



Alan Barham Maintenance Team Award, 2020 Nominations

Goulburn Provisioning Centre Maintenance Team



From left to Right:

Paul Walsh, David Prigg, Curtis McClelland, Jason Welsh, Jason Apps, Anthony Bush, Craig Bell, Stephen Bowden, Rodney Walsh, James Callanan, Greg Paul, Andrew Croker.

Absent: Jamie Whittaker, Simon Grant, Katrina Lyttle, James Miners, Dale Tiyce

People

The Goulburn Provisioning Centre (PC) consists of 18 team members who actively manage the railway assets from Moss Vale to Yass covering 348.040km of track. The PC is one of the five within Sydney to Ivanhoe & Albury (SIA) Corridor; Interstate Network.

The team has a multi-skilled workforce enabling maximum productivity outcomes from Signalling, Safe Working, Track and Construction. The team also has a diverse structure of people from different industry backgrounds, which proved to be a significant contribution to the continuous improvement of team's performance to efficiently and effectively meet our customers' expectations by providing a safe, reliable, and sustainable asset throughout the area.

Training plans are developed for each member of the team, which are reviewed and updated regularly to ensure target progression dates for individuals are met and in line with the business needs. The training schedule is predominately set out throughout each financial year. Unfortunately, Covid-19 disruptions in 2020 affected the delivery of face to face training and recertifications due to restrictions in travel, however the team has been able to continue and move forward by undertaking most of these requirements via online arrangements.

In the team; we strongly promote and encourage work life balance. Our rosters are developed to incorporate annual leave, RDO's and on-call shifts, however one area that cannot be accommodated for in these rosters is unforeseen leave instances such as sick leave. To combat that; we developed ourselves as a multi-skilled team to appropriately react to such occurrences and efficiently continue with our day to day operations with minimum implication and disruption to the plan in place. We also manage our fatigue closely and ensure it is inline with ARTC's fatigue guidelines and policy.

During this calendar year, along with our day to day maintenance; the team was faced with significant events such as bush fires, floods, operational changes due to Covid-19, schedule clash with Speno / AK Car and Pilot Staff Working in April long weekend. The teams continued to safely deal with these events with professionalism and can-do attitude, which is a real credit to each one of them.

The Area Manager (AM) undertook and completed a Diploma in Leadership & Management. Through this course, the AM further developed his leadership skills and has been able to successfully implement the key learnings into the team management, which has in turn helped others developing their own leadership skills to continue building a strong people culture in the team.

The team’s pride in the workplace is observed regularly through staff taking the initiative to ensure good housekeeping and maintenance requirements are undertaken on all worksites, plant, and equipment.

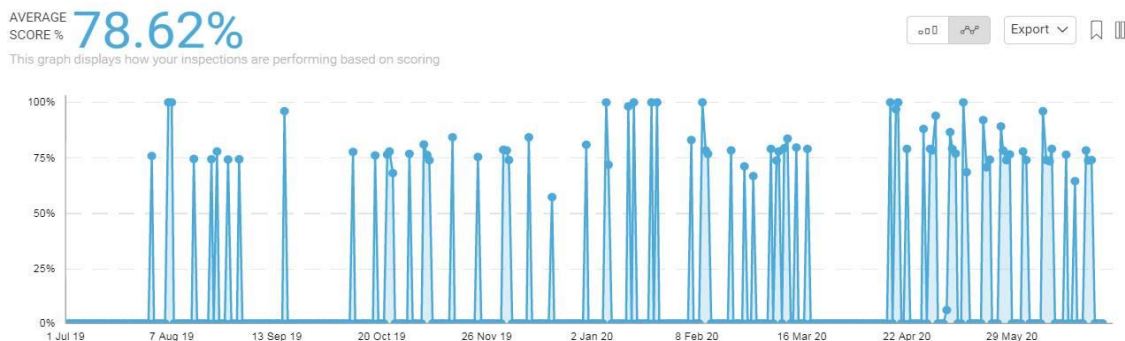
As a team initiative we recently purchased a high-water pressure cleaner with hot and cold options, which is used for the cleaning of our fleet vehicles and plant within the Goulburn PC depot.

Safety

During the 2019/2020 financial year the Goulburn PC had no incidents recorded within the team. Our safety records are as below in the table below;

Employee only INJURY FREE DAYS as at:				30/06/2020		
	DATE OF LAST LTI	DATE OF LAST MTI	DATE OF LAST FAN	DAYS LTI FREE	DAYS MTI FREE	DAYS FAN FREE
Moss Vale - Yass	17/08/2015	19/01/2019	03/09/2017	1779	518	1031

A combined total of 111 safe work interaction and unnotified field audits were undertaken during the year. The below graph demonstrates the team score of an average 78.62% Safe work interactions against a benchmark score of 75%. Unnotified field audits are carried out quarterly. The high peaks in the graph depicts the unnotified field audit occurrences



A monthly MST is generated for the WGL’s to undertake a WH&S inspection of Goulburn PC, details of their findings are provided and discussed with the Area Manager and any action items are dealt with promptly.

Six monthly inspections are also scheduled for gas equipment, lifting equipment, first aid kits and fire extinguishers, Also, a twelve-monthly inspection is carried out on all pallet racking. Testing and tagging safety inspections are completed in house by the team’s Signal Electricians.

On site; we hold two copies of our emergency procedures including site specific MSDS for all dangerous goods, these are located at our entry gate for emergency services access if an event arises. The details of dangerous goods are held in the office. In addition to this; we also developed a Covid-19 Safe Plan for briefing all visitors to the PC along with installing sanitising stations in frequently used areas within the office.

With the introduction of Digital Visual Management Centre (DVMC); we have the ability of delivering key messages to staff every day for all aspects of the business. Our toolbox meetings continue to be held, however the implementation of the DVMC allows us to hold them monthly instead of fortnightly as we can deliver key information and messages at our start up and close out meetings.

Compliance

- Goulburn's compliance throughout this financial year is 100% with some minor discrepancies due to a couple of signalling MST's closed late in the system (time stamped), however these MST's were completed on time within compliance but were not back dated when closed off in the system. Also, during this period, a significant amount of work has been carried out in MSTs smoothing process mainly for the signalling discipline.

Interstate MST WO % Compliance Criticality

Clas_MgtDelUnit Provisioning Centre	Sydney-Ivanhoe & Albury (SIA)				% Compliant Total	Total		
	% Compliant Total	% Compliant Safety Critical	% Compliant Safety Significant	% Compliant Safety Other		%Compliant Safety Critical	%Compliant Safety Significant	%Compliant Safety Other
Goulburn	99.7%	100.0%	100.0%	99.5%	99.7%	100.0%	100.0%	99.5%
Total	99.7%	100.0%	100.0%	99.5%	99.7%	100.0%	100.0%	99.5%

- During the 19/20 financial year, there were 9 broken rails and 1 misalignment occurrences reported.

Reporting Period 01/07/2019 - 30/06/2020	
Provisioning Centre Reporting	Goulburn
Count of Result ID	Column Labels
Row Labels	Closed Compliant
Broken Rail	9
Track Buckled	1
Grand Total	10

- Speed restrictions during the 2019/2020 period; 97 imposed and 96 removed with approx. 38km of track affected. The chart below indicates the TSR delays in minutes for our PC across the year.



4. TCI and Defect Rates;

TrackCode	Description	Track	From	To	Run Date	Top	Twist	Gauge	Line	TCI	TQI	TQI %>25	TMS>300	E1	E2	P1	P2	Total
	Goulburn PC	Down	146.280	320.300	Jun-14	11	12	14	8	35	25.1	39.2%	15.4%	2	9	28	69	108
					Feb-14	12	12	14	7	44	26.3	44.1%	14.0%	5	7	25	79	116
					Oct-13	11	11	14	7	42	24.5	37.1%	13.8%	3	1	18	68	90
					Jun-13	11	11	13	7	42	25.2	39.9%	10.5%	2	2	17	54	75
					Jun-14	10	11	12	7	20	21.3	26.7%	9.3%	0	4	8	14	26
614051	Moss Vale to Goulburn	Down	146.280	225.390	Feb-14	11	11	12	7	41	22.7	30.9%	9.0%	2	5	5	33	45
					Oct-13	10	10	12	7	39	21.0	25.7%	9.0%	1	0	9	22	32
					Jun-13	10	10	12	7	39	21.8	27.9%	7.0%	0	1	6	29	36
					Jun-14	12	12	15	8	47	28.2	49.6%	20.5%	2	5	20	55	82
					Feb-14	13	12	15	7	47	29.3	55.1%	18.2%	3	2	20	46	71
614030	Goulburn to Yass Junction	Down	225.390	320.300	Oct-13	11	11	15	7	44	27.3	46.7%	17.7%	2	1	9	46	58
					Jun-13	12	12	14	7	45	28.0	49.9%	13.5%	2	1	11	25	39
					Jul-14	13	12	16	8	48	27.1	47.3%	15.9%	13	19	51	126	209
					Mar-14	11	11	16	7	45	25.6	40.7%	16.3%	2	12	21	86	121
					Nov-13	12	11	16	7	46	26.7	45.2%	14.2%	2	5	26	83	116
614041	Goulburn to Moss Vale	Up	225.390	146.280	Jul-13	11	11	15	7	43	24.5	36.6%	13.3%	1	0	13	35	49
					Jul-14	12	11	13	7	43	23.8	35.1%	11.8%	3	3	19	46	71
					Mar-14	10	10	14	7	41	22.3	29.3%	11.4%	0	5	8	32	45
					Nov-13	11	10	13	7	41	23.2	32.5%	9.8%	1	1	8	37	47
					Jul-13	10	10	12	7	39	21.4	25.8%	9.3%	1	0	2	14	17
614020	Yass Junction to Goulburn	Up	320.300	225.390	Jul-14	14	12	18	8	52	29.9	57.5%	19.4%	10	16	32	80	138
					Mar-14	12	12	18	7	49	28.4	50.2%	20.4%	2	7	13	54	76
					Nov-13	13	12	18	7	50	29.7	55.7%	17.9%	1	4	18	46	69
					Jul-13	11	11	17	7	46	27.0	45.6%	16.7%	0	0	11	21	32
					Jul-14	14	12	18	8	52	29.9	57.5%	19.4%	10	16	32	80	138

KK Raised + Closed: 2019/20	Raised Welds	Closed Welds	Raised E	Closed E	Raised L	Closed L	Raised M	Closed M	Raised S	Closed S	Raised Total	Closed Total	Open Total
Crossing Head Transverse Crack (TD)									1	1	1	1	1
Rail Foot Transverse Weld Defect (T or FB)							2	1			2	1	2
Rail Head Horizontal Split (HSH)							1	1	6	4	7	5	5
Rail Head Multiple Transverse Cracks (TDX)									2	2	2	2	2
Rail Head Repair Weld Defect (WFW)									3		3	0	3
Rail Head Transverse Crack (TD)					7	7	14	5	21	6	42	18	77
Rail Head Transverse Crack From Wheel Burn (EBF)							1	1	4		5	1	37
Rail Head Transverse Crack in Shatter Crack Rail (SC)							1	1			1	1	1
Rail Head Transverse Weld Defect (T or FB)					1	1	4	1	13	4	18	6	42
Rail Head Vertical Split (VSH)			3	3	10	10	4	4	5	1	22	18	8
Rail Head Web Separation (HW)									2	2	2	2	2
Rail Web Bolt Hole Crack (BH)					2	2	3	3	4	4	9	9	9
Rail Web Horizontal Split (HSW)					1	1			9	9	10	10	10
Rail Web Longitudinal Vertical Split (VSW)									1		1	0	17
Switch Web Bolt Hole Crack (BH)					1	1					1	1	1
Ultrasonic Shielding							75	36			75	36	110
Untested Weld	304	304									304	304	62
	304	304	3	3	22	22	105	53	71	33	505	415	364

Civil Raised + Closed: 2019/20	Raised	Closed	Open
Emergency	5	5	0
P1	121	98	79
P2	279	200	181
P3	125	61	101
P4	502	160	1648
P5	23	5	28
	1,055	529	2,037

AK Car Raised + Closed: 2019/20	Raised	Closed	Open
Emergency	133	133	0
P1	172	172	0
P2	472	472	0
	777	777	0

Organisation and Leadership

During 2019; the business implemented an organisational structure change in line with the Asset Management Improvement Program (AMIP). This structure change introduced new workflow processes and a Planner role working with each PC to improve the planning function; mainly for MST and known conditions scheduling.

Weekly planning meetings are held and attended by Area Manager, WGL's and Area Planner. An agenda and minutes are maintained for these meetings and include topics for discussion such as compliance, defects, TSR's and general business items. The purpose of these meetings is to ensure that we are following the new process, as well as keeping track of our maintenance schedule and Work Orders (WO's) i.e. generated in a timely manner and appropriately assigned to individuals in the team to perform the work. Regarding our annual plan; this is developed by reviewing all MST's over the full year and assign timeframes in line with Possessions, Pilot Staff Working, Speno, AK car and any planned leave within the team.

The new workflow process also captures the Work Request procedure (WR) for future projects utilising Ellipse. These work requests are assigned to the Asset Planning Team and consequently form part of the Annual Maintenance Program (AMP).

Our emergency response readiness covers areas such as on-call roster, an emergency contact list to deal with emergency circumstances and emergency incident management procedure. In the event of an environmental incident, we have resources available to attend site and assist with site management and recovery. In addition, a Business Continuity Plan (BCP) is in place to support the team should our normal working arrangements be disrupted due to unforeseen circumstances.

At the Goulburn Provisioning Centre, we ensure an adequate level of materials are stored on site for a quick asset's recovery should an emergency event occurs.

In January 2020; we experienced some horrific fires that devastated townships such as Wingello and Bundanoon. During this period, the team developed very strong relationships with emergency services and local residents of these affected communities. We recently purchased a 3,500-litre firefighting water tank that is transported in the rear of our tipper truck to better response to such catastrophic events.

The Area Manger attends the Bush Fire Management Committee meetings held by the RFS on regular basis. Our yearly program includes vegetation control and access road maintenance in readiness for the fire danger period.

The Goulburn Team is well established and self-sufficient with large plant items including three trucks, tractor, excavator and array of smaller plant that allows us to internally deliver a wide range of works minimising the dependence on external providers. The inventory holdings now have min/max levels; when items are used and processed through CI Finance and become low; the system will automatically trigger the order replacement. The system also provides clear visibility to users to check required items' availability and storage location.

The RCRM budgets are forecasted over the fiscal year to capture funding requirements for each month and full year. These predicted forecast expenditures are reviewed and adjusted each month to confirm accuracy and assist in staying within the approved budget.

Our RCRM requirements may require us to engage external resources or plant on an adhoc basis, however these engagements are managed and executed in line with ARTC's Procurement Framework.

Achievement

During 2019/2020; Goulburn Team members experienced one of the toughest and challenging years to date where we dealt with extreme bush fires, floods, Covid-19 and a comprehensive independent audit by Network Rail Consulting via video conferencing and field visits. The team have performed extremely well throughout these challenges and managed to safely continue with the day to day operations. In addition to this, we provided assistance to other Provisioning Centres across the corridor as well as participating in projects during corridor planned shutdowns.

These achievements state how proud I am to be part of such a successful team. Given these distractions during the year; we still managed to deliver our maintenance program safely with no incidents or accidents as well as achieving 100% compliance.

Innovation

Due to traffic volume between Goulburn and Moss Vale, a lack of viable maintenance windows existed. As part of our continuous improvement process; key representatives approached ARTC's customers and negotiated a reduction in services to align with Configuration 14. The new arrangement was trialled in May 2020 and led to the removal of 19 TSR's, which further improved the safety and reliability of this section of the corridor.

As part of the review process, the results were presented to our customers who reported a significant improvement in services time running and consequently agreed to four occasions of reduced services annually for the next two years.

PWI Alan Barham Award 2020

Goulburn Provisioning Centre

October 2020

Curtis McClelland
Area Manager
Moss Vale – Yass

ARTC



THE TEAM

Goulburn Provisioning Centre Maintenance Team



Left to Right: Paul Walsh, David Prigg, Curtis McClelland, Jason Welsh, Jason Apps, Anthony Bush, Craig Bell, Stephen Bowden, Rodney Walsh, James Callanan, Greg Paul, Andrew Croker.

Absent: Jamie Whittaker, Simon Grant, Katrina Lyttle, James Miners, Dale Tiyce

GOULBURN PROVISIONING CENTRE

Entrance to the Provisioning Centre



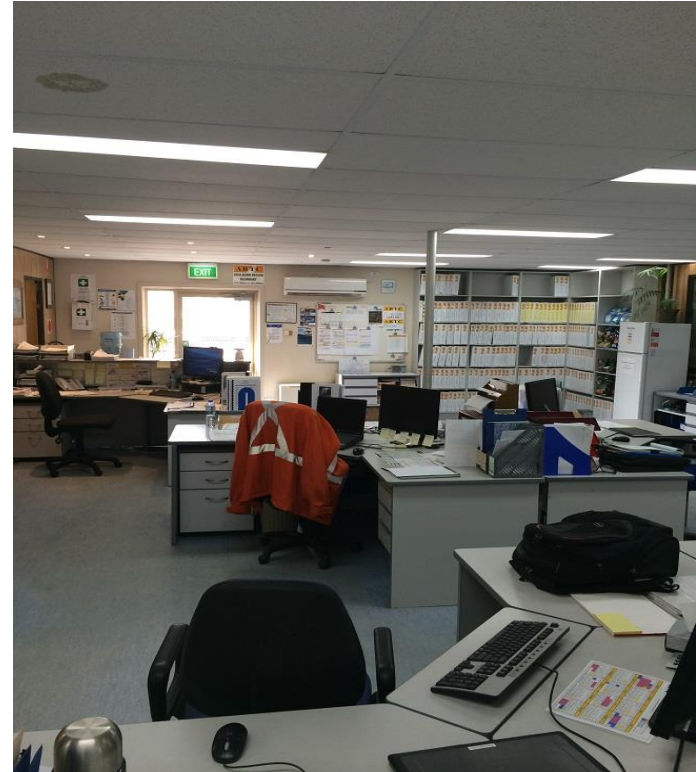
GOULBURN PROVISIONING CENTRE

Provisioning Centre Car Park



GOULBURN PROVISIONING CENTRE

Goulburn Provisioning Centre Office Reception



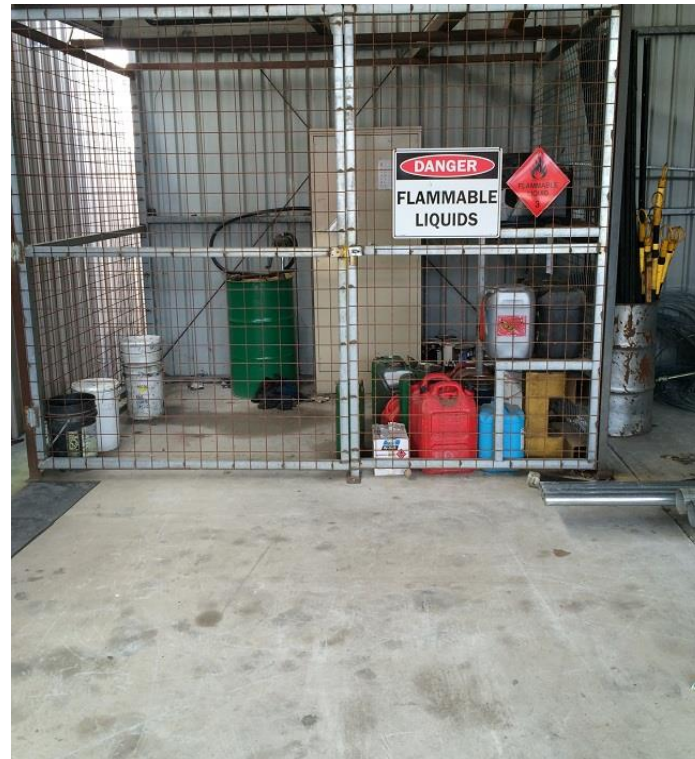
GOULBURN PROVISIONING CENTRE

Goulburn Provisioning Centre Maintenance Workshop



THE TEAM

Goulburn Provisioning Centre Quarantine Area



TAMPING (GEOMETRY DEFECTS)

AK Defect Response



MAINTENANCE WORKS (RCRM)

Rerailing Siding / Turnout Renewal



MAINTENANCE WORKS (RCRM)

Rail Defect Removal



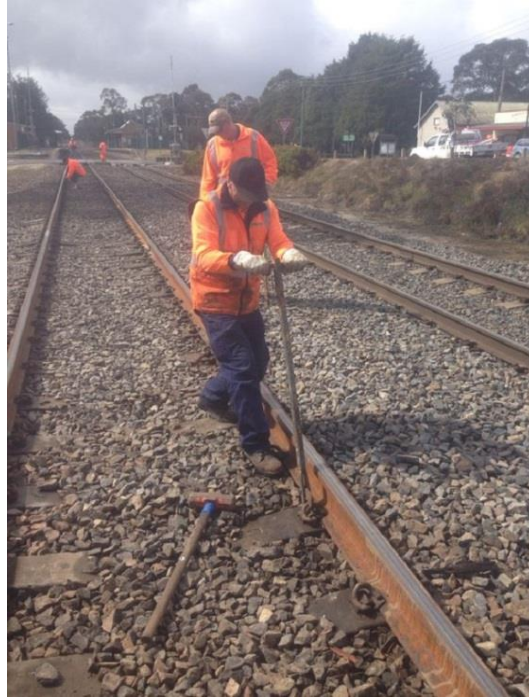
MAINTENANCE WORKS (RCRM)

Rail Defect Removal



MAINTENANCE WORKS (RCRM)

Wheel Burn Removal



MAINTENANCE WORKS (RCRM)

Track Inspection



MAINTENANCE WORKS (RCRM)

Electrical Maintenance



MAINTENANCE WORKS (RCRM)

Electrical Maintenance



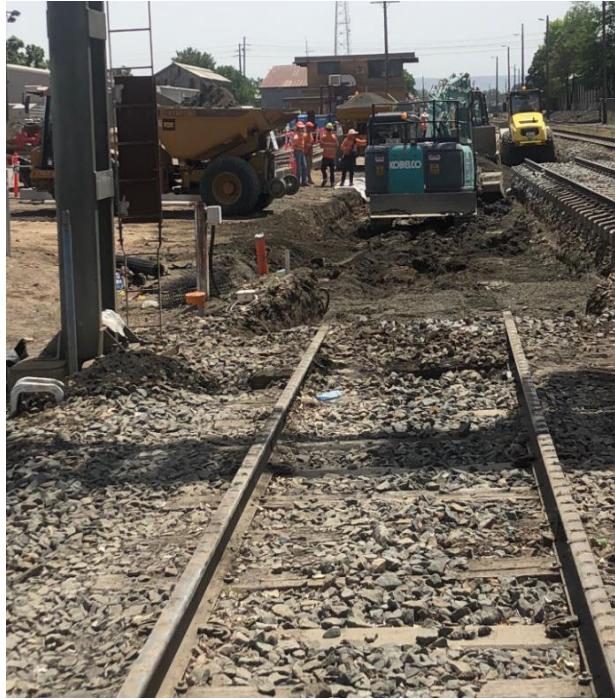
PROJECT DELIVERY (MPM / CAP)

Switch, Stock Rail And Manganese V Crossing Replacement



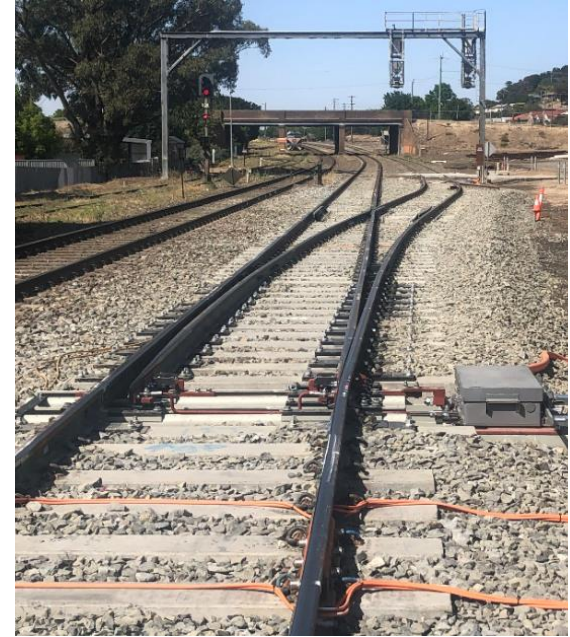
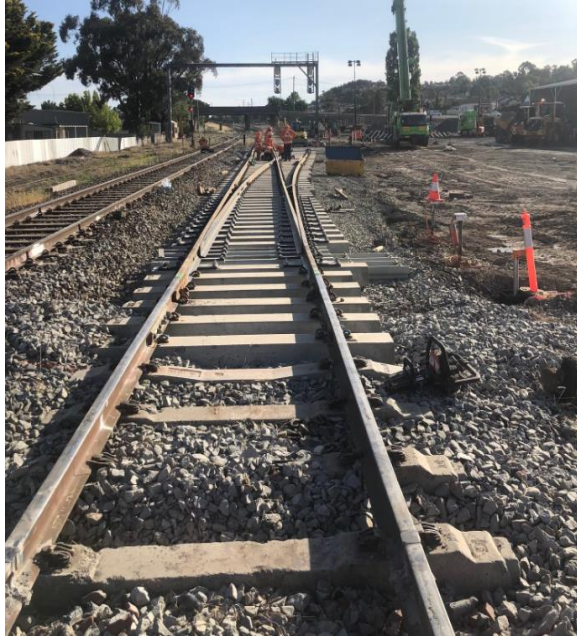
PROJECT DELIVERY (MPM / CAP)

Goulburn Up Refuge Track Works



PROJECT DELIVERY (MPM / CAP)

Goulburn Up Refuge Track Works



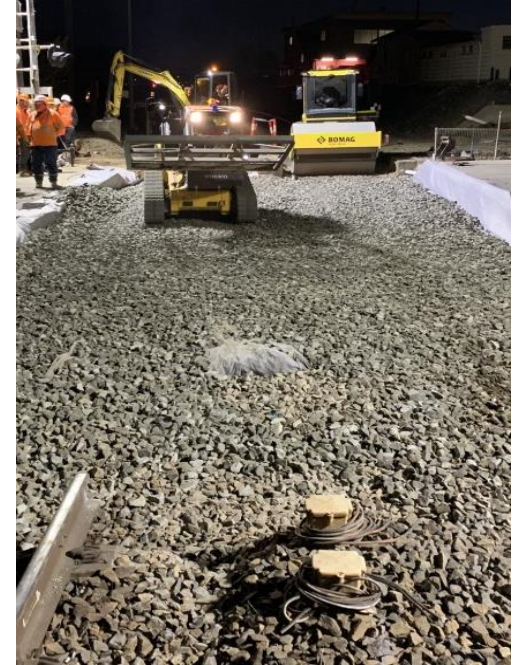
PROJECT DELIVERY (MPM / CAP)

Level Crossing Upgrade



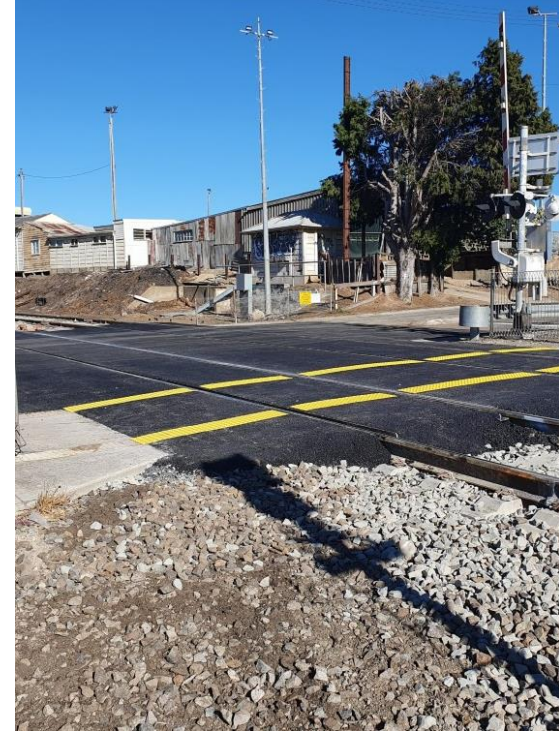
PROJECT DELIVERY (MPM / CAP)

Level Crossing Upgrade



PROJECT DELIVERY (MPM / CAP)

Level Crossing Upgrade



ARTC SAFETY CAMPAIGNS



STOP & THINK

What am I about to do?
 What can go wrong?
 What can I do about it?



FATAL & SEVERE RISK PROGRAM

LIFE SAVING BEHAVIOURS

01

VEHICLE ACCIDENTS (INCLUDING RRV)

I will always be fit for the journey and drive to the current conditions



06

CONTACT WITH ELECTRICITY

I will only work on or near electrical equipment that has been isolated and tested for dead unless authorised



02

MANUAL HANDLING

I will always lift and work within my own capability and immediately report any sprain or strain to my leader so it can be managed effectively



07

HAZARDOUS CHEMICALS, HOT MATERIALS AND CONFINED SPACES

I will always use the correct PPE for the task and comply with confined space entry permits



03

STRUCK BY RAIL TRAFFIC

I will always use or authorise the safest work on track authority to suit the task being performed to protect the work group using clear and concise communication



08

CRUSHED BY A CRANE OR LIFTED LOAD

I will always stay clear of potential 'crush zones' or 'suspended loads'



04

RAIL TRAFFIC COLLISION

I will always ensure the correct route is planned and prearranged clear of coordination using clear and concise communications



09

FALL FROM HEIGHT

I will always use adequate protection where I can fall more than 2m or within 2m of an edge



05

STRUCK BY MOBILE PLANT

I will always stay clear of mobile plant exclusion zones unless I have been authorised to enter



10

CONTRACTOR MANAGEMENT

I will actively manage contractors I am responsible for to safely deliver work and comply with artc life saving behaviours



OUR COMPANY VALUES



ARTC

FUTURE THINKING.

WE FIND SOLUTIONS.
WE EMBRACE EXCELLENCE.
WE THINK BOLD, NOT OLD.

FUTURE THINKING MEANS CHANGING THE GAME.
TAKING WHAT WE ALREADY KNOW AND BUILDING ON IT, BY THINKING DIFFERENTLY AND FINDING UNUSUAL WAYS TO SOLVE PROBLEMS.

ARTC

ACTIVE ENGAGEMENT.

WE TAKE INITIATIVE.
WE PAY ATTENTION.
WE RESPECT ONE ANOTHER.

ACTIVE ENGAGEMENT MEANS CARRING ABOUT WHAT MATTERS MOST TO OUR CUSTOMERS, OUR PEOPLE AND OUR BUSINESS.
WE'RE ALWAYS ON THE FRONT FOOT, LISTENING, ASKING QUESTIONS AND ANTICIPATING PROBLEMS. WE'RE SERVICE DRIVEN.

ARTC

NO HARM.

WE TAKE CARE.
WE LOOK OUT FOR EACH OTHER.
WE FIND SAFE WAYS.

NO HARM IS ABOUT MORE THAN BEING PHYSICALLY SAFE.
IT'S ALSO ABOUT TAKING RESPONSIBILITY FOR WHAT WE DO AND HOW WE ACT IN THE COMMUNITY, IN THE COURTHOUSE AND AROUND THE OFFICE.

ARTC

RESULTS.

WE SET AND MEASURE GOALS.
WE RECOGNISE PERFORMANCE.
WE FOCUS ON SUCCESS.

WE'RE HERE TO MEET GOALS.
WE'RE DRIVEN BY RESULTS. WE FOCUS ON THE OUTCOME AND NOT JUST ON THE ACTIVITY. EACH OF US NEED TO DO WHAT REALLY MATTERS.

ARTC

VALUES PYRAMID

OUR VALUES ARE THE FOUNDATION OF WHO WE ARE AS A COMPANY. EVERY STRATEGY, PLAN AND ACTIVITY IS SHAPED AND GUIDED BY OUR COMPANY VALUES.

