

Alan Barham Maintenance Award 2020 Nominations

Sydney Trains - Network Maintenance Division - Network Operations - Western Territory Civil Team



Western Territory 20.896km to
158.800 km

September 2020

Background

In 2014 Sydney Trains completed the MR1 project and the Western Territory was formed. The Western Territory consists of Track and Structures components creating the Civil Team along with Electrical Mains, Electrical Distribution and Signals Teams.

The Western Territory Track team is staffed with the Team Manager, Structures Coordinator, 3 Team Leaders, 6 Work Group Leaders, 2 Bridge Examiners, 25 Infrastructure Workers, and are supported by the Track Engineer, Maintenance Planner, Track Access Coordinator, Stores Officer, 2 Maintenance Officers and Admin Support.

The Western Territory's Infrastructure

	Kilometres of Track	Turnouts	Yards & Sidings	Level Crossings	Bridges	Culverts
Main West Line	244	219	18	11	105	354
Richmond Line	39	25	4	9	18	65
Total	383	244	22	20	123	419

Western Territory Team Members include: Chris Stanborough, Glenn Preston, Shaun Upu, Tom Dearie, Sukhjeet Sahota, Emanuel Spiteri, Max Latty, Matthew Tonks, Arthur Lamaro, Paul Uren, Robert Taylor, Kurtis Simpson, Jared Keehan, Reece Johnson, Michael Sharwood, David Piper, Chris Holmes, Guy Mitchell, Neal Kitcheman, Rijo Joseph, Brett Noble, Leroy Upu, Gennaro Balzano, Jacob Preston, Alexander Robinson-Mills, James Marsters, Juan Caballero, Adam Esposito, Nathan Cochrane, Peter Macari, David Baker, Travis Bromley, Colin Mackenzie, Graham Crowther, Michael Malone, Jayden Tavae.



People

The Western Territory Track team has been built from a diverse group of skilled, passionate individuals who, under the nurturing of the leadership team have formed a high performing team.

Skills required to build such a team include Track Inspectors, Ultrasonic Testers, Rail Welders, Skilled Fitters, Worksite Protection Officers, Structures Coordinator, Bridge Examiners, Civil Team Leaders and the Civil Team Manager. New team members are taken through a competency review to assist in creating a training needs analysis to form their training plan. This plan includes recertification to ensure that all competencies are current and skills reviewed. Through succession planning team members are exposed to possible future roles when other members of the team are on leave. This provides team members with experience in different roles and creates an appetite for further learning and development. The squad is rostered to cover preventative routine maintenance activities driven by the Technical Maintenance Plan, corrective maintenance and defect removals as well as being on-call to respond to incidents out of business hours to reduce their impact on train running and our customers. Rosters are built to ensure compliance with the Territory's Fatigue Risk Profile whilst taking advantage of the most suitable track access opportunities.

Team Leadership has fostered a learning environment built on teamwork, with experienced skilled staff providing on the job guidance and upskilling to other team members. With such a larger territory to maintain it is pertinent for the teams to ensure tooling and stores are treated with the upmost respect as they are pivotal to the success of the individuals and team as a whole.

Safety

The Western Territory Civil team have not incurred a Lost Time Injury within the last 12 months.

Safety is seen in many forms for the Western Territory, safety of compliance works, safety assurance, safety discussions, safety for customers and safety of your team mates. Alex and Gennaro represent the team on the HSR meetings with members of other disciplines to address safety and communicate back to the team. Team Manager and Team Leader provide safety briefings in the morning Visual Management Cells (VMC) discussion and safety interactions review safety practices to ensure that a safe workplace is maintained. System wide audits are also conducted to review safety and system safety within the territory without identifying any non-conformances.

In the period of June 2019 to August 2020 the Civil team completed **7,184 Safety Critical** work orders to compliance, **6,061 Safety Significant** work orders to compliance and **2,092 Safety Other** work orders to compliance.

Temporary Speed Restrictions (TSRs) placed by the team have an average removal of 14 days when requiring actions from within Network Maintenance.

There has been 1 broken rail within the last year, the weld previously installed by an external party was the source of the break. When the team attended the incident they took the opportunity to install a closure to remove the defect rather than plate the defect and hold the risk of plated rail.

Organisation and Leadership

Planning within the Civil team is in conjunction with the Annual Works Package (AWP). The AWP forecasts works from other entities such as Major Works, Resurfacing, Rail Grinders for the current year and future years. Our planning for defect management is aligned with the AWP to review short term mitigations required to reduce the need of TSRs to protect defects prior to AWP works. Defects are then risk ranked and aligned to the limited access opportunities and resources that are within the yearly corrective budget limits. Grouping of defects to identify costs efficiencies are driven from the risks ranking.

Preventative works have been aligned within the Technical Maintenance Plans latitudes to Maintenance Windows and other track access opportunities. This has supported the team to reach compliance targets required by Sydney Trains.

As mentioned the team provides 24/7 emergency response via on-call rosters. On-call teams are equipped with resources, vehicles and tools to attend incidents. Emergency spares locations have been brought into use to minimise travel time for higher level spares that may be required in the incident management.

Materials are procured in line with the yearly defect removal plan, plant is procured via Transport Shared Services to ensure fit for purpose and in line with Safety Management System requirements.

Financial management is tracked within the weekly Depot Visual Management Cell. Forecasts along with actual expenditure are reviewed on a monthly basis to determine accuracy to budget and realise areas of saving opportunities.

Innovation

The team have been recognising areas of innovation by prioritising the removal of P1 and P2 defects in the areas of the territory that are the most difficult to gain track access. For example with the confines of Granville to Westmead track access is only attainable in the night time Maintenance Windows (advertised predetermined windows of track access) due to the high frequency of train running in the area. The defects removals within this area have been prioritised to reduce the impact of reinspection (RevComs) and to ensure compliance of the defect management. This planning also shows financial acumen as productivity is gained by reducing the staff awaiting track access outside of the maintenance windows and utilising the staffing resources in greater track access opportunities.

Another cost saving initiative has been introduced by engaging in Long Term Hire contracts with wet plant hire. Having 2 x 5.5 tonne hi-rail excavators within the long term hire agreement has a cost avoidance of \$960k which has been used as a soft saving and reinvested to remove priority defects. The added bonus of the LTH is the continued access to the plant for planned works along with access for short term and emergency situations reducing the need of manual labour and reducing risks to staff. The operators are of high quality and formed excellent working relationships with the team. Feedback on theirs skills and work ethic are relayed to the plant hire services group for accountability to the contract and to raise areas of continuous improvement.

Achievement

FIRES, FLOODS & COVID-19, 12 months the Western Territory and especially the Civil team will not forget!

December brought devastation from fire for many areas of NSW including the Blue Mountains. Mt Victoria to Lithgow caught the brunt of the firestorm that ravaged the area. Many team members were affected by this outside of work as the fires threatened their own livelihood, including staff who are volunteers to the Rural Fire Services. The Civil team not only performed their own remedial works throughout the area, identifying geotechnical risks due to the scorched vegetation, they also supported other disciplines with inspections via hi-rail as the rail corridor was closed to normal access routes due to fire damage.

As the effects of the bushfires were realised the Territory was struck by enormous rain events across multiple days in February. Flood damage occurred in multiple wash away and land slip locations including significant land slip damage to Blacktown, Medlow Bath, Mt Victoria and the largest being at Leura. The Leura land slip site washed the land away down a steep embankment and threatened homes on adjoining land. The Civil team lead by their Team Manager worked around the clock to protect the houses below the land slip and were successful to preventing the erosion from entering the landowners homes below. The management of the multiple hazards was expertly overseen as the team place the customer first as they tirelessly addressed the hazards caused by mother nature.

March moved the territory into the world of COVID-19. As the threat of the pandemic widened the team was forced to spilt into 4 different locations to mitigate the risks of cross infections of team members. Although the team has been split they have continued their role with continuous drive and passion to achieve preventative works compliance a defect removals totalling 240 Infrastructure Affecting Defects (high priority defects).

