



Project Quality Plan



T14-2305 – Darwin – New Henbury School – Design Development and Construction Project



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Design Development and Construction Project



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1.0 PLAN DEVELOPMENT AND PROJECT DETAILS

1.1 Revision

All amendments to this document are to be marked up in the Control Table. The issue of the amendment is to be by the authorisation of the Project Manager.

1.2 Amendments

All amendments are to be acted upon by the holders of this document upon receipt of the amendment. The plan will be finalised during the project launch and will be progressively reviewed and updated if required.

Revision

Date	Details	Section	Page	Approved By
Feb 2015	Initial Release for Tender	All	All	Chris Giannikouris

Distribution

Copy Holder Details			Date Issued
Chris Giannikouris	Halikos Design Manager	Halikos Pty Ltd	April 2015
Connor Newble	Senior Project Manager	Halikos Pty Ltd	April 2015
Brian Hogbin	SEQ Compliance Manager	Halikos Pty Ltd	April 2015
Johnny McLaughlin	Construction Site Manager	Halikos Pty Ltd	April 2015
Sharon Sutton	SEQ Compliance Advisor	Halikos Pty Ltd	April 2015

Authorisation

Date:	Version:	Document Reference:	Approved By:
April 2015	1	PMP-3-04	Connor Newble

1.3 Project Information

Project Name	New Henbury School – Design Development and Construction Project
Project Number	T14-2305
Project Address	Dripstone Middle School - Corner of Trower Road and Henbury Avenue, Tiwi NT.
Project Start Date	31 March 2015
Project Completion	30 June 2016
AS4801 Certification	Certification current till 8 th May 2017
Federal Accreditation	Accreditation till 23 rd July 2017
Prepared By	Brian Hogbin
Date Prepared	April 2015
Postal Address	GPO Box 1511 Darwin NT 0801
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1.4 Project Purpose

This Project is for the design, development and construction of a new Henbury School facility located in Tiwi in the Northern Territory. This project will provide a more state of the art facility in order for the students of the school to receive a higher level of care and support. The existing Henbury School is designed to care for students with special needs and this concept will be carried through to the new school under construction.

1.5 Scope of Work

The project works comprise of:

- The construction and commissioning of a new school oval for the use of Dripstone Middle School in accordance with the 'for construction' documents included with the Request For Tender (RFT);
 - Construction and commissioning of the new playing oval;
 - Design development and construction documentation including all approvals;
 - Decommissioning of the existing playing oval is to commence only on completion of with the permission of the Superintendent. and
- The design development, 'for construction' documentation and construction of the new Henbury School in accordance with the Principal's design and contractual documents. The works also include all necessary statutory approvals, certifications, production of operational management documentation, work as executed documentation and graphic representations as required to convey the project intent to stakeholders.

The Superintendent shall consider and approve each stage and early works packaging before the Halikos commences each stage. Such approval may be given after Halikos demonstrates to the Superintendent that the Contractor's design and construction methodology meets the requirements and quality required of the RFT and associated documents.

The intention of such consideration by the Superintendent is further to ensure the existing Dripstone school, its services, and the local community are not unduly disrupted or inconvenienced.

Halikos is not to proceed onto subsequent stages without such approval.

2.0 INTRODUCTION

This Project Quality Plan prepared by Halikos sets out in detail all procedures the Project team shall implement to manage its activities on and near the site. This Plan will be implemented and maintained throughout the duration of the Project.

Halikos have proposed a Project Management team led by the Construction Manager and an experienced Project Manager who has managed projects of similar size and complexity to this Project.

The Halikos Project Management Team selected for this project will consist of experienced personnel with a demonstrated ability to manage the construction workforce and who have undertaken many design and construction projects.

Bringing together a proven team who have previously worked together, and who are local Darwin residents, eliminates many of the problems associated with project start-up and reduces the risk of mid-project staff changes.

All of the personnel nominated are proven performers with regards to delivering construction projects to the highest quality, on budget and on time.

Our project team have been working full time on this project during the tender period and have comprehensive knowledge of this project's objectives and challenges. The project team is currently available and ready to immediately mobilise on to this project.

2.1 Referenced Documents

- AS/NZS ISO 9001:2008 – Quality Management System - *Requirements*
- AS/NZS ISO 9004:2009 - Managing for the sustained success of an organization -- *A quality management approach*
- Halikos Pty Ltd POL-1-03 Quality Policy
- Halikos Pty Ltd PMP-3-01 Project Health and Safety Management Plan
- Halikos Pty Ltd PMP-3-04 Project Environmental Management Plan
- Halikos Pty Ltd Associated Procedures

Copies of all Legislation and relevant standards shall be held at the Project site.

2.2 Input Documents

- RFT number T14-2305
- General Conditions of Contract NPWC Edition 3
- NT of Australia Radiation Protection Act
- Guide to Traffic Engineering Practice – Part 5 Intersections at Grade
- Urban Road Design – Guide to the Geometric Design of Major Urban Roads

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- AS2890.1 Off Street Parking
- AS/NZS 3500.3 – Plumbing and Drainage Part 3
- The Building Code of Australia
- Managing Urban Stormwater, Soils and Construction – Vol 1, 4th Edition, Landcom

2.3 Project Documents

The following documents will be maintained for the project:

- Management Review records
- Records of contract and tender reviews
- Subcontractor records including quotes & transmittals, subcontract agreements, purchase orders, instructions, payments, variations and correspondence
- Register of Subcontractors
- Delivery dockets and Invoices
- Records of inspections and tests and test results
- Suppliers and subcontractors compliance certificates
- Calibration register and calibration results
- Noncompliance reports
- Records of corrective and preventive action
- Audit records
- Training and competency records
- Permits and approvals
- Drawings and drawing registers
- Revisions to project documentation & transmittals
- Site Diaries
- Progress payment claims and contract variations
- Correspondence with all project stakeholders
- Construction programs
- Minutes of meetings
- Monthly progress reports
- Requests for Information
- Record of Defects

- Relevant procedures and records (including site safety and environmental management)

Refer to the supporting Halikos document:

- *PRO-4-02 Document and Data Control Procedure*

3.0 CONSTRUCTION PROGRAM

Please refer to Appendix 1 of this document.

4.0 QUALITY MANAGEMENT SYSTEM

The Quality Management System for Halikos defines and identifies the Policies, Plans, Procedures and templates used to ensure a consistent product output to the same exceptionally high standard every time Halikos undertakes an activity, which in this case a Major Government Project. This plan is a steering statement of intent used to identify the tools and resources required to comply with and exceed customer expectations.

4.1 Project Quality Plan

This Plan is directly in relation to the intent described in ISO 9001:2008 – Quality Management System – Requirements. Not only is this plan used as a directional resource for the Halikos Group, it is also an enabling methodology for resourcing the responsibilities for the Project outputs.

This plan describes the unique requirements of this project and its application throughout the project lifecycle. This plan will also be the prescribed mechanism for the quality compliance benchmark throughout the project.

4.2 Procedures

Project procedures provide specific details for the management of the identified quality issues at the project level, including any relevant forms or checklists. Project procedures will always be subject to evolutionary change throughout the project lifecycle as the expected standard of service provision may change.

Project procedures are also used as the provision of compliance confidence within the Project itself. This compliance confidence enables both the customer and Halikos to ensure all system targets are maintained as enablers to the identified output of the Project.

Refer to the supporting Halikos document:

- *REG-7-06 Controlled Documents Register*

4.3 Inspection and Test Plans (ITP's)

Subject to project requirements Inspection and Test Plans are prepared to identify, plan and provide a record of project specific inspections and tests from project commencement to completion. Although ITP's are a control mechanism for the activity being undertaken to ensure quality of product is met, this quality control function will form part of the standard of evidence required to fulfil the customers confidence in service provision. A sample ITP is detailed at Appendix 5 to this document.

As a minimum all ITP defined in the Tender Documentation shall include:

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As a minimum, Halikos shall include ITP's for:

- Site survey and set out;
- Site preparation and excavation;
- Concrete construction activities, inclusive of vapour barriers/membranes and sealing of penetrations;
- Structural steel construction works supply, storage and installation;
- Insulation and vapour barriers supply and installation;
- Roofing supply and installation;
- Doors and windows supply, storage and installation;
- External Cladding supply, storage and installation;
- Hydraulic works installation and testing/certification;
- Electrical works installation and testing/certification; and
- Mechanical works installation and testing/certification.

The following information is to be included in ITP's:

- Date;
- Product concerned;
- Name of sub-contractor, if applicable;
- When sub-contractors' ITP's are required, verification of their compliance with the specified requirements;
- Where each inspection and test point is located in the process;
- Who carries out the inspection or test;
- Characteristics to be tested;
- Method of inspection or test;
- Specified acceptance criteria;
- Hold points and witness points;
- Where lots or batches will be used;
- Form of record of results;
- Frequency and timing of the test; and
- Details of what is to be inspected.

4.4 Project Safety and Environmental Management Plans

The Halikos Pty Ltd Safety and Environmental Management Systems (EMS) are comprised of various elements. The Project Safety and Environmental Management Plans are an integral part of the quality management system and will ensure that Halikos operates within a safe working environment and in an environmentally responsible manner in accordance with Company policies and as required by the relevant Northern Territory Acts and Regulations and customer requirements.

4.5 Specifications, Drawings & Programs

Versions of specifications, drawings, and project programs are all controlled electronically on the company computer system. This project specific data is classified as technical data and will be managed in a catalogued manner throughout the project.

4.6 Control of Quality Records

Records will be established and maintained to provide evidence of conformity to requirements and of the effective operation of the quality management system. Records shall remain readable, accessible and maintainable. The Halikos “Document & Data Control” procedure provides guidelines to effectively manage these documents. Documents to be used in this project are listed in appendix 2.

Halikos maintain project records to provide evidence of compliance to requirements in accordance with written procedures. Electronic records are protected by a backup system. The computer system is run from an Uninterrupted Power Supply.

Documents required by the quality management system shall be controlled. Records are a special type of document and shall be controlled according to the requirements stated in this sub-section.

A documented procedure has been established to define the controls needed to:

- Approve documents for adequacy prior to issue;
- Review and update as necessary and re-approve documents;
- Ensure that changes and the current revision status of documents are identified;
- Ensure that relevant versions of applicable documents are available at points of use;
- Ensure that documents remain legible and readily identifiable;
- Ensure that documents of external origin are identified and their distribution controlled; and
- Prevent the unintended use of obsolete documents, and to apply suitable identification to them if they are retained for any purpose.

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The constitution of a Quality Record is as follows:

- Records of management reviews or minutes of meetings;
- Records of contract and tender reviews;
- Purchase orders;
- Registers of sub-contractors;
- Records of sub-contractor performance;
- Delivery Dockets;
- Invoices;
- Completed ITP's;
- Test Results;
- Supplier's and sub-contractor's compliance certificates;
- Calibration schedules;
- Noncompliance reports;
- Records of corrective and preventative action;
- Records of audits, both internal and external; and
- Training records.

During the Project, Halikos shall make all quality records available to the Superintendent at all times during normal working hours when requested to do so. To that end, Halikos shall (within one calendar month of date of practical completion) provide a register of all quality records held.

Halikos shall retain all quality records for at least five years from the date of Project completion.

Refer to the supporting Halikos document:

- *PRO-4-02 Document and Data Control Procedure*

5.0 MANAGEMENT RESPONSIBILITY

5.1 Policy and Commitment

Halikos senior managers understand the vital importance of quality to the company's continuing success. Management therefore accepts total responsibility for setting a clear company policy for quality and for providing resources to put the Policy into practice. Company Quality Objectives are communicated to all workers through regular induction, reporting and project meetings.

The Halikos Quality Policy is included in appendix 1 of this plan. The Policy has been formulated with regard to Halikos organisational aims and the needs and expectations of its clients.

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Copies of the Quality Policy will be displayed at all Halikos offices. All workers are instructed in the Quality Policy and their roles and responsibilities in the Quality System at initial induction and through regular communication.

Refer to the supporting Halikos document:

- *POL-1-01 Halikos Occupational Health and Safety Policy*
- *POL-1-02 Halikos Environmental Policy*
- *Pol-1-03 – Halikos Quality Policy*

5.2 Quality System Planning

Quality planning for this project is performed during the tender stage by the Quality Management Representative and the Project Quality Representative. On award of the contract, a project launch is conducted and detailed quality planning is performed in accordance with the “Project Launch” and “Project Documentation & Control” procedures.

Refer to the supporting Halikos document:

- *PRO-4-52 Project Launch Procedure*

5.3 Project Organisation

Halikos Pty Ltd is structured into operating in two distinct areas of operation, these being; Operations and Projects. Functional reporting within Halikos Pty Ltd with respect to quality is summarised as follows:

- At Operational level, the Project Manager (or delegated staff member) is the Quality Manager Representative (QMR) and has overall responsibility for Quality; Safety and Environmental functions of the Halikos Group, these functions are managed at the Halikos Company Headquarters.
- At Project level, the Construction Site Manager (or delegated staff member) is The Project Quality Manager Representative (PQMR) and has overall responsibility for Quality, Safety and Environmental functions of Halikos Pty Ltd on the Project. The PQMR reports directly to the QMR.
- Fundamental checking by site supervisory staff and site based subcontractors will also be a feature of the PQP. Placing responsibility for the achievement of quality objectives at the workface will lead to greater accountability at this level.

The proposed organisation structure for the Project is detailed in Appendix 3.

The duties and responsibilities of Halikos staff are defined in position descriptions maintained by the Human Resource Manager at the Halikos Company Headquarters.

5.4 Project Responsibilities

The duties and responsibilities of key personnel with respect to quality management on this project are described below:

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Project Director/Manager:

- The Project Manager has overall authority in the determination of all matters affecting the implementation and operation of the project. The Project Manager reports directly to the Construction Manager.

The Project manager is responsible for:

- Reviewing and authorising the Project Quality Plan (PQP), and other project plans;
- Assigning quality responsibilities to all project personnel;
- Ensuring all project personnel are suitably trained, and possess the necessary skills to undertake their designated quality responsibilities;
- Continually monitoring of quality performance to ensure compatibility and continued effectiveness with the Company's policy and objectives;
- Communicating quality performance to the Construction Manager;
- Providing sufficient funds, materials and equipment to ensure the PQP objectives are achievable;
- Participating in the review of the quality system and other relevant quality meetings and programs;
- Providing appropriate training in quality to all project personnel.

Project Quality Management Representative (PQMR)

- The PQMR is responsible for the implementation of the Project Quality Plan (PQP). The PQMR reports directly to the Project Manager and has a reporting function to the Quality Manager Representative.

The PQMR has the authority to resolve all quality assurance matters in conjunction with the Project Manager. The PQMR has the authority to reject non-conforming products/processes and the responsibility to ensure that remedial measures are implemented to curtail further non-conformance.

The PQMR is responsible for:

- Ensuring the Project Quality Plan is correctly implemented to meet the requirements of the project;
- Allocating project staff to perform inspections duties;
- Ensuring non-conformance is reported;
- Ensuring a non-conformance is dispositioned within the required time-frame and that disposition/remedial solutions are effectively implemented;
- Reviewing inspection reports are ensuring any actions required are initiated;
- Ensuring subcontractors fulfil their quality system obligations;
- Attending meetings called to discuss quality issues;
- Identifying and documenting quality system problems;
- Assisting with the updating of the Project Quality Plan;

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- Reviewing and approving Inspection and Test Plans, Project Forms/Checklists;
- Liaising with the quality assurance representative from the client;
- Assisting in the auditing/assessment of suppliers/subcontractors

Verification and Validation Personnel (Generally Site Supervisors)

Verification Personnel are responsible for inspecting and testing works in accordance with the Inspection and Test Plans. Such work shall include off-site manufacture and fabrication and onsite works.

Halikos has a qualitative measure for Verification and Validation and they are defined as:

- Customer Validation - *The assurance that a product, service, or system meets the needs of the customer and other identified stakeholders. It often involves acceptance and suitability with external customers.*
- Internal Verification - *The evaluation of whether or not a product, service, or system complies with a regulation, requirement, specification, or imposed condition. It is often an internal process.*

Verification Personnel have the authority to reject any nonconforming product/process and are answerable to the PQMR in this regard. Various project personnel with relevant experience/qualifications will be used to perform the necessary inspections to ensure the quality of product is being upheld.

Verification Personnel are responsible for:

- Performing the inspection and testing, or witnessing the inspection and testing by others, as laid down in the Inspection and Test Plans including release of Halikos nominated Hold Point;
- Preparing records of inspection/tests and making these available to the PQMR;
- Verifying that the procedures being used are adequate for effective control of quality;
- Rejecting defective workmanship and materials;
- Ensuring and verifying corrective action is taken when nonconforming work is identified.

5.5 Project Quality Objectives

Principle - Customer Satisfaction:

- QMS Objective 1.1;
 - The “Halikos, Construction Office” shall maintain customer focus by satisfying current and future customer needs. Customers can be both internal and external to the organisation.
- QMS Objective 1.2;
 - The “Halikos Construction Office” shall measure customer need satisfaction by means of a validation process.
- QMS Objective 1.3;
 - The “Halikos Construction Office” shall strive to meet customer expectations with due regard to cost, schedule, technical, programmatic and supportability facets of risk mitigation.

Principle 2 - Compliance with Requirements, Procedures and Methods.

- QMS Objective 2.1;
 - The “Halikos Construction Office” staff shall adopt a process approach to achieve a consistent methodology of operation.

Principle 3 - Continual Improvement

- QMS Objective 3.1;
 - Continual improvement of all quality policy principles shall be pursued through the review and audit of the “Halikos Construction Office” and ‘Halikos Operational Projects’ processes.

5.6 Management Review

The Project quality system shall be reviewed as part of the project management and Halikos senior management meetings. The Project Health and Safety Plan shall be regularly reviewed and updated in accordance with the Review and Continuous Improvement Procedure. The SEQ Compliance Officer is responsible for ensuring the continuing suitability and effectiveness of the Project system. Any new occupational health & safety hazards, system improvements and results of audits identified during the demolition and construction phase are to be communicated to all relevant workers, subcontractors and other project parties. The Project Manager will authorise the Project Plans and any updates once demolition and construction has commenced. Halikos senior management is required to monitor Workplace Health & Safety, Environmental and Quality activities throughout the company. This will be done by consultation, meetings, site visits and review processes. Halikos senior management must have an understanding and involvement in resolving and preventing significant Workplace Health & Safety and system issues with the aim to prevent fatalities, serious injuries, illnesses, accidents and incident, non-compliance. Halikos management will review the Workplace Health & Safety, Environmental and Quality Management Systems to ensure that the systems meet industry and legislative requirements and the company’s objectives set out the system policy. The project has dedicated a management position to oversee all responsibilities, including reporting on the

management system to the Managing Director and the Halikos' senior management group. This position will be held by the Safety Environment and Quality Manager.

Refer to the supporting Halikos document:

- *PRO-4-01 Management System Review Procedure*

5.7 Frequency

The Management System Review meetings should be conducted as per the FRM-6-55 Integrated Management Systems Planner, or as required. The system will be reviewed on a six monthly basis, at a minimum annually to ensure information is communicated effectively throughout the company and any changes to legislation, codes of practices or industry best practice are adopted and implemented. The Managing Directors directives can be documented and implemented across the group to ensure they reflect those legislative requirements. The SEQ Manager will meet with the Managing Director once a month to discuss and action company SEQ matters.

Refer to the supporting Halikos document:

- *FRM-6-55 Integrated Management Systems Planner*

5.8 Method of Review

The SEQ system method of review will be as the key agenda items formatted on the meeting review form template. All aspects of the system will be reviewed with the focus on past safety, environmental and quality performance and setting performance indicators for the following period. The senior management team sets timeframes for implementation of the system. The review of company policies, objectives and procedures will be performed, corrected and reported on by the SEQ Manager.

The review will include:

- Results from audits;
- The extent to which objectives and targets have been met;
- The continuing suitability of the Safety Management System in relation to changing conditions and information;
- Concerns of relevant stakeholders.

All observations, conclusions and recommendations will be documented for necessary action.

The review will take into consideration, but not be limited to:

- Health and safety performance reports;
- Incident reports;
- Hazard identification;
- Statutory Workplace Health & Safety performance;
- Corrective action reports;
- Change to regulatory requirements;

- Changes to Workplace Health & Safety standards;
- Community expectations and public interface.

5.9 Contract and Project Reviews

Senior management will review project specific Management System developed for the project. This will start at tender by the SEQ Manager; once the project has started a review will take place in conjunction with the Project Manager and SEQ Manager to assess project specifics and inclusions or omissions. This Plan applies to all activities undertaken or proposed to be undertaken by the company. The Quality Plan will be signed off and authorised by the Project Manager that is allocated overall responsibility for the project. It clearly defines the roles and responsibilities of site management, subcontractors, and all workers on the project. The Project Management System has expectations for Halikos senior managers to regularly visit the site and discuss issues with site management and workers.

The Halikos Project Manager will be responsible for the development of a project deliverables register which outlines all project deliverables required under the contract. The project deliverables register will be implemented to manage procurement, registration, review and final submission of project deliverables prior to uploading the web based computer application.

Pending the issue of a full set of contract documents for signature/sealing, the “Contract Issue Documents” issued by the Client to enable the project to commence shall be reviewed by the Project Manager against the “Tender” Documents as specified in Procedure PRO-4-52 ‘Project Launch’.

As part of the ‘Project Launch Procedure’ a Contractual Rights and Obligations summary will be undertaken which is a summary of Client and Contractor obligations and protocols under the contract. Applicable Contractual time bars are documented to ensure that contractual obligations are understood and executed in a timely manner.

Refer to the supporting Halikos document:

- *PRO-4-12 Tender and Contract Review Procedure*
- *PRO-4-52 Project Launch Procedure.*

5.10 Reporting of Results

All review meetings will be minuted. All actions related to project specific sites will be raised as a noncompliance and tabled at the site toolbox meeting. All findings from the review meeting that relate to the workforce will be communicated through toolbox meeting, notice boards and safety meetings. Corrective actions will be documented on the meeting minutes for action by those workers deemed responsible.

6.0 SUBCONTRACTOR MANAGEMENT

To ensure all subcontractors engaged by Halikos are not exposed to identified hazards and are free from risk, requires continual communication and consultation. Halikos is responsible for ensuring all workers comply with current Legislation, Australian Standards, Codes of Practice and all Halikos Project Management Strategies for the works performed. Halikos shall achieve this through a close working relationship and ensuring there is a safe system of work for the task to be undertaken.

Refer to the supporting Halikos document:

- *PRO-4-13 Management of Subcontractors Procedure.*

6.1 Subcontractor Responsibilities

All Subcontractors are under the direction of Halikos, and shall participate in full with the Project Quality Plan. Subcontractor workers are required to adopt the same responsibilities for Halikos workers. All subcontractors will, in addition, report to the SEQ Compliance Officer, Project Manager, Site Manager, Foreman and Supervisors for all matters relevant to Quality Assurance and Control on the project. Where the subcontractor's supervisor or manager is not physically undertaking work on the project they shall nominate a Project Quality Management Representative (PQMR) who will be responsible for attending to their workers issues raised at meetings and the day to day practices of their workers.

6.2 Subcontractors Working on the Project

All subcontractors shall be required to attend a Project Induction with the Halikos SEQ Compliance Officer to discuss the specific elements of the Project Plan, hazards and risks, and the rules of the project. Subcontractors shall also be required to submit (when required) Inspection and Test Plans and be involved with specific activities that may be planned for the project. The task specific activities shall be determined in consultation with Project Management. Whilst subcontractors will be required to submit Project Procedures for particular work they propose to undertake on the project, they should be informed of the following:

Project Management acceptance and/or approval of a subcontractor procedure shall not in any way remove or limit the subcontractor's responsibility to provide and maintain as far as is practicable a working environment that is safe and without risk to the health of workers, products and services and the project program.

Refer to the supporting Halikos document:

- *PRO-4-13 Management of Subcontractors Procedure.*

6.3 Subcontractor Companies Engaged

At the start of any project the following process steps will be used to manage subcontractors and ensure their compliance to work practices.

Refer to the supporting Halikos document:

- *PRO-4-35 Subcontractors Selection Procedure.*

6.4 Subcontractor Compliance

Compliance will be managed through a review of work performed and scheduled audits to ensure compliance is maintained with the work scope to be carried out on the project. Subcontractor supervision will ensure that all workers and sole traders/subcontractors are, or have:

- Appropriate qualifications for the task to be under taken;
- Are insured by a third party or have their own insurances;
- Vehicles & mobile plant that meet Halikos' and national standard requirements;
- Tools and equipment that meet Halikos' and NT legislative requirements;
- Housekeeping that meets Halikos' requirements;
- Permits to work (if applicable are provided).

6.5 Subcontractor Performance Assessment

All performance will be monitored and managed through project documentation, such as checklists.

Refer to the supporting Halikos document:

- *PRO-4-13 Management of Subcontractors Procedure.*

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7.0 RESOURCE MANAGEMENT

The adequacy of existing equipment and personnel resources and the need for new resources is identified and reviewed regularly by the Project Manager.

Equipment and trained personnel are provided at all organisational levels to carry out the project processes, verification as well as internal audits to ensure conformance to the project specification.

7.1 Project Activities & Organisations

ACTIVITY	ORGANISATION
Architectural Design, review & analysis	MKEA
Architectural Documentation	MKEA
Building Supervision	Halikos Pty Ltd
Progress Payment Certification	Halikos Pty Ltd
Project Administration	Halikos Pty Ltd
Structural Engineering	W&G
Civil Engineering	Byrne Design
Electrical Engineering	NTBS
Mechanical Engineering	Building Services Group
Hydraulic Engineering	Building Services Group
Surveying	Fyfe
Quantity Surveying	N/A

7.2 Training & Competency

The Halikos training procedure provides guidelines and information to effectively manage the identification and implementation of training needs. Where skill gaps in relation to specific requirements, licensing or competency requirements are identified in the risk assessment process, workers will be provided with information, instruction and training to provide them with the skills necessary to complete their task/s in a safe manner. The Project Manager in conjunction with the SEQ Compliance Officer is responsible for reviewing and maintaining the **REG-7-20 Project Training Register** and related records. Subcontractors will be offered guidance on accredited training providers where training (as identified) can be undertaken. Records of information, instruction and training provided to workers will be maintained onsite.

To ensure that staff are competent to perform their assigned tasks, the following systems have been put in place:

- Position Descriptions including competency/education requirements
- Training is provided as determined by the position descriptions and performance reviews
- Job/quality requirements are communicated through Procedures
- A project “Training & Competency Matrix” will be maintained

The Halikos “Training” procedure provides guidelines and information to effectively manage identification and implementation of Quality programs.

7.3 Induction Training

The Northern Territory government has implemented the, Code of Practice for Induction for Construction Work. Prior to commencing work, Halikos will ensure workers have completed general induction training.

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Halikos shall ensure that all workers hold a valid General Construction Industry Induction (White Card) and appropriate licences for the task being conducted prior to commencing works on the Project.

7.4 Specific Project Site Induction

Prior to undertaking work on the project all workers will be required to undertake the Project specific Safety Induction. The induction will include elements of the PSP, workplace specific hazards, and company policies, procedures, and rules.

7.5 Specific Project Visitor Induction

Visitors and workers temporarily on the project to deliver plant, supplies, materials or services must report to the project office and must receive instructions by the Site Manager or Project Manager. Depending on the activities of the project at the time of the visit, and the nature of the visit the visitor may be requested to undertake the project specific induction training detailed above. As a minimum all visitors to the project shall be shown the emergency instruction sheet.

Refer to the supporting Halikos document:

- *REG-7-20 Project Training Matrix*
- *Halikos Project Staff Position Descriptions*

7.6 Facilities & Work Environment

Halikos will ensure that adequate facilities and a suitable work environment are provided to ensure that workers are able to perform work in a safe and productive manner.

8.0 PROJECT REALISATION

8.1 Project Planning

Quality planning for this project is performed during the tender stage by the Quality Manager Representative and the Project Quality Representative. On award of contract, a project launch is conducted and detailed quality planning is performed in accordance with the “Project Launch” and “Project Documentation & Control” procedures.

Refer to the supporting Halikos document:

- *PRO-4-2 Document and Data Control Procedure*

8.2 Client Related Processes & Communication

Once the Client has issued a full set of contract documents for signature/sealing, these documents shall be reviewed by the Project Manager against the “Tender” documents to ensure that any deficiencies are identified and are resolved with the Client. The Project Manager shall ensure that any matters affecting design are transmitted to the Services and Coordination Manager for action as appropriate.

Any variation to the contract shall be reviewed by the Project Manager in conjunction with other project staff with appropriate technical knowledge as required. The review is to ensure that technical and quality requirements are clearly defined and that the project has the necessary resources, organisation and facilities to perform its obligations under the terms of the variation.

All head contract variations shall be controlled via a register.

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Upon completion of the review, the Project Manager shall sign and date the variation, and ensure distribution of the amendment to all concerned parties.

Refer to the supporting Halikos document:

- *PRO-4-03 Consultation Procedure*

Methods of communication include RFI (Request for Information) to Design Consultants and Site Instructions to subcontractors. Client complaints shall be handled in accordance with the Halikos “Noncompliance” procedure.

9.0 PRODUCT IDENTIFICATION AND TRACEABILITY

Halikos shall establish and maintain documented procedures for identifying products from receipt to construction, installation and delivery. Once the product has been identified using tagging, marking, or colour coding this enables the product to be traced to its original source of procurement. The traceability of a product can be undertaken in a number of ways:

- Serial number;
- Date;
- Code;
- Batch number; or
- Lot number.

Once a product has been identified (using the above method), the product is then to be placed where the install of that item will eventually be, provided it does not obstruct any other works.

9.1 Testing Traceability

If testing is deemed necessary, all testing products, areas of the product install and test results are to be identified so as to trace the origin of the product in its final destination.

10.0 DESIGN & DEVELOPMENT

The design approach for Halikos is to start with the project concept and planning phases with an emphasis on making decisions about the design, materials used and methods of construction to enhance the quality and safety of the project from start to finish. Where Halikos is involved in the design or has input into the design, a documented risk assessment is to be undertaken at the design stage to identify, assess and manage buildability issues that may arise during construction. Where Halikos is the head contractor and has no input into the design, all design-related buildability hazards are to be identified, assessed and managed in the pre-construction phase. The below process is to ensure design changes during the construction phase are reviewed, assessed, documented and controlled. Any new hazards resulting from design changes during the construction phase are to be communicated to all workers.

10.1 Design Concept

The responsibility for achieving a safe project design, are with those workers working on a project design and development. This is achieved through consultation with workers who are directly involved in the design activity such as architects, engineers, and those who make decisions that influence the design outcome. It is started by establishing the design scope of the project. The risk management is defined by identifying the scope of workplace hazards that need to be considered. Establish collaborative relationships with the client and others who can influence the design outcome. Categorise the risks to be evaluated in areas such as operational, technical, financial, legal, social, and environmental elements. Develop a safe design framework for the project, by identifying the steps in the process that need to be taken to ensure that risks are addressed throughout the course of the project.

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10.2 Design Risk Assessment

Managers involved in design activities should facilitate a design risk assessment with the design consultant team. All consultants should identify design related hazards associated with the specifications that they design with relationship to the completed project. The design and consultant team should assess the risks arising from design-related hazards. All identified issues need to eliminate the hazards and control risks. During the design concept phase, through the life of the design process, monitoring and review of the design risk assessment and the risk control measures will continue. Halikos will maintain all records of design risk workshops, risk assessments, and design meetings. Halikos will consult with all workers and consultants on the project, and will provide significant updated information on the high risk design changes. The design risk assessment must comply with the hazard and risk management process of this Plan and be referred to for the standard as part of the process as it is undertaken.

10.3 Design Development Phase

The project designers need to consider risks relating to the construction and through to decommissioning of a building which can be controlled by assessing them prior to designs and drawings being finalised. Key design options need to be considered such as planning the disconnection and re-routing services and power cables before the construction begins which will avoid contact by workers. Investigating and choosing construction materials that are safe to handle and do not require special tools or resources. Allow for the designing scope, the construction of temporary and permanent work platforms and stairways to help prevent falls and other hazards from occurring during the phases of the design. Designing components which facilitate the pre-fabrication off-site or on the ground to avoid the hazards associated with assembling or erecting at height. Designers need to provide adequate clearance in the design between the building footprint and power sources such as overhead power lines, and other electrical components. There must be allowance for the erecting of construction equipment to be located on site such as cranes and other tall equipment. It is critical that the design of parapets is to a height that complies with guardrail requirements, eliminating the need to construct temporary guardrails during the construction. Work at height is considered a high risk not just during construction, but must be considered for things such as roof maintenance. Consideration needs to be made, if possible to reducing the space between roof trusses and battens to reduce the risk of internal falls during roof construction.

10.4 Documentation Phase

The Halikos designer team and consultants will keep a record of the risks identified during the design process and the steps taken to eliminate or minimise the risks. Records should be kept of new information relating to all design modifications. The construction phase involves ensuring those records of risks are available and reviewed by the project team. The design plans are a crucial document for Project Managers to rely on for accuracy and ensuring that key project staff is following correct design plans. Monitoring and evaluating the design risk controls is to be a regular activity of the project management team which done as part of design meetings. Communication between the project management team and designers should confirm the effectiveness of risk controls in the design. Hazard identification during the construction phase, especially the identification of new hazards and risks encountered that were not previously known to the designers should be communicated back for the improvement of the process. This process can be picked up during toolbox meetings, safety compliance checks, and reported hazards from workers.

10.5 Design Changes

All key Halikos and project stakeholders must assess all design change for potential risk. If there are no new risks, that can be the end of the risk assessment process. If there are new risks identified, then Halikos' risk management process and procedure will be implemented.

Refer to the supporting Halikos document:

- *PRO-4-15 Design Management Procedure.*

10.6 Design Change Management Process

Whenever a key Halikos or project stakeholder determines that some safety aspect of the project should be changed, then that stakeholder is to submit a change proposal to the project design team. The change proposal should identify the work process in question, describe the aspect of the work process that the stakeholder wishes to change, and include a description of the Workplace Health and Safety impact of the proposed change.

10.7 Assessing the Impact of the Proposed Design Change

The design change proposal should be circulated to all key Halikos and project stakeholders who the applicant has identified as being affected by the proposed design change. The design team will consider circulating proposed changes with any other stakeholders for consultation. There will be involvement with the project Workplace Health and Safety team on the possible Workplace Health and Safety effects of implementing the proposed changes.

10.8 Approving or Rejecting Proposed Changes

Once the impact of the proposed change or changes has been assessed by all of relevant project stakeholders, the project design management team should decide whether to recommend the acceptance or rejection of the proposed change. The project design team may reject a proposed change if it is determined that there are significant Workplace Health and Safety risks to project workers, construction workers, maintenance workers or the end facility users and occupiers. The approval or rejection of a design change will be done through the project design team meeting.

10.9 Completion Phase

The completion phase of a project will involve conducting a risk assessment for the safe receipt of the completed project ready for handover to the client. The safe transfer of the completed project to the client will be part of the completion and handover process. The communication of the residual risks and all risk control measures that are implemented for the safety of users to the client.

Design will be performed by external Consultants as per the Halikos "Design Management" procedure.

Project Plans and procedures are updated as necessary as the design proceeds.

Refer to the supporting Halikos document:

- *PRO-4-15 Design Management Procedure*

11.0 PURCHASING & SUBCONTRACTING

In accordance with RFT T14-2305 all subcontractors who are contracted to provide trade services valued at over \$100,000.00 must have industry accreditation. Subcontractors will be required to provide a nominated PQMR for the extent of their tenure on the Project.

Additionally Halikos will endeavour to use local subcontractors and suppliers wherever possible, refer to the project “Industry Participation Plan (IPP)”.

All purchased products (including subcontracted works) shall be subject to verification to ensure conformance to contractual requirements.

The Project Manager shall review all purchase documents prior to approval and release. Halikos Position Descriptions detail purchasing authority levels and responsibilities.

Halikos may arrange for offsite Inspectors to conduct inspection and verification activities at subcontractor’s premises as required. The verification arrangements and the method of release shall be specified in the purchasing documents.

12.0 CONSTRUCTION CONTROL

Identification and planning of manufacture/construction activities is detailed in “Process Control” procedure.

Qualification of personnel, equipment and procedures for these processes shall be in accordance with the applicable Standards, Specification and Codes. Records of qualified processes, procedures, personnel and equipment will be maintained in accordance with Halikos documented procedures.

13.0 CUSTOMER PROPERTY

The Principal will be responsible for the supply, delivery and installation of items described in of RFT T14-2305.

13.1 Inspection and Testing

Inspection and testing of items and works shall be performed by authorised personnel as detailed in the respective Inspection and Test Plan/checklist.

Product conformance will be determined by acceptance criteria laid down in the specifications and Inspection and Test Plans.

During inspection and testing, any nonconforming product/process detected shall be identified, document and segregated (where possible) in accordance with the Halikos “Compliance Control” procedure.

All manufactured/constructed items shall undergo final inspection and testing in accordance with specified contractual requirements prior to release to the client. No manufactured/constructed items shall be offered to the client until all the activities specified in the Project Quality Plan or documentation procedures and instructions have been satisfactorily completed.

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All Laboratory testing is to be conducted by National Association of Testing Authorities (NATA) certified organisations as defined in T14-2305 Tender Documentation.

Refer to the supporting Halikos document:

- *PRO-4-18 Inspection Testing and Measuring Procedure*
- *PRO-4-06 Compliance Control Procedure*
- *PRO-4-02 Document and Data Control Procedure*

13.2 Inspection, Measuring and Testing Equipment

All inspection, measuring and testing equipment (including newly acquired test equipment) used for inspection and acceptance purposes, whether owned by Halikos, provided by the client or on loan, shall be controlled calibrated and maintained in accordance with the “Monitoring and Testing Equipment” procedure.

For this project the following inspection, measuring and test equipment shall be subject to calibration:

Equipment	Calibration Frequency	Calibration Authority
Dumpy/Laser	1 month	External
Theodolite	3 months	External

The PQMR shall verify all test results and maintain calibration records on the project file.

Any equipment identified as having doubtful accuracy or precision shall be removed from use and calibrated. Where any inspection, measuring and test equipment is found to be out of calibration, the validity of the previous inspection results will be assessed and documented.

Refer to the supporting Halikos document:

- *PRO-4-18 Inspection Testing and Measuring Procedure*
- *REG-7-15 Calibration Register*

13.3 Handling, Storage, Packaging and Delivery

All items are handled and stored in accordance with documented procedures to prevent damage and deterioration. Designated storage and holding areas are nominated in the site layout plan. All handling, storage, packing and delivery techniques are defined in the Project Induction Package and also form part of the site rules. On a weekly basis, the SEQ Officer for the Project will conduct a site inspection which encompasses, overall site safety compliance, Quality of Product inspections, Environmental inspections and storage of all items within the site boundary. The condition of all stock is periodically assessed during store audits.

Refer to the supporting Halikos document:

- *PRO-4-09 OHS Inspection and Testing Procedure*
- *PRO-4-10 Training and Induction Procedure*

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- *PRO-4-11 Internal Audit Procedure*
- *PRO-4-18 Inspection Testing and Measuring Procedure*

13.4 Disposal of Site Products, Waste and Refuse

All disposal techniques are defined in PMP-3-03 Project Environmental Management Plan.

14.0 DOCUMENT, RECORDS AND DATA CONTROL

Documents required by the quality management system shall be controlled. Records are a special type of document and shall be controlled according to the requirements stated in this sub-section.

A documented Halikos procedure (PRO-4-02 Document and Data Control Procedure) has been established to define the controls needed to:

- Approve documents for adequacy prior to issue;
- Review and update as necessary and re-approve documents;
- Ensure that changes and the current revision status of documents are identified;
- Ensure that relevant versions of applicable documents are available at points of use;
- Ensure that documents remain legible and readily identifiable;
- Ensure that documents of external origin are identified and their distribution controlled; and
- Prevent the unintended use of obsolete documents, and to apply suitable identification to them if they are retained for any purpose.

14.1 Control of Records

Records will be established and maintained to provide evidence of conformity to requirements and of the effective operation of the quality management system. Records shall remain readable, accessible and maintainable. Halikos procedures (PRO-4-02 Document and Data Control Procedure and PRO-4-08 Control of Quality Records) have been established to define the controls needed for the identification, storage, protection, retrieval, retention time and disposition of records.

Refer to the supporting Halikos document:

- *PRO-4-02 Document and Data Control Procedure*
- *PRO-4-08 Control of Quality Records*

15.0 MEASUREMENT, ANALYSIS & IMPROVEMENT

15.1 Monitoring Client Satisfaction

The Project Manager shall in conjunction with the team establish a mechanism to measure and monitor the level of satisfaction/dissatisfaction within the Client's team. Examples of issues to be monitored are Industrial Relations, Progress, Quality, Safety, Environmental, Local Industry Participation, Indigenous Involvement etc. A staff member shall be nominated by the Project Manager to establish the monitoring mechanism, which shall include the recording, analysis, and reporting of data.

Refer to the supporting Halikos document:

- *PRO-4-02 Document and Data Control Procedure*

15.2 Monitoring Project Activities

Project activities (including subcontractor works) are monitored regularly in accordance with the relevant Inspection & Test Plan/Checklists.

15.3 Internal Audits

“Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.”

With the above in mind, the Halikos “Internal Audit Procedure” provides guidelines to effectively assess project compliance against internal and external legislative requirements and identify causes of project/system failures to promote proactive management of quality that result in continuous improvement opportunities.

The nominated PQMR will implement the audit programme, schedule audit dates, and confirm names of the audit team participants.

Project Quality Audits will be carried out at intervals defined in the Halikos audit schedule and will review specific sections of the PQP to provide verification of the implementation, effectiveness and possible recommendations for further improvement. The Audit Schedule is defined at Appendix 6 to this document.

The results of all audits shall be documented and Noncompliance Reports will be raised for deficiencies identified and brought to the attention of the Project Manager for follow up action.

Following satisfactory rectification of the noncompliance and the identification and implementation of corrective actions to prevent reoccurrence, the responsible person shall provide a completed copy of the report to the auditor.

Refer to the supporting Halikos document:

- *PRO-4-11 Internal Audit Procedure*
- *REG-7-19 Internal Audit Schedule*

15.4 Control of Nonconforming Product

Any items that do not conform to specified requirements shall be prevented from inadvertent use or installation. The “Compliance Control” procedure describes the process for identification, segregation (when practical), classification, documentation, disposition and reinspection of the nonconforming product.

Where contractually required, concessions or waivers shall be sought from the client for the proposed use of the product, which does not conform to specified requirements. All nonconformity shall be documented and a register is maintained by the PQMR to monitor the status of the non-conformances.

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All products identified to be 'Nonconforming' shall be recorded on FRM-6-20 and isolated to ensure the product is not used or installed inadvertently. Once FRM-6-20 is populated, the details of the noncompliance are recorded on REG-7-24 within 24 hours (one working day). All products deemed to be Nonconforming shall be identified to the Project Manager who has the overall authority and responsibility for remedial action to be undertaken.

If amendment, variation or extension of time will result from the proposed remedial action, the Project Manager will submit the Noncompliance report with the proposed remedial action to the Superintendent for approval. Such a noncompliance constitutes a Hold Point and is to be noted on the ITP accordingly.

In the event of the Superintendent observing defective work or a defect in the quality system, Halikos will be advised in writing. Within one ordinary working day of receipt of the advice, the Contractor shall raise a noncompliance report and action it in accordance with Clause 7.4.13 of the Tender Documentation

Defects identified during the defects liability period will be documented and resolved in accordance with Halikos procedures.

Refer to the supporting Halikos document:

- *PRO-4-06 Compliance Control Procedure*
- *PRO-4-28 Servicing and Defect Liability Procedure*
- *FRM-6-20 Noncompliance Report*
- *REG-7-24 Action Register*

15.5 Analysis of Data

Project Quality statistics shall be gathered on a regular basis using the standard report format.

Statistical information will be analysed and reported to all Halikos workers, project subcontractors and other interested parties. The Project Manager will review project statistics regularly.

15.6 Corrective and Preventative Action

Halikos management ensures that the effectiveness of the quality system continually improves through the use of quality system elements such as the Quality Policy, Quality Objectives, audit results, management review meetings and the use of corrective action reports.

Corrective and/or preventative actions taken to eliminate the causes of actual or potential nonconformity shall be in accordance with the documented procedure. The action taken shall be to a degree appropriate to the magnitude of problems and the risks encountered.

Refer to the supporting Halikos document:

- *PRO-4-06 Compliance Control Procedure*
- *PRO-4-02 Document and Data Control Procedure*
- *FRM-6-20 Noncompliance Report*
- *REG-7-24 Action Register*

16.0 DEFINITIONS

Client - Department of Infrastructure, Construction Division.

Contractor - Halikos Pty Ltd.

Subcontractor - Any company or person who is contracted to Halikos Pty Ltd for the purpose of supplying goods or services.

Consultant - The architectural and engineering consultants who have been engaged by Halikos Pty Ltd to perform the design, preparation of detailed 'For Construction' documentation and necessary certification to meet contractual requirements.

Project Quality Plan (PQP) - A document that describes how the work under the contract will be performed and controlled, i.e. this document.

Procedure - A document which describes the method for undertaking a certain activity.

Inspection and Test Plan (ITP) - A document which describes what checks for compliance for a particular process or activity are to be made.

Hold Point - A point in the construction or verification process beyond which work must not proceed without the written approval of a designated person or authority.

Witness Point - A point in the construction or verification process at which an activity is to be observed.

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APPENDIX 1 – CONSTRUCTION PROGRAM

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APPENDIX 2 - HALIKOS QUALITY POLICY



The image shows a document titled 'QUALITY POLICY' from Halikos Group. It features the Halikos logo in the top left and a circular arrow graphic in the top right. The text is organized into several sections: 'Our People', 'Our Leadership', 'Our Management System', 'Our Culture', 'Our Performance', and 'Our Continuous Improvement'. A signature of Shane Dignan, Managing Director of Halikos Group, is present on the right side. At the bottom, there is a large 'halikos' watermark, the slogan 'WORKING TOGETHER FOR A BETTER FUTURE', and a footer with document details: 'Doc: PQL-1-03', 'Revision: 2', 'Date: April 2014', 'Page 1 of 1', and 'Document Owner: SEQ Department'. A note states 'This policy has immediate effect and replaces all previous versions'.

QUALITY POLICY

It is our intent to secure and drive the reputation of our business by constantly meeting or exceeded our clients' expectations in terms of service delivery and workmanship.

We will demonstrate an ongoing and determined commitment to deliver work that is both 'right first time' and of a quality that is expected from a business of our stature. All our works will be delivered so as to ensure sustainable profitable growth, with minimal risk to our people or the environment.

Our People

We will provide our people with the information, instruction, training and supervision required to ensure work is delivered 'right first time'.

We will attract, develop and retain quality people to ensure our works are always delivered to a standard that meets or exceeds our clients requirements.

We will reward our people for achieving excellence and ensuring sustainable profitable growth with zero defects and minimal risk.

Our Leadership

We will prepare and implement programmes to improve the management of quality.

Our senior managers will consult with our people on a regular basis to ensure quality across our works.

Our Policies have the full support and commitment of our senior management team and it is mandatory that all our people comply.

Our Management System

Our Management System will ensure that we comply at all times with all requirements including those of regulators and customers.

We will regular review our policies and ensure they are available to all our people.

We shall develop Our Management System to ensure it remains compliant with AS4801.

Our Culture

We will ensure there are sufficient resources made available to deliver a quality product and service.

We shall stimulate a commitment amongst our people to deliver the service and workmanship expected by our clients.

We will develop a culture that ensure professional delivery at all times.

Our Performance

We will set meaningful objectives and targets to drive quality and improvements throughout our business.

We will monitor, maintain and improve our performance against our objectives and targets.

We will liaise with our stakeholders, including our clients, supply chain, contractors and employees to gain feedback on our performance.

Our Continuous Improvement

We will conduct regular internal audits to drive system development, continuous improvement and system compliance.

We will undertake management reviews on a regular basis to demonstrate our commitment and ensure we are capturing best practice and lessons learnt to improve our management system.

Our policy will be delivered by generating a culture that actively encourages best sustainable practices and ensures the real involvement of our people, customers and stakeholders.

Shane Dignan
Managing Director
Halikos Group

halikos

This policy has immediate effect and replaces all previous versions

WORKING TOGETHER FOR A BETTER FUTURE

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Document Owner: SEQ Department Uncontrolled When Printed

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APPENDIX 3 – DOCUMENT CONTROL REGISTER

1 Company Policies							
Number	Issue	Name	Reviewed	Number	Issue	Name	Reviewed
POL-1-01	1	Occupational Health & Safety Policy	Apr-14	POL-1-12		Free	
POL-1-02	1	Environmental Policy	Apr-14	POL-1-13		Free	
POL-1-03	1	Quality Policy	Apr-14	POL-1-14	1	Personal Leave Policy	Jun-11
POL-1-04	1	Workplace Violence Policy	Nov-12	POL-1-15		Free	
POL-1-05	1	Drugs & Alcohol Policy	Nov-12	POL-1-16	1	Motor Vehicle Policy	Jan-12
POL-1-06	1	Rehabilitation Policy	Nov-12	POL-1-17	1	Personal Leave Policy	Aug-10
POL-1-07	1	Equal Employment Opportunity Policy	Nov-12	POL-1-18		Free	
POL-1-08	1	Sustainability Policy	Mar-12	POL-1-19		Free	
POL-1-09		Free		POL-1-20	1	Cash Holding Tills	Jul-11
POL-1-10		Free		POL-1-21	1	Contracts Agreements Leases Policy	Jul-11
POL-1-11		Free		POL-1-22		Free	
2 Company Manuals							
Number	Issue	Name	Reviewed	Number	Issue	Name	Reviewed
		Free				Free	
		Free				Free	

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3 Project Plans							
Number	Issue	Name	Reviewed	Number	Issue	Name	Reviewed
PMP-3-01	1	Project Health and Safety Plan	Dec-14	PMP-3-22		Free	
PMP-3-02		Free		PMP-3-23	1	Industry Participation Plan	Dec-14
PMP-3-03	1	Project Environmental Management Plan	Dec-14	PMP-3-24	1	Project Training and Education Plan	Dec-14
PMP-3-04	1	Project Quality Plan	Dec-14	PMP-3-25		Free	
PMP-3-05	1	Project Emergency Response Plan	Dec-14	PMP-3-26		Free	
PMP-3-06	1	Cyclone Management Plan	Dec-14	PMP-3-27		Free	
PMP-3-07		Free		PMP-3-28		Free	
PMP-3-08	1	Project Risk Management Plan	Dec-14	PMP-3-29		Free	
PMP-3-09		Free		PMP-3-30		Free	
PMP-3-10		Free		PMP-3-31		Free	
PMP-3-11		Free		PMP-3-32	1	Indigenous Development Plan	Mar -15
PMP-3-12		Free		PMP-3-33		Free	
PMP-3-13		Free		PMP-3-34		Free	
PMP-3-14		Free		PMP-3-35		Free	
PMP-3-15		Free		PMP-3-36		Free	
PMP-3-16		Free		PMP-3-37		Free	
PMP-3-17		Free		PMP-3-38		Free	
PMP-3-18		Free		PMP-3-39		Free	
PMP-3-19		Free		PMP-3-40		Free	
PMP-3-20		Free		PMP-3-41		Free	
PMP-3-21		Free		PMP-3-42		Free	

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4Procedures							
Number	Issue	Name	Reviewed	Number	Issue	Name	Reviewed
PRO-4-01	7	Management System Review	Dec-14	PRO-4-42		Free	
PRO-4-02	6	Document & Data Control	Dec-14	PRO-4-43		Free	
PRO-4-03	6	Consultation	Dec-14	PRO-4-44		Free	
PRO-4-04	6	Legislative Compliance	Dec-14	PRO-4-45		Free	
PRO-4-05	8	Hazard Identification, Risk Assessment and Control	Dec-14	PRO-4-46		Free	
PRO-4-06	6	Compliance Control	Dec-14	PRO-4-47		Free	
PRO-4-07	7	Accident, Incident and Near Miss Management	Dec-14	PRO-4-48		Free	
PRO-4-08	3	Control of Quality Records Procedure	Dec-14	PRO-4-49	3	Minor Purchasing	Dec-14
PRO-4-09	6	OHS Inspection and Testing	Dec-14	PRO-4-50	3	Subcontractor Payment	Dec-14
PRO-4-10	7	Training and Induction	Dec-14	PRO-4-51	1	Tendering	Dec-14
PRO-4-11	1	Internal Audit	Dec-14	PRO-4-52	1	Project Launch	Dec-14
PRO-4-12	3	Tender and Contract Review	Dec-14	PRO-4-53	1	Planning and Programming	Dec-14
PRO-4-13	6	Management of Subcontractors	Dec-14	PRO-4-54	1	Temporary Works Design	Dec-14
PRO-4-14	1	Governance Procedure	Dec-14	PRO-4-55	1	Completion and Handover of Works	Dec-14
PRO-4-15	6	Design Management	Dec-14	PRO-4-56	1	Position Description	Dec-14
PRO-4-16	4	Tool and Equipment Management	Dec-14	PRO-4-57		Free	
PRO-4-17		Free		PRO-4-58		Free	
PRO-4-18	3	Inspection Testing and Measuring	Dec-14	PRO-4-59		Free	
PRO-4-19		Free		PRO-4-60		Free	
PRO-4-20	5	Electrical Isolation Management	Dec-14	PRO-4-61		Free	
PRO-4-21	4	Alcohol, Drugs and Smoking Control	Dec-14	PRO-4-62		Free	
PRO-4-22	4	Asbestos Management	Dec-14	PRO-4-63		Free	
PRO-4-23	5	Working at Height	Dec-14	PRO-4-64		Free	
PRO-4-24	5	Plant and Equipment Management	Dec-14	PRO-4-65		Free	
PRO-4-25	5	Excavation and Trenching	Dec-14	PRO-4-66		Free	
PRO-4-26	5	Confined Space Management	Dec-14	PRO-4-67		Free	

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4Procedures							
Number	Issue	Name	Reviewed	Number	Issue	Name	Reviewed
PRO-4-27	5	Emergency Preparedness	Dec-14	PRO-4-68		Free	
PRO-4-28	5	Injury Rehabilitation	Dec-14	PRO-4-69		Free	
PRO-4-29	3	Servicing and Defect Liability	Dec-14	PRO-4-70	1	Corporate Identity	Dec-14
PRO-4-30		Free		PRO-4-71	1	Company Mobile Phone	Dec-14
PRO-4-31		Free		PRO-4-72	1	Email and Internet	Dec-14
PRO-4-32		Free		PRO-4-73		Free	
PRO-4-33		NCOP	Dec-14	PRO-4-74		Free	
PRO-4-34		Free		PRO-4-75		Free	
PRO-4-35	3	Subcontractor Selection Process	Dec-14	PRO-4-76		Free	
PRO-4-36	3	Monitoring and Testing Equipment	Dec-14	PRO-4-77		Free	
PRO-4-37	4	Precast Installation	Dec-14	PRO-4-78		Free	
PRO-4-38	2	Traffic Management Road Work	Dec-14	PRO-4-79		Free	
PRO-4-39		Free		PRO-4-80	3	Accounting Timetable	Dec-14
PRO-4-40	5	Mobile Crane Work Zone	Dec-14	PRO-4-81	3	Operation Maintenance	Dec-14
PRO-4-41	5	Tower Crane Work Zone	Dec-14	PRO-4-82	3	Commissioning of Works	Dec-14

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6Forms and Templates							
Number	Issue	Name	Reviewed	Number	Issue	Name	Reviewed
FRM-6-1	1	Management Review Agenda	Dec-14	FRM-6-32	1	Employee Personnel Details	Dec-14
FRM-6-2	1	Emergency Management Plan Checklist	Dec-14	FRM-6-33	1	Monthly OHS Statistics Report	Dec-14
FRM-6-3	4	Safety Plan Implementation Checklist	Dec-14	FRM-6-34		Free	
FRM-6-4	1	Legislative Compliance Matrix	Dec-14	FRM-6-35		Free	
FRM-6-5	1	Project Organisation Chart	Dec-14	FRM-6-36		Free	
FRM-6-6	1	Matrix Of System Procedures	Dec-14	FRM-6-37		Free	
FRM-6-7		Free	Dec-14	FRM-6-38	1	Purchase Order	Dec-14
FRM-6-8	1	Emergency Response Form	Dec-14	FRM-6-39		Free	
FRM-6-9	1	Emergency Instructions	Dec-14	FRM-6-40	1	Hazard Identification / Assessment Control	Dec-14
FRM-6-10		Free		FRM-6-41	1	Hazardous Substances Register	Dec-14
FRM-6-11	5	Injury Incident Notification	Dec-14	FRM-6-42	1	Safe Work Method Statement (SWMS)	Dec-14
FRM-6-12		Management System Review Minutes	Dec-14	FRM-6-43	1	Equipment Calibration Record	Dec-14
FRM-6-13		Free	Dec-14	FRM-6-44		Free	Dec-14
FRM-6-14	1	Document Template - Portrait	Dec-14	FRM-6-45	1	Electrical Equipment Register	Dec-14
FRM-6-15	1	Document Template - Landscape	Dec-14	FRM-6-46	1	Plant Identification Register	Dec-14
FRM-6-16	1	Drawing & Document Register	Dec-14	FRM-6-47	1	Lifting Equipment Register	Dec-14
FRM-6-17	1	Toolbox Meeting Record	Dec-14	FRM-6-48	1	Confined Space Entry Permit & Checklist	Dec-14
FRM-6-18	1	Meeting Agenda & Meeting Minutes	Dec-14	FRM-6-49	1	Hot Work Permit	Dec-14
FRM-6-19	1	Attendance Sheet	Dec-14	FRM-6-50	1	Fire Prevention & Protection Form	Dec-14
FRM-6-20	1	Noncompliance Report	Dec-14	FRM-6-51	1	Emergency Response Register	Dec-14
FRM-6-21	1	Noncompliance Register	Dec-14	FRM-6-52	1	First Aid Injury Register	Dec-14
FRM-6-22	1	Accident Report & Investigation Form	Dec-14	FRM-6-53	1	SWMS Assessment review	Dec-14
FRM-6-23		Free	Dec-14	FRM-6-54		Free	Dec-14
FRM-6-24	1	Audit Schedule	Dec-14	FRM-6-55		Free	Dec-14
FRM-6-25	1	Audit Report	Dec-14	FRM-6-56	1	OH&S Committee Agenda & Meeting Minutes	Dec-14

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6Forms and Templates							
Number	Issue	Name	Reviewed	Number	Issue	Name	Reviewed
FRM-6-27	1	Monthly Safety Checklist	Dec-14	FRM-6-57	1	Notification Of OH&S Election	Dec-14
FRM-6-28	1	Training Record	Dec-14	FRM-6-58	1	OH&S Election Ballot Paper	Dec-14
FRM-6-29	1	Training & Competency Record	Dec-14	FRM-6-59	1	OH&S Representative Nomination Form	Dec-14
FRM-6-30	1	Induction Attendance Register	Dec-14	FRM-6-60	1	OH&S Representative Notice Of Results	Dec-14
FRM-6-31	1	Site Induction Card	Dec-14				

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7Checklists and Registers							
Number	Issue	Name	Reviewed	Number	Issue	Name	Reviewed
REG-7-01	10	Legislative Compliance Register	Dec-14	CL-7-01	1	Weekly Inspection Checklist	Dec-14
REG-7-02	1	Systems Evidence Register	Dec-14	CL-7-02			
REG-7-03	1	Man Hours Register	Dec-14	CL-7-03			
REG-7-04	1	Site Inspections Register	Dec-14	CL-7-04			
REG-7-05	1	Inductions Register	Dec-14	CL-7-05			
REG-7-06	10	Controlled Document Register	Dec-14	CL-7-06			
REG-7-07	1	Incident Register	Dec-14	CL-7-07			
REG-7-08	1	Injury Statistics Register	Dec-14	CL-7-08			
REG-7-09	1	SWMS Register	Dec-14	CL-7-09			
REG-7-10	1	Hazardous Substances Register	Dec-14	CL-7-10			
REG-7-11	1	Chemical Register	Dec-14	CL-7-11			
REG-7-12	3	Objectives and Targets Matrix	Dec-14	CL-7-12	1	Emergency Response and First Aid Assessment Checklist	Dec-14
REG-7-13	1	Equipment Register	Dec-14	CL-7-13			
REG-7-14	1	Scaffold Register	Dec-14	CL-7-14			
REG-7-15	1	Calibration Register	Dec-14	CL-7-15			
REG-7-16	1	PPE Register	Dec-14				
REG-7-17	1	Noise Register	Dec-14				
REG-7-18	1	Rain Gauge Register	Dec-14				
REG-7-19	1	Internal Audit Schedule	Dec-14				
REG-7-20	1	Training Matrix	Dec-14				
REG-7-21	1	Training Participation Register	Dec-14				
REG-7-22	1	Mobile Plant Register	Dec-14				
REG-7-23	1	WorkSafe Visit Register	Dec-14				
REG-7-24	1	Action Register	Dec-14				
REG-7-25	1	LOTO Register	Dec-14				
REG-7-26	6	Project Risk Register	Dec-14				

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APPENDIX 4 – PROJECT ORGANISATION CHART

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APPENDIX 5 – SAMPLE ITP

Project: T14-2305 Henbury School		Approved By:		Date:
Key 1:	W – Witness	H – Hold	S – Surveillance	Attach Dockets, Certificates, QA Documents to ITP
Key 2:	S/C – Subcontractor	HA – Halikos Site QA Rep	C – Client Site QA Rep	BC – Building Certifier

DWG #:	Item:	Level:	Grid Ref:
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ALL ITP's ARE TO BE SIGNED AND DATED ON THE ATTACHED ITP SIGN-OFF SCHEDULE

Item No.	Activity Name	Spec Ref	Activity	Verify or Test By				Records/Remarks (eg test frequency, reports, certificates, etc.)
				S/C	HA	BC	C	
1.	Inspection		Give sufficient notice so that inspection may be made at the following stages: - Film underlay installed on the base - Completed formwork and reinforcement, cores and embedments fixed in place.	H H	W W		W W	

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APPENDIX 6 –PROJECT INTERNAL AUDIT SCHEDULE