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ISSUE 62

Apr/May 2012

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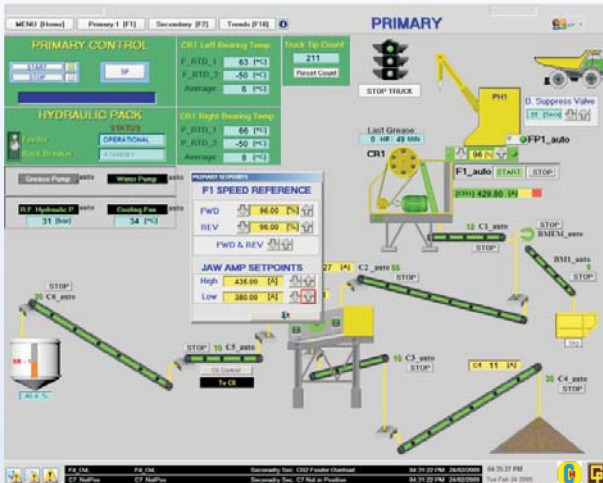
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Growth Corridor Plans – Managing Melbourne’s Growth

BRUCE McCLURE, General Manager of the CMPA
reports on the recently released draft Melbourne Corridor Plans.

THE Growth Area Authority released draft plans for the strategic direction for future urban development of land in Melbourne’s four growth corridors on the 9th November 2011. The subsequent documents, plans and conservation strategies were available for public scrutiny and comment with any submissions to be to the authority by the 20th December 2011.

The CMPA has put in a submission. The December 2011 submission covered exactly the same concerns as were expressed in earlier submissions in July 2009 and November 2010. However inspection of the actual growth corridor plans provided showed very little information on the actual location of current extractive industry Work Authorities or future potential extractive industry sites located within the growth areas or within the Extractive Industry Interest Areas (EIAs) that have been in existence for some time.

An extract from the CMPA submission is shown below:

STRATEGIC ASSESSMENT OF EXTRACTIVE INDUSTRY INTEREST AREAS (EIAs)

A concern with the draft is that the maps included in the documentation do not show all of the existing extractive industry or Work Authority sites in the areas of interest. In most cases the EIAs have also not been shown on the plans. Although the plans are too small a scale, the existing and possible future extractive industry sites are vital for the future development of Melbourne and should be included on the plans.

In the draft paper paragraph 3.7.3 mentions “maintaining local quarrying potential” but the vital importance of this industry to Melbourne’s future is not evident from this paragraph and subsequent plans. All new housing, supermarkets, schools, industrial buildings, roads all require extractive industry products and therefore needs to be given considerably more attention in

documents such as these when discussing Melbourne’s future growth areas.

The CMPA notes that urban development is scheduled to occur through large tracts of EIAs in the west around Rockbank, in the north around Donnybrook and Beveridge, and in the east near Clyde. We understand that EIAs do not provide statutory protection for such resources or that extractive industry would be confined to these areas, however the CMPA is highly concerned that these interest areas may be reduced as a result of this review.

Any such changes which impact upon EIAs should only be finalised after detailed geological assessments have been made by Government, and the resource assessed considering the benefit it does, or can, provide to the community.

The disappointing aspect of the lack of current and potential future extractive industry sites on the growth corridor plans is that it shows that many of the planners of Melbourne’s future do not have an understanding of what construction materials that a modern vibrant and evolving city will need so that it can expand.

Industrial buildings, schools, supermarkets, shopping centres, roads do not simply appear out of thin air. They need planning and funding but they also need a cheap efficient and effective supply of basic construction materials for their construction.

If Melbourne is going to grow with affordable infrastructure then the community will need easy access to materials. These materials are available in the growth areas, they can be obtained with minimal disturbance and/or affect on the environment but we all need to have the will and the conviction that together we can grow Melbourne for the benefit of future generations. Anything less will result in major issues for our children and our grand children to deal with. ■



SURVEY OF MEMBERS

The CMPA Members Survey for 2012 has been sent out to all Voting and Associate Members. The purpose of the CMPA Member Survey is to capture the matters of relevance to Members in order to effectively direct the Association’s resources and activities for the betterment of Member’s.

Information from the survey will enable the Secretariat:

- To effectively represent the Membership at all levels of government;
- To provide governments with a better understanding of the significant impacts they have on the industry; and
- To provide government with a better understanding of the impact the industry has on the State’s economy; and
- To provide required business-focussed services to the Membership; in education, training and business operations and management.
- Identify future capital expenditure for Associates.

The effective provision of these services will provide a reference point for Members to move forward with confidence and to continue to invest in their operations.

Results of the survey will be presented at the Annual Dinner on Saturday 25th August 2012.

Please invest this time to ensure the CMPA stays relevant to your business needs.

MEMBERS SPOTLIGHT

DE Quarry Solutions

RYAN ELDRIDGE, Projects Engineer of DE Quarry Solutions reports on the sixty four years of history of the business.

LINDSAY Eldridge founder of L.D. Eldridge Cartage Contractor moved from the Colac district to Derrinallum in 1948 and saw the need for road making materials in the area. He had a 6 cubic yard tip truck with cable wind up hoist and started with the delivery of materials to Banongill Station which was then owned by the Fairbairn family. Lindsay started his quarrying livelihood by purchasing 3 acres of Mt Elephant on the fringe of Derrinallum in South West Victoria in 1950. Some years later Lindsay purchased the remainder of Mt Elephant at Auction in 1962.

With the breakup of land in Western Victoria for soldier settlement after the War, suddenly there was increased demand for pavement materials. After loading the tipper by shovel for some years, Lindsay built what was known as a "Chinaman" (a hole in a roof that the truck could back under with earth sides), which was fed with a tommy tumbler on the back of a Cat 2 ton tractor.

Lindsay applied for the finance from the then ES & A, now ANZ Bank, to purchase a Moore front end loader, but was soon knocked back. After seeing how hard Lindsay worked, the local bank manager decided to lend Lindsay the money from his own savings.

Lindsay went on to be a successful road making contractor but always had a passion for beef cattle so over a period of years purchased grazing land around Mt Elephant and cleared bush country for development of agricultural land near Edenhope.

David Eldridge, the only son of Lindsay and Heather Eldridge started with Lindsay in 1972 to assist in the road making business. By the late 70's the local shires thought they could do things more economically, so began to purchase the equipment once predominantly owned by contractors. The CRB, now known as Vic Roads, kept spending to a minimum in

Western Victoria during this period and road making and construction work dried up. It was then that David noticed the high quality of material left in the pit after the product screening had concluded. David then decided to purchase his first Jaw Crusher to process the oversize which previously went to waste.

In 1979 David purchased his first jaw crusher and had it mobilised on a trailer. Learning a lot from the design of the first trailer mounted primary crusher, David soon realised there was a lot more to crushing rocks than met the eye.

Local Shires now had the road making equipment but saw a need to improve the construction materials extracted from their pits, thus generating demand for the mobile crushing. After the purchase of poorly designed mobile plant, David decided to design and build the plant himself. Originally drawings were marked out on the concrete



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MEMBERS SPOTLIGHT

floor but as time progressed the investment was made to move to the drawing board. To this day all of the design and fabrication for wheeled and fixed plant is done in-house. Since the construction of David's mobile jaw crusher in 1985 a number of mobile, static, and trestle mounted plants were built at the modest workshop in Derrinallum. Now based out of Ballarat in a modern workshop, the level of plant fabrication has risen significantly. The Ballarat workshop provides a clean, spacious and safe work area to properly maintain all of the mobile equipment as well as new plant fabrication.

In 1992 David Eldridge P/L leased an existing scoria quarry East of Skipton to supplement the Mt Elephant quarry which was experiencing falling sales and environmental issues with its inability to successfully rehabilitate the site. The mid 90's saw the closure and subsequent relinquishing of the licence to extract scoria from Mt Elephant after in excess of 50 years by both the Eldridge family and Corangamite Shire. After the purchase of the Skipton Quarry in 2006, testing revealed a significant basalt flow of typically high and low quality basalt adjacent to the scoria cone. Following the purchase of neighbouring land, and the granting of a new Work Authority, the hard rock quarry had begun.

Flood damaged roads in 2010/11 meant increased sales to local government and Vic Roads from the Skipton Quarry to repair infrastructure that has been neglected for many years. Projects like the Western Hwy duplication has seen increased sales from the quarry while wind farm construction has ensured strong demand for our mobile operations. Most recently we have finished a contract with Leighton Contractors for the onsite processing of materials at the Macarthur wind farm to be used on site in road and hard stand construction.

After the sudden passing of Lindsay in June 1985, L.D. Eldridge Cartage Contractor changed name to David Eldridge Pty Ltd. In recent years the name of David Eldridge P/L has been replaced by the trading name DE Quarry Solutions, a more accurate description of the work performed. With our continually growing workforce of 20 employees, the addition of Jonathan Tischler as business manager and Ryan Eldridge as projects engineer has helped the business enormously in taking it to the next level.

Having been involved with the CMPA since inception, they have assisted us in expanding our network giving us greater exposure to the materials processing industry. The CMPA continues to provide us with extensive industry training, documentation and safety policies and practices, keeping us informed of current laws and processes. David Eldridge remains an active committee member of the CMPA, and thoroughly enjoys giving back to the industry that has given him so much.

Over the past 64 years, DE Quarry Solutions has developed an outstanding reputation, successfully delivering a diverse range of mobile quarrying services to all construction industries across South East Australia. Combined with the constantly evolving Skipton Quarry, DE Quarry Solutions continue to provide excellence in all aspects of their work.

Please visit www.dequarry.com.au for more information on DE Quarry Solutions. ■

Picture on the front cover from left to right is Andrew Meade, Shane Crawford and business manager Jonathan Tischler onsite at the Macarthur wind farm.



60 SECONDS WITH A VOTING MEMBER...

What is your name?

Brendon Carr

Who do you work for?

DE Quarry Solutions

How many years have you worked for this business?

5.5 years

How many years have you been involved in the Industry?

5.5 years

What is your role at the company?

Plant & Machinery Operator

What does your job involve?

Carry out maintenance on plant and operate machines.

What is the best part of your job?

Comming to work knowing each day is different from the next.



CMPA NEWS

By **CMPA SECRETARIAT**

CMPA Secretariat provides an update of the latest news and happenings.

RECENT EVENTS

CMPA members attended a meeting with DPI to discuss a proposed review of the *Mineral Resources Development Regulations 2002 (the Minerals Regulations)* which are scheduled to sunset on 22 October 2012.

CMPA members attended a meeting with DSE to discuss a proposed review of the current *Native Vegetation Management Framework*.

CMPA attended a meeting at DPI to discuss the latest draft copy of *Geotechnical Guidelines* document with Industry representatives.

Bruce McClure recently attended a meeting organised by Aboriginal Affairs Victoria to discuss the Issues/Options Paper arising from stakeholders meeting conducted before Christmas 2011 as part of the review of the *Aboriginal Heritage Act 2006*.

CMPA members recently attended *Carbon Tax and Your Business - Risks and Opportunities* briefings conducted around the State by VECCI.

CMPA Associate Committee meeting was held at Mead Partners, Elsternwick.

Bruce McClure met with Bendigo Regional Institute of TAFE and VicRoads to discuss *Conduct Routine Site Sample* course and the *Conduct Laboratory Acceptance Tests* for the construction materials documentation.

CMPA met with a medical Doctor to discuss an upgrade of the *CMPA Medical Guidelines and Employment Health Assessments*.

CMPA met with the firm Jones King Lawyers to discuss the development of *Credit Application and Terms and the Conditions of Trade Guidelines*.

REVIEW OF ABORIGINAL HERITAGE ACT 2006

In May 2012 Bruce McClure General Manager CMPA attended a meeting organised by Aboriginal Affairs Victoria (AAV) to discuss the Issues and Options Paper arising from stakeholders meetings conducted before Christmas 2011. These meetings were held as part of the review of the *Aboriginal Heritage Act 2006* (the Act).

The main issue identified by Industry Groups at the various meetings revolved around the need for and the preparation of Cultural Heritage Management Plans (CHMP). The main points were:

- Simplification of requirements including the method for determining need.
- Simplifying the CHMP documentation.
- The costs & time involved with preparation of CHMP, particularly for the respective Registered Aboriginal Party (RAPs) & consultants involved.
- Better definitions of some requirements.
- Need for better, updated and accurate mapping of sensitivity areas.
- Better and easy to follow guidelines for conducting and reporting on Aboriginal Cultural Heritage (ACH) issues.
- Need for a balanced approach to CHMP.
- Clear definition of scatters and low density artefacts
- Better definition of the triggers that force CHMP.

Some of the suggested ideas for improvement to the Act proposed by AAV included:

- Looking at the ability to stage CHMPs.
- Use of a simplified form where applicant believes area significantly disturbed.
- Different approaches to how RAPs are funded.
- Possibility of setting up a statutory body for ACH similar to EPA.
- ACH controlled and managed by aboriginal people.
- Include non RAP aboriginal people in CHMP preparation.
- Setting up of a body to be the umpire or adjudicator of issues that cannot be resolved by parties avoiding the need to go to VCAT.

MINERAL RESOURCES DEVELOPMENT REGULATIONS

In April 2012 Bruce McClure, General Manager CMPA and Management Committee Member Garry Cranny attended a meeting at DPI to discuss a review of the *Mineral Resources Development Regulations 2002* (the Minerals Regulations) which are scheduled to sunset on 22 October 2012.

A 12-month extension has been granted by the Minister to allow for the continued operation of the Minerals Regulations while they are reviewed.

The review includes a cost recovery analysis, preparation of replacement regulations and a *Regulatory Impact Statement* (RIS).

The primary objectives of the review (as given at the meeting by DPI), are to:

- Identify regulations that should be retained, not retained or amended, to streamline regulatory processes and reduce burden and delays.
- Implement government policy to recover costs by regulating fees and charges payable, including the introduction of rental payments for exploration and retention licences.
- Review of the calculation methodology for royalty payments for lignite (in consultation with the coal sector).
- Reduce the level of detail and description required in work plans where appropriate, and make work plans more generic and risk-based.
- Review the mining and extractives infringements offences and penalties in accordance with the government policy.
- Respond to any issues identified during the initial operational phase of the Amending Act and Regulations, which commenced on 1 February 2012.

The policy and regulatory development phase is expected to run until July 2012.

NATIVE VEGETATION MANAGEMENT PLAN

In April 2012 Bruce McClure, General Manager CMPA and Ken Norris CMPA member met with DSE staff to discuss what issues the CMPA has with the current native vegetation regime and what the DSE is intending to do as part of a review of the current Native Vegetation Management Framework.

The DSE has set up a project team comprising people from the private business sector and from other government departments such as Vic Roads and current DSE staff. They have met with other associations to ascertain their views as well. DSE has access to a number of submissions by CMPA to other departments on native vegetation. The DSE staff stated that they are aware of many of the current issues, problems with the current system. Once they have spoken to all relevant stakeholders a report will be prepared to go to the State Government recommending a course of action for the review and time frames. The DSE staff did indicate that it will take time before a review of the current native vegetation regime is completed.

The CMPA made it quite clear at this meeting that the current framework is not working; is a major problem for new entrants into the industry and is very expensive time and cost wise. It needs revision and the opportunity for this will occur with a review of the Framework.

COLLECT ROUTINE SITE SAMPLES TRAINING

This course; initially delivered late in 2011, has been significantly reviewed by Bendigo TAFE with advice and assistance from various industry experts and CMPA personnel. The new format includes options for more flexible delivery in addition to traditional classroom delivery.

The aim of providing flexibility in delivery options is to better meet the needs of the employer and ensure efficient and effective training results. This course is suited for new or existing employees required to follow safe working procedures to prepare for and collect samples for laboratory testing. All interested employers and or employees, please contact Jillian Mannix at Bendigo TAFE by phoning 0418174529 to discuss delivery options available.

GEOTECHNICAL GUIDELINES DOCUMENT

In April 2012 Bruce McClure General Manager CMPA attended a meeting at DPI to discuss the latest draft copy of a revamped Geotechnical Guidelines document with Industry representatives.

The document discussed at this meeting has changed considerably from that which the CMPA commented upon in October 2011. There has been a big input into this latest document by the Technical Review Board, (TRB). The TRB is a team of experts with international mining experience and was established in August 2008 as an Advisory Panel by the State Government to provide advice to the Government on mine and quarry stability. All industry representatives expressed concern that this document does not address geotechnical risks that are associated with the safety of the sites, site infrastructure, equipment or personnel. All safety issues are seen as the responsibility of Work Safe yet there needs to be guidance and consideration of Geotechnical issues by very experienced and knowledgeable Government Inspectors.

There is a strong emphasis on risk management as the focus of the guidelines and the use of Geotechnical Risk Zones has been introduced.

Geotechnical risk at a mine or quarry is defined as any risk associated with ground movements. Ground movements are typically limited to the area of the mine and to a region around the mine. Ground movements may be chronic (such as subsidence or natural rebound) or catastrophic (such as batter collapse).

DPI believes that this document provides a simplified method of assessment of the area potentially affected by mining induced ground movements and the geotechnical risks to public safety, public infrastructure and the environment is presented. Guidance on the delineation of the area within which ground movements may occur is given. Identification of assets within the area of movement that could be at risk is required. For each asset, the hazards arising from any ground movements and the level of risk to the asset for the given hazards must then be elaborated. Where risks are deemed to be significant, the requirements for reducing the risks to an acceptable level are described.

The document will shortly be placed on the DPI website and the department is seeking official comments back by the end of May 2012.

MEMBERS DAY 2012

A big day has been planned for CMPA Members and other interested industry players in the north of Melbourne. Activities include a site visit to a local quarry, an explosives workshop and a general meeting of members. Come to all the events or just the ones that interest you.

The site visit is to Northern Quarries in Epping which has just been through a major upgrade, followed by a workshop in Coolaroo that will cover recent changes to guidelines for explosive use and development of checklists for blasting. The workshop will be followed by a general meeting at which all present will be informed on the important events that are currently affecting the industry. There will be a speaker from DPI to provide an update on issues affecting members; a speaker with considerable knowledge on commercial vehicle use to provide details on changes to Truck Regulations and the *Chain of Responsibility* and a speaker from VECCI to enlighten us on the new Carbon Tax. Dinner will follow the meeting providing members with the chance to network and discuss issues.

Date: Wed. 27th June 2012

Info: Site Visit
10.00am – 1.15pm
Explosives Workshop, inc. lunch
1.15pm – 4.15pm
General Meeting, inc. dinner
4.30pm – 8.00pm

Cost: Workshop
\$50 Members
\$80 Non-members
General Meeting
\$50 Members
\$80 Non-members.





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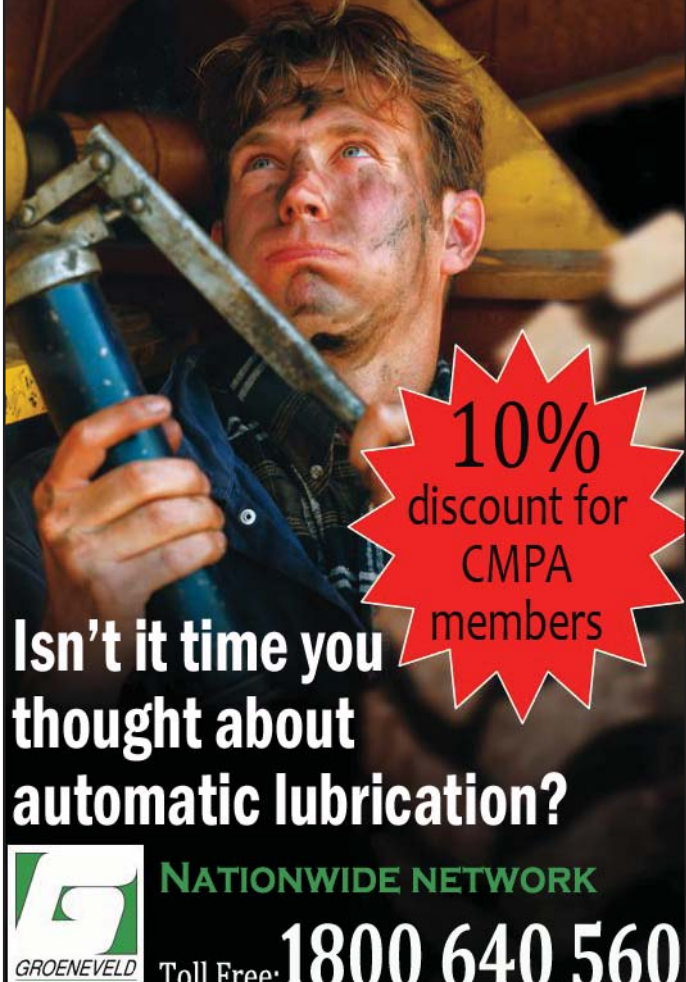
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Getting New Regulation Right the First Time

BRUCE McCLURE, General Manager of the CMPA reports on the State Government's decision to review the costs of implementing Federal OH&S laws.

OUR State Government has recently released a report by PricewaterhouseCoopers Australia on the impact of the Federal Government's proposed Commonwealth harmonised occupational health and safety laws which confirms the CMPA's concerns that these laws would significantly impact on our members. The CMPA following the release of an issues paper in July 2011 by Safe Work Australia (SWA) presented a submission to SWA on the 23 September 2011. From this submission a number of pertinent extracts have been reproduced in this article:

HARMONISATION

Intuitively, the concept of harmonising occupational health and safety laws in Australia makes perfect sense. The benefits of harmonisation will accrue to those businesses that either transcend jurisdictional borders or that have separate operations in each jurisdiction. Harmonising regulatory controls for these businesses means that they will have one set of rules to comply with – one set of training programmes, one set of administrative response documents, one set of regulatory approaches and it makes perfect sense. For the regulators as well there are similar benefits although often States have their own variations to national standards.

The benefits of harmonisation are not so obvious for the remaining State-based businesses, and indeed the majority of our membership. They are already used to complying with one set of rules so there will not be particular benefits or savings for them. In fact, while harmonisation can result in the lowest common denominator being applied, what is necessary to avoid is that it does not impose additional cost burdens on business and industry UNLESS it can be demonstrably shown that there has been a breakdown and, in the case of OH&S, there is a flattening out or, worse, an increasing trend in workplace accidents and fatalities.

Supporting this position, it is recommended that any harmonisation be undertaken on the principle that it will not impose any additional regulatory requirements on businesses in the country. This policy position underpins other initiatives, such as the national occupational licensing scheme under COAG's National Partnership Agreement to Deliver a Seamless National Economy and should be applied in this initiative.

REGULATORY IMPACT STATEMENT

We note with considerable concern that the required Regulatory Impact Statement that should assess the costs and benefits of the regulatory proposal was not finalised at the time of publication of the draft Model Regulations. It is understood the Federal Office of Best Practice Regulation signed off on the National RIS on Friday 9 September 2011. The analysis in the RIS should assist development of the policy initiative – it should not merely be part of the process to implement a decision. The RIS provides the necessary rigorous assessment of the problems being evidenced, the arising objectives, and makes assessments of the various viable options to achieve the objectives. It's difficult to understand how a credible decision can be made about new regulatory controls over an industry without such a rigorous assessment. Were business decisions made in a similar fashion the business would be short-lived and most likely face bankruptcy.

The Victorian Government has publicly expressed the view that it is supportive of the principle of harmonisation subject to satisfactory assessment of the regulatory impacts and benefits to Victoria. "Any harmonised national OHS framework must benefit Victorian businesses, and not result in increased compliance costs and more onerous regulations," was stated by the Victoria Government Assistant Treasurer Hon Gordon Rich-Phillips MLC on the 14 September 2011.

Due to insufficient information provided in the National Regulatory Impact Statements to assess the impacts of the proposed laws on Victoria, the Victorian Government announced that Victoria will not be in a position to proceed until a Victorian-specific impact assessment has been undertaken. PricewaterhouseCoopers (PwC) was engaged late last year to prepare a Supplementary Impact Statement to assess the impact of adopting the Model WHS laws in Victoria.

The report by PwC which was released on the 4 April 2012 has shown that it is estimated that it will cost Victorian businesses \$3.4 billion over the next five years. This includes \$812 million to transition to the new model and \$587 million a year in the first five years in ongoing costs to businesses and most of those costs will be borne by small enterprises which make up 90 per cent of Victorian businesses. The PwC assessment also shows only three of twenty proposed changes would have a positive impact on Victorian businesses. The State Government has made it quite clear that many small and medium-sized businesses do not have the ability to readily adapt to the changes that would be required under the proposed laws and that businesses will incur costs as they try to understand their obligations under the new laws.

At this stage the Victorian State Government has not declared its final position on the proposed national harmonised occupational health and safety laws but the media releases to date would tend to indicate that the government will not implement the Federal OH & S laws.

The comments coming from other states and in particular media sources from other industry media groups have been of interest. One particular industry magazine editor has accused the Victorian Government of "hindering the introduction of a harmonised OHS system for no other reason than partisan and State interests". He then goes on to state "for Victoria and Western Australia to be out of step on this issues and after two years of deliberation, is indefensible". I suspect that the majority of businesses in Victoria would totally disagree with these statements.

On this issue the current Victorian State Government has shown that it has a concern about the impact on Victorian businesses. The CMPA represents family businesses and this proposed harmonisation of OH&S laws as shown by the PwC report, would have resulted in major costs on our members in Victoria. With all the other bureaucratic increases in red tape and regulations in this state over the last few years, the Victorian government needs to be applauded in this instance for their stance on this particular issue. ■

ONE WAY TRAFFIC - Councils say Quarries should pay

A recent government inquiry into greenfields mineral exploration and project development in Victoria has been given the following comments by the Municipal Association of Victoria (MAV). TOM MCKENNY, Industri Communications reports.

LOCAL councils have taken a free hit at the extractive industry with calls for local road user charges and compensation for any impacts on neighbouring property values. The Baillieu government's broad ranging inquiry into greenfield mineral exploration and project development has heard a submission from the Municipal Association of Victoria (MAV) questioning the extractive industries contribution to local communities and suggesting councils be able to tax quarries directly.

The MAV, which represents local government around the state, suggested it should be able to tax or rate quarries directly to recover costs to fix damaged infrastructure as well as recommending extension of the *Mineral Resources Act* to allow neighbouring business or industry to seek compensation for being near a quarry.

Presenting what it referred to as a "reasonably simple submission", the MAV said councils should be able to recover costs from the extractive industry to "deal with damage to roads and local infrastructure" caused by road transport.

MAV CEO Rob Spence said "one of the issues we face with extractive industries and mining are that these are not rateable entities; so when the community has to deal with damage to roads and local infrastructure by significant industries, very little of the benefit comes in locally." The MAV said all they see is the deterioration of infrastructure and have a "lack of capacity to deal with it."

The MAV suggested the state government support them or that they be allowed to "take a revenue stream or recover cost out of the industry" to pay for road damage or bridge upgrades."

Mr Spence said state government needed to think outside of the space the extractive industry occupied and consider the impacts it has on local roads "until it hits the state road network."

Labor party MP, Wade Noonan, asked if there was evidence of road and infrastructure damage, or disputes and how they had been resolved if they had.

Mr Spence was unable to provide any examples suggesting that trying to assess damage by a particular industry compared to "general community" use was "quite problematic. We have had a go over a number of years to find a solution to this without ever coming up with a satisfactory solution."

"You are looking at the capacity of bridges to carry loads and the capacity of the roads to take the loads. We are seeing it in grain movement now, with b-doubles on local roads with a massive amount of damage occurring," Mr Spence said.

"At least they are paying rates. As you increase the load on what are generally local and not very significantly constructed roads and bridges, then you do a lot of damage and those things should be considered at the front end of any development, not at the back end of it."

The MAV recommended quarries should compensate those affected by having a quarry nearby through an amendment to the MR(SD) Act.

Mr Spence said that stemmed from "affected" people and businesses not having the capacity to get any compensation.

"It is brought forward by our members looking for an opportunity to see if there is a possibility to establish a basis for compensation," he said.

"I know it is a difficult thing to do and I know in a lot of these industries you are dealing with pretty marginal development. That is why I think we have not got a lot of extractive industries and so on in Victoria - not a lot of mineral development."

ROLE IN PERMIT PROCESS

The timing of council involvement in the permit process was another area identified by the MAV as of interest. The MAV also believed councils needed more support in addressing complex application, and addressed the issue of development encroaching on buffer zones. The MAV believes the sooner they are involved in the application process the "greater the opportunity to get sensible outcomes.

"The councils are a good representation of community views. They understand the sensitivities in an area and are able to provide advice and guidance in the licensing process and in the work plan exercise," according to Rob Spence.



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INDEPENDENT ASSESSMENT AGENCY

The MAV suggested there be an independent agency available to councils to assist in assessing planning permits for extractive industries if they didn't want to address them directly. They would like to see statutory consultative mechanisms in place for councils to be able to deal with applications.

Mr Spence likened the process to that of wind farms. "The concerns we hear from councils are about the fact that they are not included in the process when the minister ultimately has the capacity to call the thing in they want to be part of that process but [councils have] different choices or views about how they deal with it."

Liberal committee representative Inga Peulich said the planning process was already drawn out and convoluted and needing streamlining and said she had been critical of local government when they had misjudged consultation as a way of getting a particular outcome. She told the MAV, "you already have control of tips and landfill and let me tell you in my neck of the woods that is not being handled particularly well."

Mr Spence also suggested councils would benefit from expert support in difficult applications. "In the case of wind farms, the technical competence in the councils, particularly in rural councils, is not strong in dealing with wind farms or, for example, mining activities or extractive industries."

Mr Spence said technical support would allow councils to "properly consider what is before them."

The MAV was also concerned with encroachment into buffer zones by development which impacted on the capacity of the industry to operate. "We think there needs to be some protection of the buffer zone to ensure that the industry can complete its work program".

MEMBER COMMENTS

Comments from Andrew Burdett, Managing Director of Burdett Sand & Soil Pty Ltd

"It would appear to me that the quarry industry is already contributing substantially towards the costs of maintaining and development of infrastructure. The following table confirms the amounts already paid towards taxes that are used for the infrastructure imposts of Australia."

Legend

A truck and trailer will normally travel 1.6kms on 1 litre of fuel.

A truck and trailer will carry an average 25 tonnes of material on a normal trip.

The average trip for delivery on an out and return basis is 60kms, thus utilising 37.5 litres of fuel.

Current Government Fuel Excise is 0.38143cents per litre.

Formula

**60kms @ 1.6
= 37.5 litres of fuel**

**37.5 litres @ 0.38143
= \$14.30 excise paid**

**25 tonnes @ \$14.30
= 0.57cents/tonne paid in fuel excise**

Based on 2010/11 where 50 million tonnes of material were quarried. That's a total of \$28.5 million in excise tax alone that was paid to the federal government coffers for that period.

Owners of each truck and trailer pay annual registration fees totalling from \$11,121 to \$19,635 for a B Double combination to the state government coffers.

COMMENTS FROM THE CMPA

The above submission by the MAV will result in real concern by all business across Victoria not just those involved in the Extractive Industries. To suggest that quarries should be taxed or rated directly by a Municipality to fix damaged infrastructure would set up a very dangerous precedence.

The commercial vehicles used by the Extractive Industries are not the only vehicles using local roads. Farmers, property developers, manufacturing industries, local landowners, even Municipalities themselves all have commercial vehicles using these roads.

Also it should be noted that the commercial trucks used by the extractive industries are paying high fuel tax and very high registration fees which we are told are for maintenance and improvements to infrastructure.

Municipalities are involved in the planning of any variation to an existing or development of a new quarry site right up front at the stage when all stakeholders are advised that a company or individual wants to develop a site. The agency with the lead role in quarry development is the DPI and they plus all the other government departments involved with an application for a quarry site development, should be more than adequate to support Municipalities with planning permit issues without the need for another independent agency as suggested by the MAV, thus adding more Bureaucracy to our currently overregulated industry.

Extractive Industries provide products that our modern society cannot do without. We need to ensure that they continue to provide products as cheap and as readily available as possible but with all the necessary environmental and planning requirements in place. To single out the Extractive Industries to pay additional taxes because they use a road or bridge is ridiculous. ■

For a full copy of the MAV submission and transcript go to: www.parliament.vic.gov.au/edic

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LAND TAX IN VICTORIA

Over the last few months a number of members have raised concerns with the Secretariat regarding Land Tax and its implications on their business. Two members of our association with considerable experience in this area were approached for their comments. The following is the first of two articles that will discuss this complex issue.

ROBIN HOCKING from CJ Ham & Murray Pty Ltd provides a view on Land Tax.

A BUSINESS & LAND VALUATION PERSPECTIVE

Land Tax in Victoria is in broad terms, applicable to all property in the State as at 31st December in the year prior.

Every land owner in Victoria has a potential liability for Land Tax, but important exemptions:

- Principal Place of Residence – PPR;
- Primary Production Land – PPL;
- Mines;
- Charities; and others.

A change of use to land will potentially remove an existing exemption, resulting in a revised Land Tax assessment. As an example; farming land with a PPL exemption and partly used for quarrying will lose the PPL exemption over the quarry area.

The assessment of Land Tax is a variable rate in the dollar based on the Site Value of the land in accordance with the Municipal Rate Notice.

The Site Value is intended to be the value of the bare land without improvements or goodwill without the Work Authority and excluding plant and equipment. The Site Value needs to acknowledge the zoning and the Planning Permit which allows for an extractive industry.

At all times the Land Tax relies on the Municipal assessment of the Site Value. A rate payer cannot object to the State Revenue Office to the values used for Land Tax purposes, but can object to the Council to the values assessed by the Municipal Valuer usually within 60 days of receiving the Rate Notice.

When the above matters are considered, questions need to be answered:

- Does the quarry operator own or lease the land?
- If the land is leased, does the operator reimburse the land owner for Land Tax?
- If the quarry operator reimburses the land owner for Land Tax, is it on a single holding basis (which it should be)?
- Who owns the Work Authority? - this can be a separate asset not subject to Land Tax.
- If the land is leased, who holds the information on the geology, the volume of the reserves, volume of sales, selling prices and operating costs?
- If the land is owned by the quarry operator – is there information available relating to the quantity and quality of the reserves?
- What is the remaining life of the quarry and is there an impending substantial reclamation liability?
- What is the amount of the Reclamation Bond?

When all of the above queries are considered, there remains one very important question:

What would the land sell for as at the date of the Municipal Valuation, (generally 1st January in every second year), if that land was offered for sale for an unconditional cash price, without the Work Authority, and possibly with little geological information relating to the resource volumes, while always acknowledging there is an existing Planning Permit and a Work Authority?

An answer to the above question will raise other questions:

- How much information can the Municipal Valuer demand at the time of completing his valuation?
- How far back in time can the State Revenue Office (SRO) go if they deem it is necessary to reassess a Land Tax commitment?

In my opinion, there is a grey area as to how much information can be legally demanded by the Municipal Valuer, and also as to how far back the SRO can go if there is a reassessment. These two questions are likely to require legal opinion, and I use the following example to emphasise my concern.

EXAMPLE

When land occupied by GMH or Toyota is valued, I do not expect the Municipal Valuer to enquire as to how many cars are manufactured and sold, as to what price they are sold at, as to what costs are involved, and by deduction what profit is being made by GMH or Toyota. In this example, the land will be zoned for industrial purposes and will have a value derived from the sale of other industrial parcels. I am certain GMH or Toyota would object to providing commercially sensitive information relating to costs and profits, and similarly I believe the extractive industry should also object to providing that information.

If the GMH/Toyota example is expanded, the following may not be too far wrong.

Vehicle sales	30,000 per annum
Average selling price	\$20,000
Turn over (guess)	= \$600,000,000
Site Value (guess)	\$30,000,000
Land Tax	\$632,475
Land Tax as a % of turn over	0.105%

A quarry example –

Turn over (guess)	2,000,000 tpa @ \$14.28/t = \$2,000,000
Site Value (guess)	\$3,000,000
Land Tax	\$24,975
Land Tax as a % of turn over	0.83%

The above example suggests the hypothetical quarry would be paying almost eight times the Land Tax as a proportion of turn over if compared to the GMH/Toyota example.

I therefore argue that turn over and profits is not an acceptable method to arrive at a Site Value or a Capital Improved Value.

The Valuer-General has issued revised guidelines dated August, 2011 for all Municipal Valuers assessing quarries and landfills. The revised guidelines have been updated to reflect my earlier concerns on the proposed methodology. Those guidelines refer to the capitalisation of earnings before interest and tax as one of three acceptable methods of assessing a Site Value.

EXAMPLE

The Valuer-General's guidelines refer to a method to arrive at a Site Value by capitalising a royalty income, if the quarry is operated on leasehold land. In general terms I agree with that methodology, and see no reason why that same method cannot be used to assess land owned and operated by the quarry owner. An example would be:

Life of quarry	Assume in excess of 20 years
Sales per annum, say	150,000 tonnes
Average selling price, say	\$13.50 per tonne
Royalty rate, say	7% of the ex-bin price = 94.5 cents/t
Royalty payment	\$141,750 pa
Capitalisation rate, say	12.5% (for a secure well run quarry)
Site Value based on royalty income	\$1,134,000
Land Tax for 2012	\$4,047

Land Tax will be more serious when the Site Value of the quarry is say, \$15,000,000 with a Land Tax bill for \$294,975 per annum.

To summarise, I recommend all quarry operators, large and small, carefully check their Municipal Rate notices, and any ability to obtain an exemption from Land Tax for at least a portion of their land.

NOTES

- The Site Value of your quarry should be assessed as if it was sold without a Work Authority on a cash unconditional contract.
- The Site Value can be assessed on the basis of a hypothetical royalty.
- The life of the quarry is an important part of the assessment of value.
- The value of plant and equipment and other improvements must not be included in the Site Value.
- The amount of the Reclamation Bond and the conditions of the Reclamation Plan, plus any outstanding reclamation liabilities must also be considered.

Land Tax is becoming an ever increasing and important cost to all quarry operators. We must remember the State Government is short on cash and the State Revenue Office will not give away many concessions.

It should also be noted that mining is exempt Land Tax. The quarrying industry appears to be the only industry directly associated with land and earth resources that are subject to Land Tax.

The writer will welcome the opportunity to discuss Rating Valuations and Land Tax concerns with members of the CMPA. ■

*Robin H. Hocking FAPI.
Certified Practising Valuer - (Reg.No. 1113 - 1971)
Licensed Estate Agent and Auctioneer
C.J. Ham and Murray Pty. Ltd.*

The CMPA would like to thank Robin and Michael Hocking from C.J. Ham & Murray Pty Ltd for their article on Land Tax.

*The second article on Land Tax - 'A Legal Perspective'
by Andrew Lumb, a Solicitor from Nevett Ford Melbourne Pty Ltd
will be in the next edition of Sand & Stone.*



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The Sad Side of Cultural Heritage

BRUCE MCCLURE, General Manager of the CMPA reports on the review of the *Aboriginal Heritage Act 2006*.

THE Victorian *Aboriginal Heritage Act 2006* (AHA) commenced on the 28 May 2007 and provides for the protection and management of the state's Aboriginal heritage with processes linked to the planning system.

The key features of the existing Act are:

- The establishment of a Victorian Aboriginal Heritage Council to provide a state-wide voice for Aboriginal people and to advise the Minister for Aboriginal Affairs on issues relating to the management of cultural heritage.
- Introduction and management of a system of Registered Aboriginal Parties that allows for Aboriginal groups with connection to country and others - such as Aboriginal groups with contemporary or historical interests - to be involved in decision making processes around cultural heritage.
- Establishment of Cultural Heritage Management Plans and Cultural Heritage Permit processes to manage activities that may harm Aboriginal cultural heritage.
- A system of cultural heritage agreements to support the development of partnerships around the protection and management of Aboriginal cultural heritage.
- Strengthened provisions relating to enforcement of the Act - including Aboriginal Heritage Protection Declarations and stop orders; and
- Clearer powers for Inspectors and increased fees and charges for breaches of the Act.

The Act also has processes for handling dispute resolution. This includes the review of certain decisions through VCAT.

CMPA members respect the State's Aboriginal heritage and culture and recognize the need to preserve significant and important sites.

The CMPA has major concerns with the current form of the AHA and its impact on business. Most of the issues relate not to the protection of indigenous artifacts, more so to the actions of those supposedly who are looking after the interests of indigenous people in Victoria. There is now a raft of imposed conditions and requirements that the CMPA feels are beyond what are reasonable.

Extractive industry sites are an integral part of our community. We cannot maintain and build infrastructure for all Victorians, without quarried products. Yet the bureaucracies have steadily increased red tape, and the complexity and the cost of developing business in Victoria - without accountability or scrutiny that should be evident for all.

Government departments have slipped the net of accountability; forgetting that they work on behalf of all Victorians. They need to be accountable for the regulations, the costs and the division they create within the community by their actions.

The CMPA believes that it is degrees of regulation and control that is necessary for any industry, but the regulations and the rules need to be balanced and they need to

be fair. You cannot impose conditions or rules that are unrealistic, not achievable or which have a far greater impact on your community than is reasonable.

It is time for the government to recognise there are problems and issues with the current system and that they need to act to fix these so that there is a reasonable outcome for all.

There is an issues and options paper released and now out in the public domain for comment which has been produced following very limited consultation with stakeholders. This options paper will inevitably drive toward a review of the Act.

We do not have any confidence that our fundamental issues and concerns with the Act are going to be addressed by this process. The paper, which was written by departmental staff, does not address fundamental problems that industry has identified. The CMPA will be preparing a submission highlighting members concerns and suggesting solutions - changes to the Act that will result in balance and fair set of regulations.

Only time will tell if the department has really recognised the problems faced by our industry, or has it merely gone through the motions of appearing to be consultative or appearing to be listening and learning. ■

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Kinder Rolls out a most Palatable Solution

DAVID BURNS, Marketing Executive for Kinder & Co reports on the businesses latest environmental initiative.

KINDER & Co, one of Australia's leading suppliers to the mining and manufacturing industry, has again broken new ground in recycling – this time with the conversion of their customer's used polymer conveyor rollers into shipping pallets.

This cradle-to-cradle initiative means that after years of hauling bulk materials to reach the end of their useful life, Kinder's K-Polymer Rollers are 're-born' once they are returned to the company's headquarters in the Melbourne suburb of Braeside.

The rollers are shredded, granulated and mixed with a special formula before being extruded into recycled lengths, which are then cut to size and assembled to become composite pallets. These 'born-again' super-strong, long-life pallets are then used for transporting new loads of rollers back to the clients' sites.

Meanwhile, thousands of tonnes of timber are saved as the demand for wooden pallets becomes inversely proportional to the composites.

For Kinder & Co, the recycle process has been made possible through a commercial arrangement with Australian Composite Technology of Somerton, Victoria which has developed specialised technology to handle complex recycling processes, including cross-linked polymer.



Granulated Poly Rollers

Roger Sweeney, Director of Australian Composite Technology, says his system - which has taken nearly 15 years to perfect - has many benefits, including the need to preserve the world's forests – the traditional starting place for pallet manufacturing. There is also, Sweeny points out, the difficulty and expense in actually sourcing timber today.

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Furthermore, says Sweeny, composite material:

- Offers a longer product life cycle due to immunity from marine, insect and fungal attacks.
- Can be manufactured to produce non-slip, high friction features for grip and safety
- Can be recycled indefinitely.
- Can produce comparable products at similar cost to quality hardwood timber and at much lower cost than steel and concrete counterparts.
- Can be nailed, screwed, bolted, stapled and glued
- Does not stain offering superior product protection during transportation
- Can be colored by direct die injection or colored coatings.
- Requires no fumigation when used in an export environment.
- Can be totally fireproofed without the use of chemicals.

Kinder's recycled pallets have sparked much interest - not only among company's clients but other industries that have relied on wooden pallets for decades.

As one of Kinder & Co's longest serving and pro-actively environmentally conscious clients, TRUenergy Yallourn has recently started utilising these recycled pallets and is finding the pallets to be a very good fit with their environmental policy.

In addition to the numerous waste minimisation strategies employed in their lengthy business relationship, TRUenergy Yallourn was one of the ground-breakers to recognise the unique benefits that Polymer rollers offered over their steel equivalents. This latest innovative Kinder environmental initiative to offer full cradle-to-cradle products is commended and supported by TRUenergy via their continued usage of Kinder K-Polymer Rollers & Recycled Pallets.

Recycling is not a new phenomenon at Kinder. The company enshrines environmental care in all of its corporate decision-making processes and industrial practice. When named Supplier of the Year at the 2008 Australian Bulk Handling Awards, Kinder's commitment to a cleaner environment through recycling was cited widely in trade journals and other media.

CEO Neil Kinder who manages the most comprehensive range of stock belt conveyor hardware in the country as well as liaising with suppliers and clients overseas says he is delighted with the Kinder-ACT link. "We take pride in being solution-driven in the



Packed Pallet

world of bulk materials handling," says Kinder. "But in this day and age with the global environmental sustainability imperatives, no company can afford to accept the status quo.

Kinder sees nothing special about environmental care being at the core of his company's business plans. "This is not just about new taxes, carbon credits and the emissions trading scheme," he says. "It is about companies being good stewards for those who will come after us. We don't want them in 20 years time to have to have a massive repair bill in a seriously compromised world caused by the apathy, ignorance or lack of vision of today's industry captains.

"Perhaps in some ways this is what business leadership is all about - to have vision and the ability to identify how to do things better, the readiness to partner with people who have the expertise to help and the confidence and the will to carry through new initiatives." ■

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SHAYNE MORRALL of Victorian Construction Equipment Pty Ltd reports on the first Terex® TL310 loader to be sold in Australia.

THE first Terex® TL310 loader to be sold in Australia has been purchased by Northern Quarries, a division of Conundrum Holdings Pty Ltd and a proud member of the CMPA.

Situated seventeen kilometres north of Melbourne, Northern Quarries supplies the greater Melbourne metropolitan region with products used in many landmark projects and for major highway construction.

Conundrum Holdings operates several sites in metropolitan and regional Victoria. Its quarries are involved in the extraction and processing of source rock to produce Class 1, 2 and 3 crushed rock for roads construction as well as commercial grade crushed rock for roads and buildings sub-base.

It is also involved in the manufacture and delivery of pre-mixed concrete and has a NATA registered laboratory to ensure compliance with Australian Standards.

“We needed to upsize our tool carrying capability, as our small tool carrier wasn’t

large enough to act as a backup sales loader when needed,” said Wayne Deken, Quarry Manager - Extractive (Northern Quarries).

“The TL310 is a larger machine and is capable of loading trucks a lot quicker for those times when one of the other loaders are being serviced or out of action. We were satisfied with the performance and support for our other Terex equipment, so we felt confident in being the first to take delivery of the TL310.

“Our TL310 is primarily used for tool carrying, including a forklift, jib and numerous other jobs around the quarry that always keep this type of machinery fully deployed.

“We were attracted by the machine’s value proposition, which included its high lifting height capacity for its size and weight. This was highlighted with the use of the CMPA’s *Advisory Pre-Purchase Checklist for Loaders* and meant we didn’t have to outlay the additional cost for a larger loader,” Wayne explains.



Shayne Morrall of Terex Distributer, Victorian Construction Equipment

Safety and operator comfort were also important considerations. The TL310 has hydrostatic drive operated by simple controls. A joystick sits on the right-hand side on the arm pad, so selection of forward and reverse just involves flicking a switch left and right. This means the operator always has one hand on the joystick and another hand on the steering wheel.

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"We are receiving positive feedback about its ease of operation, positive handling and its cabin, which is very quiet and comfortable. We have also found that fuel consumption is very efficient. The machine's stability is very good, as the hydrostatic drive has positioned the engine towards the back. This counterweight effect results in good side stability and allows all wheels to remain in positive ground traction, even with a full bucket load.

"We have no concerns with parts, training or service support. Shayne Morrall from Victorian Construction Equipment has been looking after us for many years. He understands the needs of our industry and has a firm grip on what parts need to be stocked to support our equipment," Wayne said. ■

For further information please contact
 Shayne Morrall
 Victorian Construction Equipment Pty Ltd.
 Phone: 03 8339 4705
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Terex TL310 Loader at Northern Quarries

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Plant Fire caused by a Lack of Maintenance

The Department of Primary Industry (NSW) latest safety alert looks at inappropriate maintenance practices on mobile plant.

INCIDENT

An excavator operating at an above ground mine was removing overburden from the ore body. A dump truck driver waiting to be loaded observed flames in the excavator engine bay and alerted the excavator operator by radio. The fire erupted from the engine bay momentarily engulfing the excavator cabin before retreating to the engine bay where it remained well alight. The operator subsequently evacuated the excavator by jumping 3.5 metres to the ground and was not injured.

Attempts to control the fire with hand held extinguishers were unsuccessful and the excavator was destroyed (refer Photo 1).

CIRCUMSTANCES

The excavator operator was competent on this type of machine. He completed mine excavator training and assessment three months prior to the incident and held over two thousand hours operating experience. The excavator had recently been overhauled and fitted with a new engine. It appeared to be well maintained and in good operational order.

The excavator was not fitted with an automatic fire suppression system. It was equipped with two 9kg fire extinguishers, one located on the side of the engine bay and one located at the front of the excavator on the opposite side to the cabin. Neither fire extinguisher could be accessed to fight the fire.

INVESTIGATION

A detailed inspection of the excavator was conducted by a consulting forensic fire investigator who concluded that 'the fire originated from a cracked aluminium alloy hydraulic oil filter housing that allowed an escape of oil that ignited on contact with hot engine components'.

The oil filter housing was designed to be installed with a socket or ring spanner applied to a cast nut at the bottom of the housing (refer Photo 2).

Numerous sharp tool marks on the oil filter housing recovered from the excavator after the fire suggested the housing was installed with a stillson wrench or other similar tool and most likely over tightened (refer Photo 3). The investigator concluded that 'cracking of the housing originated at the tool marks'.

Photo 2 – Oil filter housing cast removal nut

Photo 3 – Stilson marks and cracks on filter housing



Photo 1 - Excavator after fire was extinguished

The investigator also noted that 'an effective automatic fire suppression system would almost certainly have contained the fire at an early stage', and recommended that 'automatic fire suppression systems be fitted to all heavy mobile equipment at mines'.

RECOMMENDATIONS

Maintenance

Maintenance activities should always be undertaken in accordance with the manufacturer's recommendations.

Maintenance people should be competent for the task they carry out and should always use the correct tool for the job. Maintainers should not improvise by using inappropriate tools

Equipment components should be carefully inspected before being installed; damaged or worn components should always be replaced.

Fire Control Systems

Mine Operators should undertake a rigorous fire risk assessment to determine the appropriate fire risk controls, fire protection systems and means for emergency escape.

Fire risk assessments and fire protection systems on mobile plant should be carried out and installed with consideration to AS 5062 and MDG 15. Note: Automatic fire suppression systems are strongly recommended for all mobile plant at mines, particularly heavy equipment that may carry large fuel and oil loads, and where access and egress may be difficult.

Fire extinguishers of a suitable type and capacity should be installed on all mobile plant at a location that is least likely to catch fire and that is readily accessible to the operator and to a person at ground level.

REFERENCES

- AS 5062, Fire protection for mobile and transportable equipment
- MDG 15 Guideline for Mobile and Transportable Equipment for Use in Mines.

Both of these are available for free download at:

www.dpi.nsw.gov.au/minerals/safety/publications/mdg.

Safety in Action Trade Show

SEAN KINDER, Documentation Officer CMPA reports on his visit to the Safety in Action Trade Show.

ON the 19th April, 2012; as part of improving the Work Safely training with the CMPA, I was able to visit the Safety in Action Trade show at the Melbourne Exhibition Building.

This year, there was an emphasis on using computer software to help monitor safety. Organisations have developed programs to conduct live surveys and audits and have created custom risk assessment forms (JSEA, incident, improvement and checklists). The main purpose of these software programs is to keep the general information such as reports, records, plans and forms in a centralised place within the organisation. It can also be accessed by anyone remotely, ultimately reducing time requirements and increasing productivity for the organisation where safety is a concern including

monitoring the changes in legislation. Such systems could be considered useful in the management of staff, contractors and sub-contractors, organisation of tasks and improvement of safety control in the organisation.

Another core component of the trade show was the importance of Safely Working at Heights in the industry. I attended a lecture on the subject, conducted by Peter Ferguson owner of First Access and board member of the International Society for Fall Protection.

He spoke about the importance of correctly engaging and educating workers rather than trying to out-design the poorly trained workers and equipping them with adequate fall arrest equipment. He suggests that "currently, organisations in the industry rely too much on the harnesses for safety,

rather than the operators' education which is equally as important". The emphasis of his lecture was to be proactive, rather than reactive, when working at heights.

This concept can be equally applied throughout any subject within educating safety to operators, including confined spaces, electrical work, fire safety, day to day procedures and site inductions.

A guide to working at heights is included in the *Work Safely Reference Manual*, including the operation of cranes and hoists, working from scaffolding or elevated work platforms, rigging and dogging and using ladders. Additional training on the issue is available by contacting the CMPA. ■



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Manual Handling in the Workplace

Manual handling is the biggest cause of workplace injury in Victoria. Below is an extract from the CMPA's updated WORK SAFELY REFERENCE MANUAL providing handy hints on managing manual handling on your work site.

MANUAL handling is any activity requiring the use of force exerted by a person to lift, push, pull, carry or otherwise move, hold or restrain any object. Last year, more than 10,000 people were injured as a result of unsafe manual handling. Typical onsite manual handling tasks include:

- Activities involving bending, reaching, twisting or working in awkward positions
- Lifting, lowering or carrying objects
- Physical exertion such as using sledge hammers or cleaning under conveyors

A manual handling injury can develop suddenly or gradually. Most injuries result in sprains or strains. Serious back injuries may require surgery and can lead to lifelong disabilities. Manual handling injuries include:

- Chronic pain
- Hernias
- Injuries to muscles, ligaments, intervertebral discs and other structures in the back
- Muscle sprains and strains
- Soft tissue injuries

Some of these conditions are known as Occupational Overuse Syndrome (OOS), Repetitive Strain Injury (RSI), Cumulative Trauma Disorder (CTD) and Work-Related Musculoskeletal Disorder (WRMSD).

It is the employer's responsibility to identify, assess and control manual handling risks at work in accordance with Part 3.1 of the *Occupational Health and Safety Regulations 2007* and relevant guidance notes.

Factors that can increase the risk of such injuries include, but are not limited to the:

- Force to be applied by employee
- Actions and movement involved in task
- Range of weights handled
- Duration, distance and frequency of task
- Availability of mechanical aids



- Layout/condition of workplace environment
- Work organisation
- Analysis of relevant injury statistics
- Age of the employee
- Skill and expertise of employee
- Nature of object being handled
- Excessive twisting and bending
- Excessive force while in awkward position

CONTROLLING RISKS

Where manual handling risks exist at a site, the employer should consider how these risks can be controlled. This may include:

1. Changing the site layout or design

Alter restricted or narrow walkways, work platforms or remove steps (where practicable) that make it difficult to handle plant, equipment or tools.

Change storage areas to reduce the possibility of heavy or awkward lifting.

Fit lifting points, crawl beams or use cranes or chain blocks.

2. Changing or altering equipment, tools or materials

Consider ergonomics when purchasing plant, equipment, tools or materials.

Consider purchasing materials in smaller packages or in bulk so they can be decanted or handled in smaller loads.

Provide and use the correct tools for the task including lifting devices and trolleys.

Reduce pushing, pulling, bending, forward reaching and/or twisting by changing the layout of equipment and maintenance workshops.

3. Changing work practices

Where possible eliminate manual handling tasks by redesigning or planning tasks to reduce double handling or introduce the use of manual handling lifting aids.

Use two people to move or lift smaller objects that cannot be moved mechanically.

Reduce the duration of repetitive tasks and static postures by taking breaks

Maintain a high standard of housekeeping to minimise slips, trips and falls.

Wear appropriate clothing allowing a free range of movement.

4. Providing training for:

- Employees in how to control the associated risks
- Staff who plan work practices
- Staff responsible for purchasing
- Supervisors

Hazardous manual handling can lead to serious musculoskeletal injuries. These can be debilitating and long-term conditions that can severely affect a person's quality of life

The manual handling code of practice is a comprehensive document that will take you through the steps of risk assessment and control. It includes information on the responsibilities of designers, manufacturers, importers and suppliers of machinery and equipment. A range of general solutions and industry and occupation specific guidance has also been developed to help workplaces identify and eliminate or reduce manual handling. ■





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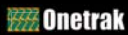
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DPI Update

ANNE BIGNALL, Manager Minerals & Extractive Operations, Gippsland provides an update on statutorily endorsed Work Plans.

STATUTORILY ENDORSED WORK PLANS

As of the 1st of February 2012 the *Mineral Resources (Sustainable Development) Act 1990 (MRSD)* now requires that work plans, and work plan variations, be statutorily endorsed where there is a need to also obtain a planning permit. Planning consent is necessary for a new work authority or when a variation to a work plan may require the existing permit to be varied.

The intent of the statutory endorsement of work plans is that the bulk of the statutory referrals to other interested authorities are undertaken earlier in the approvals process and throughout the development of the work plan rather than when applying for planning. With this in mind it effectively means that DPI now has a lead agency role in the approval of work plans. It should be remembered that a work plan must still have planning consent for DPI to approve it. However the more rigorous process of statutory endorsement should go a long way towards being more confident about succeeding in a planning application regarding the technical merit of the work plan. This increased level of certainty is due to the planning authority not referring the planning application to the statutory authorities that have already been involved in the DPI statutory endorsement process.

Several work plans, and work plan variations, have now completed statutory endorsement. The importance of the work plan containing the appropriate level of information for the referral authorities (such as EPA, DSE and Water Authorities) has highlighted the need for work plans to adequately identify the risks associated with proposed operations. When the work plan addresses these risks not only is the work plan more likely to successfully proceed through the approval process but it will also be of more value to operators regarding the effective management of their operational risks.

Effective risk management of extractive operations ensures that the safety of the public and employees is not compromised, that the social license of the operation in the eyes of the community is protected and that regulators such as DPI gain confidence that the operations comply with the regulatory requirements. Risk is defined as the combination of the probability (or likelihood) and the consequence of an event.

Key to having a good risk based work plan is to:

- Consult with interested and affected parties in the identification, assessment and management of all significant social, health, safety, environmental and economic impacts associated with your activities;
- Ensure that a process for the regular review and updating of risk management systems is included;
- Identify the significant risks from the extractive operations and detail the measures that will be taken to manage these risks effectively; and
- Develop, maintain and test effective response procedures for the management of a significant, or high risk, event.

DPI will be progressing the principle of risk based work plans commencing with a review of the *Mineral Resources (Sustainable Development) (Extractive Industries) Regulations 2010* which is currently under consultation with the industry. The intent is to ensure that work plans are appropriate to the scale, complexity and risk of the operation.

The anticipated outcomes of developing risk based work plans are that the ongoing regulation of sites by DPI is proportional to the risk that the operations pose and that the requirements of referral authorities are identified and met within the work plan. This should ensure that the statutory endorsement process delivers work plan approvals efficiently and effectively, as was the intent.

The DPI website has been updated to include the new requirements for work plan, and work plan variation, approvals under Statutory Endorsement. DPI inspectors are also available to provide advice.

AUDIT PROGRAM

The DPI targeted audit program over recent months has been predominantly focused on dust management. It has been undertaken at extractive industry and mining sites in all five of the Districts. The results will be available for publication in the next issue of *Sand & Stone*.

STAFF NEWS

Over recent months John Mitas has been acting in the role of Director, Earth Resources Regulation during Doug Sceney's absence – he has now returned to his role as General Manager, Earth Resources Operations and Doug Sceney returns to his. ■



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VLPA Update

PETER MCCLUSKEY provides an update on the Victorian Limestone Producers Association.

“CARING FOR OUR COUNTRY – LAND MANAGEMENT TRENDS”- REPORTS INDICATE NEED FOR LIMING

The Commonwealth Government’s Division of Land and Coast has produced a series of reports on land management practice trends in horticulture, broad acre cropping, grazing and the dairy industry. The reports estimate that, “about 50% of agricultural land in Australia has surface soil pH less than or equal to 5.5, which is below optimum for very acid-sensitive agricultural crops, and below the optimum level to prevent subsoil acidification” (National Land and Water Audit 2001). The report goes on to state: “Regular testing of soil pH and applications of lime and/or dolomite can be used to manage acidification risk”

The work done at Commonwealth and State level on which these reports have been based has formed the basis for Commonwealth funding which VLPA has been participating in through our work in running soil health seminars with firstly Southern Farming Systems, several Catchment Management Authorities, Land Care Groups, Perennial Pasture Systems and WestVic Dairy. From discussions with appropriate Commonwealth people, it seems they are keen to continue to promote the use of lime with some priority amongst measures to combat low pH across Australia’s agricultural landscape. Hence it appears we are likely to have ongoing opportunities to promote the benefits of our industry to farmers and we will certainly keep contacts up to ensure this happens.



Kirkstall Field Day April 2012

A further field day entitled, “Reducing soil acidification through lime and nutrient best practice” was held this time in Koroit on Tuesday 3rd April, 2012. VLPA once again worked with the organizing body WestVic Dairy through Project Manager Jeff Lawes of WestVic Dairy. The field component was held at Xavier and Kirsty Parkinson’s property in Terka Road, Koroit followed by lunch at Kirkstall Hall and further talks from DPI and a group discussion. It was well attended (see photo above) and included a soil profile pit from which Tim Johnston of DPI explained how soil acidity changes as it moves down the soil profile. A number of lime samples were displayed and soil tests done. VLPA chairman Kevin Matthews attended along with Joe and Georgie Crowe of Dirtfert, whom during discussions with participants emphasized the need for a balance between fine and coarse material. Peter McCluskey outlined the role of VLPA particularly the lime testing program that underpins compliance with Ag. and Vet. Chemical regulations.

MURRAY-DARLING BASIN PLAN

The MDBA recently concluded its consultation process for the Basin Plan. NAA made a submission emphasizing the importance of providing enough economic water to provide a strong future for agriculture in the Basin, which now produces around 40% of Australia’s food production. It was indicated this reflected VLPA’s position and we have been invited to put our position to the Federal Minister for Water during the Government’s upcoming consideration of the current version of the Plan. ■

Further information is available from Peter McCluskey by phoning 0408 496 588.





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How to Formulate a Simple Marketing Strategy

TOM MCKENNY, Industri Communications reports on the steps generally taken to formulate, execute and measure a strategic marketing plan.

THESE steps I have outlined here are simple and effective and have worked well for industrial sector businesses including quarrying suppliers. It is an approach to marketing that is designed to remove complexity and improve time management and, most importantly ensure that marketing plans are implemented with results or outcomes in mind rather than simply thinking of marketing as the booking of advertising space and “hoping for the best”.

Some of the steps (particularly the section “allocation”) may seem out of order; however the allocation of resources (or the implementation of a budget) can have an impact on the scope of the plan that can be developed.

It often pays to have an initial meeting with all stakeholders to assess what the objective of the marketing strategy is. Stakeholders would include marketing personnel, sales personnel, external agencies (if involved) and others.

This feedback can be used to form the basis of the strategy as I have outlined below.

DEVELOPING A SIMPLE MARKETING STRATEGY

– 7 STEPS:

1. Assessment

The first step is always to consider ‘what are you trying to achieve?’

- What is the objective of the marketing strategy?
- What role will the marketing plan serve?

The marketing strategy might relate to your quest to improve sales of a particular line; to help introduce a new brand, or to increase customer awareness of the business. There’s often a range of drivers working to drive the development of a marketing strategy – and some may be unique to your business so it is important that this step is addressed conclusively.

2. Allocation

I believe it is best to develop a plan with an agreed budget in mind rather than consume time developing plans which would ultimately be too costly to execute, or be inadequate in achieving the objective.

Agreeing to a budget parameter; or alternately costing a marketing plan that is within a budget considered within your business expectations will help reduce the pain factor of trying to build something bigger than you can afford or what you want to spend.

Ask yourself; Is there a budget in mind? Does the budget account for ‘real’ costs? I.e. does the budget include supplied magazine advertising or insertion costs / design costs / agency costs etc?

3. Strategy

Essentially a marketing strategy is about producing a road map. You have identified the destination and are now working toward ensuring you arrive there.

You will need to consider what marketing methods to use to introduce your new product or service or to build your brand awareness in the market space. There’s advertising components including radio, tv and print advertising. There’s public relations and events, expos, direct mail, direct client contact and there’s a whole new world of the web and social media which may help sell the story.

You’ll need to ask yourself what timing is involved in the strategy and develop an agreed timeline to execute the strategy. Everything should be scheduled so the marketing strategy stays on course – that includes detail such as magazine advertising schedules, radio slots etc.

You need to consider the marketing mix. Will ads run in conjunction with PR/editorial in an interrelated marketing mix and approach? Will direct mail feature? When? etc

4. Materials

Develop agreed collateral – print ads; dvd scripts / editorial directions / direct mail content. Develop mailing lists. Develop media contact / distribution lists for target audiences. This is the nuts and bolts of the strategy and will influence results. A poorly managed database will mean resources are wasted.

5. Execution

Ensure the marketing plan is executed in accordance with the strategy.

Who is responsible for booking insertions? Who is contacting media? Who is organising material? Are meetings timetabled? Etc.

6. Feedback / 360

Organise times to analyse and collate feedback. Organise feedback into report form to detail the plan and the outcomes? Use the feedback to refine the plan / vary the strategy accordingly.

If you are running a radio campaign for example, you must analyse whether sales calls are increasing as a result. Did you receive enquiries from your magazine advertising? If not, why not?

7. Measurement / report

Objectively measure the results of the marketing strategy. What are the measurements – contacts / direct feedback / contracts?

Has the plan been executed successfully in relation to the strategy?

- If so, what worked?
- If not, what failed?

Has the strategy been successful in reaching the target audience?

- What component ‘delivered’?
- What failed?
- Why?

Report the findings and measurements to appropriate management and staff and lock the results into the next marketing strategy you roll out.

The seven step program is simple and easy to follow, doesn’t require a marketing genius to implement, and can deliver results if followed. It’s your money you are spending, so it pays to formulate a strategy and spend it wisely. ■

For further information contact Tom McKenny, Industri Communications 0418 132 911

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What to do if issued an enforcement notice

VECCI provide OHS advice on what to do when issued an enforcement notice.

WORKSAFE Victoria inspectors can issue three types of enforcement notices when occupational health and safety risks arise: improvement, prohibition and non-disturbance notices. Read on for more information about each notice and what to do if your business is on the receiving end.

IMPROVEMENT NOTICES

In Victoria, WorkSafe inspectors can issue an improvement notice when they believe an employer is breaching the *Occupational Health and Safety Act 2004* or one of the *Occupational Health and Safety Regulations 2007*.

PROHIBITION NOTICES

Where an inspector considers there is risk of serious personal injury or death, they can issue a prohibition notice requiring the activity to be stopped until the contravention is remedied.

NON-DISTURBANCE NOTICES

This notice stops the use, movement or interference with a specified plant, substance or other thing at the workplace and also prevents the disturbance of the area where it is located.

While each of these notices could potentially harm your business, failure to abide by them could result in prosecution. Therefore, any enforcement notice must be taken very seriously.

What to do when you receive a notice?

The obvious answer is to abide by it but if you believe the inspector has made a poor decision or not properly considered the

facts, or you believe you are doing enough to demonstrate you are abiding by the law, and then you should seek to have the decision reviewed.

The inspector must provide you with information regarding a potential review of his/her decision. However, it is important to seek a review as soon as possible after the notice is issued because even when a notice is reviewed, the date listed for compliance remains the same.

If an improvement notice is issued, the inspector will determine the compliance date. The maximum time an inspector can place on a non-disturbance notice is seven days but they can issue further notices.

In the case of a prohibition notice, it stays in place until the inspector has certified in writing that the matters that give rise to the risk have been remedied. Again, if you disagree with the inspector's decision you must seek a review straight away.

How do you seek a review of an inspector's decision?

There is a process that must be followed. First, an eligible person must apply in writing using the internal review application form. You can download this and an accompanying information sheet from www.worksafe.vic.gov.au or you can contact WorkSafe Victoria. The review is free but it must be requested as soon as possible following receipt of the notice and no later than 14 days after it was issued.

How do you ask for a stay or suspension of the decision?

You may seek a stay of the decision pending the outcome of the internal review. You can do this when lodging the review application or out of hours by phoning 13 23 60. Remember, an application for a stay may only be requested if it is made in relation to an application for internal review of the same decision. The Internal Review Officer must decide on a stay application within 24 hours otherwise WorkSafe Victoria is deemed to have granted the stay of the decision. The stay of the reviewable decision only operates pending the outcome of the internal review.

Please note that unless a stay has been granted, an application for internal review does not affect the operation of the original decision and this means that action is required to implement the decision.

When asking for an internal review, you would do well to protect your position by collating all available evidence on the matter as the Internal Review Officer may seek additional information. If you are dissatisfied with the decision of the WorkSafe Internal Review Officer, you may apply to the Victorian Civil and Administrative Tribunal (VCAT) within 14 days. ■

VECCI members seeking further assistance in this area should contact the VECCI Helpline on 8662 5222. Alternatively, VECCI provides a range of OHS training and consulting services that can be accessed by contacting 8662 5333 or visiting www.vecci.org.au



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R&M Solutions' Unique Maintenance Service

SARAH SHEDDEN, R&M Solutions reports on the value and reliability of the companies' unique service.

QUITE often if a machine is still working – most individuals would not really think it needs to be fixed. Why fix it now? Just fix it when it breaks down, right? Wrong. Reactive Maintenance is really not maintenance at all is it? It's simply repairing, and you lose money whilst it is being repaired, so it isn't really productive at all. Also it's likely the repairs cost more than the maintenance would have, as its often quite substantial damage by this stage. So you're out of pocket for down time, and out of pocket for extensive repairs.

R&M's proactive approach to maintenance or predictive maintenance is fundamental to the reliable operation of quarry and concrete plants. By assisting in the process of planning, evaluation and monitoring of plant equipment, R&M ensures the productivity and safety of their clients' needs. This approach helps alleviate unnecessary downtime, and maximise profitability.

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David DeBrincat – Quarry Manager

Dean Leeder, Managing director of R&M Solutions asks "why suffer the unnecessary costs involved when equipment fails, especially when it could have been avoided? The beauty of R&M Solutions' is their availability and dedication to recognising when maintenance is best served; often whilst the plant is shut down. R&M can work while the plant is closed & everyone else rests. The aim of this service is for clients to maximise profits, and for plants to run without unforeseen stress."

The most common methods of maintenance in quarry and concrete plant assessments are vibration analysis, identifying any misalignments, bearing faults or gearbox faults with mechanical equipment. Over time, data is collected and results reflecting outages or breakdowns are decreasing, with profits rising. The role in repairing most faults before their failure takes place minimises the impact of any unplanned downtime on production and repair costs.

The R&M team is dedicated to furthering individual skills/training as they develop. Recognising weakness' as well as strengths are essential to our team development. "Our staff continually analyse where improvements can be made, which empowers each individuals performance."

60 SECONDS WITH AN ASSOCIATE MEMBER...

What is your name? Dale Waterson

Who do you work for? Repair & Maintenance Solutions

How many years have you worked for this business? 3.5 years

How many years have you been involved in the Industry? 5 years

What is your role at the company? Management of staff on/offsite, also specialising in drafting & engineering.

What does your job involve?

Overseeing maintenance staff, a hands on role, plus drafting/design of customised components/custom built components.

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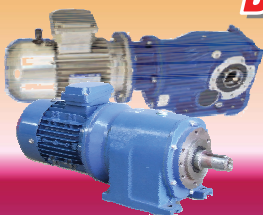


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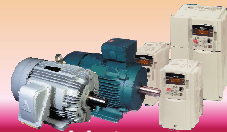
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ADVANTAGES OF USING R&M

Given this outlook, it's quite evident that maintenance really does result in profitability. Lost production time only leads to loss of money. R&M's distinctive and comprehensive service is on hand to avoid these issues: *"We take a team approach to advising clients on the right maintenance strategies and develop a sound productivity plan."*

It must be said that it's not only important to maintain each plant for profitability, but let's not forget another important aspect of maintenance, safety; arguably more important than profitability outcomes. Without a safe environment for staff to come to each day, plants open themselves up to workplace fines and risks of serious injury or even death.

With the new Nationwide OH&S laws introduced in January this year, it's now even more important to comply. Breaches by organisations under the new OHS system can attract fines of up to \$3 million while workers and persons or "officers" can personally face penalties of up to \$600,000 or five years in jail.

If your responsibility involves plant maintenance, you could be held personally responsible for safety concerns at that plant. Hence decisions related to preventive and predictive maintenance along with maintenance labor, employee training, OH&S, and other external support should all be considered as essential investments for not only your staff, but to protect yourself!

Like most other investments, machinery needs to be serviced. If a car is purchased and driven for 10 years without servicing, it's unlikely it will continue to work well for that long. With regular servicing it's more likely continue to work for that time and longer. It really is common sense.



Fleet service vehicles, with Johnny, Dale & Dean

The objective of all our maintenance programs is to ensure the reliability and productivity of equipment. *"A priority is addressing the needs of individual clients and planning for their secure future"*. Effective maintenance is as important to an operation as the original equipment investment. Because, without maintenance eventually there will be no production; and without production there will be no profit.

Insufficient maintenance simply results in decreased production and decreased profits with escalated risks, and increased costs. ■

For more information contact R&M Solutions

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Focus CDS Consultants - Jack Kraan

CMPA Honorary Voting Member, JACK KRAAN reports on his career in planning and the growth of his business.

I began my association with the extractive industries in the mid 1970's, not long after graduating from Latrobe University with an honours degree in Agricultural Science. I commenced working with the then Soil Conservation Authority at Gisborne. One of my duties was to administer soil removal activities pursuant to the Soil Conservation and Land Utilisation Act.

After a couple of years I joined the Melbourne and Metropolitan Board of Works which was the regional planning authority for Melbourne at the time. I worked in the Environmental Management Section of the Planning Branch administering planning in the non-urban areas of the region. This role included provision of advice on extractive industry proposals. While at the Board I obtained a Masters of Urban Planning from Melbourne University.

Looking back at the late 70's and early 80's, planning was much simpler than now. For example, the complete planning scheme for metropolitan Melbourne was contained within an A5 sized booklet which was about two centimetres thick. There were a limited number of land use zones and prescriptive controls for each of those. No need to interpret pages of policies. Compare that to now!

My pragmatic nature led to a desire to make things happen, rather than regulate them. This saw me move into private practice with Kinhill Engineers Pty Ltd in 1985 as an environmental planner. My role here saw me participate in and lead various multi-disciplinary teams preparing planning permit applications and Environmental Effects Statements (EES) for industrial, mining and extractive industry proposals, both within

Victoria and interstate. Projects included an EES for the Fosterville Gold Mine near Bendigo and an EES for a zinc smelter at Risdon in Tasmania.

In 1990 I became a director and principal of KLM Development Consultants, a firm of town planners, civil engineers and land surveyors. This subsequently led to the formation of KLM Planning Consultants which now trades as Focus CDS Consultants and specialises in obtaining town planning and environmental approvals for development proposals including extractive industries, landfills and industrial plants.

Much of my work involves project management of multi-disciplinary teams of specialist consultants contributing advice into the approvals process.

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Jack Kraan

Services that my practice offers its clients include:

- Feasibility assessments for new and expanding extractive industries.
- Advice on requirements of Municipal Planning Schemes.
- Strategic and statutory planning advice.
- Project management for specialist environmental studies.
- Preparation of all documentation required for planning permit applications.
- Negotiation of approvals through Councils and authorities.
- Preparation of Environmental Management Plans.
- Preparation and presentation of submissions to Councils and VCAT.
- Preparation and presentation of expert witness evidence at VCAT and the Supreme Court.

Over the years, I have worked with extractive industry clients ranging from large corporations to small businesses. I particularly enjoy working with the

independent sector of the industry because the people I work with are close to the coal face and tend to be the decision makers in the business. Recently I have been instrumental in obtaining approvals for quarries at Tyers, Neerim North, Woori Yallock and Gooram.

In late 1999 I was invited by Basil Natoli to attend a meeting of a group of independent quarry operators and suppliers of services to the extractive industry. The intention of this meeting was to establish a peak industry body to promote the interests of independent operators.

I was pleased to be able to support the establishment of the CMPA because I believed that it would assist the smaller operators in getting access to government to provide input into decision making and policy. It was difficult for the independent operators to be heard in government as individuals. The large operators appeared to have much easier access to government to put their views.

In the early days it was the persistent 'banging on doors' that got the CMPA's views heard. This led to the gradual acceptance within government circles of the Association as being a legitimate peak body representing the industry. The Association is now routinely invited to participate in government reviews and inquiries. This is testament to its success.

One of the issues frequently raised with government by the CMPA and its members was the duplication of referrals within the planning permit approval process and the Work Authority approval process. I believe that this advocacy was instrumental in the establishment of the new Statutory Endorsement process introduced by DPI. While it is early days yet, this should improve the efficiency of the approvals process.

There are still many issues that face the industry today. In the planning and environmental area these include:

- The identification and protection of extractive resources.
- Lack of strategic planning for the proper utilisation of resources.
- Urban encroachment on existing and potential quarry sites.
- The lack of extractive industry experience amongst municipal planners.
- Rationalisation of native vegetation and cultural heritage controls.
- The extent of third party participation in the planning process.
- Time delays associated with the VCAT process.

Clearly there is ample opportunity for the CMPA to promote the industry and to advocate issues of concern for planning and environmental in the future. ■

For further information contact Jack Kraan, Focus CDS Consultants 03 8794 9911



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 Cost: TBA

To book, please contact Diane Wilson at Box Hill Institute of TAFE by phoning 03 9286 9711.

Refer to the CMPA website homepage www.cmpavic.asn.au at any stage for an up-to-date list of all upcoming training courses and events and their relevant booking details.



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