



Newcastle Coal
INFRASTRUCTURE GROUP

Operation Environmental Management Plan



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1. CONTEXT

Newcastle Coal Infrastructure Group (NCIG) is the operator of a Coal Export Terminal (CET) located in the industrial area of Kooragang Island in the Port of Newcastle. NCIG has approval to construct and operate a 79 Million Tonnes per Annum (Mtpa) CET, including associated rail and coal handling infrastructure and wharf/ship loading facilities.

NCIG provides export capacity for its shareholders and other producers in the New South Wales coal market. In order to deliver this capacity, NCIG management employs a strategic model encompassing a number of key areas, critical to the sustainable operation of the terminal – see Figure 1 below.



Figure 1. NCIG Strategic Model

In order to manage environmental impacts, there are a number of external and internal issues that NCIG are required to manage. These issues can generally be categorised as:

- **Meteorological** – conditions which the NCIG operation experiences which has the potential to result in environmental impacts, e.g. strong winds leading to dust generation, high rain events resulting in flooding and runoff.
- **Regulatory** – approvals, permits and legislation, which NCIG is subject to, where non-compliance may lead to actual or potential environmental impact, or result in prosecution against the company.
- **Activity** – operational activities conducted by NCIG, including maintenance and administration, which have the potential to impact the environment, e.g. coal handling, storage of hydrocarbons, electricity demand.
- **Stakeholder** – these could be any stakeholder that interacts with the business and has the potential to affect the environment or be affected by business activities, e.g. customer, supplier, community member, employee, regulator, shareholder, investor.

Each of these issues will have an influence on NCIG's environmental performance. For this reason, NCIG implements a system to identify, address and manage environmental risks related to the company's operation, including review of the controls in place.

1.1 Needs and Expectations

There are a number of stakeholders, or ‘interested parties’, engaged with NCIG’s activities. In order to maintain an ongoing relationship with these parties and contribute to its ‘Social Licence to Operate’, NCIG considers the needs and expectations of these parties in developing its environmental and community management strategy. Table 1 identifies these stakeholders, their requirements or expectations, and the means by which NCIG believes it meets its obligations in maintaining these relationships.

Table 1. Stakeholder Needs and Expectations

Stakeholder (Interested Party)	Requirement / Expectation	NCIG Obligation
Customer/Shareholder	NCIG operates within relevant approvals and licences, to ensure a sustainable business that provides ongoing capacity, and assists in the management of environmental issues that apply more broadly to coal chain, eg. dust from the rail network.	Project Approval 06_0009 EPL 12693 Particular Manner Decision 2006-2987 Relevant Environmental Legislation
Employee	NCIG operates within relevant approvals and licences, to ensure a sustainable business with ongoing employment, as well as an interest in working for a socially responsible company.	Project Approval 06_0009 EPL 12693 Particular Manner Decision 2006-2987 Relevant Environmental Legislation
Community Member	NCIG operates in a sustainable manner, that has negligible or no impact on their livelihood or existing lifestyle. NB/ Of particular importance is the concept ‘Social Licence to Operate’.	Project Approval 06_0009 EPL 12693 Particular Manner Decision 2006-2987 Relevant Environmental Legislation NCIG Complaints Response Sustainability Report Community Engagement Group
Supplier	NCIG continues to operate sustainably, to provide an ongoing business partner and a socially responsible working relationship.	Project Approval 06_0009 EPL 12693 Particular Manner Decision 2006-2987 Relevant Environmental Legislation Modern Slavery Statement
Investor	NCIG operates in a socially responsible manner, including completion of government energy, water and waste reporting requirements.	Project Approval 06_0009 EPL 12693 Particular Manner Decision 2006-2987 Relevant Environmental Legislation

		National Pollutant Inventory (NPI) Reporting National Greenhouse and Energy Reporting (NGER) Sustainability Report
Regulator	NCIG complies with all relevant environmental legislation and approval conditions, both state and federal, and will freely interact on developing policy and regulatory issues.	Project Approval 06_0009 EPL 12693 Particular Manner Decision 2006-2987 Relevant Environmental Legislation National Pollutant Inventory (NPI) Reporting National Greenhouse and Energy Reporting (NGER)

NCIG is committed to maintaining positive relationships with its stakeholders. Therefore, the obligations listed above are tracked as compliance obligations. Legislation, Approvals and Licencing Requirements are covered in more detail in Section 3.1

1.2 Purpose

The Operation Environmental Management Plan (OEMP) has been developed in order to document the way in which NCIG manages activities that have the potential to impact the environment. It outlines the system that identifies and assesses environmental risks including statutory and approval requirements, the controls and procedures that manage these risks, and measures to review the system including, its effectiveness. Critical to this approach is business leadership and involvement, particularly at the planning and review stage to ensure that clear objectives and targets are established, and adequate resources are provided in order to achieve these.

The system outlined in this document is consistent with the framework established by the business and contained within the NCIG Sustainable Operations Management Plan (*HSEC.MPLN.01.01*), which is modelled around a Plan-Do-Check-Act methodology – see Figure 2 below. This model is reflected in the overarching Sustainable Operations Management Plan (SOMP) framework, which is divided into four (4) key elements:

- Element 1 – Policy and Standards;
- Element 2 – Planning;
- Element 3 – Implementation and Operation; and
- Element 4 – Management Review

Relevant documentation of the system, including this OEMP and other key environmental documents, fall within these elements.

Importantly, the OEMP aims to outline how the continuous improvement model applies specifically to environmental and community aspects of NCIG, and to assist NCIG in the implementation of appropriate environmental management measures during operation. Changes in the context or needs and expectations of stakeholders will be taken into consideration when implementing and updating this management plan.

1.3 Scope

This OEMP applies to the operation of the NCIG CET up to the maximum 79 Mtpa capacity (in accordance with Condition 1.1 of the CET Project Approval (06_0009)). It applies specifically to activities undertaken to operate the CET, including general operations, maintenance and administration activities. It does not apply to construction activities, as they are outlined within the NCIG Environmental Assessment and Project

Approval (06_0009), or construction and maintenance activities undertaken within the NCIG Compensatory Habitat areas. These activities fall within a different set of management plans, which cover specific environmental risks. Despite this, management measures and controls are consistent between all areas under NCIG’s operational control wherever practicable.

The NCIG CET operation is located on the south arm of the Hunter River. The following three major activities are undertaken during operations:

- Train Unloading – trains enter the NCIG site from the Kooragang mainline, travel along the rail spur and empty their coal wagons into one of two dump stations. Empty trains travel around the rail loop then rejoin the mainline.
- Coal Handling and Stockpiling – coal is transferred from the dump station, via a series of conveyors, to the stockyard for stockpiling. One of four stacker/reclaimers is used to stack coal onto the stockpile and reclaim coal via a bucket-wheel. Coal is reclaimed from the stockpile and sent to the wharf via an outbound series of conveyors.
- Ship Loading – Two ship loaders are available to transfer coal onto ships at berth, drawing from the buffer bins. There are three berths at the NCIG wharf, taking three ships at any one time.

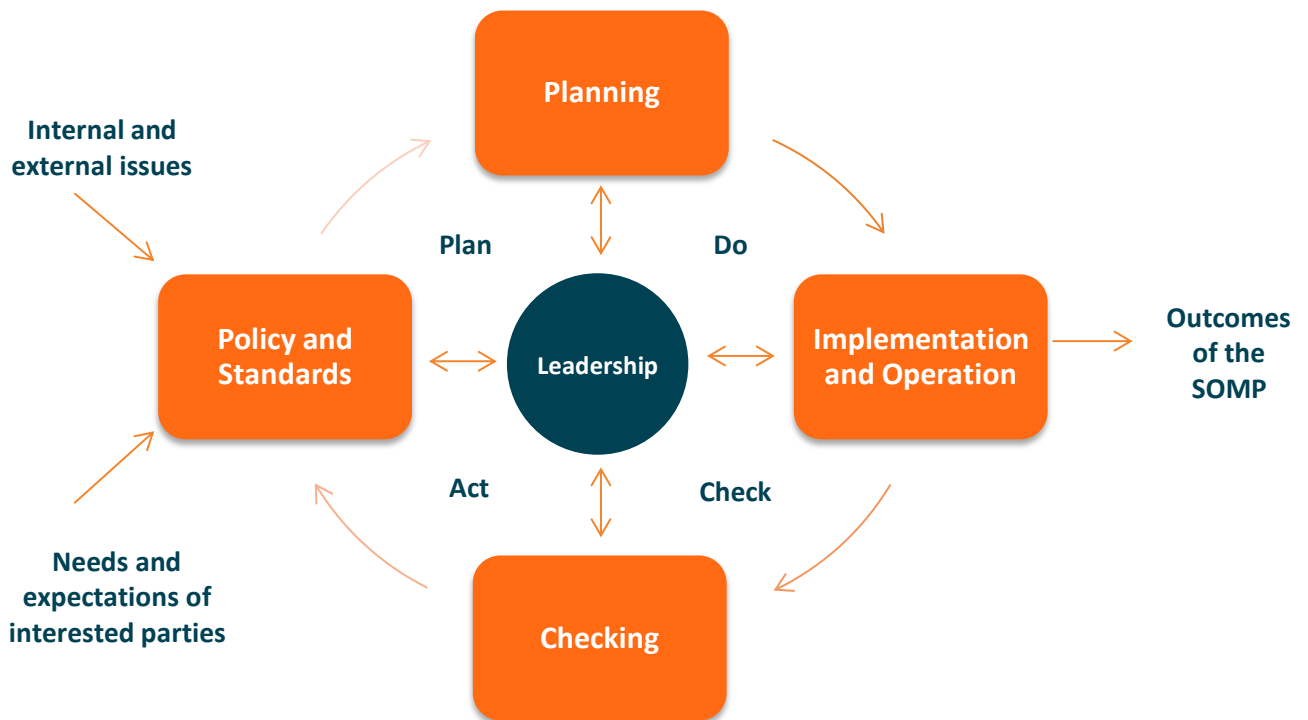


Figure 2: Continuous Improvement (Plan-Do-Check-Act) Model.

The CET Operational site is shown in Figure 3 based on the maximum allowable coal throughput of 79 Mtpa.

Other key features of the NCIG CET include the water management system (including containment and reuse of water onsite), Administration, Store and Workshop Buildings, access roads and internal roads, utilities including electricity, water and sewer infrastructure, and site security features.

1.4 Structure

This OEMP is structured as follows:

Section 2 – Leadership and Commitment, including policies and leadership involvement.

Section 3 – Planning and System Support, including risk management, compliance obligations, environmental objectives and targets, planning to act, resources, competence and awareness, internal and external communication and documentation.

Section 4 – Operation and Implementation, including operational control and emergency preparedness.

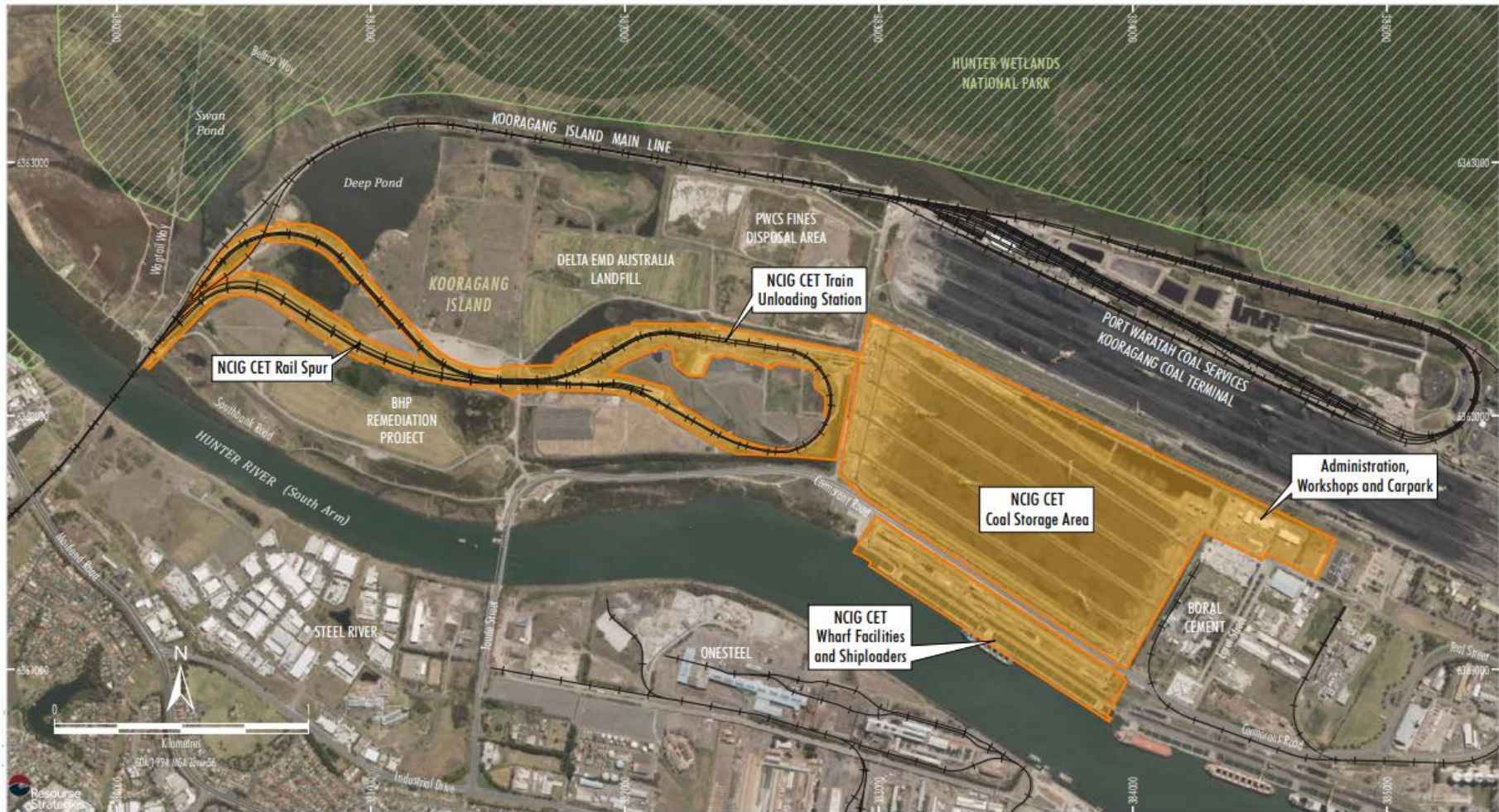
Section 5 – Performance Evaluation and Improvement.

NCIG was granted Project Approval (06_0009) on 13 April 2007. This OEMP has been prepared in accordance with Conditions 7.5 and 7.6 of the Project Approval (06_0009). The table below indicates where these requirements have been addressed in this OEMP.

Table 2. OEMP Compliance Requirements

Condition	Requirement	Where Addressed
7.5	Prior to the commencement of operation of the project, the Proponent shall prepare and submit for the approval of the Planning Secretary an Operation Environmental Management Plan (OEMP) to detail an environmental management framework, practices and procedures to be followed during the operation of the project. The Plan shall be consistent with the Department’s Guideline for the Preparation of Environmental Management Plans (DIPNR 2004), and shall include, but not necessarily be limited to:	This OEMP
7.5 a)	a description of all activities to be undertaken on the Site during operation including an indication of stages of operation, where relevant;	Section 1.3
7.5 b)	statutory and other obligations that the Proponent is required to fulfil during operation including all approvals, consultations and agreements required from authorities and other stakeholders, and key legislation and policies;	Section 3.1
7.5 c)	details of how the environmental performance of the operations will be monitored, and what actions will be taken to address identified adverse environmental impacts. In particular, the following environmental performance issues shall be addressed in the Plan: <ul style="list-style-type: none"> i) measures to monitor and manage dust emissions; ii) measures to monitor and minimise soil erosion and the discharge of sediment and other pollutants to lands and/ or waters during operation; iii) measures to monitor and control noise emissions during operation; iv) measures to monitor and manage retained onsite native vegetation and habitat 	See sub-plans below
7.5 d)	a description of the roles and responsibilities for all relevant employees involved in the operation of the project;	Section 2.2
7.5 e)	the additional studies listed under condition 7.6 of this approval; and	See sub-plans below
7.5 f)	complaints handling procedures during operation.	Section 5.7
7.5	The Operation Environmental Management Plan shall be made available for inspection by the public upon request following its approval by the Planning Secretary.	Section 5.7
7.6	As part of the Operation Environmental Management Plan for the project required under condition 7.5 of this approval, the Proponent shall prepare and implement the following:	See sub-plans below

7.6 a)	a Dust Management Plan to outline measures to minimise and manage any impacts from the operation of the project on local air quality. The Plan shall include...	Operation Dust and Air Quality Management Plan
7.6 b)	a Noise Management Plan to outline monitoring, management procedures and measures to minimise total operational noise emissions from the project. The Plan shall also include...	Operation Noise Management Plan
7.6 c)	a Water Management Plan to outline the water management system for the Site. The Plan shall include...	Operation Water Management Plan
7.7 d)	a Spontaneous Combustion Management Protocol to outline measures to minimise and manage the spontaneous combustion of the coal stockpiles. The Plan shall include...	Operation Spontaneous Combustion Management Plan



- LEGEND**
- Railway
 - National Park/Consevation Area
 - Approximate Extent of Approved NCIG CET

Source: NSW Spatial Services (2019)
 Orthophoto: NSW Spatial Services (2019)


MODIFICATION REPORT
 Approved General Arrangement
 of the NCIG CET

Figure 3. NCIG Project General Arrangement

2. LEADERSHIP AND COMMITMENT

2.1 NCIG Sustainable Operations Management Approach

NCIG is committed to managing the impacts of its activities on the environment, including the local community. This is reflected in the NCIG *Sustainability Policy*, which includes commitments to:

- Manage our operations responsibly and efficiently while safeguarding the interests of our people, customers, shareholders, the wider community, and the environment.
- Promote a culture where all people are treated fairly and with respect and encouraged to reach their full potential.
- Maintain a safe workplace and zero harm culture.
- Develop processes that help us identify, prevent, mitigate, remedy and account for sustainability risks.
- Operate with governance systems and processes that maximise efficiency and minimise our footprint, creating value and positive impact.
- Acknowledge the importance of the global energy transition towards lower carbon intensive energy systems.
- Manage our environmental and ecological impacts beyond regulatory compliance to deliver positive outcomes for the local area.
- Support our people and their professional development with a particular focus on mental health and wellbeing, and inclusion and diversity.
- Support local and regional economic and social prosperity through employment, procurement, partnerships, and community investment.

These policy statements were developed in consultation with the NCIG Executive Leadership Team (ELT) and have been endorsed by the NCIG Board of Directors and signed by the Board Chairman. This policy represents the accountability assumed by NCIG management for its environmental performance, including effectiveness of the underlying Sustainable Operations Management Plan (HSEC.MPLN.01.01).

Beyond the statements within the Sustainability Policy, NCIG management provides support for the effective management of environmental issues by:

- Providing adequate resources for the management of environmental aspects;
- Ensuring integration of environmental management requirements throughout business Processes, e.g. risk assessment, procurement and acquisition, use of natural resources;
- Communication of environmental performance and conformance with environmental requirements, e.g. Sustainable Operations Board Reports, CEO presentations at Business-wide Communication Days; and
- Ensuring that environmental management is reflected across business and departmental objectives, through the development of objectives and targets during the annual business planning process – see Section 3.3.

NCIG strives to achieve best practice for environmental management. For this reason, the NCIG SOMP, which includes this management plan, aims to comply with the provisions of ISO14001:2015, which is supported and actively assisted by the Executive Leadership Team. This includes all key areas of the standard, including establishing the context of the organisation, leadership, planning, support, operation, performance evaluation and improvement.

2.2 Roles, Responsibilities and Functions

Management of environmental issues is regarded as the responsibility of all NCIG employees and contractors. As well as this, key environmental accountabilities fall with senior and environmental-specific roles within the organisation. The NCIG Organisational Structure is shown in Figure 4 below, with key accountabilities outlined in the following sections.

2.3 Chief Executive Officer (CEO)

- Actively promote and support the effective implementation of this plan

- Ensure adequate resources are provided to manage environmental aspects and impacts of the business

2.4 Manager Sustainability

- Ensure the adequacy of this plan to meet relevant approval and licence conditions, legislative requirements and other compliance obligations
- Ensure that the Sustainable Operations Management Plan, which includes this management plan, complies with ISO14001:2015
- Ensure the plan is aligned with relevant NCIG policy and kept up to date with industry best practice
- Ensure environmental and community risks are covered in Broad Brush Risk Assessments (BBRAs)
- Develop the plan in consultation with other NCIG Departments and, where relevant, other stakeholders, e.g. government regulators
- Monitor the effective implementation of this plan
- Ensure adequate levels of environmental training for all levels of personnel
- Accountable for the timely and effective response of community enquiries, including complaints, in accordance with Condition 6.2, Schedule 2 of the Project Approval (06_0009)
- Principal point of contact for environmental regulators
- Ensure environmental performance is reported regularly to the ELT and Board of Directors through appropriate means, e.g. Sustainable Operations Reports
- Fulfil the role of Department of Planning and Environment (DoPE) (now Department of Planning, Housing and Infrastructure (DPHI)) approved Environmental Representative for the NCIG Project, including taking reasonable steps to avoid or minimise unintended or adverse environmental impacts, and failing the effectiveness of such steps, to direct that relevant actions be ceased immediately should an adverse impact on the environment be likely to occur.

2.5 Executive Leadership Team (ELT)

- Ensure this management plan is implemented in their area of accountability
- All direct reports adhere to the requirements of this plan
- All direct reports have sufficient resources to adequately comply with and continuously improve this plan
- All environment and community matters are brought to the attention of the Manager Sustainability

2.6 Sustainability Department

- Ensure that this plan is developed to meet or exceed the requirements of relevant approval and licence conditions, legislative requirements and other compliance obligations
- Ensure that this plan is developed to address potentially significant environmental impacts resulting from NCIG's operational activities
- Assist other departments in the implementation of controls outlined in this management plan, including provision of environmental training
- Organise environmental monitoring as it is identified in this plan and sub-plans and maintain environmental records including environmental monitoring data, complaints and environmental incident reports
- Monitor and review compliance of this plan, including auditing and compliance tracking required in Project Approval (06_0009)
- Any non-conformance of the plan is appropriately addressed through corrective actions, eg. incident or hazard reporting, review of actions.

2.7 Superintendents / Team Leaders

- Ensure all direct reports are trained and adhere to the applicable requirements of this management plan

2.8 Environmental Monitoring Contractors

- Undertake environmental monitoring when required

- Analyse and compiled monitoring data, comparing to any relevant criteria

2.9 All Workers

- Actively apply and participate in the application of this procedure.

It is noted that, where relevant, these accountabilities have been formalised by NCIG management in the various Position Descriptions for NCIG personnel.

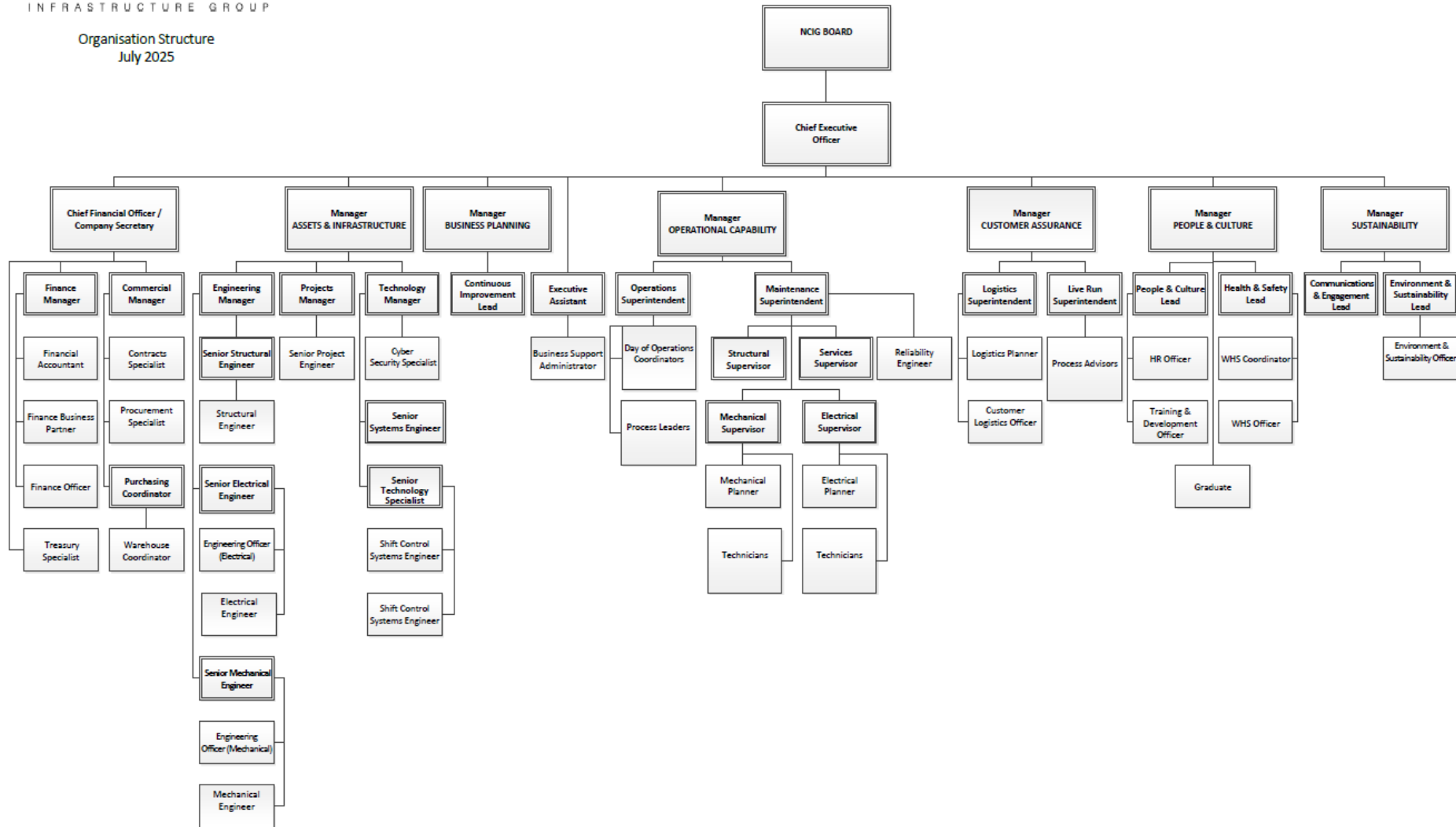


Figure 4. NCIG Organisational Structure

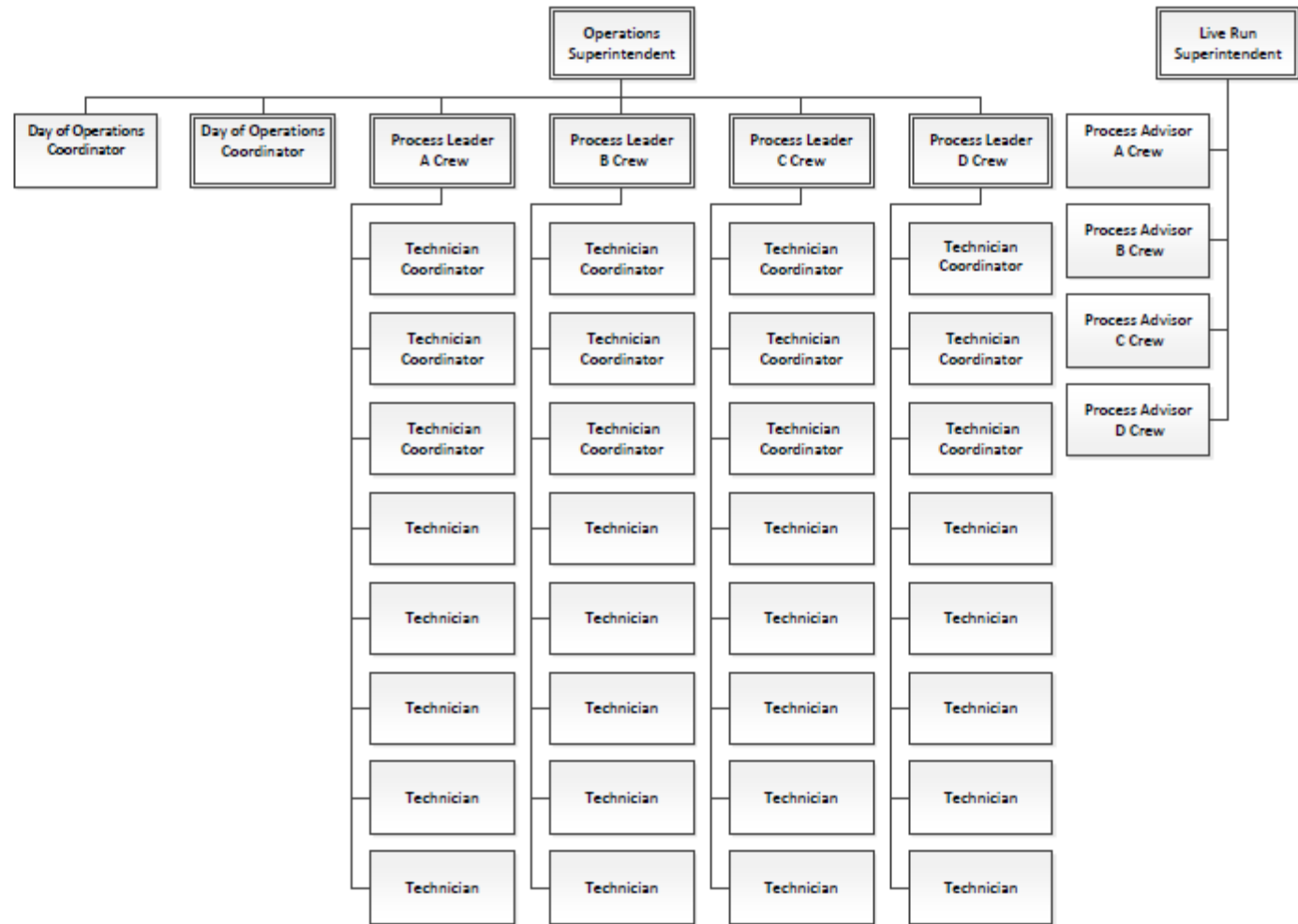


Figure 5. NCIG Organisational Structure (continued)

3. PLANNING AND SYSTEM SUPPORT

3.1 Legislation, Approvals and Licensing Requirements

Operation activities are undertaken in accordance with all statutory and other obligations including key legislation and policies, approvals, licences and agreements. NCIG maintains a HSEC Legal Register, which is regularly updated to remain current with changes in environmental legislation. In order to update the register and relevant actions, NCIG receives quarterly legal update reports from its legal consultants outlining key changes in legislation. The key legislation that applies to NCIG are as follows:

- New South Wales Legislation
- Environmental Planning and Assessment Act 1979
- Environmental Planning and Assessment Regulation 2001
- Protection of the Environment Operations Act 1997
- Protection of the Environment Operations (Waste) Regulation 2014
- Biodiversity Conservation Act 2016
- Water Management Act 2000
- Three Ports State Environment Planning Policy 2013
- Commonwealth Legislation
- National Greenhouse and Energy Reporting Act 2007
- Environment Protection and Biodiversity Conservation Act 1999
- Environment Protection and Biodiversity Conservation Regulations 2000

In accordance with Condition 1.7, Schedule 2 of the Project Approval (06_0009), all licences, permits and approvals will be obtained and maintained as required throughout the life of the Project and a copy of the Project Approval (06_0009) and all relevant environmental approvals will be available at NCIG at all times. The Manager Sustainability is responsible for obtaining and renewing all licences, approvals and permits. In accordance with Condition 5.1, Schedule 2 of the Project Approval (06_0009) a Compliance Tracking Program is maintained to track compliance with relevant approval and licence conditions.

A summary of NCIG's key approvals and licences include:

- NCIG Project Approval (MP 06_0009)
- Environmental Protection Licence (EPL 12693)
- Environmental Protection and Biodiversity Conservation Act Particular Manner Decision (2006/2987).

3.2 Environmental Risk Assessment

All activities undertaken by NCIG in operating the terminal, which have the potential to interact with the environment, are risk assessed. In this context, these activities are considered to be aspects. An environmental impact refers to the change to the environment as a result of the aspect, whether adverse or beneficial (definitions adapted from *AS/NZS ISO 14001:2015 – Environmental Management Systems*). For this reason, environmental risk assessment should not only take into account risks, but also opportunities.

Risk assessment of environmental aspects is conducted in accordance with the NCIG *Operational Risk Management Procedure* (HSEC.PRO.03.01). High level aspects and impacts for the NCIG operation are identified and assessed as part of business-wide Broad Brush Risk Assessments (BBRAs), which also include operational, asset and safety risks, and involve participation from leadership representatives from each of these areas. BBRAs are undertaken every 3 years, or when a significant change in operation is planned, i.e. new development. Aspects and impacts are retained in a consolidated database and cover multiple aspects of the business, including activities undertaken at the site, legislative requirements, consent conditions and the statutory approvals.

Those aspects that have the potential to cause a significant impact on the environment, as defined by the NCIG *Operational Risk Management Procedure*, are determined, with identification of appropriate mitigation measures or actions. Significant environmental aspects provide the fundamental framework for

environmental management, including development of yearly HSEC Budget and Business Plans, management plans and procedures, monitoring, auditing and inspections and review.

In addition to high level aspects and impacts, NCIG assesses environmental risk at the job and task level (eg. Workplace Risk Assessment and Control, Safe Work Procedure, Job Safety and Environment Analysis, Take 5), consistent with the NCIG *Operational Risk Management Procedure*.

Where a fundamental change to business processes or plant is proposed, the NCIG *Change Management Procedure* (HSEC.PRO.03.02) is to be complied with. The change management process includes assessment and control of risks resulting from the change, including environmental risks.

3.3 Planning of Objectives and Targets

NCIG's *Sustainability Policy* articulates our commitment to the environment and community in a number of ways. NCIG plans for objectives and targets, including environmental management actions, to meet the intent of these policy statements. High level NCIG objectives and targets are established in accordance with the business planning process to drive continuous improvement. Objectives and targets are developed annually during the business planning and review process involving the NCIG Executive Leadership Team, which consists of the CEO and Department Managers. Relevant considerations in developing objectives and targets include:

- NCIG business objectives
- The outcome of previous objectives and targets
- Past Budget and Business Plans
- Compliance obligations, based on the Compliance Tracking Program (CTP), Independent Environmental Audit (IEA), review of the Legal Register and other changes in government policy and regulation
- Current risk profile, including the outcome of Broad Brush Risk Assessments, significant environmental aspects, both adverse risks and beneficial opportunities
- Previous outcomes of auditing and inspections, both external (ISO14001:2015) and internal (management plan or contractor audits)
- Environmental incidents
- External enquiries or registered complaints.
- Environmental training requirements

This process is consistent with the process outlined in the NCIG *Management Planning, Monitoring and Review Procedure* (HSEC.PRO.15.02). Relevant objectives and targets will be recorded in the HSEC Plan, along with the resources needed to achieve objectives, including where Departmental Managers are accountable. Where applicable, these objectives will filter through to departmental objectives in respective departmental annual plans.

Formal reporting on achievement of HSEC objectives is delivered to the ELT each year during the annual business planning process. Informally, progress of objectives is reported to the ELT by the Manager Sustainability at regular ELT meetings or quarterly through Quarterly HSEC Reports. Where appropriate, progress on HSEC objectives is reported to the wider business during quarterly Team Communications Days. Review of environmental and community objectives and targets is repeated annually, including the effectiveness of actions taken – see Section 5.12.

3.4 Support

NCIG provides adequate support for the business in fulfilling its environmental requirements, including legislative and compliance obligations. This is the primary role of the Sustainability Department, which provides support, most notably in the following areas.

3.5 Training Requirements

Environmental training requirements of NCIG personnel and contractors are identified within the business training system. All environmental training and competency assessments will be conducted and recorded in accordance with NCIG *Training and Development Procedure* (PCUL.PRO.05.03).

All NCIG personnel and contractors will undergo environmental induction training before commencing work on site, as part of the HSEC Level 1 Induction. This induction is competency based, renewed on a regular basis, and includes:

- Site orientation;
- Emphasis on the importance of conformance with the relevant statutory requirements and the requirements of the SOMP, including this OEMP;
- Risk assessment and incident reporting requirements;
- Relevant legal and other requirements;
- The potential environmental impacts of their work activities;
- Their roles and responsibilities in achieving conformance with the environmental policies and requirements, including emergency preparedness and response requirements;
- The potential consequences of non-compliance with relevant statutory requirements and the SOMP, including this OEMP; and
- Emergency preparation and emergency response requirements, including pollution incidents of material environmental harm.

HSEC Level 3 Inductions are conducted with employees and permanent full-time contractors, focussing specifically on the provisions of this management plan, and relevant sub-plans (eg. ODAQMP, ONMP, OWMP, OSCMP etc).

Environmental awareness training is undertaken regularly and is completed by NCIG staff and key contractors, based on applicability and needs identified in the business training system. Content may include the points outlined above, as well as familiarisation with specific site environmental controls and community involvement/relation requirements.

It is also noted that environmental aspects are covered in operational training for the coal terminal employees. This includes competency-based training for operation of specific NCIG plant (eg. prevention of spillage during ship loader operation, or control of dust during dump station control room operation) and emergency preparedness training (i.e. pollution incident response drills) – see Section 4.1.

3.6 Consultation and Communication

Internal communications regarding environmental management at NCIG is conducted in accordance with the NCIG *Consultation and Communication Procedure* (HSEC.PRO.07.01). The purpose of this procedure is to ensure all workers are aware of important issues regarding the environment, and to provide all workers with an opportunity to influence these issues. The procedure identifies the means by which NCIG will consult and communicate internally, including:

- Board Meetings;
- Board Risk and Audit Committee;
- Executive Leadership Team (ELT) Meetings;
- Department Management Meetings;
- Consultation Committee Meetings;
- Team Communication Day Meetings;
- Contractor HSEC Meetings;
- Pre-Start Toolbox and Team Briefing Meetings; and
- Sub-committees.

There are also informal means of communications including individual consultation, HSEC interactions and training. Formal internal site communication can be seen in the form of Site Bulletins and HSEC Alerts, HSEC Notice Boards, Electronic HSEC Information Boards and internal HSEC Reports.

External communications are conducted in accordance with the NCIG *Communication and Consultation Procedure* (HSEC.PRO.07.01) and the NCIG *Community Engagement Plan* (HSEC.MP.04.03). These procedures and plans outline how NCIG communicates with government regulators and the community

respectively, including distribution of environmental reports, recording of communication details with regulators and how frequent community newsletters will be distributed to neighbouring suburbs regarding NCIG's activities.

In developing this plan, consultation has been and will continue to be conducted with the following government authorities and key community stakeholders with respect to Project operation activities and the preparation of environmental management plans/programs/protocols where relevant:

- Australian Government Department of Climate Change, Energy, the Environment and Water (DCCEEW)(previously Department of Environment (DoE);
- NSW Department of Planning, Housing and Infrastructure (DPHI) (previously Department of Planning and Environment (DoPE) and Office of Environment and Heritage (OEH);
- NSW Department of Primary Industries – Fisheries (DPI – Fisheries);
- Port of Newcastle (PoN);
- Transport for NSW (TfNSW) (previously Roads and Maritime Services (RMS));
- City of Newcastle;
- Australian Rail and Track Corporation (ARTC);
- National Parks and Wildlife Service;
- Hunter Local Land Services (HLLS);
- Friends of the Schoolmasters House (FOTSH) (previously Kooragang Wetlands Rehabilitation Project); and
- NCIG Community Engagement Group.

Consultation outcomes have been considered in the preparation of environmental management plans/programs/protocols where relevant.

3.7 Documentation

All applicable environmental and community documents are consistent with the NCIG *Controlled Document Management Policy* (COMM.POL.02.02), which includes provisions for the creation and maintenance of information and records. Changes made when updating these documents are recorded in a revision table.

4. OPERATION AND IMPLEMENTATION

4.1 Emergency Contacts and Response

Consistent with the NCIG *Emergency Management Procedure* (HSEC.PRO.14.01), the Emergency Controller is the primary contact person in an environmental emergency. For environmental emergencies, contact:

Position: NCIG Emergency Controller (Process Leader)

Telephone: (02) 4920 3999 or 3999 (internal phones)

In accordance with Section 147 of the POEO Act a pollution incident is notifiable if it causes or has the potential to cause material environmental harm to the environment. Harm to the environment is determined to be material if:

- i) It involves actual or potential harm to the health and safety of human beings or to ecosystems that not trivial; or
- ii) It results in actual or potential loss or property damage of an amount, or amounts in aggregate, exceeding \$10,000 (loss includes reasonable costs and expenses that would be incurred in taking all reasonable and practical measures to prevent, mitigate or make good harm to the environment.

As a guide, a pollution incident is notifiable if it is an uncontrolled release or movement of a pollutant across the NCIG boundary or an incident that requires external emergency services assistance to manage. Examples of such incidents could be:

- A significant oil spill into the Hunter River.
- A significant oil, fuel or effluent onto the ground or into NCIG's stormwater management system.
- Hazardous chemicals spill.
- Major fire event.
- Major dust event.
- Major spontaneous combustion event.

In the event the Emergency Controller is unable to immediately establish whether the incident is a Notifiable Pollution Incident, assistance should be sought immediately from appropriate NCIG personnel, e.g. Operations Superintendent, Manager Sustainability or Environment and Sustainability Lead.

This is consistent with the NCIG *Emergency Management Procedure* (HSEC.PRO.14.01) and the NCIG *Spill and Pollution Incident Response Management Plan* (HSEC.MPLN.13.04).

In accordance with Condition 7.1, Schedule 2, of the Project Approval (06_0009), the Manager Sustainability will have the authority and independence to require reasonable steps be taken to avoid or minimise unintended or adverse environmental impacts, and failing the effectiveness of such steps, to direct that relevant actions be ceased immediately should an adverse impact on the environment be likely to occur.

4.2 Notification

Firstly, call 000 if the incident presents an immediate threat to human health or property. Fire and Rescue NSW, the NSW Police and the NSW Ambulance Service are the first responders, as they are responsible for controlling and containing incidents.

If the incident does not require an initial combat agency, or once the 000 call has been made, notify the relevant authorities in the following order if it causes or has the potential to cause material environmental harm to the environment. The 24-hour hotline for each authority is given when available:

- Newcastle Port Corporation (VTIC) for harbour related incidents only – 4929 3890 to assist controlling the incident
- NSW EPA – 131 555
- Public Health Unit – 4924 6477 (diverts to John Hunter Hospital after hours, ask for the Public Health Officer on call)
- SafeWork NSW – 13 10 50
- City of Newcastle – 4974 2000
- Fire and Rescue NSW – 1300 729 579 (Note – if 000 was called in the first instance, Fire and Rescue NSW do not need to be called again)

In addition, and in accordance with Condition 8.1, Schedule 2, of the Project Approval (06_0009), the Secretary (previously Director-General) will be notified of any incident with actual or potential significant off-site impacts on people or the biophysical environment as soon as practicable after the occurrence of the incident. The Secretary will be provided with written details of the incident within seven days of the date on which the incident occurred.

4.3 Contractor Management

Contractors at NCIG are managed in accordance with the NCIG *Contractor Management and Permit to Work Procedure* (HSEC.PRO.11.01). All contractors that conduct work for NCIG are required to follow a number of steps prior to commencing work, to conform to the provisions of the Work Health and Safety (WHS) Act 2011 and WHS Regulation 2017. Selected NCIG contractors' safety and environmental management systems are audited before they commence work on site. Whether a contractor is audited

or not depends on their risk level. The audit is carried out when the contractor is registering on the contractor management system. Once contractors have met the minimum requirements of the audit, they are allowed to complete an NCIG-specific Level 1 (Health, Safety, Environment and Community) Induction.

Prior to commencing a task, all contractors must obtain a Permit to Work (PTW) from NCIG, including any relevant environmental permits (eg. Vegetation Clearance Permit, Sediment and Erosion Control Plan approval) and complete a job-specific Job Safety and Environmental Analysis (JSEA). These documents are to be reviewed and approved by an NCIG Supervisor or Contract owner.

The JSEA or SWMS must be prepared comprising the following steps:

1. Analysis of the task to be undertaken;
2. Identification of potential health, safety and environmental risks;
3. Assessment and analysis of these risks;
4. Identification of control measures to eliminate or reduce the risks to an acceptable level;
5. Implementation of control measures;
6. Planning for unexpected events; and
7. Reporting actual and potential environmental incidents to the Environmental Representative.

All contractors are to read, understand and sign on to the relevant JSEA or SWMS at the start of each workday. Any changes to the JSEA or SWMS are to be fully documented and counter-signed by all contractors.

All actual and potential environmental incidents must be reported to the NCIG Sustainability Department.

4.4 Environmental Management Measures

Identification of environmental aspects and impacts, conditions of NCIG's Project Approval, EPL and other permits and legislation, and planning of environmental objectives and targets have identified the need for specific environmental management measures. The main environmental aspects are covered in a number of sub-plans listed below. Within each of these plans are a number of controls or procedures identified for effective management of these aspects.

- Operation Dust and Air Quality Management Plan (ODQAMP)
- Operation Noise Management Plan (ONMP)
- Operation Water Management Plan (OWMP)
- Operation Spontaneous Combustion Management Plan (OSCMP)
- Ecological and Land Management Plan (ELMP)
- Waste Management Plan (WMP)
- Spill and Pollution Incident Response Management Plan (SPIRMP)

In addition to the above environmental management plans, NCIG has also considered environmental requirements for the procurement of products and services, eg. purchase of degradable and non-persistent chemicals where possible. Environmental considerations include:

- Pollution or contamination potential
- Energy efficiency
- Noise or air quality specifications
- Recycling or reuse potential
- Greenhouse Gas (GHG) or carbon intensity at production, where this information is easily available

These considerations are consistent with a product life-cycle analysis, and products that rank favourably in this regard will be procured preferentially where feasible.

Separate to the abovementioned management plans, NCIG also has the potential to produce local impacts from lighting used on the terminal site. Condition 2.59, Schedule 2 of the Project Approval (06_0009) states that NCIG *“shall ensure that all external lighting installed as part of the project is mounted, screened, and directed in such a manner so as not to create a nuisance to surrounding land uses. The lighting shall be the minimum level of illumination necessary and be in general accordance with AS 4282 – 1997 Control of the Obtrusive Effects of Outdoor Lighting”*. This applies to all forms of lighting used on the terminal site, both permanent and temporary, which have the potential for offsite impacts.

In accordance with Condition 1.10, Schedule 2 of the Project Approval (06_0009), NCIG may prepare and submit any management protocol, plan, or monitoring program required by the approval on a progressive basis. Where a management protocol, plan and monitoring program are required before carrying out any development or stage of development, the protocol/plans/programs will be prepared and submitted in relation to either discrete components of the Project or for a specified time period.

5. PERFORMANCE EVALUATION AND IMPROVEMENT

5.1 Environmental Monitoring

5.2 Environmental Monitoring Program

An environmental monitoring program has been implemented to monitor the performance of environmental management at NCIG, as well as comply with the Project Approval (06_0009), EPL and other statutory conditions. An overview of the operation environmental monitoring program is provided in Figure 6 and Table 3.

Environmental monitoring parameters required by the NCIG EPL, in accordance with the POEO Regulation, are made available on the NCIG website, including monitoring results, date of sampling/monitoring, criteria where applicable and report date.

Table 3. NCIG Operation Environmental Monitoring Program

MONITORING FOCUS	MONITORING SITES	FREQUENCY	CRITERIA
Meteorology			
Temperature, relative humidity, net solar radiation, rainfall, wind speed and direction and sigma theta (rate of change of wind direction).	Project automated meteorological station ¹ .	Continuously monitored and the data averaged over 15 minute periods.	N/A.
Erosion and Sediment Control			
Structural stability and effectiveness in controlling sediment migration.	Drainage, erosion and sediment control infrastructure, including operational sumps.	Following significant rainfall events (i.e. greater than 20 mm in 24 hours).	See OWMP.
Noise			
Attended noise monitoring.	Fern Bay, Stockton, Mayfield, Carrington per ONMP.	Six-monthly.	See ONMP.
Attended noise monitoring in case of complaint.	Reference locations proximal to the Project ¹ .	During operations after a complaint is received.	
Air Quality			
Dust monitoring.	DG1 (DDG-K8), DG2, DG3, DG4, DG5, DG6, DDG-C1, DDG-K1 ¹	Monthly	See ODAQMP.
	HVAS1, HVAS2, HVAS-C1, HVAS-K2, HVAS-K3, HVAS-K4 ¹ .	Every 6 days	
	RTD N, RTD E, RTD S and RTD W ¹ .	Continuous	
	Additional Port Waratah Coal Services (PWCS) monitoring sites.	Through regular consultation	
	OEHL Lower Hunter Air Quality Monitoring Network	Continuous	

Surface Water			
pH, electrical conductivity (EC), total dissolved solids (TDS), turbidity, temperature and reduction/oxidation potential).	Surface water monitoring sites ⁴ .	Monthly.	See OWMP.
Water level.	Primary and secondary settling ponds ⁴ .	Following heavy rainfall (i.e. more than 20 mm of rainfall in a 24 hour period).	
pH, Electrical Conductivity (EC), Turbidity, Dissolved Oxygen (DO), Aluminium, Arsenic (III), Boron, Cadmium, Chromium (III), Cobalt, Copper, Iron, Lead, Manganese, Mercury, Molybdenum, Nickel, Selenium, Zinc, Total Recoverable Hydrocarbons C6-C9, Total Recoverable Hydrocarbons C10-C14, Total Recoverable Hydrocarbons C15-C28, Total Recoverable Hydrocarbons C29-C36, Anthracene, Benzo (a) pyrene, Fluoranthene, Naphthalene, Phenanthrene, Ammonia, Nitrate, Total Kjeldahl nitrogen, Total phosphorus, Chloride	Surface water sampling sites ⁴ .	Six-monthly.	
Groundwater			
Aluminium, Arsenic, Bromine, Cadmium, Conductivity, Copper, Cyanide, Iron, Manganese, Nickel, pH. Total PAHs, TPH C6-9, TPH C10-14, TPH C15-28, TPH C29-36, Zinc.	Groundwater sampling sites ⁴ .	Six-monthly.	See OWMP.
Groundwater level.		Six-monthly.	
Ecology			
Green and Golden Bell Frog Population	Water bodies around the NCIG Rail Site	Annually during breeding season	See ELMP.
Water birds, including migratory shorebirds	Water bodies around the NCIG Site	Monthly	See ELMP.
Waste			
Waste and Recycling Volumes	All operational waste streams	Monthly	See WMP.
Resources			
Water Usage	Potable water use, recycled water use and captured water use (NCIG Plant)	Weekly	See OWMP.
Electricity Usage	NCIG Terminal Site	Monthly	N/A
Fuel and Vehicle Usage	NCIG and Contractor Vehicles, other plant and equipment on site	Annually	N/A

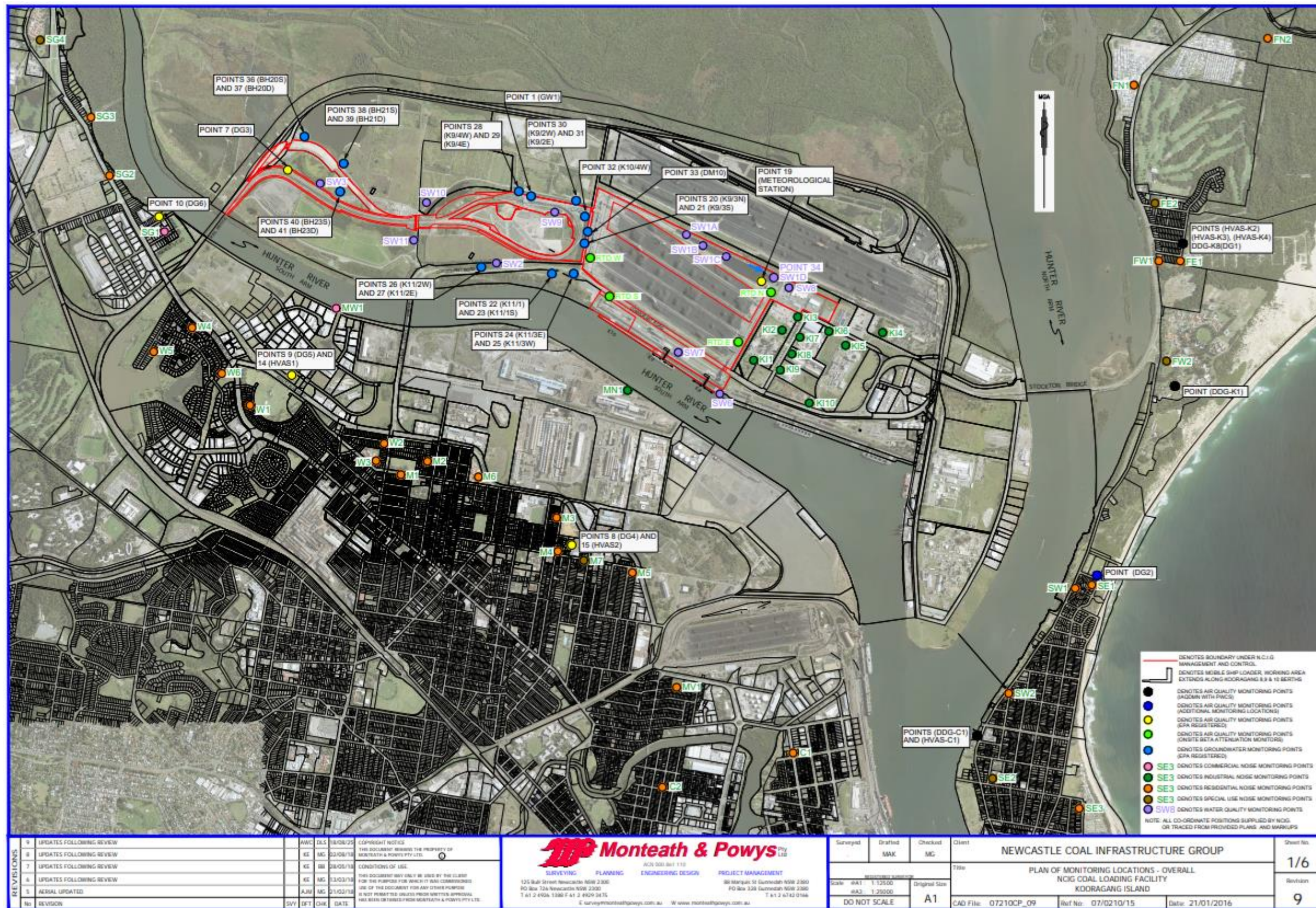


Figure 6. Locations of NCIG Environmental Monitoring Sites

5.3 Environmental Monitoring Database

Data obtained from operation environmental monitoring programs is handled as follows:

- Data is analysed and compiled by NCIG's Environmental Contractor where relevant;
- Data is compared with relevant criteria; and
- Data is reviewed by the NCIG Sustainability Department. In the event of a recorded exceedance, NCIG will undertake an investigation to determine any potential contribution and appropriate actions.

The OEMP is designed to facilitate review of relevant monitoring and operational activity data, identification and implementation of appropriate management measures and subsequent review.

5.4 Environmental Monitoring Assessment

In the event of an exceedance of the relevant environmental monitoring criteria, an assessment will be conducted by the Sustainability Department to determine if the exceedance is due to NCIG operation activities (i.e. conduct a review of other non-NCIG activities in the area and if relevant, historical monitoring data). If the exceedance is determined to be the result of NCIG operation activities, the Sustainability Department will implement the management strategy below.

5.5 Compliance Tracking

In accordance with Condition 5.1, Schedule 2, of the Project Approval (06_0009), the Compliance Tracking Program has been prepared and implemented to track the compliance of NCIG Operations with the conditions of the Project Approval (06_0009). Annual reviews of NCIG's compliance status will be audited by the Sustainability Department. In accordance with Condition 6.4, Schedule 2 of the Project Approval (06_0009), the Compliance Tracking Program is made available on the NCIG website.

An Independent Environmental Audit is conducted on a three-yearly basis (or as otherwise agreed by the Director General) in accordance with Condition 5.1(c), Schedule 2, of the Project Approval (06_0009). The Independent Environmental Audit is conducted by a suitably qualified independent person in accordance with international standard ISO 19011:2018 Guidelines for Auditing Management Systems (International Organization for Standardization 2018).

5.6 Certification and 'Maintenance' Audits

NCIG has created a management system to be compliant with relevant standards, including ISO14001:2015. Certification audits and maintenance audits are conducted by a certifying body to check compliance of the SOMP with this standard. Audits to prepare for accreditation are also conducted on occasion by third party consultants.

5.7 Internal Auditing

The Sustainability Department will undertake regular auditing of environmental management within the SOMP, including this management plan and sub-plans. This auditing is conducted in accordance with the NCIG *Audit and Inspection Procedure* (HSEC.PRO.15.01). Non-conformances will be recorded and appropriate actions taken to remedy. Regular environmental inspections are undertaken on site to monitor environmental performance and identify any adverse conditions which need to be rectified. Actions from these inspections are assigned to the relevant site personnel following the completion of inspections.

5.8 Coordination

The monitoring and management of environmental factors on the NCIG site will be undertaken in a coordinated approach with the adjacent coal terminal operated by PWCS. The manner in which the coordination will be conducted is outlined by the *Coordinated Environmental Monitoring and Management Procedure*.

5.9 Incident Review

Environmental incidents are managed in accordance with NCIG *Hazard and Incident Management Procedure* (HSEC.PRO.13.01) and the relevant Trigger Action Response Procedure. This includes recording

the incident within NCIG's HSEC System, Sustain, which is automatically shared with the Sustainability Department and support provided where required.

5.10 Complaints Handling

During NCIG operations the following complaints handling system will be maintained:

In accordance with Conditions 6.2, Schedule 2 of the Project Approval (06_0009), NCIG have established a telephone number, postal address and email address for community complaints and enquiries. Details are provided below:

24-hour complaints telephone hotline:	1800 016 304
Postal address for written complaints:	PO Box 644 Newcastle NSW 2300
Email address for electronic complaints:	enquiries@ncig.com.au

In accordance with Condition 6.2, Schedule 2 of the Project Approval (06_0009), the community are regularly informed of the phone, email and postal addresses via the NCIG website (www.ncig.com.au), newsletters and signage adjacent to the NCIG site.

In accordance with Conditions 6.3, Schedule 2 of the Project Approval (06_0009), NCIG record all complaints received in a Complaints Register.

In accordance with Condition 6.4 of the Project Approval (06_0009), NCIG has established and maintained a website for the provision of electronic information associated with the Project and this OEMP and associated sub-plans have been uploaded to the website.

In addition, a NCIG newsletter prepared by NCIG is distributed to surrounding residents of the suburbs of Fern Bay, Stockton, Mayfield and Carrington on a regular basis to provide residents with general information on the Project and to notify residents of the Project operation commencement and ongoing activities. The newsletters typically include details (e.g. telephone number, postal address and email address) for registering community complaints and enquiries

5.11 Complaint Register

All complaints are recorded in the Complaints Register including:

- The date and time, where relevant, of the complaint;
- The means by which the complaint was made (telephone, mail or email);
- Any personal details of the complainant that were provided, or if no details were provided, a note to that effect;
- The nature of the complaint;
- A record of any operational or meteorological conditions that may have potentially contributed to the complaint; and
- Any consultation undertaken with PWCS as a result of the complaint as part of the *Coordinated Environmental Monitoring and Management Protocol*.

5.12 Complaint Assessment Procedure

Within two working days of a complaint being registered, an initial response is provided to the complainant, and a preliminary assessment will commence to determine likely causes of the complaint using relevant available information (i.e. climatic conditions, environmental monitoring results and current operation activities). Discussions will also be held with Port Waratah Coal Services, where required, to confirm the source of the complaints and share corrective actions.

5.13 Complaint Management and Review

If following the preliminary assessment, the complaint is determined to be due to exceedance of relevant Project Approval or EPL criteria, the Manager – Sustainability will implement corrective actions as identified in Section 5.8.

The outcome of the complaints handling process is recorded in the Complaints Register, including:

- Any action(s) taken by NCIG in relation to the complaint, including any follow-up contact with the complainant;
- If no action was taken by NCIG in relation to the complaint, the reason(s) why no action was taken; and
- Any action undertaken by PWCS as a result of the complaint as part of the *Coordinated Environmental Monitoring and Management Protocol*.

Every effort is made to ensure that concerns are addressed in a manner that results in a mutually acceptable outcome.

5.14 Corrective Action

If corrective actions are identified as a result of monitoring activities, audit and inspection results, compliance tracking or community complaints, the Sustainability Department or Manager Sustainability will determine appropriate management strategies and implementation of contingency measures in consultation with other departments. This same process is applied as an outcome of management review of environmental management measures, as discussed in Section 5.10. These will be in addition to those implemented as part of normal operational activities.

Corrective actions are also identified for environmental incidents. This process will be implemented in accordance with the NCIG *Hazard and Incident Management Procedure* (HSEC.PRO.13.01) and the relevant Trigger Action Response Procedure.

5.15 Reporting

5.16 Notification

As identified in Section 4.1.1, government agencies, including the Director-General, will be notified of incidents of material environmental harm or potential significant offsite impacts on people or the biophysical environment. This includes legislative requirements to notify the EPA and other government agencies for material environmental harm incident (see NCIG *Emergency Management Procedure – HSEC.PRO.14.01* and *Spill and Pollution Incident Response Management Plan – HSEC.MPLN.13.04*).

5.17 Compliance Tracking Program

In accordance with Condition 5.1, Schedule 2, of the Project Approval (06_0009), a Compliance Tracking Program has been prepared and implemented to track the compliance of the Project with the conditions of the Project Approval (06_0009). Periodic reviews of the Project's compliance status will be audited by the Sustainability Department, as instructed by the Manager Sustainability. In accordance with Condition 6.4, Schedule 2 of the Project Approval (06_0009), the Compliance Tracking Program is made available on the NCIG website.

5.18 Independent Environmental Auditing

An Independent Environmental Audit is conducted on a 3-yearly basis (or as otherwise agreed by the Director General) in accordance with Condition 5.1(c), Schedule 2, of the Project Approval (06_0009). The Independent Environmental Audit is conducted by a suitably qualified independent person in accordance with international standard ISO 19011:2018 Guidelines for Auditing Management Systems (International Organization for Standardization 2018).

In accordance with Condition 5.1(d), Schedule 2 of the Project Approval (06_0009), a Non-Compliance Response Mechanism has been prepared as part of the Compliance Tracking Program. The Non-Compliance Response Mechanism will be implemented in the event that non-compliance with the conditions of the Project Approval (06_0009) is identified during the periodic reviews of the Project's compliance status, Independent Environmental Audit or by the NCIG Manager Sustainability. The objective of the Non-Compliance Response Mechanism is to rectify any identified non-compliance. The NCIG Manager Sustainability will be responsible for the implementation of the Non-Compliance Response Mechanism.

5.19 Internal Reporting

The Sustainability Department will prepare regular reports on environmental management measures and monitoring results. Weekly HSEC Reports are distributed to the business with monitoring results of key environmental parameters, eg. dust levels, water usage etc. Sustainable Operations Reports are prepared for the Board of Directors at a triannual frequency and is reviewed by the ELT. This report includes performance of the Sustainable Operations Management Plan (SOMP), including environmental management measures and performance.

5.20 External Reporting

NCIG prepares other regular reports for external parties. These reports are:

- EPL Annual Return
- National Pollutant Inventory (NPI) reporting
- National Greenhouse Gas and Energy (NGER) reporting
- Other reports required by Compensatory Habitat obligations

Where applicable, these reports are made available on the NCIG website.

5.21 General Review

Ongoing review and attainment of feedback in regard to environmental measures is undertaken to ensure that the SOMP is meeting its targets and objectives. Any improvements deemed necessary will be identified and SOMP documentation will be updated to reflect this.

5.22 Management Review

The ELT reviews progress and health of environmental management measures on a triannual basis in line with the Sustainable Operations Report prepared for the NCIG Board. In addition, Key Result Areas (KRAs) and objectives are set during the business planning process (see Section 3.3), to ensure that statements within the Sustainability Policy are being achieved. Information used to develop KRAs and objectives include:

- Legislative requirements;
- Performance against environmental objectives and targets in the HSEC Plan;
- Compliance assessment;
- Environmental monitoring results;
- Results of environmental auditing and trends of non-conformance;
- Monitoring of environmental statistics;
- Environmental incidents
- Corrective actions;
- Community complaints;
- Other current environmental issues and concerns;

The above is consistent with the NCIG *HSEC Management Planning, Monitoring and Review Procedure* (HSEC.PRO.15.02). As with general review of environmental management measures, improvements deemed necessary by management will be identified and SOMP documentation updated to reflect this.

6. REVISION HISTORY

REVISION NO	DATE	DESCRIPTION OF CHANGE	PERSONS INVOLVED
Draft	1/04/10	Review of draft Document	Brendan Logan Nathan Juchau
1	1/06/10	Final document for approval	Brendan Logan
2	1/05/12	General revision	Phil Reid
3	1/05/13	General revision	Phil Reid
4	1/11/14	Update for to include revised approval condition re: protection of native vegetation	Phil Reid
5	8/2/16	Update OEMP to be consistent with revised SOMP framework, including environmental management component	Phil Reid
6	15/12/17	Update Org Chart and change emergency contact details	Phil Reid
7	26/11/18	General revision	Hayley Ardagh Phil Reid
8	20/11/21	Merge to new template. General revision. Update organisation chart. Inclusion of compliance table against Project Approval (06_0009) requirements	Hayley Ardagh Wade Covey
9	28/08/25	General revision. Updated sustainability commitments to reflect new Sustainability Policy. Updated organisation chart, monitoring figures and reflect changes in departments and role titles. Updated contractor auditing process and reporting requirements to reflect existing site processes.	Peter Madden Wade Covey

7. REFERENCES

- Department of Environment and Conservation NSW 2006, Approved methods for the sampling and analysis of air pollutants in New South Wales, Environment Protection Authority (NSW), Sydney.
- Department of Infrastructure, Planning and Natural Resources 2004, Guideline for the preparation of environmental management plans, Department of Infrastructure, Planning and Natural Resources, Sydney.
- International Organization for Standardization 2002, Guidelines for quality and/or environmental management systems auditing (ISO 19011:2003), International Organization for Standardization, Geneva.
- Resource Strategies 2006, Newcastle Coal Infrastructure Group coal export terminal – environmental assessment.
- Standards Association of Australia 2003, Methods for sampling and analysis of ambient air – determination of particulate matter – deposited matter – gravimetric method (AS/NZS 3580.10.1:2003), Standards Australia, Sydney.