

Quality Management Plan

Managing FDC's Safety, Quality and Environmental requirements

Project Details

Project Name: Barangaroo Cutaway

Project Number: 200290

Project Location: 1 Merriman Street, Barangaroo NSW

Client: Infrastructure NSW

Commencement date: April 2024

Estimated completion date: July 2025

Name of principal contractor: **FDC Construction (NSW) Pty Limited**

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Emma Thomy

Project Director

Acknowledgement of Country

This project is being undertaken on **Eora Land**.

FDC are proud to acknowledge the Traditional Custodians of the land on which this project is located, and their connections to land, sea and community.

We pay our respects to their elders past and present and extend that respect to all Aboriginal and Torres Strait Islander people and all Aboriginal and Torres Strait Islander workers on this project.

FDC Commitment

"FDC are committed to a reconciled, just and equitable Australia"
(FDC Reconciliation Action Plan)

By these acknowledgements and other actions, FDC will continue to do all we can to contribute to improving the lives and communities of our First Nations People.

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Rev.:	Rev. Date	REVISION DESCRIPTION	PM's INITIALS (approval of changes)
A	9/04/2024	Original Issue	HP
C1	26/4/2024	Updated naming to Senior Project manager	HP

1.0 PURPOSE

This Quality Management Plan has been developed to ensure that the project team is able to remain compliant with FDC Quality Management System (QMS), the project's contractual requirements, and the requirements of other relevant stakeholders.

By implementing this QMP, FDC aims to:

- Provide assurance to the client that this project will be successfully completed, on time, on budget, and to the desired specifications.
- Ensure careful selection of subcontractors, with confirmation that their work complies with the Contract.
- Plan and control work processes
- Ensure that purchased items conform to specification before being incorporated into the works.
- Plan and carry out inspection and testing to verify that the work processes are effective, and that finished work complies with the Contract.
- Acknowledge and rectify any non-conforming work and improve work processes to prevent recurrence of non-conformities.
- Keep orderly records to demonstrate that the works comply with the Contract, and
- Improve procedures and work practices when opportunities are identified to minimise errors, waste and product non-conformities.

2.0 SCOPE OF QUALITY MANAGEMENT PLAN

This QMP has been developed to plan and control the construction operations required to deliver the Barangaroo Cutaway Project. It has been developed from, and inter-relates directly with the certification criterion of the ISO 9001 standard, and operates in parallel with, and as part of, FDC Integrated Management System

All documents, and related procedures, are subject to continual improvement practices and ongoing review. All outcomes of management reviews of the Management System should be reflected in project QMPs where appropriate, and conversely, reviews and recommendations stemming from amendments to this QMP must be considered, in terms of adequacy and effectiveness in the review of the Management System.

3.0 PROJECT SCOPE OF WORKS

The Cutaway is envisaged to become one of Sydney's premier cultural facilities and be recognised globally for hosting the performing and visual arts, along with exhibitions and events – appealing and connecting with both the local community and national and international visitors.

The scope includes, but is not limited to the design and construction, and testing and commissioning of:

- Primary Use Areas inclusive of the Main Entry, Entry Foyer, Event Hall, Gallery & Exhibition Space, Education Space, Waranara Terrace, and associated amenities.
- Back of House Areas inclusive of a Security Control Centre, Loading Dock, Offices, Green Rooms, Event Kitchen, Storage Spaces.
- Service and Amenity areas inclusive of a Café and Retail/merchandising space.
- Management Offices including Precinct Management Office, Cutaway Management Office and Facilities Management Office.
- New services including upgrades, connection to and augmentation of existing services.
- New skylight structure on the existing sandstone wall (the skylight support will impact on the top of the rock shelf and the adjacent existing concrete upstand, which will require additional structural strengthening to support the new enclosure);
- Bespoke timber elements of the fitout.

4.0 OBJECTIVES & TARGETS

OBJECTIVE	TARGET
Auditing Subcontractor Audits – each workplace is to establish a workplace subcontractor audit schedule and conduct audits as per the schedule.	100% Completion and close out of all scheduled QA subcontractor & Consultant audits
Management System (Internal QA Audits) QA Management system (Internal) audits are conducted on a quarterly basis as per section 16.2 of the Quality Management Manual (QMM)	100% Completion and close out of all QA management systems audits
Non-Conformance Demonstrate effective management of identified Non-Conformance.	NCRs to be closed out within specified timeframes - zero (0) NCRs to be allowed to become overdue. NCRs (and corrective actions) to be analysed at team meetings and reported in HSEQ Monthly reports.
Defects Demonstrate effective management of identified site issues (defects).	Ensure site issues are closed out within the assigned timeframes prior to completion of DLP and handover to customer care.
QA Inspections Demonstrate compliance through effective monitoring and measuring practices.	Ensure all site-based inspections are carried out on Procore in line with the prescribed criteria outlined on the Schedule of Inspections.
QA Interactions QA interactions to be completed in line with requirements outlined in section of the Inspection and test Procedure	Senior Leadership Team are required to complete QA Interactions within their respective region at the following frequencies. <ul style="list-style-type: none"> • GM = 2no per FY • PD = 6no per FY Staff at all levels of management are encouraged to complete Quality interactions onsite.

5.0 RESPONSIBILITY & AUTHORITY

5.1 Management Responsibilities

FDC management representatives are responsible for monitoring the implementation and effectiveness of the company Quality Management System, and of this Quality Management Plan which has been developed in accordance with its guidelines. Refer to the QA Responsibilities & Accountabilities Matrix for a breakdown of the below.

Management representatives nominated to support this QMP are:

Position	Name
Project Director	Emma Thomy
Senior Project Manager	Peter Colak

5.2 Roles & Responsibilities

Roles	Responsibilities
Project Director	<p>Ensure available resources are available to ensure the adherence of the QMP</p> <p>Ensure Compliance with the Group's Quality Management policy, plans and procedures</p> <p>Develop the project-specific Quality Management Plan (QMP), in consultation with the QM team as required</p> <p>Review Monitoring aspects and review the QMP for adequacy and effectiveness, and assure it is adopted throughout the construction phase of the project</p> <p>Review and audit quality levels and ensure they are achieved in accordance with the contractual obligations</p> <p>Consult with clients, consultants, subcontractors, and other stakeholders as required</p> <p>Review project non-conformances and take any necessary action</p> <p>Assist with internal audits, and</p> <p>Review and Action external third-party audits (as required).</p>
Senior Project Manager	<p>Comply with the Group's Quality Management policy, plans and procedures</p> <p>Develop the project-specific Quality Management Plan (QMP), in consultation with the QM team as required</p> <p>Monitor and review the QMP for adequacy and effectiveness, and assure it is adopted throughout the construction phase of the project</p> <p>Assure that quality levels are achieved in accordance with the contractual obligations</p> <p>Consult with clients, consultants, subcontractors, and other stakeholders as required</p> <p>Review project non-conformances and take any necessary action</p> <p>Assist with internal audits, and</p> <p>Assist with external third-party audits (as required).</p>
Contracts Manager / Administrator	<p>Comply with the Group's Quality Management policy, plans and procedures.</p> <p>Demonstrate understanding of and adhere to the project specific QMP</p> <p>Liaise with subcontractors, consultants, and authorities to provide assurance that contract requirements are being met</p> <p>Clearly communicate scope of works for trade packages to project team</p> <p>Assist with internal audits, and</p> <p>Assist with external third-party audits (as required).</p>
Site Manager	<p>Comply with the Group's Quality Management policy, plans and procedures.</p> <p>Development of a project-specific Quality Management Plan in consultation with the Project Manager and other relevant parties</p> <p>Co-ordinate subcontractor/trade contractor works</p> <p>Review of subcontractor Inspection & Testing Plans (ITPs), prior to the subcontractor commencing works on site</p> <p>Develop, monitor, and adhere to the Workplace Audit Schedule</p> <p>Assure subcontractor audits are undertaken</p> <p>Assist with internal audits</p> <p>Assist with external third-party audits (as required)</p> <p>Issue (where appropriate) and review non-conformance reports</p> <p>Monitor work against specifications to assure the continuing quality and accuracy of works performed</p> <p>Ensure the Workplace Daily Diary is maintained for the project to a standard that is sufficiently detailed and accurate. To be recorded via Procore.</p> <p>Notify the Project Manager/ Construction Director of any defects, mistakes, errors, contamination, or variations as they are identified</p> <p>Establish progress monitoring tools as appropriate</p>

Roles	Responsibilities
	<p>Establish final inspection and defecting processes, and</p> <p>Assure that quality levels are achieved in accordance with the contractual obligations, as well as the Group's expectations.</p>
Design Manager	<p>Comply with the Group's Quality Management policy, plans and procedures</p> <p>Demonstrate understanding of and adhere to the project specific QMP</p> <p>Develop the project-specific Design Management Plan, in consultation with relevant stakeholders as required</p> <p>Establish (where appropriate) and assure correct utilisation of Aconex for the project</p> <p>Establish the design review process, including the method for documenting and controlling design changes</p> <p>Review consultant QMPs and subcontractor ITPs where applicable</p> <p>Undertake consultant audits and assist with subcontractor audits where applicable</p> <p>Assist with internal audits and inspections</p> <p>Assist with external third-party audits (as required), and</p> <p>Issue (where appropriate) and review non-conformance reports.</p>
Project Coordinators	<p>Comply with the Group's Quality Management policy, plans and procedures</p> <p>Demonstrate understanding of and adhere to the project specific QMP</p> <p>Assist in the planning, scheduling and coordination of subcontractor/trade contractor works</p> <p>Review of subcontractor Inspection & Testing Plans (ITPs), prior to the subcontractor commencing works on site</p> <p>Undertake in-process inspections of subcontractor works</p> <p>Development, monitor and adhere to the Workplace Audit Schedule</p> <p>Assist with subcontractor audits (as required)</p> <p>Assist with internal audits and inspections</p> <p>Assist with external third-party audits (as required)</p> <p>Issue non-conformance reports where required</p> <p>Assist with progress monitoring processes</p> <p>Assist with final inspections as per the established process</p> <p>Monitor work against specifications to assure the continuing quality and accuracy of work performed</p> <p>Complete the Workplace Daily Diary for the project to a standard that is sufficiently detailed and accurate, as directed by the Site Manager, and</p> <p>Notify the Project Manager/Site Manager of any defects, mistakes, errors, contamination, or variations identified.</p>
Site Supervisors	<p>Comply with the Group's Quality Management policy, plans and procedures</p> <p>Demonstrate understanding of and adhere to the project specific QMP</p> <p>Assist in the planning, scheduling and coordination of subcontractor/trade contractor works</p> <p>Review of subcontractor Inspection & Testing Plans (ITPs), prior to the subcontractor commencing works on site</p> <p>Undertake in-process inspections of subcontractor works, inspections to be in line with <u>PCA Schedule of Inspections</u> and minimum frequency requirements – via Procure.</p> <p>Undertake Site Drawing Inspections of subcontractor drawings (as required)</p> <p>Development, monitor and adhere to the Workplace Audit Schedule</p> <p>Assist with subcontractor audits (as required)</p> <p>Assist with internal audits and inspections</p> <p>Assist with external third-party audits (as required)</p> <p>Issue non-conformance reports where required</p> <p>Assist with progress monitoring processes</p> <p>Assist with final inspections as per the established process</p> <p>Monitor work against specifications to assure the continuing quality and accuracy of work performed</p>

Roles	Responsibilities
	Complete the Workplace Daily Diary for the project to a standard that is sufficiently detailed and accurate, as directed by the Site Manager, and Notify the Project Manager/Site Manager of any defects, mistakes, errors, contamination, or variations identified.
Document Controller	Comply with the Group's Quality Management policy, plans and procedures Understand and adhere to the project specific QMP Demonstrate understanding of, and adhere to, the project-specific Design Management Plan and Information Management Plan Undertake Site Drawing Inspections of subcontractor drawings (as required) Assist with subcontractor audits (as required) Assist with internal audits (as required) and inspections Assist with external third-party audits (as required), and Issue non-conformance reports where required.
Cadets	Comply with the Group's Quality Management policy, plans and procedures Understand and adhere to the project specific QMP Assist with subcontractor audits as directed Assist with internal audits (as required) Assist with external third-party audits (as required), and Maintain project registers, schedules, wall charts etc. as directed.

5.3 Authority Levels

Defines typical authority levels by role for Commercial related Tasks on Projects. The Project Manager shall define the project roles and confirm authority levels applicable to those roles.

INFRASTRUCTURE

As part of the planning process for this project, the project team, in consultation with the regional senior management team and other relevant and authorised stakeholders must determine the staged process of providing suitable infrastructure by undertaking a 'Preliminaries Estimate' for the project, including, but not limited to:

- the size, nature, and complexity of the project
- the necessary human resources, including skills/trades, required to deliver the project
- the IT and telecommunications infrastructure required
- the site office location and space required
- the size and location of the site amenities required, based on the number of workers on site at the various stages of construction, and
- the equipment and plant required.

The infrastructure requirements for the project must be further reviewed and re-assessed by the Project Team upon handover from the Estimating Department.

Both the requirements of FDC staffing, and the facilities provided, must be subject to an ongoing review based on adequacy and effectiveness.

6.0 COMMUNICATION

6.1 GENERAL COMMUNICATION

The Communications procedure **outlines** FDC requirements, and the requirements of the various Acts and Regulations under which FDC operates, as well as the mechanisms in place to facilitate and ensure that consultation occurs between relevant stakeholders.

Meetings Minutes are preferred to be captured and assigned action items closed out.

6.2 COMPLAINTS

Any complaints concerning any aspect of the project must be registered, investigated, and actioned as appropriate in accordance with the Community Communications plan.

If any complaint (such as a complaint regarding noise or pollution or damage) is received, formal acknowledgement must be made within 48hrs, with corrective (follow up) action to be undertaken as soon as is reasonably practicable and within a reasonable timeframe as noted within the CCS.

6.3 CLIENT PROPERTY

Any significant components of the structure which will remain and be refurbished as part of the scope of works, or any items or materials identified as being supplied directly by the client for use on the project, must be considered as client property and managed in accordance with the requirements of the Head Contract. Supervision of work tasks by the project team, reporting on non-conforming matters of this type to the client, and the development of preventative and corrective actions for breaches or damage, thereafter, can assist in achieving this objective.

Where the project interfaces with multiple third parties and/or the public, all personnel inducted by FDC must be briefed on the project requirements, and in particular working near existing client property, tenant property, and adjoining owners. Site personnel must be instructed to report any damage to property that involves a third party.

7.0 PROJECT ADMINISTRATION

The Project Manager and Contract Manager for the project have the responsibility to ensure that contract administration procedures are implemented effectively on the project, in accordance with Head Contract provisions, Subcontract Agreements and FDC internal procedures.

8.0 PLANNING & PROGRAMMING

FDC must report on the status of projects progressively to provide assurance that works comply with the contract documentation, including the construction programme.

9.0 Quality Risk Assessment

9.1 Initial Assessment

Upon successful award of a project, prior to the team setting up on-site, the Project Director, Senior Project Manager, Design Manager, and other relevant team members (as determined by the Senior Project Manager) must conduct the initial assessment of the risks involved for the first 3 months of the project as a minimum.

The details of the assessment must be recorded using the Quality Risk Assessment. A hard copy version must be printed, reviewed, and signed off by the Project Director, and then posted in a prominent location in the site offices (Action wall). A scanned version must also be stored on Aconex, with the master excel version being the only 'live' version that may be overwritten.

Aspects of risk that are identified must be prioritised, and the Project Manager must assign specific actions to any item that is considered an 'extreme' or 'high' risk. The Construction Manager overseeing the project must review.

9.2 Further Assessments

After the initial assessment, the team must reassess the project risks every three (3) months as a minimum, or where significant project change has occurred, until the project is handed over at Practical Completion. The period being

reviewed in each risk assessment is for the next three (3) month period – any consultant or subcontractor currently operating in that timeframe, or that is going to be operating within that timeframe, must be included as part of the review process.

As part of this review process, the team should discuss the effectiveness of any actions previously taken to determine whether they were effective, or whether a revised approach is required.

10.0 DESIGN & DESIGN DEVELOPMENT

The Project Design Manager is responsible for the coordination and management of the design and design development for this project, through a process of consultation with the relevant stakeholders.

Design documentation shall be submitted to the client at regular and agreed intervals throughout the course of the design phase, for review and consent.

Any significant amendments that occur post construction issue would also require a specific consent submission.

When a design change is required, the Project Design Manager shall issue the client with the necessary paperwork, along with the costs associated with the change, if the review was requested by the Client. By signing and approving these revised documents, the Client shall validate and authenticate the agreed amendments.

FDC shall ensure that design reviews remain compliant with the Principal Project Requirements (PPR) and any proposed changes to design that deviate from the PPR, that are initiated by FDC, shall not be implemented until formal written approval from the client, via the superintendent, is received by FDC.

Samples of fixtures and fittings subject to approval by the Client shall be provided to FDC by the relevant subcontractor. These will in turn be submitted for approval via the sample approval register and shall be recorded and retained in the site office for reference purposes.

11.0 PROJECT CONTROLS

Specific project controls to be undertaken for this project include, but are not necessarily limited to:

11.1 Project Document and Data Control

Project communication, documentation and data will be planned, transmitted, and stored in accordance with the Communication Management Plan, Aconex Manual,

This will ensure that project documentation and data is:

- Status controlled, with obsolete copies prevented from inadvertent use
- Reviewed and approved prior to issue or following amendment
- Available and communicated to the relevant parties, and
- Legible and retrievable.

Examples of documentation that must be controlled include, but are not limited to:

- Correspondence – including Aconex ‘Document Types’ as appropriate for this project
- Construction drawings
- Shop drawings
- Project specifications
- Requests for Information (RFIs)
- Site Instructions
- Variations, and
- Construction Programmes.

11.2 Project Documentation

Documentation must be kept providing objective evidence that the product or work achieves the requirements of the project specifications and drawings, and must be legible, identifiable, and retrievable.

Most project documents and correspondence are maintained and issued in accordance with the Communication Management Plan. Other documents not issued or received via the designated platform must be stored on the network server under the relevant project folder.

Documents referred to by this plan must be generated and collated progressively by FDC, and their subcontractors and consultants, as the work is completed. Where requested, relevant quality documentation must be made available for review by the Client, FDC Senior Management on request.

Examples of documents that must be retained include, but are not limited to:

- SWMS & ITPs
- Subcontractor Evidence of Conformity in the form of ITRs (Inspection & Test Record)
- Photos
- Meeting minutes
- Audits and inspections, and
- Workplace Daily Diaries.

The Project Manager is responsible for ensuring that quality documentation, including this plan, inspection, and test plans (ITPs), quality audit results and documented reviews of corrective actions, are maintained.

11.3 Workplace Daily Reporting

The project must maintain a Daily **Site Diary** and accurately record various information, including but not limited to:

- All workers in attendance on the project, including subcontractors and FDC employees
- Weather conditions for each day
- Incidents in the workplace
- Progress monitoring
- Deliveries to site
- Hire equipment on the project, and
- Any delays to critical activities, including the cause and impact of any delay(s).

12.0 PROJECT MANAGEMENT

The project management processes that must be implemented on the project will incorporate the implementation of formalised company procedures, meetings, workshops, and formal correspondence.

These processes must be adopted to ensure consistency and compliance with Head Contract conditions.

Procedures relating to each of the company's departments shall be adopted to ensure consistency and compliance with Head Contract conditions. These procedures may incorporate the following functions:

- Design Management
- Quality Assurance
- Construction Management
- Project Administration (including Head Contract & Subcontract agreements)
- Financial Management (including Accounts Payable & Receivable, Payroll)
- Occupational, Health, Safety & Environmental Management

12.1 SUBCONTRACTOR / SUPPLIER MANAGEMENT

FDC selects subcontractors and suppliers based on criteria established at the tender stage of the project. These criteria include, but are not limited to:

- Cost and value for money
- Sound financial history
- Resources available to perform the requirements of the project
- Acceptance of the Scope of Works, Subcontract Agreement, Consultant Agreement and Purchase Order conditions
- Previous job performance based on type and nature of project
- Quality of the products supplied in the past
- Endorsements made by material suppliers (where appropriate)
- Previous performance or reputation on OH&S, Environmental and Quality management matters, and
- Compliance of the product to be supplied with the relevant specification and Australian standards.

Our subcontractors should have the appropriate experience and Quality Systems in place which must be audited to ensure that they are able to meet the required level of project delivery. FDC must review Inspection & Testing Plans, and Commissioning Plans prior to any works commencing on site, and that all key documents are provided in a timely manner in order to achieve project timelines.

Subcontractors must supply FDC with the relevant paperwork as defined in the Subcontractor Pre-start Procedure **F003**.

Performance must be monitored daily by the Site Supervisor responsible for the designated area of works, and relevant activities on site must be recorded in sufficient detail, as per the Site Diary.

Subcontractor performance must be monitored through the implementation of ITPs, any Non-Conformance Reports issued, the auditing process and progress monitoring. It should also be reviewed during project construction meetings, and by the Project Director, with regard to fulfilling the requirements of their contractual commitments.

12.2 ENGAGEMENT OF SUBCONTRACTORS

The subcontract engagement process requires several steps to be undertaken, which include:

- Tender Invitation (to subcontractors)
- Post Tender Questionnaires
- Client approval
- Contract Awards, and
- Commencement on site.

Appointed subcontractors and consultants for this project will not be deemed engaged to commence works on site until they have agreed to the relevant Subcontract or Consultant Agreement, have attended an interview, and signed the foo3 subcontractor prestart.

12.3 MANAGEMENT OF SUBCONTRACTORS

The following process outlines the subcontractor management requirements to ensure trade scopes of work, in accordance with the relevant specifications, are monitored and delivered.

Trade pre-commencement activities:

- Review trade specifications and identify traceability, construction verification and key deliverable requirements
- Conduct trade risk workshops and identify any necessary controls
- Conduct Pre-Start meeting with subcontractor.
- Review identified risks and determined the type and extent of subcontractor documentation to be submitted (e.g., Company Org charts, Inspection & Test Plans, etc.)
- Obtain subcontractor documentation, review for adequacy, accepted for use or request resubmission if inadequate

- Confirm a schedule of submission for documentation such as construction ITPs/ITRs, shop drawings, samples, design calculations, etc. (where appropriate), and
- Confirm a schedule of off-site inspection activities (where appropriate).

Trade construction activities:

- Confirm pre-commencement tasks have been undertaken and approval/acceptance has been received where required
- Subcontractors to record activities, inspections and tests verifying that works are in compliance with contract documents, as per the accepted ITPs
- Subcontractors to progressively submit all documentation, reports, and the like to FDC.
- Conduct visual inspections and progressively monitor installation of the works. All relevant activities should be recorded in the site's Workplace Daily Diary by Site Supervisors- Via Procure.
- Coordinate consultant inspections
- Issue any required action(s) resulting from inspections to the subcontractor and monitor for close out.
- Off-site inspections to be conducted as scheduled
- Conduct audits of subcontractor and suppliers
- Identify instances of non-conformance, issue Non-Conformance Reports (via Procure) and monitor for rectification and close out
- Record, label, and monitor submitted samples and technical data approvals
- Monitor the application of progress monitoring and sign off/compliance tools, and
- Verify currency of calibration certificates for critical areas of set out and testing.

Trade Completion Requirements:

- Collate all final ITPs and associated records
- Review and undertake activities required for handover, including commissioning, issues rectification, training of Client and/or facilities management personnel, etc.
- Review and submit documentation for handover, including commissioning reports, 'as-builts', O&M manuals, warranties, guarantees and the like, and

Review trade performance, and the effectiveness of the project team's management of the trade, to improve performance. Identify and document any lessons learned through Subcontractor Evaluations

Subcontractor performance throughout the contract works must also be reviewed during project construction meetings, and by the Contracts Manager, with regard to fulfilling the requirements of any contractual commitments.

12.4 SUPPLIERS – MATERIALS, PLANT AND EQUIPMENT

FDC must ensure that:

- Materials, plant, and equipment are sourced from proven and experienced suppliers only. Quality performance should be verified prior to order placement
- Critical plant and equipment contracts are awarded based on long-term performance capability and reliability
- Whole-of-life costs are assessed in evaluating material, plant, and equipment selections and/or tenders
- Supply and install subcontracts are awarded (where possible), to ensure that manufacturer's requirements are fully compliant with the requirements for installation of critical equipment, and
- Products supplied to the site are inspected upon delivery by a suitably authorised employee of FDC, with receipt acknowledged in the first instance by signing the delivery docket.

If faults with the product are identified after acceptance on site, and the product is deemed not to have been supplied in accordance with the relevant subcontract, sample approval or Purchase Order, it must be returned to the supplier and

replaced with a conforming product. Appropriate notification to the subcontractor or supplier must be issued by the Contracts Manager or nominated delegate.

Where FDC takes receipt of equipment or products on behalf of the Client, to be incorporated into the works, FDC must implement processes to verify, store, safeguard and issue these products or equipment. If any of the property is lost, damaged, or deemed unsuitable for use, it must be recorded and advised to the Client as soon as practically possible.

13.0 INSPECTION & TESTING

It is the responsibility of the relevant Project Coordinator/Site Supervisor to inspect (or arrange inspections by others) and maintain surveillance of activities on site. These inspections must be carried out using accepted ITPs and other supporting documentation (ITRs). Supervisor Inspections are to be in accordance with the schedule of Inspections

Inspection & Test Plans (ITPs) must be provided for all trade and services works required by the Head Contract as a minimum. ITPs must be developed and completed to record the fabrication, manufacture, assembly and construction of all facility components and equipment. This applies to both on-site and off-site works.

A risk assessment approach must be adopted when determining what activities require ITPs and should identify activities that have significant risk for the company, be it in OHS, financial, environmental, reputation or other.

For activities that have been identified as requiring ITPs, these must be supplied by the subcontractors to FDC for review and acceptance prior to works commencing on site. As a minimum, the ITP must:

- Identify the items of materials and works that shall be inspected, and by whom
- Identify at what stage and frequency these shall be undertaken
- Clearly identify the hold and witness points
- Reference relevant standards, codes, specifications, and acceptance criteria, and
- Define which quality records shall accompany the ITP as supporting documentation (ITRs).

ITPs must always be project and task specific to allow for the scope of works, subcontract agreement and subsequent specific acceptance criteria for that project.

Refer to the Inspection & Testing Procedure

Identification and Traceability

Throughout the course of construction, various inspections and tests are conducted, the results of which must be retained for record keeping purposes. In addition, products that have been prefabricated, or manufactured off-site, must also be subject to testing and verification record keeping requirements.

The following are examples of such construction that require identification and verification of compliance with the Head Contract conditions, relevant standard, specification clause or drawing on this project:

- Precast concrete panels (concrete strength/slump measured, verified, and identified by batch, panel number and pour date on Birthing Certificates or Manufacturer's Certificates)
- In situ concrete structures (concrete strength/slump measured, verified, and identified by batch, pour area/number, and pour date)
- Formwork (inspected and verified by structural engineer for compliance with structural requirements, and identified by pour area/number, level, etc.)
- Concrete reinforcement cages (inspected and verified by structural engineer for compliance with structural requirements for size, spacing, cover, and identified by pour area/number, level, etc.), and
- Imported products delivered to site with compliance certificates in accordance with the relevant Australian Standard(s).

In addition, document control procedures must enable FDC to identify and trace elements of the construction process, including but not limited to:

- Construction drawings (revision no. & date)
- Shop drawings (revision no. & date)
- Delivery dockets
- Purchase Order numbers, and
- Subcontract/Consultant Agreement numbers.

The processes listed above will enable FDC to identify and trace elements of the construction process.

14.0 Control of Measuring & Test Equipment

FDC and their subcontractors must ensure that any measuring and test equipment used is properly calibrated, therefore providing assurance that works meet the necessary specifications and standards.

Refer to the Subcontractor Quality Requirements

Progress monitoring

In addition to updating the status of the construction programme, progress monitoring must be utilised on the project. This may include the use of various tools such as “sign-off charts” and “compliance tracking tools” which are used to track the extent and progress of subcontractor works for elements such as structure, services, finishes and fit-out activities, as required.

The project team must provide the following reports to senior management, which relate to key performance indicators (KPIs) such as, but not limited to, NCR and site issues statistics.

15.0 CONTROL OF NON-CONFORMING PRODUCT

Materials that are delivered to the site, or are fabricated on-site, must meet the requirements of the relevant specifications. Materials that do not meet the requirement of the specifications will be considered non-conforming, and are considered unacceptable to the project unless:

- Written Authorisation is given for a change to the specifications by an approved signatory, **OR**
- The Client and/or Superintendent accepts any change in materials. Written authorisation must be provided, as well as a fit-for purpose assessment.
- In the unlikely instance where any non-conforming product or material has already been incorporated into the Works, either:
 - The Client and/or Superintendent accepts any change, and the works can be left as is. Written authorisation must be provided, as well as a fit-for purpose assessment, **OR**
 - Works will need to be re-done to comply with the original specifications.

In either case, a Non-Conformance Report must be issued in accordance with the Non-Conformance Management Procedure

Corrective actions that are implemented must be reviewed for effectiveness.

Non- Conformances on the Cutaway Project are to be documented via the Procore HSEQ IT platform.

16.0 AUDITING

An auditing program, incorporating a variety of audit types, is an essential component of the IMS which monitors the effectiveness of the implementation of project and system requirements.

The aim of these types of audits is to ensure that the quality and reliability that is required by FDC in order to offer the products and services that have been agreed, are being delivered when and as they have been promised.

Refer to the Auditing Procedure

16.1 Subcontractor Audits

FDC must measure and monitor the performance of consultants and subcontractors by undertaking scheduled audits throughout the duration of the project. The project team must develop and implement the frequency of auditing to be based on potential exposure to risk.

All subcontractors and consultants are subject to an initial audited which must be conducted within 6 weeks of commencing onsite.

The types of audits to be conducted include:

- Consultant Quality Audit

The below Audits must be conducted via the Simple HSEQ platform.

- Subcontractor WHS Audit
- Subcontractor Quality Audit

The level of risk exposure of each trade to FDC will be based on considerations such as HSE, programming, financial, damage to reputation or other. These should help determine the level of compliance achieved with system requirements, the adequacy of the subcontractor's system and technical capabilities, the submission of inspections, test data and sample parts.

Refer to the Quality Risk Management Procedure.

16.2 Internal Audits

Internal audits by the various departments must be scheduled and conducted throughout the life of the project, by a member of the FDC management team not directly involved with the project.

The types of audits to be conducted include the following:

- Internal Design Audit
- **The below Audits must be conducted via the Simple HSEQ platform.**
- Internal WHS Audit
- Internal Quality Audit

16.3 Third Party Audits

Third party surveillance audits are conducted by an external party, which can include the Client or other regulatory or government body.

The ongoing review of FDC management systems, conducted by a relevant external accreditation body, generally occur every 12 months. This project can be included as part of these audits at any time during the life of the project.

For any external audit, it is the responsibility of the Project Manager to facilitate the audit requirements and make the appropriate resources available.

17.0 NON-CONFORMANCE REPORTING

All Non-Conformance records are raised and actioned via the Simple HSEQ platform.

A Non-Conformance Report must be issued where a non-conforming or deficient service, product, or process, is identified that does not meet the specifications or requirements in some way. These requirements can be defined by the client, a regulatory body, or within FDC internal procedures.

A non-conformance can be identified through complaints, internal audits, external audits, incoming material inspections, or during normal inspection and testing activities.

17.1 Corrective Actions

Corrective actions must be developed in accordance with the Non-Conformance Management Procedure and must be implemented and reviewed for effectiveness.

For the purpose of this QMP, corrective actions are those actions undertaken to ensure that any non-conformance is suitably rectified, and its recurrence is avoided.

As part of the corrective action process, the relevant Coordinator/Supervisor of the area in which the non-conformance was identified, must review, and determine the cause, evaluate the need for action to prevent recurrence, and plan and implement any such required action(s).

Documented evidence of corrective actions undertaken, by FDC or others, must be retained.

18.0 FINAL INSPECTIONS MANAGEMENT

Prior to an area or stage of the project being handed over to the Client, an initial defects inspection of the area or stage must be conducted by FDC, and a list of issues prepared using the nominated platform.

The Site Supervisor is responsible for ensuring that any rectification works are completed to the required standard and within the nominated time frame. Prior to the final inspection, the Site Supervisor must re-inspect the defective works previously identified to ensure adequate and effective rectification has occurred.

Inspections by consultants and Client representatives may also be carried out, following this initial defect inspection phase.

Refer to the Final Inspections Management Procedure and Simpel inspection templates listed inspection items on the relevant HSEQ platform. \

19.0 PRACTICAL COMPLETION & COMMISSIONING

The following requirements must be achieved as a minimum to attain Practical Completion (PC):

- The building is watertight and weatherproof, with external walls complete.
- The requirements of relevant authorities have been met
- Services, plant, and equipment are connected, in working order, commissioned and certified
- Finishes, including painting, are complete, cleaned and/or polished where applicable
- Detailed requirements, as set out in the technical specifications, are complete
- All Fire rated penetrations have been sealed, labelled, and photographed by subcontractors and recorded on Subcontractor FRP Registers prior to submission to the acting building surveyor.
- Ground levels at building, walls and paving are correctly adjusted
- The entire building is free from vermin, with waste materials and rubbish removed from site
- Damaged work has been made good
- Defective works are rectified (or otherwise as agreed) to permit licensing and operation of the facility
- Final copies of 'As Built' documentation are issued
- Final O&M Manuals are submitted and accepted in accordance with the Head Contract
- Warranties for plant and equipment are supplied as specified
- Training of facilities management staff on the installed services, systems and processes is completed, and
- Authority approvals and Certificates of Occupancy are issued.

20.0 TRAINING & DEVELOPMENT

Training requirements for FDC personnel involved on the project must be identified by the Project Manager and details recorded on the **Workplace Training Matrix**.

Any training records must be retained and submitted to the People & Culture Dept.

For further guidance, refer to the People & Culture Dept.

21.0 MANAGEMENT REVIEW

FDC is committed to the continual improvement and ongoing review of its management systems and shall conduct a review of its performance over the course of the contract, providing staff, subcontractors, consultants, and the client the opportunity to reflect and pass on views with regard to what was done well, and what could be improved.

The senior management team, in consultation with operations managers, the Group HSE Manager, and other relevant stakeholders, shall be responsible for the review of the company's QMP on an annual basis.

Reviews of both the QMM and this QMP shall be based upon, but not limited to, the analysis of auditing and inspection results, non-compliances identified and recorded, and the effectiveness of corrective and preventive actions adopted and reported.

Refer to the Project Evaluation Procedure

Preventive Actions

Preventive actions shall derive from consultative forums and data analysis of recurring non-conformances relating to significant or ongoing non-conforming products or suppliers.

Discussions shall be conducted at various levels within FDC based on the significance and ongoing risk that historical or potential non-compliances present to the company. Such forums may include, but are not limited to:

- Project Team Meetings.
- Senior Management Team Meetings; and
- Senior Leadership Engagement Meetings.

In these forums, preventative measures shall be determined, and the effectiveness of these measures reported upon once implemented and reviewed, to ensure that risks of potential non-compliances of a similar nature are not repeated on any of FDC projects.

Preventative actions shall be implemented where similar work tasks are to be repeated on the project or are to be conducted on another project by FDC.

Records of preventative actions undertaken shall be retained by the respective manager and reviewed in terms of effectiveness and adequacy.

22.0 MAINTENANCE MANAGEMENT

FDC aims to maintain projects in line with the Quality Management System, and to the standards set during construction. FDC aftercare Management Procedure has been established, which is integrated into the Projects overall management system. Issues identified by the Staff and Users of the building post completion shall be managed in accordance with these requirements.