

SAND & STONE

The official magazine of the CMPA

• 2011 ACE EXPO

• SLOPE STABILITY REQUIREMENTS

ISSUE 55

• WATER MANAGEMENT

• REFINING THE MRSDA

Feb/Mar 2011



**REVIEWING EARTH
RESOURCES INDUSTRY**

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CONTENTS

COMMENTS

From the CMPA Secretariat, **Pg 5**

Eureka Concrete (Holdings) Pty Ltd, **Pg 7**

FEATURES

Slope Stability Workshop, **Pg 10-11**

A Review of Victoria's Earth Resources Industry, **Pg 12-13**

2011 ACE Expo Wrap Up, **Pg 14-15**

Water Management In and Near Quarries, **Pg 16-17**

Refining the Mineral Resources Act 1990, **Pg 18-19**

SAFETY

Injury Hotspots, **Pg 21**

Stockpile Collapses, **Pg 22-23**

EDUCATION

How Electricity is Generated in a Practical Environment, **Pg 24-25**

Welding & Safety Reference Manuals to get an Overhaul, **Pg 27**

BUSINESS

Succession Planning, **Pg 28-31**

MEMBERSHIP

New Cat® On-Road Trucks Get Thumbs Up, **Pg 35**

Changes at Terex Jaques, **Pg 36**

REGULARS

CMPA News.....	8-9
VLPA Update.....	32
DPI Update.....	33
Training & Events.....	37
Associates Directory.....	39





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The Fundamental role of the CMPA

CMPA General Manager, BRUCE MCCLURE, looks at the biggest challenges still facing the Association.

ON 25 February 2000 when the CMPA was incorporated under the Associations Act, the organisation has been active in representing Members' interests. Whether it is working on a government submission fighting for the rights of members or representing a Member on an issue causing their business grief, the CMPA has taken up the fight and ensured members have a voice. This is the fundamental role of the CMPA and this will never change.

Ironically, a number of the issues that the CMPA was involved in back in 2000-2001 are still with us today such as rehabilitation bonds, sterilisation of land containing rock and gravel reserves, air quality and problems in obtaining Work Authorities. Despite countless reports, numerous meetings and discussions, many of the above issues remain unresolved.

Fundamentally, one of the biggest hurdles the extractive industry has to overcome with these issues is the lack of understanding by a number of people (who ultimately give approval to the proposal) of how private business actually works. They do not understand the concept of a finite cash flow, the costs (especially time) to provide bureaucratic documentation and ultimately, the impact on a family and the personal stress of trying to run a family business in the 21st century. The lack of real understanding of how extractive industry businesses work needs to be addressed if we are going to progress and eliminate the issues that have been with us for the past decade. The CMPA will continue to reflect its Member's desires for real change in these areas.

Governments come and go, political ideologies change or are refined and the attitudes of the bureaucrats usually change to reflect their political masters. This is the cycle that every business in Australia faces. Yet one of the biggest challenges facing organisations such as the CMPA is to ensure that community demand for extractive industry products are catered for and are as economically viable as possible.

Achieving this requires Governments to plan well into the future, to ensure our industry has access to economically and environmentally sustainable resources for

our future. This is not a new concept. Many of our forefathers were well aware of this and put in place strategies to deal with them. Unfortunately, later generations have failed to maintain this strategy and in many instances, political expediency has taken precedence. The CMPA is committed to ensuring the security of future resource requirements is not forgotten or ignored. We owe our children nothing less.

We live in a very dynamic world and the changes in our society since 2000 have been pronounced. One only has to look at the equipment now being installed by many of our Members to see how the technical side of our industry has advanced. The use of computers has dramatically changed the way we work and this impact is likely to grow. Yet despite the sophistication in plant and equipment, the basic principles of crushing/recycling stone or washing sand remain. And at the end of the day, the most sophisticated gadget driven plant with all the bells and whistles is still only as good as the men and women driving the system, inputting the data and providing the servicing required to keep the plant working at its optimum.

Again as an Association we need to ensure that our people enjoy the best training possible - state of the art and as close to best practice as possible. The CMPA training manuals are regarded by many as the best in Australia and ongoing refinement and revision will ensure they stay this way. Use of the manuals is only part of the understanding and learning members personnel will need for their future in the extractive industries. No Member can ignore the need to deliver the best possible training possible. Not only does it improve the efficiency of your business but it also ensures that your personnel are up to date with the latest legislative requirements especially OH&S. The CMPA is aware of many of the deficiencies in the training currently being provided and is currently considering ways to address this problem. Rest assured that whatever approach we take will always be in the best interests of the Members.

There are challenges aplenty for us all. But as many of us working in the extractives industry realize, this business is not just a job, it is a way of life and we will continue to meet every challenge head-on. ■



AGM & DINNER 2011 – ECHUCA MOAMA

The CMPA AGM & Dinner 2011 in Echuca Moama is shaping up to be a very fun filled weekend!

There are already ten Associate Sponsors committed to the event, arrangements and bookings are currently being made for entertainment for the dinner. Saturday afternoon and Sunday morning activities are also being planned as a part of the program.

With only five months to go it's very important if you are planning to attend, to book your weekend away early to avoid missing out on a place of your choice.

Refer to the following website for all your accommodation needs www.echucamoama.com or phone 1800 804 446.

If you haven't already, put this date in your diary please do so now!

Further details to come in the next issue of *Sand & Stone*.

Date: Saturday 27th August 2011

Location: Moama Bowling Club

Time: 5.00pm for AGM,
6.00pm for Dinner

Cost: CMPA Members \$95.



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Eureka Concrete (Holdings) Pty Ltd

Troy Beaston, General Manager of Eureka Concrete Pty Ltd reports on the history and growth of the business.

EUREKA Concrete (Holdings) Pty Ltd began in 1972 with a staff of three and a passion for providing quality concrete to the Ballarat area. Today, with forty staff, Eureka Concrete continues the pursuit of excellence and leadership in the highly competitive pre-mix concrete industry.

With local traits and family passion behind the image of Eureka Concrete, even the name represents Ballarat's proud heritage, the Eureka Stockade. Like the miners of times gone by, Eureka Concrete continues to strive for the high industry standards.

When the site was first developed, Eureka Concrete was the most modern in Australia for its size and began with only two company owned trucks. It included a 50 tonne cement silo and a weigh hopper with a capacity of more than seven cubic metres, enabling a complete load to be mixed at once. Due to the plant's modular design later extensions were easy to coordinate. In 1987 the Eureka Concrete silo was replaced with a custom built plant, consisting of two seven cubic metre hoppers and two 100 tonne silos incorporating air control equipment which not only met, but exceeded local demands.

Over the years Mr Graeme Beaston's four sons have all followed their father's footsteps and decided to work within the company in different roles. The eldest son Jason started in 1985 and is currently the Production Manager at the Ballarat site. Troy is the General Manager of Eureka Concrete and has been working there since 1991. Dominic started in 1998 and is the yard Maintenance

Manager and Luke works in the office as the Company Accountant.

In 1988 Eureka Concrete's second site was set up at Beaufort, offering the community quality concrete and excellent delivery times. Eureka Concrete's third facility opened in Ballan during 1996 and demand quickly exceeded expectations in this rapidly developing market. In 2005 Eureka Concrete added a Maryborough concrete plant to their locations along with a sand quarry at Amphitheatre.

Amphitheatre sand quarry commenced operation in May 2005 producing 393.65 tonnes of sand in the first month. At this stage this plant was a dry screening machine. Over the years several ground works has been carried out including extending the dam, underground power, removal of trees, improving roads and access to the site.

A washed sand screening plant was established in March 2006 with improvements made to this plant in 2010 to give consistent sand and quality material. At present the Amphitheatre quarry services the market west of Ballarat. The quarry can provide 7mm, 14mm and 20mm pebble and good quality concrete sand.

Eureka Concrete has been a member of the CMPA for almost 2 years and is supportive of their efforts to represent the extractive industry and finds the benefits of membership to be invaluable. ■

Pictured on the front cover are (L-R) Dominic, Jason, Graeme, Troy and Luke Beaston.



60 SECONDS WITH A VOTING MEMBER...

What is your name?

Craig Parkinson

Who do you work for?

Eureka Concrete (Holdings) Pty Ltd
– Sand Quarry

How many years have you worked for this business?

6 years at the quarry

How many years have you been involved in the Industry?

16 years

What is your role at the company?

Quarry Manager

What does your job involve?

Producing sand, Plant maintenance, Loader Driver, Loading semi-trailers, Oversee employees & contractors and Clerical work

What is the best part of your job?

Producing quality sand ... and the end of the day.



CMPA NEWS

By **CMPA SECRETARIAT**

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

RECENT EVENTS

Tim Bird and Bruce McClure met with two Officers from the Economic Development Unit, City of Greater Bendigo to discuss the future skills requirements and training needs of the extractive industries within Central Victoria.

Tim Bird and Bruce McClure met with Members of the CMPA and Officers from Parks Victoria and DPI at the Harcourt Granite quarry on Mount Alexander to discuss possible options regarding its future. One Member expressed some interest and a decision will be made by the end of March 2011 on the quarry's future.

Bruce McClure met with two senior personnel from the CCAA to discuss a number of issues and government department discussion papers that impact on both organizations.

Basil Natoli and Bruce McClure attended a meeting at the DPI on the MRSDA. This was the first quarterly meeting set up to discuss the second phase of the MRSDA review.

Bruce McClure attended the quarterly WorkSafe Earth Resources Tripartite Safety Forum.

Bruce McClure attended the quarterly meeting of the Victorian Civil Construction Industry Alliance in Melbourne.

WORKSAFE EARTH RESOURCES TRIPARTITE SAFETY FORUM

The CMPA attended the quarterly WorkSafe Earth Resources Tripartite Safety Forum on 16 February 2011. A number of items were discussed and these included the number of inspections completed by WorkSafe Inspectors over the last seven months, the areas attracting the majority of the Improvement Notices issued over the last seven months, the ongoing issue of ensuring that plant and equipment imported into Australia meets Australian regulations and the issue of fatigue specifically in the mining sector.

John Mitas General Manager Minerals and Energy, Earth Resources Regulation Branch Department of Primary Industry commented briefly on the current potential slip affected the Open Cut Coal mine, the Princes Freeway and a number of residential properties at Hazelwood. John stated that the area where some movement has been noticed is being monitored very frequently to detect movement.

FUTURE TRAINING OPPORTUNITIES IN CENTRAL VICTORIA

CMPA Members met recently with two Officers from the Economic Development Unit, City of Greater Bendigo to discuss the future skills requirements and training needs of extractives industries within Central Victoria.

For many years' people who want to enter the extractives, manufacturing or mining industries have needed to go to Melbourne to undertake the majority of their studies for the Industries. The City of Greater Bendigo, local manufacturing industries and regional education providers such as the Bendigo Regional Institute of TAFE, have been discussing possible opportunities available and ways of introducing or in some instances upgrading appropriate courses for the extractives, manufacturing and mining industries in Central Victoria.

THE EPA COMMUNITY FORUM

On 10 February 2011 the second Environmental Protection Authority (EPA) and Environment Victoria (EV) community forum was held in Melbourne. EV is an active partner in these community forums.

The EPA Chief Executive Officer John Merritt reported to the forum that "the EPA as a modern regulator has set itself a long term project to listen to the community through regular forums and report back on our performance. The EPA has developed a Scorecard to help us focus our decision-making priorities for better community and environmental outcomes".

The CEO further stated at the forum that: "in the mid 1980s, the world had begun to use its material resources at a rate that exceeded the environment's capacity to replenish those resources. We need to think smarter about how we recover these lost resources currently going to landfill. EPA and Environment Victoria wanted find out how the community saw Victoria's move towards more sustainable consumption practices. In partnership with Environment Victoria, we can lead the conversation about managing the competing demands of urban growth and population intensification, and the demand on our natural resources and environment".

From the Community Forum the following topics have emerged.

- Resource Efficiency
- Landfills
- Getting to Zero Waste

The next community forum is on Thursday 5 May 2011 at the Jasper Hotel, 489 Elizabeth Street (corner Elizabeth and Therry Street) Melbourne and it is recommended that any member who has strong views on any of the subjects mentioned above should attend to ensure his/her voice is heard.

VICTORIAN CONSTRUCTION INDUSTRY ALLIANCE

The CMPA was represented at the recent meeting conducted by the Victorian Civil Construction Industry Alliance (VCCIA) in February 2011. At the meeting three guest speakers were invited to provide information to the Alliance Members.

The Hon Richard Dalla-Riva MLC Minister for Employment and Industrial Relations and Minister for Manufacturing, Exports and Trade addressed the meeting on matters pertaining to his portfolio that are relevant to Alliance Members. The Minister advised as follows:

- He is interested in establishing a good framework under which the civil construction industry can operate.
- The Premier will be leading a business roundtable.
- He is investigating where the industry can be sensibly deregulated to drive efficiencies and economic development.
- The Government will address the needs of smaller contractors in respect to any future procurement policies.
- The availability of skilled workers is a critical issue that needs to be addressed.
- The Commonwealth will be held accountable for industry support for Victoria and its employers.

The Minister was asked a number of questions; his responses clearly indicate the new State Governments attitude to key issues affecting CMPA Members.

- The Government is examining how to minimize the potential flow-on effects from the desalination plant EBA.
- The Government is investigating how it can free up land for future industry and perhaps even establishing 'centres of excellence'.
- The Government accepts the need to undertake strategic planning in relation to future skills for the industry.
- The Government acknowledges that there needs to be an increased effort in relation to road asset renewal and refurbishment.

Justice Iain Ross, President of VCAT, provided an overview of the outcomes of the recent review of VCAT. The new vision for VCAT is "an innovative, flexible and accountable organisation which is accessible and delivers a fair and efficient dispute resolution service".

The final guest speaker Brian Negus, General Manager, Public Policy, RACV provided information on the RACV and its Roads and Transport Policy.

HARCOURT GRANITE QUARRY

Members of the CMPA and Officers from Parks Victoria and DPI met on 8 February 2011 at the Harcourt Granite quarry on Mount Alexander to discuss possible options regarding its future.

This quarry which produced mainly dimensional stone has not been in actual operation for a number of years. The CMPA was notified by DPI that the Work Authority for this existing and established Granite Quarry had lapsed.

DPI was interested in finding out if any CMPA Member was interested in resuming operations at the site before it was permanently closed and rehabilitated. There is considerable cut dimensional stone of various sizes and condition lying on the site that could easily be removed for a number of uses.

One CMPA Member expressed some interest and was going to investigate the possible financial viability of reopening and removing material from the site. A decision will be made by the end of March early April 2011 on the quarry's future.

WHY ARE LARGE, OLD TREES IMPORTANT?

How often have you seen a lone, large old gum tree standing in the middle of the paddock and thought that it is just getting in the way? Think of it from a bird's point of view though - to them it is a stepping stone between patches of vegetation in the same way we would use stepping stones across a creek.

In an agricultural setting they also provide habitat for insect eating birds and bats. Bats eat invertebrates, including spiders, mosquitoes, grasshoppers and crickets. Some have been recorded as eating 600 mosquitoes an hour and so provide a valuable pest control service. If a paddock tree is reasonably close to a patch of vegetation, e.g. a roadside then they can be used by gliders and possums as nesting sites. Gliders can glide up to 70m between trees.

These trees also contain invaluable tree hollows for birds and mammals, many of them threatened in Victoria. In fact 76 species of bird and animal rely on tree hollows in Victoria and 18 of these are threatened or endangered. They are also valuable habitat if fallen as well, providing feeding areas, protection from predators and cavities for roosting.

This is why DPI requires that any large trees being removed as part of a proposal are left on the ground in a suitable place.

CRUSHING AND SCREENING OPERATIONS

This two day course covers the crushing and screening operations on a work site. It includes the planning and preparation for operations as well as the operation and post operational procedures of fixed and crushing plant. It also covers the skills and knowledge required to operate the crushing and screening plant.

Why employees should attend?

- Core unit for further training and provides basic knowledge of operating crushing and screening plant
- Ability to apply operational safety requirements
- Access, interpret and apply technical information
- Apply plant operating procedures

This is an elective unit in the Certificate II in Extractive Industries Operations Training Package RIIPRO301A.

It requires the attendance of both day's training and the successful completion of an assessment task.

Date: Friday 20th May and Friday 3rd June 2011

Time: 8.30am – 4.30pm

Location: Box Hill Institute of TAFE Whitehorse Rd, Box Hill



Slope Stability Workshop

BRUCE McCLURE, CMPA's General Manager reports on the slope stability workshop conducted in February.

THE CMPA conducted a slope stability workshop on 17th February 2011 at Holcim's Oaklands Junction quarry.

Over the last couple of years a number of quarries have suffered material slips and collapses from faces, stockpiles and dam walls. These events have highlighted the need for quarry owners and managers to be mindful of slope stability requirements on their sites. The CMPA decided to hold this workshop to update and inform participants on many aspects of slope stability specifically pertaining to extractive industry sites.

Yallourn Open Cut Slip Nov 2007



The workshop commenced with Ian McLeod, Manager Mineral & Extractive Operations Earth Resources Regulation Branch, Department of Primary Industry (DPI) talking about the proposed *Geotechnical Guidelines* that the DPI intends to release in Victoria.

The Guidelines are currently with the Technical Review Board of the DPI but will be placed on the DPI website for general comment shortly. It is understood that these Guidelines will be formally adopted (following consideration of all comments) and become the required practice in 2012.

All quarry sites in Victoria will fall within four Risk Categories, the categories being as follows:

- Category 1 Sites – Low geotechnical risk
- Category 2 Sites – Medium geotechnical risk
- Category 3 Sites – High geotechnical risk
- Category 4 Sites – Declared

There are currently no Category 4 quarry sites in Victoria.

Provided that members' quarries fall within either the proposed Category One or Category Two Risk categories, the guidelines will provide extractive industry members with a means of ensuring that their business complies within the limits set without needing detailed investigation. They will need to satisfy a sound understanding of the ground conditions, a successful history of the suitability of the design in similar circumstances in the past and sites may opt to use prescriptive geotechnical designs.

If a quarry falls into Category Three or above then the fundamental requirements for geotechnical stability will only be satisfied by a site specific geotechnical assessment of ground conditions.

The second guest speaker Mr Lesley Munsamy Manager Geotechnical & Spatial Vic., GHD discussed Operational Geotechnical Engineering and Slope Stability. Lesley has considerable experience in this subject and spoke about dealing with issues both here in Australia and overseas. He explained the various types of slips and the factors that are involved which results in the actual slips. Lesley explained in detail the mechanisms involved and highlighted many of his points with very graphic slides.

Lesley also discussed in detail the importance of regularly examining within the quarry sites how actual slope stability is actually being considered and dealt with. He stressed that it is important to have stable slopes for the following reasons:

- Safety – protect our people and machinery
- Economics – extract the maximum ore, no loss of ore, no cost of failure and rehabilitation cost
- Environmental/Social – minimal impact to our communities, rivers, roads, rail and other infra structure

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Oaklands Junction slope stability workshop participants

The last phase of the workshop dealt with surface and groundwater management issues and their impact on slope stability.

Basil Natoli from Bell Cochrane and Associates discussed surface water management on quarry sites. Basil explained how in recent times there have been a number of incidents in both quarries and mines resulting from significant rainfall events. The incidents resulting from the recent rains have included:

- Embankment collapses – both quarry excavations and constructed embankments i.e. dams and dumps.
- Inundation of excavations and fixed mobile plant setups.
- Loss of access to plant and stockpiles.

The impact of these rainfall events has been exacerbated by the preceding prolonged drought which has in many sites caused the ground to dry out and surface shrinkage cracks to form. This has allowed the recent rainfall to penetrate faster and deeper into embankments contributing to loss of their stability.

Photograph showing a pumping test



The final guest speaker was Alexis Valenza Geosciences Team Leader - Groundwater Engineer Hyder Consulting who gave a presentation on a groundwater management. He discussed the four zones of water in the ground, the range of water level variations, surface water and groundwater interaction and the groundwater management tools available to Hydrologists.

Alexis also discussed some of the tools which are available to Hydrologists and these include:

- Surface Water and Groundwater level baseline monitoring
- Hydraulic testing (pumping test, slug test, pit trial testing).
- Laboratory testing (granulometry, permeameter test).
- Analytical and numerical modeling.
- Design of the groundwater monitoring network.
- Maintenance of the monitoring network and monitoring regime over the quarry development.

SITE VISIT

Following the formal presentations the group travelled down into the actual quarry hole where David Jones of Holcim, Lesley Munsamy and Basil Natoli commented on a number of pertinent points relating to the geology of the site and the reasons as to why the quarry was being operated in its current configuration.

The CMPA would like to thank David Jones and the other staff from the Holcim, Oaklands Junction quarry who made our visit to their site enjoyable and very informative.

The CMPA would also like to make a special mention of our sponsor for this workshop C.K. Prowse and Associates. Their assistance was very much appreciated. ■

The second slope stability workshop will be held on 24 March 2011 in Traralgon.

A REVIEW OF VICTORIA'S EARTH RESOURCES INDUSTRY

DR MIKE HOLLITT, Executive Director of DPI Earth Resources reviews the Industry.

ONE of the inescapable conclusions in reviewing Victoria's earth resources industries is that the contribution of these industries to economic development has a rather different complexion from that of earth resources industries in other States.

In the recent past I was privileged to have established and led the successful Rio Tinto Foundation for a Sustainable Minerals Industry, providing a very good grounding for my current role of Executive Director, Earth Resources Development in DPI here in Victoria. In the work of that organisation, which was a partnership between Rio Tinto and the Commonwealth government, it quickly became evident that the very foundations of human wellbeing are material. Global correlations of life expectancy, social stability, gender equity, personal security, access to education and availability of food and good quality water with materials availability and consumption were clear and undeniable. Subsequently I was able to see this confirmed at first hand, in the years that I lived and worked in South America before coming to this role.

In Victoria, as a result of a relatively small land area and high population density relative to other States (3% of Australia's area having 25% of Australia's population), our earth resources industries have the characteristic of mostly supplying the State's own demands for materials and energy. We are distinguished in that regard from the large mining export States.

This characteristic carries some major challenges, in balancing the ability of the earth resources industries to continue to contribute economically in the face of other competing demands for land access, and in preservation of the natural environment. In other jurisdictions globally there is evidence that this balance has been lost. In Australia, Victoria seems to have somewhat unique circumstances for proving that the balance can be maintained.

The attractions of life in Victoria have made the State a centre of population influx in recent years, putting pressure on infrastructure, and demanding planning approaches that include the release of land for the expansion of Melbourne. If we are to maintain our quality of life, and our enviable record of stability and security based on social equity, this pressure will inevitably result in increased supply of materials into the built environment, including for urban renewal, and in energy for homes, transport and productive industries. In Victoria, human wellbeing will continue to have material foundations.

At the same time our extractive industries have grown to meet the demands placed on them. The value of extractives production delivered to construction now exceeds the value of coal delivered into power production in Victoria. We are seeing the location of extraction move inexorably with urban boundaries, ensuring supply is available, but apparently with increased



Dr Mike Hollitt

distances for supply of materials for urban renewal in established areas. In addition, the availability of easily extracted materials is challenged by reservation of areas that act as offsets for the natural heritage values of areas consumed by urban growth. Demand for offsets is growing at a pace that suggests a coordinated approach to planning for materials supply is needed.

There are limits to the coordination of activities of competitors, established in law. It is these limitations, put in place to ensure that healthy competition is not impeded, that ensure a role for government in coordination.

With about 40% of supply of materials from well distributed quarries and sand



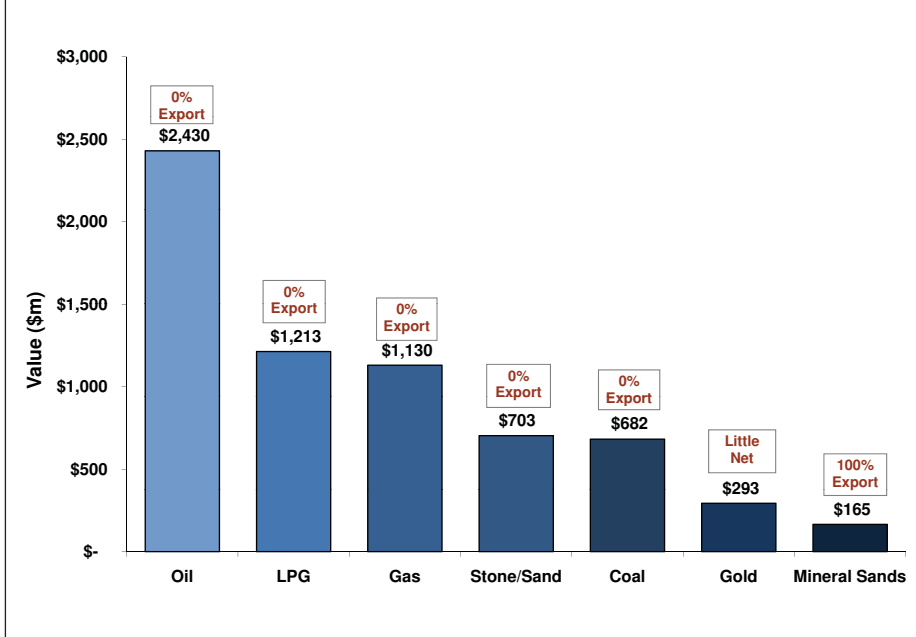
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VICTORIA'S EARTH RESOURCES COMMODITIES BY REVENUE



pits associated with small operators, the evidence is of a presently competitive industry that has grown to meet Victoria's needs. Our challenge is to ensure adequate coordination of planning for limited land resources that even in the presence of strong competition the costs of materials supply do not escalate to be felt by Victorians both in infrastructure costs and in materials used for housing and places of work.

A further challenge lies in balancing the needs of regulation of impacts of operation and eventual rehabilitation and closure with impact on costs or competition, so that best practices are promulgated rather than avoided. History shows that reduced impacts, improved safety and reduced real costs can be achieved simultaneously where regulation is well informed, risk based, and economically efficient (avoiding imposts that sum to more than the cost of overall risk mitigation). We are not the only jurisdiction facing these challenges, so I look forward to considering innovative approaches taken globally to these issues, avoiding an insular approach, as we move to modify the Mineral Resources Sustainable Development Act, and its regulatory and guiding instruments.

Since taking on the role of Executive Director, I have had the opportunity to tour some of the operations of the extractives sector, resulting in a very high regard for the operators and their representative bodies. It is clear to me that best practice in the sector is highly professional, innovative, and possesses a competitive, commercial core that supports ongoing success. I have also benefited from discussions with our separate regulations group, whose job it is to assist

with permitting and compliance matters. In these activities I have become acutely aware of the need to listen closely, with the purpose of establishing a modern regulatory environment that assists competition, reduces costs, and provides for best practice planning and impact management. This will be an ongoing need, as will be informed, frank and positive relationships with other government agencies.

I've also become aware that the extractives industry does not presently have clear, well understood aligning measures of health that can be used to guide these discussions. For mineral exploration, which was also missing such clear measures, we have now developed a single measure, licence cycle time, which can be reduced by eliminating barriers to work on licences and by increasing competition amongst well resourced, modern explorers for access to licences. This measure is correlated with outcomes of greater greenfields exploration expenditure driving a well fed pipeline of resources projects that ultimately can be facilitated into operating mines. It provides a single focus for conversation across government and industry, since there is no disagreement that a shorter cycle time should be a common aim, while also managing impacts.

I expect that we will be developing a similar, singular focus for discussions aimed at facilitating the planning and development of the extractives industries, providing for an aligned direction and a clear voice. Work on that measure (related more to materials delivery cycle time arising from unimpeded competition), in collaboration with industry, has already commenced. This measure will

assist with problem solving, informing decision makers of the outcomes attached to decisions made in the presence of multiple objectives and constraints that attach to the somewhat unique Victorian environment.

To achieve our goal of a sustainable, competitive extractives sector that supplies Victoria's growth, we need to resource a facilitation activity to support the necessary work. As a first step in demonstrating its commitment, the Earth Resources Development Division is currently transforming its structure and processes fundamentally to provide for this long overdue need, defining core extractive facilitation roles and accountabilities. This activity will be focused at the industry level in the first instance, relying on work with industry associations and feedback from the separate Earth Resources Regulation team. We expect the new organisation to be in place at the end of April.

I encourage the State's extractives operators to engage with their representatives in the discussions associated with the changes to the regulatory environment associated with the recent and proposed amendments to the Mineral Resources Sustainable Development Act. Our Division has benefited greatly from our association with the industry in stage 1 of these amendments, particularly as they relate to statutory endorsement. We look forward to developing guidelines for that innovation, and to other changes relating to stage 2, which will focus on accelerating development processes.

Looking across the earth resources sector the benefits of a healthy extractives sector for other sectors, especially minerals, are immediately apparent. Firstly, the obstacles to short development and delivery cycle times in one area are often the same or similar to those in another, so innovations have greater leverage (e.g. statutory endorsements have major advantages for mining projects as well as for quarries). Secondly, reduced infrastructure and construction costs from competitively supplied materials have high impact on the value of mining developments. Just as importantly, the largest logistics network in Victoria's earth resources industry is that associated with the extractives industry. Fast improvements in the extractives sector have quickly translated to improvements in materials movement capabilities (e.g. to port) in the minerals area.

Victoria seems to be uniquely positioned to show leadership in its approach to the extractives industry. We all look forward to participating in that challenge. ■

2011 ACE Expo Wrap Up

The 7th biennial Australian Construction Equipment Expo (ACE 2011) as reported
by GAVIN MOREIRA, CMPA Administration Officer.



IT was a fantastic three days, weather wise and a positive feel for CMPA to see both suppliers and construction material processing business owners / employees attend the 7th ACE Expo held once again at Sandown Racecourse from Thursday 24th to Saturday 26th February 2011.

The return of Australia's leading expo for the civil construction, earthmoving and quarrying industries, was once again packed full of suppliers with plenty of equipment on show.

This year's show was one not to be missed with the return of all the major earthmoving equipment brands including Komatsu, Caterpillar, Volvo, Hitachi, Hyundai, Toyota, JCB, Kobelco, Bobcat, Doosan, Wacker Neuson, Digga, Kanga, Kubota, Mustang, Yanmar and more, all together and spread over more than 40,000 square metres.

In addition to the return of the major brands, for the first time in its 13-year history, ACE introduced an Earthmoving Demonstration Arena, featuring machinery from Australia's top suppliers in a controlled environment where buyers put them through their paces and compared brands in order to make informed purchasing decisions. Since its first show in Victoria, ACE's focus had been on the static display of machinery; however this new dynamic, interactive feature combined with the ability to squeeze suppliers for the best deal, brought out the buyers in the market.

One of the main advantages of the Expo was that you were able to see and compare at the one location all of the latest products, equipment and technology available with more than 200 brands on display from over 150 exhibitors.



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Ultimately, the chance to see this many suppliers (many who are members of the CMPA), in one place over three days saves you and your business valuable time and money.

It was great to see about 21% of the CMPA's Associate Members on show including: Atlas Copco, BT Equipment, CJD Equipment, Earthmoving Industry Engineering, Finlay Screening & Crushing, Galesafe Weighing, Hitachi Construction Machinery, Indeco, Komatsu, Lincom Group, MSC Group, Oli Vibrators, Onetrak, Petromech, Precision Screen Pty Ltd, Roylances, Sandvik Mining & Construction, Vermeer, and William Adams.

It was great to catch up with many of the Members at the expo and I thank those who took a few minutes to drop in to the CMPA stand. We hope the expo was beneficial and enjoyable for all involved. ■

- 1** **Onetrak** – In the business of providing quality construction equipment including world-leading brands such as Hyundai, Furukawa, AMMANN and Astra-Iveco. A fantastic display both inside and out.
- 2** **Ei Engineering** – Design & construction of heavy duty wheel loader and excavator attachments and wear parts. Adrian Mason, Director proudly stands alongside his buckets.
- 3** **Finlay Screening & Crushing Systems** – Han Alam, Sales Manager for VIC / TAS and SA stands abreast the new Terex Finlay tracked C-1550 Cone Crusher. Cat C15 Engine, 8X5 ft Pre Screen, By Pass Stockpiling Conveyor, 1300 Cone, 8 Cum standard hopper.
- 4** **Indeco Australia** – Hydraulic rock breakers and hydraulic piping, hydraulic boom arm assemblies, pulverisers and compaction plates. The boys and their rock breaking toys – David Wright, Sales Vic / TAS, Stephen Morris, Managing Director and Mario Stevens, Indeco NSW.
- 5** **Roylances** – Comprehensive range of tooth, shroud & various wear protector items to suit most of the common excavator and loader buckets, also with components to suit dozers, compactors, scrapers and graders. The Roylance stand with hotted up company car.
- 6** **CMPA** – Bruce McClure, General Manager passes on information about the CMPA to a visitor to our indoor stand.

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Water Management In and Near Quarries

BRUCE McCLURE, CMPA's General Manager reports on the management of water around quarries which has been an issue for many quarry owners around Victoria over the last four months.

WATER is one of the basic ingredients of life. We personally cannot live without it and every part of our every day existence requires it to various extents. Australia historically goes through cycles of drought and floods. We have just come out of a dry period which has lasted for around ten years. The wet spell that we are currently experiencing has been very severe. Whether or not it is the worst that we have ever experienced is open to debate. Irrespective as to whether or not it is the worst wet season we have experienced, the flooding has been severe and has had major consequences on a number of quarries around Victoria.

The recent flooding has highlighted a number of issues. However, one issue stands out and that is the lack of construction of new and the maintenance of existing drainage systems throughout many areas. This is an issue not just for some quarries but is reflected through the general community especially within various municipalities. Water has made its way into quarry sites from adjoining properties, crown land such as State Forest and off road reserves. For some quarries they have the capability of storing such water, can use it in their operations and therefore flood water is not a problem. But for many others the excessive water from off non quarry sites has been disastrous and this problem needs to be addressed.

For some in our industry dealing with water is not a problem, but for the less experienced, dealing with large amounts of water can be very daunting. This article just touches on water management of quarries and will be followed by further articles in the future.



Flood water in a quarry. May not always be a problem if it supplements a quarry's water supply and the water can be saved to an appropriate storage

In recent times there have been a number of incidents in both quarries and mines resulting from significant rainfall events. The incidents resulting from the recent rains have included:

- Embankment collapses – both quarry excavations & constructed embankments i.e. dams and dumps
- Inundation of excavations
- Inundation of fixed and mobile plant
- Loss of access to plant and stockpiles

The impact of these rainfall events has been exacerbated by the preceding prolonged drought which has in many sites caused the ground to dry out and surface shrinkage cracks to form. This has allowed the recent rainfall to penetrate faster and deeper into embankments contributing to loss of their stability.

The golden rule in quarries is that unless you are dredging:

Keep Surface Water Away From Quarry Operational Areas

This is usually achieved by:

- Diversion drains
- Levees in flood plains
- Perimeter bunding
- Sumps and retention basins/dams
- Spillways on dams

The risk of incidents and the scale of the incidents will increase the further downstream you are in a given catchment. Large excavations can fill up in a matter of hours in heavy rainfall events and then take months to pump out.

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Hydrological advice should be sought as to the size, location and construction of drains, sumps and levees to ensure they are effective. In a floodplain situation accurate level information will be required over a large area for the location and design of levees. This can also lead to expensive hydrological modeling to convince catchment agencies that you won't adversely impact on neighbouring properties.

Operators should also be aware of new structures such as stream crossings downstream of their site which could cause surface water to backup into their operations. This would extend to changes to drainage upstream of their sites causing increased runoff and surface flows.

It is also important to be aware of the impact groundwater can have on the stability of embankments; particularly if there is a sudden change in local groundwater levels.

The design of constructed embankments such as dams, rehabilitated slopes, overburden dumps and stockpiles is critical to ensure their stability. The proper compaction and drainage of these during construction is essential to ensure their stability and provision of safe and stable tipping areas.



What does it cost to refurbish the electric motor if it is drowned?

The structures outlined to keep surface water away from quarry operational areas will only be effective if they are properly:

Designed, Constructed and Maintained.

They may only be needed every twenty or thirty years but their impact on human safety and the operation of your business can be very significant. ■

Many thanks to Basil Natoli from Bell, Cochrane & Associates for his contribution to this article.



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REFINING THE MINERAL RESOURCES (SUSTAINABLE DEVELOPMENT) ACT 1990

BRUCE McCLURE, CMPA's General Manager reports on the recent first quarterly Stakeholder groups meeting held to discuss the second phase of possible changes to the MRSDA's subordinate legislation.

AS Members of the CMPA are aware the former State Government (Bracks/Brumby) repealed the *Extractive Industries Development Act 1995* and brought the regulation of the extractive industries into the *Minerals Resources (Sustainable Development) Act 1990 (MRSDA)*. Following consultation with a number of industry bodies to consider proposed legislative amendments to the Act (as Phase 1), the *Mineral Resources Sustainable Development Amendment Act 2010*, as subsequently passed by Parliament in September 2010 and will come into operation in February 2012.

The second phase of the review centres on issues associated with work approvals processes that are governed by the MRSDA and other government acts/agencies. The intent as stated by the Department of Primary Industry (DPI) "is to streamline the process and reduce the regulatory burden and delays". Other objectives of this phase (from the DPI's perspective) include "improving mineral and extractives resources protection, strengthening competition and ensuring that developers make the best use of the resources available to them".

The DPI has prepared an engagement plan which it considers will provide for effective engagement with Government agencies, industry and the community in the development of proposals for legislative amendments to achieve the objectives above.

Specifically this plan is tailored towards engagement with industry bodies such as the CMPA.

It is likely that changes to the Mineral and Extractive Regulations, guidelines and administrative processes will be suggested in this process. Any amendments to the latter will be dealt with by way of a separate engagement plan that will be developed once the Bill is passed by parliament.


The issues that will be discussed further and will underpin the development of proposals for legislative change are shown below. The list is divided into eight themes for each of which a discussion paper will be produced.

1. Work Plans and Authorities
2. Planning Requirements
3. Work Approval Requirements and Streamlining Processes
4. Stone Stewardship and Searching for Stone
5. Decision makers, inquiry, review and dispute resolution
6. Enforcement Provisions
7. Rehabilitation Bonds
8. Other Strategic Issues

Based on submissions received from industry bodies and any follow up discussions, policy position papers will be prepared by DPI that ultimately will form the basis of submissions to the state government cabinet for formalisation of the policy position and for the drafting of legislative changes.

One theme that will be handled differently is Rehabilitation Bonds. A "Bonds Working Group" has been established to consider options and alternatives to the existing bond mechanism. The CMPA is represented on this working group. It is the intention of the Secretariat to form a small internal working group to determine the CMPA's position on this issue which will be sent to all members for their comments before a formal position is presented to the DPI Bonds Working Group.

The CMPA has over the last ten years taken a strong position on a number of issues. Take rehabilitation bonds for example. Every member knows that the bonds are set at unfeasibly high levels and that a chasm between a reasonable bond level and actual bonds is driving capital investment from the business and in some instances breaking businesses. To simply use the bonds as a means of covering the perceived risks of an individual or company walking away from a Work Authority leaving rehabilitation issues is illogical and shows a real lack of understanding as to how the industry works in Victoria. The majority of industry members realise that properly organized and run businesses using state of the art practices are essential but likewise the Government Departments need to realise that they have a responsibility to ensure that the regulations and practices as per the Work Authorities are actually being complied with.

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PROPOSED TIMETABLE FOR IMPLEMENTATION OF POSSIBLE CHANGES

Task	Time Period
Issues list established	March 2011
Discussion papers released for comment	April 2011
Stakeholder workshops around discussion papers	June 2011
Policy position finalised and consolidated policy position paper developed	July 2011
Policy position paper released for public comment	August – September 2011
Drafting Instructions prepared for proposed amendments	October 2011
Co-ord comments lodged with Department of Premier and Cabinet	November 2011
Cabinet approval in principle	December 2011
Drafting of Bill by OCPC	January – May 2012
Bill at Cabinet	May 2012
First reading in Parliament	May – June 2012

CMPA Members are also aware of the enormous effort (time, money and stress) needed to pass through the Work Plan and Planning requirement regimes currently in place. Simply put they are an abomination and need serious refinement and streamlining. No other industry in Australia would put up with the hurdles placed in the way of progress, of development as those placed on the extractives industry. Unfortunately, the industry is not seen as a large employer, it is generally out of sight out of mind. Yet its impact on the economy of this State is profound. The CMPA will be strongly pushing for major changes in Work Plans and Authorities, Planning Requirements and Work Approval Requirements and Streamlining Processes.

The CMPA has commented at various stages on most of the eight themes mentioned above. Usually the theme has been the topic of a Government review or proposed changes to various legislation. Our member's views are important as you are the industry and we need to ensure the most favourable outcome for each and every one of you.

As you can see the timetable for the preparation of discussion papers and the bonds working group is very tight as the DPI want to prepare policy position papers for release for public comment in August-September 2011. Consequently, the Secretariat will be seeking members help in ensuring that you all have a say on all issues under discussion. If we are to have a viable workable industry into the future then your comments will be vital to ensure that this happens. ■



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Injury Hotspots

The most common injuries and hazards for people working in the Earth Resources Industry as reported by WORKSAFE VICTORIA.

WORKSAFE Victoria provides details on injury hotspots for most industries. They provide statistics that show at a glance what are the many areas of injury and they also provide what they consider are good solutions to prevent many of the injuries from actually occurring.

The diagram shows the most common injuries and hazards for people working in the Earth Resources Industry, as shown by injury claims.

SAFETY SOLUTIONS

WorkSafe expects employers to have safety solutions in place to protect workers from injury and illness. Below are some common solutions known to reduce the risk of injury; employers should work together with their employees to determine the most effective solutions for their workplace.

Operating vehicles and plant

Hotspots – Back Knee Shoulder Leg/Ankle

- Construct haulage roads with appropriate material type and size and maintain roads.
- Service and maintain vehicles to minimise vibration.
- Equip mobile plant with non-slip steps to prevent slips and falls and ensure appropriate height for first step up to vehicles/plant.
- Ensure drivers are not fatigued or affected by drugs or alcohol.

Noise

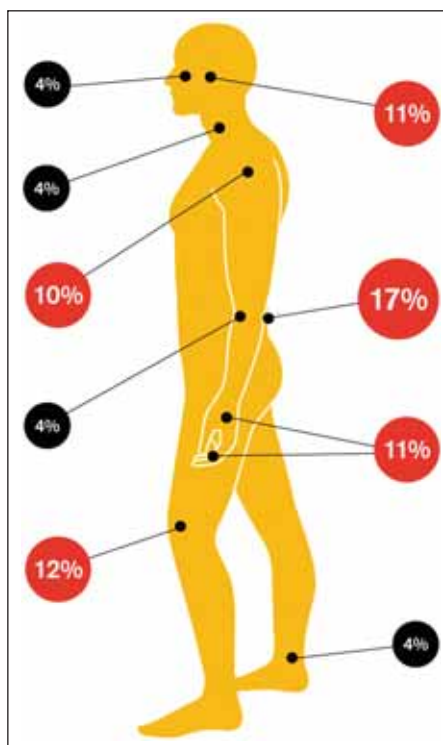
Hotspots – Ears

- Insulate mobile plant cabins
- Install silencing controls on equipment.
- Where exposure cannot be designed or engineered out, provide personal protective equipment (PPE), inform workers of the hazards and conduct health monitoring

Exposure to dust/fumes

Hotspots – Face, respiratory system

- Ensure that ventilation is adequate in underground environments.
- Use dust capturing equipment in dust-producing processes.
- Prevent people from entering the mine after blasting until safe.



Most common injury hotspots

Repetitive tasks

Hotspots – Back, knee, shoulder, leg.

- Mechanise repetitive work such as drilling, hammering or pounding.
- Select tools and equipment that are adjustable, easy to use and maintain.
- Ensure plant handles or controls are positioned for easy use/reach.
- Rotate the tasks requiring similar work over long periods to change postures.
- Ensure workers take regular breaks.
- Use mechanical aids (eg automatic in-feed) to eliminate bending.

Slips, trips and falls

Hotspots – Knee, face, leg/ankle, arm/wrist.

- Ensure lighting is adequate for tasks involving walking.
- Provide sufficient task lighting.
- Carry out regular ground maintenance and housekeeping.
- Conduct regular workplace inspections and report/remove any hazards.
- Ensure the design of handrails, steps and walkways is appropriate.

Using mechanised tools and drills

Hotspots – Arm/wrist, neck

- Use automated equipment for breaking and shifting rods.
- Ensure tools have guards.
- Use the correct hand tools for the task and maintain them.

Heavy lifting & pushing/pulling objects

Hotspots – Back, shoulder, neck, abdomen.

- Eliminate lifting by using robotics and plant.
- Locate frequently used or lifted objects at waist height.
- Minimise lifting by reducing the size and weight of objects without increasing lifting frequency.

An important part of your business is the training of your staff. The *Occupational Health and Safety Act 2004* requires employers to provide such training to employees as is necessary to enable the employees to perform their work in a manner that is safe and without risks to health. Various regulations made under the Act (eg Hazardous Substances Regulations, Plant Regulations) require employers to provide training to employees on:

- the nature of hazards
- the processes used for hazard identification, risk assessment and risk control
- the need for, and proper use, of measures to control risk
- safety procedures
- the use, fit, testing and storage of personal protective equipment.

Having a safe injury free industry is in every ones interest. Making your workplace safer and ensuring that your staff are properly trained will aid your business immensely. ■

A copy of *Injury Hotspots* can be downloaded from www.worksafe.vic.gov.au/hotspots

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safety <<

Stockpile Collapses

The latest safety alert from the Department of Primary Industry (NSW), Industry & Investment, Mine Safety Operations Branch looks at a stockpile collapse on a loader driver.

INCIDENT

A 17 year old trainee front end loader driver suffered deep lacerations to the left forearm when the face of a stockpile he was loading, collapsed and crashed through the front windscreen. Material from the stockpile, consisting of shale and gravel, partly filled the loader cabin.

CIRCUMSTANCES

Material from the stockpile, approximately 6m in height, was being loaded to fill a nearby screen. The trainee front end loader driver, who was working alone at the time, was loading from the edges of the stockpile at first and then decided to remove material from the vertical face of the stockpile. The stockpile collapsed and material crashed through the front window injuring the trainee. The trainee then ran to a nearby property approximately 400m away to seek attention and call an ambulance.

INVESTIGATION

After investigation, there were several contributing factors that came to light. These included:

- The trainee had been operating loaders for less than a week. The log book contained two entries that involved operating the loader.
- There was no supervision at the time of the incident. The production manager was off site at the time of the incident.
- An excavator, that was used to manage the stockpiles to a workable height, was offsite having repairs done at the time of the incident.
- The trainee, although inducted into the site, did not understand the hazards associated with stockpiles.
- The workplace inspection checklist did not include hazards associated with stockpiles.
- There was no formal training program in place for trainee plant operators.
- Emergency procedures failed to work as planned.



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Shale and gravel from stockpile collapse into front end loader

RECOMMENDATIONS

Below are recommendations to help prevent similar incidents occurring in the future:

- Trainee workers must be supervised at all times until they are deemed competent for the task.
- Stockpile heights need to be managed according to the nature of the stockpile material. Where the stockpile material is likely to “hang-up”, an excavator or dozer should be used to break-up the stockpile face to ensure it is safe to load.
- There is a need to include stockpile hazards on a workplace inspection checklist and undertake the inspection at appropriate intervals.
- Responsibilities for supervisors or production managers need to be clearly defined and include the supervision of trainees.

Emergency procedures should be reviewed regularly to ensure they are appropriate. Consider conducting an emergency drill to ensure the emergency response will go to plan. ■

A copy of the Safety Alert can be downloaded from www.dpi.nsw.gov.au/minerals/safety/safety-alerts

IMPORTANCE OF WORK SAFELY TRAINING

A key ambition of the CMPA is to improve operating standards and ensure a continued focus on health and safety in the workplace. The CMPA has produced a range of reference manuals and operator checklists that are a great source of information and improving procedures.

Work Safely Training is conducted over two separate days, in following weeks. Employees are shown the essential requirements of understanding, operating and working safely alongside their fellow workers. This involves all the aspects throughout the quarry site from site safety procedures, personal safety, operational safety and the prevention of incidents.

Wayne Douglas of E.B.Mawsons & Sons Pty Ltd has found the ‘quicker’ we can have new employees involved with this training course - the better their understanding is developed and this helps with their day to day well being, participation and performance.

All employees are also actively involved in OHS meetings, with each quarry site meeting regularly in which all site employees attend the meeting. Therefore attending the Work Safely course reinforces our company’s approach to safety as they ‘marry’ up to each other.


The number one priority for E.B.Mawsons and Sons Pty Ltd is safety and therefore this course is mandatory for all Mawson’s quarry and maintenance workshop employees.

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How Electricity is Generated in a Practical Environment

SEAN KINDER, CMPA's Document Officer reports on his tour of TRUenergy Yallourn.

WHILE researching Thermodynamics at University, it has been noted that the electrical generation from coal uses the Rankine Cycle. However, there is only so much which can be learnt from reading. The vast majority of learning actually comes from experience. As part of my work updating the 'Work Safely' Reference Manual and with my interest in Victoria's power generation, I was given the opportunity to tour TRUenergy Yallourn, in the Latrobe Valley (approximately 500 years coal reserve at current usage is estimated).

Initially in the mid 1970's, the power station started with two generating units (each unit consisting of a milling process, turbine, boiler and furnace). In the mid 1980's two more generating units were built and commissioned. Each of the four units (W1-W4) is controlled independently of

one another by the control centre. Almost every system within the power station has a backup support, in case of a breakdown or an emergency, so that production will never halt. To detect some plant faults and report problems, rather than using human senses, regular inspections are completed using thermal imaging cameras, locating hot spots. During the summer season, extra thermal imaging surveys are conducted to ensure asset protection against fire risk.

TRUenergy has many safety procedures in place to protect its employees from danger and the materials handled. Standard procedure for when each maintenance job is started, include forms containing a JSEA (Job Safety Environmental Analysis) and Risk Assessment Matrix. These must be attached to a Job Plan and Lift Plan where required. A small spot fire was detected within the

Station Coal Bunker, while we were there. The emergency service was called, operations communicated with and the shuttle conveyor repositioned from the fire location, to protect the asset. Finally, an incident form was filled out and filed. A return pressure roller, which had failed and become loose, was suspected to be the cause of the fire.

Starting from the mines, the coal is extracted and conveyed to the raw coal bunker, where the coal is crushed into a fine powder ready for burning. In the process, magnets are used to collect any foreign materials (cleaning products, fallen conveyor rollers and scrap metal etc.). To fill the entirety of the hoppers, a shuttle conveyor is used (a unit with a reversible belt drive, which moves the conveyor forward and backward). At capacity, the bunker could feed power production for twelve hours with a 30,000



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tonne capacity and a 2,400 tonne per hour feed rate. To measure out the amount of coal within the bunker, ultrasonics is used (a pulse is sent out, reflected and received if there are any obstructions).

Similar to the raw coal bunker, the finely crushed coal is transported to the station coal bunker at the top of the power station. From here, it is fed to the basement, where the pulverised fuel mills are located. A twenty five tonne Beater wheel, spinning at 500 rpm, pulverises the coal and shoots it to the third or fifth floor, where it enters the burner and is ignited. This is the most efficient way of burning coal as it produces a swirling effect inside the furnace. The conveyors surrounding the furnace have a suction seal, due to the negative pressure that the furnace is controlled to, with the use of induced draft fans. All water used in the evaporator must be pure, so there is a refining unit in place to achieve this. When energy is collected from the boiler, maximum efficiency is achieved when the steam is at the highest temperature

(base – middle) of the boiler. Some energy not collected by the turbine is extracted and used by the feedwater pre-heaters.

TRUenergy has four turbines. Each turbine has a rating of 360 MW or 375 MW and runs at a pressure of approximately 12.4 MPa or 16.4 MPa respectively. Currently, two of the turbines are being upgraded to a 390 MW rating. The turbines are monitored carefully by the control room, which operates all the systems from the top of the raw coal bunker to the turbines. Each computer station has about 6-8 computers which show: the output power of the turbine, pressures and temperatures and what is offline (green) and what is in maintenance (flashing).

Once the coal has been fired, it is mixed with recycled water to form a slurry, is piped out to the ash ponds. There are two ponds, each taking six months to fill. In the ponds, the water is slowly separated from the ash over time and as the ash is denser, it sinks. While one is being filled, the other is emptied, approximately 300,000 cubic metres per year.

Left over ash is dumped into landfill. Some power stations have processes to recover any unburnt coal, within the ash for re-use.

Overall, the tour was a great insight into seeing how Melbourne's electricity is produced and how some of the Occupational, Health and Safety procedures, which I am researching at the moment, are implemented. I wish to formally thank Adrian Zwagerman, Field Supervisor of the Maintenance Team and his co-workers, who shared their knowledge and gave me the opportunity to experience the electrical generation process. ■

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Welding & Safety Reference Manuals to get an Overhaul

SEAN KINDER, CMPA's Document Officer reports on the progress of the Perform Basic Cutting & Welding and Work Safely Reference Manuals.

GOOD quality reference manuals are considered a very important resource in developing industries. Some of the existing documents which I have read regarding safety in the workplace have been too complex, especially when reading Government Regulations and Australian Standards. My aim as the Document Officer is to make these reference manuals as simple as possible and in turn to decrease the number of incidents.

Over the past couple of months, I have been updating a reference manual in the "cutting, bending and welding of materials", which was originally developed by Quantec Solutions as a training package. The past few years, hasn't seen much change in the techniques of cutting and welding, however the safety concerned with the process has advanced dramatically to reduce the quantity and magnitude of incidents within the workplace. In order to research safety of welding and cutting, I have contacted a number of suppliers of equipment, especially All Welding and Engineering Supplies, Clayton. This was to find out information on what sort of clothing and protection must be worn while handling the welding materials, and what integrated systems had been engineered into the equipment such as: voltage limitation devices within the welding machine, Flash-back Arrestors (FBA) and the Adflow powered air respirator, a mask used in confined spaces or when welding hazardous substances. Although the internet is an excellent source of information, it can be difficult finding a quality citation. This conflict is often overcome, by confirming with as many people within the industry as practical or by directly calling a specialist organisation (SAI Global or Worksafe Victoria).

Regarding welding and cutting as processes, I have been constantly communicating with Carl Hussell of Quantec Solutions and Tony Corra of AllSteel Processing. Both have been extremely supportive when sharing their knowledge. Tony gave me a general in-site into the welding process, including the equipment used, how to correctly set up and start up and different welding techniques used to complete different tasks. From this I was able to collect samples and photos for

the reference manual. Carl, a member of the Welding Technology Institute of Australia, was able to share his knowledge of technical theory and legislation, which was very important when discussing the compliance documentation and writing whole sections. Many parts of the manual have been contributed by Quantec Solutions, especially regarding the welding, cutting and bending techniques, the environmental impacts of using the equipment and environment friendly material disposal behaviours.

Work Safely is the next reference manual which I will be updating, adhering to the new compliance codes of SkillsDMC and the Acts, Regulations and Australian Standards which have been amended and/or superseded since it's last review. As occupational health and safety is a very key element of any organisation, I am currently visiting sites, looking for examples and information of safe procedure and practice. The most common safety procedure documents seen so far are the use of the JSA/JSEA (Job Safety and Environmental Analysis); Take 5 – Stay Alive procedure, Issue Resolutions forms and the Risk Matrix. By visiting Conundrum Holdings Northern Quarries in Epping, while learning about the process of crushing, I was able to obtain information on: shot firing, isolation systems, guards and rails and how they enforce their safety policies and procedures with use of a thorough site induction. As TRUenergy deals with highly flammable crushed coal from the Latrobe Valley, they have a very well-defined set of safety processes before employees start a designated job. These safety processes include strict use of the procedures listed above.

Correct and up-to-date training is considered a very important component of industry development and the CMPA regards its production of manuals one of its greatest assets. The improved "cut, weld and bend" training package, satisfying the new compliance documentation will be available in the coming weeks. ■

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Succession Planning

Whether you decide to sell up, retire or have to get out of business due to health reasons, it's important that you plan for that day, reported by Justin Sparks of Mead Partners.

NOBODY likes to think about it, but it's inevitable that one day you will leave your business.

A succession plan is a strategy which determines the best way for you to exit your business while ensuring the business continues. The plan determines who will take leadership and/or ownership of the business when you leave.

A good succession plan enables a smooth transition with less likelihood of disruption to operations. By planning your exit well in advance you can maximise the value of your business and enable it to meet future needs.

Failing to invest the time on a succession plan may lead to your lawyer and accountant picking up the pieces of a broken business when it is too late, in an effort to realise something of value for you or your surviving family.

The two main options for exiting a business are passing it on to the family or selling to a third party that will continue the business. There is however one important process in each of these; plan; plan some more, and then plan just a little bit more.

"RETENTION PLANNING" – KEEP IT IN THE FAMILY

Many owners choose to keep the business in the family when they leave, so your aim is to retain the business in the family. If you plan to transfer your business to a family member you need to consider the legal obligations as well as the impact on family relationships. Don't assume they want to follow in your footsteps and honestly assess their ability to run your business. There's little point anointing the favourite son if he's going to

run the business poorly and your legacy is gone in a few short years. You must enlist your trusted advisors to guide you in this process. This may include your accountants, lawyers, valuers and others you know who have been through the process. If the family member is not ready, then you have time to make them ready because you are planning now, not later.

"BUY-SELL PLANNING" – SELL TO A THIRD PARTY

This may take the form of selling the business to external parties like employees or like businesses, or an existing partner you own the business with. It is very often a competitor, supplier or client.

Employees/Existing Partners – encompasses amongst other things utilising your intimate

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What is your name?

Mr Justin Sparks

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knowledge of your business and your employees/partner to enrol them in the possibility of taking over. Finance may very well be an issue as they will be unlikely to have the resources to buy you outright, so you will be funding their buy-in over time.

Businesses – engaging a professional to sell your business for you, including the engagement of experts, valuers and other advisors. It takes time for them to know your business the way they should before they assist with its sale.

Do not rush this, ever.

Is your business “Investment Ready”? – More often than not we hear “my business is my superannuation”. Well in that case it’s time to realise your life’s investment so it better be for as much as you can get. The market will dictate to a large degree the value of your nest egg but if you have a strategy in place years before sale you can maximise the price as best you can.

Whichever the option both require extensive and careful planning.

CASH AND TAX....

A significant difference to both of these options is the sale price or maybe even the lack of one! Family retention may mean that you personally receive no cash for passing the business on (or a trickle of funds not a lump sum), yet there are legal and tax consequences when legal title pass – not a fair deal I hear you say! This is all the more reason to plan what you can do now to perhaps eliminate or reduce nasty tax consequences and avoid the “no cash but tax to pay scenario”.

If you do decide or it is inevitable that you will sell to a third party, then of course you want to maximise the value of your business and pay as little tax. Maximising the value of a business takes time. Yes, more planning with this too. Be ready to sell at a moment’s notice, so in other words once you have decided to exit the business in say 5 years time then planning starts now. But if its ten years why wait? The reason for this is simple. If you decide to sell and have all the necessary plans in place to do so, then if someone comes along in 3 years time not the “desired” 5 or 10 years and offers perhaps somewhat less

than what you thought was the right price, ask yourself a few simple questions:-

- How much less is it really?
- What are the tax consequences? - It’s a number crunching revision of what you should already have in your plan.
- What can you do with that money now that will derive good enough returns over the next number of years that essentially derives the same result as holding out to your desired time frame?
- What is the industry climate at the moment? Is it a glutton of sellers and no buyers or plenty of buyers and no sellers? Will the trend continue?

You cannot make an informed decision for you and your family unless you have the necessary planning “done and dusted”. When an offer or opportunity presents all you need to do is dust off the plan and revise; much easier than doing from scratch while the buyer is already looking at an alternative acquisition.

– Continued on page 31

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Continued from page 29 –

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While you the sole owner/main proprietor/significant owner is still alive all is good, but if your health takes a turn guess who starts getting nervous because there is perhaps no one to run the business.

Suddenly the tight finance restrictions become tighter, you have to convince them that your wife, or child can run the business in your immediate absence but what if they can't, what if your health means you can't return? If the business cannot function without you then what have you got to sell, and quickly?

Pressure from the financier is the last thing a family business needs at a time when difficult business decisions need to be made. If a succession plan has been drafted, whether family retention or sale to a third party it can be rolled out and implemented immediately.

PARTNERS & OWNERSHIP STRUCTURES IN BUSINESS

Many businesses have different ownership structures that involve numerous companies and trusts that make exiting the business complex. In addition, businesses can involve one family with numerous family members involved in the business or multiple families with family members involved in the business that all believe they have something at stake whether it be via real ownership (shares) or implied ownership (inheritance).

The last thing needed is uncertainty at a time direction and cool heads must prevail due to an untimely illness or death.

An essential document that may be required is a Buy-sell agreement. The last thing any partner in business wants is to suddenly be in business with the wife, husband or children of a deceased business owner that left "everything I own to my wife and children".

A Buy-sell agreement can give the surviving partner rights to acquire the deceased partner's interest at a price determined via the agreement with time to fund the acquisition. Insurance may be available to be taken out and insure the life of the business owners whereby the surviving partner uses the insurance proceeds to acquire the deceased's business interest.

Buy-sell agreements are legally binding contracts which control when owners can sell their interests, who can buy an owner's interest, and at what price. They are mostly used to ensure the smooth continuation of a business after a potentially disruptive event, such as an owner's retirement, incapacity, or death.

A WORD ON TAXES – PLAN

- Plan a sale and taxes can be minimised within the laws at be
- Fail to plan and you will pay dearly for it.

DO I NEED A SUCCESSION PLAN?

A succession plan is essential to securing the future of your business and to maximise your family's well being. Without a plan, the future of your business will be left to chance if you hand over the reins, sell in haste or once you've gone.

With so much at stake a succession plan is vital and will help you to:

- Hand over the reins to the right family member(s) at the right time;
- Maximise the value of your business if you decide to sell;
- Unlock that value by enhancing the marketability of your business; and
- Exit your business with maximum profitability and the foundations laid for its continued success.

SOME STATISTICS ^{^1}

- Evidence suggests very few family businesses survive past the first generation
- 1/3rd of family businesses continue into the second generation
- 1/6th (16%) survive the third generation
- Less than 30% of business owners aged 51-60 have a written business succession plan, and more than 70% have no plan at all

^{^1} Source AXA Australia Family Business Research Unit Monash University

A successful business succession plan can take considerable time to prepare. You can choose to begin planning now, or be one of the statistics and hope that your advisors can work out a solution at the least appropriate time for your family and/or surviving business partner.

SUCCESSION PLANNING CHECKLIST

Whilst not an exhaustive list and each business may require a tailor made approach, please see below for a general guide:

- Speak to your accountant
- Evaluate your position
- Set your goals and objectives - Personal goals, Business goals and Financial goals
- Consider your exit strategy options – internal/external succession, family, or walk away
- Obtain a business valuation – current value versus desired value "value gap analysis"
- Tax and legal considerations – tax implications, strategies to minimise tax, agreements
- Estate planning – your will, Power of Attorney
- Successor selection – criteria, questionnaire, select
- Successor training – assess the skills of successor, develop a training program
- Develop a contingency plan – personal and business insurance, train key employee
- Conflict resolution – document roles of key staff, stakeholders, facilitator
- Timelines – for transition of management then ownership then exit
- Implement the plan – when ready!
- Ongoing revision – whilst not ready. ■

For further information contact Justin Sparks of Mead Partners 03 9523 2277



VLPA Update

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

ACID SOIL ACTION

We are continuing to work with the Glenelg-Hopkins Catchment Management Authority and WestVic Dairy in publicising the use of lime to combat acidic soils in Western Victoria. WestVic Dairy, the industry supported R&D co-op. near Terang, is holding a soil health field day near Terang on 5th April led by several DPI and private agronomists. Members are invited to exhibit samples of their product for field day participants to view and discuss first hand with members.

Members wishing to attend or submit samples should contact Peter McCluskey or WestVic Dairy's Jeff Lawes 559 22477 or 0418 717 552.

MURRAY-DARLING BASIN PLAN

The draft plan as it currently stands gives priority to environmental flows ahead of economic and social needs. A Federal Parliamentary Committee is conducting an Inquiry into the Water Act and its impact on the Basin plan. Essentially the Act needs changing to give at least equal weight to economic needs. We are working on making representations, along with NAA, to emphasise the importance of not jeopardising the productivity of the region which represents in the order of 30% of Australia's food production and is an important user of agricultural lime to improve and maintain productivity.

ACT AND REGULATIONS REVIEW

The VLPA is participating in the review of the *Mineral Resources (Sustainable Development) Act* and associated regulations. DPI is convening meetings at regular intervals and VLPA is working with CMPA and other industry bodies with the aim of improving the regulatory framework under which we operate. Issues of concern include length of time for approvals, the native vegetation provisions, operation of Native Title Settlement framework, extent of community consultation and cultural heritage assessment. A new category of Retention Licence is being instituted, which could be useful where a company has worked to identify a resource but sees a need to develop at a later date. With the new State Government in place it is timely that the regulatory regime is being reviewed which provides better scope for industry concerns to be acted upon. Further updates will be provided as the process continues. CMPA is covering a number of the important issues in some detail in this edition of *Sand & Stone*.



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DPI Update

JOHN MITAS General Manager, Minerals and Extractive Operations, Chief Inspector of Mines and Quarries Earth Resources Regulation Branch comments on the Department of Primary Industry's concern with the safety of small dams located on quarry sites.

RECENT heavy rains in Victoria following the prior extended period of exceptionally dry weather has resulted in attention being given to how industry manages its water resources including the storage of water in dams. Water stored behind a dam represents potential energy which can create a hazard to public safety, property and the environment. At all times the risks associated with the storage of water must be minimised.

In Victoria, an ongoing owner responsibility exists under Common Law to maintain dams according to "current standards". Standards for large dams are set by ANCOLD and new, smaller dams are required to be constructed according to published guidelines. However, for many older small dams constructed prior to the current guidelines being released, reasonable precautions must be in place to protect the public and the environment from the effects of a release of any or all of the retained fluids behind the dam.

From February 2011 Inspectors from the Earth Resources Regulation Group will be conducting unannounced visits to mines and quarries sites to assess the effectiveness of dam management practices.

The objective is to ensure site management practices are effective and that risks are minimised. Where risks cannot be eliminated,

physical control measures should be implemented to the extent that is reasonably practicable. The overall operation and management system for a dam should include a process for inspection, maintenance and review. Programs should be based on the site-specific conditions for each dam.

An audit tool has been developed for the project that will focus on management plans and systems at sites and is aimed at assessing site control programs with good management practices and compliance with work plan conditions.

A small dam is one less than five metres in height, i.e. from the base of its foundation with the natural ground to its crest. A small dam is also defined as one which retains not more than four metres of water depth and not more than 50 000 cubic metres of water.

The limitation on water depth provides for a minimum freeboard of one metre. Such a dam is also exempt from registration under the current legislation. Owners of dams larger than this, or of dams which represent significant hazards to life and/or property, should consult the ANCOLD "Dam Safety Guidelines" for information and procedures for the safe operation of their dams. ■

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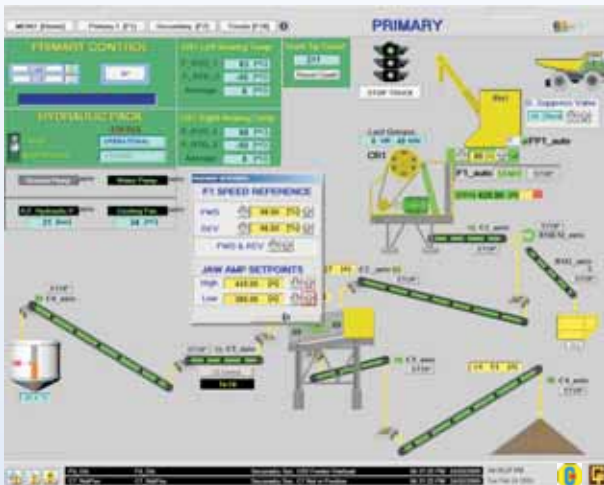
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"Building quality relationships with clients"

New Cat® On-Road Trucks Get Thumbs Up

Owners and Drivers Confirm Vehicles' Power, Ride, and Ease of Use. GLEN SHARMAN of NC2 Global LLC reports.

THE first-ever Cat® on-highway trucks are receiving an enthusiastic reception from Australian customers who have had the chance to drive them.

The new Cat® CT610 and Cat® CT630, which are both conventional prime movers, have been expressly designed to meet the demands of the Australian market.

“As part of our pre-production program, fleet operators covered thousands of kilometers driving prototype and pre-production models,” said Jeff Tyzack, General Manager, Sales and Marketing for NC2 in Australia. “We asked for their feedback to iron out any wrinkles that can appear on a new truck. The main reaction was enthusiasm for the new Cat® vehicles’ quality, ride and ease of use.”

CUSTOMERS PRAISE STANDARD FEATURES OF NEW ON-ROAD CAT® VEHICLES

Tyzack cited specific driver comments applying to both the Cat® 610 and Cat® 630:

- Ease of maintenance: “Doing a pre-trip check is easy, because the bonnet locks flip open without any effort and it tilts almost on its own. Access to all the check items is simple.”
- Ergonomic cab design: “The cab feels like a driver did the design work. The gear lever and all the controls are easy to reach and the instruments are glare-free to read.”
- Safety features: “Getting in and out of the trucks is as safe as it gets. Grippy holes in the tank steps can’t clog up, and the grab bars are very strong. There are even grab bars to help the driver climb onto the chassis deck for coupling and uncoupling trailers.”
- Driveability: “The shift action is slight and positive and the Easy Pedal clutch doesn’t wear out your left leg, even in stop-start traffic.”

“The consensus is that the trucks ride really well,” said Tyzack. “One driver summed it up for the rest when he said the trucks will run over rough Aussie secondary roads without trouble.”



New Cat® On-Road Truck

QUARRY OPERATOR GIVES CAT® CT610 THE THUMBS UP

Tyzack also cited the in-depth evaluation given to the new Cat® CT610 by Screenings, a South Australian quarry operator. Screenings is part of the Southern Quarries & Direct Mix Group, which has a separate fleet of nearly 80 trucks made up of 57 concrete agitators and 22 mini-agitator trucks. The group, which employs upwards of 300 people, operates out of 14 batching plants around South Australia.

Malcolm Williamson, Screenings’ transport manager, said the two drivers who were assigned the Cat® CT610 were very happy with the truck, which logged many thousands of kilometers over an eight-week period.

“There were no reliability issues with it at all,” he said. “The drivers were impressed with the ride of the truck and the power and torque of the Caterpillar C13 engine.”

The Cat® CT610 is rated at 470HP at 2100 RPM and 1650-ft/lb of torque at 1200 RPM, and is backed by an Eaton-Fuller RTLO-18918B 18-speed transmission.

“We ran the truck mostly to our Sellicks Hill quarry on the outskirts of Adelaide, where the tri-axle trailer would be loaded to the maximum of 45.5 tonne of aggregate or sand,” Williamson said. “From there, it

would travel to various concrete batching plants we own and operate, and it never missed a beat. We averaged about 9,000 kilometres a week, with the truck doing a double shift five and half days a week and it never let us down.”

“We’re very pleased by the response the new vehicles have received from leading operators such as Screenings,” Tyzack said. “These reactions confirm that these first-ever Cat® on-highway vehicles are delivering on customers’ expectations for the Cat® brand.”

Orders for both the Cat® CT610 and Cat® CT630 are being taken by the Cat® sales and service network, which spans more than 50 locations across Australia through the WesTrac, Cavpower, William Adams and Hastings Deering network. ■

More information is available at <http://www.cat.com> or by contacting David Batson, Business Manager Trucks William Adams Pty Ltd Phone: 9931 9666 or Mobile: 0417 383 020



Changes at Terex Jaques

JOHN FLYNN, Sales Director Australia / NZ, Terex Minerals Processing Systems reports on the changes at Terex Jaques.

THE Jaques company which has been servicing the Australian quarrying and mining industry since 1885, became part of the global Terex Corporation in 2001.

Terex manufactures the Cedarapids, Simplicity, Canica and Jaques products. Terex has now brought these four brands together to form a comprehensive crushing and screening product line called Terex Minerals processing Systems, (Terex MPS). As a result of this move Terex Jaques is now offering the Cedarapids equipment line within its product range. This allows the company to supply and support the complete range of Terex MPS static and wheel mounted equipment.

Through its service centres in Melbourne, Brisbane, Sydney, Perth and through Raygill in Tasmania, Terex Jaques are confident that they can satisfy all future Cedarapids parts, service and equipment needs.

One of the CMPA Members Redstone Crushing and Plant Hire located at Violet Town recently installed a Terex TC1000 cone crusher. This plant will feature in a future edition of *Sand & Stone*. ■

For further information contact John Flynn, Sales Director Australia/ NZ, Terex Minerals Processing Systems 03 8551 9300



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TRAINING & EVENTS

CMPA AGM & DINNER 2011

Just a reminder to keep this one in your diary:

Date: Saturday 27th August 2011
 Location: Moama Bowling Club
 Time: 5.00 pm for AGM, 6.00pm for Dinner

SHOT FIRER'S REFRESHER TRAINING AND ASSESSMENT

Have you received a request from WorkSafe to renew your Shot Firers licence? If so, you need to attend the 1 day CMPA organised refresher training course for currently licensed Shot Firers, presented by Box Hill Institute of TAFE. The training will be conducted in the morning and followed in the afternoon by the Victorian WorkCover Authority examination for the Use of Blasting Explosives.

Date: Tuesday 17th May 2011
 Location: Box Hill Institute of TAFE, Whitehorse Road, Box Hill
 Time: 8.30am – 4.30pm (Includes Lunch)
 Cost: CMPA Members \$400 (Inc. \$150 WorkSafe Fee)
 CMPA Non-members \$500 (Inc. \$150 WorkSafe Fee)

BOX HILL TAFE WORK SAFELY

This two day course covers the essential requirements to satisfy safe work practices. It includes accessing and identifying the site safety procedures, applying personal safety measures, applying operational safety measures, maintaining personal well being and identifying and reporting incidents. It also covers the skills and knowledge required to apply basic risk control processes at a work site.

Dates: Thursday 19th May and Thursday 2nd June 2011
 Location: Box Hill Institute of TAFE, Whitehorse Road, Box Hill
 Time: 8.30am – 4.30pm
 Cost: \$TBA

CRUSHING & SCREENING OPERATIONS

For information on this course please see page 9:

Date: Friday 20th May and Friday 3rd June 2011
 Location: Box Hill Institute of TAFE, Whitehorse Rd, Box Hill
 Time: 8.30am – 4.30pm

To book, please contact the CMPA by phoning 03 5781 0655 or emailing enquiries@cmpavic.asn.au

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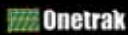
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