Integrated Management System Manual

This manual outlines how CTC uses an Integrated Management System (IMS) to improve the effectiveness of its prime business objectives. The IMS includes a Quality Management System, an Environmental Management System and an Occupational Health & Safety Management System

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1.0 Integrated Management System

1.1 General Overview

The Board and Management of CISC Pty Ltd, operating as The Construction Training Centre (CTC), is a resource hub for the building and construction industry and is dedicated to building skill solutions to exceed client expectations.

Our unique facility offers everything that any organisation or individual worker could need to conduct, or participate in, specialist industry training … in one place.

Our mission is to equip people with the skills they need for the future, to develop the Queensland building and construction industry with the highest quality workforce and specialist knowledge.

CTC is committed to meeting customer requirements at all times and our prime quality goal is to maintain a high level of customer satisfaction.

We also recognise our environmental responsibilities and have made a commitment to improved environmental performance wherever it can be achieved in our activities and projects.

Our prime environmental goal is to improve environmental performance taking into account all our customer requirements and Government Regulations.

We are committed to achieving a safe workplace and continual improvement in regard to work related injury and illness of employees.

Our prime safety goal is to progressively minimise and eliminate or control risks to employee health and safety, satisfy stakeholder needs and expectations and government Regulations.

In order to meet the above commitments and goals we have implemented an Integrated Management System.

This Manual describes our Integrated Management System, which is process based, addresses quality, environmental and safety requirements and applies to all operations within the scope of the business.

The system is designed to satisfy ISO9001:2008; ISO14001:2004 and AS/NZS4801:2001 and OHSAS18001:2004 requirements and is an all-electronic system where staff can access all system documentation through our [Process Interaction Map](#) shortcut on their computer desktops or through this Manual.

1.2 General Requirements/Scope of System

CTC has established an Integrated Management System (IMS) which will be continually improved in effectiveness as a prime business objective.

The Integrated Management System (called "Focus") includes the Quality Management System, the Environmental Management System and the Occupational Health and Safety Management System.

The Quality Management System applies to the totality of CTC's operations with the exception of the Board which is strategic and not operational management.

The Environmental Management System applies to CTC's Precinct Office. It does not at this stage apply to the remainder of the precinct, the tenants or any of CTC's off-site activities.

The Occupational Health and Safety Management System applies to the totality of CTC's operation with the exception of the Board which is strategic and not operational management.

The services provided by CTC under the scope of the IMS include:-

- Property Management (commercial leasing)

- Short term room hire (training/conference/board rooms)

- Short term leasing (Hot Leasing™)

The IMS ensures that customer requirements for quality, the applicable legal requirements which relate to environmental aspects and relevant OHS legislation are identified fully and that these requirements are satisfied.

1.3 Documentation Requirements

The IMS system is controlled in and accessed electronically from the Operational Documents folder in the shared G: drive. A Process Interaction Map has been created which enables easy access to relevant documents. Most staff have created a shortcut on their Desktop to access this tool.

The Document Controller manages all aspects of IMS Documentation on behalf of the Management Representative.

IMS documentation includes:

- This Manual and all documents cross-referenced from it, including the Quality, Environmental and Safety Policies and the core management procedures.

- The core management procedures are:

  Procedure for Control of Documents

  Procedure for Control of Management System Records

  Procedure for Internal Audits

  Procedure for Control of Non-conforming product

  Procedure for Corrective Preventive & Improvement Actions

  Procedure for Environmental and Safety Planning

  Procedure for Communication on Environmental & OHS Issues

  Procedure for Environmental and OHS Operational Control

  Procedure for Emergency Preparedness and Response

  Procedure for Monitoring and Measuring Environmental and OHS Parameters

  Procedure for Environmental and Safety Non-Conformance Corrective Preventive Actions

- All records generated that establish conformance to customer requirements, legal requirements/Government regulations and the effective operation of the IMS

  Document & Responsibilities Register

  Records Register

2.0 Management Responsibility

2.1 Management Commitment

The prime commitment of the business is to implement a uniform IMS across all locations of the business and to continually improve its effectiveness.

In order to meet this commitment there is an appropriate allocation of resources to the task and the establishment of policies and objectives, which set an improvement challenge to all personnel.

Management reviews are undertaken to ensure that the commitment is in fact achieved and appropriate records are maintained of all reviews.

2.2 Customer Focus

CTC has a commitment to establishing long-term partnerships with customers as its prime business development and growth strategy.

The main means of ensuring growth of the business is to maintain a consistently high level of customer satisfaction in order to gain repeat business, customer referrals and testimonials.

Comprehensive Customer information is maintained in a number of ways depending on the type of customer. CTC customers are diverse and therefore the way we maintain their information varies – as follows:

- Tenants –
    - Tenant Contact List
    - Tenants Summary List
    - Tenant files
    - MYOB
- Short Term Room Hire Users –
    - iSpaces Room Booking Software
    - MYOB
- Hot Leasing Customers –
    - iSpaces Room Booking Software
    - MYOB
    - Hot Leasing Customer Files
- Others
    - Full Stakeholder Database
    - eNewsletter Subscribers

o   Individual MS Outlook Contacts

CTC is customer-driven and has implemented customer service standards that will ensure that customer needs are met and they are so delighted with the exceptional service that they will use CTC again and refer others to CTC.

Our customer service standards form the basis of our Customer Charter which is published on our website. It describes the commitment to our customers and the community and detail what they can expect when dealing with us and the level of service we aim to provide.

CTC takes care of customers by:

*   Meeting or exceeding their needs in the service provided;

*   Developing and maintaining trust;

*   Offering clear and open communication;

*   Showing understanding of their business; and

*   Helping them achieve their goals.

2.3 Business Policies

Business policies for Quality, Environmental and Safety have been developed and implemented to address the scope of the IMS.

All policies are subject to at least an annual review at Management Review meetings to ensure they remain relevant.

They are made available to all CTC personnel at the front desk and through the IMS folder on the shared drive, as well as being available on the CTC website for all persons working on behalf of CTC in any capacity and are available to interested parties including the public upon request.

All new personnel are inducted into the IMS and the Business Policies through the induction program.

2.4 Business Objectives & Planning

CTC has adopted a Balanced Scorecard approach to monitor and measure our performance in achieving business objectives, including quality, environmental and OHS objectives. The Balanced Scorecard provides a framework to align the organisation's strategic vision to our business activities. It contains five perspectives of Financial, Customer, Internal Business, Learning & Growth and Environmental and Social Aspects.

The Goals & Objectives aligned to each of the perspectives are established by the Board of Directors and monitored and reviewed at least annually through the business planning cycle and the Management Review process.

KPI's are established and implemented at all levels and functions. KPI data is updated in the Balanced Scorecard monthly and performance against KPI's is discussed at Executive Management Meetings. Significant under-achievement of KPI's is managed through the Corrective & Preventive Action Database and subsequently through Performance Appraisals for all management personnel.

In order to maintain the integrity of the IMS at all times, any significant changes in the organisation, to applicable environmental or OHS legislation or its business operations shall be managed in accordance with Action Request prepared by the initiator of the change and subject to approval by the Chief Executive Officer.

2.5 Responsibility, Authority & Communication

The CTC Organisational Chart of the business is defined by the CEO and noted and approved by the Board of Directors.

Position Descriptions are in place for all positions shown on the Organisational Structure and they are considered to be key contributors to the success of the IMS.

They include responsibilities and authorities and are linked to business objectives by means of Performance Appraisals which incorporate Personal Development Plans.

Summaries of Responsibilities and Authorities are contained in appropriated matrices which are available to staff through the Human Resource process box which is contained within the Process Interaction Map shortcut.

Most procedures contain flowcharts which outline responsibilities at each step of a process.

The Management System Representative for CTC is the Quality & Communications Manager. The Quality & Communications Manager's position is shown on the Organisational Chart and has, irrespective of other responsibilities, the authority and responsibility to manage the Management Representative functions which are described separately in the Quality & Communication Manager's Position Description.

Internal communication concerning the IMS is by the Management Representative, in conjunction with the CTC Executive Management Team and is described in the Communication & Consultation of Environmental and Safety Issues Procedure.

Responsibilities include: ensuring quality, environmental and OHS policies are implemented, maintained and adopted by all staff; oversight of performance measurement activities and making

recommendations to the Executive Management Team for improvement; consulting and communicating with staff in relation to the IMS; encouraging suggestions from staff that will contribute to any area of improvement in the business; ensuring customer requirements for quality are known and promoted throughout the organisation; reporting on major causes of problems and implementing solutions; implementing and maintaining continual improvement by regular audits, arranging and disseminating information from management review meetings and managing change throughout the organisation.

2.6 Management Review

Management Reviews attended by all members of the Executive Management Team, or their nominated delegates, are held on a half yearly basis to ensure the continuing suitability, adequacy and effectiveness of the IMS and review the need for changes to the IMS including policies and objectives.   Additional meetings may be scheduled if required.

The discussions at reviews are based on the Management Review Agenda and Minutes prepared by the Management Representative and circulated to all attendees prior to each meeting.

In addition the reviews will address the following, as applicable -

- Follow-up actions from previous reviews

- Quality, Environmental and OHS Policies and Business Objectives

- Internal audit results and evaluations of compliance with applicable environmental and OHS legal requirements and contractual requirements where applicable

- Customer satisfaction/complaints/feedback related to all components of the IMS

- Participation and consultation information related to environmental and OHS issues

- Process and service performance related to quality

- Environmental and OHS performance

- Status of incident investigations, corrective and preventive actions

- Changes that could affect the IMS, including developments in legal requirements related to the environment and OHS

- Recommendations for improvement

All required follow-up actions are documented within the minutes of each meeting and target dates for conclusion are established. Actions are tracked through the Corrective Preventive Action Database. Management Review Minutes are available to all personnel in the Management Review Process box contained within the Process Interaction Map.

Attendees at Management Review meetings are required to disseminate significant information to all their subordinate positions as soon as possible after each meeting.

3.0 Resource Management

3.1 Provision of Resources

Adequate resources are available at all times to ensure that Customer, Environmental and OHS requirements are satisfied and that the IMS is continually improved.

There is a commitment to develop people within the business as a prime means of gaining improvements in the business.

The Management Representative is responsible for identifying any deficiencies in resource requirements that may have an adverse impact on the IMS and the achievement of quality, environmental and OHS objectives.

3.2 Human Resources

IMS Roles and Responsibilities define the roles and responsibilities in achieving conformity with the requirements of the IMS and establish the necessary competence for all IMS Roles shown on the [CTC Organisational Chart](). The IMS related roles include the Management Representative (Quality & Communications Manager), Document Controller, Internal Auditor Q&CM or external consultant), and OHS Staff Representative (Facility Manager).

Personnel performing work for the delivery of CTC's services are selected by the business based on known experience and competencies and upon employment enter into a "probation period" involving a planned induction programme. Position Descriptions define the roles and responsibilities for these personnel.

Prior education, experience, training and qualifications are recorded for all personnel at the time of employment in a Curriculum Vita (Resume) which is maintained within the Staff file.

All staff are encouraged to undertake on-going staff training to ensure current competency of skills. As training is completed, the Training Enterprise Manager updates "Training Manager", the software application CTC uses to track staff training.

A key part of personnel induction is the introduction to the IMS. Induction is provided by the appropriate CTC Line Manager in accordance with the [Position Description]() and the [Staff Induction]()

Checklist. New staff are taken through the Staff Handbook and the Code of Conduct which they are required to sign. Records of the training undertaken are maintained for all personnel.

Upon completion of the probation period a performance appraisal is conducted and compliance with CTC's IMS System and its procedures is reviewed. The Performance Appraisal form may be used for the review and a Personal Development Plan is commenced, including ongoing training components (Personal Development Plan is a component of the Performance Appraisal Form).

For current personnel at the time of IMS implementation there is an annual review of performance including the updating of the Personal Development Plan.

CTC will list the required competencies of staff in "*Training Manager*", and the currency of such competencies will be maintained and updated by Training Enterprise Manager.

Compulsory training such as first aid, CPR and fire warden is tracked through "Training Manager" which is maintained by the Training Enterprise Manager.

Due dates for employee preventive health initiatives such as influenza vaccinations, skin checks and hearing assessments as well as expiry dates for fixed term employment contracts and driver's licences are recorded in the CTC Corporate Calendar on MS Outlook.

Operational staff (Precinct Maintenance) have their training needs identified in relation to performing work activities competently through the Project Compliance and Competency Report Card. Personnel are assessed as competent on the basis of skills achieved through education, training or experience, taking into account the OHS obligations, hazards and risks associated with the work activities.

Personal Development Plans are reviewed at 12 monthly intervals as part of the Performance Appraisal process and the details of training completed and competencies achieved are recorded in "Training Manager".

3.3 Infrastructure

All positions are supported by adequate infrastructure including:

- Buildings, workspaces and associated utilities
- Process equipment (both hardware and software), and
- Supporting services (such as transport and communication).

3.4 Work Environment

Considerable attention has been paid to ensuring that the work environment is entirely suitable for all personnel/customers in order to meet the commitment to enhancing customer satisfaction at all times and to satisfying all relevant environmental and OHS workplace regulations.

Examples of initiatives to enhance the work environment for CTC staff include:-

- Thermostatically controlled air conditioning in precinct office
- High quality fluorescent lighting in office
- Ergonomic chairs
- Uniforms for precinct maintenance staff designed to protect from sun exposure while keeping them cool
- Fans in TRAW (Tool Repair Workshop)

Examples of initiatives to enhance the work environment of our customers include:-

- Thermostatically controlled air conditioning in offices and training rooms
- High quality fluorescent lighting in offices and training rooms
- Speed bumps and signage to control driving speed within precinct
- On-site parking
- On-site café
- All-weather training facilities under cover
- Recycling and general waste bins throughout precinct

4.0 Process Management

4.1 Planning for Realisation Processes

Planning of the provision of all services to customers is considered the key to success and considerable resources are invested in planning functions.

Planning includes:

- Clearly establishing just what the objectives for the service are.

- Clearly establishing just what the quality, environmental and OHS requirements for the service are.

- The Environmental and OHS requirements of the agreements with customers i.e. lease documents and contracts, are considered.

- What resources are needed and how they will be managed.

- Identifying the service processes required and their interaction.

- Establishing how the results of processes will be measured and checked and what records will be maintained.

- Maintenance operations are planned through the Planned Maintenance Schedule.
- Room Hire and Hot Leasing bookings are planned through the iSpaces Room Booking Software.
- Social media activities are planned through the Content Calendar.

.For an entirely new service offered by CTC a full business planning process will be undertaken prior to the service being offered to customers or contracts for the service being accepted.

4.2 Customer Related Processes

For all new business it is critical that the customer requirements are fully known and understood prior to any contractual agreement being signed.   Contractual agreements could mean commercial lease documents, Hot Leasing Agreements or facility hire Terms and Conditions.

When undertaking the preparation of contract documents both customer and regulatory requirements are taken into account in accordance with the Manage Bookings, Hot Leasing and Tenancy Management procedures.

All aspects of customer requests, contracts, agreements or MOA's are reviewed to ensure that CTC can satisfy all customer requirements prior to signing a contract or accepting an order.

Any concerns of a contractual nature during contract negotiations are resolved by direct contact with the customer and records addressing each issue are maintained.

Any changes to a contract received after contract award are reviewed and managed through the variations process with all steps recorded.

A line of communication is established for all customers/potential customers so that customer feedback, concerns and complaints can be formally acted on and resolved when necessary.

4.3 Design and development

The following design and development process is followed before introducing or implementing any new significant product or service at CTC:

- *Design and Development planning*

  The CEO and other senior management engages regularly with stakeholders and maintains relationships with industry networks to keep abreast of industry priorities and promote CTC as a provider of innovative skilling solutions to the industry.

  Relationships are fostered with key stakeholders such as RTO's, industry associations, business owners, unions, politicians etc. with a view to establishing partnerships that will add value to the organisation.

  A project team is formed and responsibilities and authorities for design and development activities are assigned to relevant staff (or to an external consultant if appropriate). Such authorities and responsibilities are contained with the Business Case document described below.

- *Design and development inputs*

  Following a research and consultation phase as described above, a business case is developed when a new product or service is proposed. The business case will include:-

  - Rationale
  - Market need
  - Risk assessment
  - Key personnel
  - Details of the product/service
  - Legal considerations
  - Sustainability Plan
  - Goals/objectives
  - SWOT analysis
  - Competitor analysis
  - Budget

- *Design and development outputs*

  The completed business case will be reviewed by another member of EMT to check for accuracy and completeness and then submitted to the Board for consideration along with supporting documentation such as supplier quotations, letters of support etc.

- *Design and development review*

  At various stages during the design and development process, reviews are performed by members of the project team to ensure inputs and outputs are in accordance with planning arrangements.

  Before committing to a proposal, a Decision Framework is created to evaluate the viability of the proposal. The business case will be assessed using a scoring system and will only proceed if it achieves the necessary score as detailed in the Decision Framework.

  Members of the Finance, Risk and Audit Committee (FRAC) will contribute to the decision making process.

  A final decision whether to proceed with the project will be agreed by the Finance, Risk & Audit Committee as a whole.

- *Design and development verification*

  Verification that design and development outputs have met the design and development inputs is documented within the Decision Framework.

- *Design and development validation*

  The design and development of the program is validated upon receipt of official approval from the full Board of Directors. Record of such validation is contained within the Board meeting minutes.

- *Control of design and development changes*

  Once the final version of the business case has been considered by the Finance, Risk & Audit Committee, they may endorse the proposal subject to some changes. If this is the case, Project Team staff make the suggested changes and if appropriate resubmit to the FRAC with the appropriate amendments.

4.4 Purchasing

CTC's purchasing process is described the Purchasing Procedure. It covers all purchases of goods, materials, items and services (including subcontractors) which form part of the supply to Customers and to those major consumable items and materials which have an influence on service quality.

Goods and services must be procured from an 'approved supplier' from the Approved Suppliers Relationships Register. If not on the register, then an application for new supplier must be completed Application New Supplier.

All Approved Supplier will be reviewed and evaluated annually, using the checklist contained in the Approved Suppliers Relationships Register.

4.5 Production & Service Provision

The services we deliver at CTC are described in the CTC Website as:

- Hot Leasing
- Training Room Hire
- Commercial Leasing

All activities are undertaken as part of a process and where necessary processes are documented as flowcharts contained in procedures, which are supported by Work Instructions and Forms as necessary.

The interaction of processes is shown in the Process Interaction Map. Most processes have an overarching procedure which contains a flowchart of activities.

- **Hot Leasing**

Hot Leasing facilities and equipment and their characteristics are contained on the Hot Leasing page of the CTC Website.

Prior to accessing the Hot Leasing area, RTOs are required to sign a Hot Leasing Agreement. The Hot Leasing Operations Handbook forms part of the Terms and Conditions of the Hot Leasing Agreement. Once a Hot Leasing Agreement is signed the RTO or Client becomes a Licensee. For each and every booking, a Booking Request from the RTO is required to establish a booking in the Hot Lease area. All bookings are managed through CTC's iSpaces Room Booking Software. CTC confirms by the booking by email.

On signing a Hot Leasing Agreement and prior to using the Hot Leasing area, the RTO and/or training and assessment staff will be required to undertake a site induction which takes about 45 minutes. A checklist is completed and signed by representatives from both the RTO and CTC. RTOs will then be responsible for providing the site induction to their staff and students.

The Hot Leasing area has been developed to provide access to RTOs delivering safety training and high risk work license training. RTO's must meet certain criteria before being accepted as a Hot Leasing client. They must demonstrate that they possess the relevant qualifications within their scope of registration and appropriate licensing to deliver the high risk training – refer to the Hot Leasing Client Suitability Checklist.

On the day of the booking, the RTO and CTC representative conduct a handover inspection, and both parties sign the checklist. At the end of the booking period, the RTO and CTC

representative conduct another inspection and both parties sign the checklist to verify that the equipment has been returned in the same condition as when it was issued.

– **Training Room Hire**

Training Room Hire venues and their characteristics are contained in the Training Room Hire page of the CTC Website. Customers are invited to "Make a Booking" or "Make an Enquiry" through the website.

All Training Room Hire is managed through CTC's iSpaces Room Booking Software.

– **Commercial Leasing**

Areas available for long-term lease and their characteristics are contained on the Commercial Leasing page of the CTC Website.

CTC assesses potential tenant suitability based on certain criteria such as their relevance to industry training, financial viability, credit and payment history, reputation of the company etc. Their trade references are checked and once results have been recorded on a Credit Application Form other aspects about a tenant's suitability are recorded on a Potential Tenant Checklist. Only then is a potential tenant invited to sign a lease agreement.

Before an area for lease is released to a new tenant, a Property Condition Inspection Report - Commencement is conducted to ensure that it is in fit condition to lease. The report is then signed by both the CTC representative and the tenant.

At the conclusion of a tenancy, a Property Condition Inspection Report - Completion is conducted to ensure the property is left in its original condition. If not, rectifications required are noted on the report and tenants given time to rectify. Only when remedial actions are completed is the Property Condition Inspection Report – Completion signed off.

4.6 Identification and Traceability

Systems are in place for identifying materials, goods and products to purchase orders, specifications or other identification system through all stages of work to formal handover to the customer.

CTC is able to identify and give additional traceability to all product handled, when required by CTC or a customer.

4.7 Customer Property

Occasionally customer property is received during the course of business in which case it is identified as such, formally receipted and then controlled in a Customer Property Register for as long it is in the care of the company.

Customer property includes:

- Equipment

- Training Materials

Any customer property that is lost, damaged or found to be unsuitable for use at any stage is reported to the customer and recorded using the Action Request and appropriate corrective action taken and records maintained.

4.8 Control of Monitoring & Measuring Devices

The calibration system is maintained to ensure the accuracy required for all measuring and monitoring devices used in the verification of product quality.

The types of equipment to be used in the inspection, measuring and testing activities are listed on the Equipment Calibration Log maintained by the Facility Manager.

The measurements to be made and the type, range and accuracy of equipment required to measure to the accuracy specified shall be reviewed by the Facility Manager, in conjunction with the Chief Executive Officer.

The calibration frequency shall be adjusted to suit conditions of use and periods between calibrations may be lengthened for equipment that displays little or no variation of its recorded data over a period of time or which is used only infrequently.

The frequency of calibration shall be increased under any of the following conditions:

- when there is a considerable variation in the data

- when the equipment is frequently found to be out of calibration

- when the use of the equipment has been considerably increased

- when the equipment has been used in adverse environmental conditions or has been stored incorrectly

If equipment that is out of calibration has been used to test or inspect work an Action Request shall be raised and actioned through to completion.

In general as much of the recently completed work as possible shall be re-inspected or retested as soon as the Action Request is issued, which may involve a recall of products from customers.

Reference can be made to the Equipment Calibration Work Instruction.

5.0 Measurement, Analysis & Improvement

5.1 Planning

The Quality & Communications Manager, in conjunction with the Executive Management Team is responsible for identifying the monitoring activities relevant to CTC that will ensure that customer requirements are met and business improvement is achieved.

Activities include:

- Customer satisfaction

- Performance of the IMS

- Conformance with the various work processes as defined in Work Instructions and Forms

- Conformance of the actual service provided in respect to customer requirements (including contractual requirements).

Planning how these activities will be monitored is the responsibility of the CEO and Managers for their relative areas of responsibility.

5.2 Monitoring & Measurement

Customer Satisfaction

The means of measuring customer satisfaction may include as applicable:

- Discussion topic at routine meetings with customers

- Follow-up contact by any suitable means after the service has been completed

- Customer Satisfaction Surveys

It is considered that Customer Satisfaction relates to the effectiveness of the IMS and it is measured at intervals and reported on at Management Reviews by the Quality & Communications Manager.

Corrective action is taken using the Action Request and tracked through the Corrective Protective Action Database when any customer concern is raised and where customer satisfaction results show a negative trend.

Internal Audit

Internal audits are carried out on a regular basis in accordance with the Audit Schedule to determine whether all activities documented in the Integrated Management System are in fact being undertaken in a satisfactory manner and in accordance with the Internal Audit procedure.

In fact the internal audit is one of the means of measuring the effectiveness of the Integrated Management System and it is considered to be a major management tool to ensure that the system is working and effective.

Where an audit shows up problems and inconsistencies then the necessary corrective actions will be taken to resolve the concerns.

Audit information is presented at Management Reviews by the Management Representative for discussion and review and corrective action when deemed necessary.

Measuring & Monitoring of Processes

Performance monitoring is undertaken against the parameters included in contractual documents and/or documented Work Instructions and Checklists.

In general personnel are responsible for the checking and formal sign off of their own work with only limited independent verification checks undertaken.

Where it is a customer requirement, a more comprehensive monitoring plan will be developed which will address the day to day controls that are applied.

Measuring & Monitoring of Product/Services Provided

Monitoring of product/service quality against Customer requirements is a normal part of each contract/job and is reported on during the course of work and upon completion.

Where it is a customer requirement a more comprehensive monitoring of the service, including the use of Forms and Checklists, will be developed which will address the day to day controls that are applied.

5.3 Control of Problems/Non Conformances

It is expected that in the course of business that some problems/non conformances will occur and it is essential that they be identified, classified, reported on and corrected as quickly as possible.

The actual corrective action taken and extent of reporting will depend on the significance of the problem (risk) and so a classification system has been developed to assist the resolution process.

The procedure for control of problems/non conforming product establishes who is responsible for taking and approving corrective actions in each area of responsibility.

Customer complaints will be handled in the same process but they are automatically given the highest risk classification and speed of action/resolution is the prime requirement.

5.4 Analysis of Data

Data is gathered from a number of sources during the normal course of business and entered into the Balanced Scorecard. This data is subjected to analysis and reporting in order to identify any problems or negative trends and any opportunities for improvement.

Analysis of the following data is undertaken and results reported at the Management Review Meeting:

- Performance against business objectives

- Customer satisfaction and/or dissatisfaction – including trends

- Degree of compliance with Customer requirements

- Supplier/subcontractor/consultant performance

- Occupancy rates

- Effectiveness of marketing activities

- Performance against Safety and environmental objectives

5.5 Improvement

Continual Improvement

Improvement to the IMS is one of the main means of ensuring that improvements in the business are in fact achieved.

The setting of more challenging business objectives Balanced Scorecard is an essential component of the Management Review process and the main driving force for improvement.

However, the analysis of data is also an important means for identifying Opportunities for Improvement in relation to quality, the environment and OHS and for providing objective evidence of real improvement.

Opportunities for Improvement may also be related to:

- The outcomes of internal audits
- Corrective and preventive actions

- Market research
- Customer feedback/complaints

Opportunities for Improvement which are approved for implementation are identified as Improvement Projects and are managed in accordance with an approved CTC Action Request.

CTC team members attend annual planning meetings and have opportunities to initiate and implement planning for continual improvement projects.

Progress reports shall be provided at defined intervals and submitted to the relevant Management Review Meeting for review.

Records are maintained for all Improvement Projects and the outcomes against the plan determined so that the extent of improvement can be documented for review and analysis.

The [Corrective Preventive & Improvement Actions Procedure](#) addresses the requirements in more detail.

Corrective & Preventive Action

Corrective and preventive actions are considered to be an essential part of the improvement process.

Corrective action is initiated when the analysis of data, including service-related problems and Customer complaints, indicates a corrective action is needed to reduce or eliminate a real problem that is of sufficient magnitude to make an investigation to cause worthwhile.

The intention of corrective action is to prevent recurrence of the problem by identifying the cause and taking appropriate action, hence contributing to improvement.

Preventive action is initiated when the analysis of information or data indicates a preventive action is needed to reduce or eliminate the risk of a potential problem.

Records such as service quality statistical data and customer satisfaction data are analysed for negative trends, which may indicate that a future problem is likely to occur.

Again the extent of the investigation and the action taken will be commensurate with the risk encountered.

Corrective and preventive actions may result in changes to documentation and procedures followed by training.

In both cases there is appropriate follow-up to verify that the actions taken were successful.

The [Corrective Preventive & Improvement Actions Procedure](#) addresses the requirements in more detail.

6.0 Environmental & OHS Management

6.1 Environmental & OHS Planning

A procedure for Environmental and Safety Planning is implemented and it covers all aspects of environmental and OHS planning including:

- environmental aspects and impacts,

- legal requirements,

- the environmental and OHS policies,

- OHS hazard identification and analysis,

- assessment and control of risks,

- internal performance criteria, and

- products and services of contractors and suppliers.

The Management Representative, in conjunction with the Quality & Compliance Officer and the Management Team, is responsible for developing and updating Environmental/OHS action points, within the Corrective Protective Action Database, which is formally approved and subsequently updated during Management Review meetings.

6.2 Legal & Other Requirements

The CEO, in conjunction with the Executive Management Team, has established a Legal & Other Requirements Procedure and the documentation required to cover the legal and other requirements that are applicable to the environmental, health and safety and other issues relevant to all operations of the business, including relationships with customers, contractors and suppliers.

CTC has in place notification mechanisms for alerts of new statutory instruments, including subscriptions to publications and e-bulletins such as *WME Environment Business Magazine*, *Workplace Bulletin, eSAFE,* Queensland Master Builders Association, Australian Institute of Management and Australia Institute of Company Directors magazines and e-bulletins.

This is collated and updated using the Legal & Other Requirements Register and is maintained by the Chief Executive Officer. All Executive Managers and Supervisors are responsible for advising the Chief Executive Officer of additions and/or changes required to the list.

Legal and other requirements associated with each process are contained within relevant procedures and flowcharts for that process.

Legal and other requirements that apply to safety hazards/risks or environmental aspects/impacts are identified in the Risk Management Plan.

6.3 Communications on Environmental & OHS Issues

The Management Representative in conjunction with the Executive Management Team manages all environmental, health and safety communication in accordance with the Communication of Environmental and Safety Issues Procedure issues and identifies the relevant information, which will be required on an ongoing basis, to ensure that the environmental, health and safety requirements of the IMS are being satisfied.

The information may include, but not be limited to:

- reports on compliance with environmental and OHS policies, regulations and overall performance

- immediate reports of violations of worker health and safety requirements

- immediate reporting of environmental, health and safety accidents and incidents

- reports on environmental aspects and impacts, hazard identification and risk evaluations

- internal audit reports and corrective and preventive actions

- internal and external complaints

- worker health and well-being initiatives.

Care is taken to select the information to be communicated to employees and external sources so that it is of measurable benefit and always verifiable.

CTC has established mechanisms so that all employees are involved in environmental, health and safety matters and can communicate environmental, health and safety concerns both upwards and downwards. The Action Request is used for this communication process.

OH&S & Environmental issues are dealt with during fortnightly Team Meetings as a standing agenda item. Minutes are taken and disseminated to all staff.

The Environmental and OHS policies and subsequent major changes shall be communicated internally by means of all personnel attending short meetings with the CEO, Managers or their representatives.

The Quality & Communications Officer communicates to all workers employed at the CTC site on various worker health and well-being programs offered through our "Healthy Inside & Out Initiative". Communication is usually on a weekly basis via the CTC e-Bulletin. Communication also includes tips and helpful hints on maintaining good health.

6.4 Environmental & OHS Operational Control

The Management Representative, in conjunction with the CEO and Managers, is responsible for identifying all work activities which have an influence on the achievement of environmental, health and safety objectives and targets in accordance with the Environmental and Safety Operational Control Procedure.

Attention is given to activities which could have a direct or indirect influence on health and safety matters, and any documented procedures establish acceptable work practices consistent with CTC policies and external commitments and have specific operating criteria and measurable outputs (verification activities).

Procedures for Operational Control of CTC work sites will be incorporated into site practices where a specified requirement has to be satisfied.

Operational Control processes for maintenance activities are contained in the Precinct Maintenance Procedure.

Procedures will address the following where applicable:

- Normal activities and operations

- Abnormal activities and operations – e.g. local flooding, drought conditions, power cuts, material and personnel shortages

- Accidents and incident handling

- Checking and inspection processes

- Records and reporting requirements

- References to Material Safety Data Sheets (MSDS) wherever relevant

Personnel nominated in each procedure shall be competent, suitably qualified and trained to undertake specific monitoring and recording of output data.

Reports shall be presented to Management Review Meetings by the Management Representative.

6.5 Emergency Preparedness & Response

The CEO in conjunction with the Precinct Maintenance Manager, is responsible for the development and maintenance of a listing of possible environmental and OHS emergency situations, both minor and major, which could occur in and around all CTC premises and analyse the existing capability to handle the problems envisaged (which is detailed in the Emergency Preparedness and Response procedure).

An [Emergency Preparedness & Disaster Management Plan](#) has been developed to describe how CTC will respond to accidents/unexpected incidents and emergencies/disasters and that the environmental, health and safety impacts of such events are minimised.

The planning process takes into account the [Environmental Impacts & Aspects and the Safety Hazards and Risks](#) for each location and all details for dealing with small, relatively minor emergencies as well as large scale, major impact disasters involving possible loss of life.

Emergency Response documentation has been developed per location and includes:

- Clear identification of the extent of the area under consideration

- Clear identification of the location and quantities of hazardous materials

- Clear definition of the nature and extent of potential emergencies covered by the plan

- Clear definition of responsibilities and authorities for personnel managing an emergency - internal communication.

The [Emergency Preparedness & Disaster Management Plan](#) contains detailed procedures covering:

- Initiation of the Emergency Response actions

- Reporting the emergency

- Evacuation and hospitalisation procedures, when applicable

- Declaration of the end of the emergency

- Investigation and reporting of the causes of the emergency

- Development, implementation and monitoring of corrective actions

- Emergency simulation exercises, if practicable

The Emergency Response documentation shall be reviewed for adequacy at the Management Review Meetings at six monthly intervals and immediately after any real emergencies and simulation exercises.

When changes to the plan are introduced appropriate training shall be carried out to ensure that all changes are identified and understood.

6.6 Measurement & Evaluation

The CEO and Management Representative, in conjunction with the Managers, are responsible for Environmental and Health and Safety reviews undertaken at six monthly intervals and in accordance with the procedure for [Monitoring and Measuring Environmental and OHS Parameters](#) and the [Management Review Agenda](#).

The review shall include provision for:

- identifying activities that can cause environmental concern or illness and injury and arranging for them to be monitored and measured

- measuring performance against stated environmental, health and safety objectives and targets in the Business Objectives

- identifying and implementing corrective actions, where required

- changed or new regulations

- identification of new environmental impacts and new health and safety hazards

- changes in activities, operations and equipment.

When contractors are employed at a CTC location, the relevant Executive Manager shall ensure that environmental, health and safety reviews are undertaken in an equivalent manner to those carried out in-house. This requirement shall be included in the contractual documentation covering the extent of work undertaken by contractors.

Documentation changes required as a result of the review shall be handled within the normal document approval and control system.

6.7 Environmental, OHS Non Conformances & Corrective & Preventive Action

An [Environmental and OH&S Incident Investigation & Corrective Preventive Actions Procedure](#) has been developed and is maintained to identify, investigate and record environmental, health and safety incidents and non-conformances and for providing timely corrective action on real problems and for taking preventive action in relation to potential problems.

All personnel are empowered to identify environmental, health and safety incidents (an unexpected event resulting in, or having a potential for environmental concern or personnel ill health).

Environmental, health and safety incidents must be communicated to an immediate Supervisor who shall record and investigate the root cause of the incident, accident or non-conformance on the [Incident Report & Investigation Form](#).

Workers who notice material that has potential to cause environmental harm must immediately inform their supervisor.

CTC as a business owner must advise Workplace Health & Safety (Department of Environment & Heritage Protection) within 24 hours when they are aware that a notifiable environmental incident has occurred.

A person who conducts a business or undertaking must notify Workplace Health and Safety Queensland as soon as they become aware of a death or a serious injury or illness. Workplace Health and Safety Queensland must also be immediately notified of any dangerous incident that exposes a person to a serious health or safety risk.

All Incidents are tracked through the Corrective Protective Action Database. Non-conformances are raised where real problems exist, including complaints from external sources (handled through the communication procedure), whereas preventive action is applied to potential problems identified as part of an ongoing review process.

The review process shall look at adverse trends in particular and shall include:

- audit reports

- non conformance/observations recorded

- analysis of measurement and monitoring results

- incident/accident reports

- internal and external feedback

Where a potential problem is identified the Management Representative shall detail the potential risk involved on an Action Request and indicate the action proposed to prevent it, based on a detailed analysis of data.

The risk must be such that the cost of the preventive action is justified.

Wherever a need for preventive action is justified, as a result of these reviews, the Management Representative shall submit the Preventive Action Request using the Action Request to the Management Review meeting for approval to proceed.

Corrective and Preventive Actions shall be controlled and processed in the same manner as those for the quality component of the IMS.