

Australian Premium Coals Pty Ltd

9th July 2002

Improving Safety and Health Performance of the Coppabella Mine

February 8, 2007

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Agenda

- Historical Safety Performance at Coppabella
- Triggers for Action
- Safety Improvement Initiatives
- Results
- Lessons Learned

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Coppabella

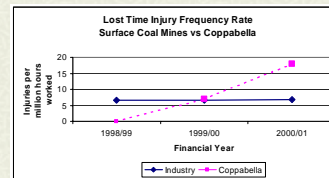
- Located 130 km West of Mackay
- Produces Low Volatile PCI Coal
- Developed during 1998
- Expanded to 4Mtpa 2001
- Contractor Mining and Processing
- APC Senior Site Executive



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Historical Performance

- Mine developed without LTI
- During 99/00 a deteriorating trend developed.
- During 00/01 9 LTIs occurred with LITFR of 18 verses industry average of under 7.
- Effort concentrated upon safety management system procedures.



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Triggers for Action

- High LTIFR of 2000/01
- Near miss fatal accident 21 December 01
- During hot seat change out at 4am an operator was hit and run over by a 785 haul truck.
- Miraculously only minor injuries were sustained.

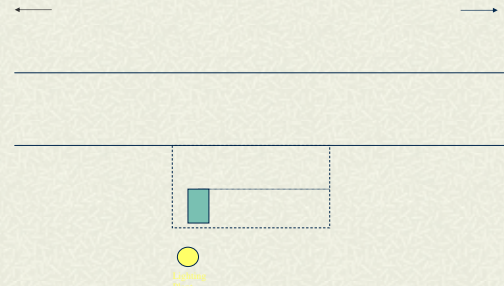


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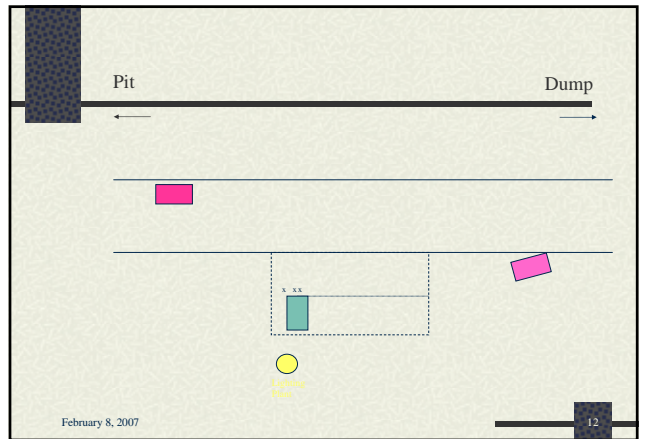
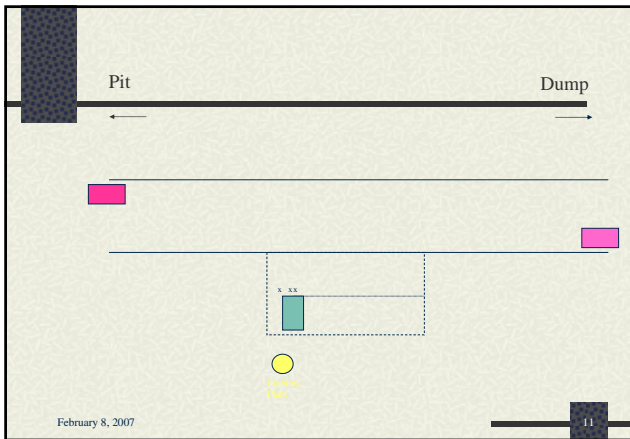
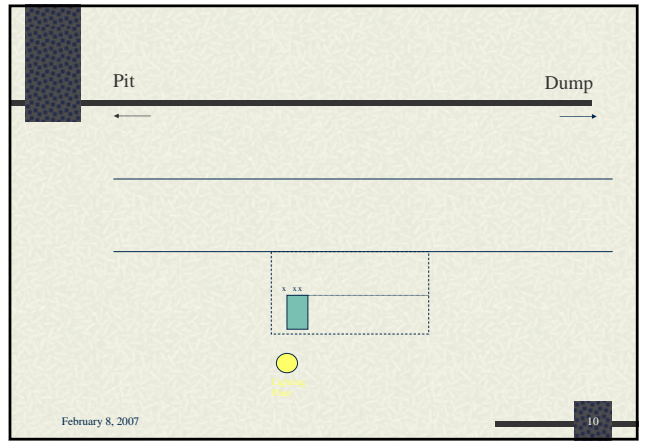
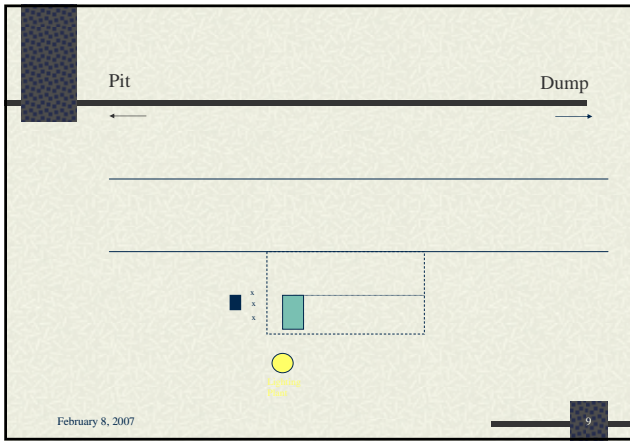
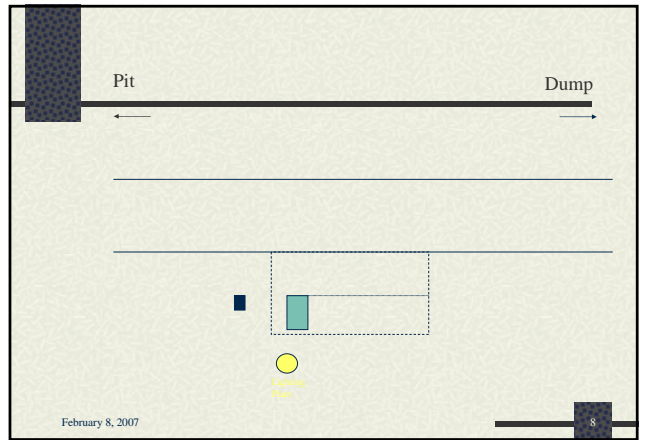
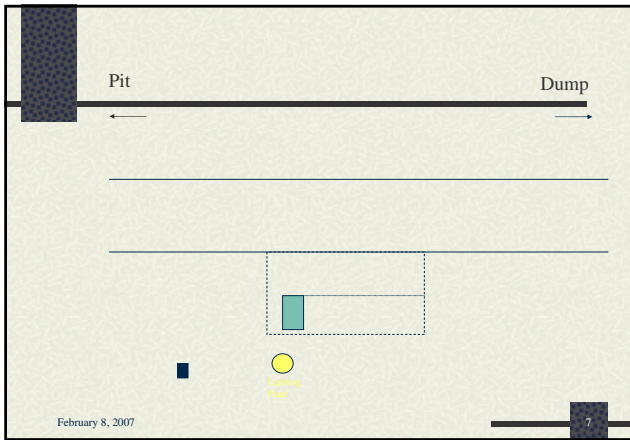
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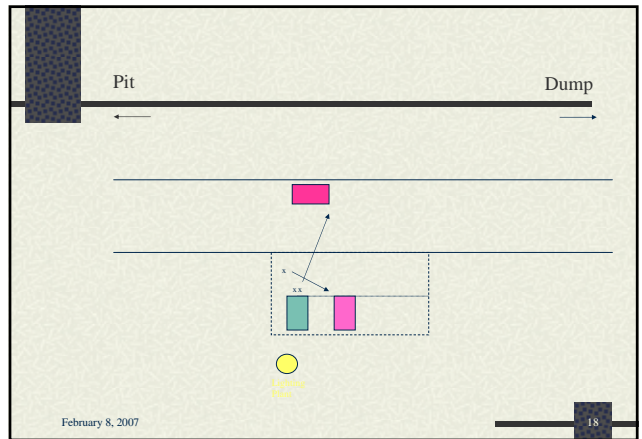
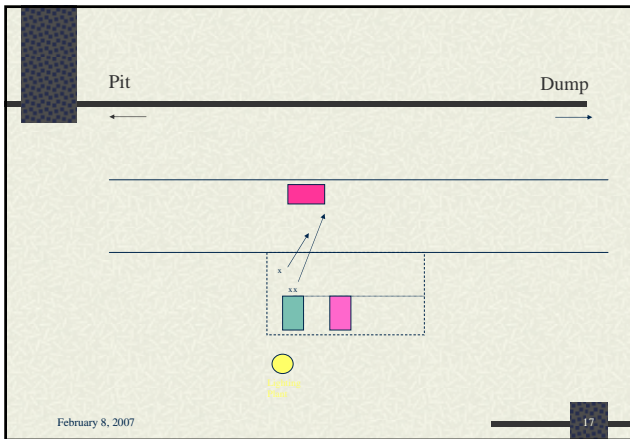
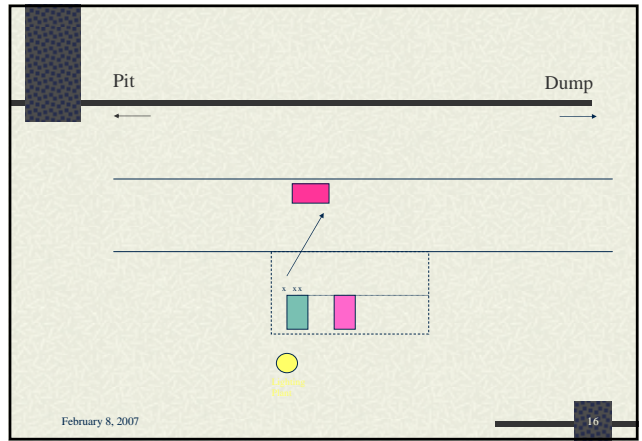
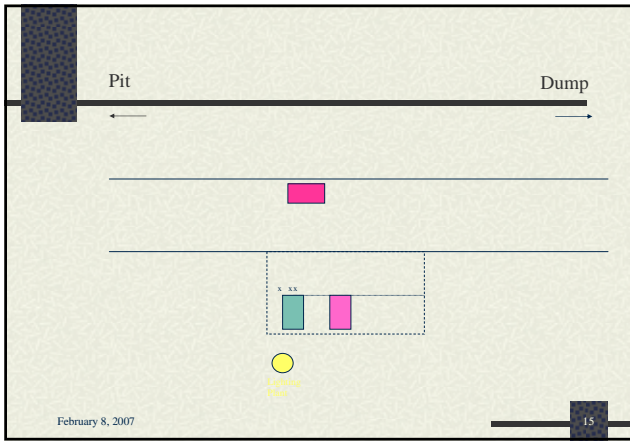
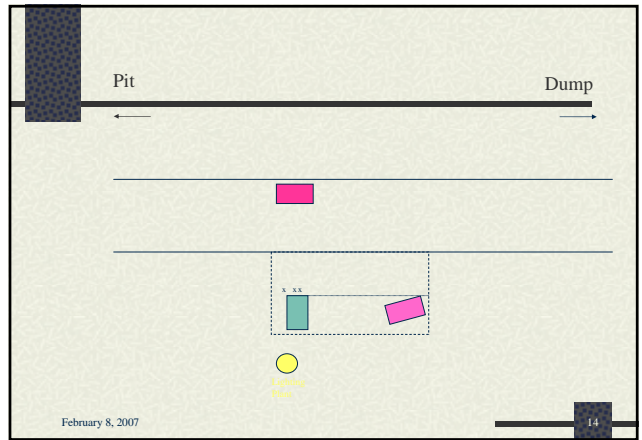
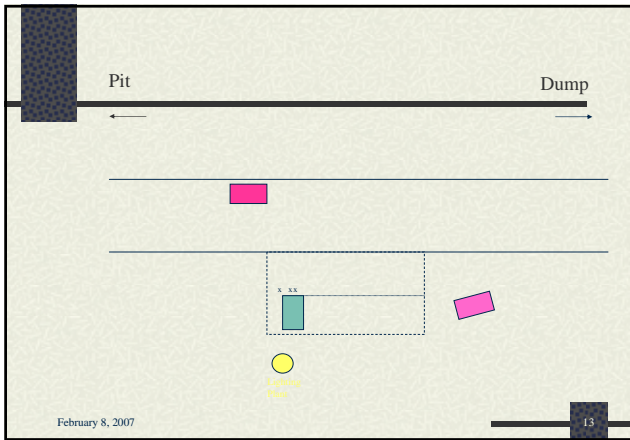
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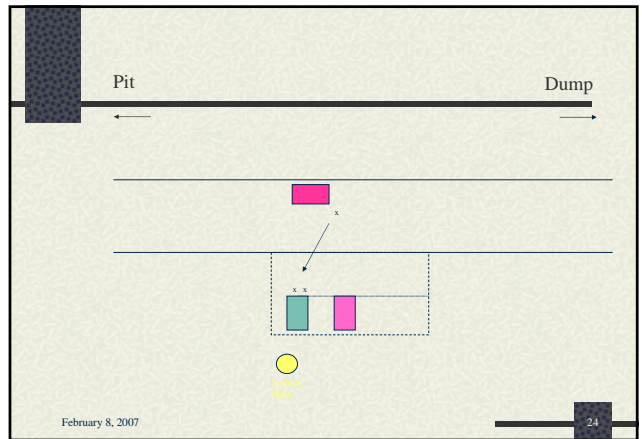
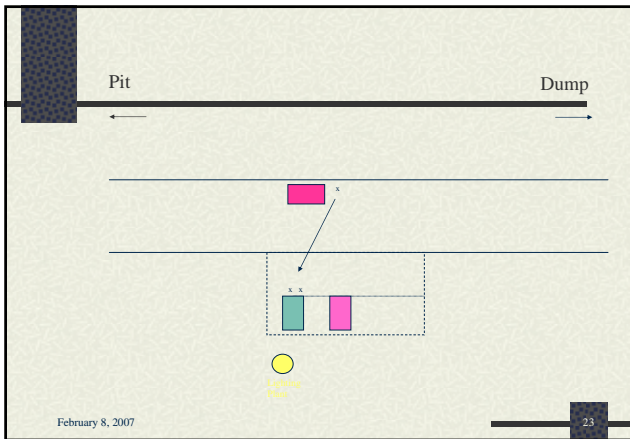
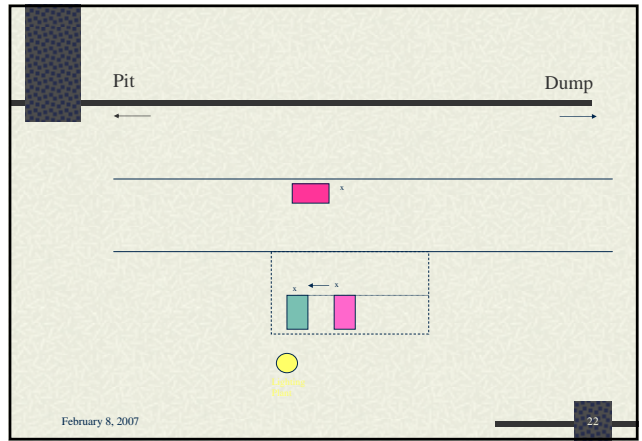
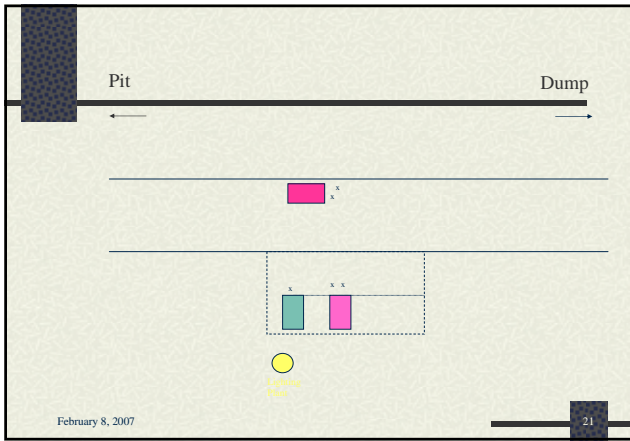
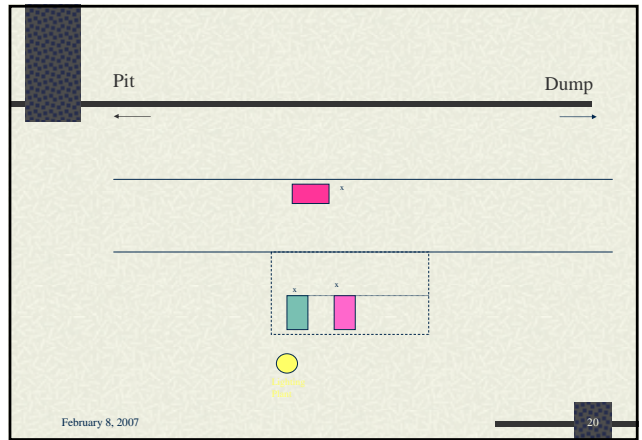
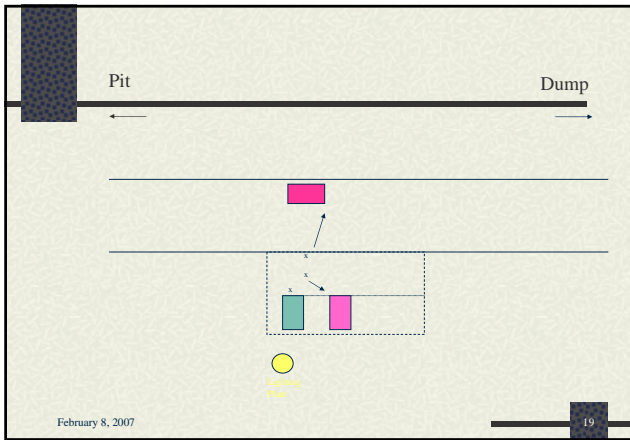


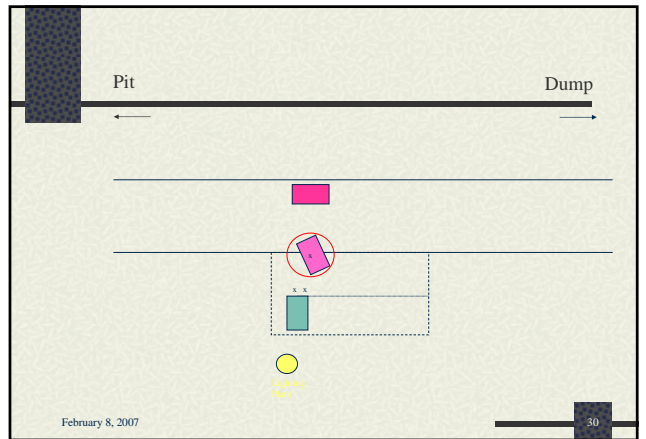
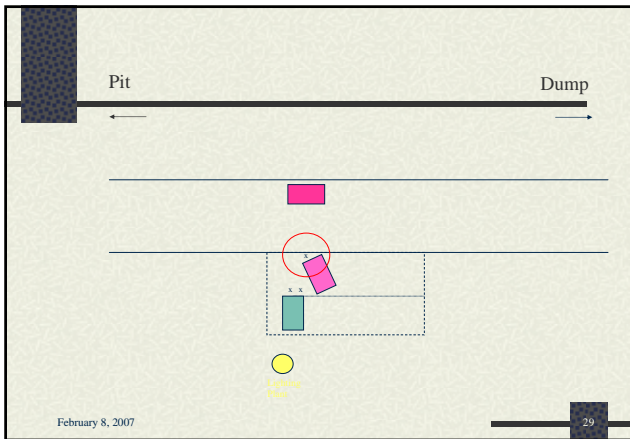
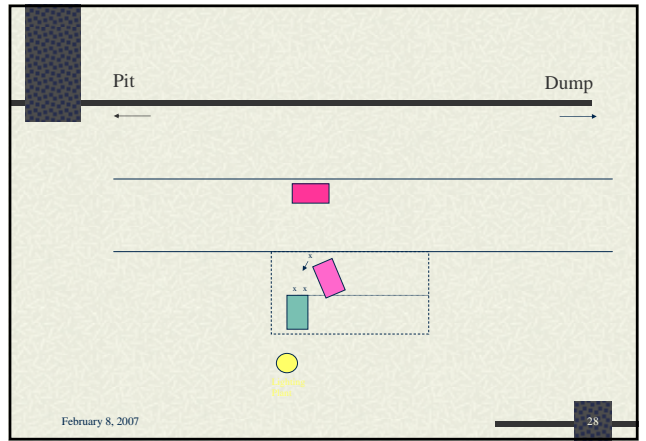
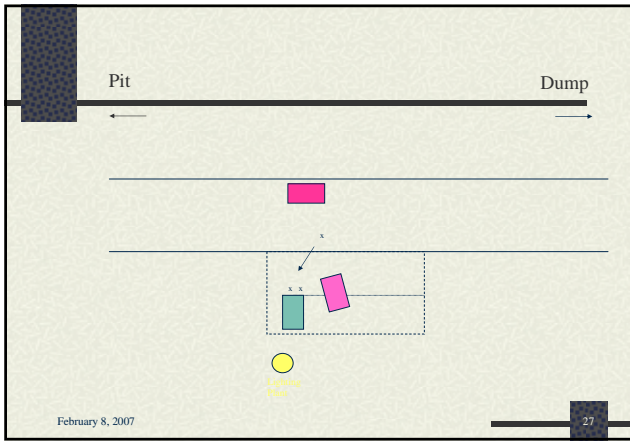
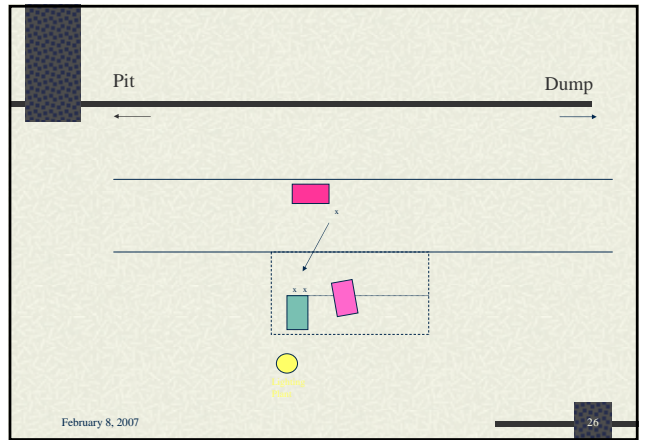
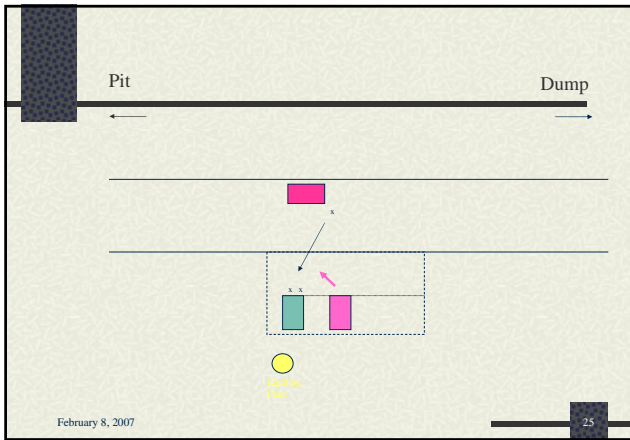
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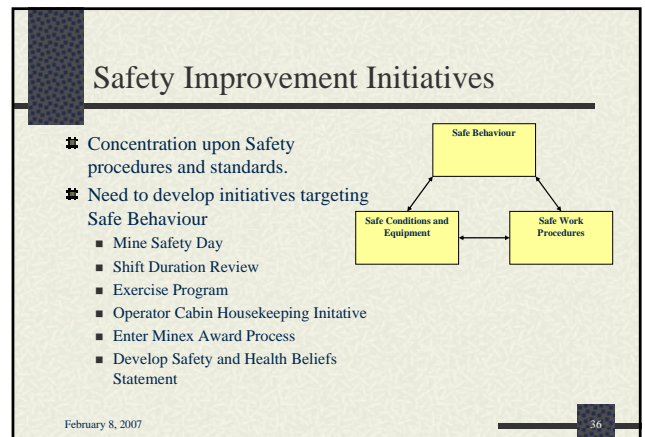
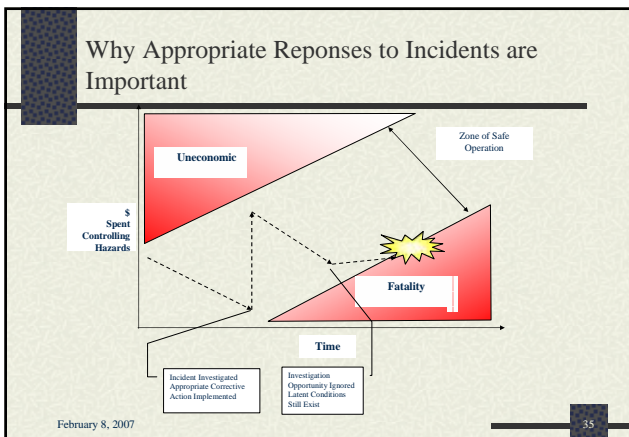
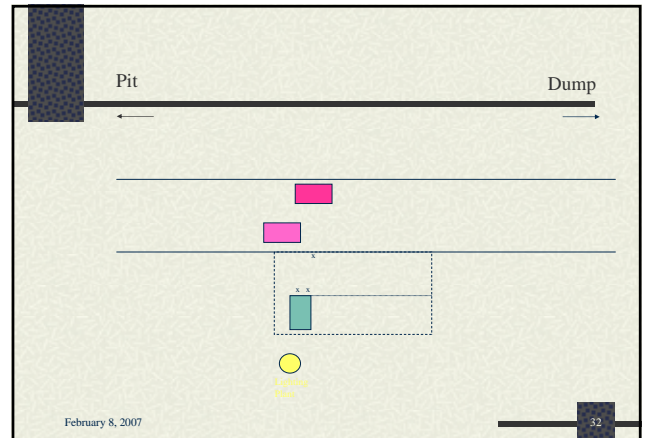
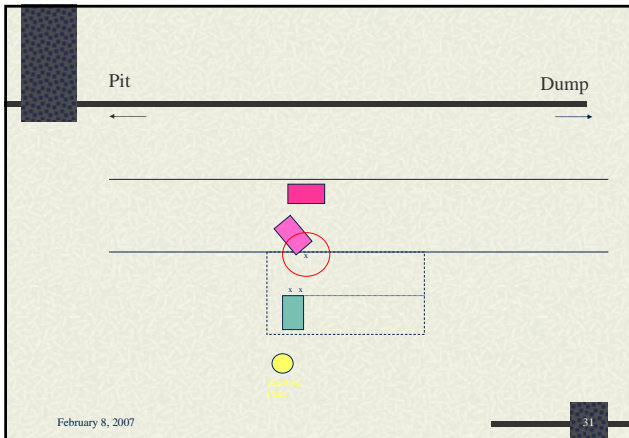
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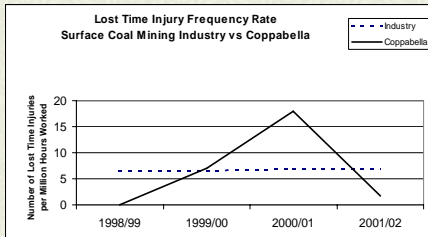






Results

- LTIFR reduced from 18 in 2001 to 1.5 during 2002.
- DIFR during 2002 8.2.



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Lessons Learned

Three hurdles to overcome to improve human factors safety performance

- ❏ **Complexity:** Safety management systems can become too complex to enable high levels of compliance to be achieved with limited resources.
- ❏ **Cynicism:** Consistently "walking the talk" is the only way to decrease cynicism.
- ❏ **Complacency:** Long-term familiarity with equipment, systems and processes can lead to an "it will never happen to me" attitude. Constantly striving for excellence and introducing changing safety initiatives are appropriate weapons against complacency.

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Lessons Learned

Three features that safety improvement initiatives need to impact upon the three hurdles to improvement

- ❏ **Commitment:** Top down management action for improving safety performance needs to be demonstrated. Management need to publicly demonstrate their belief that the safety vision can be achieved and devote appropriate resources to achieve the vision.
- ❏ **Consistency:** People seek consistency between values and behaviour. Management actions in support of the safety vision must be consistent and constant to be taken seriously by the workforce.
- ❏ **Cooperation:** A team based approach has been found to be more successful in achieving positive safety perceptions and therefore behaviour.

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Conclusion

- ❏ Increasing complexity caused by rapidly increasing scale of operations at Coppabella was one of the latent factors leading to the poor safety performance achieved during financial year 2001.
- ❏ Concerted action at Coppabella has dramatically improved safety performance at the mine.
- ❏ High standard safety management procedures and standards alone are not the answer. Integration of human factors safety initiatives with efforts to improve processes and standards is required to achieve success in improving safety performance.

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