



GUJARAT NRE MINERALS LIMITED
 A.B.N. 28 111 244 896
 NRE No 1 Colliery

CONTRACTOR MANAGEMENT PLAN

AUTHORISATION: Role: Manager of Mining Engineering Signature:

DOCUMENT HISTORY				
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Rev 0	March 2007	G Ruskin		Developed to document current practise and to reflect new Coal Mine Health and Safety Legislation.
Rev 1	July 2007	G Ruskin	G Case	Update to specifically identify responsibilities for contractors and NRE in regard to managing contractors in line with the Coal Mine Health and Safety legislation.
Rev 2	April 2008	G Ruskin	G Case	Updated to clarify responsibilities pertaining to contract mining supervisors, competencies and Trans Tasman Mutual Recognition.
Rev 3	Sept 2008	G Ruskin	G Case	Updated with changes to the NRE Cardinal Rules
Rev 4	April 2009	G Ruskin	P Coxhead	Updated to include more specific construction requirements, changes in responsibilities and MSDS requirements.
Rev 5	July 2009	B Blay	P Coxhead	Management plan updated to a generic document for all NRE sites to reflect current Coal Mine Health and Safety Legislation. Address recommendations from DPI management plan audits and DPI guidance note GNC-012 NRE policies removed for body of document to references



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1 PURPOSE

The intent of this plan is to outline how to effectively manage the use of contractors to ensure the health, safety and welfare of employees and others at Gujarat NRE coal operations.

In doing so the plan fulfils the requirements outlined by:

- NSW Occupational Health & Safety Act 2000
- NSW Occupational Health & Safety Regulation 2001
- NSW Occupational Health & Safety Regulation Amendments 2008
- NSW Coal Mine Health & Safety Act 2002
- NSW Coal Mine Health & Safety Regulation 2006
- NSW DPI Guidance Note GNC-005 (Construction Work at Mining Workplaces)
- NSW DPI Guidance Note GNC-007 (Construction Work at Coal Workplaces)
- NSW DPI Guidance Note GNC-012 Contractors (Coal Operations)

2 SCOPE

The plan describes the systems required to effectively manage Contractors from the identification of a need for contract works to completion of contract works.

The plan applies to all of the following:

- Sites operated by Gujarat NRE.
- Gujarat NRE representatives involved in the management and supervision of Contractors and their employees.
- Contractors and their employees performing work at any site operated by Gujarat NRE.

3 DEFINITIONS

Authority to Work (ATW) - Proforma check sheet that is required to be completed Designated Contract Manager and Contractor prior to any contractors commencing work UG.

Contractor - Means any person who is not an employee of NRE, who undertakes work at any Gujarat NRE coal operation.

Contractor Management Plan (CMP) - This document outlines how the risks arising from the use of contractors at the Gujarat NRE coal operations will be managed.

Designated Contract Manager (DCM) - The person nominated by the Manager or Departmental Head as the single point of contact between NRE Operation and the Contractor.

For the purpose of covering 24 hr operations back shift Undermanager's or otherwise nominated supervisors can act as a representative of the DCM.



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General Classification of Contractors - contractors that work on site are categorised into 3 general sub classifications. These sub classifications include:

1. Non-Mining or Non-Construction Contractors.

Provide ancillary services to NRE operations that are not directly connected with mining or construction. This would include but not be limited to the following:

- Office equipment service contractors
- Office cleaning contractors
- Catering contractors
- Other contractors that are not engaged in mining or construction work

2. Specialised Service Contractors.

Provide services to the operations that would not normally be performed by the employees of NRE. This would include but not be limited to the following:

- Fixed Contract Development drivage
- Major rebuilds of plant
- Conveyor installations
- Specialised electrical, mechanical maintenance and installations
- PUR strata consolidation
- Recovery of old UG working areas
- Longwall installations and relocations
- Surface Construction / Demolition

3. Labour Hire Contractors

Provide supplementary labour to the operations for work that would normally be performed by NRE employees. Labour hire Contractors used as required to cover the short or long term needs of the business.

JSEA - A job safety and environment analysis pro-forma sheet completed by all personnel involved in a specific work activity. The hazards are identified, documented and control measures implemented to control risks to an acceptable level.

Operator - Means the person who is the employer with day to day control of the coal operations.

MSDS - Material Safety Data Sheet.

MSMP - Mine Safety Management Plan.

PRONTO - Software program that generates programmed maintenance reports, purchase orders and is the repository of all purchase records, suppliers and service providers for NRE.

Sub Contractor - Means a contractor who has been contracted by a person other than the coal operator.



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SHECQ – Safety, Health, Environment, Community and Quality management system which holds all the relevant documents that are designed to assist in the protection of peoples health, safety and welfare.

Site Specific Occupational Health and Safety Management Plan - A management plan that is required to be developed by contractors who are carrying out high risk activities as defined in CMHSR 2006 - Clause 49 or as required by NRE

SWMS - Safe Work Method Statement - this is a written document prepared by the contractor that describes how the specific work is to be carried out in a safe manner

Work Permit - Proforma check sheet that is required to be completed by DCM to allow authorisation for contractor to commence surface work

4 OVERVIEW

The CMP has been designed to give Gujarat NRE employees and contractor's information and guidance on the contractor management process to ensure compliance with the relevant NSW Health and Safety legislation.

This combined with the company SHECQ management system provides the primary means by which NRE Gujarat ensures the health, safety and welfare of employees and contractors at NRE coal operations.

Through the consultation and communication process everyone working within NRE sites will be able to contribute to maintaining a safe, healthy and environmentally responsible workplace.

The strategies outlined in this plan are intended to establish appropriate controls for high risk contract works without unnecessarily burdening lower risk contract activities with the same level of control while at the same time maintaining SHECQ, commercial and quality outcomes.

All contract works that have been identified as potential high risk or expected to exceed \$100,000 in a financial year require a written contract with a detailed scope of works as per supporting procedures.

All lower risk and lower value contract works conducted by Contractors at any NRE site must have a commercial agreement in place with the appropriate Permit to Work (surface) or ATW (Underground) completed prior to work commencing.

The associated documents and checklist supporting this plan consists of:

- CMP Procedure 1 Works Preparation - details the process to develop a contract
- CMP Procedure 2 Works Execution - details the process to implement contract works
- Specialized Contractor Pre-works Checklist
- Labour Hire Contractor Pre-works Checklist



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5 NON-MINING OR NON-CONSTRUCTION CONTRACTORS

Gujarat NRE must ensure that people while at any NRE operations are not exposed to health and safety risks. The degree of management and / or site induction necessary for this type of contractor depends on the hazards and the level of risk that the particular contractor is likely to be exposed to while on site. The DCM must assess the risks to non-mining or non-construction contractors and take the necessary steps to minimise the risk to the lowest level reasonably practical. (See *attachment 1*)

6 SPECIALIZED CONTRACTORS

This section defines how risks arising from the use of Specialized Contractors at NRE operations will be managed. The primary objective is to identify all reasonably foreseeable hazards, assess the risks and implement effective control measures to reduce the likely hood of harm or incident to any person on site. (See *attachment 1*)

The following is the minimum requirements required from NRE to maintain statutory compliance whilst safely managing the use of contractors at NRE operations:

- The Manager or Departmental Head nominates a Designated Contract Manager (DCM) to specific NRE commercial agreement or contract to act as the single point of contact between the operations and the contractor.
- Prior to undertaking contract works the DCM will conduct assessment of contractor health and safety arrangements including:
 - ◇ Safety management system
 - ◇ Competency of contractor workforce
 - ◇ Fitness for purpose of plant
 - ◇ Currency of insurances
- As part of the consultation process arrange kick-off meeting with contractors prior to them beginning work to ensure that:
 - ◇ Contractor is provided with a copy of the site health and safety management system (SHECQ)
 - ◇ The contractor is familiar with the relevant parts of the SHECQ management system and the Contractor Management Plan.
 - ◇ The contractor's arrangements for health and safety are consistent with the site SHECQ management system.
- Arrange site induction for all contractors and subcontractors and their employees working onsite. Level of induction will be dependent on the type and location of work to be undertaken by the contractor.
- Contractors to provide the DCM with written safe work method statements (SWMS).
- DCM to review Contractors risk assessments, SWMS and control measures for adequacy prior to commencing work.
- Regular monitoring and assessment of contractor compliance with SHECQ management system, OHS and CMHS legislation



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- If during audits of work activities it is identified that the contractor is not in compliance with any legislative requirements, relevant SWMS's or components of the SHECQ management system, the contractor is to be directed to stop work and rectify. If the immediate cessation of work is likely to increase the risk to health and safety then the contractor is to be directed to stop work when safe to do so.
- Consult with contractor employees or nominated representatives when NRE propose any changes to systems, processes or work practices that may impact on health, safety and welfare of employees.

It is the duty of the Contractor to ensure that all work is carried out in accordance with contract scope of works and safe work method statements. SWMS describe how the work is to be carried out, identifies the health and safety risks and describes the control measures applied to the specific work activities. The following is the minimum requirements that must be maintained by the Specialised Contractor to ensure the safety and statutory compliance of the contract works:

- Prior to Contractors commencing work they must:
 - ◇ Undertake an assessment and documented the risks associated with the work to be carried out
 - ◇ Prepared a written SWMS that includes a copy of the assessment of those risks and control measures
 - ◇ Provide a copy of the SWMS to the DCM for review
- The Contractor must maintain and keep SWMS up to date for contract work tasks and copies of any changes to SWMS must be provided to DCM.
- The Contractor must supply Site Specific Occupational Health and Safety Management Plan if carrying out high risk activities as prescribed by **CMHSR 2006 Clause 49**. The site specific OHS management plan must include:
 - ◇ A statement listing names and responsibilities of persons responsible for OHS at that site
 - ◇ Details for managing OHS incidents including reporting of occurrences to operator in a timely fashion
 - ◇ Any specific safety rules and means of informing relevant people on site of those rules
 - ◇ SWMS for all work activities assessed as having health and safety risks
- The Contractor must provide any relevant parts of the site specific OHS Management Plan to their employees and subcontractors prior to them commencing work.
- The Contractor must ensure that a copy of the site specific OHS Management Plan is available for inspection by any person working or commencing work at the operation.
- The contractor must ensure that work is carried out in compliance with the site specific OHS Management Plan.
- If there is any conflict between the site SHECQ management system and the contractors OHS plan, the SHECQ system prevails.



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- Contractors engaging sub contractors at any NRE site must ensure that prior to commencing any works:
 - ◊ Inform the DCM of intentions to engage a subcontractor
 - ◊ Subcontractor provides the DCM with SWMS for the work the subcontractor is to carry out
 - ◊ The sub contractor has had the appropriate site induction, relevant training and is competent to perform the required work

7 LABOUR HIRE CONTRACTORS

The legislative requirement for SWMS applies to all supplementary labour hire contractors. When utilising labour hire contractors to supplement the workforce it is more practical for the contractors to operate under NRE existing site work procedures than contractors SWMS. (*See attachment 1*)

Under these circumstances the DCM shall:

- Consult with the labour hire contractor employer to determine the scope of work to be carried out by the contractor's employees whilst they are working on site.
- Provide copies of all relevant risks assessments and procedures in place at the operation relating to the task outlined in the agreed scope of work.

Upon receipt of these documents the labour hire contractor employer shall:

- Formally review the relevant risk assessments and procedures for adequacy to ensure the health and safety of their employees whilst working at any NRE operation. This review is to be conducted in consultation with employees of the contractor and documented.
- If the risk assessments and procedures are determined adequate, formally adopt the procedures as their own SWMS while the contractor's employees are working at that NRE operation and provide notification to that effect.
- If the risk assessment or procedures are determined inadequate, advise the DCM of the inadequacies and request a joint review of the areas of concern
- Any adoption or request for a review shall be done in writing and document the employees of the contractor have been consulted during the process. Contractor and DCM to complete *Labour Hire Contractor Pre Works Checklist FNREN 007c*
- The contractor employer must ensure that copies of the agreed scope of works are made available to the employees of the contractor required to carry out the work.
- Prior to engaging labour hire contractors' DCM to complete and sign off *Labour Hire Contractor Pre Works Checklist FNREN 007c*



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8 CONTRACTOR PERFORMANCE MONITORING

The NRE Designated Contract Manager will be responsible for the monitoring, assessment and documentation of the contractor OHS performance. This will be achieved by the following:

- Monitoring the work of contractors to ensure that all OHS and legislative requirements are met as the minimum standard
- Regular site inspections are conducted and documented
- Advising the contractor on any identified hazards and non conformance
- Monitoring and following up on corrective actions where non-conformances are identified
- The review of all incident reports or any complaints
- Convene and document regular meetings with contractor representative to review and monitor SHECQ performance against agreed targets. These meetings are to be documented and stored within the NRE document database

9 CONTRACTORS WITHIN NRE MANAGEMENT STRUCTURE

Where contract statutory officials are to be utilised as part of the management structure, the Manager of Mining Engineering or the Operator shall apply for an exemption that must be formally approved by the District Inspector prior to appointment at the mine site level. Statutory positions that would require an exemption would include:

- Manager of Mining Engineering
- Manager of Mechanical Engineering
- Manager of Electrical Engineering
- Undermanager
- Deputy

Any interstate or Trans-Tasman competency or certificate must be accompanied by a letter authorising statutory registration by the DPI. The Manager of Mining Engineering to assure himself that each Contract Official is competent prior to being appointed to a statutory position at any NRE operation. Upon appointment that person will assume all statutory responsibilities and authorities allocated to that position within the NRE Management Structure.

10 CONTRACTOR INDUCTION

All contractors including subcontractors must attend site induction that will cover elements of the NRE SHECQ management system. Inductions are arranged and delivered by the responsible DCM or NRE Training Officer and may involve local NRE personnel as required. Special inductions may be required for high risk areas within each site. At the conclusion of induction training the contractor will undergo competency based assessments.



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Employees of contractors and subcontractors which are employed after the initial site induction are to be inducted through the same process prior to commencing work. No work or access to work site will be permitted until the induction process is completed.

All records of training and inductions are recorded within the NRE Training Database.

11 SITE INTRODUCTION OF EQUIPMENT AND PLANT

All plant that contractors intend to bring on site will be inspected as per *NRE Plant Introduction Management Plan MSMP 035* to ensure that it is fit for purpose, safe for use and compliant with any relevant standards, guidelines or regulations.

All portable electrical equipment used on site must comply with the requirements of the site *Portable Electrical Equipment Management Plan MSMP 020* and any relevant Australian standards required.

12 RESPONSIBILITIES

Manager of Mining Engineering

- Confirms that the plan is established, audited and reviewed for improvement when opportunities are identified.
- Confirm contractor plant and equipment has been inspected and signed off as part of the site introduction procedure.
- Designates Contract Manager as the single point of contact between the Operations and the Contractor.
- Ensure OHS Management Plan is provided by contractors if involved in prescribed high risk activities as per the CMHSR 2006 Clause 49.
- Ensure SWMS are provided by contractors prior to commencement of works.
- Allocates sufficient suitable resources to support this plan.
- Ensure that all contractors have the required skills or have received adequate competency based training prior to issuing appointments.

Manager of Electrical Engineering

- Ensure that all electrical contractors comply with relevant legislation and relevant SHECQ management plans.
- Confirm the necessary induction and electrical training has taken place and ensure the relevant MSMP's and procedures are communicated.
- Advise Manager of Mining Engineering of any breaches of the CMP or any other component of the SHECQ management system.
- Consult with the Manager of Mining Engineering when electrical personnel have been trained to the required competency level for authorisation to perform their duties under the SHECQ management system.
- Ensure Contractor plant and equipment has been introduced to site.



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Manager of Mechanical Engineering

- Ensure that all mechanical contractors comply with relevant legislation and relevant SHECQ management plans.
- Confirm the necessary induction and mechanical training has taken place and ensure the relevant MSMP's and procedures are communicated.
- Advise Manager of Mining Engineering of any breaches of the CMP or any other component of the SHECQ management system.
- Consult with the Manager of Mining Engineering when mechanical personnel have been trained to the required competency level for authorisation to perform their duties under the SHECQ management system.
- Ensure Contractor plant and equipment has been introduced to site.

Designated Contract Manager

- Ensure that the particulars contained within this plan are implemented.
- Defines the scope of contract works
- Arrange risk assessment for scope of works if required
- Host site inspections as required.
- Facilitate the evaluation of tender proposals.
- Nominate preferred tender for contract.
- Negotiate final proposal with contractor.
- Review contract employee qualifications, experience and skills.
- Arranging inductions appropriate to the scope of works with NRE Training Co-ordinator or other appointed site personnel.
- Identify and arrange for any additional training requirements.
- Ensuring contractor OHS management plans and SWMS where applicable are compliant with legislative requirements and NRE SHECQ management system.
- Document results of inspections and audits and store in NRE data base.
- Manage daily contract performance issues.
- Convene and document review meetings with contractor representative. Meeting frequency dependant on scope and risk level.
- Ensuring contractors have current workers compensation insurance, public liability insurance and/or professional indemnity insurance. Minimum \$10,000,000 coverage.
- Ensuring insurances and inductions remain current and valid during the life of the contract.
- Ensure Permit to Work is completed when required.
- Ensure Authority to Work Underground is completed when required.
- Report and investigate all incidents.



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- Advise Senior Management Team of any breaches of the CMP or any other component of the SHECQ management system.
- Ensure that acting DCM is appointed during times of extended leave and communicate this in writing with Contractor representative.

Undermanagers, Deputies and Supervisors

- Implement and maintain the CMP and SHECQ management system.
- Act as DCM representative on back shifts or as appointed.
- Utilise contract labour and service providers within the boundaries of the individual contractor agreement.
- Ensure contractors are adequately trained to a competent standard and have the appropriate appointments for the work to be performed.
- Ensure the contractors working onsite comply with this management plan and any relevant components of the MSMP's.
- Identify and arrange for any training required to maintain compliance with CMP.
- Communicate relevant changes and updates of any MSMP to contractors employed on NRE site.
- Ensure that contractors and subcontractors on shift have written SWMS and safe work procedures prior to commencement of planned works.
- Monitor contractor compliance with OHS and CMHS legislation and any relevant MSMP.
- Conduct periodic inspections and audits of contractors and store in NRE document data base.
- Report and investigate all incidents.
- Raise and implement required corrective actions.

Human Resources Manager

- Ensure compliance with the Trans-Tasman Mutual Recognition (New South Wales) Act 1996 for statutory personnel and gain copies of those certificates and DPI letter of registration
- Advise the Manager of Mining Engineering of actions taken in response to breaches of any aspect of the Contractor Management Plan or any other component of the SHECQ Management System.

OHS Advisor

- Ensure that Contractor Company supply any site specific OHS management plans as per OHS and CMHS legislation.
- Ensure all incidents investigated, corrective actions raised, implemented and closed out.
- Ensure that a pre assessment of contractor health and safety arrangements prior to engagement is undertaken.
- Approval of and consultation for the introduction of chemicals.



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Training Officer

- Conduct induction of contractors, sub-contractors and their employees that outline the required competency and learning outcomes.
- Ensure Labour Hire Contractor competencies and skills are kept up to date in regard to any relevant MSMP and scope of work.
- Ensure Level 3 Contractor training and competency assessments recorded within the NRE Training data base.
- Monitor performance of training conducted.
- Review and update competencies as required.
- Ensure any statutory competency or certificate from which the Trans-Tasman Mutual Recognition (New South Wales) Act 1996 applies is maintained on file and within the NRE Training Database.

All Employees including Contractor Employees

- Comply with relevant OHS and CMHS legislation.
- Comply with relevant MSMP's, SWP's, Contractor SWMS and other supporting documents as required.
- Actively participate in risk assessment and consultation process.
- Participate with incident investigations as required.
- Only operate machinery that they are authorised to operate by the Manager of Mining Engineering.
- Only undertake works that are within the Contractor Scope of Works.
- Comply with appropriate SWMS and / or NRE procedures.

13 TRAINING AND COMPETENCE

The following roles are defined in the Contract Management Plan and have responsibilities detailed within this procedure:

Manager of Mining Engineering	Designated Contract Manager
Manager of Electrical Engineering	Manager of Mechanical Engineering
Undermanagers	Deputies
OHS Advisor	Training Officer
Contractors	Contract Employees

People who fill these roles must become familiar with the process and procedures, receive adequate training to be able to implement or apply this plan.



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14 REVIEW

The following events will be evaluated to determine the need to review this plan

- Requirements of CMHSA 2002 – Section 28
 - ◊ Reviewed every 3 years as part of the SHECQ management system review
 - ◊ Any significant change to Gujarat NRE operations
 - ◊ After an actual or potential fatality involving contract relationships
- After internal or external audit that discovers major findings
- Responding to deteriorating KPI's
 - ◊ Poor contract performance
 - ◊ Major non-conformance with contract requirements

15 REFERENCES AND ASSOCIATED DOCUMENTS

- NSW Occupational Health and Safety Act 2000
- NSW Occupational Health and Safety Regulation 2001
- NSW Occupational Health and Safety Regulation Amendments 2008
- NSW Coal Mine Health and Safety Act 2002
- NSW Coal Mine Health and Safety Regulation 2006
- NRE Mine Safety Management Plans
- NSW DPI Guidance Note GNC-005 (Construction Work at Mining Workplaces)
- NSW DPI Guidance Note GNC-007 (Construction Work at Coal Workplaces)
- NSW DPI Guidance Note GNC-012 Contractors (Coal Operations)
- MDG 1010 - Risk Management Handbook for the Mining Industry
- MDG 1014 - Reviewing a RA of Equipment and Mine Operations
- MSMP 000 - NRE SHECQ Management System
- NREN 007 SWP1 - Contract Procedure 1 - Preparation of Works
- NREN 007 SWP2 - Contract Procedure 2 - Execution of Works
- FNREN 007h - Specialised Contractor Pre Works Execution Checklist
- FNREN 007f - Specialised Contractors 24hr Status Report
- FNREN 007g - Specialised Contractor Pre Shift Meeting Report
- FNREN 007g - Labour Hire Contractor Pre Works Checklist
- FNREN 007d - Labour hire Contractor Weekly Status Report
- **FNRE 014g - Contractor Monthly Safety Report**
- MSMP 019 - Electrical Engineering Management Plan
- MSMP 020 - Portable Electrical Equipment Management Plan
- MSMP 013 - Mechanical Engineering Management Plan



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- MSMP 035 - Plant Introduction Management Plan
- MSMP 000 - Occupational Health and Safety Policy
- NRE 002 - Risk Management documents (Formal RA, Permit to Work and JSEA)
- NRE 014 - Incident and Injury Investigation process
- NRE 012 - Site Induction Process
- NRE 011 - Purchasing and Procurement
- FNRE 022a - Work permit
- FNRE 007m - Authority to Work Underground
- NRE 022 - Confined Space
- NRE 030 - Working at Heights
- FNRE 007e - Excavation / Penetration permit
- NRE 006j - Use of Aluminium Underground
- NRE 001 - NRE Policy
 - Environmental
 - Rehabilitation
 - Cardinal Rules
 - Fitness for Work

