VULCAN MINE

Mine Operating Procedure
Change Management

Document Number:
VUL-MOP-064(3) Change Management

Document Owner:
HST Department

Approval Date:
12/10/2023

VULCAN MINE

CONTENTS

1. PURPOSE

The Change Management procedure has been developed to ensure any planned or unplanned change made to Vulcan Mine operations does not adversely impact people, equipment, the environment, or the reputation of the company.

2. SCOPE

This Procedure provides guidelines for Change Management so that proposed changes do not give rise to unacceptable risks. Change may include the introduction of new or the change to existing:

- Legislative amendments.
- Plant or equipment.
- Operating process.
- Design or layout of area or roadway; or
- PHMP, Standard Operating Procedure, Standard or Work Procedure.

The Procedure applies to relevant activities at sites operated by and/or under the control of Vitrinite. Modifications to plant or equipment shall be performed in accordance with this Change Management Procedure and VUL-SOP-068 – Modifying Fixed and Mobile Plant.

Modification of electrical control systems shall only be undertaken under strict authorisation of the Electrical Engineering Manager.

3. DEFINITIONS

Authorised Person	A person who has the required competencies and who has been authorised by the Site Senior Executive, or his appointed representative to carry out a designated scope of duties.
CMSHA	Queensland Coal Mining Safety and Health Act 1999.
CMSHR	Queensland Coal Mining Safety and Health Regulation 2017.
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.
MOP	Mine Operating Procedure at a coal mine is a documented way of working or an arrangement of facilities, at the coal mine to achieve an acceptable level of risk.
RPEQ	Registered Professional Engineer of Queensland
RSHQ	Resources Safety and Health Queensland
Shall	Indicates that a statement is mandatory.
Should	Indicates a recommendation.
SHMS	Safety and Health Management System.
SSE	Site Senior Executive is the most senior officer employed by the Coal Mine Operator for the coal mine who is located at or near the coal mine and has responsibility for the coal mine.

4. PROCEDURE

4.1. Mandatory Requirements

The core mandatory requirement and expectation of the Vulcan Mine are that all workers (including internal employees, contractors, and visitors) will follow the Safety and Health Management System (SHMS) as it applies when working. Should a system gap be identified, a supervisor must be notified immediately, and a risk assessment conducted before the work can continue.

Further mandatory requirements identified include the following:

- All workers will comply with CMSHA s. 39 Obligations of persons generally.
- All workers shall be trained, competent and authorised to be on site and to carry out those tasks specific to their role.
- All workers must present themselves in a state fit for duty and unaffected by drugs, alcohol, fatigue and other physical or psychological impairment.
- All workers will conduct a personnel risk assessment (Take 5 etc.) prior to undertaking tasks and in the event of a change to the conditions, process, or environment.
- There are risk assessments (JHAs) in place under which tasks are being carried out. These risk assessments may indicate controls that go above and beyond the legislative or SHMS requirements and must be followed.
- Workers will follow the direction of all signage as if given as an instruction by their supervisor; Errant behaviours are prevented through compliance to the training scheme and managed appropriately through supervision and site discipline procedures.
- At any stage should a worker feel unsafe or at risk when undertaking a task, they are to stop work, make the area safe (if necessary and possible) and immediately report this to their supervisor; and
- If a worker sights another worker undertaking a task, which they feel is unsafe or at risk, that work may be stopped, and a supervisor immediately notified.

4.2. Change Management

The uncertainty of changes requires a process to ensure any change within the business and operation is managed to ensure a safe level of risk to workers and persons who may be directly and indirectly impacted upon. Change within the business shall follow the Change Management process, except for changes conducted during an emergency.

In the event of an emergency the most senior person must consider the risk of the change prior to safely proceeding. All changes made in an emergency shall be communicated and recorded after the emergency is finalised.

4.3. Invoking Change Management

Invoking the Change Management process is based on risks and/or the resultant effects or impacts of a change. Examples of where change management may be required include, but is not limited to the following:

- Modification or alterations to plant or equipment that affects the structure, functionality, capacity, operating systems, or safety protective devices fitted.
- Changes to roadways and traffic control rules (changes to the prescribed way of interaction between heavy and light plant).
- Changes to procedures or accepted processes and systems (e.g., software or the SHMS).
- Changes to operational processes (e.g., communications); or
- Other changes which may increase or alter the current identified level of risk.

For minor or temporary changes, a preliminary risk assessment (minimum a JHA) shall be conducted to identify the risk rating of the change. The identified risk rating shall then determine what further action is to be taken to ensure the appropriate management of the change.

Where a change impact is determined to be a Low Risk as identified from the preliminary risk assessment the change may occur after the person initiating the change completes the following:

- Notifies Supervisor.
- Conducts risk assessment to carry out the change (JHA as a minimum) and has the risk assessment authorised by Supervisor; and
- Ensures all changes are communicated to all potentially impacted persons.

Change determined to have any level of risk or impact shall require the completion of VUL-FRM-02-02-Change Management Request and the associated risk assessment completed and approved prior to conducting the change. Refer to Appendix Table 2 Change Management Approval for details of Change Owners and Approvers.

4.4. Change Management Process

All Medium, High or Extreme Level change approvals, as identified in Appendix Table 1 Change Impact Matrix, must be completed by the Change Owner on the VUL-FRM-02-02-Change Management Request form to clearly identify the following:

- Type of change.
- Reason for the change.
- Hazard / Risks presented by the change.
- Anticipated benefits; and
- Impact of the change - for action plan

The change management process is displayed in Appendix Table 3.

4.5. Assessment of the Change

Before the proposed change is approved an assessment is to be completed. This is conducted by completed the VUL-FRM-02-02-Change Management Request along with a Risk Assessment (minimum JHA or as identified in Table 2). Low level changes may follow this process if determined appropriate by the Change Owner or SSE.

The assessment shall be carried out by the Change Owner and an adequate cross section of workers. The change process must take into consideration the impact of the change on the wider Vulcan Mine operation. Content experts shall be utilised as required during the assessment.

The risk assessment must, where applicable, identify:

- Hazards associated with the proposed change.
- Control mechanisms to eliminate or minimise the risks.
- Time or duration of change.
- Systems, policies, procedures, plans, schedules, and competencies that may be affected.
- Standards that apply.
- Regulatory requirements which must be met.
- Controls required.
- Further studies to be carried out, e.g.: hazards studies.
- If a change is subject to trial, the duration, and measures for the trial; and
- If the change represents a design change, an assessment may be required by a content expert or RPEQ.

The outcome of the assessment will dictate the action plan required for undertaking the changes. This plan must also be reviewed prior to authorisation.

4.6. Review and Authorisation

Prior to authorising the proposed changes, the assessment and all associated documents should be reviewed to ensure the change is beneficial to the operations and to the business.

The assessment should also ensure the action plan is adequate in covering all impacted parts of the operation, e.g., ensuring all training, plans or maintenance schedules reflect the change.

After being reviewed the proposed changes are to be authorised by a person appointed to at least the position indicated in Appendix Table 2 Change Management Approval. The approval shall only take place after the Change Owner and person approving the changes are satisfied the level of risk associated with the changes are reduced to a safe level of risk or to as low as reasonably achievable.

The Change Owner and person approving the changes may request further assessment or analysis from a competent service provider or person, e.g., RPEQ.

4.7. Implementation of Change

Only competent personnel may carry out implementation of approval changes. Authorisation, inspections, or approvals shall be conducted prior to returning modified equipment, areas / structures, or procedures into service, e.g., modified equipment shall be re-commissioned and authorised back onto site after being modified.

The authorisation, inspection or approval shall be conducted by a competent person in consultation with Change Owner to ensure:

- The changes have been carried out in accordance with authorised change action plan.
- All actions from the review process, including any tests, inspections or calibrations have been satisfactorily completed and all outcomes included.
- The physical change has not introduced any unforeseen risks; and
- Where there has been a change to the design, a review and sign off by a professional engineer has been carried out.

The revision of drawing, operating procedures, training material, maintenance requirements and emergency procedures shall be carried out prior to returning to service.

4.8. Communication and Training

Where necessary, changes / modifications shall be clearly communicated to all mine workers who may be affected by the change.

Where training is necessary to update competencies, such as training shall be identified with the change review prior to approval and an action plan prepared to deliver required competencies and update Training Plans. Modifications that alter any equipment's operational controls and modes must be communicated to all affected personnel. This may be conveyed through group training. All training shall be recorded.

4.9. Records

Records shall be maintained of Changes Management Approvals and subsequent follow up actions, and may include but not limited to:

- Change Management Approval Forms (and support documents).
- Risk Assessments.
- Design specifications and certification.
- Standards and Procedures; and
- Training / Communication Records.

4.10. Post-Implementation Review

A review of the change after implementation should be carried out to determine the effectiveness of the control measures, as deemed necessary by the person approving the change or the Change Owner.

This review may be included in current site risk management and review processes, including:

- Job Safety Observation.
- Job Safety Analysis.
- SHMS Auditing.
- Inspection; or
- Document and Data Review

5. ROLES AND RESPONSIBILITIES

All coal mine workers (including visitors and contactor)	Shall comply with the requirements of this procedure.
Supervisors	Ensure all coal mine workers are familiar with, have access to and comply with the requirements set out in this procedure.
Superintendents / Managers	Shall be responsible for their area of operations and the implementation and application of this procedure. Provide adequate training, information, structure, and supervision to ensure that this procedure is implemented. Carry-out a periodic review of activities to ensure the appropriate application and understanding of this procedure; and Ensure immediate and appropriate steps are taken to investigate and rectify any risks to health and safety arising from these. activities.
Health, Safety and Training	Shall ensure that all provisions of this procedure are implemented, and that compliance is achieved.
Site Senior Executive	Shall review and approve this procedure.

6. REFERENCES

- Coal Mining Safety and Health Act 1999
- Coal Mining Safety and Health Regulation 2017

7. RELATED DOCUMENTS

- VUL-SOP-049-Risk and Hazard Management
- VUL-SOP-068 - Modifying Fixed and Mobile Plant
- VUL-FRM-02-02 - Change Management Request
- VUL-FRM-02-03-JHA
- VUL-FRM-02-01-Take 5
- VUL-RSK-002-WRAC

8. 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.

9. AMENDMENTS

Version	Date	Description	Document Controller
1	10/10/2023	Creation of Document	Kelly Jensen

10. APPENDIX ONE – CHANGE MATRIX

Loss Type	Level 1 Insignificant	Level 2 Minor	Level 3 Moderate	Level 4 Major	Level 5 Catastrophic
People, Injury, or Illness (S)	Slight injury or health effects: first aid treatment level or less.	Minor injuries or health effects: minor medical, restricted work; or <1 workday lost case.	Major injury or health effects: >1 workday lost case; permanent disability.	Permanent total disabilities. single fatality.	Multiple Fatalities.
Damage and Cost and Time (D)	Insignificant damage to equipment. Can be immediately rectified. No loss of production. Cost <$10,000 AUD	Minor damage. Repair with onsite resources. Loss of production <1 day Cost $10,000 - $250,000 AUD	Moderate damage typically requires external resources to repair. Loss of production 1 day to 2 weeks. Cost $250,000 - $5M AUD	Major damage requiring significant external input to be rectified. Loss of production 2 weeks to 6 months. Cost $5M - $50M AUD	Future operations at site are seriously affected. Total loss of asset. Loss of production > 6 months. Cost >$50M
Environmental Impact (E)	No environmental harm or remedial action.	Environmental nuisance event (as per EPAct 1994). No regulatory action likely. Remedial time and cost as per (D).	Environmental Harm Event (as per EPAct 1994) – localised to site. Environmental infringement notice possible. Remedial time and cost as per (D).	Environmental Harm Event – extending off-site OR Material Environmental Harm Event (as per EPAct 1994). Environmental prosecution possible Remedial time and cost as per (D).	Material Environmental Harm Event – extending. off-site. Possible suspension of license to operate. Remedial time and cost as per (D).
Community or Reputation (C)	Slight impact – public awareness may exist but no public concern. (complaint).	Limited impact – some local public concern and complaints.	Considerable impact; regional public concern and multiple complaints. Local Media attention.	Regional impact – Regional public concern. Regional media attention.	National impact – National media attention.

11. APPENDIX TWO – CHANGE MANAGEMENT APPROVAL

Change Category	Action for Change	Change Owner	Change Approval
Low	• Conduct a Take 5 • Complete Section 1 and 2 of VUL-FRM-02-02-Change Management Request • Demonstrate a proactive risk management approach. • Communicate changes to all workers impacted.	Coal Mine Worker	Appointed Supervisor
Medium	• Complete Section 1 and 2 of VUL-FRM-02-02-Change Management Request • Formal risk assessment must be undertaken. • Conduct a JHA on VUL-FRM-02-03-JHA to Conduct change. • Proactively demonstrate hierarchy of controls • Implement and adhere to controls. • Communicate changes to all workers impacted.	Appointed Supervisor	Superintendent / Manager
High	• Complete all Sections of VUL-FRM-02-02-Change Management Request • Formal risk assessment must be undertaken. • Conduct a WRAC on VUL-RSK-002-WRAC • Proactively demonstrate hierarchy of controls • Implement and adhere to controls. • Communicate changes to all workers impacted.	Superintendent / Manager	SSE or Delegate
Extreme	• Complete all Sections of VUL-FRM-02-02-Change Management Request • Formal risk assessment must be undertaken. • Conduct a WRAC on VUL-RSK-002-WRAC • Proactively demonstrate hierarchy of controls • Implement and adhere to controls. • Communicate changes to all workers impacted.	SSE or Delegate	Chief Operating Officer or Managing Director

12. APPENDIX THREE – CHANGE MANAGEMENT FLOWCHART