o EOP.04: Transport & Vehicle Management Procedure

- o EOP.05: Chemical Storage and Handling Procedure

- o EOP.06: Pollution Control Procedure

Operational controls extend both upstream (eg procurement of goods and services) and downstream (eg service delivery).

8.2 Emergency Preparedness and Response

EcoNorth has established processes needed to prepare for and respond to potential emergency situations:

- A planned response to emergency situations, including the provision of first aid, evacuation routes and assembly points.
- Actions required to prevent or mitigate quality/H&S/environmental impacts for different types of emergency situations.
- Internal and external communication processes.
- A list of key personnel and aid organisations, including contact details.
- Training for the planned response.
- Periodic testing and exercises to confirm the planned response capability.
- Performance evaluation, as necessary, and revision of the planned response, including after testing and, in particular, after the occurrence of emergency situations.
- Communication and provision of relevant information to all staff on their duties and responsibilities.
- Communication of relevant information to contractors, visitors, emergency response services, government authorities and, as appropriate, the local community.
- The needs and capabilities of all relevant interested parties taken into account and their involvement, where appropriate, in the development of the planned response.

The organisation maintains and retains documented information on the processes and plans for responding to potential emergency situations. Please refer to the Business Continuity Policy (ref: BCP) for more information.

9. Performance Evaluation

9.1 Monitoring, Measurement, Analysis and Evaluation

9.1.1 General (Monitoring and Measurement)

EcoNorth determines what needs to be monitored and measured in order to keep track of quality, H&S and environmental performance.

An inventory of these measures is maintained by the Office Manager on the Inventory of Key Performance Indicators (ref: CF.12) and monitored and reported at the specified frequency.

A summary of the KPIs is as follows:

Core KPIs	Metric	Responsibility	Critical Collection Steps	Reporting
Internal Audits	• 100% of planned audits completed in period.	Senior Managers.	• Number planned on programme. • Number of audit reports completed in period.	• Management report every third month. • Internal Audit Programme.
Modern Slavery	• 100% of job adverts to include EcoNorth's commitment to modern slavery prevention. • 100% of new employees to receive training on how to spot the signs of modern slavery and how to report issues within 4 weeks of joining EcoNorth. • 100% of current employees to receive refresher training on how to spot the signs of modern slavery and how to report issues every 3 years. • Increase in number of participants in awareness raising events. • 100% of new subcontractors and contractors to agree to modern slavery terms and conditions. • 100% of new employees undergo robust documentation checks to confirm their age (ie over 18). • 100% of construction companies we work with to be asked to provide evidence of their modern slavery prevention activities. • Identification of incidents of modern slavery in our business or supply chain.	Line Managers, Individual Project Managers, Office Manager.	• Count of job adverts confirming EcoNorth's commitment to modern slavery prevention. • Count and % of new employees completing online modern slavery training. • Count and % of current employees completing online refresher modern slavery training. • Count of participants (employees and subcontractors) involved in awareness raising events held in period. • Count of completed 2025 subcontractors and contractors' agreements and assessment forms containing modern slavery requirements. • Count of new employees to undergo age verification checks. • Count of responses to request for evidence of modern slavery prevention activities from construction companies. • Count of suspected and confirmed incidents of modern slavery in our business or supply chain.	• Management report every third month. • Training database. • Individual subcontractor and contractor agreements. • Subcontractor audit reports.
Equality Diversity and Inclusion	• 100% of all job adverts include EcoNorth's policy of promoting diversity and inclusion and images are appropriately diverse. • 100% of new employees to receive training on equality, diversity and inclusion within 4 weeks of joining EcoNorth. • % of representation by employee category. • Ratio of compensation by employee category (eg equal pay for equal work). • 100% of company's social events to promote Equality Diversity and Inclusion. • 100% of website materials uploaded to promote ED&I and prevent discrimination.	Senior Managers.	• Count and % of job adverts containing reference to EcoNorth's policy of promoting Equality Diversity and Inclusion. • Count and % of new employees to complete online Equality Diversity and Inclusion training. • % of representation by employee category in period. • % of representation at all stages of the recruitment process. • Ratio of compensation by employee category in period. • Count of social events which promote Equality Diversity and Inclusion. • Count of new website materials which promote ED&I and prevent discrimination in the period.	• Management report every third month. • Equality, diversity and inclusion monitoring.

Environmental KPIs	Metric	Responsibility	Critical Collection Steps	Reporting
Carbon Footprint	• Reduction of miles driven on company business. • Reduction of number of tonnes of general, food and recycled waste. • Reduction of number of sheets of printed paper. • Launch a new environmental initiative.	Whole team.	• Count of miles driven in period. • Count of tonnes of general, food and recycled waste in period. • Count of sheets of paper printed in period. • Count the number of employees participating in the new environmental initiative.	• Management meeting every third month.
	• Bi-annual review of approved suppliers.	Finance Manager.	• Bi-annual review of approved suppliers completed and shared.	• Management report every third month. • Approved Supplier List.
Legislation	• Compliance with applicable environmental legislation and regulations.	Whole team.	• Review of environment legislation updates from trusted provider(s).	• Management meeting every third month.
H&S KPIs	**Metric**	**Responsibility**	**Critical Collection Steps**	**Reporting**
Accident, Near Miss Incidents and Observations	• Number of accidents, near miss incidents or observations in period. • Number of working hours lost as a result.	H&S Manager / H&S Officer / Finance Manager.	• Form CF.08 to be raised for every accident. • Count number of forms raised in period. • Group into categories (reportable/ non-reportable/by type). • Calculate number of hours lost in month from payroll.	• Management report every third month. • Accident Log.
Sickness Absence	• Number of sickness absence days in period. • Number of personal risk assessments completed in the period.	H&S Officer.	• Form HS.07 to be completed for every sickness absence. • Count number of sickness days in period. • Count number of periods of sickness absence in period. • Count number of staff taking sickness absence in period. • Count of personal risk assessments completed in the period.	• Management report every third month. • Sickness Absence Log.
Health and Safety Initiative	• Promote the health and wellbeing and mental health initiatives to the team and launch a new health initiative.	Health and Safety Champion.	• Count of employees participating in the health initiatives in the period. • Count of employees participating in the mental health initiative in the period.	• Management report every third month.
Employee Job Satisfaction, Engagement and Wellbeing	• No more than 5 "very dissatisfied" or "not satisfied" responses and no more than 5 "strongly disagree" or disagree" responses to the annual employee satisfaction survey.	Whole Team.	• Count of employees raising concerns around their level of workload in the period. • Count of "very dissatisfied" or "not satisfied" responses and "strongly disagree" or disagree" responses to the annual employee satisfaction survey.	• Management report every third month. • Employee Satisfaction Survey.

			• Count of employees participating in the mental health initiative in the period.	
	• Arrange a team building event.	Senior Managers.	• Count of employees to have attended the team building event.	• Management meeting every third month.
Disclosure of Mental Health Conditions and Issues	• 100% of job applicants given opportunity to make a disclosure during the recruitment process.	Office Manager.	• Count of job applicants to have completed a health questionnaire.	• Management meeting every third month.
Workplace Safety	• Number of workplace inspections carried out against planned Inspections.	H&S Officer.	• Count number of forms completed in period. • Completion of Office Checklist and Action Log.	• Management meeting every third month. • Office Checklist and Action Log.
Site Monitoring Audits	• Number completed in period. • Ratings of completed audits.	Senior Managers.	• Count number of staff audits completed in period. • Count number of audit forms completed in period. • Group into categories (compliant/non-compliant). • Count number of subcontractor audits completed in period.	• Management meeting every third month. • Site Monitoring Audit Log.
Flexi Leave Accumulation	• Number of employees with more than 100 hours of flexi in total and more than 40 hours accrued on one month.	Whole Team.	• Count number of employees with over 100 hours of flexi in the period. • Count number of employees with over 40 hours accrued in a single month during the period.	• Management meeting every third month. • Timesheets.
Legislation	• Compliance with applicable H&S legislation and regulations.	Whole team.	• Review of H&S legislation updates from trusted provider(s).	• Management meeting every third month.
Quality KPIs	**Metric**	**Responsibility**	**Critical Collection Steps**	**Reporting**
Customer Satisfaction	• Number of positive customer feedback reviews. • Annual turnover of repeat business. • Number of formal complaints.	Quality Manager / Finance Manager.	• Form CF.08 to be raised for every complaint/non-conformity. • Count number of Customer Satisfaction Feedback Forms (CF.13) and other forms of feedback being received during the period. • Financial analysis of annual turnover from repeat business.	• Management report every third month. • Customer Satisfaction Log.
Contractor Performance (Subcontractors, Cleaners, IT Consultant)	• 90% attendance, punctuality and completion of tasks.	Quality Manager.	• Complete review of database of subcontractor skills prior to survey season. • Complete review of survey attendance. • All subcontractor agreements received and logged on register prior to mobilisation. • Complete review of cleaning services provided.	• Management report every third month. • Survey Planner and Subcontractor Log, IT Activity Sheet.

			• Complete review of IT services provided.	
Finance Performance	• Monthly Finance Report completed within agreed timescale. • Monthly Project Profitability Report completed within agreed timescale. Monthly Forecast Report completed within agreed timescales.	Finance Manager.	• Monthly Finance Report completed and • shared by 14th of the month. • Monthly Forecast Report completed and • shared by 14th of the month. • Monthly Project Profitability Report completed and shared by 14th of the month.	• Management report every third month.
Anti-Bribery, Corruption and Financial Crimes	• Number of new supplier forms completed.	Finance Manager.	• Count and % of new supplier forms completed.	• Management report every third month. • New Supplier Form Tracker.
	• Bi-annual review of approved suppliers.	Finance Manager.	• Bi-annual review of approved suppliers completed and shared.	• Management report every third month. • Approved Supplier List.
Staff Performance	• Number of 121 meetings held. • Number of performance reviews required.	Individual Line Managers.	• Count of 121 meetings attended and objectives signed off by both parties. • Count of performance review meetings held in the period.	• Management report every third month. • Individual Staff HR Files.
Staff Training & Skills	• Number of H&S training courses completed by staff. • Number of staff with CSCS cards.	Individual Line Managers.	• Count and % of staff registered on Training Database and/or induction as completed H&S online training. • Count and % of staff registered on Training Database as having CSCS Card.	• Management report every third month. • Individual Training Plans. • Training Database.
Clear Desk Policy	• 100% compliance with clear desk policy.	Whole Team.	• Count of employees with a clear desk throughout the period.	• Management meeting every third month.
Survey Data Management & Storage	• 100% of survey data scanned and saved in online project files and/or synchronise digital data immediately upon return to work in the office from survey.	Whole Team.	• Count of occasions when survey data has not been scanned immediately upon return from a survey. • Count of occasions when survey data has not been saved online immediately upon return from a survey. • Count of occasions when survey data has not been saved in the project file immediately upon return from a survey.	• Management meeting every third month.
Data Protection Impact Assessments	• Number of DPIAs conducted.	Acting DPO / Senior Managers.	• Count of DPIAs completed in period. • Count of DPIA results shared with team.	• Management meeting every third month. • DPIA Log.
Legislation	• Compliance with applicable Quality legislation and regulations.	Whole team.	• Review of Quality legislation updates from trusted provider(s).	• Management meeting every third month.

In order to ensure that the results are consistent, information is detailed in the Inventory of KPIs (ref: CF.12) about the key steps in the data collection process (such as gathering and converting data), responsibilities for this and data storage locations.

If monitoring or measuring equipment is to be serviced / calibrated, it is recorded on the organisation's Equipment Inventory (ref: QF.18), Vehicles Activities Log (ref: HS.24) Climbing Kit Inspection Logs (HS.39 and HS.49) and Ladder/Step Ladder Inspection Log (ref: HS.40).

Those activities that are subject to legal control shall be evaluated for legal compliance. The Legislation Register (CF.141) indicates how this shall be achieved for each relevant item and includes the following mechanisms:

- Routine inspections by the Responsible Persons.

- Internal audits.

- Monitoring of Key Performance Indicators.

9.1.2 Customer Satisfaction

The organisation periodically monitors customer satisfaction by carrying out the following activities:

- A customer satisfaction feedback form is sent to customers at the end of their project, or at interim periods for longer / ongoing projects. A feedback form is available for use on the organisation's website.

- A Field Surveyor satisfaction feedback form is sent to each Field Surveyor at the end of the survey season.

9.1.3 Analysis and Evaluation

The data arising from sections 9.1.1 and 9.1.2 above is analysed and evaluated prior to IMS review meetings (see section 9.3) using a variety of appropriate techniques.

The Quality, H&S and Environmental Managers periodically analyse, monitor and measure data, evaluate compliance information and present findings at the Senior Management Meetings.

9.2 Internal Audit

The Office Manager organises an annual internal audit programme to ensure that the IMS complies with the requirements of the ISO standards and has been properly implemented and maintained.

The programme covers the implementation of all elements of the IMS (including clauses of this manual, procedures, a check on data used for KPIs and information communicated internally or externally).

Internal audits may be carried out by a qualified consultant or adequately trained and competent internal auditor. The internal auditor must be objective and impartial, and they must not audit their own work.

The format for the audit report is specified in the Internal Audit Report (ref: CF.11). The auditor must give completed copies of the audit report to the auditee and Office Manager along with any non-conformities raised on the Non-conformity Incident Complaints Report (ref: CF.08).

Completed audits are logged on the Internal Audit Programme (ref: CF.09).

The Office Manager summarises the results of the audit programme in the IMS review process, with a view to highlighting trends, opportunities for improvement and high risk issues; see section 9.3.

9.3   Management Review

EcoNorth's Senior Management Team carries out reviews of the IMS to ensure its continuing suitability, adequacy and effectiveness for meeting the organisation's policies and objectives and with the aim of continual improvement. Where appropriate, changes in the system, policies or objectives are made.

At meetings, the Quality, H&S and Environmental Managers report on the performance of the IMS including those elements listed below. Certain tactical elements are reviewed monthly while other more strategic elements are reviewed annually.

IMS review meetings have the following agenda items as a minimum throughout the year:

- Status and effectiveness of actions arising from previous meetings.

- Changes to the organisation's profile and scope.

- Changes to internal and external factors relevant to the IMS.

- Changes to the needs and expectations of interested parties.

- Changes to legal and other requirements.

- Changes to the risks and opportunities.

- Extent to which the objectives and targets have been met.

- Information on quality/H&S/environmental performance, including statistics and trends in:

  o Incidents, non-conformities, corrective actions and improvements.
  o Monitoring and measurement results.
  o Results of evaluation of compliance with legal requirements and other requirements.
  o Analysis and evaluation of results of internal audit programme, audit reports and audit log.

- o Consultation with and participation of employees.
- o Risks and opportunities, and the effectiveness of actions taken to address these risks and opportunities.

- The provision and adequacy of resources.

- Communications with interested parties.

- Opportunities for continual improvement.

The outputs from the IMS review process include any decisions and actions related to changes to policies, objectives, targets and other elements of the IMS, consistent with the commitment to continual improvement.

Minutes of the reviews and any actions arising from the meetings are recorded by the Office Manager, with copies provided to the Senior Management Team.

10. Improvement

10.1 General

The organisation identifies opportunities for improvement from a range of sources including 9.1, 9.2 and 9.3 above.

10.2 Non-conformity and Corrective Action

Non-conformity may arise due to a variety of causes including legal breaches, internal audits, service failures, complaints or incidents. All non-conformities are raised on Non-conformity Incident Complaints Reports (ref: CF.08) and logged on the Non-conformity Incident Complaints Log (ref: CF.07) by either the individual identifying the issue, the problem owner, the relevant Quality, H&S or Environmental Manager or the Office Manager.

Basic information about the non-conformity / incident / complaint and the immediate response is detailed in section A. Whoever completes section A sends a copy to the Office Manager who ensures section B-D are completed by the appropriate individual.

The root cause of the non-conformity / incident is described in section B. This may be undertaken by the Quality/H&S/Environmental Manager, the problem owner or others as appropriate.

The corrective action taken to prevent recurrence is described in section C. This may be completed by the Quality/H&S/Environmental Manager or the problem owner as appropriate.

Sign off to confirm that the action taken in section C was effective is entered in section D. This will be completed by an Auditor or Senior Manager.

Non-conformities are discussed at Senior Management Meetings on a quarterly basis and at Monthly Team Meetings then reviewed at the Annual IMS Review, with relevant feedback shared at the Annual Team Consultation.

Following a non-conformity, the risk assessment processes may need to be reviewed and updated.

10.3   Continual Improvement

Continual improvement is achieved within EcoNorth through the various mechanisms described within this manual, including setting and reviewing objectives and KPIs, managing and reducing risks, enhancing the competence of employees, checking that the systems and processes are fit for purpose and corrective actions have been implemented and reviewed by the Senior Management Team.