Possession Notice

Improving Efficiency for all

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Management of Hot Spots within Possessions

This information has been prepared to inform both Sydney Trains' employees and contractors about the procedure for managing high risk multiple work scopes being undertaken in close proximity in possessions, herein referred to as Hot Spots.

Background

The scope of works planned in possessions can, at times, create congested work areas and present a high level of risk to persons carrying out works in close proximity. The objective to complete the planned works safely, efficiently and in a timely manner can be compromised in these work environments.

Managing the risks

Risk planning for specific projects, carried out during possessions, is often performed in isolation from other projects, resulting in a series of 'silos' working independently within a possession in order to achieve completion of their own scope of works.

The identification of this issue has led to the development of a risk mitigation process for managing Hot Spots.

What is a Hot Spot?

A Hot Spot is a defined area within a possession where the planned scope of works creates an environment of congested worksites in close proximity and which often overlap.

A Hot Spot generally includes one or more major works projects in addition to other planned works, and may also include the following:

- High priority/high risk critical work scope
- shared access and egress/the geography of the area
- plant risks - separation of people and plant
- the location of material stockpile sites
- Work Health & Safety risks from over-lapping worksites
- Rail safety risks - effective worksite protection for multiple worksites
- rail corridor/public road traffic management
- work train/track machines.

This is not an exhaustive list and the Program Coordination Manager and/or the Network Access Manager for the relevant district are ideally placed to identify potential Hot Spots. Some possessions may not contain Hot Spots based upon the scope of works and the location where the works are scheduled.

When is a Hot Spot identified?

Hot Spots need to be identified as soon as possible and, preferably, 2 weeks prior to the Works Coordination Meeting by the Program Coordination Manager and/or the Network Access Manager for the relevant district. This task can generally be done because much of the planned scope of works is known at this time.

What happens after a Hot Spot is identified?

In consultation with relevant management, a suitably experienced and qualified person is assigned to act as the Hot Spot Manager for the Hotspot. This person is engaged to develop a risk plan, known as a *Possession Hot Spot Plan* for the identified Hot Spot.

What is the role of the Hot Spot Manager?

The Hot Spot Manager performs a planning and risk consultative role by engaging stakeholders in a joint process to identify risks and appropriate controls to manage those risks.

Project Managers still remain responsible for managing the risks generated by their own projects.

However, this method of engaging an independent Hot Spot Manager provides for a consultative and agreed approach to efficiently managing the risks in the Hot Spot between the projects.

Works Coordination Meeting

The Hot Spot Manager attends the Works Coordination Meeting (10-12 weeks out from the possession), and liaises directly with the relevant project managers about the works to be undertaken in the Hot Spot.

During the Works Coordination Meeting, the Network Access Manager (NAM), Program Coordination Manager, Project Managers and the Hot Spot Manager discuss the scope of works to be undertaken in the Hot Spot, and detailed planning commences for the effective management of the risks.

A site visit to the intended Hot Spot area may be warranted as part of the assessment of risks for inclusion in the plan.

Finalisation Meeting

The Hot Spot Manager attends the Finalisation Meeting (3 weeks out from the possession) and presents the *Possession Hot Spot Plan*. Details are discussed to ensure that the plan is fully understood, documented and is not compromised by any late changes to the scopes of work.

The *Possession Hot Spot Plan* provides a big picture overview of the identified risks and the controls for the Hot Spot.

After the Finalisation Meeting

Rostering arrangements are made by relevant management to ensure that a Hot Spot Manager is rostered for the nominated shifts during the possession.

Prepossession Meeting

The Hot Spot Manager attends the Prepossession Meeting and confirms the *Possession Hot Spot Plan*, which is presented to all attendees as part of the possession induction process. Details are included in the Possession Notes.

During the Possession

The Hot Spot Manager works on site at the Hot Spot for the rostered shifts, monitoring the plan and identified risks. Liaison with Project Managers/Worksite Supervisors and the PPO is maintained throughout the possession, including monitoring the progress of work scope. If the work scope slips against the schedule, then the formal escalation process is followed ensuring that the PPO is promptly advised.

Plant utilisation is also monitored, and where an opportunity exists to utilise idle plant for other work scope then that can be discussed between relevant parties on site.

In the event of becoming aware of an incident, formal incident reporting processes must be followed. The Hot Spot Manager maintains a log during the possession to record relevant information that may assist in the continual improvement process.

A procedure for the Hot Spot Management process has been developed, and is available via the Asset Management webpage.

David Cameron
General Manager
Asset Management

Date: