



VULCAN MINE

PLAN

Contractor Management



Contents

1. PURPOSE.....	3
2. SCOPE.....	3
3. DEFINITIONS.....	3
4. PROCEDURE.....	5
4.1. Contract Works Categories.....	5
5. RESPONSIBILITIES	6
5.1. SSE	6
5.2. Appointed Contract Manager	6
5.3. Contract Owner	7
5.4. Contractor	7
5.4.1. Contractor's CMW's.....	7
6. DOCUMENTATION	8
6.1. Scope of Works	8
6.2. Contractor Pre-Qualification and Award Contract	8
6.3. Contractor Management Register (CMR).....	8
6.3.1. Contractor Integration Plan (CIP).....	8
6.3.2. Safety & Health Management Plan (SHMP)	8
6.3.3. Preliminary Risk Assessment (PRA).....	8
7. PROCESS	9
7.1. Adding Contractor Actions	10
8. Mobilisation.....	10
8.1.1. Mobile Plant and Equipment.....	10
8.1.1. Personnel.....	10
9. Periodic Interaction/Contract Meetings	11
Periodic Contract Meeting.....	11
9.1.1. Contract Completion / Close-Out Meeting.....	11
10. SUB CONTRACTORS	12
11. INCIDENT MANAGEMENT.....	12
12. RISK MANAGEMENT	12
13. MONITOR, AUDIT & ASSURANCE.....	12
13.1. Auditing & Inspections.....	12
Periodic Auditing and Inspections.....	13
13.2. Records.....	13
14. REFERENCES.....	13
15. RELATED DOCUMENTS	13
16. REVIEW	13
17. DOCUMENT CONTROL	14



1. PURPOSE

The purpose of the Procedure is to ensure compliance with all Vulcan Mine sites, for all personnel involved with duties and responsibilities while engaging and managing Contractors and Service Providers.

For terminology ease, all contractors and service providers will be referred to as contractors.

This Procedure has been developed to ensure compliance with the following section of the *S39, S43, S44, S45, S45A, S46 & S47 of the Coal Mining Safety and Health Regulation 2017 (Qld)*.

2. SCOPE

This procedure is applicable to all persons at the Vulcan Mine including employees, contractors and visitors. The controls within this procedure are mandatory.

3. DEFINITIONS

Term	Definition
Authorised Person	A person who has the required competencies and who has been appointed by the Site Senior Executive, or their appointed representative to carry out a designated scope of duties.
Competent Person	Competence for a task at a coal mine is the demonstrated skill and knowledge required to carry out the task to a standard necessary for the safety and health of persons.
CIP	Contractor Integration Plan.
Coal Mine Worker (CMW)	An individual who carries out work at a coal mine, including employees of the coal mine operator and contractors or employee of a contractor.
Contract	A written agreement to engage another company or person(s) not employed by the holder of the Mine, for remuneration or not, to conduct a Scope of Work.
Contractor Manager	A management level employee of assigned by the Site Senior Executive (SSE) to hold responsibilities in the Mine's Management Structure (s55) regarding the management of contractors.
Contract Owner	The individual who engages the contractor for work on site and manages all aspects of the contract whilst on site.
Contractor Management Register (CMR)	A register of all procedures, personnel, plant, and equipment to be utilised by the contractor to carry out a contract.
JHA	Job Hazard Analysis.
PPE	Personal Protective Equipment.
Principal Contractor	Contracting Company or individual contractor, engaged to carry out work.
SHMP	Safety & Health Management Plan
SHMS	Safety and Health Management System.
Scope of Work	The area in an agreement where the work to be performed is described.
Shall	Is to be considered as mandatory.



Should	The word “should”, indicates that the primary intent is to comply with the full requirements as if they were mandatory.
SOP	Standard Operating Procedure.
Sub-Contractor	Contracting company or individual contractor, engaged by the Principal Contractor to carry out work.
Supervisor	A CMW who is authorised by the SSE to give directions to other CMW’s in accordance with the SHMS.
Site Senior Executive (SSE)	Is the most senior officer employed or otherwise engaged by the coal mine operator for the coal mine.





4. PROCEDURE

4.1. Contract Works Categories

The process for managing contractor risks may depend on a number of variables; these include but are not limited to:

- The size of the contract job - number of people and equipment involved
- The frequency of contractor personnel on site
- The risk levels of the contract work; and
- The degree of confidence in the contractor's previous industry performance.

For the purpose of this procedure, contract categories described in the table below shall be applied:

Category	Definition	Health and Safety Requirements
Category 1 Contractor (Major)	Daily operations worked and interaction conducted on site, for the following (but not limited too): • Separate work area • Specific processes or • Specialist activity. Contractor's specific safety documents are required to be reviewed, approved, and integrated into the Vulcan Mine SHMS to ensure there is only one SHMS for the Mine. Work is conducted within the SSE boundary. Contractor's CMW's must be fully inducted, trained, and competent to perform works on the Vulcan Mine Site. Contractor's CMW's may be required to be part of the Vulcan Mine's organisation structure for supervision requirements & duties, site risk ownership duties & responsibilities.	Contractor to work under the Mine's SHMS with integrated safety procedures. The integrated safety procedures MUST be approved by the SSE. SHMS Contractor Integration Plan (CIP) must be established. Contractor Safety & Health Management Plan (SHMP) must be established, reviewed, and approved by the SSE. Preliminary Risk Assessment must be completed. All elements of the site SHMS are applicable to these persons, including inductions, medicals, refresher training, and attendance at pre-start and toolbox meetings when on site, etc.
Category 2 Contractor (Moderate)	Irregular operations/work activities conducted on site for the following (but not limited too): • Maintenance • Electrical • Rehabilitation • Haulage or • Regular service providers Work is conducted within the SSE boundary. Contractor must work under the Vulcan Mine SHMS and works being conducted are supervised by authorised site supervision.	Contractor to work under site SHMS. Contractor Safety & Health Management Plan (SHMP) must be established, reviewed, and approved by the SSE. Preliminary Risk Assessment must be completed. All elements of the site SHMS are applicable to these persons, including inductions, medicals, refresher training, and attendance at pre-start and toolbox meetings when on site, etc.



	Contractor's CMW's must be fully inducted, trained, and competent to perform works on the Vulcan Mine Site.	
Category 3 Contractor (Minor)	Consultant Activities. Work is conducted in the on-site office or off-site. Work is conducted within the SSE boundary. Contractor must work under the Vulcan Mine SHMS and works being conducted are supervised by authorised site supervision and escorted in work area at all times Contractor must work under the Vulcan Mine SHMS. Coal Mine worker/s Visitor Inducted.	Contractor to work under the site SHMS. Accompanied or supervised by a nominated site representative at all times. Mainly office based / consultative scope of works. Visitor / Consultant - visitor induction No 'hands-on' work Contractor Safety & Health Management Plan (SHMP) must be established. All elements of the site SHMS are applicable to these persons, including inductions, medicals, refresher training, and attendance at pre-start and toolbox meetings when on site, etc.

5. RESPONSIBILITIES

5.1. SSE

The Site Senior Executive has overall responsibility for Contractor Management on the site. The SSE is responsible for approving:

- Supplier and contractor engagement (including subcontractors) for site.
- Contractor personnel to work in Supervisory positions on site; and,
- Any contractor suspension or reinstatement; and
- Appointing Contract Manager within the Management Structure.

The SSE is to appoint a Senior Position to the Management Structure who is responsible for establishing and implementing a system for managing contractors.

5.2. Appointed Contract Manager

The Appointed Contract Manager is responsible for establishing and implementing the site system for managing contractors. The Contract Manager is responsible for:

- Establishing and implementing a system for managing contractors
- Ensuring Contractors compliance meets the requirements of this Plan and legislation; and
- Appointing Contract Owners



5.3. Contract Owner

The Contract Owner obligations and responsibilities are:

- Ensuring all contractor personnel works under the requirements of the site SHMS; and
- Ensuring all contractor personnel working in a supervisory position hold the appropriate competencies for the role and are formally appointed to that position by the site SSE.

In all instances of contractor engagement, the Contract Owner shall be identified to contractors at the issue of any contract (including purchase orders/ service orders) for contract work.

In most circumstances the contract owner will be the engaging Department Manager unless otherwise directed. The Contract Owner may delegate to a Contract Supervisor within their respective department but ultimately the Contract Owner holds responsibility.

The Contract Owner shall ensure all contractors within their responsibility must comply with the requirements of this instruction and associated documentation.

5.4. Contractor

The Contractor is responsible for meeting all site SHMS requirements, to the extent applicable to their work under the contract.

When engaging contractors, site expectations shall be made clear to the contractor at the outset and reinforced in contract provisions, induction, auditing and via direct communication.

The Contractor and Contractor CMW's must fully comply with the Vulcan Mine SHMS and legislation requirements at all times.

5.4.1. Contractor's CMW's

Category 1 (Major) Contractors conducting daily operations and interaction on the Vulcan Mine Site may be required to be a part of the Vulcan Mine's organisation structure for supervision requirements & duties, site risk ownership duties & responsibilities.

Weekly interaction with Vulcan Mine Management may be required depending on the Scope of Works.



6. DOCUMENTATION

6.1. Scope of Works

All contract work must be preceded by the development of a Scope of Works (this is in-built in the **VUL-PLN-043-REG1-CMR**). The extent and degree of detail within the Scope of Works will depend on the size / nature of the contract and the related risks.

6.2. Contractor Pre-Qualification and Award Contract

All contracts and pre-qualifications are managed by the Contract Owner who is engaging the Contractor.

Prior to commencing the contractor management requirements, the Contract Owner is to discuss and obtain approval from the SSE to commence. Only when verified, approved and contract issued will site be able to formally engage the contractor and issue a Purchase Order for service.

Once approved, site must maintain valid evidence of the Contractors Insurances, Work Cover Certificate or similar and any other requirements to manage the actual contractor on site as required by this procedure.

It is the contracting company's responsibility to ensure the Contract Owner is updated with the details any renewals of insurance etc.

6.3. Contractor Management Register (CMR)

Underpinning the Contractor Management Procedure is the **VUL-PLN-043-REG1-Contractor Management Register (CMR)**, which allows the Contractor to provide relevant information regarding the requirements of the scope of works prior to mobilising to site to conduct works.

Any changes to the scope of works or contents of the CMR will trigger a review of the CMR and subsequent sign off by the Contractor and Contract Owner and approved by the Contractor Manager (and SSE if required).

Based on the type of Contractor, there are several requirements that shall be fulfilled prior to mobilisation.

6.3.1. Contractor Integration Plan (CIP)

All Category 1 Contractors will need to complete and comply with the **VUL-PLN-043-CIP** if the Contractor is required to integrate safety documentation into the SHMS to ensure there is only 1 approved SHMS and all obligations are being met. The CIP is built into the CMR.

This process is used to collate and evaluate a contractor's Health and Safety System Procedures relevant to the scope of works. All items must be addressed (unless otherwise advised). All documentation provided by the Contractor and required to be integrated into the SHMS shall be facilitated by the Contractor Manager, with assistance from the Contract Owner and HST Department and approved by the SSE.

6.3.2. Safety & Health Management Plan (SHMP)

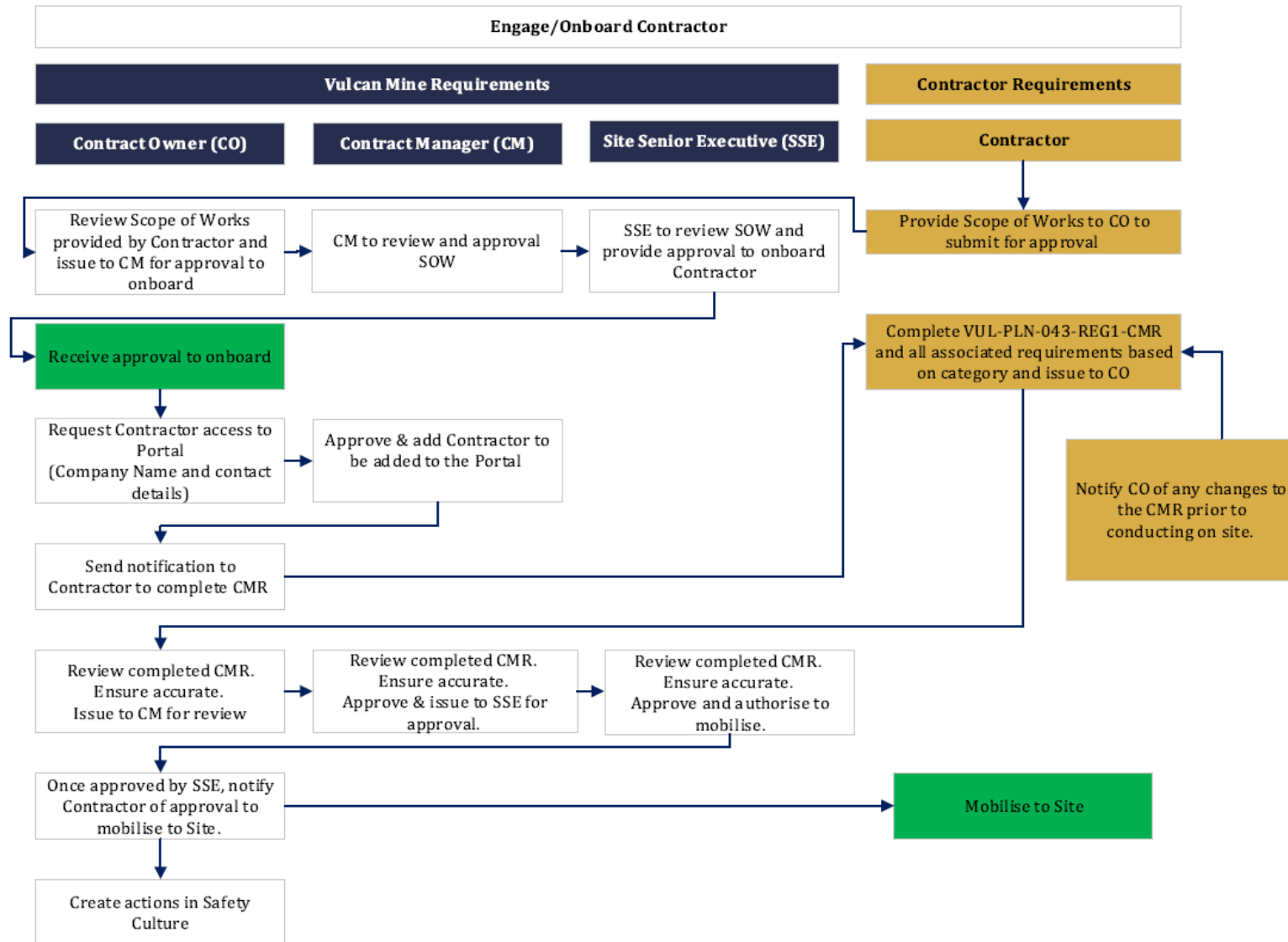
All Contractors will need to complete and comply with **VUL-PLN-043-SHMP** to ensure there is only 1 approved SHMS and all obligations are being met. The SHMP is built into the CMR.

6.3.3. Preliminary Risk Assessment (PRA)

All Contractors will need to complete and comply with **VUL-PLN-043-Preliminary Risk Assessment** to ensure there is only 1 approved SHMS and all obligations are being met. The Preliminary Risk Assessment is built into the CMR.



7. PROCESS





7.1. Adding Contractor Actions

Contractor actions may include, but not be limited to:

- Insurance Renewal Dates
- Equipment Compliance
- Personnel Competency compliance
- Contractor Meetings
- Contractor Auditing & Inspections
- Contract Milestones
- Contract End date

8. Mobilisation

Mobilisation of contractors to site must be carefully planned, especially for major project work. Issues to be considered include:

- Designated and delineated work areas for construction or shut-down projects
- Site office and amenities set up
- Access roadways with appropriate signage
- Lay down and parking areas for equipment pre-delivered
- Suitable storage areas for parts and materials (may require protected storage)
- Connection to services, including electricity, communications, water, sewerage, air, etc.
- Inspection of contractor's equipment by site personnel, prior to use
- All contractor vehicles and equipment must have inspections completed prior to use on site
- All electrical items must be tested and tagged as per legislative requirements and be listed in the Contractors Equipment Register
- All vehicles, tools and equipment must be in an operational, safe and clean condition
- Contract owners / supervisors will conduct preliminary risk assessments of new projects to make certain hazards have been adequately identified and risks assessed; and
- All personnel hold the correct and current competencies to conduct with works required within the Scope of Works

As part of any mobilisation, contractors must complete the site CMR and submit to the Contractor Owner. This register is a live document and must be maintained and resubmitted periodically.

8.1.1. Mobile Plant and Equipment

Contractor mobile plant and equipment is required to meet site standards as prescribed within **VUL-MOP-071-Equipment Compliance**.

All mobile plant and equipment shall be inspected and approved by site authorised personnel prior to being used on site.

8.1.1. Personnel

All contractors who work on site shall have completed the Site Induction.

Where a contractor has been off site for more than 12 months, they will need to be re-inducted.

Contractors shall keep current training records for the relevant licenses and competencies of their personnel and provide copies of training records to site to allow entry into training recording systems, records may include:

- Coal Board Medical
- Generic Mining Induction compliant to Standard 11
- Drivers/High Risk licences
- Current National Competencies / Certificates
- First Aid certificates; and
- Other training as appropriate.



Supervisor Appointments

All contractor personnel required to be appointed as a Supervisor shall undergo the Supervisor Assessment and hold the required competencies.

9. Periodic Interaction/Contract Meetings

The Contract Owner is responsible for ensuring the Contractor under their control complies with relevant components of the Mine SHMS.

During the contract term, regular meetings may be held with the contractor to review Health and Safety performance including lead and lag indicators and compliance to the commitments and the requirements of the site SHMS.

For Major category, The Contractor Manager shall attend these meetings with the Contract Owner.

For Minor and Other categories, the Contract Owner and Contracting company must all attend these meeting.

For the Contract Works Categories, the periodic contract meetings are as follows:

Category	Periodic Contract Meeting
Category 1 Contractor (Major)	Weekly interaction with Mine Management. Formal monthly contract meetings (unless advised otherwise by the SSE/Contract Manager)
Category 2 Contractor (Moderate)	Regular interaction with Mine Management. Formal quarterly contract meetings (unless advised otherwise by the SSE/Contract Manager)
Category 3 Contractor (Minor)	Irregular interaction with Mine Management. Formal bi-annually contract meetings (unless advised otherwise by the SSE/Contract Manager)

The minutes of these contract meetings are to be documented utilizing ***VUL-PLN-043-F1-Contractor Meeting***.

9.1.1. Contract Completion / Close-Out Meeting

Following practical completion or acceptance of work completed, the Contract Owner shall complete a Project Completion Report considering the following information and issue it to the SSE. A meeting may be held with the contractor. At this meeting the contractor can receive feedback about their performance over the duration of the contract.

Some guidelines for consideration are:

- Overall performance / effectiveness of the contract
- Provide constructive feedback - identify positives and negatives
- Evaluate against contractual expectations
- Measurable results - incidents, competencies etc.; and
- Subjective results - behaviour, cooperation etc.

Failure of the contractor's health and safety performance, unacceptable numbers of non-conformances and a poor rating from the evaluation may give cause for the contractor's permission to conduct work on the Vulcan Mine site to be revoked.



When a contractor is no longer required on site, their company profiles are to be removed from Vulcan Mine's compliance audit tool and record keeping system.

10. SUB CONTRACTORS

Subcontractors will be treated as contractors and must comply with the requirements of this plan.

Contractors are required to notify the Contract Owner, and obtain approval, prior to engaging sub- contractors for work on site. Where sub-contractors are to be used, clear requirements for the management of sub-contractor risks shall be outlined within the ***VUL-PLN-043-CMR Sub section Safe Work Method Statement***.

The Contractor engaging the subcontractor will be the Appointed Contract Owner as per **Section 3 – Responsibilities**, unless directed otherwise by the Contract Manager.

11. INCIDENT MANAGEMENT

Incidents, accidents and near misses shall be reported through the Incident Management System, unless otherwise approved by the SSE.

The Contract Owner is responsible for ensuring incident investigation and analysis is conducted in accordance with ***VUL-MOP-015- Incident Reporting & Investigations***.

12. RISK MANAGEMENT

The risk management process in accordance with ***VUL-MOP-049-Risk Management*** shall be conducted against the Scope of Works for each Contractor prior to mobilisation and commencement of works.

Any procedures for activities not covered by the SHMS, and the related underpinning risk management documentation which describes the risks and control methods are to be established and entered into the CMR. The SSE shall review prior to approval and integration into SHMS.

13. MONITOR, AUDIT & ASSURANCE

13.1. Auditing & Inspections

Contractor Area Work Inspections and Auditing shall be undertaken from a site level and an organisational level.

The Contract Owner shall ensure regular Contractor Area Work Inspections are carried out on contractors at intervals no greater than bi-annually.

Consideration to work scope and risk must be applied to determine actual frequency. This will include:

- Commitments and obligations prescribed within the Contractor Safety Management Plan. This can include Safe Work Observations.
- Any issues must be communicated to the Contractor Manager.
- Findings must be documented and included within the Contractor Management System application with findings communicated to the contractor at periodic contract meetings.

The findings of the contract audits are to be documented utilising ***VUL-PLN-043-F2-Contractor Audit***.



For the Contract Works Categories, the periodic contract meetings are as follows:

Category	Definition	Periodic Auditing and Inspections
Category 1 Contractor	Separate work area/process/ specialist activity (e.g., Dredging, Auger mining) Onsite work area. Coal Mine worker/s fully inducted.	Monthly
Category 2 Contractor	Onsite work area. Mining/Workshop/Processing/Infrastructure/Warehouse areas. Coal Mine worker/s fully inducted.	Quarterly
Category 3 Contractor	Office based, escorted in work area at all times or offsite Contractor. Coal Mine worker/s Visitor Inducted.	Bi-annually

13.2. Records

All records must be recorded on Vulcan Mine's compliance audit tool and record keeping system.

14. REFERENCES

- Coal Mining Safety and Health Act 1999 (Qld)
- Coal Mining Safety and Health Regulation 2017 (Qld)

15. RELATED DOCUMENTS

- VUL-PLN -043-REG1-CMR
- VUL -PLN -043 - CIP
- VUL -PLN -043-SHMP
- VUL -PLN-043- PRA
- VUL -PLN-043-F1-Contractor Meeting
- VUL -PLN-043-F2- Contractor Audit
- VUL -MOP-071-Equipment Compliance
- VUL -MOP-015- Incident Reporting & Investigations
- VUL -MOP-049-Risk Management

16. REVIEW

This document shall be reviewed as follows:

- when there is a change of method and/or technology and/or legal or other requirement that may affect the accuracy of this document
- when operational changes occur that effect the currency of the document
- when there has been a significant event to which this document was relevant; and
- as a result of relevant audit findings.



17. DOCUMENT CONTROL

Version	Date	Description	Document Controller
1	29/05/2020	Initial Draft	Shane Walters
2	16/07/2023	- Document review - Document formatting - Update Contract Work Categories - Update documentation - Redesign process - Update subcontractors' section - Develop meeting minutes & audit forms to support the process.	Renee Herreygers
3	16/10/2023	Document formatting and released to SHMS	Kelly Jensen