



Integrated Management System Manual

ISO 9001:2015
ISO 45001:2018

QA_PRO_005_V1

Policies and Procedures

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1. SCOPE

COGENT SCAFFOLDING is committed to developing and maintaining an Integrated Management System (IMS) that:

- a) Demonstrates COGENT SCAFFOLDING's ability to constantly provide products and services that meet customer requirements and any applicable statutory and regulatory requirements, and
- b) Aims to enhance customer satisfaction through the effective application of the system, including processes for improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements.

This IMS manual will demonstrate how COGENT SCAFFOLDING implements, maintains and continually improves the IMS. It identifies the criteria and method used to ensure the effective operation, control of the system and identifies the monitoring, analysis, information, and actions necessary to achieve business outcomes.

2. NORMATIVE REFERENCES

The following documents, in whole or part, are normatively referenced in this document and are indispensable for its application.

- *ISO 9001:2015, Quality Management Systems*
- *ISO 45001:2018, Occupational Health and Safety Management Systems*

3. TERMS AND DEFINITIONS

Audit	Systematic, independent, and documented process for obtaining evidence of conformity to a set of standards and evaluation to determine the extent of compliance
Audit Evidence	Documentation, Statements and Records
Competency	The ability to do something successfully or efficiently
Continual Improvement	Consistent review of the quality system to identify opportunities for enhancement
Consultation	The action or process of formally consulting or discussing
Corrective Actions Request (CAR)	Action to eliminate and control the cause of identified non-conformance to the IMS
Documented Information	All controlled documentation that is developed by COGENT SCAFFOLDING
Emergency	Unplanned or unexpected event that needs the urgent application of specific competencies, resources or processes to prevent or mitigate their actual or potential consequences
Environment	An organisation's natural and human surroundings extending from within the organisation itself to the greater environment and includes air, water, land, flora and fauna (including people and communities) and natural resources
Environmental Aspect	An element of a company's activities, products or services that may or does create an environmental impact
Environmental Impact	Any change to the environment, whether adverse or beneficial, resulting from a company's activities, products or services
EMP	Project Environmental Management Plan

OHSP	Project Occupational Health and Safety Plan
Hazard	A potential source of danger
Incident	An instance of something happening; an event or occurrence
Management Team	This is made up of the critical decision makers for the organisation
Organisation	COGENT SCAFFOLDING
Plan-Do-Check-Act	A system to ensure all actions are planned and checked before action takes place. It ensures that the system is continually being improved
Process	The implementation of tasks to convert inputs into the delivery of outputs
Product / Services	Defined as the outputs that COGENT SCAFFOLDING delivers to meet the customers' requirements
Risk	A situation involving exposure to danger
Supplier/ Vendor	Are synonymous and refer to the external source used to acquire purchased products and/or services by COGENT SCAFFOLDING
Uncontrolled Document	These are documents that are produced for information only and are not formally reviewed, maintained, subject to change review, or approved prior to release

4. CONTEXT OF THE ORGANISATION/BUSINESS OVERVIEW (IMS)

4.1 Understanding the organisation and its context

Management have identified within the *Strategic Business Plan* the external and internal issues that are relevant to its purpose and that affect its ability to achieve the intended outcomes of its Integrated Management System.

A SWOT analysis has been conducted to identify the critical issues applicable to COGENT SCAFFOLDING and an action plan is in place for the Key Result Areas identified in the SWOT Analysis of the Strategic Business Plan.

A Business Risk Register has been documented from the Strategic Plan Critical Issues. The Strategic Business Plan is reviewed annually at the Directors Meeting and updated if required.

The Business Risk Register will be reviewed at the Management Review Meeting against the Strategic Business Plan, Critical Issues and updated where required.

4.2 Understanding the needs and expectations of workers and interested parties

Management have determined and identified its interested parties and these have been documented in the Strategic Business Plan, these include:

- Directors
- Shareholders
- Local Councils QLD
- Other Councils (NSW)
- Government Departments and authorities
- Employees / Workers
- Sub-Contractors / Contractors
- Suppliers

These have been determined by assessing:

- a) The interested parties that are relevant to the IMS
- b) The requirements of these interested parties that are relevant to the IMS.

The Interested Parties will be reviewed at the annual Management Review Meeting and updated where required.

4.3 Determining the Scope of the Management System

Management have determined the Scope of the Management System by considering:

- a) The external and internal issues and requirements of interested parties.
- b) The products and services of the organisation.

The Scope of the Management System has been identified and documented on the current Certificates as:

Provide specialist scaffolding services, including installation, design, maintenance and dismantle to the Commercial, Industrial, Civil and Resource sectors.

4.4 Integrated Management System and its processes

Management have established, implemented and maintain an IMS. Management have determined the processes needed for the IMS and their application throughout the organisation by:

- a) Determining the inputs required and the outputs expected from these processes;
- b) Determining the sequence and interaction of these processes;
- c) Determining and applying the criteria and methods (including monitoring, measurements, and related performance indicators) needed to ensure the effective operation and control of these processes;

- d) Determining the resources needed for these processes and ensuring their availability;
- e) Assigning the responsibilities and authorities for these processes;
- f) Addressing the risks and opportunities as determined in accordance with the standard, section 6.1 Actions to address Risks and Opportunities;
- g) Evaluating these processes and implementing any changes needed to ensure that these processes achieve their intended results;
- h) Improving the processes and IMS.

The Integrated Management System Manual:

- Describes the IMS in operation at COGENT SCAFFOLDING which has been implemented in accordance with its policies;
- Is the prime reference document for all integrated related activities undertaken by COGENT SCAFFOLDING and shall be used for the purposes of auditing the effectiveness of the IMS and as a training document for management;
- Is structured on and meets the requirements of ISO 9001, ISO 45001. The sections outline the way in which COGENT SCAFFOLDING addresses each element of the IMS. Where appropriate, references are made to more detailed operating procedures.

COGENT SCAFFOLDING maintains documented information to support the operation of its processes and has confidence that the processes are being carried out as planned.

5. LEADERSHIP

5.1 Leadership and Commitment (IMS)

5.1.1 General

COGENT SCAFFOLDING asserts that its IMS provides evidence of Management's commitment to the development, implementation and improvement of the management.

The procedures in this Manual specifically respond to our commitment at all levels of our organisation including Management to:

- Take overall responsibility and accountability for the prevention of work-related injury and ill health, as well as the provision of safe and healthy workplaces and activities;
- The establishment of the Quality, Safety Policy;
- Ensuring that objectives are established and met;
- Ensuring the integration of the IMS requirements into the organisation's business processes;
- Ensuring that the necessary resources are available to manage the IMS;
- Communicating the importance of OHS management and conforming to OHS Management requirements;
- Ensuring that the IMS achieves its intended outcomes;
- Directing and supporting persons to contribute to the effectiveness of the IMS;
- Ensuring and promoting continual improvement;
- Supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility;
- Developing, leading and promoting a culture in the organisation that supports the intended outcomes of the IMS;
- Protecting workers from reprisals when reporting incidents, hazards, risks and opportunities;
- Ensuring the organisation establishes and implements a process(es) for consultation and participation of workers;
- Supporting the establishment and functioning of Health and Safety Committees;
- Effectively communicate at all levels of the organisation, especially with respect to the importance of meeting our client's requirements together with all legal, statutory and regulatory requirements;
- The regular management review of the system and its outcomes;
- Encourage staff training and recognition;

- Liaise with suppliers so they understand our legislative or legal requirements;
- Have an attitude that treats all people with dignity and respect;
- Maintain our integrity and community responsibilities.

5.1.2 Customer Focus (QMS)

COGENT SCAFFOLDING is entirely customer focused and devoted to fully understanding the needs and requirements of our clients and ensuring that our products and/or services are responsive to these needs and requirements.

5.2 Quality and Safety Policies Overview (IMS)

5.2.1 Establishing the Policies

The Directors have established, implemented, and maintain the following policies in accordance with the requirements of the standards.

- *Quality Policy*
- *Workplace Health and Safety Policy*

5.2.2 Communicating the Policies

COGENT SCAFFOLDING will ensure that the policies will be:

- Available and maintained as documented information within the IMS;
- Be communicated to all employees at Induction to ensure they are understood and applied within the organisation. Should any changes be made to policies employees will be advised;
- Be available to relevant interested parties, as appropriate.

The policies are contained within the IMS and are reviewed as per the Document Control Register.

5.3 Organisational roles, responsibilities, and authorities (QMS, OHS)

Management shall ensure that the responsibilities and authorities for relevant roles are assigned, communicated, and understood within the organisation.

Quality/Health & Safety Management System Responsibilities

The Directors of COGENT SCAFFOLDING will be responsible for these two elements (Quality/OHS). The Directors have appointed a Compliance Team consisting of the HSE & Risk Manager, HR & OHS Coordinator, Quality Manager & Administration Assistant as the delegated representatives to maintain the Management systems.

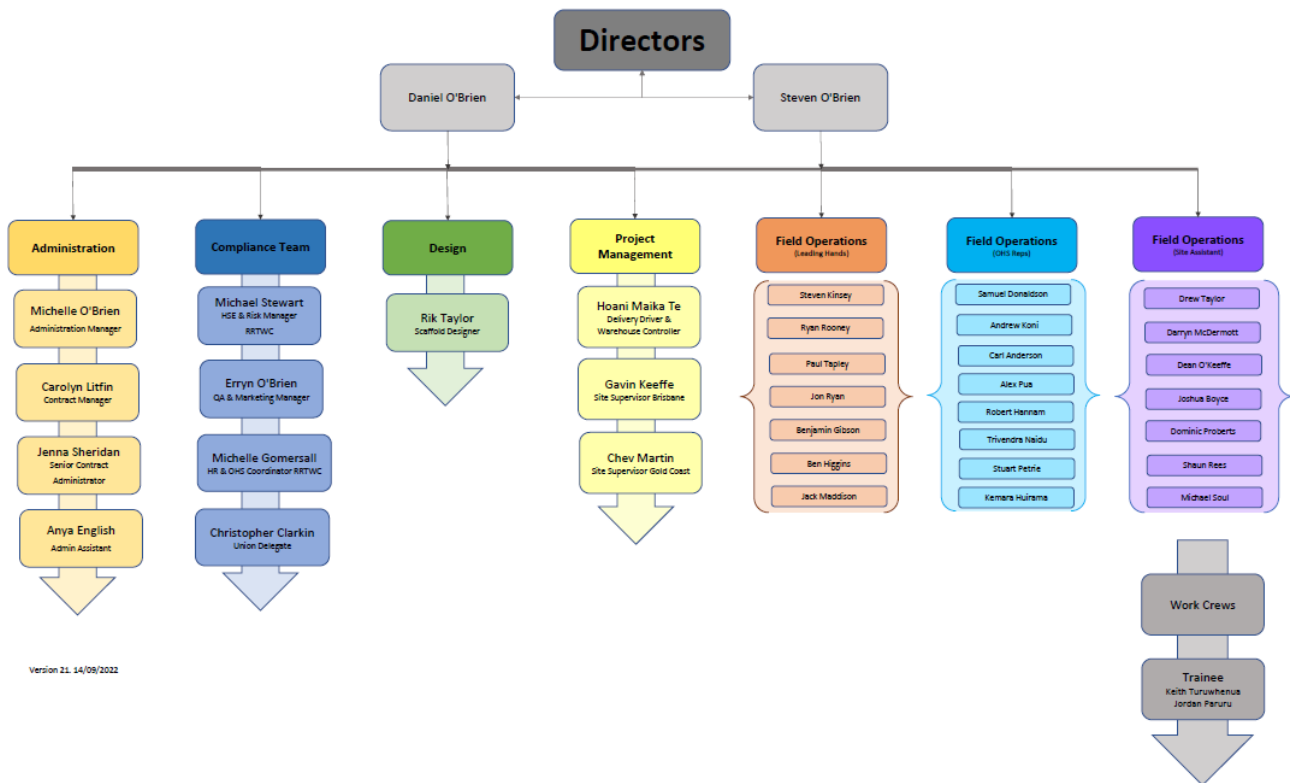
The Compliance Team is responsible for:

- The maintenance of all required records;
- Informing management of required changes and developments that may be necessary;
- Controlling all documents and data;
- Scheduling and maintaining a program for internal auditing of the IMS;
- Closing out CAR forms and maintaining the CAR Register;
- Reporting of the performance of the OHS system to all senior managers and shareholders.

The Compliance Team is responsible for the promotion of awareness of customer requirements throughout the organisation and shall conduct regular reviews to ensure that all customer quality objectives are met.

When necessary, the Compliance Team will liaise with external parties, such as sub-contractors and suppliers, on matters relating to the IMS.

The following flow chart diagram provides an overview of COGENT SCAFFOLDING organisational structure and line of reporting for the Integrated Management System.



Directors – Integrated Management System Responsibilities

- Ensure IMS and OHSP conforms to State Policy, legislative compliance and documented audit procedures;
- Establish OHS Management procedures and the company's OHSP for Projects;
- Ensure OHS management principles are included in all company planning activities;
- Make available adequate experienced staff, equipment and resources on each project to fulfil environmental obligations and objectives;
- Regular communication with the OHS Managers and Site Supervisors about the OHS and project plan for implementation and continual improvement;
- Provide maintained equipment, tools and plant along with efficient systems of work;

Quality/OHS Manager's Responsibilities

- Develop the OHSP for projects specific to State Policy, legislative compliance and documented audit procedures;
- Review environmental inspection reports, non-conformances, and incident report inspections and initiate or report rectification where necessary;
- Review project OHSP's issued by contractors prior to works beginning on site;
- Investigate OHS incidents and accidents and initiate corrective preventative actions and identify training needs;
- Monitor project/site compliance with OHSP and report and initiate rectification of non-compliance.

Site Supervisor's Responsibilities

- Implement the project OHSP and manage communication between employees and subcontractors;
- Raise project OHSP issues at inductions and toolbox meetings;
- Engage in hazard identification, assessment, control and use the Hierarchy of Controls in all activities to minimise environmental risks;

- Comply with OHS legislation, regulations, standards, codes of practice and site safety rules;
- Communicate OHS information to all site personnel and service providers in the lead up to and during project;
- Prepare, maintain, and make accessible a register of hazardous substances;
- Ensure equipment, plant and tools are provided and maintained;
- Coordinate OHS incident investigations and reporting to the manager of the IMS, and relevant authorities, as required;
- Reviewing OHS inspections and following up recommendations as well as identify training needs;
- Review inspection reports, non-conformances, and incident reports inspections and initiate or report rectification where necessary;
- Review project OHSP issued by contractors prior to works beginning on site and assess subcontractors for environmental performance;
- Investigate OHS incidents, accidents and initiate corrective preventative actions;
- Delegate some site OHS responsibilities to the Site Supervisor and staff depending on the level of activity and complexity of the site, while retaining overall supervisory responsibility.
- Implement project OHSP and oversee safe OHS procedures;
- Provide emergency response resources for all incidents, relating to OHS such as run offs, spills, leakage etc;
- Provide advice and assistance on environmental/OHS matters to employees and contractors;
- Carry out workplace inspections regularly and set up meetings including site inductions and toolbox meetings to discuss OHS issues;
- Participate fully in OHS incident investigations and help prepare project OSHP for work activities;
- Investigate non-conformance reports and ensure that they are completed and corrective actions undertaken;
- Other OHS duties as directed by the Project and OHS Manager.

Employees & Sub Contractors Responsibilities

- Comply with the project OHSP;
- Report all OHS incidents to the Site Supervisor;
- Reporting any OHS hazards to the Site Supervisor and provide suggestions, through toolbox talks, on how to improve OHS issues;
- Report any faulty tools, plant or equipment to the Site Supervisor.

The HSE & Risk Manager and Site Supervisors are responsible to notify the Directors promptly of any non-conformance issues, control problems, emergencies or other environmental/OHS concerns within the project OHSP. All COGENT SCAFFOLDING staff and employees are responsible for implementing routine OHS control measures as required. These would include regular site risk assessments and equipment maintenance as required, in accordance with the project OHSP.

5.4 Consultation and Participation of Workers (OHS)

The following outlines the structure for which safety matters are communicated to assist cooperation between COGENT SCAFFOLDING management and employees and contractors. This structure is designed to develop relationships to properly manage and resolve workplace health and safety issues and ensure consultation and communication streams are effective. The methods of delivering successful communication are listed below.

5.4.1 Health & Safety Inductions

All personnel will be required to complete the relevant induction program prior to working on site. The induction process will be conducted online via DocuSign. Personnel will need to understand the induction content and acknowledge by signing where required and complete a written assessment. Prior to induction, employees will be required to provide evidence of a General OHS Construction Industry Induction (White Card) and High-Risk Work Licence (SB, SI or SA).

The induction process will include:

- COGENT SCAFFOLDING Employee Induction
- Safe Work Procedures
- Verification of Competency
- Site/Project Orientation

5.4.2 Pre-Start Meetings

A pre-start meeting will be conducted daily out in our project field operations to ensure effective communication and consultation processes are up to date with any concerns; at our main office this is not required as activities relating to communication and consultation are done on a daily manner with the project manager/s.

Details to be discussed at pre-start meetings include, but not all are:

- Daily work activities including number of personnel on site, area of work, description of work, vehicles, visitors;
- Weather forecast;
- Daily HSE topic;
- ADD OTHER ITEMS ETC

Pre-start meetings are held every morning on every site.

5.4.3 Toolbox Meetings

All COGENT SCAFFOLDING sites participate in toolbox meetings to ensure a positive team culture is developed. Toolbox meetings will be conducted weekly or otherwise directed. At these toolbox meetings, it gives an opportunity to discuss lessons learnt from the previous day/week and close out of any incidents/hazards that have been previously reported. At these meetings the same elements are covered as daily Prestart meetings however more focus is placed on refresher training, new training, changes to the workplace that relate to HSE, some examples that are covered are:

- New resource material on key HSE area/s
- Industry news and update in detail
- Any new hazards or risks
- Work projects
- Any changes in the workplace
- Industry Alerts
- Professional guest speaker (i.e. mental health - MATES in Construction, QFES for emergencies etc)

Senior Management conducts meetings in which a review is done of key areas of site risks. Records are held of such COGENT SCAFFOLDING toolbox meetings.

5.4.4 Work Health & Safety Issue Resolution Procedure

(In accordance with our EBA)

5.4.5 Reporting WHS Problems

Where a worker identifies a health or safety problem that is beyond his/her ability to resolve, the matter should be reported without delay to their immediate supervisor or appropriate management representative.

The supervisor or relevant management representative must take constructive steps to investigate the problem and develop a solution through active consultation with the affected worker/s. The timeframe for implementing a solution will depend on the severity of the problem and its possible implications on the continued health and safety of the affected worker/s.

Where a solution and timeframe for implementation cannot be agreed upon during initial consultation, or implementation of the agreed solution is unduly delayed, the following WHS Issue resolution procedure shall be implemented:

- a) All parties involved with the issue (worker/s, supervisor, management representative) must formally meet or communicate with each other to attempt to resolve the issue;
- b) Any party to the issue may request that a WHS representative or advisor be included in the consultation process;
- c) Matters to be taken into account when considering the issue include:
 - i. The degree and immediacy of risk to workers or other people affected by the issue
 - ii. The number and location of workers or other people affected by the issue
 - iii. What measures are required to resolve the issue (both temporary and permanent), and
 - iv. Who will be responsible for implementing the resolution of the issue?
- d) When all parties have agreed on the corrective action to take in resolving the issue, such agreement, including timeframes for implementation, shall be documented and distributed to all parties involved with the issue;
- e) Where agreement on a suitable resolution cannot be reached, any party may request the attendance of a WorkSafe Queensland Inspector to review and arbitrate on the issue.

6. PLANNING

6.1 Actions to address risks and opportunities (IMS)

6.1.1 General

COGENT SCAFFOLDING management ensure that the Critical Issues identified within the Strategic Business Plan are entered onto the Business Risk Register. The Critical Issues determined within the Strategic Plan will be reviewed at the annual Management Review Meeting.

The Business Risk Register will be reviewed at the Management Review Meeting against the current Strategic Business Plan to ensure that any changes to the critical issues are documented in the Business Risk Register.

All other planning associated with the IMS, Environmental Impacts and other related issues will be discussed at the Annual Management Review Meeting.

6.1.2 Compliance Obligations (OHS)

COGENT SCAFFOLDING shall comply with all legal obligations and demonstrate this in the transparency of our IMS. This shall be confirmed by COGENT SCAFFOLDING's ability and commitment to provide services that consistently meet our customer's requirements and applicable statutory or regulatory obligations.

COGENT SCAFFOLDING shall comply with relevant legal and regulatory requirements relating to business management practices and the management of Health, Safety in every location and shall ensure standards are maintained to the highest industry standards.

All applicable HSQ legal and other requirements shall be established and evaluated for compliance and stored in a central register, which shall be available to authorised personnel.

It is the responsibility of the HSE & Risk Manager to ensure that the Legislation is current and available.

Emails are received from QLD authorities when changes have been made to relevant legislation.

6.1.3 Planning Action (IMS)

Management shall plan, at Management Review, actions (if required) to address:

- Risks and Hazards (OHS)
- Compliance Obligations
- Risk and Opportunities

When planning the actions (if required), COGENT SCAFFOLDING will consider its technological options, financial, operational, and business requirements.

Management shall ensure that any actions raised will be integrated and implemented into its IMS processes or other business processes and then evaluate the effectiveness of these actions.

6.1.4 Hazards and Risks (OHS)

6.1.4.1 Hazard Identification (OHS)

COGENT SCAFFOLDING planning phase for the OHS management system takes into consideration its scope of operation and other interested parties and determines the risks and opportunities that need to be addressed. COGENT SCAFFOLDING Senior Management shall:

- a) Review and assess on a regular basis that the Integrated Management System is meeting the expectations in achieving its business objectives in OHS;
- b) Proactively conduct audits and assessments at various work locations to prevent, or reduce, undesired effects on the business;
- c) Meet (along with industry professionals), review and assess the risks and opportunities to achieve continual improvement opportunities;
- d) Use risk management principles on all OHS matters;
- e) Monitor our OHS Legislative compliance requirements;
- f) Use a consultative approach taking into consideration workers and other interested parties;
- g) Develop and implement procedures applying risk management processes that are applicable to the scope of works;
- h) Notify industry news and alerts applicable to COGENT SCAFFOLDING to all workers and apply any learnings.

6.1.4.2 Assessment of OHS risks and other risks to the OHS management system

COGENT SCAFFOLDING has established, implemented and maintains a process that:

- a) assesses OHS risks from the identified hazards using suitable documentation and risk management principles and furthermore assessing the applicable legal requirements and the effectiveness of existing controls;
- b) COGENT SCAFFOLDING conducts regular meetings with all workers and shareholders in using a consultative approach to identify and assess the risks related to the establishment, implementation, operation and maintenance of the Integrated Management System that can occur from the issues identified and the needs and expectations identified.

6.1.4.3 Assessment of OHS opportunities and other opportunities to the OHS management system

COGENT SCAFFOLDING has established, implemented and maintains processes to identify opportunities to enhance OHS performance, taking into account:

- a) Senior Management regular meeting reviews to assess any required changes that affects the organisation, its processes or its activities;
- b) In these review meetings the opportunities to eliminate or reduce OHS risks are assessed taking into account, but not limited to Human Resources, Plant and Equipment, Financial impacts.

6.1.4.4 Determination of applicable legal requirements and other requirements

COGENT SCAFFOLDING has:

- a) Dedicated personnel or nominated workers monitor and/or work with Regulative authority to determine what is applicable to COGENT SCAFFOLDING;
- b) Workers have access to up-to-date legal requirements and other requirements to which the company subscribes that are applicable to its hazards and OHS risks;

- c) A system for maintaining and retaining documented information on its applicable legal requirements and other requirements and shall ensure that it is updated to reflect any changes.

6.2 Objectives and planning to achieve them (IMS)

Management has determined and documented the Objectives for Quality, Safety & Environment. We keep records and these will be discussed at the Monthly Management Meetings.

The objectives are:

- Consistent with the policies
- Measurable
- Consider applicable requirements, results of the assessment of risks and opportunities, the results of consultation with works and, where they exist, workers' representatives
- Relevant to conformity of products and services and to enhancement of customer satisfaction
- Monitored
- Communicated, and
- Updated as appropriate

Management, when planning to achieve its objectives shall determine:

- What will be done
- What resources are required
- Who will be responsible
- When it will be completed
- How the results will be evaluated

6.3 Planning of Changes

When COGENT SCAFFOLDING Management determines the need for changes to the IMS, the changes shall be carried out in a planned manner, considering:

- New products, services and processes, or changes to existing products services and processes, including:
 - Workplace locations and surroundings
 - Work organisation
 - Working conditions
 - Equipment
 - Work force
- Changes to legal requirements and other requirements;
- Changes in knowledge or information about hazards and OHS Risks;
- Developments in knowledge and technology;
- The purpose of the changes and their potential consequences;
- The integrity of the IMS;
- The availability of resources;
- The allocation or reallocation of responsibilities and authorities.

7. SUPPORT

7.1 Resources (IMS)

7.1.1 General

The Directors will ensure that the Integrated Management System Managers and delegated employees will have at their disposal the necessary resources to facilitate all requirements of the IMS, this includes all training for verification activities including audits.

Provision of adequate resources is fundamental to an effective IMS ensuring COGENT SCAFFOLDING's ability to deliver customer satisfaction and continually meeting the changing requirements of the customer.

7.1.2 People (QMS)

All COGENT SCAFFOLDING personnel have been chosen for their qualifications, skills and experience, they are trained for the work involved, and conscientiously carry out the documented procedures in a professional manner.

Key objectives in relation to human resources for COGENT SCAFFOLDING include:

- Identifying an employee from the best available people
- Providing staff with appropriate training
- Providing staff with opportunities for advancement
- Ensuring that both COGENT SCAFFOLDING and staff benefit during the period of employment
- Providing for replacement staff and staff level planning.

Our staff selection program involves the design of appropriate job advertisements, that are approved and placed online, provision of position descriptions, interviews and selection and rejection processes.

New employees take part in a formal induction program, are supplied with a letter of employment, have their details entered into employee records, have employee files created and have skills gaps and training requirements identified.

When new equipment, materials or procedures are introduced, all personnel are retrained as necessary.

7.1.3 Infrastructure (QMS)

COGENT SCAFFOLDING Management have identified and provide the necessary infrastructure to support their IMS, this includes:

- Buildings, work areas;
- Utilities;
- Lighting, ventilation, climate control;
- Plant and equipment;
- Tools;
- Communication hardware;
- Computer hardware and software;
- Furnishings; and
- A safe and appropriate environment for visitors.

7.1.4 Environment for the Operation of Processes (QMS)

COGENT SCAFFOLDING provides a work environment which conforms to regulations, industry guidelines and contractual requirements. It provides a positive environment to enhance the performance of all staff. We ensure that adequate facilities are provided for staff and visitors, with regards to:

- Location
- Temperature
- Light
- Noise
- Ventilation
- Hygiene
- Access
- Adequate work space
- Car parking
- Currency of hardware and software,
- Furniture
- Equipment

- Kitchen facilities
- Toilet and bathroom facilities
- Safety and security
- Regulatory compliance
- First aid and first aid equipment
- Recreation and meeting room
- Boardroom.

With regards to our business processes, we ensure that the following facilities are provided so that product conformity is achieved:

- Air-conditioned office areas
- Covered maintenance area for equipment and vehicles
- Secure storage area
- Recreation area.

7.1.5 Monitoring and Measuring Resources (QMS)

7.1.5.1 General

Management shall ensure that the resources provided:

- a) Are suitable for the specific type of monitoring and measurement activities being undertaken;
- b) Are maintained to ensure their continuing fitness for their purpose.

Records will be maintained for the following processes:

- Performance Reviews
- Site Audits

7.1.5.2 Measurement Traceability (QMS)

COGENT SCAFFOLDING Management ensures that appropriate measuring and monitoring equipment is employed to provide evidence that the product conforms to requirements at various stages of realisation.

- COGENT SCAFFOLDING has procedures that ensure that measurement and monitoring of the product is carried out at all stages of production, that the results are consistent with requirements and that the results are recorded;
- All measuring and monitoring equipment is regularly calibrated or verified against measurement standards traceable to international or national measurement standards and recorded in the Calibration Register;
- Each item of measurement or monitoring equipment has its own calibration record, to record calibration schedules, tolerances and records of calibration results;
- All newly purchased measuring and monitoring equipment is checked and registered before use;
- All monitoring and measurement equipment is stored in a manner which prevents damage, abuse or misuse;
- Where appropriate, measurement and monitoring equipment shall be protected from unauthorised adjustment by means of locks, tamper evident labels etc;
- Whenever measuring or monitoring equipment is found to be overdue for calibration or out of calibration, it is withdrawn from use until it is recalibrated;
- Product which has been inspected using equipment which is later found to have been out of calibration or overdue for calibration is identified and immediately quarantined until it has been re-checked using calibrated equipment;
- Company plant and equipment must be maintained in a safe and reliable condition. All plant and equipment details are written up on the Asset Register. Records of service and repair work are written up on the appropriate Asset File;
- When used in the monitoring and measurement of specified requirements, the ability of computer software to satisfy the intended application shall be confirmed prior to initial use and reconfirmed as necessary.

7.1.6 Organisational Knowledge (QMS)

Management, through the company's strategy and understanding of the products and services provided, has developed and maintained a body of organisational knowledge that is kept in the documentation of the company's processes. The knowledge has been developed and maintained through the following (but not limited to) internal and external sources:

- Documented Procedures, Safe Work Method Statements;
- Training;
- Employee and management team intellectual property;
- Company experience;
- Lessons learned from both failed and successful projects;
- The results of improving our processes, products, and services;
- Industry standards;
- External research and academia;
- Company employees and managers attending conferences; and
- Gathering of knowledge from consulting and communicating with customers and suppliers.

7.2 Competence (IMS)

All employees receive induction into the IMS. Upon commencement of duties, employees are adequately trained, accept responsibility for the job, ensure quality in their duties and responsibilities at their workstations without the need for constant supervision or continual inspection of their output and comply with all relevant procedures and work instructions. Part of this induction is to ensure that staff are aware of the relevance and importance of their activities and how they contribute to the achievement of the Management System objectives.

In line with COGENT SCAFFOLDING commitment to continuous improvement, on-going training, including refresher courses for technology, training in new equipment and processes and the use of new forms is conducted.

Ongoing training not only includes in-house training, but also external training courses when appropriate and available. Attendance of internal training and competency gained is recorded in the training register and attendance qualifications and certificates of attainment are recorded on the employee record.

Regular assessments are carried out to determine the effectiveness of training and the need for any additional training. The training needs of all personnel are periodically reviewed, with training arranged accordingly. COGENT SCAFFOLDING is careful to ensure that tasks are allocated to personnel according to their individual qualifications (training, skills, experience, and education).

Records of training courses attended are maintained, assisting us in compiling skill profiles of the COGENT SCAFFOLDING personnel.

7.3 Awareness (IMS)

COGENT SCAFFOLDING Management shall ensure that persons doing work under the organisation's control are aware of the IMS, including:

- The Safety and Quality Policies and Objectives;
- Their contribution to the effectiveness of the IMS, including the benefits of improved OHS performance;
- The implication and potential consequences of not conforming to the IMS requirements;
- Incidents and the outcomes of investigations that are relevant to them;
- Hazards, OHS risks and actions determined that are relevant to them;
- The ability to remove themselves from work situations that they consider present an imminent and serious danger to their life or health, as well as the arrangements for protecting them from undue consequences for doing so.

Employees will be made aware of the above at the initial induction.

7.4 Communication (IMS)

Internal Communication

Management have established, implemented and maintain the process(es) needed for the internal and external communications relevant to the IMS management system, including determining:

- On what it will communicate
- When to communicate
- With whom to communicate:
 - 1) Internally among the various levels and functions of the organisation;
 - 2) Among contractors and visitors to the workplace;
 - 3) Among other interested parties;
- How to communicate

When establishing the communication process(es) COGENT SCAFFOLDING has:

- Taken into account its legal requirements and other requirements;
- Ensured that OHS information to be communicated is consistent with information generated within the Integrated Management System and is reliable.

Management have determined the internal and external communications relevant to COGENT SCAFFOLDING; communication can be done through a number of methods, including:

- Management Meetings
- Toolbox Talks
- Informal face to face (verbal)
- Emails
- Memos
- Social media and website

External Communication

External communication with clients can be as follows:

- Face to Face meetings
- Emails
- Telephone
- Social media and website

7.5 Documented Information (IMS)

7.5.1 General

COGENT SCAFFOLDING has identified the documented information that the organisation requires for compliance with the international standards ISO 9001, and ISO 45001 and also for the effectiveness of its Integrated Management System.

The documented information is contained in the company's Document Control Register which has been structured into the following departments:

- Administration (AD)
- Contract Administration (CA)
- External (EXT)
- Human Resources (HR)
- Health, Safety & Environment (HSE)
- Project Management (PM)
- Quality Assurance (QA)
- Training (TRG)

7.5.2 Creating and Updating

COGENT SCAFFOLDING has established a document control procedure to ensure that the documented information is current and authorised by controlling:

- The approval of document for use, prior to issue;
- The review process, updating and the re-approval of the document;
- The method of identification of changes and the revision status;
- Arrangements to ensure that all documents are legible, identifiable and usable;
- Methods by which all documents of external origin, that are determined by the organisation to be necessary for the planning and operation of the Integrated Management System, are identified as such and that the distribution of them is controlled;
- Methods by which obsolete documents are identified and their unintended use prevented together with the application of identification marks where these are retained for any purpose.

7.5.3 Control of Documented Information

COGENT SCAFFOLDING maintains security and integrity of documents under the procedure which provides for:

- Arrangements for documents to be made available at the point of use;
- Adequate storage and protection of all documents;
- Identification, distribution, numbering, retrieval.

All quality records are legible and are stored and retained in such a manner that they are readily retrievable. Storage facilities, physical and digital, provide an environment that minimizes damage, deterioration and prevents loss.

8. OPERATIONS (IMS)

8.1 Operational Planning and Control

This relates to the planning of the realisation process in order to ensure that all processes ranging from understanding the customer requirements to providing the product or service are identified and properly planned.

This includes:

- Identification of the product or service supplied to the customer;
- Identifying the quality objectives and requirements;
- Identification of any need to establish processes, documents or specific resources for the product or service;
- Identifying any required verification, validation, monitoring and inspection specific to the service and the criteria for product acceptance;
- Identifying any records required to provide evidence that the realisation processes and resulting product or service meets the Quality requirements;
- Planning the provision of these products or services;
- Designing or development of the services;
- Procurement of resources;
- Producing or providing the product or service.

Refer to the flowchart in our Strategic Business Plan for further information.

8.1.1 Eliminating Hazards and Reducing OHS Risk

Managing Risks to Health and Safety Procedure

COGENT SCAFFOLDING will comply with the Work Health & Safety Act 2011, Work Health & Safety Regulation 2011, relevant Codes of Practice and Australian Standards for the management of risks and hazards in the workplace.

COGENT SCAFFOLDING will identify and manage risks and hazards by applying risk management principles, such as the Hierarchy of control:

- Identify hazards – find out what could cause harm
- Assess risks if necessary – understand the nature of the harm that could be caused by the hazard, how serious the harm could be and the likelihood of it happening
- Eliminate the risk, remove the hazard
- Substitute an alternative, less hazardous
- Implement Engineering controls, i.e. physical barriers
- Use administration & PPE, as this lowest form of protection COGENT SCAFFOLDING will ensure one of the above is also used in conjunction
- Assess the controls – implementing the most effective control measure that is reasonably practicable in the circumstances, and
- Review and monitor the control measures to ensure they are working as planned

Risk Register

COGENT SCAFFOLDING maintains a Risk Register.

The Risk Register will be reviewed annually or when changes occur in our operations, or incidents or near misses raise concern.

Safe Work Method Statements

SWMS will be developed for each routine task and will use the Managing Risk Principles to underpin the effectiveness.

The SWMS will list activity or task being undertaken, list potential hazards associated with the task or likely to be uncounted and any risk mitigation action required to ensure the work undertaken is in the safest possible manner.

SWMS will be reviewed and signed off by all involved in the task, with the completed SWMS being reviewed and results recorded.

Risk Assessments

COGENT SCAFFOLDING will undertake RA's when a new risk arises, or a new task is identified. Additional to this, COGENT SCAFFOLDING will ensure compliance to the requirement in some situations where clients require a RA be completed before tasks are undertaken.

Hazard Reporting

All hazards associated with the work performed are to be reported and subsequently controlled/rectified. The Hazard Reporting Procedure is to be followed when reporting a new Hazard. This procedure will be part of the COGENT SCAFFOLDING's induction process.

New Hazards that are identified will be discussed with all relevant personnel to ensure that everyone is aware of such hazards.

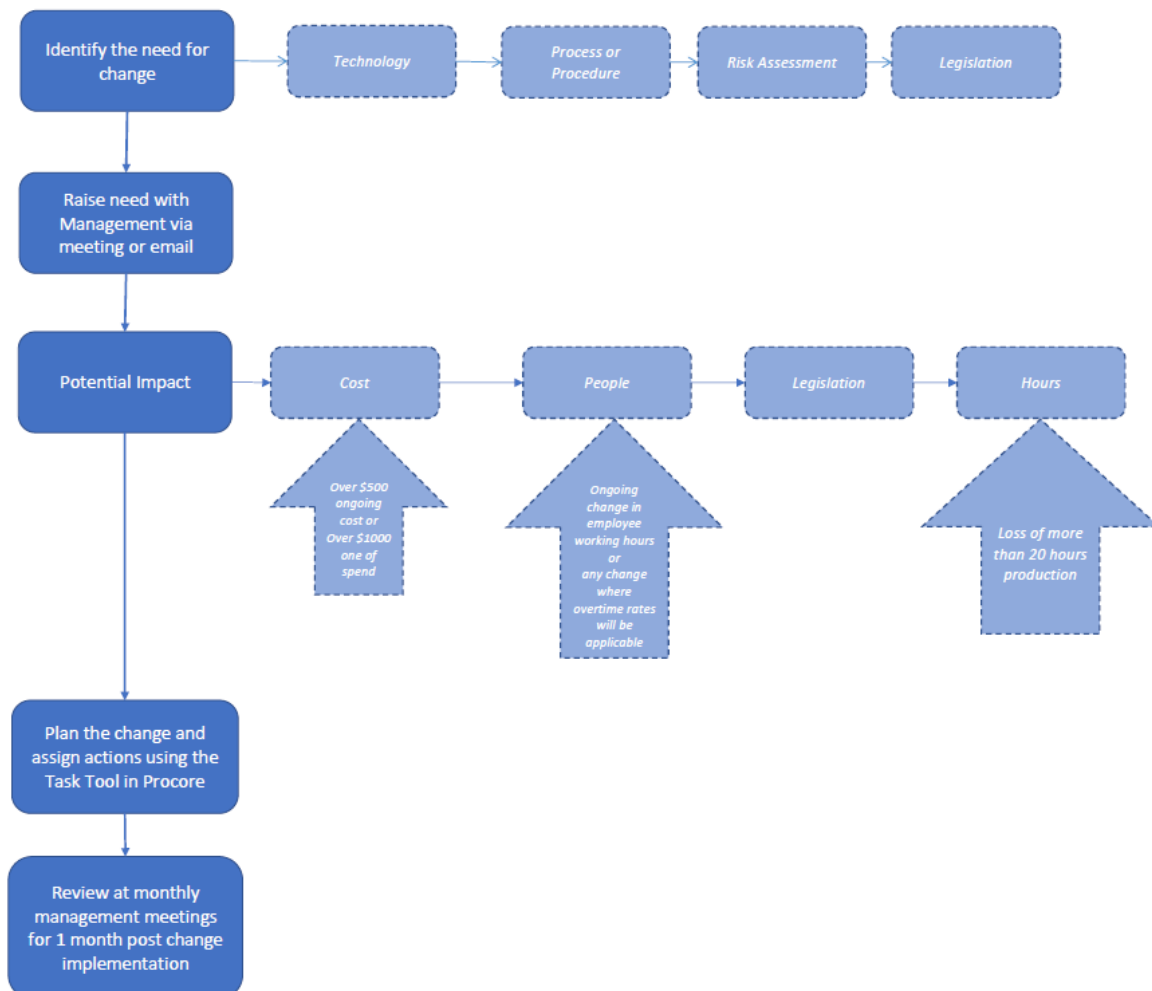
8.1.2 Management of change

COGENT SCAFFOLDING will manage change as an integral part of the Health and Safety Management System. Changes to specific activities or plant have the potential to introduce new and unforeseen hazards to operations.

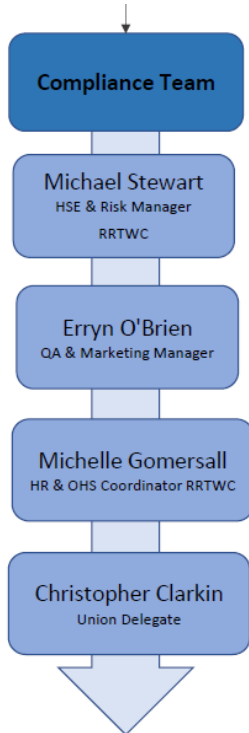
The table below is a guide of what would trigger the Change Management Process.

CHANGE TYPE	CHANGE DEFINITION
Budget Change	A budget change of \$500 or more of ongoing expenses or; A one-off budget change of \$1000 or more, will require the change management process.
Schedule Change	Any ongoing change in employee working hours where the start time is before 6am or the finish times inflicts an overtime or penalty rate.
Scope Change	Any change to a projects scope where the above budget or schedule change definitions apply or if the scope change causes significant loss of production (more than 20 hours) or the project finish is significantly delayed causing future budget change.
Project or Company document changes	Changes in legislation, safe work method statements or any policy or procedure that is likely to have a medium to high risk on the business.

Change Management Flow Chart



Compliance Team Organization Team



8.1.3 Procurement

All purchases, except for cases where the purchased product has no effect upon the subsequent product realisation, shall be made from a supplier listed on the Preferred Supplier Listing and are assessed on any OHS implications and if needed, actioned accordingly.

Identifying goods with the potential to create OHS risks

Senior Management, in consultation with Health and Safety Representatives (HSR) and employees are to identify potential OHS risks associated with the purchase, hire, lease or receipt of goods.

Examples include:

- Exposure to mechanical moving parts (e.g. Plant such as a grinder, drills etc)
- Falls from height (e.g. ladders)
- Chemicals (e.g. hazardous substances or dangerous goods)
- Manual handling (e.g. moving bulky, heavy or awkward objects)
- Ergonomic considerations (e.g. purchase or hire of bulk order office chairs and trolleys)
- Electrical equipment (e.g. notebook computers)
- Purchase of vehicles assessed on safety rating

8.1.3.1 Contractors

All persons engaged in contract work for COGENT SCAFFOLDING are to be acquainted with the relevant policies and procedures.

COGENT SCAFFOLDING reserves the right to stop any work if and when the contractor or their workers violate the agreed policies and procedures.

For all contract work conducted for COGENT SCAFFOLDING a company representative will be nominated from whom guidance may be sought by contractors having queries about any aspect of these policies and procedures. All contract work conducted is to be in accordance with:

- Statutory requirements; and/or
- COGENT SCAFFOLDING's policies and procedures (unless the contractor can show that they have equivalent or better procedures).

Visitors

The following rules for escorting visitors on site are to apply. This should ensure that a standard applies throughout the workplace for the safety and security of visitors at our worksite/s.

No visitors will be permitted into the work area unless:

- They sign the visitor register;
- The visitor is accompanied when required within the work area by an employee who is aware of the safety and security requirements;
- The visitor is to be made aware of all safety rules applicable to the work area in which they will be visiting, including PPE – appropriate protection must be worn.

8.1.3.2 Outsourcing

Where COGENT SCAFFOLDING chooses to outsource any function or process that affects how our products meet requirements, COGENT SCAFFOLDING ensures control over such processes and maintains responsibility for meeting customer requirements.

The selection process is based on the contractors or consultants having appropriate qualifications, experience with the products and services applicable to COGENT SCAFFOLDING and the appropriate levels of resources required.

Furthermore, any outsourcing for COGENT SCAFFOLDING's service requirements will be assessed on the impact on its Integrated Management System; this process is performed by senior management and under their direction when this arises.

8.2 Emergency preparedness and response

Emergency Procedure

COGENT SCAFFOLDING will identify possible and recommend actions to take in the event of any emergency situation. COGENT SCAFFOLDING has procedures and, where necessary, resources provided for the following emergency preparedness and response. These areas are:

- Fire
- Explosion
- Equipment breakdown or failure
- Chemical or biological incident response
- Bomb threat
- Natural disaster
- Gas explosion
- Civil disturbance
- Floods
- Cyclones
- First Aid-medical emergency (including first aid kits and first aid trained personnel)
- Hazardous Substances incident
- Infectious disease outbreak

- An emergency situation at a neighbouring site which may affect our site

By anticipating and practising for possible emergency situations at the workplace, we aim to ensure:

- the safety and well-being of all personnel on premises at the time of an emergency arising
- a safe, efficient and orderly evacuation of all persons from the workplace
- that all employees are instructed and trained in the above emergency procedures and appropriate emergency evacuation practice is conducted annually.

As it would be impossible to foresee every emergency situation and the extent of impact on the business, this procedure is intended as a guide. The person in control of the workplace may introduce variations at the time, as the situation demands. However, all actions should lead to the preservation of life and prevention of further injury as the first priority. Limitation of property damage is a secondary strategy.

For all sites in which COGENT SCAFFOLDING personnel, including contractors and others, perform business for us on our behalf, COGENT SCAFFOLDING will ensure:

- that appropriate procedures exist for the protection of all workers and others in the event of an emergency situation arising;
- that key personnel are appointed and trained to take control during an emergency situation;
- that all employees are instructed in emergency procedures and appropriate emergency evacuation and in accordance to the relevant legislation.

Additional Emergency Controls

Fire Emergency Structure

COGENT SCAFFOLDING will appoint a Chief Fire Warden and Deputy. Where COGENT SCAFFOLDING assesses the need in consultation with a registered Fire Safety Advisor or other suitable qualified person and will arrange for a regular check of all fire and safety equipment. These checks are to include:

- whether extinguishers are accessible, correctly labelled, sign-posted, correctly mounted, charged and maintained;
- whether exit signs are installed, illuminated and not obstructed from view;
- that emergency lighting systems are operating correctly and that defective lights are replaced;
- that passageways, fire exits and stairs are kept clear and unobstructed;
- ensuring that regular inspection and testing frequency of smoke detectors is carried out and recorded;
- knowing the location of all key plant, equipment and machinery as well as key building functions such as air conditioning systems, power and water.

COGENT SCAFFOLDING will appoint First Aid personnel on all COGENT SCAFFOLDING work sites, unless other arrangements are made to achieve the same level of result of first aid responders.

Fire and Evacuation practice must also be conducted at least annually with employees and records must also be maintained.

8.2 Requirements for Products and Services (QMS)

8.2.1 Customer Communication

COGENT SCAFFOLDING has established and implemented procedures for communicating with customers as follows:

Product information requests:

A suitably qualified person shall assemble the relevant information and transmit this by means of:

- Email
- Telephone
- Website

Customer feedback, including customer complaints:

Feedback from the customer, including customer complaints, may be received by:

- Telephone
- Email
- Letter
- Internet
- Verbal communication

Except in minor instances, all feedback shall be acknowledged in writing within 24 hours. A minor instance may include a problem where there are no lasting effects such as a one-off late delivery. Any response to the customer shall include the timing for resolution.

If the complaint is the result of a Quality System failure or warrants a detailed investigation, then a Corrective Action Request (CAR) shall be raised via our Corrective Action Feedback Form (via the Inspection tool on procore). If appropriate, the client shall be included in any documentation associated with the CAR.

8.2.2 Determining the requirements for products and services (QMS)

In determining the requirements relating to a product or service, COGENT SCAFFOLDING will:

- Identify all potentially suitable tenders and opportunities to quote;
- Take care to understand the customer's requirements;
- Ensure that it provides competitive pricing;
- Conduct a detailed review of specifications and contracts;
- Avoid extra work that cannot be invoiced; and
- Ensure regulatory compliance with specifications and contracts.

In preparing quotations and estimates, COGENT SCAFFOLDING will:

- Make reference to the applicable standards;
- Supply product information and technical information and manuals if deemed appropriate;
- Make reference to client supplied specifications and previous job files;
- Give consideration to special conditions or problems that exist at the time of tendering or quoting.

In quoting or tendering COGENT SCAFFOLDING will maintain awareness of compliance requirements for areas such as:

- OH&S
- Insurance
- Licenses, permits and special requirements
- Qualifications

In addition, when reviewing specifications, tenders, contracts and the scope of work, COGENT SCAFFOLDING will consider the following:

- Whether current safety procedures cover the safety and other considerations in the scope of work;
- Whether any new processes or equipment that is required will require assessment and control;
- What costs or resources are required?
- Whether there are any legal implications;
- Whether it is capable of evaluating the safety and environmental impact and the controls required.

COGENT SCAFFOLDING is careful to ensure that it:

- Understands which regulations apply to its operations;
- Complies appropriately to those regulations; and
- Understands its exposure to risk and eliminates or reduces risk to acceptable levels.

COGENT SCAFFOLDING's compliance with regulatory and statutory codes may include, but is not limited to:

- Corporate compliance
- Directors' responsibilities
- Privacy legislation
- Occupational Health and Safety

Areas of risk may include, but are not limited to:

- Insurance, such as professional indemnity, public liability and material risks;
- Security of premises;
- Cash security;
- Service guarantees;
- Public relations, damage control;
- Computer data, disaster recovery and data security;
- Waste;
- Job site;
- Privacy; and
- Other areas when identified as applicable.

When a compliance issue, or a risk or threat to the business is identified, COGENT SCAFFOLDING will:

- Clarify the full extent of the risk;
- Inform management;
- Conduct risk assessments;
- Prepare procedures which comply with regulations and render the risk acceptable;
- Train staff on the procedure; and
- Add a procedure to the relevant section of the operations manual.

COGENT SCAFFOLDING regularly and, on a formal basis, actively seeks client feedback, by regular contact with clients.

8.2.3 Review of the Requirements for products and services (QMS)

COGENT SCAFFOLDING receives requests for the supply of services by:

- Telephone
- Email
- Fax
- Letter
- Internet
- Verbal communication

On receipt of an order or request for supply, a suitably qualified person shall determine that all requirements are defined and that the specifications, pricing, terms etc. for the product or service to be supplied, meet the requirements exactly.

Any variance between the contract or order requirements received with those previously expressed are identified and resolved prior to further processing of the contract or order.

Checks on capacity, resources and other factors affecting supply, shall be made prior to the acceptance of the contract or order.

Where the request for supply is not supported by a physical document, such as the case with telephone or verbal orders, the contract shall be acknowledged in writing form before acceptance is recorded. This acknowledgment shall include all relevant details such as specifications, pricing, terms etc. and may be transmitted by email or letter.

8.2.4 Changes to requirements for products and services (QMS)

Whenever a change to a product or service requirement is received, confirmation of this shall be sent to all persons involved in the process. A suitably qualified person shall review the changes and determine the scope of the changes and any necessary action with respect to specifications, pricing, supply times etc. When all outstanding issues are resolved, confirmation of the changes and acceptance, together with any notification of specifications, pricing, supply times etc., shall be sent to the customer and any other relevant persons.

Whenever product requirements are changed, a suitably qualified person shall ensure that relevant documents are amended and that all relevant personnel are made aware of the changed requirements.

8.3 Design and development of products and services (QMS)

8.3.1 General

COGENT SCAFFOLDING intends to control design and design management for the purposes of:

- Preparing design and construction estimates and tenders in response to written requests or invitations to tender and,
- Designing and developing new products for the market
- Re-engineering existing products.

Design Management

COGENT SCAFFOLDING shall be responsible for design management. An appointed Manager will control the design project.

Design management may include, but is not limited to:

- Establishing the stages of design and development
- Developing a program that defines inputs, outputs and roles, both internal and external
- Defining the role of the Design Consultant
- Creating a project file
- Coordinating information, meetings and project team members
- Advising on conceptual design, suitability for construction and practical issues
- Review of drawings
- Review of the design with respect to the client or market brief
- Review, approval and sign-off of critical work or stages

With respect to drawings and specification control:

- Ensure that all drawings and specifications are current, are on site and in Job File
- Hand over new drawings and instructions to site personnel and suppliers
- Remove obsolete documents from the Job File and site locations
- Record names of drawing recipients.

Outsourcing

Where appropriate, a specifically selected, out-sourced design consultant shall be commissioned to carry out, and to be responsible for, design, compliance and finished drawings.

The selection process is based on the consultant having appropriate qualifications, experience with the product to be designed and appropriate levels of resources.

8.3.2 Design and Development planning

The company reviews and evaluates design requirements to ensure that the products it designs and/or develops meet or exceed customer specifications. In the course of addressing technical, logistical and financial concerns that impact

the design process activities, COGENT SCAFFOLDING consistently exercises its organizational interfaces. Planning is maintained to its most current status, as appropriate, as design activities progress.

8.3.3 Design and Development Inputs

During and following the design and development phase, COGENT SCAFFOLDING conducts assessments to ensure that the inputs will ensure that the final product or service will comply with:

- The customer's specifications with respect to function and performance
- Legal, regulatory, statutory and other requirements
- Proprietary design information from previous, similar projects
- Previous performance ratings for similar projects
- Specifications from associated consultants
- Other known requirements for the final design in order to be fit for the intended use.

The methodology and terms of reference for these assessments are reviewed before, during and after the design and development phase to ensure that they are complete, unambiguous and do not conflict with one another.

Each review is fully documented, citing the methodology and terms of reference used and any supporting data that was used in the review process, such as design specifications, local government constraints etc.

8.3.4 Design and Development Controls

COGENT SCAFFOLDING performs reviews of design and development at suitable stages to:

- evaluate if the results of design and development are able to meet requirements
- identify any problems and propose necessary actions.

8.3.5 Design and Development Outputs

The design and development outputs shall:

- Correlate with the input requirements that were set for the design and development phase
- Be in a form that provides appropriate and sufficient information for associated consultants and preservation of the integrity of the product
- Contain or make reference to any product acceptance, relevant industry standards
- Detail any characteristics of the product that are deemed essential for its intended use
- Technical, construction or performance specifications & associated drawings for scaffolding.

8.3.6 Design and Development Changes

Any changes to the design of a product may be identified and proposed by:

- COGENT SCAFFOLDING
- The Client
- The Design Consultants engaged in the design and development process
- Representatives of any external parties who have jurisdiction or input into the design

Proposed changes are reviewed, verified and validated, as appropriate, and approved before implementation. Participants in the review, verification and validation processes shall include management, representatives of the customer, all relevant functions associated with design and development as appropriate.

Final approval for the design change shall be given after all activities associated with this procedure, including changes to drawings, production processes etc. are completed.

Any review of proposed changes to design shall include careful evaluation of the effect of these changes on constituent parts and product that may be already delivered.

8.4 Control of externally provided processes, products, and services

8.4.1 General

Where COGENT SCAFFOLDING chooses to outsource any process that affects how our products meet requirements, COGENT SCAFFOLDING ensures control over such processes and maintains responsibility for meeting customer requirements.

8.4.2 Type and extent of control

Suppliers are evaluated, selected and re-evaluated based on their ability to supply product in accordance with requirements and records of the evaluation and necessary actions are maintained.

8.4.3 Information for external providers

All purchases, except for cases where the purchased product has no effect upon the subsequent product realisation, shall be made from a supplier listed on the Preferred Supplier Listing and are subject to the following procedure.

COGENT SCAFFOLDING selects suitable suppliers that comply with its standards and requirements and who supply product at competitive prices.

Materials purchased may include:

- Software
- Communication supplies
- Office supplies
- Safety supplies
- Routine consumables
- Plant & equipment

Services engaged may include:

- Electrical contractors
- Transport services
- IT contractors
- Maintenance contractors
- Occupational Health & Safety

COGENT SCAFFOLDING assesses all suppliers, whether they are suppliers of materials or services, and maintains a list of all suppliers on a Preferred Suppliers List register. All suppliers are assessed and rated for performance and suitability regularly, when required.

Suppliers are assessed against the following criteria:

- Geographical locality
- Timeliness and punctuality
- Previous performance as a supplier
- Price
- Availability of goods and services
- Experience
- Range and type products and services

All new suppliers are rated as category (Cat) B until the first review. Preferred suppliers are rated as category (Cat) A.

Suppliers who have not performed satisfactorily since the last review and, or, have been subject to action under the Corrective Action procedure shall be rated as category B until the next review. Suppliers who fail to perform satisfactorily for two or more review periods may be removed from the list of suppliers.

8.5 Product and Service Provision (QMS)

8.5.1 Control of Product and Service Provision

COGENT SCAFFOLDING has established controlled conditions for the planning and realisation of product and service provision. Controlled conditions include:

- A range of work instructions that identify every element of the service delivery has been established and implemented. These are monitored in our Document Control Register.
- The use of plant and equipment that has been designed, selected and calibrated to produce product or services under controlled conditions as per the relevant legislation.
- Where monitoring and measuring devices are used for checking and verification, these are inspected, checked and calibrated on a regular basis that is documented and audited.
- Product inspection at prescribed points in the realisation of the product and before final release.
- Cogent's property have processes for delivery activities are traceable, verifiable and documented.

8.5.2 Identification and traceability (QMS)

Where appropriate, COGENT SCAFFOLDING identifies product at all stages of realisation.

Where appropriate, the status of monitoring and measurement is identified at all stages of product realisation. Identification is achieved by procedures with ongoing monitoring by the project manager.

Where appropriate, COGENT SCAFFOLDING maintains records during product realisation.

8.5.3 Property belonging to customers or external providers (QMS)

COGENT SCAFFOLDING ensures that all property left in its custody, including intellectual property, is handled with care and respect.

Customers may entrust their property for integration in a product or for other purposes. COGENT SCAFFOLDING has procedures for isolating any supplied external products.

Customer property or external providers property shall be clearly identified.

8.5.4 Preservation (QMS)

COGENT SCAFFOLDING's procedures covering all areas of product realization (pre-field work, field work, post-field office work, drafting, supervision and checking) ensure that it and the constituent parts are identified at all stages to maintain conformity to requirements. Procedures cover the transmission, storage and protection of the product to ensure preservation during product realisation and delivery. Any problems are identified and rectified prior to acceptance by the client.

8.5.5 Post-Delivery actions (QMS)

COGENT SCAFFOLDING meets the requirements for post-delivery activities associated with the products and services. In determining the extent of post-delivery activities that are required, management will consider:

- Statutory and regulatory requirement
- The potential undesired consequences associated with its products and services
- The nature, use and intended lifetime of its products and service
- Customer requirements
- Customer feedback

8.5.6 Control of Changes (QMS)

COGENT SCAFFOLDING will review and control changes for production or service provision, to the extent necessary to ensure continuing conformity with requirements.

COGENT SCAFFOLDING shall retain documented information describing the results of the review of changes, the person(s) authorising the change, and any necessary actions arising from the review.

8.6 Release of Products and Services (QMS)

Before the product is released to the customer, a suitably qualified person shall review and confirm the instruction against the supply. A visual review is conducted to ensure that there are no obvious nonconformities and the appropriate checklist completed and signed. Persistent or significant nonconformity will be identified and may form the basis of a CAR procedure.

Any final plans or documents are compared with the original or agreed specification and contracts and any adjustments to the final sign-off are made and agreed with all relevant stakeholders.

Unless otherwise approved by a relevant authority and, where applicable, by the customer, release of product and delivery of service to the customer shall not proceed until the planned arrangements have been satisfactorily completed.

All records that authorise the release of the product or service shall clearly identify the person authorising the release.

All monitoring and measurement records, together with other relevant documentation is stored in COGENT SCAFFOLDING's Document Control Procedure.

8.7 Control of non-conforming outputs (QMS)

COGENT SCAFFOLDING shall ensure that product which does not conform to product requirements is identified and controlled to prevent its unintended use or delivery.

In dealing with nonconformities, the organisation will, depending upon the circumstances, act in one or more of the following ways:

- Take appropriate action to eliminate the detected nonconformity;
- Take action to preclude its original intended use or application;
- Take action appropriate to the effects, or potential effects, of the nonconformity when nonconforming product is detected after delivery or use has started.

Authorised personnel, upon final inspection, verify that all required checks have taken place, are recorded, and ensure that any nonconformities have been documented, rectified, re-checked and passed.

Records of the nature of nonconformities and any subsequent actions taken, including concessions obtained, shall be maintained and stored.

9. PERFORMANCE EVALUATION

9.1 Monitoring, measurement, analysis, and evaluation (IMS)

COGENT SCAFFOLDING Management shall identify and classify products and/or services for which statistical techniques may be used as a basis for the assurance and control of safety aspects.

COGENT SCAFFOLDING has established, implemented and maintains a process to monitor and measure on a regular basis the key characteristics of its operations and activities that can cause illness and injury.

Examples of COGENT SCAFFOLDING's areas monitored are as followed:

- Performance, effectiveness of relevant operational controls and conformance with the COGENT SCAFFOLDING's objectives and targets;
- Compliance with relevant OHS legislation;
- Occupational Health;

- Wellbeing;
- Return to Work;
- Fatigue Management Procedures;
- Fitness for work;
- General health and fitness;
- Specific project OHS areas as required.

COGENT SCAFFOLDING will consult with employees and Health and Safety Representatives in decisions that affect their work. Improving equipment, technology, facilities and physical working conditions by:

- Providing suitable, effective and reliable equipment and technology;
- Social and organisational work factors.

Health surveillance

In situations where COGENT SCAFFOLDING workers work under a contractor COGENT SCAFFOLDING maintains direction from the contractor on the elements that could or can affect the health of our workers. If COGENT SCAFFOLDING identifies or is made aware of these situations COGENT SCAFFOLDING will immediately undertake employee health surveillance as required by current Legislation.

Where specified by legislation, the health of employees exposed to specific hazards shall be monitored and recorded.

9.1.1 Evaluation of Compliance (OHS)

COGENT SCAFFOLDING Management shall establish, implement, and maintain the process (es) needed to evaluate fulfilment of its compliance obligations.

Management shall:

- Determine the frequency that compliance will be evaluated;
- Evaluate compliance and take action if needed;
- Maintain knowledge and understanding of its compliance status

COGENT SCAFFOLDING shall retain documented information as evidence of the compliance evaluation results.

9.1.2 Customer Satisfaction (QMS)

COGENT SCAFFOLDING Management review information received and if appropriate identify actions to be taken.

Customer satisfaction may be determined by:

- Repeat business
- Formal compliments and complaints
- Management networking
- Purchase of products
- Recommendations
- Referrals

9.1.3 Analysis and Evaluation (IMS)

COGENT SCAFFOLDING Management will use statistical techniques where appropriate to measure the performance of our processes in our Strategic Business Plan. The comments derived from these techniques will be used to improve our development capabilities, as well as indicate the suitability of our products and/or services with our customers' requirements:

- Customer satisfaction;
- Conformity to service requirements;
- Characteristics and trends of processes and products including opportunities for preventive action;
- Suppliers;

- OH&S obligations.

9.2 Internal Audit (IMS)

9.2.1 General

COGENT SCAFFOLDING conducts internal audits to determine whether the integrated management system conforms to the requirements of ISO standards and company requirements and have been effectively implemented.

Audits are conducted by external contractors and or delegated personnel other than those who perform the activity being audited.

The results of the internal audits are documented and brought to the attention of the personnel having responsibility for the area audited. Management personnel responsible for the area take timely corrective action on the deficiencies found during the audit. Follow-up activities verify and record the implementation of the corrective action, report the verification results, and close out the audit. Subsequent audits verify the effectiveness of the corrective actions taken.

Results of internal audits and the corrective action are submitted for management review.

9.2.2 Audit Program

COGENT SCAFFOLDING develops the audit plan annually, taking into consideration the status and importance of the activities and areas to be audited as well as the results of previous audits. The audit plan is revised after each audit and updated if needed.

9.3 Management Review (IMS)

9.3.1 General

The assurance of the IMS is fundamental to every procedure undertaken at COGENT SCAFFOLDING and is practised by all personnel in their normal daily activities as documented in the policies.

It is the responsibility of all Management, Supervisors and staff, in conjunction with the IMS Manager, to implement these procedures, integrate their requirements into everyday working methods and to ensure that all such methods are clearly defined and documented.

The Management Review Meeting shall be held not less than annually.

9.3.2 Management Review Inputs

The input to the management review will consist of information gained from the following sources but not limited to:

- Follow up actions from previous meetings
- Changes in the Business: -
 - External and internal issues (*Business Risk Register*)
 - The effectiveness of actions taken to address risks and opportunities (*Strategic Plan, SWOT Analysis*)
 - The needs and expectations of Interested Parties, including compliance obligations (*Interested parties requirements register*) and relevant communication with interested parties
 - Business Structure
 - Employees, Staff Numbers, and positions
- Compliments, Complaints, and Customer Feedback
- Objectives & Targets (Quality, Safety)
- Process performance and product conformity – are processes being monitored to ensure the end product is meeting the requirements of the customer
- Current Status of
 - Accidents, Incidents and Near Misses
 - Corrective and preventive actions
- Monitoring and Measurement Results
 - Resources (Equipment, Employees, Vehicles)

- Results of Internal and External Audits
- Consultation and participation of workers
- The Performance of External Providers
- Resources
- Evaluation of compliance with legal requirements to which the organisation subscribes
- Changes that could affect the IMS (Standard changes, process changes, staff changes)
- Policies
- Competency, Awareness
- Documentation Changes
- Other Business

9.3.3 Management Review Outputs

All outputs will be reviewed with a view to improving the IMS to make all processes simple, efficient and user friendly. The outputs will typically target improved quality, productivity, and profit.

10. IMPROVEMENT (IMS)

10.1 General

COGENT SCAFFOLDING Management shall determine and select opportunities for improvement and implement any necessary actions to meet customer requirements and enhance customer satisfaction.

These shall include:

- Improving products and services to meet requirements as well as to address future needs and expectations;
- Correcting, preventing, or reducing undesired effects;
- Improving the performance and effectiveness of the IMS.

10.2 Incident, Non-conformity and Corrective Action (IMS)

Corrective action requirements are the result of information from the following:

- Non-Conforming Product and/or service
- Customer feedback
- System Non-conformance, discovered during audit
- Personnel non-conformance

Records clearly identifying the non-conforming product and/or services, the nature and extent of the corrective action, person responsible and the close out date shall be maintained.

If defective products and/or services are provided or customer's complaints received, then corrective action is taken to provide an immediate solution. All complaints will be reviewed to determine the cause of the problem. All corrective actions will be documented. Controls will be implemented to ensure regular reviews of our products, services and work processes are undertaken to allow preventive action to be taken.

Incident, corrective and preventive action

COGENT SCAFFOLDING's procedure is that all accidents or incidents (including near misses) are promptly reported to the appropriate person and authorities where necessary and competently investigated to identify control measures which will then be implemented.

COGENT SCAFFOLDING's Integrated Management System's policies, procedures and other work practices will be reviewed annually or as changes relevant to the business occur. COGENT SCAFFOLDING policies and procedures will also be reviewed should any events/incidents unfold to ensure a robust checking system is in place.

COGENT SCAFFOLDING will review and as necessary revise a control measure if:

- the control measure does not control the risk it was implemented to control so far as reasonably practicable when;
 - the results of monitoring indicate the measure does not control the risk
 - a notifiable incident occurs because of the risk
- before a change at the workplace that is likely to give rise to a new or different risk to health and safety
- a new relevant hazard is identified
- through consultation that a review is necessary
- the HSR or workers requests a review
- the work environment changes and the controls in place may no longer be applicable to the risk or hazard

COGENT SCAFFOLDING will review available information including incident records, inspection reports, feedback from HSR and workers when determining the suitability and effectiveness of the controls used. All incidents and near misses will be recorded on our register.

10.3 Continual Improvement

The continual improvement process will improve the effectiveness of the IMS. These improvements are derived from but not limited to:

- Auditing both internal and external
- Analysis of data
- Benchmarking
- Non-conformance reports
- Customer feedback
- Networking
- Review of policies and procedures
- Staff suggestions
- Action required reports
- Health & Safety Committee meetings
- Management review