

# ANNEXURE U INTEGRATED MANAGEMENT SYSTEM MANUAL

(Document Number: 03-MAN-IM-001)



# Table of Contents

0.	Do	Document Control				
1.	Introduction					
2.	Re	eferences4				
3.	De	finitions	4			
4.	Or	ganisational Context	6			
2	1.1	Understanding the Company and its Context	6			
2	1.2	Needs and Expectations of Interested Parties	7			
4	1.3	Scope of the Integrated Management System	8			
4	1.4	Integrated Management System and its Processes	8			
5.	Lea	adership	10			
ŗ	5.1	Leadership and Commitment	10			
ŗ	5.2	Policy	11			
ŗ	5.3	Organisational Roles, Responsibilities and Authorities	11			
6.	Pla	nning	12			
(	5.1	Actions to Address Risks and Opportunities	12			
(	5.2	Objectives and Planning to Achieve Them	13			
7.	Suj	pport	13			
-	7.1	Resources	13			
-	7.2	Competence	15			
-	7.3	Awareness	16			
-	7.4	Communication	16			
7	7.5	Documented Information	17			
8.	Ор	eration	18			
8	3.1	Operational Planning and Control	18			
8	3.2	Requirements for Products and Services	18			
8	3.3	Design and Development of Products and Services	19			
8	8.4 Procurement and Control of Externally Provided Processes, Products and Services		19			
8	3.5	Production and Service Provision	19			
8	3.6	Release of Products and Services	21			
8	3.7	Control of Nonconforming Outputs	21			
9.	Pe	rformance Evaluation	21			
ç	9.1	Monitoring, Measurement, Analysis and Evaluation	21			
ç	9.2	Internal Audit	22			
9	9.3	Management Review	23			

10. Imj	). Improvement		
10.1	General	23	
10.2	Nonconformance and Corrective Action	23	
10.3	Continual Improvement	23	
11. Ris	k Management	24	
11.1	General	24	
11.2	Compliance Obligations	24	
11.3	Emergency Preparedness and Response	24	
11.4	Incident Reporting and Investigation	25	
11.5	Regulatory Incident Notification	25	

# 0. DOCUMENT CONTROL

Document Changes						
Version	Date	Page - Section	Description of Amendment	Prepared by	Approved by	Initials
2.2	15/05/2020	Whole	Reformatted into an Annexure and revamped to align with standard compliance	Kelly Leader	Simon Donnelly	SD
2.3	27/07/2021	Whole	Reformat, add links and remove duplication	Mark Davies	Kelly Leader	KL
2.4	15/11/2021	Page 24, 21	Remove broken links and replace with 05-PRO-IM-001. Update 06-FOR-HS-269 Change Management Process Form	Nicole Kennedy	Kelly Leader	KL



# 1. INTRODUCTION

This Integrated Management System Manual (IMSM) describes the structure of the quality, environmental, health and safety management system and its application within Northern Transportables.

All operations and activities directly affecting the quality, environment, health and safety at our project sites, manufacturing facilities and offices are managed by policies, procedures and associated documents written to comply with the requirements of the following national and international standards:

#### AS/NZS ISO 9001:2015 Quality Management System – Requirements

The adoption of this standard ensures a strong foundation for well-established processes and a quality system supporting continual improvement, business growth and efficiency.

#### AS/NZS ISO 14001:2015 Environmental Management System – Requirements

The adoption of this standard provides a framework for conducting business in a sustainable and environmentally responsible manner.

#### AS/NZS ISO 45001:2018 Occupational Health and Safety Management Systems – Requirements

The adoption of this standard ensures Northern Transportables provide safe and healthy workplaces, prevent work-related injury and ill health, and continually improve our health and safety performance.

Northern Transportables Integrated Management System (IMS) is accredited to the above standards.

Required and supporting processes have been identified, logically sequenced, and mapped to effectively implement, maintain, and continually improve the IMS.

We monitor, measure, and analyse these processes as appropriate and take necessary actions to achieve the planned results and continually improve. Effectiveness of the IMS is checked through internal audits, management review, review of customer satisfaction and communications received from interested parties.

# 2. REFERENCES

The foundations of the IMSM are based on the current norms AS/NZS ISO 9001:2015 (Quality Management), AS/NZS ISO 14001:2015 (Environmental Management) and AS/NZS ISO 45001:2018 (Occupational Health and Safety Management).

# 3. **DEFINITIONS**

The terms and definitions given in AS/NZS ISO 9001:2015, AS/NZS ISO 14001:2015 and AS/NZS ISO 45001:2018 apply to this document.

In addition, the following terms and definitions apply to the IMSM:

Term	Definition
Annexures	Are a set of operational plans and documents supporting the IMS.
Audit	A systematic examination against defined criteria to determine whether activities conform to planned arrangements and whether these arrangements are effectively implemented to achieve the company's objectives. Audits are conducted by IMSM personnel and/or external third parties.
Client	A person or organization which Northern Transportables is supplying a service or product.

Term	Definition
Competent Person	A person who has acquired through training, qualification, or experience, or a combination of these, the knowledge, and skills, including OHS knowledge and skills, qualifying the person to perform the task.
Continuous Improvement	Process of enhancing the IMSM to achieve improvements in overall company performance. This process may be conducted entirely or systematically in stages.
Contract	A legal agreement between a client, contractor, or supplier and Northern Transportables for the delivery of goods and/or services.
Contractor	An organisation or individual who provides a service to Northern Transportables (also, referred to as a subcontractor of Northern Transportables).
Customer	A person or organization which Northern Transportables is supplying a service or product.
Elements	A functional area of Northern Transportables operations, project management and head office support
Employee	A person directly engaged by Northern Transportables as a paid member of staff.
Environment	Surroundings in which the company operates, including air, water, land, natural resources, flora, fauna, humans, and their inter-relation.
Environmental Impact	Any change to the environment, whether adverse or beneficial, wholly, or partially resulting from Northern Transportables and/or its contractor's activities, products, or services.
Hazard	A source or a situation with a potential for harm in terms of human injury or ill-health, damage to the employee, environment, or a combination of these.
Hazard Identification	The process of recognising a hazard exists and defining its characteristics.
Health Monitoring	Monitoring of employees for the purpose of identifying changes in health status due to occupational exposure to a hazard.
HSE	Refers to health, safety, and environment.
IMS	Refers to Integrated Management System
IMSM	Refers to Integrated Management System Manual
Incident	Any unplanned event resulting in, or having a potential for injury, ill-health, damage, or other loss.
Near Miss	Any unplanned event which did not result in injury, illness or damage but had the potential to do so.
Non-Conformance	A failure to comply with a requirement of Northern Transportables IMSM or a specific customer's management system.

Term	Definition
Notifiable Incident	Involves a dangerous incident, or the death, serious injury or illness of a person. For further information regarding Notifiable Incidents refer to <a href="https://worksafe.nt.gov.au/forms-and-resources/bulletins/work-health-and-safety-incident-notification">https://worksafe.nt.gov.au/forms-and-resources/bulletins/work-health-and-safety-incident-notification</a>
Process	A set of inter-related resources to transform inputs into outputs.
QHSE	Refers to quality, health, safety, and environment.
Risk Management Process	Systematic application of management policies, procedures, and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring, and reviewing risk.
Risk Identification	Process of finding, recognising and describing risks.
Senior Management Team	The senior managers of the company being the Managing Director, Senior Project Manager and Chief Financial Officer.
Supervisor/Manager	Any Northern Transportables personnel with authority to direct employees.
Supplier	An organisation who provides a product to Northern Transportables.
Worker	A person is a worker if the person carries out work in any capacity for Northern Transportables, including work as:
	<ul> <li>an employee, or</li> <li>a contractor or subcontractor; or</li> <li>an employee of a contractor or subcontractor; or</li> <li>an employee of a labour hire company who has been assigned to work for Northern Transportables; or</li> <li>an apprentice or trainee, or</li> <li>a student gaining work experience or;</li> <li>a volunteer.</li> </ul>

# 4. ORGANISATIONAL CONTEXT

# 4.1 Understanding the Company and its Context

Northern Transportables specialise in the design, manufacture, delivery, and installation of turnkey transportable modular building solutions.

Locally established, owned and operated, Northern Transportables is the Northern Territory's award-winning transportable building manufacturer. Through our head office, fabrication and manufacturing facility base at East Arm and our Hire Asset Facility at Pinelands, we service a wide range of Northern Australia based industries within the government, commercial, residential, mining, oil, and gas sectors.



Northern Transportables modular building solutions are completely customisable to suit the unique needs of our clients. Our portable buildings have ranged from office spaces, control rooms, mining camps, site huts, kitchen and crib facilities, laundries and ablutions to residential dwellings, commercial accommodation, bunkhouses, classrooms, and temporary buildings. Our professional design team includes qualified structural drafters and building information modelers to capture our client's vision. Northern Transportables offers a creative and innovative design experience through interaction 3D modelling, involving our clients in the design process, every step of the way.

Northern Transportables is accredited under the National Heavy Vehicle Accreditation Scheme (NHVAS) and the Western Australian Heavy Vehicle Accreditation (WAHVA) Scheme. Our NHVAS accreditation allows Northern Transportables to repair and maintain our NHVAS accredited heavy vehicles and trailers in house, ensuring compliance with safety standards.

Northern Transportables is committed to defining our position in the marketplace and understanding how relevant factors arising from legal, political, economic, social, and technological issues influence our strategic direction and our organisational context. The company identifies, analyses, monitors, and reviews factors which may affect our ability to satisfy our customers and stakeholders, as well as factors which may adversely affect the stability and integrity of our processes and management system.

To ensure our organisational context is aligned with the strategy, whilst taking account of relevant, influential, internal, and external factors, Northern Transportables collates and analyses information pertinent to those influential factors to identify issues having the potential to be affected by our activities, products and services. Similarly, we identify internal and external issues capable of affecting our company's ability to deliver product, services, or activities.

Northern Transportables assesses information about our influential factors to ensure continual understanding of the relevance of each factor is derived and maintained. To facilitate the understanding of our context, we regularly consider issues influencing our business during management meetings, the results of which are conveyed via minutes and business planning documents. The output from this activity is evident as an input to the consideration of risks and opportunities, and the actions we take to address them.

# 4.2 Needs and Expectations of Interested Parties

Northern Transportables recognises we have a unique set of interested parties whose needs and expectations change and develop over time, and furthermore; only a limited set of their respective needs and expectations are applicable to our operations or to our IMS. Such needs and expectations broadly include those shown in the table below.

NEEDS AND EXPECTATIONS	INTERESTED PARTIES
Price, reliability, and value	Contractors Clients/Customers Regulators Council
Quality, price, and logistics Profitability and growth	Suppliers Community Government Third Party Contractors
Shared values and security	Financiers Insurance Certification Competition Employees
Beneficial relationship Compliance and reporting	Management Owners Neighbours

To ensure our products and processes continue to meet all relevant requirements, we identify and assess the potential impact of any relevant needs and expectations potentially affecting interested parties.

Where appropriate, to ensure our processes are aligned to deliver the requirements of our interested parties; we convert relevant needs and expectations into requirements which become inputs to our IMS and to our product and service designs.

Northern Transportables has analysed who their interested parties are, their interactions both internally and externally from a risk and opportunity-based approach. The company's Senior Management Team have a 'hands on' approach



to ensure all aspects of the company are utilised to its full capacity through a process-based approach, and each process is monitored for its performance through established management objectives.

Effective communications and awareness are key to ensure all employees, stakeholders, and other interested parties are fully aware of our IMSM and relevant applicable information.

Northern Transportables will identify, review, treat, and communicate all quality, environment, health and safety risks, opportunities, and significant impacts to relevant interested parties.

The IMS is maintained and continually improved through the use of policies, management objectives, audit results, analysis of data, corrective action, management review and review of legal requirement to ensure compliance obligations are being implemented.

Northern Transportables maintains a comprehensive *Interested Parties Register*.

#### 4.3 Scope of the Integrated Management System

Based on an analysis of the internal and external issues, the requirements of interested parties, and in consideration of its products and services, Northern Transportables has determined the scope of the management system as follows:

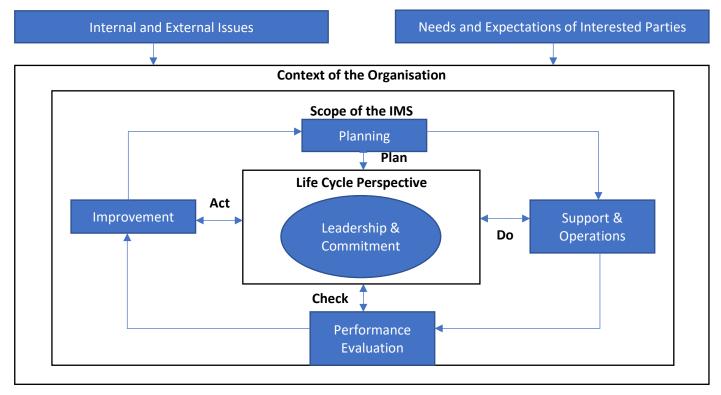
Northern Transportables specialise in the design, manufacture, delivery, and installation of turnkey transportable modular building solutions for customers and clients throughout Northern Australia. Northern Transportables has established, documented, and implemented an IMS in accordance with the requirements of AS/NZS ISO 9001:2015, AS/NZS ISO 14001:2015 and AS/NZS ISO 45001:2018.

The IMS applies to all processes, activities, and workers within the company.

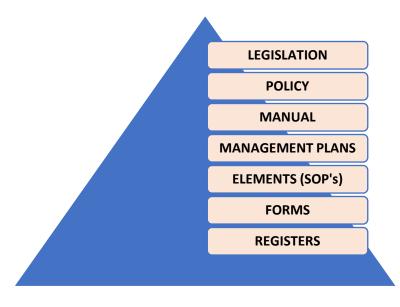
#### 4.4 Integrated Management System and its Processes

#### 4.4.1 Process Identification

The figure below illustrates our methodology for the development of our IMS, using the plan, do, check and act approach, to implement and deliver management system objectives, stakeholder requirements and quality, environment and health and safety compliance.



The hierarchical structure of the IMS:



Northern Transportables has adopted a process approach for its management system. By identifying the top-level Elements within the company, and then managing each of these discretely through a series of standard processes, reducing the potential for non-conforming product during final processes or after delivery. Instead, non-conformities and risks are identified in real time, by actions taken within each of the top-level process.

The Elements and standard processes covering the ten (10) functional areas of the company's operations, project management and head office support are:

Element 1	General Administration		
	These include the common requirements of all three standards such as Document and Data Control, Non-		
	Conformance, Auditing, etc, which are also common to the operation of any management system.		
Element 2	Accounts & Finance		
Element 3	Public Relations & Marketing		
Element 4	Estimating & Tendering		
	Includes Design Management, Tender and Contract Review.		
Element 5	Project Administration		
	Includes Project Launch, Subcontracting and Purchasing, Project Reporting, etc.		
Element 6	Safety Awareness		
	This group is based on Northern Territory Act, Regulations and Codes of Practice.		
Element 7	Environmental Management		
	This group is based on the Environmental Protection Acts and Regulations.		
Element 8	Quality Management		
	This group includes Quality Control, Quality Inspection and Testing.		
Element 9	Plant & Equipment		
	Includes Plant Risk Assessment, Plant and Equipment (Internal), etc.		
Element 10	Human Resources and Training		
	Includes common requirements such as Employee Induction, Training, etc.		

Each standard process may be supported by other activities, such as tasks or sub-processes. Monitoring and control of the standard processes ensure effective implementation and control of all subordinate tasks or sub-processes.

Northern Transportables maintains a comprehensive *IMS Document Register*.

#### 4.4.2 Outsourced Processes

Any process performed by a third party is considered an 'outsourced process' and must be managed. All outsourcing shall be evaluated and assessed for its risks and opportunities.

The type and extent of management to be applied to the outsourced process should take into consideration:

- a) the potential quality, health, safety and environmental impact of the outsourced process on the company's capability to provide product which conforms to requirements;
- b) the degree to which the control for the process is shared;
- c) the capability of achieving the necessary control through the purchasing contract requirements; and,
- d) the environmental aspect, impact and its interaction it will have on the company and surrounding environment, including methods of control.

#### Supporting processes: 05-PRO-CP-504A - Subcontracting and Purchasing

<u>05-PRO-CP-504B - Subcontract Administration</u>

Supporting form: <u>06-FOR-CP-024 - Subcontractor & Supplier Questionnaire and Evaluation</u>

#### 5. LEADERSHIP

#### 5.1 Leadership and Commitment

#### 5.1.1 <u>General</u>

The Senior Management Team provides evidence of its leadership and commitment to the development and implementation of the Integrated Management System and continually improving its effectiveness by:

- a) taking accountability of the effectiveness of the IMS;
- b) ensuring the policies and management objectives are established and are compatible with the strategic direction and the context of the organisation;
- c) ensuring the integration of the IMS requirements into the company's other business processes, as deemed appropriate;
- d) promoting awareness of the process approach;
- e) ensuring the resources needed for the management system are available;
- f) communicating the importance of effective integrated management and conforming to the IMS requirements;
- g) ensuring the IMS achieves its intended results;
- h) engaging, directing and supporting persons to contribute to the effectiveness of the IMS;
- i) promoting continual improvement;
- j) supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility;
- k) adopts a 'hands on' approach to leadership through effective meetings on a regular basis; and
- I) Continually engage, encourage, communicate and consult with workers to improve IMS processes.

#### 5.1.2 Customer Focus

Senior Management of Northern Transportables adopts a customer-first approach which ensures customer needs and expectations are determined, converted into requirements, and are met with the aim of enhancing customer satisfaction.

This is accomplished by assuring:

a) customer and applicable statutory and regulatory requirements are determined, understood and consistently met;

# b) the risks and opportunities which affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed;

- c) the focus on enhancing customer satisfaction is maintained;
- d) ensuring our products or service have minimal effect on the environment; and
- e) ensuring our products or service have minimal effect on the health and safety of employees.

Supporting process: 07-REG-FN-201 - Business Risk Register

# 5.2 Policy

The management team have developed policies which govern the day-to-day operations to ensure quality, environmental and health and safety processes are implemented and continually improved.

The policies are released as stand-alone documents and are communicated and implemented throughout the company.

Our Policies:

- Are appropriate to the scale and nature of its activites;
- Address its commitment with respect to Quality, Environment and Health and Safety as per the requirements of the standards;
- Addresses our commitment to prevent injury, ill-health, any damage to the environment and to take adequate measures to monitor, review and continually improve the IMS and its performance; and
- Includes a commitment to comply with all regulatory and legal requirements.

The policies are communicated within the company through internal meetings, Toolbox Talks, by displaying at key locations throughout the workplace, by posting at sites and included in the employee online induction process. Communications to external parties are through brochures and our website.

Copies of the policies will be made available to the public / interested parties upon request.

During the Management Review Meeting, management reviews the policy statement and key elements to ensure its appropriateness, effectiveness, and continued suitability to the company. Additional reviews of the policies are carried out whenever there is a change in business plan, location, organisational structure, and change in regulatory or legal requirements which are required to be complied with.

# Supporting documents: Policies

# 5.3 Organisational Roles, Responsibilities and Authorities

The Senior Management Team has assigned responsibilities and authorities for all relevant roles in the company. These are communicated through a combination of the Organisational Chart and position descriptions.

In addition, the following overall Integrated Management System responsibilities and authorities are assigned as follows:

Responsibility	Assigned To
Ensuring the integrated management system conforms to applicable standards and regulatory requirements	Senior Management Team and QHSE Compliance Officer
Ensuring the processes are delivering their intended outputs	Applicable process owner

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Responsibility	Assigned To
Reporting on the performance of the integrated management system and providing opportunities for improvement of the management system	QHSE Compliance Officer
Ensuring the promotion of customer focus through the company	Senior Management Team
Ensuring the integrity of the Integrated Management System is maintained when changes are planned and implemented and never compromised	Senior Management Team and IMS Administrator

# 5.3.1 <u>QHSE Line Management and Organisation</u>

QHSE functions within Northern Transportables are found at the corporate and project level. Some projects require a dedicated QHSE professional. On the corporate level, the QHSE Compliance Officer reports to the Managing Director, Senior Project Manager and Chief Financial Officer of the company.

All levels of management in all areas are responsible for the implementation, communication, monitoring and reviewing of the IMS. Responsibilities and authorities are documented in specific position descriptions.

Management provides the resources essential for the implementation, control, and continual improvement of the IMS:

- Management and staff are committed to utilising a systematic approach to ensure compliance with QHSE policies, procedures and regulatory requirements.
- Management and staff are committed to conduct activities in a manner designed to minimise risks to a level which is as low as reasonably practicable.
- Management and staff promote best QHSE practice to all activities.
- Management will ensure employees, subcontractors and visitors on sites share the same level of commitment by adhering to established QHSE procedures.
- The IMS ensures objectives are set, hazards are identified, risks assessed and control measures implemented in a systematic manner.
- Company QHSE policies, systems, procedures and objectives will be regularly reviewed to identify and implement practiable improvements, which promote continued QHSE performance.

Supporting documents:

**Northern Transportables Organisation Chart** 

Northern Transportables Job Descriptions (available on request)

# 6. PLANNING

# 6.1 Actions to Address Risks and Opportunities

Northern Transportables considers risks and opportunities when taking actions within the management system, as well as when implementing or improving the management system; likewise, these are considered relative to products and services.

Risks and opportunities are managed in accordance with the <u>Risk and Opportunities Procedure</u> and <u>Context of the</u> <u>Organisation Procedure</u>. These procedures define how risks are managed to minimise their likelihood and consequence, and how opportunities are managed to improve their probability and benefit.

### 6.2 Objectives and Planning to Achieve Them

Northern Transportables objectives and the actions required for their achievement are defined and pursued through suitable planning and controlling systems. The objective of these systems is to systematically strengthen the process of continual improvement with the vision as a point of orientation and considering the guiding principles, and to embed them into the structures of Northern Transportables. In this way, the company is steered step by step in the direction of the vision.

Additionally, within the planning, Northern Transportables is committed to further develop and grow during the year. Goals with respect to various projects and direction are agreed on. To ensure success, a project schedule is defined. The efficiency of the project is regularly monitored based on profit and loss and timeliness completion meeting project milestones.

The company will manage and update the company objectives as needed depending on the current norms.

Supporting documents:

<u>04-PLN-QA-003 - Annexure B - Quality Management Plan</u> <u>04-PLN-EN-002 - Annexure Q – Environmental Management Plan</u> <u>04-PLN-HS-001 - Annexure R – Occupational Health & Safety Management Plan</u>

#### 7. SUPPORT

#### 7.1 Resources

# 7.1.1 <u>General</u>

Northern Transportables determines and provides the resources needed:

- a) to implement and maintain the IMS and continually improve its effectiveness; and
- b) to enhance customer satisfaction by meeting customer requirements.

Resource allocation is done with consideration of the capability and constraints on existing internal resources, as well as needs related to subcontractor and supplier expectations. Resources and resource allocation are assessed during Management Meetings.

#### 7.1.2 People

The Senior Management Team ensures it provides sufficient staffing for the effective operation of the IMS.

We ensure all employees within the company are capable carrying out the assigned tasks and are competent on the basis of appropriate education, training, skills, and experience. This is ensured through the position description and training and competency matrix. Upon recruitment, induction training is planned and provided to new employees. The following topics are covered during the induction training:

- A brief about the company and business including the management structure;
- Rules and regulations of the company;
- Integrated Management System including policies and procedures; and
- Standards and expectations.

Records of induction training are maintained in the employee's personnel file.

During the course of employment with Northern Transportables, all employees are assessed for the training requirements at least once in a year. Training requirements are assessed by the supervisor or manager which an employee reports to. In addition to the above, additional training needs may be identified for any employee on case-by-case basis or may be necessitated due to the following:

- When an employee's performance is not meeting the expectation;
- Due to new projects or new business requirements; or

 Due to any other requirements such as promotion of the employee, changes in technology, legal requirements, etc.

Identified trainings may be imparted internally or by participating in an externally conducted training course. Internal training may be conducted by an identified individual within the company or by an appointed training body / person. For all internal trainings, attendance records shall be maintained. Additionally, training material or test papers will be maintained as a record (wherever possible).

For all external training, suitable records shall be maintained as appropriate. This may include certificate of participation / successful completion or any other communication confirming the actual participation and completion.

Effectiveness of the training shall be monitored for all imparted trainings (internal and external) to the extent possible and practicable. The effectiveness may be monitored by any of the following methods:

- By taking a report from the supervisor or manager on the performance of the employee(s). The report may be in the form of an email or in any other written form.
- By measuring and monitoring the pre-defined key performance indicator(s) or any other indicator(s).

Wherever we appoint contractors they are made aware of:

- IMS policies and procedures to be followed at all times;
- Significant environmental aspects, impacts and hazards associated with the activities; and
- Potential consequences in case of deviations for not following the IMS policies and procedures.

IMS policies, procedures, environmental aspects/impacts, and hazards associated with the activities form an integral part of the contract.

The implementation effectiveness of the IMS policies and procedures by the subcontractor are monitored at defined frequency or during on-the-spot checks, audits and by verification of relevant records which need to be maintained as part of the contract.

#### 7.1.3 Infrastructure at Work

Northern Transportables determines, provides, and maintains the infrastructure needed to achieve conformity to product requirements. Infrastructure includes, as applicable:

- a) buildings, workspace and associated facilities;
- b) process equipment, hardware and software;
- c) supporting services such as transport; and
- d) information and communication technology.

Resources are allocated against forecasted requirements and are reviewed and supplemented where necessary. The Senior Management Team is responsible for the allocation and review of resources. Resources include:

- Office Building, Workspaces, Desks, Conducive Environment;
- Computers and related Office / Account Software;
- Drafting and Financial Software;
- Servers;
- Supporting services such as transportation, telephones, internet and network;
- Manufacturing Plant and Equipment; and
- Personal Protective Equipment.

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Infrastructure required in achieving project and service conformity such as equipment, hardware, software, workspaces, and associated utilities are provided within appropriate functions.

# 7.1.4 <u>Environment for the Operation of Processes</u>

Northern Transportables provides a clean, safe, and well-lit working environment. The Senior Management Team manages the work environment needed to achieve conformity to product requirements. Specific environmental requirements for products are determined during the planning phase and are documented in subordinate procedures, work instructions or project documentation.

Human factors are considered to the extent they directly impact on the safety of workers, quality of product and project delivery. Work environments are maintained as appropriate for the operations and to comply with regulatory requirements.

Where appropriate, hazardous material warning and safety notices are posted. It is ensured all personnel are wearing the appropriate personal protective equipment on site and First Aid Kits are available. To keep the work environment suitable for the respective work areas, procedures and work instructions are issued to defined locations for reference by personnel.

# 7.1.5 Monitoring and Measuring Resources

Where equipment is used for critical measurement activities, such as inspection and testing, the equipment shall be subject to calibration or verification. Calibration intervals and who performed the calibration are documented on the individual equipment records.

Calibrations are performed in accordance with the schedule. Where equipment calibration period has expired the equipment is tagged out and withdrawn from service. Measurement items attached to plant and machinery are provided by suppliers are calibrated and tested by the supplier of the plant and machinery. The management and procedure for measuring and test equipment is controlled and documented in the project related and specific <u>plan</u>.

# 7.1.6 Organisational Knowledge

Northern Transportables also determines the knowledge necessary for the operation of its processes and to achieve conformity of products and services. This may include knowledge and information obtained from:

- a) internal sources, such as lessons learned, feedback from subject matter experts, and/or intellectual property;
- b) external sources such as standards, academia, conferences, and/or information gathered from customers or subcontractors and suppliers.

This knowledge shall be maintained and made available to the extent necessary. When addressing changing needs and trends, Northern Transportables shall consider its current knowledge and determine how to acquire or access the necessary additional knowledge. The policy drive on the company network is the one-point access for the whole organisation to obtain knowledge of the IMS and other relevant knowledge of the company.

# 7.2 Competence

Employees performing work affecting product quality and HSE performance are competent on the basis of appropriate education, training, skills, and experience. This is assessed and evaluated through recruitment, client assessment and approval when assigned to a project site, performance observations and client feedback. QHSE training is provided at the commencement of each project and upon each new joining employee. The documented procedure in the related plan defines these activities in detail. All employees are evaluated on their performance by their supervisor or manager annually. Based on the result of the evaluation, it is determined whether additional training is required in certain areas.

# 7.3 Awareness

Induction training and subsequent communication ensure employees are aware of:

- a) the QHSE policies;
- b) relevant company objectives;
- c) any significant environmental impact which is related or potentially associated to their works;
- d) health and safety hazards which have been identified through a risk based approach;
- e) their contribution to the effectivness of the management system; and
- f) the implications for not conforming with the management system requirements including not fulfilling the company's compliance obligations.

# Supporting process: 05-PRO-HR-1002 - Employee Induction and Training

#### 7.4 Communication

7.4.1 <u>General</u>

The company shall ensure and maintain effective communications both internally and externally to those interested parties and any compliance obligations it may have through various communication tools.

The company shall ensure effective communications through a process of 'what, when, with whom and how' to ensure all interested parties are kept up to date with the company's QHSE processes.

#### 7.4.2 Internal Communication

The Senior Management Team ensures internal communication takes place regarding the effectiveness of the management system. Internal communication methods include:

- use of corrective action processes to report nonconformances or suggestions for improvement;
- use of the results of analaysis of data;
- meetings (periodic, scheduled and/or unscheduled) to discuss aspects of the IMS;
- use of the results of the internal audit process;
- regular meetings with employees (such as Toolbox Talks); and
- internal emails and memorandums to employees.

#### **OHS** Communication

The company's policy concerning occupational health and safety in the workplace is communicated to all employees and is available to all interested parties; with the main objective to ensure all OHS related issues are well communicated by senior management and the QHSE Compliance Officer.

The internal communication concerning OHS aims to:

- make the company's policy, processes, procedures and Management's commitment for occupational health and safety in works widely known;
- help employees understand the objectives and procedures;
- motivate managers, employees, subcontractors and visitors in order to continuously improve OHS performance and the management system; and
- encourage the employees to express their opinions about OHS via consultation.

Within the company, communication takes place among the various levels and functions through emails, memos, noticeboards, Toolbox Talks and meetings. The company uses these communication channels to keep the workforce informed on our OHS performance, investigation results of incidents, or any other communication related to the IMS.

#### 7.4.3 External Communication

During tenders, all communications and clarifications are addressed to relevant personnel indicated in the tender documents. During contract execution, the Project Manager becomes the focal point of all communications with the client. All correspondence is routed through the Project Manager.

Customer's feedback on our performance and areas requiring improvement is obtained by requesting the client to complete a Customer Satisfaction Survey upon receipt of the final invoice for payment. Customer complaints in respect to project or system noncompliance are attended to immediately.

All external communication must be approved by a member of the Senior Management Team. All communication shall be recorded for reference purpose.

#### 7.4.4 **<u>QHSE Consultation and Participation of Workers</u>**

Consultation is an important factor within the company as well as the participation of workers related to the concerned processes, as it acts as a two-way communication in relation to risk identification, assessment, and control. The consultation must be effective and implemented in a way all workers understand their responsibilities to ensure they comply with both the QHSE system procedures and regulatory requirement. This consultation is undertaken by the QHSE Compliance Officer.

While performing the aspect and impact analysis and risk assessments, involvement of all workers is ensured. An employee representative is elected by the workers to represent them on all matters related to OHS.

Whenever a change occurs in procedure due to an incident, legislation changes, customer complaints, complaints from the interested parties or in policy, such changes shall be communicated to all workers. Wherever necessary and practicable, interested parties shall be consulted in OHS matters.

Supporting process: <u>05-PRO-HS-605 - Communication and Consultation</u>

#### 7.5 Documented Information

IMS documentation includes both documents and records.

The extent of IMS documentation has been developed based on the following:

- a) The size of Northern Transportables;
- b) Complexity and interaction of the processes;
- c) Risks and opportunities;
- d) Competence of personnel; and
- e) QHSE legal and other requirements.

The purpose of document control is to ensure staff have access to the latest, approved information, and to restrict the use of obsolete information. All documented procedures are established, documented, implemented, maintained, and made accessible to relevant staff through the company's policy drive.

A document control procedure is established in each project specific <u>plan</u> to define the controls needed for the identification, storage, retrieval, protection, retention time, and disposition of QHSE and other project records. This procedure also defines the methods for controlling records created by and/or retained by subcontractors and suppliers.

These controls are applicable to those records which provide evidence of conformance to requirements; this may be evidence of design requirements, contractual requirements, procedural requirements, or statutory/regulatory compliance. In addition, QHSE records include any records which provide evidence of the effective operation of the management system.

Supporting process: <u>05-PRO-AD-104 - Document and Data Control</u>

# 8. OPERATION

# 8.1 Operational Planning and Control

Northern Transportables plans and develops the processes needed for its modular building and infrastructure construction, installation, and delivery. Planning of building and other product construction is consistent with the requirements of the other processes of the IMS. Such planning considers the information related to the context of the organisation (see section 4 above), current resources and capabilities and project requirements.

Such planning is accomplished through:

- a) determining the requirements for the delivery of projects;
- b) establishing criteria for the processes and the acceptance of requirements;
- c) determining the resources needed to achieve conformity to the delivery requirements;
- d) implementing control of the processes in accordance with the criteria;
- e) determining, maintaining and retaining documented information to the extent necessary to have confidence the processes have been carried out as planned and to demonstrate the conformity of the construction to their requirements;
- f) the design and development of all Northern Transportables products and services protect and have a minimal impact on the environment;
- g) ensuring all materials, services and subcontractors and suppliers have minimal impact on the environment where applicable;
- h) communicate relevant environmental information to interested parties may have a significant impact;
- i) make certain adequate planning is conducted for health and safety prior to work commencing;
- j) risk assessments shall be conducted with adequate control measures in place, where required; and
- k) warrant adequate options are available to conduct the task.

#### 8.2 Requirements for Products and Services

8.2.1 Customer Communication

Northern Transportables has implemented effective communication with customers regarding:

- a) information relating to the construction of modular buildings and infrastructure;
- b) handling enquiries, contracts or orders, including changes;
- c) obtaining customer feedback on our products and services, including customer complaints; and
- d) establishing specific requirements for contingency actions, where relevant.

#### 8.2.2 Determining the Requirements Related to Products and Services

During the intake of new business, the company captures:

- a) requirements specified by the customer, including those for delivery and post-delivery activities;
- b) requirements not stated by the customer but necessary for specified or intended use, where known;
- c) statutory and regulatory obligations related to the construction of modular buildings and infrastructure; and
- d) any additional requirements determined by Northern Transportables.

#### 8.2.3 <u>Review of Requirements Related to Products and Services</u>

Once requirements are captured, the company undertakes a review prior to its commitment to deliver the contract for construction. This review verifies Northern Transportables has the capability and capacity to:

- a) meet all specifications provided by the customer, including delivery and post-delivery activities;
- b) meet any preconditions not stated by the customer, but which Northern Transportables knows as being necessary;



- c) meet all obligations determined necessary by Northern Transportables itself;
- d) meet all related statutory and regulatory conditions; and
- e) meet any contract or order fulfillments differing from those previously express (i.e., from a previous tender bid).

#### 8.2.4 Changes to Requirements for Products and Services

Northern Transportables updates all relevant requisites and documents when the conditions have changed and ensures all appropriate staff are notified. This is explained in the project specific QHSE <u>Plan</u>, revised drawings and superseded drawings, revision control and distribution as well as the method of document management system, as some project sites work with electronic documents management system in daily operations.

#### 8.3 Design and Development of Products and Services

For new designs and for significant design changes, Northern Transportables confirms the translation of customer needs and specifications into detailed design outputs. These address performance, reliability, maintainability, testability, and safety issues, as well as regulatory and statutory obligations.

This process ensures:

- a) Design planning is conducted;
- b) Design inputs (specifications) are captured;
- c) Design outputs are created under controlled conditions;
- d) Design reviews, veritication and validation are conducted; and
- e) Design changes are made in a controlled manner.

These activities are further defined in the related project QHSE <u>Plan</u> and the process is owned by Senior Project Manager.

# 8.4 Procurement and Control of Externally Provided Processes, Products and Services

Northern Transportables ensures purchased materials, or other subcontracted services conform to specified procurement requirements. The type and extent of control applied to the supplier/subcontractor and the procured products or services are dependent on the effect on the product delivery.

The company evaluates and selects suppliers and subcontractors based on their ability to supply products and services in accordance with the project and contract requirements, the company's QHSE requirements, and those of AS/NZS ISO 9001:2015, AS/NZS ISO 14001:2015 and AS/NZS ISO 45001:2018. Criteria for selection, evaluation and re-evaluation are established.

Procurements are made via the release of formal purchase orders or contracts which clearly describe what is being procured and the terms of delivery and installation (if required). Received products or services are then verified against source documents to ensure satisfaction of overall delivery and product. Suppliers and subcontractors who do not provide conforming products or services will be rejected and requested to identify corrective actions.

#### 8.5 Production and Service Provision

# 8.5.1 <u>Control of Production and Service Provision</u>

To control its provision of products and services, Northern Transportables considers, as applicable, the following:

- a) the availability of documents or records which define the characteristics of the products and services as well as the results to be achieved;
- b) the availability and use of suitable monitoring and measuring resources;
- c) the implementation of monitoring and measurement activities;
- d) the use of suitable work infrastructure and environment;
- e) the appointment of competent persons, including any required qualifications;

- f) the validation and revalidation of special processes if applicable (see below);
- g) the implementation of actions to prevent human error; and
- h) the implementation of release, delivery and post-delivery activities.

During the execution of the project, a documented Inspection and Test Plan (ITP) is developed for each construction activity. This document describes the relevant steps involved in the quality related checks, inspection and testing and highlights any formally recorded checks are undertaken.

Raw materials are subject to receiving inspection to verify the order requirements have been met, including the submission of the required quality documentation, in accordance with the developed ITP. The project specific quality plan details the requirements for inspection, testing, and control of quality during construction and delivery of the project.

#### 8.5.2 Identification and Traceability

Where appropriate, Northern Transportables identifies its construction elements or other critical process outputs by suitable means. Such identification includes the status of the construction element with respect to monitoring and measurement requirements.

If unique traceability is required by contract, regulatory, or other established prerequisite, Northern Transportables controls and records the unique identification of the construction elements. The documented procedure for material handling and storage in each project specific QHSE <u>Plan</u> defines these methods in detail.

#### 8.5.3 Property Belonging to Customers or External Parties

Northern Transportables exercises care with customer or supplier property while it is under the company's control or being used by the company. Upon receipt, such property is identified, verified, protected, and safeguarded. If any such property is lost, damaged, or otherwise found to be unsuitable for use, this is reported to the customer or supplier and records maintained.

For customer intellectual property, including customer finished data used for design, production and/or inspection, this is identified by the customer and maintained and preserved to prevent accidental loss, damage, or inappropriate use.

# 8.5.4 <u>Preservation</u>

Northern Transportables preserves conformity of product or other process outputs during internal processing and delivery. This preservation includes identification, handling, packaging, storage, and protection. Preservation also applies to the fundamental parts of a product. The documented procedure in the project specific QHSE <u>Plan</u> defines the methods for preservation of product.

#### 8.5.5 <u>Post-Delivery Activities</u>

As applicable, Northern Transportables conducts the following activities which are considered post-delivery activities:

- Customer Satisfaction Survey;
- Repair of defect claims or warranty;
- Final document handing over; and
- Photograph the completed project, if possible.

Post-delivery activities are conducted in compliance with the IMS. In determining the extent of the post-delivery activities Northern Transportables considers:

- a) statutory and regulatory requirements;
- b) the potential undesired consequences associated with its construction delivery products;
- c) the nature, use and intended lifetime of its construction products;

d) customer requirements; and

e) customer feedback.

### 8.5.6 Control of and Management of Change

Northern Transportables reviews and controls both planned and unplanned changes to processes to the extent necessary to ensure continuing conformity with all obligations.

Northern Transportables Change Management procedure establishes the processes for the implementation and control of planned temporary and permanent changes with the potential to impact IMS performance, including:

- new products, services and processes, or changes to existing products, services and processes, including:
  - workplace locations and surroundings
  - work organisation
  - working conditions
  - o equipment
  - work force
- changes to regulatory and other requirements
- changes in knowledge or information about hazards and risks and,
- developments in knowledge and technology.

Northern Transportables review the consequences of unintended changes, taking action to mitigate any adverse effects for the prevention of non-compliances resulting from changes in the workplace.

The QHSE Compliance Officer will ensue all persons affected by the change are made aware of and understand the changes in requirements, procedures, and applicable control measures. Awareness will take the form of training, Toolbox Talks, induction updates and any other effective communication means deemed appropriate.

Supporting Documentation: 06-FOR-HS-269 Change Management Process Form

# 8.6 Release of Products and Services

Acceptance criteria for project delivery are defined in appropriate subordinate documentation. Reviews, inspections, and tests are conducted at appropriate stages to verify the requirements have been met. This is done before services are delivered.

# 8.7 Control of Nonconforming Outputs

Northern Transportables ensures any construction activity, product, or other process outputs which do not conform to their requirements are identified and controlled to prevent their unintended use or delivery. *See section 10.2 Nonconformance and Corrective Action.* 

# 9. PERFORMANCE EVALUATION

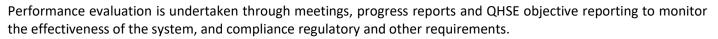
# 9.1 Monitoring, Measurement, Analysis and Evaluation

# 9.1.1 <u>General</u>

Northern Transportables has determined which aspects of its IMS must be monitored and measured, as well as the methods to be utilised and records to maintain, within this IMSM and subordinate documentation.

All major incidents and injuries undergo an investigation to identify the root cause of the incident.

From relevant records, statistical data is produced and is used for the monitoring of the QHSE objectives, targets and control measures, and the effectiveness of corresponding corrective and preventative actions taken.



#### 9.1.2 Customer Satisfaction

As one of the measurements of the performance of the IMS, Northern Transportables monitors information relating to customer perception as to whether the company has met customer requirements. A corrective actions system is used to develop and implement plans for customer satisfaction improvement addressing deficiencies identified by these evaluations and assess the effectiveness of the result. *See <u>Customer Feedback and Complaints Procedure</u>.* 

#### 9.1.3 Analysis and Evaluation

Northern Transportables analyses and evaluates the data and information arising from monitoring and measurement in order to evaluate:

- a) conformity of products and services;
- b) the degree of customer satisfaction;
- c) the performance and effectiveness of the IMS;
- d) if planning has been implemented effectively;
- e) the effectiveness of actions taken to address risks and opportunities;
- f) the performance of external providers; and
- g) the need for improvements to the IMS.

Northern Transportables utilises methods of the analysis of appropriate data collected to demonstrate the suitability and effectiveness of the IMS. This aspect of the system is subject to review by Senior Management as part of the Management Review Meeting process.

#### 9.1.4 Evaluation of EHS Compliance

Management evaluate compliance to the relevant Standards, Legislation, and other Codes through:

- Reference to Relative Standards
- Reference to Legislative and Industry Codes and updates received; and,
- Reviewing Incidents, Internal and External Audits and Corrective Action (Improvement Opportunity) reports.

Corrective actions shall be identified and taken where the required results are not achieved.

Compliance to the Standards, Legislation and Codes via our Internal and External Audit Processes as described in Section 9.2 are formally submitted and discussed at Management Review Meetings.

#### 9.2 Internal Audit

Internal audits are conducted at planned intervals to evaluate conformity, compliance, suitability and effectiveness of the IMS. The frequency of audits is aligned with the maturity and effectiveness of the system in the areas to be audited, along with the risks or hazards identified with the activity.

Additional audits may be performed where there is an indication of a systematic problem or a prescribed regulatory requirement.

Auditing and assessments will be conducted by suitably experienced, trained and/or qualified personnel who may not be directly responsible for the activity or area being audited.

The Management Systems are certified through external audits conducted by an accredited, external, independent 3<sup>rd</sup> party for the following standards:

- AS/NZS ISO 9001:2015 Quality Management Systems
- AS/NZS ISO 14001:2015 Environmental Management Systems

Integrated Management System

NORTHERN



• AS/NZS ISO 45001:2018 Occupational Health & Safety Management Systems

Internal audits are controlled by a documented procedure and are conducted in accordance with the prepared annual schedule. Site specific internal audits including internal audits of subcontractors, are explained in the internal audit procedure in the relevant project specific QHSE <u>Plan</u>.

Supporting documents: <u>05-PRO-AD-106 - Internal Auditing</u>

#### 9.3 Management Review

In the management review meeting, the Senior Management Team reviews the IMS to ensure its continuing suitability, adequacy, and effectiveness. The review includes assessing opportunities for improvement and the need for changes to the management system, including the policies and quality, health, safety, and environmental objectives. The management review meetings are held at least once a year and whenever deemed necessary. Records from the management reviews are maintained.

Supporting documents: <u>06-FOR-FN-257 - Management Review Meeting Minutes</u>

# **10. IMPROVEMENT**

#### 10.1 General

Northern Transportables uses the IMS to improve its processes, products, and services. Improvements aim to address the needs and expectations of customers as well as other interested parties, to the extent possible.

#### 10.2 Nonconformance and Corrective Action

Northern Transportables takes corrective action to eliminate the cause of a nonconformance to prevent recurrence. The control of a nonconformance and corrective actions are detailed in each project QHSE <u>Plan</u>. Nonconformances issued by clients on a project site are not viewed as customer complaints, but a normal part of the operation process and are recorded as external nonconformances.

#### **10.3 Continual Improvement**

It is the policy of Northern Transportables to continually seek ways to improve the effectiveness of the management system and operations through the review of policies, processes, objectives, audit results, analysis of data, corrective and preventive actions and management review.

Northern Transportables is committed to continual improvement in the following:

- Increasing customer satisfaction;
- Reducing project costs and timescales;
- Improving built quality;
- Improving environmental performance;
- Increasing productivity;
- Identification of opportunities for improvement;
- Reducing risks;
- Reduction in non-conformances;
- Improving safety culture;
- Promoting worker participation; and
- Reduce QHSE incidents.

Management commitment to fulfilling the requirements of this IMS Manual will enhance performance, promote a positive culture, and demonstrate inclusiveness of the entire workforce.

# **11. RISK MANAGEMENT**

# 11.1 General

Management is responsible for ensuring formal action is taken to identify hazards, assess risks and implement suitable control measures for all activities for which they are responsible.

The company has a two-tier risk management system. Tier one includes high-level business risks and opportunities and is described in the *Risk and Opportunities Procedure*. Tier two deals with operational day to day HSE risk management and is controlled through the *Safety & Environmental Risk Management Procedures*.

### Supporting procedure:

#### 05-PRO-IM-001 Risks and Opportunity Management

# **11.2** Compliance Obligations

Northern Transportables are committed to complying with the NT Work Health and Safety Act 2011, the Work Health and Safety Regulation 2011, Northern Territory Environment Protection Act 2019, relevant codes of practice and other safety guidance material. Working with third party industry specialists, we ensure we are kept up to date and compliant. Third party industry specialists include, not limited to:

- NT WorkSafe
- NT Environment Protection Authority
- Work Safe Australia
- Master Builders Association NT
- National Safety Council of Australia
- NT Chamber of Commerce.

The QHSE Compliance Officer is responsible for collecting, maintaining, and updating the respective legislation, regulations, and other relevant instruments applicable to the company's activities.

Northern Transportables have assessed regulatory requirements. *Annexure K - Legislative Compliance Review* documents associated regulatory instruments and is maintained through contract reviews, third party communications, internal audits, and management review meetings.

Supporting documents: <u>01-LEG-IM-001 - Annexure K – Legislative Compliance Review</u>

# **11.3 Emergency Preparedness and Response**

It is especially important that the emergency response procedure be communicated, implemented, and regularly tested within the workplace. A good emergency response procedure saves lives and protects company assets. The main objective of the emergency procedures is to prepare, prevent, learn lessons and manage foreseeable emergencies.

# **Emergency Preparedness Purpose**

- Avoid or limit the impact of the emergency to personnel, property and the environment;
- Provide a list of instructions to be undertaken in an emergency;
- Assign and authorise personnel responsible;
- Provide communication essential within the workplace and externally with appropriate emergency services;

Supporting documents:

<u>05-PRO-HS-610 - Annexure G – Emergency Response Procedures</u> <u>05-PRO-HS-602 – Incidents & Emergencies</u>

<u>05-PRO-EN-702 – Environmental Complaints, Incidents & Emergencies</u>

#### **11.4 Incident Reporting and Investigation**

The purpose of *Incident Reporting and Investigation Procedures* are to ensure that all incidents are reported, recorded, analysed, and corrective action is taken to prevent recurrence.

Management must ensure immediate response to and communication of all incidents which occur in areas under the control of Northern Transportables.

All personnel have a responsibility to report all incidents regardless of severity, to their supervisor as soon as practicable. All incidents require the completion of *Form 051 – Incident Notification and Investigation Report*, an analysis of the completed form by a member of the Senior Management Team to review corrective actions to prevent recurrence and recording of the incident in the IMS Register. The company will communicate to workers the incident and its corrective actions at Toolbox Talks or via email.

#### **Incident Management Process:**

- 1) Secure the scene/area;
- 2) Immediately assess the seriousness of the situation;
- 3) Eliminate and contain hazards. If necessary, remove non-essential personnel from the area of danger;
- 4) Provision of First Aid;
- 5) Call for assistance Ambulance, SES, Fire etc.;
- 6) Inform a member of the Senior Management Team.

#### 11.5 Regulatory Incident Notification

Northern Transportables will notify as required the relevant regulatory body e.g., NT WorkSafe, NT Environment Protection Authority and/or the NT Police of a 'Notifiable Incident' immediately after becoming aware of the event.

If the incident is notifiable, the incident site must be made secure and not disturbed the relevant regulatory body authorises access to the incident site.

The company as required will complete and submit the appropriate regulatory body Incident Notification Form:

- NT WorkSafe Incident Notification
- NT Environment Protection Authority <u>Make a Report</u>
- Note: The company has 48 hours from the time NT WorkSafe are notified of the incident by phone to submit the Incident Notification Form.

Depending on the contractual and other obligation, Northern Transportables may be required to report HSE performance and incidents to other relevant stakeholders (e.g. client, relevant authorities, certifying body).

Supporting documents:

<u>05-PRO-HS-602 – Incidents & Emergencies</u> <u>05-PRO-EN-702 – Environmental Complaints, Incidents & Emergencies</u> <u>06-FOR-HS-051- Incident Notification & Investigation Report</u>