



HAMMERHEAD CRANE DECONSTRUCTION AT GARDEN ISLAND

Quality Management Plan

Prepared by
Liberty Industrial Pty Ltd
for
Brookfield Johnson Controls

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Specialist Deconstruction Services

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



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1 INTRODUCTION

The purpose of this plan is to outline how Liberty Industrial (LI) will achieve our quality objectives and how we meet our quality system requirements.

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

1.1 CONTROLLED COPIES & AMENDMENTS

This Quality Plan is a controlled document under our Quality System. The Revision table 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 staff by asking the Project Manager for a copy.

The Quality Plan is part of the group of documents provided to Clients as part of our project planning and controlling. However, we obtain satisfactory assurances from them 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.

The controlled documents list for this project includes but is not limited to:

Document	Prepared and issued by:	Reviewed by:	Approved by:
Contract of Works			
Quality Plan	RR	TS	CD
Environmental Management Plan	RR	TS	CD
Deconstruction Work Plan	RR	TS	CD
WHS Management Plan	RR	TS	CD
Quality Audits	RR	TS	CD
Third Party Agreements			
Industrial Relations Management Plan	RR	TS	CD
Waste Management Plant	RR	TS	CD

Further detail is included in *Section 12 Document Control*.

1.2 QUALITY POLICY

Our “Quality Policy” is displayed in a prominent position in our work premises. The meaning of the policy is explained fully to all personnel.

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 company's 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 production, effectiveness of procedures and company's satisfaction;

Quality Policy

The company undertakes deconstruction, civil work, site remediation and consulting to the mining, industrial, power generation sectors and the construction industry in general. Our senior management team comprises experienced civil and environmental engineers. The company holds Unrestricted Deconstruction and Friable Asbestos Licenses Australia wide. We have extensive experience working for major customer on large and technically challenging deconstruction projects Australia wide. Our strength lies in site closure planning, deconstruction, civil, site remediation, feasibility planning, 3D Modelling of structures, and the ability to manage client site activities from conception to completion (EPCM Services). Our policy is to not only meet, but exceed our customer expectations. The company is committed but not limited to:

- Meeting customer expectations for quality, such as value for money, safety, prompt efficient service and reliability;
- Ensuring that our customer receives total satisfaction during, and at the completion of each contract;
- Complying with legal and contractual requirements;
- Continually improving our services with innovative ideas, improved efficiency and quality procedures for the betterment of the company and industry;
- Measuring our performance and using this learning to refine and improve our performance;
- Being an employer of choice who provides a good working environment, employment conditions, and opportunities for further training and advancement;
- Not compromising quality, safety and environmental issues for profit;
- Meeting the international quality standards pursuant to ISO 9001.

Regards



Clinton Dick

Director

12 July 2013

2 MANAGEMENT RESPONSIBILITY

Our Quality System is integral to the way we do business. All LI personnel have some quality responsibilities. We devote management effort to ensure that the quality system is working and that we have the people and other resources to make the system work. For LI, quality means meeting the needs and expectations of our clients.

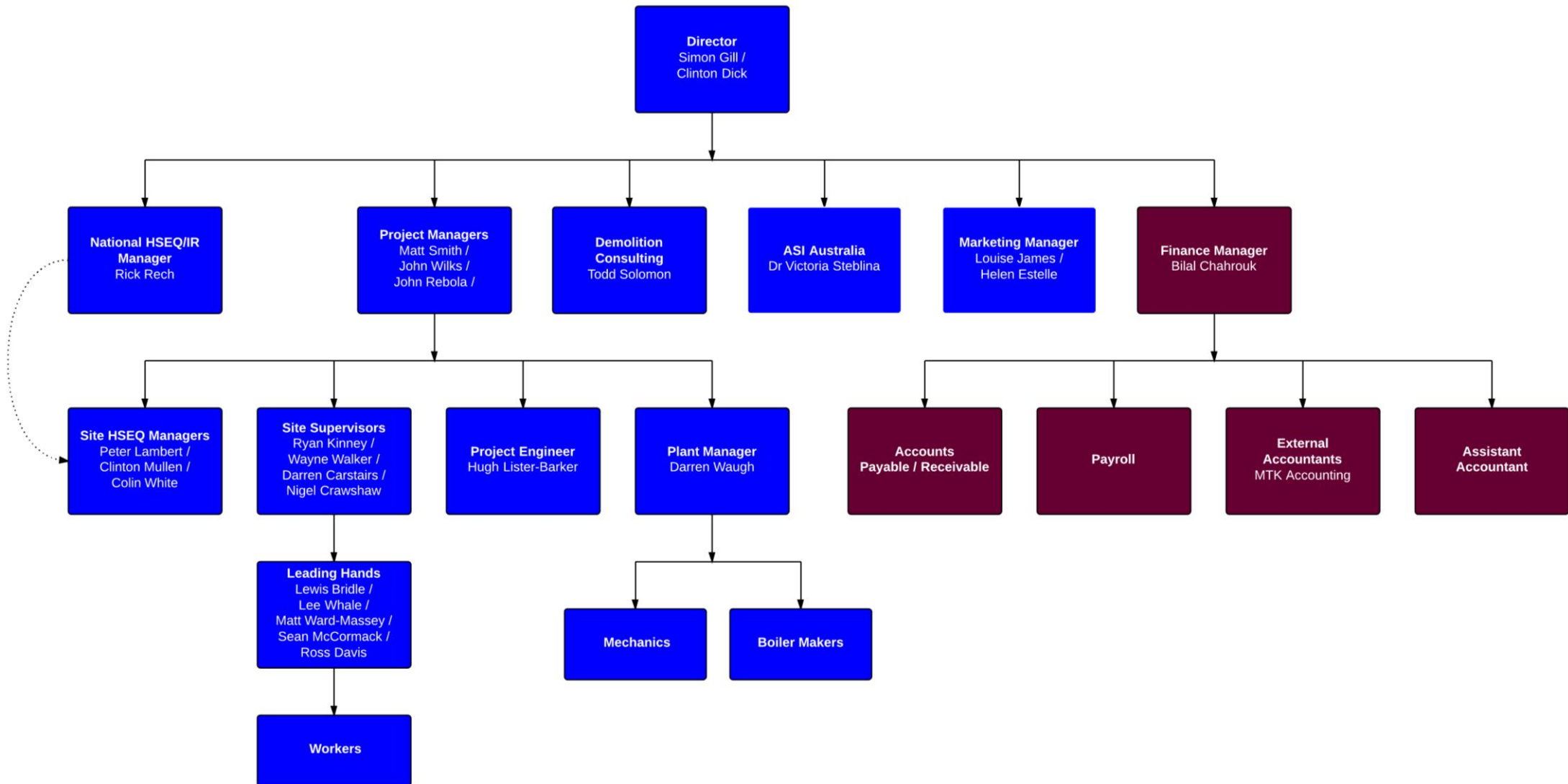
At each weekly management meeting we deal with the aspects of the Quality System:

- Review of progress in writing, implementing and reviewing of procedures;
- 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); and
- Development and modification of Quality Plans.

2.1 RESPONSIBILITY AND AUTHORITY

LI workers know what is expected of them in achieving quality. All workers are provided with the necessary level of authority to identify and correct any quality issues that may arise during the course of the project, and to initiate actions that will prevent recurrences. The quality-related responsibilities and authorities for individuals are set out in the following clauses.

ORGANISATIONAL CHART



2.2.1 Senior Project Manager

Our Management Representative is the Project Manager or, during absences of the Project Manager his relief.

Our 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 Manual and, monitoring the Quality Co-ordinator, 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 process and in the quality system;
- Making decisions on our 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, client complaints and 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 satisfaction of client requirements;
- Involving people: Establish the importance of the Quality System amongst all employees, ensure employee contribution to the system and that all employees receive suitable training.

The Project Manager, with the assistance of our Quality Co-ordinator, is responsible for the planning and implementation of all Quality System Reviews.

An agenda for typical review meetings is:

- Planning of quality activity;
- Review of all corrective action notifications and follow-up;
- Review of client satisfaction data and planning of corrective actions;
- Review of training needs analysis and training implementation plans;
- Review of Quality System.

2.2.2 Quality Co-ordinator

The Quality Co-ordinator, supported fully by the Project Manager, manages the Quality System, working in all areas of the organisation.

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 organization;
- 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.

2.2.3 Supervisors:

Liberty Industrial expects all supervisors to 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: Provide advice in the development of the necessary procedures and work instructions to facilitate implementation of the Quality System;
- Improvement: Act on all quality-related recommendations and instructions from the Senior 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 agree objectives that actively encourage worker involvement in continuous improvement.

2.2.4 All Personnel

LI require all personnel 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 LI personnel are expected to look for improvement in process and methodology quality. Our corrective action reporting system allows employees to raise Corrective Action Requests. We actively seek suggestions from personnel for improvement in process and methodology and all personnel are encouraged to improve their awareness of client requirements.

LI endeavours to provide an effective and integrated team that will collaborate with the client to present uniformity and consistency during the Hammerhead Crane deconstruction project.

3 AUDITS AND VERIFICATION

The Quality Co-ordinator ensures that management and employees have the resources to carry out the work. The effectiveness of Quality System is verified through quality audits.

Audits of our Quality System are carried out internally by the Quality Co-ordinator and, when required by the Quality Audit Procedure, by an external consultant.

4 MANAGEMENT REVIEW

Our Project Managers, Supervisors and Project Director review the performance of the Quality System through:

- Management review meeting of our Quality System;
- Corrective actions and non-conformances are reviewed and recorded in the meeting minutes and incident register;

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. Any changes made to the quality system are placed in the “cloud” and all personnel are advised by email of the changes.

5 THE QUALITY PLAN

LI implements a Project Quality Plan to ensure that we consistently provide a service of high quality.

We keep our Quality Plan simple because we believe 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 people 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 contracted to do;
- Acceptance criteria; and
- 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 Liberty Industrial management in weekly and monthly reports.

Reporting shall be to a schedule and format agreed as in the contract. This reporting will be the responsibility of the Project Manager.

6 STANDARDS AND METHODOLOGIES

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 9001:1994: 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 14001:2004: 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
- National Code of Practice for Excavation Work.
- Industry Guidelines for the Workplace Relations and Workplace Health and Safety Components of the National Code of Practice for the Construction Industry.

7 DECONSTRUCTION METHODOLOGY

All Deconstruction works will conform to Australia Standard AS 2601 Deconstruction of Structures, applicable NSW WHS legislation, and the site management plans.

Each part of the structure will be inspected and the findings forming the basis for the specific preparation of the Work Method Statement and JHA's.

Registers for, but not limited to, the following will be maintained on site:

- MSDS's;
- Calibration;
- Harness;
- Hazardous substances;
- Training;
- Harness. Lanyard;

Deconstruction of structures will be supervised by a competent person at all times. **Team members will not carry out any Deconstruction work without an approved SWMS, JHA and a Permit to Work for the task, and clearly understood lift studies.**

A Task Specific **JHA to be prepared at the workplace**, in consultation with all team members, signed off, and filed on site.

- The Deconstruction sequence will be confirmed by the Project Manager;
- Any sealed vessels or containers will be gas tested prior to processing;
- All team members will have the qualifications applicable to their area of work;
- Verification in writing of the termination of services must be supplied prior to the commencement of Deconstruction;
- No structure will be left unsafe or in an unstable condition;

Any build-up of debris, rubble and recyclable material will be sorted into its' waste stream area on site and/or removed from site to the nominated landfill or lay down area in a progressive manner as deconstruction progresses. Housekeeping is of utmost importance. The site may become congested creating safety hazards if housekeeping is not maintained.

All scrap processing will be predominately be carried out by mechanical means using oxy cutting techniques as required.

The deconstruction and lay down area will be fenced off or monitored as required to prevent unauthorised access.

All plant will have fully enclosed cabins further reducing the risk of exposure to dust and site contaminants and noise.

Prior the deconstruction, a team briefing will be held so that the aims and procedures are clear to each team member. Notification will be given of impending works that may affect adjacent workplaces.

Consideration must be given to asbestos or other hazardous material that may be present when conducting the Job Hazard Analysis/Work Method statement. Where asbestos or hazardous materials are identified they will be removed prior to Deconstruction commencing.

Deliverable:

Deconstruction Work Plan

7.1 DEFINITION AND DOCUMENTATION OF REQUIREMENTS

Liberty Industrial ensures that we make sure we understand what our client Brookfield Johnson Control's particular requirements for the project. We believe that many output problems can be avoided if we make sure that what we are to do for Brookfield Johnson Controls 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

We follow a procedure for changing contracts 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 to ensure we have the plant, people and other resources to carry out the project.

Clients are advised of any potential delays in delivery of goods or services as part of the forward planning.

A Deconstruction Management Plan that sets out, in detail, what we will do, when it will be done and the resources used.

A training matrix is developed and for the project and our workers are scheduled to undertake the training along with and identified gap training the may be required. Fatigue management is also factored into the training matrix to ensure sufficient workers with the prerequisite qualifications are on hand to undertake the works.

As part of the sub-contractor review, LI ensure that the sub-contractor is able to align with LI's training program.

Deliverable:

Deconstruction Management Plan

Training matrix

Industrial Relations Management Plan.

8 DESIGN CONTROL

For specific design control during deconstruction, where related to structural provisions, we obtain computations and specific working drawings where necessary. These requirements apply mainly in placing of plant during the deconstruction process and ascertaining structural loads. This information is vital to the accuracy of our methodology as outlined in the Deconstruction Management Plan.

LI will have a full time document controller who will record and control the movements of documents during the course of the project.

Deliverable:

Deconstruction Management Plan.

Document control

9 PROCESS CONTROL

Our systematic approach to the process of deconstruction ensures we find out the best method that can be used. 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 Human Resources, and their size and scope reflects that of the project. In some cases, these documents may become a subset of the Deconstruction Management Plan. At the start of every project we produce a Deconstruction Management 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.

Deliverable:

Deconstruction Management Plan

Quality Plan;

Project Establishment Checklist;

Environmental Management Plan;

Health & Safety Plan;

Traffic Management Plan;

Industrial Relations Management Plan;

Emergency Response Management Plan;

Documented procedures for critical processes will be developed, recorded and implemented during the project. These will be verified to ensure the 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.

Deliverable:

Procedures and Work Instructions

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.

Deliverable:

10 SUB-CONTRACT WORKS QUALITY CONTROL

Sub-contracting is subject to the prior approval of the Customer and all relevant Quality Assurance Plans will be provided to the Customer 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.

Deliverable	Quality Inspection	Material	Purpose
Safe Work Method Statement	Client review and Approval	Bespoke SWMS Form Risk Analysis	Ensure accuracy & Completeness
Job Hazard Analysis	Review	JHA Form Risk Analysis Procedure	Ensure Accuracy & Completeness
Methodology	Management Review	Template for Deconstruction Plan Project Establishment Form	Ensure Accuracy & Completeness

11.1 INSPECTION AND TEST PLANS

Liberty Industrial's 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 and 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.

The Project Manager, in conjunction with the company representative, will establish a schedule for the number and frequency of ITPs.

ITP's shall be developed on the basis of the company supplied template.

11.2 CONTROL OF NON-CONFORMING WORK

Work, which does not comply with our quality standards during the deconstruction process, will be reworked until conformance is achieved.

Non-conformances will be recorded in the in the incident register along with corrective actions.

Ref:

FRM-031 Incident Report, Incident Register

11.3 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.

11.3.1 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.

11.3.2 Documenting Preventive Action

When we develop an improved method, to prevent a recurrence 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.

11.4 CONTINUOUS IMPROVEMENT

The continuous improvement process of Liberty Industrial'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.

12 DOCUMENT CONTROL

Our document records 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:

- Quality Manual;
- Quality Procedures;
- Quality Forms;
- Quality Work Instructions;
- Quality Plans;

- Quality Records;
- Specifications;
- Drawings.

12.1 DOCUMENT APPROVAL

All of our controlled documents are reviewed and approved for adequacy by authorised personnel before they are issued, as set out in our document control procedure.

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

- 1) Title and project name;
- 2) Date of issue;
- 3) References to the Quality System and other documents;
- 4) Authorisation of changes;

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

12.2 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.

13 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.

14 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.

15 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.

15.1 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 according to set retention periods. This period is governed by such factors as warranties, legislative requirements, recourse to records for reviews, and client requirements. When in doubt of client requirements for document retention, we check this with them. We make sure that our records are not held beyond their retention period. 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 review periodically our record 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.

16 INTERNAL QUALITY AUDITS

The requirements for Internal Quality audits are satisfied by internal reviews. Reviews are carried out during and at the termination of each project. Further senior management reviews are carried out six monthly or as required.

17 KEY PERFORMANCE INDICATORS

Description	Target
Quality KPI's	
Annual project compliance Audit	90%
Review of all corrective actions and follow-up	100%
Review of client satisfaction data	100%
Review of training needs	Pre Mobilisation 100%
Current forms being used with revision number and date	98%
Non-Conforming products notices issued	< 5
No of Incidents reported	< 5