

# Order 34 Mid-Year Workshop

Open Cut session

**Hunter Valley Mines Rescue** 



Wednesday, 18 June 2025

Cindy James Order 34 Manager

# Acknowledgement of Country



We acknowledge the Wanaruah, Wonnarua People as the traditional owners and custodians of the land within the Hunter Valley area.

We pay respect to all Aboriginal Elders, past, present and future with a spiritual connection to these lands.

## **Evacuation**



In the event of an emergency there are tones that operate throughout the building. There is a pre-tone that leads to the full evacuation alarm.

- Location of Exits and Emergency Evacuation Points
   Primary location outside front gate
   Secondary location in Vehicle Extrication Area
- The site Emergency Warden is the Office Administrator (Nicole/Libby).
   Upon evacuation you must report to the Warden

## **Facilities**



There are several toilets on site:

- M/F toilets near front administration
- M/F toilets off the main crib room
- M/F toilets at bottom of stairs off the B/A room

Smoking is prohibited within the boundaries and 10 metres outside the boundary of Mines Rescue.



# Today's program



Time	Agenda item	Presenter			
9.00 am	Registration + morning tea				
9:15 am	Welcome and overview	Cindy James (Order 34)			
9.20 am	Introductions, general discussion	Group			
9:30 am	Industry update	Cindy James (Order 34)			
9:40 am	Maintenance of Competence update + general Statutory Competence information	Andrew Palmer (Resources Regulator			
10:10 am	Training Records – Major Safety Investigations	Andrew Tull (Resources Regulator)			
	Break: 11 am, 10 minutes				
11:10 am Brainstorming/discussion around VOC for high-risk work Group		Group			
Lunch: 12.30 pm, 30 minutes					
1:00 pm	CMI industry data + training records and documentation during litigation	Brooke Horton (Coal Mines Insurance)			
1:25 pm	Training Officer program overview	Julie Carroll (Forsythes)			
1:50 pm	Summary and close out	Cindy James (Order 34)			

# Introductions and general discussion



#### **Introductions**

- Name
- Company/Operation
- Role
- What you would like to get out of today?





# Order 34 Industry Update

# Current NSW coal operations





#### **Open Cut**

#### **Gunnedah Region**

Boggabri (Idemitsu) Maules Creek (Whitehaven) Tarrawonga (Whitehaven) Vickery (Whitehaven)

#### **Hunter Region**

Bengalla (New Hope Group)
Bulga (Glencore)
Hunter Valley Operations (Glencore/Yancoal)

Mangoola (Glencore)

Mount Thorley Warkworth (Yancoal) Mt Arthur North (BHP)

Mt Arthur South (Thiess)

Mt Owen Glendell (Glencore)

Mt Pleasant (Thiess)

Ravensworth (Glencore)

Rix's Creek (Bloomfield Group)

United Wambo Joint Venture

(Glencore/Peabody)

#### **Newcastle Region**

Bloomfield Mine (Bloomfield Group)

#### **Western Region**

Invincible (Castlereagh Coal) Moolarben Open Cut (Yancoal) Wilpinjong (Peabody)

#### **Underground**

#### **Gunnedah Region**

Narrabri (Whitehaven)

#### **Hunter Region**

Ashton (Yancoal)
Dartbrook (Australian Pacific Coal) commencing 2024
Maxwell (Malabar Resources)
Wambo (Peabody)

#### **Newcastle Region**

Chain Valley (Delta Coal) Mandalong (Centennial) Myuna (Centennial)

#### **Southern Region**

Appin (Illawarra Metallurgical Coal – South32) Dendrobium (Illawarra Metallurgical Coal – South32) Metropolitan (Peabody) Tahmoor (Simec)

#### **Western Region**

Airly (Centennial)
Clarence (Centennial)
Moolarben Underground (Yancoal)
Springvale (Centennial)
Ulan Underground (Glencore)
Ulan West (Glencore)

# Resources Regulator incident summary 10 May 2024 – 16 May 2025





**2,150** Reportable incidents for all sectors



**132** Reportable incident summaries provided for all sectors



113 Reportable incident summaries provided for the coal sector



59 Reportable incident summaries provided for open cut coal operations

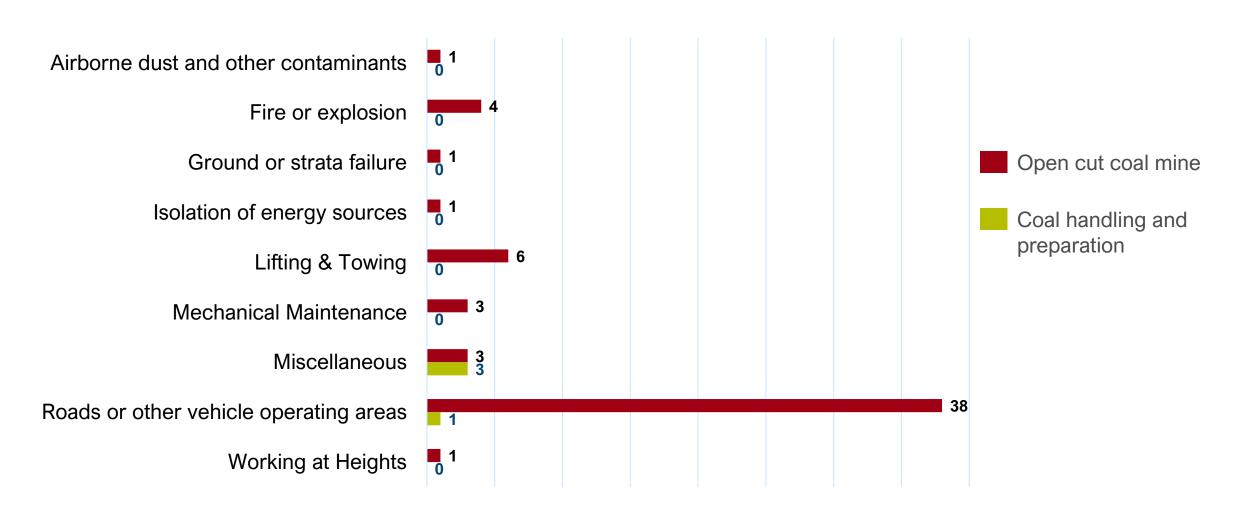


4 Reportable incident summaries provided for coal handling

# Resources Regulator incident summary 10 May 2024 – 16 May 2025



Notifiable Incidents where summary provided by the Resources Regulator



# Open Cut incidents

### Training and competency



Category	Comments to Industry
Roads or other vehicle operating areas	The risk of a fatality from interactions between light and heavy vehicles is well known. Light vehicle drivers should be continually reminded of their obligations when driving on haul roads. Mine operators must ensure all roadways, intersections and park-up areas are designed, constructed, and maintained to safely manage interactions between mobile plant and light vehicles. We recommend using the following video for training purposes and toolbox talks. <u>Targeted awareness campaign 2023 – vehicle interactions</u>
	Dumping operations should conform to design and operational parameters that ensure stability and safe tipping operations. Mine operators must ensure a system is in place to monitor the compliance to these parameters at all times. Operators involved in dumping operations must be competent to do so and have the knowledge and ability to raise timely compliance concerns when dump construction and/or operations are non-compliant.
	Wet weather training for new truck operators <b>must</b> be undertaken and the driver deemed competent before driving in wet conditions.  Mine operators should ensure that all truck operators have the requisite skills before they commence operating on site. When road surfaces are degraded after rain, they must be remediated as a priority. Workers must operate vehicles at a speed that is appropriate to the prevailing conditions.
	The consequences of vehicle operators not establishing positive communications with other vehicle operators can, and has been, fatal. Despite the prevalence of site procedures, operator training and the introduction of driver assistance systems, many operators continue to ignore the importance of following basic procedures. Operators have a responsibility to establish positive communications every time they interact with another vehicle. Other plant operating nearby should be sighted and visual contact should be maintained where possible while manoeuvring at the tip face. Visual aids and segregation should be implemented before relying on procedural controls.

To subscribe go to: <a href="https://www.resourcesregulator.nsw.gov.au/news/weekly-incident-summary">https://www.resourcesregulator.nsw.gov.au/news/weekly-incident-summary</a>

# Open Cut incidents Training and competency



Category	Comments to Industry		
Airborne dust and other contaminants	Mine operators are reminded to ensure the highest level of controls, education and training of workers are in place to prevent exposure of workers to the hazards of respirable dust. The order in which controls are implemented must follow the hierarchy of controls. Personal protective equipment is a last line of defence against exposure. Further information can be found on our airborne contaminants and dust page on our <u>website</u> .		
Fire or explosion	kers are reminded that they have duty under the Work Health and Safety Act to comply with all reasonable fuctions, policies and procedures that mines have in place. Mine operators must have processes in place to ensure the controls identified within site procedures and permits are implemented. Workers must be trained regularly ut how to respond in an emergency such as a fire. Workers should be aware of the location of emergency pment and mine operators should conduct regular emergency management training. Work procedures should not work for flammable liquids to be in the vicinity of hot work.		
Isolation of energy sources	Supervisors have a duty to ensure that workers under their care are not exposed to dangerous situations. Supervisors should be trained to recognise the potential hazards associated with all energy sources and should assess the risks involved when working with pressurised systems and have appropriate controls in place to manage the risk. Mine operators should have documented safe systems of work for the maintenance or repair of wheel strut charge valves with the documentation being readily available to those undertaking such tasks. OEM recommendations must be considered when developing procedures for tasks.		
Lifting & Towing	Mine operators must have systems in place for loading, securing and transporting plant and associated components of plant. Workers must be trained and deemed competent prior to participating in the loading and securing of plant. Operators must identify the risk of loads shifting, especially when there is steel on steel contact and where there is the potential for a load to shift or topple if straps are overtightened.		

To subscribe go to: <a href="https://www.resourcesregulator.nsw.gov.au/news/weekly-incident-summary">https://www.resourcesregulator.nsw.gov.au/news/weekly-incident-summary</a>

# Open Cut incidents Training and competency



Category	Comments to Industry		
Mechanical Maintenance	Workers are reminded that they should only use mechanical equipment if they are trained and competent. Equipment should only be used in the manner intended by the original equipment manufacturer (OEM) and described in the mine operator's procedure.  Mine operators must ensure that their mechanical trades are trained and competent to operate the equipment available to them. Mine operators must also ensue that appropriately risk assessed procedures are available to tradespeople during planned maintenance activities.		
Miscellaneous	<ul> <li>Mine operators should ensure that pulling and/or joining poly pipe is being carried out in accordance with a safe work procedure (SWP) and that all workers conducting the activity have been trained and assessed as being competent in that SWP. The SWP should:</li> <li>be developed from a risk assessment that sets out and assesses all foreseeable risks to workers during in-pit pulling and/or joining activities. This should include risks associated with mobile plant, potential stored energy within the poly pipe and possible in-pit environmental conditions.</li> <li>set out fit-for-purpose equipment to be used and how it is to be used.</li> <li>provide a fit-for-purpose means to secure the poly pipe to the pulling equipment.</li> <li>provide safe standing zones for workers so they are, so far as is reasonably practicable outside possible recoil zones.</li> <li>provide processes to pull in-pit poly pipes together</li> <li>provide processes to join 2 poly pipe flanges together.</li> <li>Refer to Safety bulletin:</li> <li>SB09-03 Broken pull chain results in fatality</li> </ul>		

# Coal handling and preparation incidents

## Training and competency



Category	Comments to Industry		
Miscellaneous	All mine workers should be reminded of the dangers associated with the use of hard metal tools, including contact with other hard metal surfaces. Fit-for-purpose tools and equipment, work procedures and training should be provided to workers to prevent injury from metal fragments becoming projectiles. Soft faced hammers should be considered where force is being manually applied to hardened steel.		

# Other mine type relevant incidents

Training and competency



Category	Comments to Industry
Roads or other vehicle operating areas	When stopping light vehicles, workers must not place themselves at risk of interactions with heavy vehicles. Following a recent awareness campaign on vehicle interactions the Regulator published a video that can be used for training purposes and toolbox talks. Mine operators are encouraged to use this resource. You can watch the video on YouTube. To achieve positive communication, a clear direct message must be given. Additionally, the person receiving the message must actively reply with a clear understanding of the message. Supervisors should be continually monitoring positive communications compliance during every radio call on their shift. Work Health and Safety Regulation 2017 clauses 35 & 36 requires higher order risk controls be implemented and administrative controls such as positive communication, only be used when no higher order controls can be implemented. Controls such as equipment segregation and proximity awareness systems should be implemented before positive communication only systems are considered.
Electric Shock	Mine operators must ensure that fit-for-purpose electrical installations are maintained in a state without risk to workers. The Resources Regulator is concerned with a recent trend of electrical apprentices suffering shocks. Mine operators should have robust systems in place for supervising at-risk workers such as apprentices.  At a minimum, mine operators should ensure that: circuit board diagrams are up to date redundant equipment is removed circuit breakers are the correct sizes the purpose of each circuit breaker is clearly identified with labels there are no loose terminations all supervisors can identify the skills and training levels of apprentices to ensure safe task allocation and supervision levels.  For further information read the safety bulletin: SB20-03 Electric shocks in the mining industry

To subscribe go to: <a href="https://www.resourcesregulator.nsw.gov.au/news/weekly-incident-summary">https://www.resourcesregulator.nsw.gov.au/news/weekly-incident-summary</a>

#### Hand and Finger Injuries



The Resources Regulator has received 50 reports of injuries relating to hands and fingers in mine sites over the last 2 years. Of these incidents, 12 have resulted in serious injuries.

These injuries may result in surgery, lengthy rehabilitation periods and potentially lifelong impairment for workers.

<u>Safety Bulletin SB24-04</u> Recommendations for Training to consider include:

- consider the hierarchy of controls when completing risk assessments
- involve workers to identify pinch/crush points and identify solutions to control the hazard. For example, in man baskets place handrails inside the baskets to eliminate the need to grab the top of the basket
- provide workers with information, training, instruction and supervision on working with equipment that has moving parts, sharp equipment, tools and pinch points. Workers new to the mining industry will need additional training and supervision.
- Additional corrective actions identified in investigation reports from hand injuries must be implemented and communicated
  to workers to avoid the same injury from reoccurring again.
- When components and parts are being removed, loads must be secured and supported and potential load movement should be considered when identifying hazards.
- Workers need to consider where they place their hands to avoid the potential for falling objects such as drill steels and material such as rocks and strata.

#### Pressurised Systems



There have been 15 incidents over 18 months (to Sep 24) that have either injured workers, or had the potential to cause serious injury or death, where workers were interacting with pressurised systems including air, water, hydraulics, and tailings.

Despite the industry-wide focus on isolation and dissipation of energy, in almost all of the incidents that were reported to the Resources Regulator, workers failed to successfully release the stored energies from the systems on which they were working.

#### <u>Safety Bulletin SB24-06</u> Recommendations for Training to consider include:

- ensure all personnel are trained and competent in the sites isolation procedures
- ensure adequate supervision (trained and competent supervisors) of tasks associated with live pressurised systems

#### Vehicle Interactions



The Resources Regulator has noticed with some considerable concern, an increasing trend in vehicle interactions during 2024 throughout all sectors of the mining industry in NSW. Vehicle interactions have shown an increasing trend throughout the mining industry across the state as evidenced by the 46 incident notifications that have been reported to the Regulator

<u>Safety Bulletin SB24-08</u> Recommendations for Training to consider include:

- Encourage workers to report on areas of non-compliant roadways and intersections to supervisors
- Encourage workers to report all vehicle incidents and near misses



#### Fact sheet - Workplace bullying

Workplace bullying is best dealt with by taking steps to prevent it from occurring and responding quickly if it does occur. Mine operators should:

- provide comprehensive training to staff about the mine's policies, policies and procedures
- provide comprehensive training to staff about building a respectful workplace behaviour.

Regularly refer to the Resources Regulator document library for new and updates of the following:

- Fact sheets
- Guides (Technical Reference Guides)
- Incident Summaries
- Information Releases

- Reports
- Safety Alerts
- Safety Bulletins

These should be reviewed in line with your operations Training & Competency Management System Documents and Training Needs Analysis

## Order 34 Audits



Key Areas for focus for your next Coal Services Order 34 Audit:

- Pre-work
  - Have you reviewed the Pre-Audit Preparation requirements in the Oder 34 Audit Overview and Plan?
  - Some requirements need to be sent through at least 1 week prior and others at least 2 working days before
  - Benefits: less time on site conducting the audit, and less work post audit
- Internal Audits
  - This is your operations self-assessment
  - Do you do what your TCMS says you will do?
  - What evidence demonstrates how you comply with what you say you will do?
  - Audit Tool available on the Coal Services Order 34 Website
- Actions from previous audits
  - Are these tracked in your sites action management system?
  - Have they been actioned?
  - If they have been considered and/or actioned, what evidence do you have to demonstrate?

Remember that the TCMS is how you meet your legislative obligations in relation to Training and Competence. Following the Order 34 Guideline assists to ensure that you are.





NSW Resources Resources Regulator



# Update on maintenance of competence scheme and certification

Coal Services
Order 34 Workshops

Andrew Palmer
Manager Competencies

18 & 19 June 2025

Mines Rescue Stations





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Update on practising certificates and maintenance of competence

# Introduction



# The presentation

- Target audience is training staff at mines who support holders of practising certificates and people that support them, including organisations who are stakeholders or represent them
- Assumed that audience has a general understanding of requirements but are wanting to know more, including an update on recent developments.
- A question and answer session will be available at the end of the presentation so wait until then. BUT we are not here to debate the merits of the schemes.
- The presentation will be made available afterwards BUT there will be further guidance to confirm changes to the maintenance of competence scheme once gazetted, including a general webinar.



Update on practising certificates and maintenance of competence

# Practising certificates (PC) updates



# Update on PCs – gazetted other criteria for functions

• A new gazette for other criteria that enables the Regulator to issue practising certificates with functions on them other than the one the holder holds a certificate of competence for. Holders can read it to determine if they are eligible to apply for additional functions to be added by visiting this page:

https://www.resources.nsw.gov.au/resources-regulator/our-role/legislation/gazettals/work-health-and-safety-mines-petroleum-sites

- An example of new eligibility is Mining engineering manager (MEM) ug coal mines certificate of competence whose holders can apply to have the following functions added to their PC:
  - quarry manager of mines (already have MEM coal mines)
  - ventilation auditor (instead of the Graduate Diploma in Mine Ventilation from the University of New South Wales)
     provided they also have the prescribed auditing qualifications
- For further guidance refer to the new Resources Regulator Statutory functions webpage: https://www.resources.nsw.gov.au/resources-regulator/safety/certification/statutory-functions



# Example of Mining engineering manager ug coal where holder could add quarry manager and ventilation auditor

Work Health and Safety (Mines and Petroleum Sites) Regulation 2022

#### PRACTISING CERTIFICATE

In relation to the following statutory functions:

Mining engineering manager of underground coal mines

(pursuant to Schedule 10 of the Work Health and Safety (Mines and Petroleum Sites) Regulation 2022)

This statutory function also allows you to practise in the following roles:

Undermanager of underground coal mines

Ventilation Officer of underground coal mines

Deputy of underground coal mines

Mining engineering manager of coal mines other than underground mines

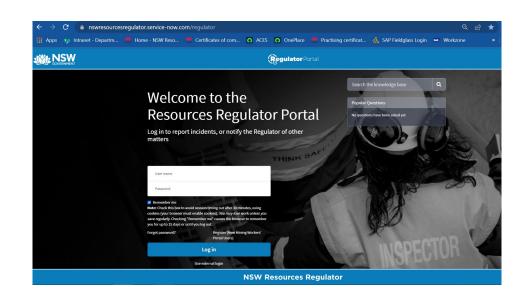
Open cut examiner of coal mines other than underground mines

Hold CoC for

Gazetted



# Maintain contact/work details with the Regulator



Holders maintaining their contact details with the Regulator is a condition of the PC.

To update your contact details:

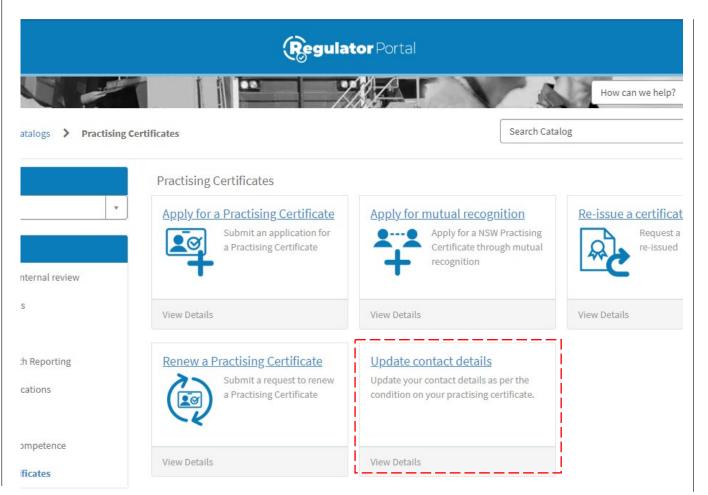
- 1) Log in to the Resources Regulator portal

  nswresourcesregulator.service-now.com/regulator

  If you don't have a login, select Register to request one
- If you already have a login for a mine, then email <u>cau@regional.nsw.gov.au</u> requesting to extend it to the Mining Workers section
- 3) If your nominated login email address is to change, then email <a href="mailto:competencies@dpird.nsw.gov.au">competencies@dpird.nsw.gov.au</a> before it does or as soon as possible after, to have it updated so you can log on with it



# Updating contact/work details on the portal



- Once you log in, proceed through the portal by selecting:
- Mining Workers portal >
- Practising certificates >
- Update contact details (as pictured)

You then complete the form to update whatever details required, which may include:

- Contact details (except email refer previous slide)
- Skills and qualifications
- Places of work

Image: Practising certificates page



## Mutual recognition of interstate and NZ certificates

- Substantive registration (mutual recognition) continues with issuing a NSW practising certificate, requiring maintenance of competence
- Automatic Mutual Recognition (AMR) commenced 1 July 2024, where an applicant applies through www.nsw.gov.au for temporary mutual recognition for a period. If approved, they receive an email only confirming this. They are still required to do maintenance of competence proportionate to the period they work in NSW.
- If a mine operator wants to nominate an AMR holder to practise in a statutory function then they should:
  - o Confirm with the Regulator that the email confirmation is valid competencies@dpird.nsw.gov.au
  - o Contact the interstate issuing authority to confirm person still holds a valid certificate contact details available from Regulator
  - Ensure the person completes MOC proportionate for the period they practise in NSW refer to 'Factsheet: Mining operators managing workers under automatic mutual recognition'



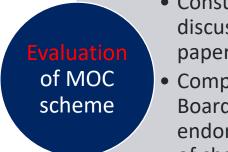
Update on practising certificates and maintenance of competence

# Maintenance of competence (MOC) and changes

# **Current status**



## Evaluation and revised MOC Scheme



- Consultation discussion paper
- Competence Board endorsement of changes

2023 - 2024



2025



2026 ongoing

#### **Current MOC Scheme from 1 September 2017 to date**



Image: sourced and adapted from <u>Core Mine</u>

#### Areas of competence

1. Mining WHS Systems

Sub area 1 Sub area 2

Sub area 3 Sub area 4

Minimum 1/3 hours

2. Legislation

3. Emergency

4. Leadership

3.

4.

Minimum 1/3 hours —

5. General WHS

Learning from disasters training mandatory – 1 day course or 7 hrs

Max 1/3 hours

#### FORMAL LEARNING (TRAINING)

Caps on learnings types:

- Limits across entire 5 years or
- · Limits across each year

Eg. seminars, in-house formal training, OEM

INFORMAL LEARNING (WORKPLACE ON THE JOB)

Caps on learnings types:

• Limits across each year

 $\hbox{Eg. high-level risk assessments, reviews of Principal Hazard Management or control plans}\\$ 

(eg. OCE) Minimum 1/3 hours

Maximum 2/3 hours

5 years

Year 1	Year 2	Year 3	Year 4	Year 5
Max 1/3 per year				



# Outcomes of the public consultation for the evaluation

Feedback: high level themes

- Complexity of the Scheme
- Rigorous recording requirements
- Lack of flexibility

Competence Board suggestions for improvement:

- Streamline areas of learning
- Review proportions for formal and informal learning
- Broaden allowable types of formal and informal learning
- Review annual caps and total hours



### Overview of changes to MOC scheme

#### Changes

- 1. Areas of learning to be called Groups with no requirements to do learning in sub areas
- 2. Learning from disasters training course or 7 hours only required for first time PC holders
- 3. Removed ratio of formal learning versus informal learning in total hours
- 4. Removed most formal learning types caps
- 5. Informal learning types expanded in number, scope and caps flexibility

#### NSW Resources Resources Regulator

#### Proposed MOC Scheme from 1 October 2025 (proposed)



Image: sourced and adapted from <u>Core Mine</u>

Groups of competence

1. Mining WHS Systems

- 2. Legislation
- 3. Emergency
- 4. Leadership

5. General WHS

No specified sub areas/topics except Learning from disasters (do once only)

Minimum 1/3 hours

Minimum 1/3 hours

•

Max 1/3 hours

#### FORMAL LEARNING (TRAINING)

Limits on learnings sources

- Limits across entire 5 years or
- Limits across each year

E.G. seminars, in-house formal training, OEM

INFORMAL LEARNING (WORKPLACE ON THE JOB)

Limits on learnings sources

Limits across each year

E..G. high-level risk assessments, reviews of PHM or control plans

#### No minimum or maximum formal versus informal learning - caps 20 hrs over 5 years

\_\_\_\_\_ 5 years

Year 1	Year 2	Year 3	Year 4	Year 5
Max 40% per year				



### Changes -1. Groups of learning (1-3)

Current scheme	New scheme from 1 October 2025 (proposed)
Three Areas with % requirements:  1) Mining & WHS systems (minimum 1/3)  2) Legislation Emergency & Leadership (minim. 1/3)  3) General WHS (maximum 1/3)	<ul> <li>Now called Groups numbered 1-3, but same areas of learning and %s of total hours</li> <li>Removed requiring learning in specified sub-areas, except mandatory disasters learning under Group 3</li> </ul>

- From 'Factsheet: changes to MOC scheme' proposed to be published
- Change from Areas to Groups to better reflect content and ease of reference
- Removing specified sub areas increases flexibility in what holders choose to learn

Benefit: do whatever topics you want relevant under the Group and to your function



# Changes – 2. Learning from disasters mandatory for new PC holders only

Current scheme	New scheme proposed from 1 October 2025 (proposed)
All holders must complete Regulator's Learning from Disasters course or 7 hours equivalent	2. Only new PC holders must complete the Regulator's Learning from Disasters course or 7 hours equivalent
	Optional for existing PC holders ongoing

- Regulator is updating its 3 learning from disasters training programmes, with new case studies, to be available:
  - 1. 1 hour induction or refresher for mine workers
  - 2. 2 hour for quarry manager condition to practice at tier 2 quarries only
  - 3. One day for holders of practising certificate

**Benefit:** more flexibility for existing PC holders to chose other training for up to 7 hours on topics under General WHS



# Changes – 3. remove ratio of Formal learning versus Informal learning in total hours

Current scheme	New scheme from 1 October 2025 (proposed)
<ul> <li>Minimum formal learning proportion of total hours:</li> <li>66% for higher managers (eg. Mining Engineering)</li> <li>50% middle managers (eg. Undermanager)</li> <li>33% supervisors (eg. Deputy)</li> </ul>	<ul> <li>Do as much Formal or Informal learning as you choose, only limited by caps for hours that can be claimed for some types</li> </ul>

Only the prescribed hours for groups of learning requirements and per year remain

Benefit: removes a layer of complexity to the scheme for holders, making it more flexible



## Changes – 4. Removed formal learning types maximum claim of 50% of total hours

Current scheme	New scheme from 1 October 2025
Rule: these formal types of learning cannot account for more than half (50%) of the total formal hours required over the five years or of the total formal hours you claim to satisfy the total hours required.	4. Removed these formal learning types cap so can claim unlimited

- The types of formal learning now able to claim unlimited hours for:
  - 1. Attending industry seminars / webinars / workshops / conferences / forums
  - 2. Completing study or training towards tertiary qualifications
  - 3. Attending inhouse formal training courses conducted within an organization

Only 'Attending OEM training' and 'Mines Rescue Brigades training' will have 20 hours caps.

Benefit: not limited in what you can claim for these major types of formal learning



### Changes – 5. Informal learning expanded and more flexible

<b>Current scheme</b>	New scheme from 1 October 2025	
14 types of informal learning	<ul> <li>5. Informal learning expanded:</li> <li>a) by 14 to 19 types</li> <li>b) with many having a wider scope eg. include auditing</li> <li>c) caps for informal learning changed from 4 hours per year to 20 hours over 5 years</li> </ul>	

#### New types are:

- 15) Developing or implementing or auditing or reviewing Safety Management System OR
- 16) Overseeing the above
- 17) Developing or implementing or auditing or reviewing WHS policies, procedures, instructions or safe work method statements OR
- 18) Overseeing the above
- 19) Developing or implementing or auditing or reviewing specific control measures required by WHS Laws.



# Changes (continued) – 5. Informal learning expanded and more flexible

Current scheme type and wording	New scheme from 1 October 2025 with new wording/type
12. The delivery of inhouse formal training courses	Additional type of learning that extended 12.: 13) Delivery of formal industry seminars, webinars, conferences or workshops with health and safety content, such as those run by industry or related organisations. These must be relevant to your practising certificate.
9. Development or review of principal hazard management plans, or principal control plans	9) Development or implementation or review or auditing of principal mining hazard management plans, or principal control plans.
8. Participation in risk assessments (this does not include day to day activities such as task focused risk assessment such as Take 5, JSA etc)	8) Participation in the development or review of high-level risk assessments (does not include day to day activities involving task focused risk assessment such as Take 5, JSA).



# Changes (continued) – 5. Informal learning expanded and more flexible

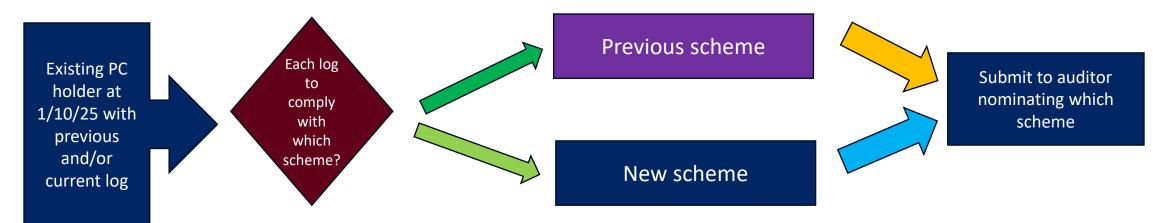
#### **Benefits:**

- 1. A lot more learning types (5) and wider scope to claim
- 2. More opportunity to claim learning from practising in the statutory function or support areas



### Proposed transitions for new MOC scheme

- Regulator not planning to conduct audits from 1 October 2025 to February 2026. This will allow time for the
  apps to implement the changes and people to adjust their logs and download.
- Gazette will provide flexibility for existing holders to choose which scheme their logs will comply with:



Individuals granted a PC after 1 October 2025 will comply with the new scheme for log

Benefit: flexible for holder to choose best scheme to comply with; move to new scheme sooner



# Update - audits of holders for maintenance of competence – 2024/2025

- Continuing to audit for minimum of 100 holders randomly across all types of certificates with holders' certificates expiring within the next year or more
- The benefit for holders is they can respond to the question to whether they are complying with their condition to maintain competence when applying to renew their practising certificate
- Under the Departments procurement policy, Core Mine were the successful tenderer.
   Coal Services Mines Rescue are the alternate provider where Core Mine has a conflict of interest.
- Core Mine finding only gets to audit 50% approximately of the holders emailed. This is despite the Regulator emailing the holders prior and removing any bounce back email addresses!!
- But the Regulator does follow up on those who are not audited and obtains up to date contact details.
   Holders who fail to respond to a second request to be audited will have cancellation of their certificate initiated.



# Update - audits of holders for maintenance of competence – 2024/2025 (continued)

- Core Mine have found the following themes in audit outcomes, some of which are recurring:
  - 1. significant numbers of holders still don't have their logs ready for an audit asking for extensions etc
  - 2. have not proof read them before submitting ie. a lack of ownership of the log and making sure its right!!!
  - 3. claiming too much thereby causing more non-compliances, including claiming too much in a year
  - 4. claiming things which are not eligible
  - 5. descriptions of learning not clear enough to confirm it is eligible and aligns with the learning type claimed
  - 6. claiming activity under the incorrect area of learning eg. learning from disasters under emergency mgmt.
  - 7. evidence of activities inadequate or cannot provide

A report on audits conducted will be tabled with the Competence Board and then published like previous years



Update on practising certificates and maintenance of competence

# Certificates of competence (MOC)



### Updates - exams

• Examiners continue to design exams to assess competencies from the framework for each level of function eg. 1 – supervisors. Revised version from 2024 is available at:

https://www.resources.nsw.gov.au/resources-regulator/safety/certification/certificates-of-competence/competencies-and-portfolios

Mines should consider the competencies for maintaining those of their certificate holders

• Candidates applying to sit the exams for a third time are required to complete and submit the form 'Plan to prepare for third or more attempt of certificate of competence examinations'.

It is promoted for all candidates to complete the form in preparing to sit:

https://www.resources.nsw.gov.au/resources-regulator/safety/certification/certificates-of-competence/reapplying-requirements



### Competence Board addressing exam outcomes and PC numbers

• The Board published the annual report from the Regulator on exam results and PC numbers 2018 - 2023:

https://www.resources.nsw.gov.au/resources-regulator/our-role/other-functions/mining-and-petroleum-competence-board/board

Recommendations for the NSW mining industry in response to the report to address ongoing low exam outcomes and declining PC numbers is also published for stakeholders to address, including mine operators

- Regulator leading a working group of Board members to identify ways to implement the recommendations with a focus on improvements to the exam processes
- The Regulator is to survey stakeholders, including past and current exam candidates. The outcomes to be tabled at a proposed forum in the second half of 2025 of selected stakeholders to consult on any proposed changes arising.



Update on practising certificates and maintenance of competence

### Conclusion



### Conclusion

- Update on practising certificates for functions that may be added to a PC and how to maintain contact details with the Regulator
- For mutual recognition the substantive process issues NSW certificates; automatic mutual recognition provides a confirming email for temporary workers
- Proposed changes to the maintenance of competence came from consultation to evaluate the scheme and with the Competence Board
   to be confirmed by gazettal in August after the Board meeting for proposed commencement 1 October 2025
- 5 significant elements for changes to maintenance of competence will increase flexibility and the ability to claim more learning
- Audits of holder MOC logs in 2025 continue to find around a 50% rate of people not responding to requests and audits finding recurring themes of non-compliance
- The competency framework and third attempt form for attempting certificate of competence exams are useful tools for mines to promote to all candidates and for maintaining competence for PC holders
- Training staff will continue to be an important stakeholder in supporting certification of mine workers stay tuned for confirmation of MOC changes

competencies@dpird.nsw.gov.au

(note change of address)

1300 814 609 (options 2 then 3)



### Thanks for attending

### Any Questions?

Update on practising certificates and maintenance of competence



### Question raised by Coal Services – on behalf of mines

#### Scenario:

A mine has been engaging interstate companies that have trades who have interstate qualifications, in this case Mechanical, being utilised as "Qualified mechanical persons", meaning they are not likely to hold a proficiency certificate, issued by Training Services NSW.

How does the mine ensure compliance with schedule 10 WHSMPS Regulation:

#### Qualified mechanical tradesperson

- (1) The statutory function of qualified mechanical tradesperson is to supervise the installation, commissioning, maintenance and repair of mechanical plant at the mine.
- (2) The requirement for nomination to exercise the statutory function is that the individual nominated must—
- (a) have been continuously employed as a mechanical tradesperson at a coal mine since 21 December 2004, or
- (b) have the required skills and experience identified in the mechanical engineering control plan and a proficiency certificate, issued by Training Services NSW, as identified in the mechanical engineering control plan.



### Question – qualified mechanical tradesperson (continued)

#### History and intent:

• WHSMPS Regulation was amended in 2022 from the following:

The requirement for nomination to exercise the statutory function is that the individual nominated must—

- (a) have a proficiency certificate (issued by State Training Services) in a mechanical trade, or (amended to current name Training Services NSW and to be clear on the standard)
- (b) have been continuously employed as a mechanical tradesperson at a coal mine since 21 December 2004, or (retained as is)
- (c) have a qualification that the regulator has declared, by notice published in the Gazette, to be a qualification equivalent to a qualification referred to in paragraph (a) or (b). (none gazetted so removed)
- The NSW Minerals Council representative (coal) on the Mining Competence Board initiated the amendment to present wording to give more flexibility, given issues with what proficiency certificates were eligible in the mechanical trade eg. for diesel fitter etc



### Question – qualified mechanical tradesperson continued

How does a mine comply with WHS laws, including for the mechanical engineering control plan (MECP):

1) Determine which tradespersons are required to be qualified ones in the plan '...to supervise the installation, commissioning, maintenance and repair of mechanical plant at the mine.'

**Note 1:** it is to supervise the lifecycle of mechanical plant not the supervision of workers, acknowledging that workers will be carrying out the work

**Note 2:** there is no legislative requirement that all tradespersons must be appointed as qualified ones, acknowledging a mine operator MECP may determine this is the most appropriate way for the mine to satisfy their requirements

**Note 3:** there are others who can supervise the work eg. mechanical engineering manager or engineer. Refer NSW Code of practice: MECP section 2.3.4 (revised May 2025)

- 2) Determine which proficiency certificates are required for the different types of work and state that in the plan
- 3) As per the plan and under provision of information to contractors WHS requirements, stipulate those requirements etc



### Question – qualified mechanical tradesperson continued

How does a mine comply with WHS laws, including for the MECP (continued):

- 4) The plan should address a process for determining what interstate proficiency certificates are equivalent to those specified for NSW proficiency certificates, including mapping of units of competence between them.
- 5) Where equivalency cannot be determined with certainty under the plan, then it should refer the matter to the **NSW Department of Education and Training Training Services NSW Trades Skills Recognition** section that deals with issues of equivalence of proficiency certificates for interstate and NZ: trade.skills@det.nsw.edu.au

**Note 4:** mutual recognition does not apply where there is NO licensing in NSW and another state for an equivalent occupation. Proficiency certificates are not licences.

**Note 5:** licensing may apply in the <u>qualified electrical tradesperson function</u> (supervisor certificate) so equivalent interstate or NZ holders would need to apply for mutual recognition - refer <a href="https://www.nsw.gov.au/business-and-economy/licences-and-credentials/building-and-trade-licences-and-registrations/working-interstate-and-mutual-recognition">https://www.nsw.gov.au/business-and-economy/licences-and-credentials/building-and-trade-licences-and-registrations/working-interstate-and-mutual-recognition</a>

Note 6: refer to the NSW code of practice: MECP

https://www.resources.nsw.gov.au/resources-regulator/safety/safety-resources/codes-of-practice

**NSW Resources** 

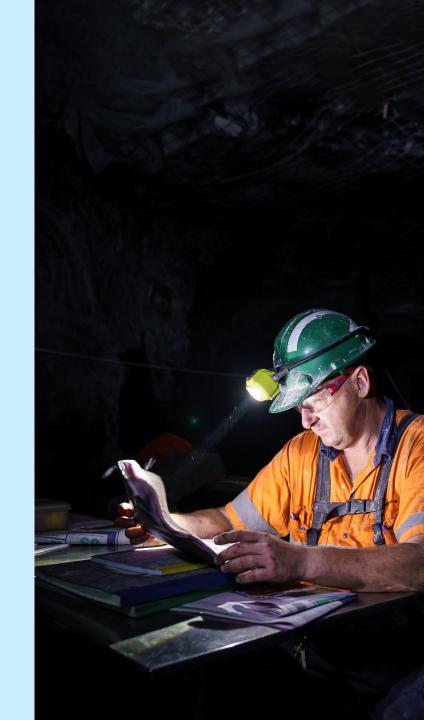
**Resources Regulator** 



### Training records

**Major Safety Investigations** 

Andrew Tull Senior Investigator





### EMPLOYERS (PCBU's and contractors)

ARE RESPONSIBLE FOR ENSURING WORKERS ARE PROPERLY

TRAINED AND INSTRUCTED ON HOW TO DO THEIR WORK SAFEYLY



### Duties relevant to training include

Person conducting a business or undertaking (PCBU) must ensure, as far as reasonably practicable, the health and safety of workers (s.19 WHS Act)

This includes ensuring you provide a worker with

Information, training, instruction and supervision (s.19 (3) (f))

#### Part 3.2 General Workplace Management (WHS Regs 2017)

- Training, information and instruction must be suitable and adequate having regard to the nature of work and risks (Cl.39)

#### Part 3 Managing risks - Division 8 Information, training and instruction (WHS (MPS) Regs 2022)

- Must ensure workers are given
  - A summary of the safety management system relevant to duties at the mine (s.106)
  - Adequate information, training and instruction about hazards associated with work carried out by the worker (s.107)
  - Visitors are informed of risks they may be exposed to (s.108)



### Why is it important to understand duties

- Duties <u>cannot</u> be delegated (s.14 WHS Act)
  - A worker includes employees and contractors and sub-contractors (s.7 WHS Act)

How do you ensure your contractors are informed, trained, and supervised?

- Record keeping A mine operator must keep
  - Make a record about training provided to workers under s.107
  - Keep the record while the worker in employed and
  - Ensure the record is made available on request by the worker
- Review of information, training and instruction
  - Provided to workers and visitors (s.106-109) must be revised to ensure it remains relevant and effective (s.110 WHS MPS Regs)



### What to expect during an investigation (Criminal Standard)

- Legislative powers
- Inspector powers on site (very broad)
- Regulator powers off site
- Interviews
- Workers involved in the incident
- Supervisors and managers
- Corporate officers and directors
- Workers who conduct similar tasks related to incident
- Workers who developed procedures and training packages
- Workers who assessed other workers





### Evidence investigators may obtain during an investigation

- List of training completed including original date completed and refresher dates
- Workers application for position and their CV (including assessments completed during recruitment)
- Letter of offer, position description/role
- Screening checks to confirm qualifications, experience and training of applicants for employment (based on risk)
- Inductions, assessment tests (written –v- on line)
- Practical assessments ability to operate plant or safely isolate (including quals of person conducting assessment)
- Evidence to verify you have reviewed or assessed training, skills and experience of contractors
- Reference to training and competencies in JHA's (in particular, when contractors involved)
- Evidence of how you determined training to be relevant and adequate
- Evidence of attendance sheets at training
- Evidence of retraining after incidents and identification of non-compliance with rules
- Evidence training packages are reviewed (meeting notes, version controls, emails)

Consultation with designers, manufacturers about plant instruction/operation manuals (many procedures on site are outdated and do not reflect, for example, current control panels on plant being used).

#### **NSW Resources**

Resources Regulator



Questions



### Question raised by Coal Services – on behalf of mines

Question regarding instruction and maintenance manuals for plant, see below:

Section 23-25 of the Work Health and Safety Act 2011 (NSW) provides guidance on duties of designers, manufacturers and suppliers.

As an example, section 25 (4) requires that a supplier, who supplies plant, must provide adequate information to a purchaser about;

- a) The purpose for which the plant was designed or manufactured
- b) Results of tests and examinations to ensure the plant is without risks to person who may operate the plant
- c) Conditions necessary to ensure the plant is without risk to the safety when used as was intended.

The above duties are ordinarily met by providing an instruction and or user manual.

There is also a duty that requires the supplier, if requested, to provide current relevant information about a-c above.





Break – 10 mins



### Brainstorming + discussion

High risk work training and authorisation

### Workshop activity



- 1. What are the high risk activities at your mine site?
- 2. What are the current pre-requisites someone needs to perform that activity?
  - Qualifications/licenses/national competencies etc.
- 3. What are the current site requirements for someone to be allowed/authorised to perform that activity on site?
- 4. What are the current expiry and re-assessment requirements?





Lunch break - 30 mins



### Coal Mines Insurance

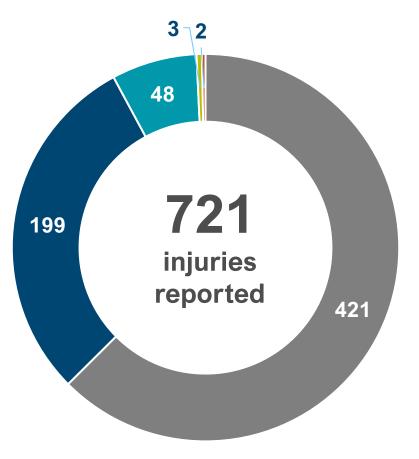
# Workers compensation claims and injury profile

### NSW coal industry

Claims and injury profile from 1 July 2024 to 31 March 2025 (Inc. Industrial Deafness)



#### Injuries by risk category



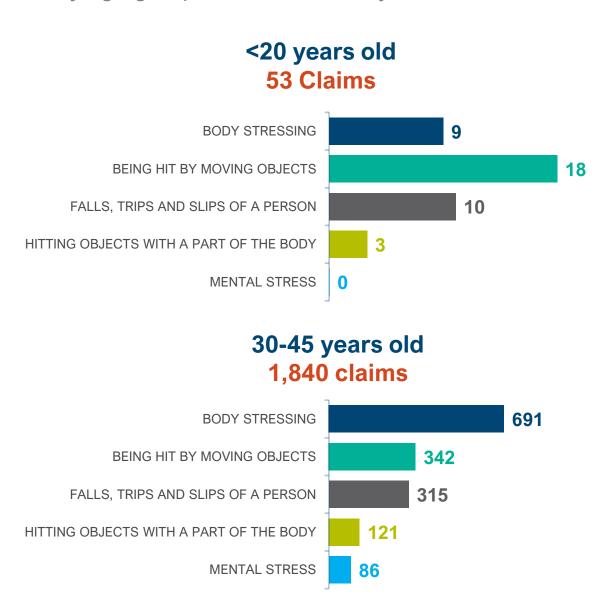
Open Cut		Underground
31%	Injuries reported	61%
47	Avg. age at date of incident	45
\$37,135	Avg. cost incurred	\$22,594

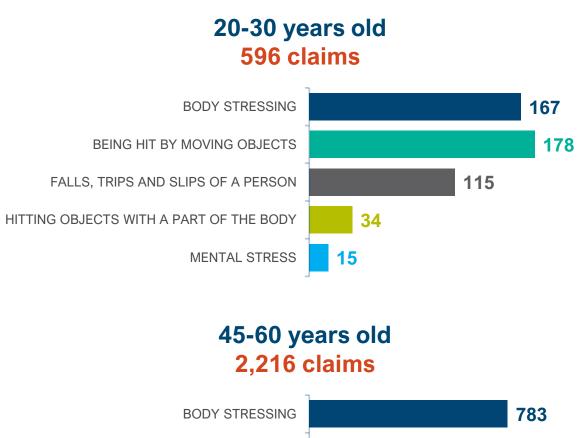
- Underground
- Open Cut
- Operational Mining Services (on/offsite)
- Administration (on/offsite)
- Unknown

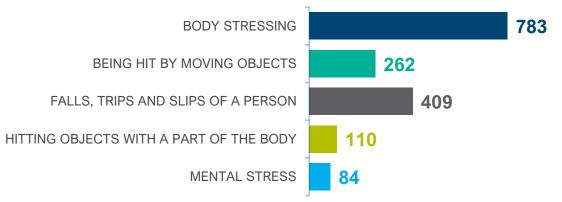
### Claims and injury profile (mechanism of injury)



By age groups, data from 1 July 2020 to 31 March 2025

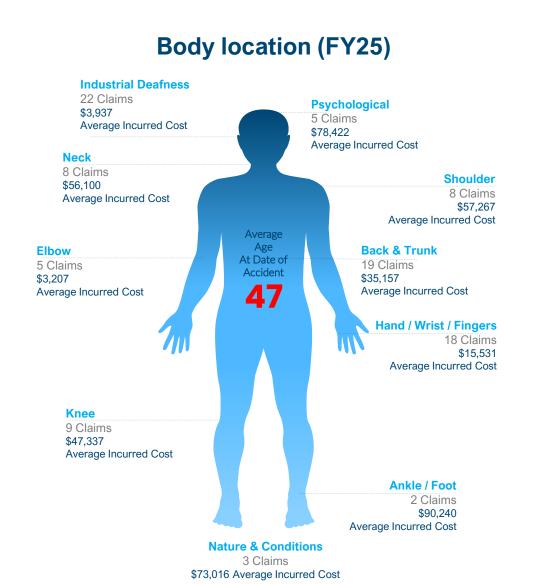






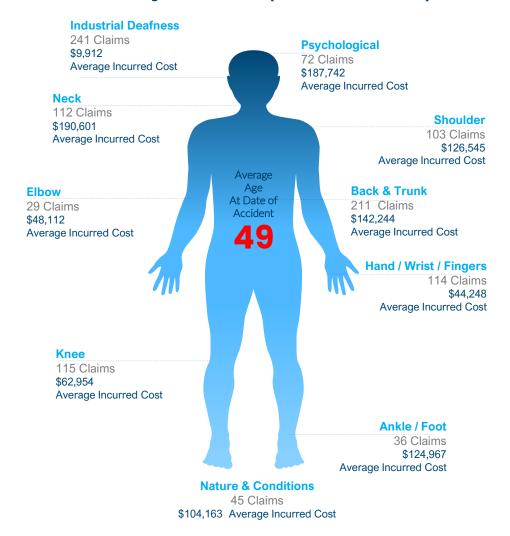
#### Open Cut – mine owners

Claims and average incurred cost (data as at 31 March 2025)





#### **Body location (FY21 to FY25)**

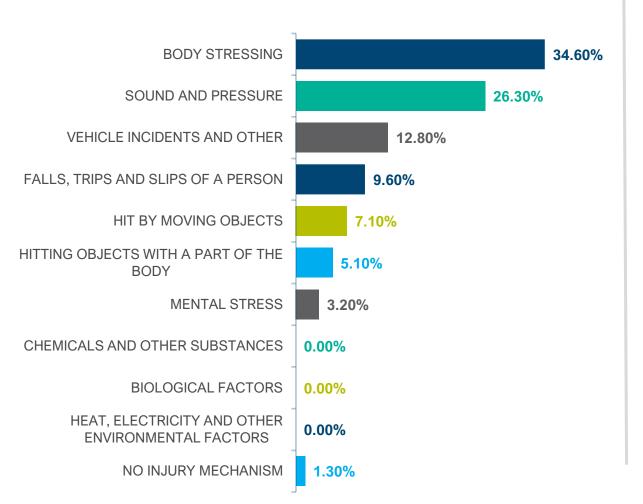


#### Open Cut – mine owners

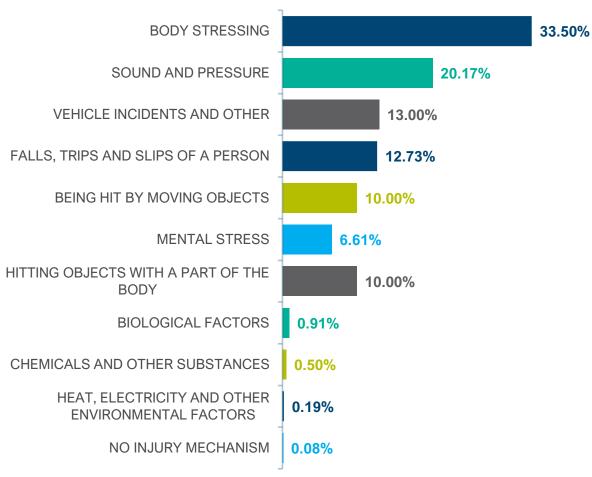
Claims and average incurred cost (data as at 31 March 2025)





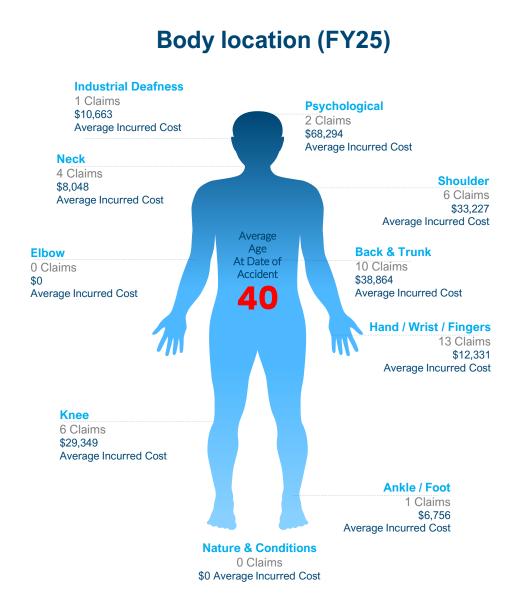


### Mechanism of Injury (FY21 to FY25) 1,210 claims



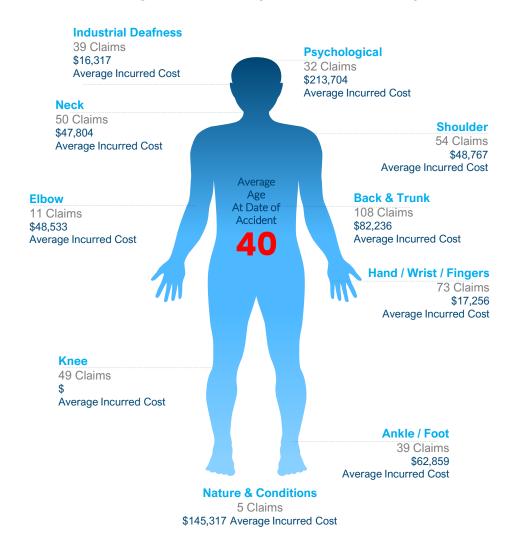
#### Open Cut – contractors

Claims and average incurred cost (data as at 31 March 2025)





#### **Body location (FY21 to FY25)**

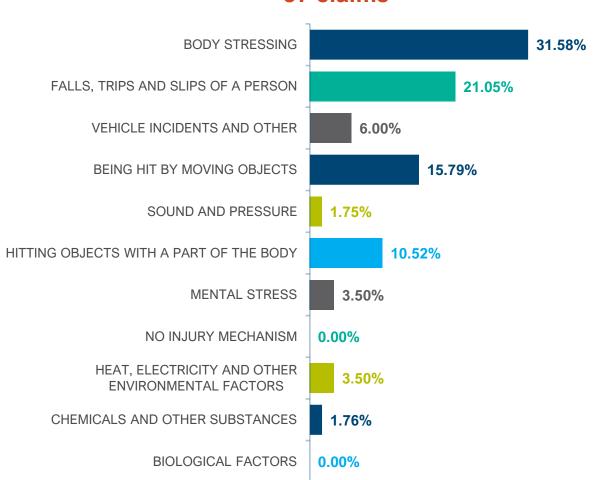


#### Open Cut – contractors

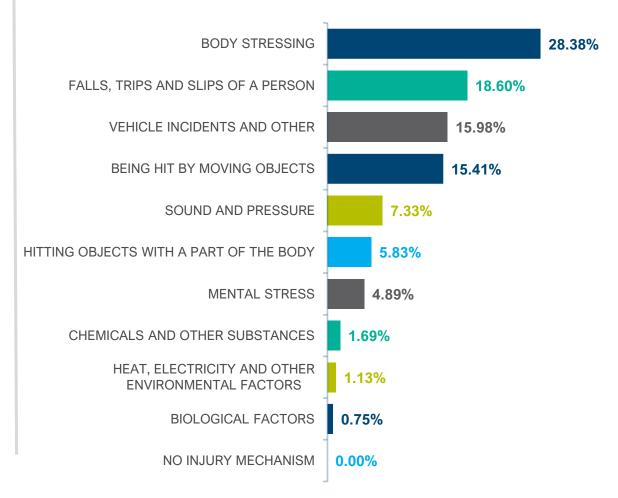
Claims and average incurred cost (data as at 31 March 2025)



### Mechanism of Injury (FY25) 57 claims



### Mechanism of Injury (FY21 to FY25) 532 claims



#### Scenario



#### **Employment details**

- John was employed by Mining Co Pty Ltd, a Labour Hire company.
- He worked as a fitter at ABC Mine Site, owned by ABC Mining.
- ABC Mining provided a two-day induction that covered usual safety procedures in an open cut coal mine. Brief daily inductions were conducted to enter protected areas.
- ABC Mining provided John with tools/equipment and the OCE who assigned him tasks each day was employed by ABC Mining.



#### **Injury**

- In December 2016, John was directed by the OCE to change a punctured tyre on a loader. The new tyre unit was supplied
  by the tyre company
- Whilst fitting the tyre it exploded throwing John against a wall leading to severe injuries
- Investigations concluded:
  - The incorrect tyre had been mounted to the wheel rim and the tyre was faulty
  - A work procedure directive stated that tyres should not be inflated to operating level until the whole unit had been fitted.
     John was provided this directive at his initial induction, and admits seeing the directive or knowing of its existence
  - The OCE had told John to get the job done 'immediately'. John knew it would take 30 minutes longer to do the job if he
    obeyed the work directive, so John took the 'short cut' to do the job 'immediately'

#### Scenario (continued)





#### **Discussion points**

- 1. Does John's employer, Mining Co Pty Ltd, have a duty of care in this scenario despite having little control over John's day-today tasks?
- 2. Does ABC Mining have a duty of care in this scenario even though they are not John's employer?
- 3. Who has breached their duty of care to John?

#### Outcome (based on real case)

- Mining Co Pty Ltd (employer) 20%
- ABC Mining (host employer) 70%
- Tyre manufacturing company 10%

### Accountabilities



Role	Responsibilities	
Mining Supervisors	•	Ensure procedures are followed as written or carry out a JSA on any necessary changes to ensure new risks are not introduced
Tradesman and Operators	•	Follow procedures as written or carry out a JSA on any necessary changes to ensure new risks are not introduced
	•	Changes to this procedure must be communicated to all relevant personnel who may be affected by the change.
	•	Seek additional information from the mining supervisor or shift supervisor if required

#### Best practice

#### **Evidence**



Gathering of evidence and disclosure of information, particularly by the employer is key in defending alleged negligence

- Employer/Supervisor can assist through providing a statement and being a witness
- Contemporaneous note taking of duties worker was performing when incapacity commenced
- Comprehensive records kept by employer of conditions of worksite at time of injury (e.g. potholes or weather conditions) as well as maintenance records of equipment
- Strong expert opinion evidence obtained with assistance of employer
- Timely RTW plan implemented, and ongoing recovery supported at work leading to increased capacity
- · Specific particulars related to the alleged negligence
- Best practice employer record keeping including
  - <u>All training records</u> such as Inductions, WHS and training, including risk management, incident reporting and legal responsibilities. Job/Task Competency Assessments, Supervisor or Statutory Position Training, High-Risk Work & Licensing
  - Records of maintenance, repairs, services etc.
  - Appropriate records of disciplinary actions and performance management
  - Risk assessments
  - Statements and contemporaneous notes from witnesses and supervisors at the time of the incident signed and dated if possible
  - Outcomes of investigations (internal and external)
  - Relevant photos and videos of the incident site, injury etc.

### How can industry reduce these claims?



<b>Common Breaches</b>	Possible Approaches
Faulty machinery / equipment	Replace faulty equipment immediately; Don't tag and replace later Document maintenance
Modifications without risk assessment	Perform (and document!) risk assessments for all modifications Act on hazards identified during risk assessments, and document those actions  Document all training
Road surfaces not maintained	Maintain roads / potholes Photograph and investigate surfaces at the time of injury (potholes get bigger with time!)
Bullying / harassment	Have appropriate policies in place, and address issues in line with those policies Address the act <b>and</b> what flows from it (e.g. EAP)  "Casual swearing" is difficult to defend Disciplinary records / warnings Contemporaneous notes, agendas, minutes and attendees

Witnesses, especially those who are emotional, who think that they are morally in the right, tend very easily and unconsciously to conjure up a legal right that did not exist. ... With every day that passes the memory becomes fainter and the imagination becomes more active. A witness rarely persuades a Judge that his present recollection is preferable to that which was taken down in writing immediately after the accident occurred. <u>Therefore, contemporary documents are always of the utmost importance.</u>

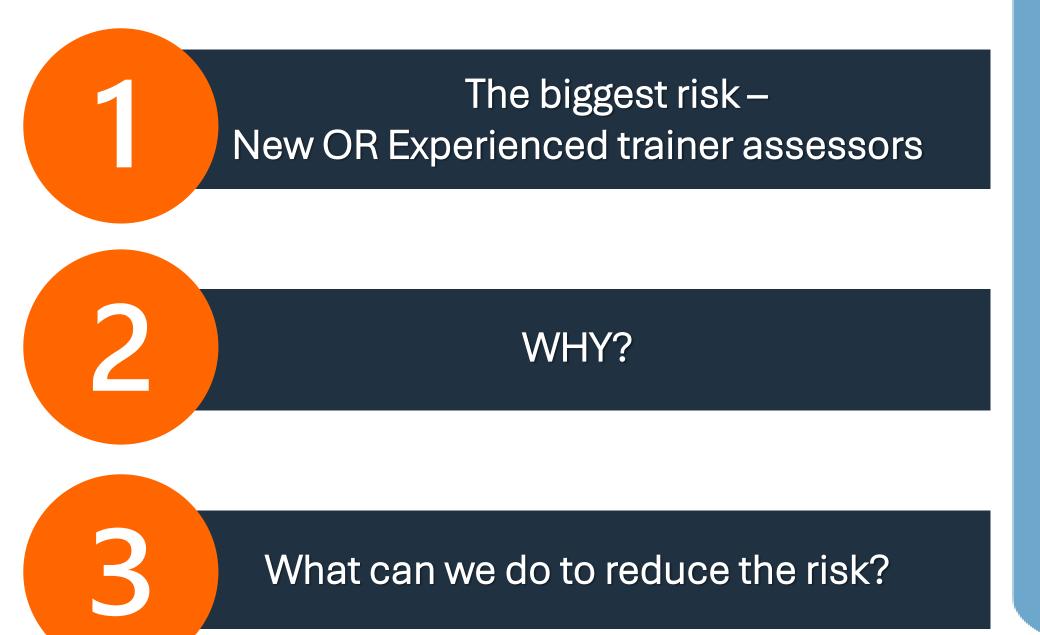
- Onassis v Vergottis [1968] 2 Lloyd's Rep 403 at 431 [emphasis added]







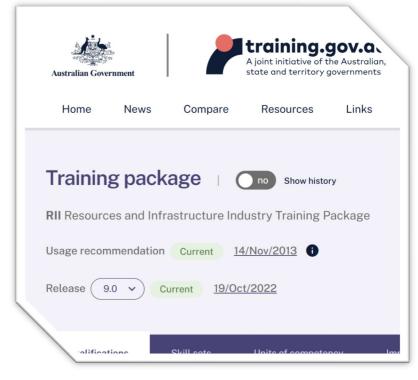
**Keeping your training and assessment team CURRENT** 



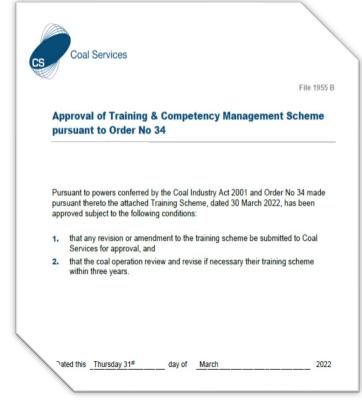


# UNDERSTANDING STANDARDS IS A GOOD STARTING POINT - THE STANDARDS YOU WILL TRAIN OR ASSESS TO

# National competency standards



## INDUSTRY STANDARDS - Order 34



# organisational standards - TCMS

**Training Competency Management Scheme** 



### WHAT HAPPENS IF WE DON'T Train and assess to the standard

# National competency standards



VET Regulator - ASQA UPDATE - May 2025

"....serious regulatory action undertaken by ASQA in the last quarter of 2024, the four critically non-compliant providers who had their registration cancelled and subsequently, the cancellation of 21,000 qualifications and statements of attainment"

If RTO's cut corners, you might be one of the thousands that has your SOA cancelled



This is your world, so you need to know the consequences...

Talk to Cindy and your Training Dept if ever you are unsure



### SKILLS and knowledge

#### Understanding the difference



Just because you can read sheet music doesn't mean you can play an instrument



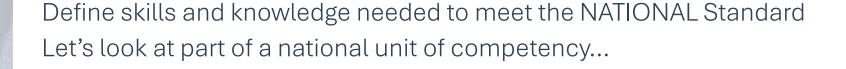
Just because you can play doesn't mean you understand and can transfer skills



Being successful means skills and knowledge come together



### National competency standards





RIIVEH201E Operate a light vehicle

There are 17 performance criteria a person needs to meet – here are a few to think about

#### Plan and prepare for light vehicle operations

- 1.1 Obtain, interpret and confirm work requirements
- 1.2 Access, interpret and apply documentation required to operate a light vehicle
- 1.3 Identify and address potential risks, hazards and environmental issues, and implement control measures according to workplace procedures
- 1.4 **Select and wear** appropriate personal protective equipment for planned work activities
- 1.5 Plan vehicle operations with consideration to the work activity, route, passengers and equipment safety
- 1.6 Obtain and interpret emergency procedures, and be prepared for emergency situations

Knowledge – what evidence do we need to collect to ensure the understand and can apply to perform the task to the standard

Skills – what evidence do we need to see them perform to meet the criteria?

Is it ok to ask them to explain what PPE they would wear?



### UNDERSTANDING "OBSERVABLE BEHAVIOURS"

**Observable behaviours** - Observable behaviours are events or actions that are performed by an individual. In simple words, observable behaviour includes anything a person can see someone else doing, for example, walking, picking up the box.

#### **Example** – TAEDEL311 Provide work skill instruction

- 1.2 **Confirm** a safe learning environment
- 2.1 Interact with learners to establish a safe and comfortable learning environment
- 2.2 **Brief learners** on work health and safety (WHS) procedures and requirements prior to, and during, training
- 2.3 Follow plan for work skill instruction and cover all learning objectives
- 2.4 Use facilitation techniques to structure, pace and enhance learning, and explain and demonstrate work skills
- 2.5 Apply coaching techniques to assist learning
- 2.6 **Use communication techniques** to provide information, engage and instruct learners and demonstrate work skills
- 3.1 Use observation and questioning to check learner acquisition and use of new skills and knowledge

Can we assess without seeing these criteria?



### THE Pressures the impact effectiveness

#### The biggest pressure...



#### Quality v's time

National standards often give us criteria which conflicts with workplace standards

Example – TAEDEL311 Provide work skill instruction

**Criteria** – Requires "at least 3 work skill instruction sessions, with each session being of at least 30 minutes duration and involving"

The challenge each person completes  $3\times30$  min sessions including feedback takes 2 hours person meaning the assessor must see these

2 hours x 10 people = 20 hours

This does not include time for training theory and learning and paperwork

Are you allocating enough time to observe skills and check skills and knowledge are meeting the standards?



### 1-Day customised training officers program - course objectives

- To understand the **Daily role of a training officer** –the Gatekeeper of the whole process
- To understand **The Principles of Assessment** and the **Rules of Evidence** What do they mean and how do they apply to us as training officers. Participants will work through the theory around the Principles of Assessment and the Rules of Evidence and then they will be provided with some examples i.e. currency with records, version control the importance of keeping records up to date, sufficiency, reliability etc
  - To understand the **Legality relating to the role** –understanding the risk factors and the consequences that can occur case studies will be provided

### THE Training Officers Program

#### During the session we will cover

- Order 34 and TCMS
- Standards
- Competency based training and assessment
- Trainer / Assessor accountability
- RII Training Package
- National competency standards
- Principles of assessment
- Rules of evidence
- Competent v's Not yet competent
- Reassessment and Maintenance of competency
- Document control and records management
- Measurement and evaluation

An effective system
brings People,
Process and Culture
together







### some new

### EXCITING PROGRAMS FROM FORSYTHES TRAINING

### Empowered women empower women...



#### REGIONAL WOMEN IN LEADERSHIP

Empowering our **Emerging Leaders** across all industries







Join a transformative journey of leadership growth, connection, and celebration.

#### Program Purpose:

Women in Leadership - Self, Skills & Support

This community-based program empowers women across all industries to lead with confidence, clarity, and impact. Centred around the pillars of Self, Skills, and Support, this inclusive program brings together women for facilitator.

led workshops and group mentoring sessions in a dynamic and engaging learning experience.



Empowering our Existing Leaders across all industries







Join a transformative journey of leadership growth, connection, and celebration.

#### Program Purpose:

Lead with Confidence, Clarity & Impact

An immersive leadership experience designed for established women leaders ready to amplify their influence. Grounded in the pillars of Self, Skills, and Support, this community-based program cultivates authentic leadership presence, enhances strategic capability, and fosters the growth of a powerful professional network.



### **CONCLUSION**

Thanks for your contributions to today's session.



Are there any questions or feedback?

# THank YOU





### Conclusion

Survey to be sent out following these workshops

General feedback and questions

