

MinEx

BUSINESS PLAN 2017 – 2018

March 2017

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Executive Summary

MinEx was formed in 2006 and provides the main point of contact for Government agencies (such as WorkSafe and MITO) on health and safety. MinEx's activities can be broadly categorised as industry support, working with AQA, IOQNZ, Etū and the mining sector on industry training, regulatory advocacy, and measuring / reporting industry performance. Communications, awareness, and technical assistance including working directly with smaller operators, are all needed to lift industry performance.

This Business Plan draws from the previous MinEx Plan and reflects the findings of the Strategic Review that was held in February 2017. This Plan requires continued minimum industry funding of \$230,000. This is the Base Case for MinEx; the level that maintains MinEx's current capability. At the Strategic Review, there were a number of people who said MinEx needed considerably more funding for the range of issues it should be addressing; that, however, is not a current reality, and this Plan is based on existing funding levels.

Our Vision: A New Zealand Extractive sector free of fatalities, serious injuries and occupational diseases.

Our Mission: To be an effective facilitator and advocate for the New Zealand extractives sector on health and safety issues, and to enable and drive improvements in industry health and safety performance.

Our Principles:

- All fatalities, serious injuries and diseases are preventable
- Constant improvement principles must be applied - health and safety performance can always be improved. No task is so important that it cannot be done safely
- All hazards can be identified and their risks managed
- Everyone has a personal responsibility for the health and safety of themselves and others.

Our Goals and Actions

Goal

1. To support the industry to achieve targets for 2021:
 - a) No fatal injuries.
 - b) 50% reduction in notifiable injuries from 2016.
 - c) 50% reduction in total recordable injury frequency rate.

Actions

- Secure specific commitment from member companies at Board and CEO level to achieving this goal.
- Complete improvements to health and safety data collection and reporting systems, and to make better use of this information for both company bench marking and industry improvements.
- Work with WorkSafe, Straterra, AQA and IOQNZ to develop a strategic communications initiative which engages with extractive sector operators and workers and delivers towards the industry targets

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Goal

2. To provide resources to the industry to enable improved health and safety performance, prioritising:
 - a) Health and safety management system template for small operations.
 - b) Guidelines on lead performance indicators.
 - c) Guidelines on new issues.
 - d) Safety Alerts.

Actions

- Roll out the small mines and quarry risk-based health and safety management system template to all relevant operators by May 2017.
- As funding allows, devote more resources to smaller quarry and mine operators, to help them implement the health and safety management system template.

Goal

3. To work effectively with the Government to develop appropriate and practical Regulations and Codes of Practice for the industry and to ensure these are appropriately implemented and enforced.

Actions

- Continue engagement with MBIE and WorkSafe on the new Act and regulations, and to ensure that these are fit for purpose for all operations within the sector, large and small.
- Ensure that codes of practice and good practice guidelines scheduled to be developed over the next 18 months by WorkSafe are fit for purpose and we have capacity to provide input as work commences. There are a number of other CoPs still to be developed. These include; Worker health; Spontaneous combustion, Inundation and inrush, Mine shafts and winding systems, Roads and other vehicle operating areas, Explosives, Gas outbursts, Tips, ponds and voids.
- Continue to raise awareness of the requirements of the new Act, the new regulations, codes and guidelines through ongoing communications, and of the need to continue making changes towards improving industry health and safety performance.
- Work alongside AQA, IOQNZ, Etū, MITO and WorkSafe to improve industry training.
- To review the implementation of the reviewed COC requirements and liaise with WorkSafe, MITO and the BOE as required.
- Continue to influence WorkSafe's performance through collaboration with WorkSafe staff, including the Chief Inspector with one voice.

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Goal

4. To communicate effectively with stakeholders on the industry's behalf.

Actions

- To facilitate improved health and safety performance (covered under other Goals and Actions of this Business Plan).
- Subject to sufficient funding and resources, a strategic communications plan on health and safety in the extractives industry to be developed and implemented.
- Work with and leverage the WorkSafe Forum programme, using industry networks such as the AQA and IOQNZ as appropriate, regional forums to improve communication outcomes and MinEx goals with wider audiences including media, local authorities and other industry organisations.

Budget

-	2016/17 Budget	2016/17 F'cast	2017/18 Budget
Income	\$210,538	\$216,024	\$230,000
Audit & accounting	\$4,620	\$6,960	\$5,000
Contractors	\$0	\$55,000	\$20,000
CEO or COO	\$120,000	\$42,000	\$120,000
Management & admin fee	\$25,000	\$25,000	\$25,000
Communications	\$0	\$29,294	\$25,000
Travel	\$40,040	\$22,596	\$20,000
Other costs	\$20,337	\$7,964	\$15,000
Total Costs	\$209,997	\$188,814	\$230,000
Profit/Loss	\$541	\$27,210	\$0

NOTE: 2016/'17 Budget included \$6,600 for Communications, included in other costs

In the event additional funding is secured, an updated Business Plan with an increased scope will be developed, targeting particularly communications, and technical and operational activities that will assist the smaller operators. This broader scope will be subject to any requirements attached to the funds provided, and to MinEx Board approval.

1. Introduction

- There is a continuing focus on health and safety in New Zealand. This was initially driven by the Pike River Disaster. It has since lead to the Government's Working Safer strategy¹, new regulations for mining and tunnels in 2013, and the Health and Safety at Work Act 2015. Working Safer outlines a programme of Government initiatives including targets to reduce workplace fatalities and serious injuries by at least 25 per cent by 2020. The new Act requires an explicit risk-based approach to health and safety management.
- The Health and Safety in Employment (Mining Operations and Quarrying Operations) Regulations 2013 included specific provisions for underground, opencast metalliferous and coal mines. The Regulations addressed competency requirements only for quarrying and alluvial mining operations. These Regulations were updated in 2016 to address minor errors and to align with the Health and Safety at Work Act 2015.
- MinEx was formed in 2006 and provides the main point of contact for Government agencies on health and safety, particularly WorkSafe and MITO. It co-ordinates and corrals industry views and feedback into submissions on legislation, regulations, codes, qualifications, guidance documents and other policy and technical issues important to safety in our sector. It works with AQA, IOQNZ and Etū on industry training. MinEx aims to drive improvements in industry health and safety performance and to be an effective industry voice on health and safety issues. Its goals include supporting its constituent companies to achieve the Government's target reductions of workplace deaths and injuries.
- MinEx activities can be broadly categorised as industry support, co-ordination of industry training, regulatory advocacy, and measuring / reporting industry performance. Communications, awareness, and technical assistance including working directly with smaller operators, are all needed to lift industry performance. A priority has been to reach out to the smaller operators and our contacts database has increased from around 300 to more than 1000 people in the last two years.
- During 2013 and 2014 MinEx focused on ensuring that implementation of the Pike River Royal Commission recommendations was fit for purpose, in particular, for the coal and metalliferous sectors. From late 2014 the focus shifted towards improvement activities, and the importance of this work has been brought into sharp focus with the five fatalities in the industry during 2015.
- For the last four years MinEx has been funded on an annual basis via contributions from direct members, the AQA, the CANZ, and in-kind support from Straterra.

¹ Working Safer: A Blueprint for Health and Safety at Work <http://www.mbie.govt.nz/info-services/employment-skills/workplace-health-and-safety-reform/document-and-image-library/working-safer-key-documents/safety-first-blueprint.pdf>

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- In February 2017 a Health and Safety Strategic Review was held, the objective of which was to review the mandate for MinEx from the Extractive sector. The record of the Strategic Review is attached to this Business Plan as APPENDIX I.
- At the Strategic Review it was proposed, by Stevenson Group, that the Extractive Sector should be represented by one peak organisation. While it was beyond the scope of the Strategic Review to make a decision on that proposition, this Business Plan only considers the 2017/18 FY, recognising that organisational change may occur by April 2018.
- This Business Plan draws from the previous MinEx BP and reflects the findings of the Strategic Review. The BP requires continued resourcing for MinEx through minimum industry funding of \$230,000. This is the Base Case for MinEx; the level that maintains MinEx's current capability. This is considered the minimum required for MinEx to support an effective contribution across the range of priorities set out in this Business Plan.
- At the Strategic Review, there were a number of people who said MinEx needed considerably more funding for the range of tasks undertaken; if more funding becomes available the BP can be adjusted, as is appropriate.

2. MinEx vision, mission, and principles

Our Vision: A New Zealand Extractive sector free of fatalities, serious injuries and occupational diseases.

Our Mission: To be an effective facilitator and advocate for the New Zealand extractives sector on health and safety issues, and to enable and drive improvements in industry health and safety performance.

Our Principles:

- All fatalities, serious injuries and diseases are preventable
- Constant improvement principles must be applied - health and safety performance can always be improved. No task is so important that it cannot be done safely
- All hazards can be identified and their risks managed
- Everyone has a personal responsibility for the health and safety of themselves and others

3. Goals 1 – 5 years

1. To support the industry to achieve targets for 2021:
 - a) No fatal injuries.
 - d) 50% reduction in notifiable injuries from 2016².
 - e) 50% reduction in total recordable injury frequency rate³.

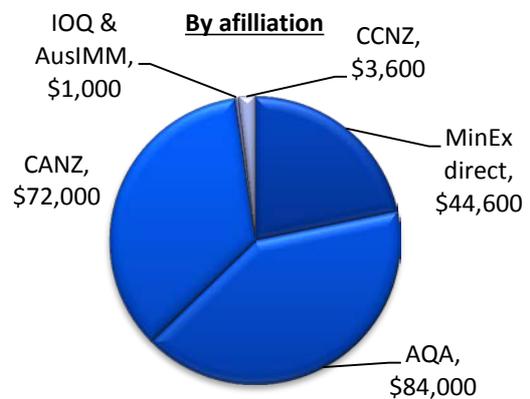
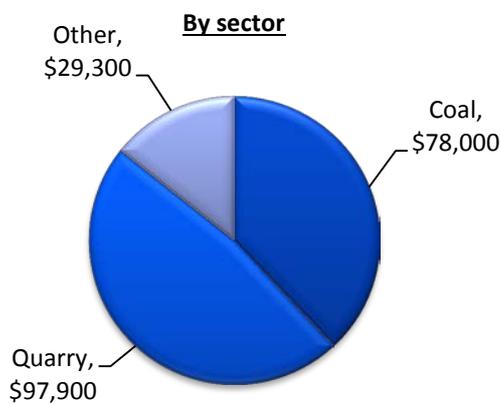
² Notifiable injury / illness is defined in Section 23 of the Health and Safety at Work Act 2015. Past data is available as serious harm injuries (see above).

2. To provide resources to the industry to enable improved health and safety performance, prioritising:
 - a) Health and safety management system template for small operations.
 - b) Guidelines on lead performance indicators.
 - c) Guidelines on new issues.
 - d) Safety Alerts.
3. To work effectively with the Government to develop appropriate and practical Regulations and Codes of Practice for the industry and to ensure these are appropriately implemented and enforced.
4. To communicate effectively with stakeholders on the industry’s behalf, including via regional forums and with wider audiences including media, local authorities and other industry organisations.

4. The current status

4.1. Report card for 2015/16

4.1.1. Membership and funding



- A full membership list is attached as APPENDIX I – MinEx Membership.

³ Number of lost-time injuries plus the number of medical treatment injuries per one million hours of work.

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4.1.2. Achievements against 2016 Business Plan actions

#	2016 Goals	Achievements
1	Reduction of workplace deaths to zero and a 25% reduction in workplace serious injury rates by 2020	<ul style="list-style-type: none"> • There was one fatality in 2016 and five fatalities in 2015 • There were 16 notifiable serious injuries / illnesses in the nine months to 30 September 2016, and 17 in 2015 • The Total Recordable Injury Frequency Rate has stayed constant between 11 and 12 per million work hours during 2015 and 2016
2	Government health and safety reforms are fit for purpose	<ul style="list-style-type: none"> • Submissions to Government on new Regulations and Workplace Exposure Standards • Input into guidelines for quarries/surface mines • Continue to exert influence over WorkSafe's performance
3	Improve public perception of health and safety in the extractives industry	<ul style="list-style-type: none"> • All media contact on health and safety is now channeled through MinEx • More media contact and resulting profile • Development of Train Brain, revamp of Safety Alerts, freshening of web site, improved newsletters
4	MinEx to be the industry voice on health and safety matters	<ul style="list-style-type: none"> • MinEx is the first point of call for WorkSafe on industry health and safety issues • MinEx CEO attends Straterra Board meetings • MinEx CEO attends a new AQA/IOQ combined bi-monthly health and safety meeting • • Drove establishment of Training Leadership Group to provide necessary impetus for improved training across quarrying and mining sector
5	Expand services for health and safety performance improvement	<ul style="list-style-type: none"> • Issuing weekly Safety Alerts on incidents and regular newsletters

4.1.3. Resources during 2016 – 2017

- Straterra office provides membership and administration support, policy advice and assistance with submissions, and a Wellington office close to Government.
- Straterra's CEO is currently the MinEx Executive Chairman.
- Specialist projects are carried out by consultants, as required.

4.1.4. Outstanding actions

These are:

- Development of a communication strategy with industry bodies and participants.

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- Development of a health and safety management system template for smaller operators with this now focused on the needs of quarries and alluvial operations.
- Gaining commitment from member CEOs/GMs to reductions in serious injuries and promoting conversion of commitment to actions.

4.2. Changing legislative environment

- In April 2016 the new Health and Safety at Work Act entered into force.
- In November 2016 the Health and Safety at Work (Mining Operations and Quarrying Operations) Regulations were updated to align with the new Act.
- Good-practice guidelines giving practical advice on health and safety controls at opencast mines, alluvial mines and quarries, were published in November 2015.
- A further review of the Regulations will be carried out to correct and improve the application of these regulations for sectors currently covered, and to also cover quarries and alluvial operations. This work is currently in progress.

5. Outcomes, Actions: 2017-18

This section sets out for each goal, MinEx's actions to achieve them, during the period of this Business Plan.

5.1. Goal 1 - To support the industry to achieve targets for 2020

- **No fatal injuries.**
- **50% reduction in notifiable injuries from 2016.**
- **50% reduction in total recordable injury frequency rate.**

Issues

- Following the Pike River tragedy, attention focused on improving health and safety in the extractives industry, and in particular, on low-probability, high-consequence events (principal hazards). Longer term, health and safety must be considered in a broader context, and across the entire industry.
- Adequate commitment from industry as a whole is required, and clearly improvement is required in the quarry and alluvial sectors with a worsening injury rate since 2013, and five fatalities in 2015.

- Performance data is available from WorkSafe for both fatalities and serious harm injuries⁴. This is a useful measure of the effectiveness of risk controls for significant hazards. (Lost-time and medical treatment injuries often result from less significant hazards, for example slips and trips). Sector targets for fatalities and serious injuries should be set in absolute numbers because there are too few serious incidents and workers to develop meaningful statistical KPIs.
- With regard to less serious injuries, companies generally measure frequency rates per million hours for lost-time and medical treatment injuries. MinEx is currently collecting this data.
- Training has received an enhanced focus with the need for Certificate of Competency (CoC) holders to gain extra unit standards. Areas for improvement have been identified following an industry training forum (set up jointly by WorkSafe and MinEx) on 17 September 2015; however, much more work is needed here in concert with AQA, IOQNZ and other interested parties.
- The health and safety forums with WorkSafe have commenced the engagement process with the smaller quarry operators. This work needs to be maintained, enhanced and communicated to achieve sector targets for improvement.

5.1.1. Actions

- Secure specific commitment from member companies at Board and CEO level to achieving this goal.
- Complete improvements to health and safety data collection and reporting systems, and to make better use of this information for both company bench marking and industry improvements.
- Work with WorkSafe, Straterra, AQA and IOQNZ to develop a strategic communications initiative which engages with extractive sector operators and workers and delivers towards the industry targets

5.2. Goal 2. To provide resources to the industry to enable improved health and safety performance:

- **Health and safety management system template for small operations.**
- **Guidelines on lead performance indicators.**
- **Safety Alerts.**

5.2.1. Issues

⁴ 2011 to 2016 data: <http://www.worksafe.govt.nz/worksafe/research/health-and-safety-data/workplace-fatalities/workplace-fatalities-by-industry> and <http://www.worksafe.govt.nz/worksafe/research/health-and-safety-data/notifiable-events/workplace-serious-harm-archive/serious-harm-notifications-by-industry>. Between 1 January 2011 and 3 April 2016, there were eight fatalities and 146 serious harm injuries.

The sector contains some large operations as well as a very large number of small operations (four workers or less). Small operators need resources that are practical, and do not impose inefficient overheads.

5.2.2. Actions

- Roll out the small mines and quarry risk-based health and safety management system template to all relevant operators by May 2017.
- As funding allows, devote more resources to smaller quarry and mine operators, to help them implement the health and safety management system template.

5.3. Goal 3 - To work effectively with Government to develop appropriate and practical Regulations and Codes of Practice for the industry and to ensure these are appropriately implemented and enforced.

5.3.1. Issues

- The new Act is risk based. Coupled with the introduction of the good-practice guideline, *Health and Safety at Opencast Mines, Alluvial Mines and Quarries*, which is also risk based, this will require all sectors of the mining and quarry industry to implement risk-based health and safety systems and practices.
- The fact that most CoC holders will have completed the unit standard in risk management (26856) by early 2017 will help with this transition. However, for smaller operators, this will still be a major hurdle to overcome.
- An appropriately-resourced MinEx will promote the application of risk management across all sectors and particularly the smaller operations.
- WorkSafe has a continuing programme for code and guideline development, which industry will need to incorporate into their health and safety systems.

5.3.2. Actions

- Continue engagement with MBIE and WorkSafe on the new Act and regulations, and to ensure that these are fit for purpose for all operations within the sector, large and small.
- Ensure that codes of practice and good practice guidelines scheduled to be developed over the next 18 months by WorkSafe are fit for purpose and we have capacity to provide input as work commences. There are several other ACoPs still to be developed. These include; Worker Health – Extractives Industries, Mechanical Engineering, Management & Administration Guidelines, Surveying, inundation & inrush, Explosives, Electrical Engineering

- Continue to raise awareness of the requirements of the new Act, the new regulations, codes and guidelines through ongoing communications, and of the need to continue making changes towards improving industry health and safety performance.
- Consolidate the work of the recently established Training Leadership Group initiated by MinEx and work alongside AQA and IOQNZ, MITO and WorkSafe to implement the improvements required in industry training regulation.
- To review the implementation of the reviewed COC requirements and liaise with WorkSafe, MITO and the BOE as required.
- Continue to influence WorkSafe's performance through collaboration with WorkSafe staff, including the Chief Inspector with one voice.

5.4. Goal 4 - To communicate effectively with other stakeholders on the industry's behalf

5.4.1. Issues

- Following the Pike River tragedy, the public developed a heightened perception of mining as a dangerous industry. The six fatalities in 2015 and 2016 have reinforced this perception.
- Industry has a reputation to restore and defend, which will demand concerted effort. Industry reputation is strongly influenced by the poorest performer.
- MinEx has the capacity to contribute to various industry publications and communications channels that we can make better use of.

5.4.2. Actions

- To facilitate improved health and safety performance (covered under other Goals and Actions of this Business Plan).
- Subject to sufficient funding and resources, a strategic communications plan on health and safety in the extractives industry to be developed and implemented.
- Work with and leverage the WorkSafe Forum programme, using industry networks such as the AQA and IOQNZ as appropriate, regional forums to improve communication outcomes and MinEx goals with wider audiences including media, local authorities and other industry organisations.

Communications activities contribute to all of these Goals. This Business Plan includes a number of communications activities, and the Budget provides \$25,000 for Media and Communications.

6. Resourcing

6.1. Introduction

Successful delivery of this Business Plan will require the following resources:

- A budget for a part-time / full-time CEO, ideally with quarry expertise and credibility, and with operational experience in the extractives industry, and with a network of industry and government agency contacts at the appropriate level.
- Communications capability and external consulting expertise as appropriate.
- Continuation of the leadership, secretariat and policy capability provided by Straterra.
- Adequate funding.

6.2. Additional Funding

- Other sources of funding that are possible include ACC, direct sponsorship and in-kind contributions from government agencies (WorkSafe) and companies.
- To make health and safety improvements towards goals and targets, a focus on communications, and on the quarry and alluvial gold sectors developing and implementing risk-based health and safety management systems, is required.
- If and when additional funding is secured, the scope of this Business Plan will be developed, with input from the funders and subject to Board approval.

6.3. MinEx Budget 2017 to 2018

- This 2017/18 Business Plan provides for MinEx to focus on working with government agencies and progressing improvement activities across all sectors, with an emphasis on the quarry sector.
- Table I below sets out the proposed budget for the Business Plan:

-	2016/17 Budget	2016/17 F'cast	2017/18 Budget
Income	\$210,538	\$216,024	\$230,000
Audit & accounting	\$4,620	\$6,960	\$5,000
Contractors	\$0	\$55,000	\$20,000
CEO or COO	\$120,000	\$42,000	\$120,000
Management & admin fee	\$25,000	\$25,000	\$25,000
Communications	\$0	\$29,294	\$25,000
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Other costs	\$20,337	\$7,964	\$15,000
Total Costs	\$209,997	\$188,814	\$230,000
Profit/Loss	\$541	\$27,210	\$0

In the event additional funding is secured, an updated Business Plan with an increased scope will be developed, targeting particularly communications and technical and operational activities that will assist the smaller operators. This broader scope will be subject to any requirements attached to the funds provided, and to MinEx Board approval.

APPENDIX I

MinEx Strategic Review



Meeting minutes – 16 February 2017

Date

11.00am, 16 February, 2017, McConnell Dowell, 510 Mt Wellington
Highway Auckland

Present

Chris Baker, Brian Roche, Ray Urquhart, Joe Edwards, Jayden Ellis, Myles Leeson, Roger Parton, Hans Buwalda, George Kelcher, Steve Ellis, Les McCracken, Tony Hunter, Bruce Taylor, Dale Oram, Richard Tacon, Brent Francis, Mike Higgins, Brendon Burns, Steve Ridell, Mike Coleman, Kevin Beardshall, Mark McKenzie, Gordon Laing, Jodi Turton, Carl Pascoe (facilitator)

Opening comments

Round table introduction for all attendees. This included, variously, comments on roles, companies and expectations for the day's session.

Of note, Steve Ellis (Stevenson's) stated that his MD had called a meeting of senior execs the previous day to consider this strategic review and, more broadly, the effectiveness and cost of industry representation. Steve advised that Stevenson's believe there should be one peak organisation representing the Extractives sector, with appropriate subcommittees and recognizing that IOQ and AusIMM were individual membership based organizations that would and should continue. Steve advised that Stevensons would not fund any industry organizations other than the Peak organisation beyond 12 months.

This led to discussion on what the functions of such an organisation would be, including health and safety, RMA, training, lobbying (local and central), technical advice, standards and quality. There was general agreement that a Peak Extractives organisation was beyond the scope of the Strategic Review, but the issue would be taken back to respective industry organizations and companies.

Some themes in comments around the table on what MinEx or a peak body should look like:

Meeting agreed on one collective group concept to represent the sector as a whole, and sees value in one organisation with more bang for buck. This needs higher level representation and support from company CEO level to make effective, with smaller sub groups as required.

It was noted that any merger at the Extractive sector level would need to respect and retain the identity and role of the Quarry and Mining professional/individual organizations, the IOQ and AusIMM.

Looking at the future of MinEx, what does success look like?

There was agreement on the following points;

1. One collective group to represent the Extractives sector would be more effective and provide greater value for money for the Extractive sector. No attendee expressed a view counter to this.
2. Quarry attendees noted that to be successful, MinEx need to listen and needed to clearly represent the quarry sector.
3. Effective industry representation needs higher level / CEO support and involvement, with smaller sub-committees and groups as appropriate.
4. The funding model needs to support the business plan. The Executive Chair was asked to bring some options to the MinEx Board. There was comment from some that MinEx is considerably under-funded for the scope of work it is expected to undertake for member companies.

Items for the next 12 months work stream for MinEx were identified as:

- Effective input into proposed review of Mining Regulations and Codes of Practice, ensuring that these adequately provide for the diversity of operations and scale within the extractive sector.
- Outputs that are practicable and valuable to member companies, in particular documents such as the health and safety management system template. Ensure we get member company satisfaction and buy in, overcome mind-set change, and promote the message that we are all invested and committed to strengthen not divide.
- Communication with members to keep them informed on what is happening in their sector and what work MinEx is doing
- Oversight of Training/COC/unit standards/qualifications and feedback to members, training and assessment organisations and the Government.
- Improving safety statistic reporting to provide feedback to the sectors about changes / improvements in health and safety performance.
- Work with WorkSafe, as appropriate to support their communications program. Value was placed in being part of early discussion with government, not reactive to changes.

Success factors include:

- Member companies find that resources including templates and safety alerts are of practicable value, and help them to cost-effectively improve performance.

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- WorkSafe, MITO and MBIE see MinEx as the first point of contact on all health and safety matters, and are confident that MinEx's views and feedback reflect those that they represent – mining, quarries, tunnels.

At an individual and company level, commitment is needed to ensure each sector is informed of the good work MinEx does and the benefits industry receives.

Summary of actions / outcomes

The following are immediate action items for MinEx arising from the meeting.

- The 2016-2020 Business Plan is fundamentally ok. An updated BP for 2017-2018 is required with pragmatic clear and tangible outcomes that clearly set out the value proposition. Revised version required to be circulated with initiatives costed (AP)
- Small quarry /open cast mines health and safety management system template to be prioritised as a tangible output that could help secure funding for next financial year. Suggested this could be put together relatively easily by bringing together some best practice examples already in place. (AP)
- Funding model to be considered based on requirements of the business plan. Increase may be required to meet all targets. The participants expressed their openness to ensuring the right level of funding to deliver the desired result. (AP).
- Continue engagement with industry – forums/communications/safety alerts etc. Information sharing between companies would be helpful. (AP)

On the larger organisational / structural issue, there was a commitment to have higher level representation around the table from companies to address this, using the following principles.

- One voice approach
- Fit for purpose
- Satisfy all members interests
- Right people with the right skills/level at each 'table'
- Focus on 'real' issues
- Collective outcome
- Put in to get out
- Credible
- Funding model must support the desired outcomes
- Every organisation commits to sending the right people for the issue.

In order to achieve these outcomes, effective, high level governance will be needed.

APPENDIX II – MinEx Membership

Affiliation	Company
AQA	A B Lime
AQA	Atlas Quarries Ltd
AQA	Bellingham Quarries Ltd
AQA	Blackhead Quarries Ltd
AQA	Byfords Construction Co Ltd
AQA	Christchurch Ready Mix Concrete Ltd
AQA	Downer NZ
AQA	Fulton Hogan Ltd
AQA	Green Vision Recycling Ltd
AQA	H G Leach & Co Ltd
AQA	Higgins Aggregates Ltd
AQA	Higgins Contractors Wairarapa
AQA	Holcim (New Zealand) Ltd
AQA	Horokiwi Quarries Ltd
AQA	Huntly Quarries Ltd
AQA	Ihumatao Quarries Ltd
AQA	Industrial Processors Ltd
AQA	Inframax Construction Ltd
AQA	Isaac Construction Co Ltd
AQA	J Swap Contractors Ltd
AQA	K B Contracting & Quarries Ltd
AQA	Lake Road Quarries
AQA	Materials Processing Ltd
AQA	Maungaraki Lime Ltd
AQA	McCallum Bros Ltd
AQA	McGregor Concrete Ltd
AQA	Mike Edridge Contracting Ltd
AQA	Monovale Sand Quarry Ltd
AQA	NZ Steel
AQA	Oamaru Shingle Supplies Ltd
AQA	Origin Quarries Ltd
AQA	Palmer Resources Ltd
AQA	Perry Resources (2008) Ltd
AQA	Porritt Sand
AQA	Prenters Aggregates Ltd
AQA	Quality Roding & Services (Wairoa) Ltd
AQA	Rangitikei Aggregates Ltd
AQA	Ravensdown Fertiliser Co-op
AQA	River Run Products Ltd
AQA	Road Metals Co Ltd
AQA	Rock Products Ltd
AQA	SC & GA Levet Contracting & Silverhill Quarry
AQA	Sibelco NZ Ltd
AQA	Southern Aggregates Ltd
AQA	Southern Screenworks Ltd
AQA	Stevenson Resources Ltd
AQA	Taueru Lime Ltd
AQA	Taupo Scoria Ltd
AQA	Taylor's Contracting Co Ltd
Affiliation	Company
AQA	The Roding Company Ltd
AQA	Vickers Quarries Ltd
AQA	Waiotahi Contractors Ltd
AQA	Wharehine Ltd
AQA	Winstone Aggregates
MinEx direct	Bathurst Resources
MinEx direct	Delta Electrical
MinEx direct	Doug Hood
MinEx direct	Inframax Construction
MinEx direct	Kaipara Ltd
MinEx direct	Milburn Lime
MinEx direct	Oceana Gold
MinEx direct	Civil Contractors NZ (CCNZ)
MinEx direct	AusIMM NZ
MinEx direct	IOQ NZ
CANZ	Rosco
CANZ	Birchfield
CANZ	Glencoal
CANZ	Kai Point Coal
CANZ	Roa/Francis
CANZ	Solid Energy NZ
CANZ	Taylor Coal
MinEx board composition (Alternates in brackets)	
Chris Baker (Chairman)	Straterra
Dale Oram	Straterra
Les McCracken	AusIMM NZ
Brian Roche	AQA
Jayden Ellis	AQA
Joe Edwards	CCNZ
Myles Leeson	Etū
Gordon Laing	IOQ NZ