

HITACHI

Inspire the Next

Plan-led operating model and Control of maintenance enhancements

Client Profile

Hitachi Rail Ltd. is the largest provider of train maintenance in the UK. A relatively new entrant into the outsourced maintenance market, first starting operations in 2009 with the 395 'Javelin' trains on the High-Speed line in Kent. This assignment was focussed in the west division on the GWR trains that first started service in 2017, running trains from London Paddington to Wales and the West Country as far as Penzance. Hitachi also have the Azuma trains running for LNER, the class 385 for ScotRail and have three other contracts mobilising soon.

The Challenge.

The GWR and WoE contracts were mobilised from two newly built Train Maintenance Centres; North Pole, near London and Stoke Gifford, near Bristol; along with several outstation locations around the network. Understandably, with a new train, new people, new facilities, new contract etc., many challenges naturally presented themselves, first and foremost achieving service reliability. This high drive led to weak adoption of the plan-led operating model with many sub-optimal localised processes being introduced. Although this was the right approach to provide trains to service, it reduced planning horizons and was giving rise to longer-term performance worries that needed proactively addressing.

The Solution

Following a survey of operations and leadership performance across the West division, we deployed a small expert team to work with the senior leadership team to develop a revised plan-led approach from first principles. This approach although slower meant high-level buy in was more assured. The accountability map and maintenance cycle responsibilities were redrawn, and some key control roles switched departments.

Following this a full process map was drawn up, together with coaching on deployment of this model. The introduction was managed with our support although ensuring the SLT always remained in charge.

"Howard and the EngPro team brought considerable skills and gave us great insight as to the direction and shape of our operating model.

They modelled the desired approach that gave us ability to strategize using their help and expertise; and then worked alongside us building dynamic planning and control tools to take forward.

I liked their approach, in partnership helping to guide, but keeping us always in control. Great team."

Darren Willshire, Fleet Director (West). Hitachi Rail Limited.

For more information call us on +44 (0) 7841 029276

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Consulting engagement

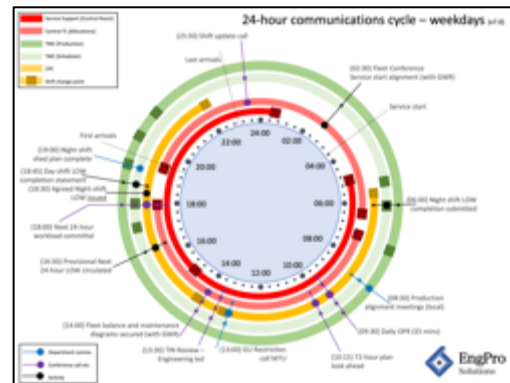
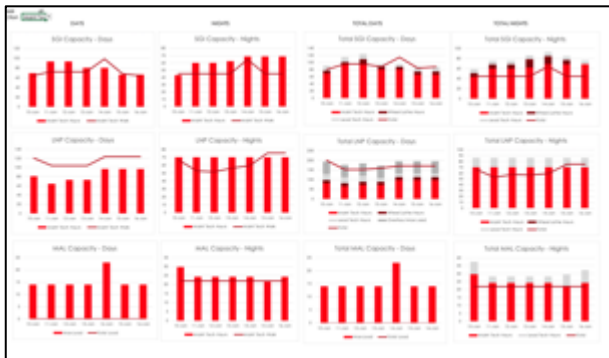
Our expert team deployed to site, then with covid restrictions most of the analysis work was completed off site. The SLT strategic sessions were all run face-to-face, and all members were encouraged to contribute, and all considerations were fused with a baseline plan-led model from rail. This approach permitted maximum buy-in at every level.

Following this, in depth process maps were drawn up and ratified, together with professional planning skills developments for the centralised planning team. An accurate load and capacity model was developed, together with meeting cadence and review metrics. A full plan-led system was effectively developed with our leadership by the Hitachi staff – this is our preferred method as we find it gives stronger legacy after we leave site. A roll-out was managed site by site.

Results

The legacy output was twofold; in the immediate future the team had a working plan for each fleet type and systems/processes internal to the business that allowed increasing control of the maintenance. There was also the phased strategy that allowed the organisation to continuously improve long after we had left site.

Deferred defects, defect numbers, availability, reliability, customer perception... In short, as we left the assignment, all metrics were moving in the right direction and the SLT felt they had positive control of maintenance.



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