

# J S Wright & Co Ltd Case Study



Once again our integrated management system Sapira-IMS has proved a success for both our client and the external assessment body. J S Wright & Co Ltd, a medium sized organisation in the West Midlands decided they would like to become certified to a number of Standards. Initially, they were looking to gain the Quality and Health & Safety registrations with an eye on the future to gaining Environmental recognition. It soon became evident as the project progressed however, that one of the main benefits resulting from the integrated approach used by Sapira that all three standards could be achieved at little extra cost.



Figure 1 - Toby Guise & Marcus Aniol

They approached a number of consultancies to assist them with the project and Sapira were selected as highly experienced and suitable. Managing Director Marcus Aniol explains “The reason we employed Sapira was they appeared professional and gave a simple presentation on how they could help us achieve certification.” This simplified explanation extended to their arrival onsite. In the first instance staff were very worried that implementation of the Sapira-IMS process would create

more work for them. Fears were soon addressed and allayed during the Survey the first step in the Survey, Assess, Plan phase from which Sapira take their name.

## Survey

Before embarking on any project we offer our clients an initial scoping day and JSW were no different from others in taking advantage of this. The resulting gap analysis against PAS 99, the integrated management specification, showed the organisation to be 52% compliant against all of the Standards being sought. From this we outlined a programme and a costing to suit the budget and arranged for our team to commence on site during May 2011. The first visit was to provide briefing presentations to the whole of the team introduce ourselves, identify the expectations and requirements from each party and to further understand the organisation.

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## Assess

From the initial gap analysis and, after performing an in depth internal audit, we discovered a number of issues that are fairly typical of small to medium size businesses. Not only was the organisation drowning in paperwork they had the belief that implementing standards would increase this bureaucracy hence a great deal of scepticism from our initial meetings.

A big plus from the beginning was the decision by the board of JSW to appoint a dedicated management system manager. Working with Toby Guise, whose role as HSE Manager was expanded in scope to include the IMS project, provided drive and initiative as we set out the route map to certification. To aid in implementation Toby appointed an internal IMS team and, using fortnightly progress meetings, any Aspects or Non Conformances created were quickly actioned and mitigated. Initially these meetings were chaired by Sapira until the implementation team were confident to progress themselves. In other projects, when Sapira have been heavily involved in the implementation, this adds to the cost and our time on site. By using their own in-house team, which we encouraged, JSW reduced the cost of implementation and gained much from improved ownership. Toby Guise, the IMS and Health & Safety Manager comments “Without the facilitation offered by Sapira we would probably have floundered. It was very helpful to me and the team to have Sapira take control, raise actions and expect results by their next programmed visit

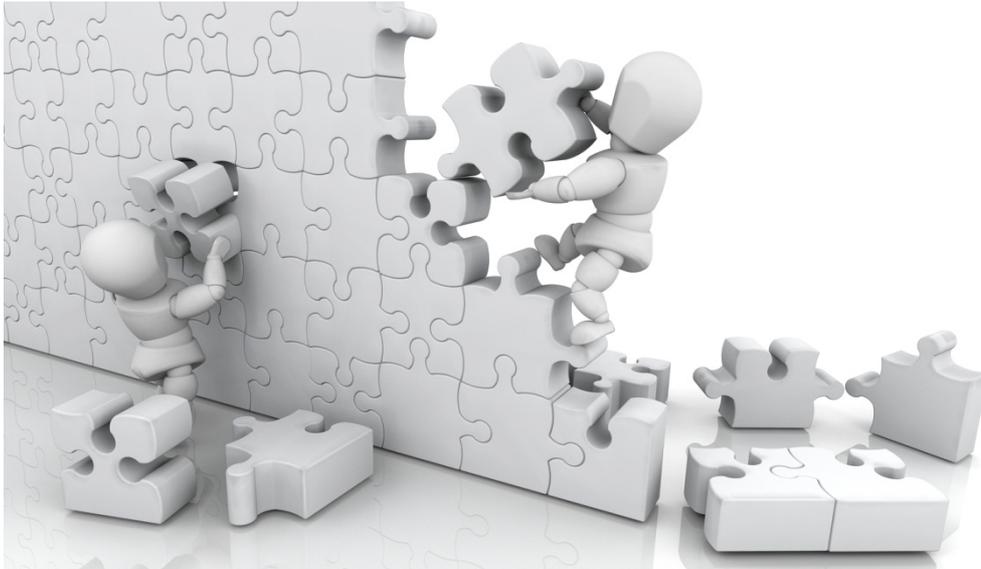
## Plan

Our second task in the first two weeks was to identify the key processes within the business. From the beginning we involved everyone from senior management to front line staff both to help them understand what we were doing and also engage with them. It is our experience that by doing this we get them on ‘our side’ in developing their system rather than something being imposed by ‘outsiders’. This process mapping stage is vital for any organisation as it helps identify what they do and where (if any) documentation is needed. The Standards say ‘document where necessary’ and we discovered that JSW had over 192 documents in their system together with over 830 COSHH sheets to help them manage the business!

Once the process maps were established we implemented the standard’s mandatory documents. From document control to control of records we were able to set up a system that aimed to minimise paperwork and rely more on the competency of the people working in the organisation. Management reviews were set up to be conducted every month together with a Manual Aspect Register (the MAR) whereby we include all non-conformances, issues, items missing and potential areas of improvement with actions to be taken by whom and by when. This method certainly focuses the mind and actions were monitored on a weekly basis.

Our target was to achieve Stage 1 of the certification process by December 2011 – a tall order indeed but one we knew we could meet with confidence having had this experience previously.

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## **Implement**

This stage of the process is the most gruelling from all parties' perspective. It is where the organisation has to implement the documentation, undergo training, do more rigorous internal audits and at the same time run their business! A late decision to include ISO 14001 certification as well meant a revision of the project timings and costings and although a slight increase in cost would occur, JSW saved an enormous amount of time and money by not waiting until the following year and having to bring us back on site again. It meant we could integrate the common elements more easily and bring in our environmental team to perform the gap analysis and required internal audits.

During the implementation phase we had the opportunity to reduce the number of documents within the system to more manageable levels. From 193 to 87 which included around 18 that we actually introduced. The rest were template documents for use within the system to manage and control the process with reports, records and required information. In addition we established that COSHH sheets accounted for an inordinate amount of paperwork and by working as a team and identifying what was important we reduced this to a more manageable 13! A substantial reduction in paperwork having a major impact on the environment together with massive time savings across the whole organisation.

During this phase we also developed a continuity plan based on the requirements. In actual fact we developed the plan in far more detail than the specification requires and this will help the organisation in the future should they wish to implement the Business Continuity standard. This is done using our own template documents thereby saving time and costs and producing a much more effective system. Exercises were carried out with members of the team which exposed areas of unacceptable risk and highlighted one aspect that if not dealt with could put the organisation out of business. This level of competence is what we pride ourselves on and gives our clients peace of mind that they can carry on in business by managing their risks effectively.

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## Review

The final stage in the internal process is to do a comprehensive internal audit. By reducing the MAR and completing all the actions we are able to task the organisation to now establish a more dynamic approach. We use our own system for this – the Dynamic Aspect Register – a simple online tool that can have a number of uses including auditing, storage of critical documents, task allocation and managing non-conformances. This prepares the organisation for the final stage – the external audit.

## Audit

Stage 1 audits were scheduled by the British Standards Institution during November and December thereby achieving our intended target of Stage 1 before Christmas. This document review stage identified no major or minor non-conformances and 15 Observations which are considered as opportunities for improvement. These were processed via the DAR and closed out during December.

The final stage was the Stage 2 visits during January which included Head Office and random site visits to ensure the system was being carried out effectively. With 7 minor non-conformances and 14 observations the Certification Body, BSI had no problems in recommending certification to all four Standards

## Summary

So what are the benefits for J S Wright?



Figure 2 - John Osborne (BSI), Marcus Aniol & Toby Guise (JSW)

Not only have they reduced their documentation, the site foremen are now able to concentrate on managing the site rather than pushing paperwork. In fact we estimate that we have saved each foreman some 3 hours per day which amounts to a substantial saving over the project term.

In addition the fact that we identified areas of risk meant

that J S Wright have now been able to proactively manage the

potential risks in their organisation and plan accordingly. This in itself although difficult to quantify means that their improved resilience should help them to remain in business for another 120 years!

If you want to see how your organisation can benefit from integrating Standards – saving money, time and reducing risk then please contact us.

Take a look at the dedicated Sapira-IMS website [www.sapira-ims.com](http://www.sapira-ims.com) and see other case studies that might help you take the steps towards

“Reducing Risk and Increasing Profit”