



# Hanson Blackwattle Bay Quality Management Plan

Prepared by

**Liberty Industrial Pty Ltd**

For



Lot 5, DP 1064339, 1/1A Bridge Road Glebe NSW

Revision No.	Revision Date	Authority	Changes
A	21.02.2020	NT	First Draft
B	29.03.2020	SK	Second Draft
00	06.04.2020	RB	Issue for Use

PREPARED: Nia Tila Date: 22 - 02 - 2022  
*HSEQ Administrator*

AUTHORISED: John Harris Date: 22 - 02 - 2022  
*National HSEQ Manager*

### Specialist Deconstruction Services

- Industrial demolition contractors ■ Mine closure consulting ■ 3D Modelling
  - Demolition consultants ■ Asbestos abatement
- Liberty Industrial Pty Ltd A.B.N. 99 147 758 487



# TABLE OF CONTENTS

<b>1</b>	<b>PURPOSE</b> .....	<b>1</b>
1.1	Controlled Copies and Amendments .....	1
1.2	Quality Policy .....	1
<b>2</b>	<b>MANAGEMENT RESPONSIBILITY</b> .....	<b>1</b>
2.1	Responsibility and Authority .....	2
2.1.1	Project Manager.....	2
2.1.2	Quality Co-ordinator .....	4
2.1.3	Project Manager.....	5
2.1.4	Supervisors.....	6
2.1.5	All Workers.....	6
<b>3</b>	<b>AUDITS AND VERIFICATION</b> .....	<b>7</b>
<b>4</b>	<b>MANAGEMENT REVIEW</b> .....	<b>7</b>
<b>5</b>	<b>THE QUALITY PLAN</b> .....	<b>8</b>
5.1	Documented Systems and Procedures .....	8
5.2	Project Statistical Reporting .....	8
<b>6</b>	<b>LEGISLATION REFERENCES</b> .....	<b>9</b>
6.1	Standards and Codes.....	9
<b>7</b>	<b>CONTRACT REVIEW</b> .....	<b>9</b>
7.1	Definition and Documentation of Requirements.....	9
7.2	Contract Change Management .....	10
7.3	Resourcing.....	10
<b>8</b>	<b>DESIGN CONTROL</b> .....	<b>11</b>
<b>9</b>	<b>PROCESS CONTROL</b> .....	<b>11</b>
<b>10</b>	<b>SUB-CONTRACT WORKS QUALITY CONTROL</b> .....	<b>12</b>
<b>11</b>	<b>INSPECTION</b> .....	<b>13</b>
<b>12</b>	<b>INSPECTION AND TEST PLANS</b> .....	<b>13</b>
12.1	Control of Non-Conforming Work.....	13
12.2	Corrective and Preventive Action.....	14
12.2.1	Causes.....	14
12.2.2	Documenting Preventive Action.....	14
12.3	Continuous Improvement .....	15
<b>13</b>	<b>HOLD POINTS</b> .....	<b>15</b>

<b>14</b>	<b>DOCUMENT CONTROL.....</b>	<b>15</b>
14.1	Document Approval .....	16
14.2	Document Issue and Distribution.....	16
<b>15</b>	<b>PURCHASING .....</b>	<b>16</b>
<b>16</b>	<b>CONTROL OF CLIENT SUPPLIED PRODUCT .....</b>	<b>17</b>
<b>17</b>	<b>CONTROL OF QUALITY RECORDS .....</b>	<b>17</b>
17.1	Management of Records.....	18
<b>18</b>	<b>INTERNAL QUALITY AUDITS.....</b>	<b>18</b>

## 1 PURPOSE

The purpose of this plan is to outline how Liberty Industrial will meet the quality objectives and how we deliver on our quality system requirement.

The objective of this plan is to ensure that the materials used, the demolition methodology and the completed works comply with the project requirements.

### 1.1 CONTROLLED COPIES AND AMENDMENTS

This Quality Plan is a controlled document under our Quality System. The Revision Status page at the beginning of this document shows when the Plan was written, when it was amended, and who authorised the amendment.

This document is issued to all those who need it to work to our quality standards. Copies are available to all workers by asking the Project Manager or Supervisor for a copy.

This Quality Plan forms part of the suite of documents used as part of our project planning and control. However, the company obtains satisfactory assurances for the documents that the confidentiality of the document will be respected and it will not be copied in any form nor its contents divulged to any third parties without Liberty Industrial written permission.

### 1.2 QUALITY POLICY

The "Quality Policy" is displayed in a prominent position on the work site (site office). The meaning of the policy is explained fully to all workers.

The objectives of our policy and our Quality System are to:

- Ensure that all staff work towards improved quality especially in understanding and in meeting the clients (Hanson) expectations;
- Carry out Quality Planning and continuously improve procedures to better our Quality System so that we may systematically eliminate unreliability and failure;
- Maintain records of outcomes, effectiveness of procedures to Hanson's satisfaction.

## 2 MANAGEMENT RESPONSIBILITY

Our Quality System is integral to the way we do business. All workers have some quality responsibilities. The company devotes management effort to ensure that the quality system is working and that the project is properly resourced to make the system work.

For Liberty Industrial, quality means meeting the needs and expectations of our clients.

At each weekly management meeting we deal with the aspects of the Quality System:

- Review of progress in writing, implementing and reviewing of procedures;
- Hanson Client complaints and satisfaction, and follow-up of outstanding reports which have not been satisfactorily resolved;
- Continuous improvement activities;
- Review of statistics that measure quality improvement;
- Planning of verification activities, (including audits and System Reviews);
- Development and modification of Quality Plans;

## 2.1 RESPONSIBILITY AND AUTHORITY

All staff are provided with the necessary level of authority to identify and correct problems, and to initiate actions that will prevent recurrences.

The company certified quality system is in place to ensure solutions to problems are implemented and that long-term improvements are adopted.

The quality-related responsibilities and authorities for individuals are set out in the following clauses.

Please see below the site responsibilities:

Role	Responsible Person
Project Director	Simon Gill
Project Engineer	Sean Zhou
Project Manager	Percy Piper
Site Supervisor	Lee Whale
National HSEQ Manager	John Harris
Site HSEQ Advisor	Raymond Bennett

### 2.1.1 Project Manager

Our Management Representative is the Project Manager or in his absence the Supervisor.

The Project Manager accepts responsibility for ensuring that the Quality System is effective, and is also responsible for managing the Quality System consistent with the requirements of AS/NZS ISO 9001, authorising changes to the Quality Management Plan and, particularly in the implementation of corrective actions.

The Project Manager is responsible for:

- Ensuring that all processes are followed and that there is an independent review of all Quality Plans;
- Ensuring sufficient documented authority is given to people who need to identify and record problems with the methodology process and quality system;
- Ensuring they have the freedom to act to prevent non-conformities in the process and in the quality system;
- Making decisions on the policy on quality issues;
- Planning the implementation of Quality System revisions and amendments;
- Assessing the need for resources to maintain the Quality System and ensure that these resources are made available;
- Reviewing and analysing the outcome of Quality System audits, and other reviews and verification activities, Hanson client complaints and Hanson client satisfaction surveys;
- Planning implementation of corrective action and ensure that planned improvements eventuate;
- Seeking new opportunities for cost improvement, product and process improvement;

**Documentation:**

- Scheduling preparation of quality procedures and other quality documents;
- Preparing quality plans and assigning resources to the preparation of quality plans. Reviewing these plans when they are prepared, and on a regular basis;
- Providing focus and co-ordination for all quality matters;

**Measurement:**

- Measurement of progress and the Hanson clients' satisfaction;

**Involving people:**

- Establish the importance of the Quality System amongst all workers, ensure workers contribution to the system and that all workers receive training.

**Review meeting's agenda items:**

- Planning of quality activity;
- Review of all corrective action notifications and follow-up;
- Review of client satisfaction data and planning the corrective actions;
- Analysis of training needs, and implementation training requirements;

- Review of Quality System.

### **2.1.2 Quality Co-ordinator**

The National HSEQ Manager satisfies this function working across all areas of the organization:

The Quality Co-ordinator is responsible for documentation:

- Ensure that all quality documentation is maintained e.g., the Quality Manual, procedures and work instructions, completed records and forms, corrective action notices and follow up;

#### **Audits:**

- Ensure that supervisors carry out audits. Plan and implement audits and other verification activities that extend into more than one area of the company;

#### **External contact:**

- Provide day to day assistance to the external quality assessment bodies. Act as contact point with outside bodies in dealing with all quality issues;

#### **Quality Co-ordinator Support:**

- Arrange and provide documentation for Quality Co-ordinator meetings;

#### **Quality Plans:**

- Schedule the production of Quality Plans and assist staff in the preparation of these plans;

#### **Training:**

- Ensure that all staff are adequately trained in quality. Arrange training and provide coaching to implement this training in quality;

#### **Client satisfaction:**

- Initiate and implement systems to monitor client satisfaction and requirements;

#### **Quality System:**

- Develop systems and procedures that anticipate and avert system failure;
- Monitor the integrity of the Quality System;

**Continuous Improvement:**

- Investigate opportunities to reduce costs and to introduce efficiencies in achieving outputs;

**Procedures:** Maintain the following:

- Document control procedure;
- Quality Records procedure;
- Internal audits procedure;
- Writing documents procedure;

**Traceability:**

- Ensure that the company records permit full trace ability;
- Records: Design and monitor procedures for maintenance of all quality records both hard copy and computer records, including storage, archiving, retrieval, destruction and purging.

**2.1.3 Project Manager**

The Project Manager's responsibilities include the following:

- Oversee major projects for customers;
- Assist with project planning;
- Assist the Estimators with project costs;
- Prepare tender submissions;
- Liaise with Engineers and other consultants;
- Review project progress;
- Allocate labour resources;
- Direct sub-contractors;
- Maintain project Quality;

The Project Manager is authorised to sign:

- Outwards correspondence as directed by the Project Director;
- Financial documents as directed by the Project Director;
- Purchase Orders- Goods inwards delivery dockets;

- Disciplinary documentation as per Discipline Policy;
- Job Sheets;

#### **2.1.4 Supervisors**

The company requires that all Supervisors be active in implementing and improving the Quality System. Supervisors are responsible for:

##### **Quality System:**

- Ensure that all services provided in their area of works is carried out according to quality policies and procedures and that all people working with them understand the Quality System;

##### **Procedures:**

- Develop necessary procedures and work instructions to facilitate implementation of the Quality System;

##### **Improvement:**

- Act on all quality-related recommendations and instructions from the Project Manager and the Quality Co-ordinator. Promptly remedy faults identified in Corrective Action Requests and remedy any deficiencies noted in any audits or review activities;

##### **Documentation:**

- Follow all Quality System requirements for documentation;

##### **Worker involvement:**

- Initiate activities and agreed objectives that actively encourage workers involvement in continuous improvement.

#### **2.1.5 All Workers**

All workers to undergo training in our Quality System as part of their induction and continuing training. This training is both general quality training and training related to achievement of quality standards in the particular tasks done by each worker.

All workers are expected to look for improvement in process and methodology quality. Our corrective action reporting system allows workers to raise Corrective Action Requests. We actively seek suggestions from workers for improvement in process and methodology and all workers are encouraged to improve their awareness of the client's requirements. This process

is generally carried out through prestart meetings; however, employees are encouraged to speak up at any time in making suggestions.

The company endeavours to provide an effective and integrated team that will collaborate with the client's representative to present uniformity and consistency during the project.

### **3 AUDITS AND VERIFICATION**

The Quality Co-ordinator ensures that the site has the resources to carry out the work to ensure that the Quality System is working by assigning the required resources to the verification process including internal quality audits.

These resources include people from inside the organization such as Supervisors. It also includes people from outside the organization such as Quality Auditors and consultants.

Audits of our Quality System are carried out by the National HSEQ Manager acting in the role of the Quality Co-ordinator and, when required an external quality auditor i.e. SAI Global Achilles UK and ISNetworld.

### **4 MANAGEMENT REVIEW**

The Project Manager, Supervisors and Project Director review the performance of the Quality System through:

- Management review meeting of our Quality System;
- Records of the review are maintained of the meeting minutes.

The scope of the management review includes the effectiveness of the Quality System, and the stability of the system in adapting to client and business needs and its compliance with the Quality Standard and Quality System objectives.

Our supervisors also carry out monthly reviews of the operation of the Quality System in their own site operations. The Project Manager reviews any Project Quality Plans, as required by the contract or as matters arise.

The quality system and its management are reviewed annually.

## 5 THE QUALITY PLAN

The company reviews the Project Quality Plan to ensure that the company consistently provides a service of high quality.

The Quality Plan is maintained to a simple level in the belief that a better understood plan has a greater chance of being implemented.

Concern for quality is built into our work rather than as a final check or an add-on responsibility. All of our workers are involved in continuously improving our Quality System, particularly in how the system meets the needs and expectations of our clients.

The scope of this Quality Plan includes:

- Project methodology and deliverables, prepared using our Quality Management System;
- Processes for the management of change, risks and issues;
- Our Quality Procedures, inspection processes and work instructions;
- Checks on the operation of the Plan using both internal and external resources;
- Management monitoring and reporting controls that ensure we do all those things we have been contracted to do;
- Acceptance criteria;
- Project documentation and files;

### 5.1 DOCUMENTED SYSTEMS AND PROCEDURES

How we do things is written down so that we achieve consistency, so that we always follow the best method we know to achieve better efficiency in training new staff.

Where possible we use flow-charts to explain how we do things. These are simple, easy to write and are easily modified to reflect improvements.

We have a standard format we use for writing procedures as set out in the procedure template. Our approach is to write simple procedures that contain only the essential information.

### 5.2 PROJECT STATISTICAL REPORTING

The project statistical data will be compiled and submitted to company management in weekly and monthly reports.

Reporting to the client shall be to a schedule and format agreed in the contract.

## **6 LEGISLATION REFERENCES**

### **6.1 STANDARDS AND CODES**

The standards and codes which Liberty Industrial has based its project methodology and project quality plans, for this project, are:

- AS/NZS ISO 9001:2008: Quality systems - Model for quality assurance in production, installation and servicing;
- AS/NZS 4581 - 1999: Management System Integration – Guidance to Business, Government and Community Organisations;
- AS 1885.1 – 1991: Measurement of Occupational Health and Safety Performance;
- AS/NZS 4801 - 2001: Occupational Health and Safety Management Systems - Specification with Guidance for use;
- AS/NZS 4804 - 2001: Occupational Health and Safety Management Systems - General guidelines on principles, systems and supporting techniques;
- AS/NZS ISO 14001:2008: Environmental management systems - Requirements with guidance for use;
- AS/NZS ISO 19011:2003: Guidelines for quality and/or environmental management systems auditing;
- ISO 14001 - 2004-11-15: Environmental management systems - Requirements with guidance for use;
- ISO 14004 - 2004-11-15: Environmental management systems - General guidelines on principles, systems and support techniques;
- Industry Guidelines for the Workplace Relations and Workplace Health and Safety Components of the National Code of Practice for the Construction Industry.

## **7 CONTRACT REVIEW**

Before Liberty Industrial accepts a contract, the contract is reviewed to ensure that the company understands what the client requires and, that the client understands what we are doing; this will involve a client review of our project methodology. It means committing this understanding to writing and maintaining contact with the client during the period of the contract.

### **7.1 DEFINITION AND DOCUMENTATION OF REQUIREMENTS**

The company ensures that we make sure we understand what our client's particular requirements are for the project. We believe that many output problems can be avoided if we make sure that what we are to do for the client is agreed to in detail, any uncertainties clarified and the contract documented.

For this reason, before we undertake work, we make sure that:

- The client defines exactly what is required. For more complex contracts we seek a written specification from the client or help the client prepare the specification. We review this specification carefully with them to ensure that its contents are clear;
- Any difference between our tender or offer and the requirements of the client will be discussed with the client so that we can negotiate a resolution of such differences;
- We write down how satisfactory completion of the work is to be executed and we ensure that this methodology is understood by the client and ourselves;
- The full price or fee is clearly stated, (including any options or charges), and is understood by the client;
- Contingencies affecting the price or time schedule are identified and that the client is aware of the effect on price and completion dates of any changes to scope;
- That any contract or variation is properly authorised by the Client and there is a change request procedure to facilitate this;
- There are procedures in place for any impact of changes to our methodology;
- Management is responsible for ensuring that all contract review procedures are followed.

## **7.2 CONTRACT CHANGE MANAGEMENT**

The company follows a procedure for changing contract conditions that includes advising all stakeholders affected by the change. Where possible, all changes are made prior to acceptance of a contract.

We require at least two people to carry out any major contract negotiation and review so that we minimize the risk of misunderstandings or omissions in defining contracts.

When a change occurs, which has an impact on a contract we make sure that the client is advised and that we review with the client how this will affect the contract.

For any changes which occur after the acceptance of the contract, a Contract Variation will be initiated, reviewed and signed off by the relevant stakeholders.

## **7.3 RESOURCING**

We review contracts and specifications carefully to make sure we have the plant, people and other resources to carry out the project. If we are in doubt, we discuss this with the client.

We advise clients of any likely delays in delivery of goods or services as soon as possible after we become aware that the delays are possible.

For all major assignments and proposals, we prepare a Demolition Work Plan that sets out, in detail, what we will do, when it will be done and the resources used. This includes, if applicable, an estimate of the number and type of man-hours required.

If our people need training before they carry out an assignment, this is identified, scheduled and carried out before these people commence work on the contract.

***Ref: Industrial Relations Management Plan***

## **8 DESIGN CONTROL**

All structures must be designed in accordance with the relevant standards and require design certificates prior to construction. Structural certification will be required for the calculation of all loads on surrounding structures. A review will be completed on all structural engineering by the client's engineers.

## **9 PROCESS CONTROL**

Our systematic approach to the process of metal recycling ensures we find the best method that can be applied. Our experienced people are encouraged to continually review our methods and to improve and expand upon them.

All approved methods are documented and maintained on a schedule. We make sure that as they are updated, records are maintained and that people are advised of the changes.

Once a contract has been finalised and accepted, we begin our process by producing the project documentation required for the specific project. These documents are a combination of Environmental, WH&S, Traffic Management and Industrial Relations, and their size and scope reflects that of the project. In some cases, these documents may become a subset of another plan.

At the start of every project the company produces a Work Plan that sets out:

- Who is to do the work and the responsibilities they will hold;
- Which methods are to be used;
- What equipment will be required;
- Acceptance criteria for how the completion of the work will be assessed;
- What other plans will be applied to ensure a quality project (e.g. Environmental, Industrial Relations etc.);
- Document submission schedule for the document deliverables.

**Ref:**        ***Demolition Management Plan***  
***Quality Plan***  
***Environmental Management Plan***  
***Work Health & Safety Management Plan***  
***Traffic Management Plan***  
***Industrial Relations Management Plan***

Section 11 of this Quality Plan shows how inspection is carried out at each stage of the process. We always develop separate documented procedures for critical processes. We verify that procedures are being followed. These procedures are maintained according to our document control policy.

We produce new procedures or improve existing procedures as required, in response to any deficiencies discovered by our Quality Management System.

We seek agreement with clients and authorities on the preferred method and criteria to assess competent completion of work. We try to make these standards of assessment as measurable and as objective as possible.

We strive to keep our working environment safe and orderly and ensure it is conducive to the continuous production of high-quality output.

We have well-defined risk identifying and management procedures and we have authorised all of our people to stop work on a project and inform their supervisor if they believe that the safety or quality of the project is at risk.

## **10 SUB-CONTRACT WORKS QUALITY CONTROL**

Sub-contracting is subject to the prior approval from the Client and all relevant Quality Assurance Plans will be provided to the Client for review prior to work commencing.

Liberty Industrial shall ensure that each sub-contractor has full knowledge of the scope of works and is able to comply with the relevant sections of the contract. Qualified personnel shall monitor the progress of the sub-contract program to enable assessment of any potential impact on the overall contract program.

## 11 INSPECTION

Quality Planning builds inspection into our normal work processes. We also ensure that we have properly documented formal inspection procedures and records. Inspection of our quality output takes the form of a review when applied to our quality documents. These are reviewed for accuracy and completeness and the review is signed off prior to them being issued to the customer.

The table below shows an example of how we ensure the accuracy of project deliverables.

Form	Quality Inspection	Material	Purpose
Job Hazard Analysis	Supervisor Review	JHA Form Risk Analysis Procedure	Ensure Accuracy & Completeness
Methodology	Project Manager Review	Template for Demolition Plan Project Establishment Form	Ensure Accuracy & Completeness
Design	Client Review	Design Documentation / Calculations	Ensure Accuracy & Completeness

## 12 INSPECTION AND TEST PLANS

The company Inspection and Test Plans (ITPs) identify the items of work to be inspected or tested, by whom and at what stage or frequency, as well as hold any witness points, references to relevant procedures, acceptance criteria and the records to be maintained. This is generally done by observations, measurements and/or tests.

ITPs, when properly implemented, help ensure, and verify, that work has been undertaken to the required standard, and that records are kept.

On the Demolition of Blackwattle Bay Concrete Bathing Plant, ITPs will be required for the stages of demolition work to ensure that work is completed to an acceptable standard.

### 12.1 CONTROL OF NON-CONFORMING WORK

Work, which does not comply with our quality standards during the demolition process, will be rejected and reworked until conformance is achieved. Records of Non-Conformance are maintained as well as records of corrective action taken.

## 12.2 CORRECTIVE AND PREVENTIVE ACTION

When we discover defects in our Quality System, we analyse the causes. We use this analysis to plan for improvement that corrects the total problem rather than just the immediate problem. This often entails us seeking the root causes, beyond the immediate circumstances.

As we make the changes identified by corrective and preventive action, we document the changes in our quality system and procedures.

### 12.2.1 Causes

Implementation of our procedures for corrective or preventive action is prompted by:

- Client complaints;
- Industry reports of applications of services provided;
- Safety reports;
- Inefficient work practices.

We apply our procedures for identifying common causes of non-conformance.

When Corrective or Preventive Action is prompted the supervisor responsible investigates the root causes of the problem. The Quality Co-ordinator makes sure that these investigations are carried out properly.

We investigate not only why the problem arose but what factors might have led to that problem. We also determine whether corrective or preventive action is required or whether both are required.

We assess properly the likelihood of the non-conformance occurring again. We also investigate the safety reliability and other quality consequences of the non-conformance.

### 12.2.2 Documenting Preventive Action

When we develop an improved method, to prevent re-occurrences of a problem, we follow a procedure to make sure that the new method is documented. We ensure that the improved method is subject to the same procedures and systems as all our other activities. In particular we stringently review any new methods to ensure that they conform to our existing processes and that they perform as required.

Our procedure for documenting preventive action includes review and approval of the documented preventive action by our Quality Co-ordinator.

### 12.3 CONTINUOUS IMPROVEMENT

The continuous improvement process of the company's Quality Management is comprised, as a minimum, of audits, self-assessments, lessons-learned, procedure preparation, and training.

Continuous improvement is an essential management and quality strategy in addressing customer satisfaction, product delivery, compliance, and cost savings.

It is the intention of the process that areas of concern are assessed before problems develop, and before they have a significant impact on the project. In order to ensure the continuing efficiency and effectiveness of the Management System, all members of staff have a responsibility to observe and report occasions where the organisation does not meet its specified requirements, be they imposed by customers, by regulation or nominated in the Management System.

### 13 HOLD POINTS

Hold points will be used on the project to ensure that work cannot progress without the required approval. Hold Points are identified in WMS and require a signoff of either the demolition supervisor or other responsible person.

Some key hold points on the project include:

- Verification of asbestos removal prior to demolition works;
- Verification that all buildings are clear of personnel prior to demolition commencement;
- Verification of Electricity being shut off prior to demolition works;

### 14 DOCUMENT CONTROL

Our documents record how we plan to do things and the results of our work. They are vital to our process of continuous improvement. All documents that form part of our Quality System are initiated, prepared, issued, updated, maintained and stored according to an established procedure. All such documents are referred to as controlled documents.

The document control system covers all documents that relate to activities covered in the Quality Standard AS/NZS ISO 9001.

Our controlled documents are:

- Australian and other Standards;
- Quality Procedures and Inspection Manual;
- Quality Manual;

- Quality Plans;
- Quality Records;
- Specifications;
- Drawings.

#### **14.1 DOCUMENT APPROVAL**

All of our controlled documents will be provided to the client's representative prior to their implementation.

All of our controlled documents are identified with the following information:

- Title and project name;
- Date of issue;
- References to the Quality System and other documents;
- Authorisation of changes;

All revisions to the documents are identified and are dated and authorised before issue.

They will also be converted from an "Alpha" to numerical identifier when released for use.

#### **14.2 DOCUMENT ISSUE AND DISTRIBUTION**

We maintain a master file of all Quality System documents and each person originating documents is responsible for input to this master-file. The Quality Co-ordinator is responsible for this occurring. This master file is readily available to users in the workplace.

Our Quality Co-ordinator ensures that all managers prepare issue and maintain documents in accordance with procedures, and that all staff are provided with the documents required to carry out their work.

Controlled documents are only issued to people authorised to receive them and who have agreed to respect the confidentiality of these documents.

### **15 PURCHASING**

The procurement of goods and services is controlled for quality and conformance to the procedure is verified.

All purchases of materials and/or subcontract labour are based on a purchase order that includes the details of the materials or of the service required, quantity, price, and delivery times.

## **16 CONTROL OF CLIENT SUPPLIED PRODUCT**

When we have custody of client supplied product, documents, software, data or other records, for whatever purpose, we treat them as carefully as if they were our own.

Our documented procedures set out how we handle client product.

When we receive client supplied product, we check that it comes with the proper transmittal documentation that includes:

- A description of what is being received;
- Who gave it to us;
- Who authorised receipt and;
- The purpose for which we have received the client supplied product.

## **17 CONTROL OF QUALITY RECORDS**

Our systematic approach to quality depends on keeping good records of our training and improvement programmes.

Our records demonstrate the effectiveness of our implementation of the Quality System.

Quality Records include the following:

- Contract review reports;
- Corrective action records;
- Document Reviews;
- Client complaints;
- Inspection reports;
- Invoices;
- Process control records;
- Quality System files, completed forms, and other records;
- Specifications and drawings;
- Training records;
- Project files.

## 17.1 MANAGEMENT OF RECORDS

Once data is identified as a Quality Record, it is subject to all of our requirements for managing such records, which are:

- Origin: The origin of any record and if applicable, who authorised that record, is always apparent;
- Storage: Our quality records are indexed and stored systematically to an agreed reference system. Security of records is ensured. If applicable, duplication such as back-up data and records is carried out systematically;
- Retention and Disposal: All documents are kept as a minimum two (2) years from the last day on site according to set retention periods. The retention period is governed by such factors as warranties, legislative requirements, recourse to records for reviews, and client requirements. Should there be doubt concerning the retention period we will confirm same with the client's representative. We archive long-term records;
- Irretrievability: Our referencing system facilitates 100% retrieval. All documentation is duplicated electronically for quick reference and printout capability;
- Comprehension and Legibility: We periodically review our record management system to ensure that all records:
  - Can be understood;
  - Can be traced, to and from the project;
  - Remain legible;
- Access: Where it is part of our agreement with a client, we provide access to our records. Access to records is limited to authorised people to avert accidental or malicious damage.

We have procedures that cover the identification, collection, indexing, accessing, filing, storage, maintenance and disposition of quality records.

## 18 INTERNAL QUALITY AUDITS

Internal Quality audits are undertaken on an annual basis pursuant to the audit schedule to meet the requirements of ISO 9001 quality systems.

Reviews are carried out during and at the termination of each project. Senior management reviews are carried out regularly.