



PHILLIP IMRIE

MANAGING DIRECTOR



QUALIFICATIONS

- Bachelor of Engineering with Honours Class I (Civil), University of Technology Sydney, 1990
- Master of Business Administration (Technology Management), Deakin University, 1998
- Internal Auditor Training (QAS)
- Various Safeworking Qualifications for NSW, Victoria, South Australia and Northern Territory
- Electrical Permit Holders Course (non electrical staff), Australian Rail Training

PROFESSIONAL MEMBERSHIPS, REGISTRATIONS & APPOINTMENTS

- Member, Institution of Engineers, Australia
- Member, Permanent Way Institution
- Member, American Railway Engineering and Maintenance of Way Association (AREMA)

KEY SKILLS AND EXPERIENCE

- Railway Service Capacity Assessment and Design
- Management System Development and Implementation
- Asset Renewal and Investment Program Development
- Track and Civil Infrastructure Asset Condition Assessment
- Estimating and Railway Cost Modelling
- Business and Project Management

PROFESSIONAL EXPERIENCE

Phillip has over 30 years of railway industry experience. Prior to founding Plateway in 1997, he held senior positions within the NSW Rail Industry including Trackwork Renewals Manager for RSA. During his time at Plateway he has been Infrastructure Manager for Freight Australia managing the Victorian Intrastate Regional Rail Network and FreightCorp's facilities and sidings. Phillip has developed and implemented quality and rail safety management systems for GRA, ADrail, ABB, Freight Australia and FreightRail.

He has also undertaken railway capital and operating cost modelling for infrastructure and above rail components in a variety of applications ranging from new maintenance structures at Leigh Creek, Victorian Country Rail Network, Works Infrastructure Bids for RFR and NZ Maintenance as well as total system assessments for Boral, GRA and CSR. Phillip has extensive experience in the configuration and analysis of public transport network simulations covering work in Melbourne, Adelaide, Brisbane, and Auckland.

PLATEWAY PTY LTD, SYDNEY, AUSTRALIA

MANAGING DIRECTOR

November 1997 – Present

In addition to the day to day management of the Plateway business which has grown to having an international presence and a staff of around 15. Phillip has delivered a wide range of consulting assignments including:

- Operational performance simulation and assessment using OpenTrack on a wide variety of projects and clients including ACIL Tasman, Boral, CSR, Hyder, Pacific National, V/Line, Vic DoT, DTEI SA, ARTA, ONTRACK, Calibre Rail, Hatch, Transnet and SKM.
- Rail logistics options assessment for CSR, CSA Glencore, Boral (Sydney Hard Rock Project), Glencore Grain, Hume Coal Project and Sims Metal.
- Rail Terminal developments for ITS, Wagga Wagga City Council and Casino Rail Freight Terminal.
- Performing Economic evaluation and project benefit quantification of Auslink project proposals for Pacific National, Victorian DoT and DTEI.
- Achieving accreditation for ABB management system to AS4292 Railway Safety Management in Victoria and South Australia. Assisted in obtaining accreditation for ADrail in the Northern Territory. Development of commissioning plan for ADrail.
- Rail safety management support for Boral, Cobar Private Rail Network, GRA and Auscott.
- Carrying out due diligence including analysis of existing contract performance, infrastructure evaluation, and condition assessment for Freight Australia bid for Westrail Freight, G&W's acquisition of Freightlink, Vale Resorts Acquisition of Skitube.
- Assessing the Condition of the NSW Grain network for Pacific National.
- Reviewing of Queensland and Hunter Valley Rail Asset Valuation for Freightcorp and provision of advice on access contract strategies and development of Key Performance Indicators.
- Preparing major tender bids and development of strategies for Railway Maintenance work in N.S.W. RAC Hunter Valley Bid, Victoria V/Line Freight and Met Privatisation and South Australia Leigh Ck Line Maintenance for EDI, in New Zealand as part of the Tranzrail Outsourcing Project.
- Management of Infrastructure Maintenance Function for FreightCorp throughout NSW, the Cobar Private Branch Line for CSA Glencore and CBH, Auscott's sidings at Warren and Narrabri and GRA's facilities at Thevenard and Kevin.
- Performing the role of Infrastructure Maintenance Manager for FreightCorp including acting as Client's Representative for the maintenance contract with John Holland.
- Infrastructure Manager for Freight Australia managing 4200 km of leased rail network and the maintenance contract with Works Infrastructure.
- Reviewing external party works including the Regional Fast Rail project and CPRS projects scope, design and execution on behalf of Freight Australia.

ABB, SYDNEY, AUSTRALIA

OPERATIONS MANAGER, RAIL MAINTENANCE DIVISION

May 1999 – October 1999

Manage day-to-day operations of three large contracts total turnover of approximately \$40 million per annum including customer interface, staff and equipment resources, contract administration.

Manage cultural transition of employees transferred from PTCV to the new enterprise. Manage bid preparation and development of strategies for Railway Maintenance work in N.S.W., Victoria and South Australia. Establish Management Framework for Railway Projects including cost control, asset management and renewals work scope determination.

RAIL SERVICES AUTHORITY OF NSW (RSA), SYDNEY, AUSTRALIA

TRACK RENEWALS UNIT MANAGER

1996 – 1997

- Establish unit structure and develop strategies to lead the unit into greater commercialisation and competitiveness.
- Prepare and monitor unit budget including determining appropriate charge out rates for plant, people and overheads, forecast revenue and expenditure cash flows.
- Personnel Management and supervision including recruitment, performance management, industrial relations and staff development.

- Implement and expand unit management systems covering financial / contract management, quality management, OHS&R Management, environmental and rail safety management. Act as project director to review project managers' performance, project progress and liaise with customers. Improve the performance of unit work processes in terms of output and safety. Prepare and review bids for external tenders.
- Managed delivery of major upgrading projects including Cobar line rerailling and resleepering, Wee Waa - Burren Junction upgrade, Naradhan line rerailling.

STATE RAIL AUTHORITY OF NSW, FREIGHTRAIL, SYDNEY, AUSTRALIA

PROGRAMME ENGINEER

1994 – 1996

- Manage operation of unit including personnel, logistics, wagon and plant fleet and budget.
- Project management of statewide rail renewal program worth \$11 million per annum.
- Provide technical advice on the management of the rail asset statewide.
- Improve Rerailling and Welded Rail Delivery Work Process.
- Manage capital investment program (\$2 million per annum) for plant acquisition and wagon refurbishment, including contract administration and tender evaluation. Established and implemented a Business Management System which was Quality Assured to ISO 9001. Introduced improved processes such as the increase in welded rail length from 110 to 250 metres which resulted in a saving of over 30% of installation costs.
- Reduced the time lost due to injury by over 50 % through the introduction of an Occupational Health and Safety Management System and Rehabilitation program.
- Removed restrictive work practices through a participative process with staff and unions saving at least 20,000 manhours per annum.
- Renewed over 240 track kilometres of rail in 94/95 with no additional labour or plant resources (an increase in over 30% on the previous year).
- Introduced a team Cost Control System to track Project Costs and Output.

STATE RAIL AUTHORITY OF NSW, CITYRAIL, SYDNEY, AUSTRALIA

WORKS ENGINEER, HORNSBY

1991 – 1994

Responsible for the management and delivery of an annual program of works valued between \$10 and \$15 million per annum covering drainage, earthworks and trackworks executed primarily by contract including assessing work scope required, management of design, tender document preparation, evaluation, contract management, scheduling works, program, site supervision.

PROJECT ENGINEER

1989 – 1991

Responsible for \$2m pa drainage and earthworks upgrade program.
