Sydney Light Rail Lessons Learnt

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| Most struggle to understand what’s going on in the underground environment. We need to clearly communicate what we know; what we think we know and primarily what we DON’T KNOW. Faith in data capture, transfer of information, accurate design and execution eliminates unnecessary variations, cost blow-outs and contractual disagreements. In solving these problems and challenges, the most important message for us is to communicate.  Sydney Light Rail as a project had to own that risk due to sheer volume and complexity of utilities through the alignment. To manage this challenge, a Utility Locate & Survey Manager was embedded within the projects utility team, where a robust Excavation Permit and system was put into place. In addition to this, the embedded utility specialist provides the ability for engineers and management to have an in-house consultant for better informed decisions, a review of incidents on site and the ability to constantly improve the projects systems.  Utility Awareness Training was provided to over 8,000 personnel as part of the face-to-face project induction. Consisting of a 20 min presentation followed by a physical walk through onsite, explaining utility ground markings and colours, raising awareness to all workers, regardless of their position on the project.  Additional Excavation Permit Training was provided to 570 members, an in depth, 2hr interactive presentation followed by a competency assessment. Once passed, personnel are permitted with the responsibility of controlling an excavation permit on site.  Over 8,900 Excavation Permits were issued. The permit set out the roles of each person working in and around utilities. It stipulates strict, non-negotiable rules that must be adhered to in any type of ground penetration. A process that is constantly upgraded taking into account incidents as they occurred throughout the project. |