

Plan-led process embedment (with effectiveness assessment)

Client Profile

An Arriva-wide Engineering Improvement Network (EIN) has recognised the commercial advantage a functional plan-led approach can deliver; to prove viability and suitability an experimental review was conducted. This plan-led experiment was undertaken at Chiltern Railways and was the first full plan-led adoption in UK rail.

The Challenge

Working with the EIN team and specifically the Engineering Leadership at Chiltern Railways we established an outline scope, identifying some key deliverables:

- ◆ Increase in work through-put at the depot
- ◆ Reduction in overtime costs
- ◆ Strong defect control
- ◆ Input plan stability

The Solution

This was very much a partnership approach, EngPro provided leadership and some key research, with much of the resource being delivered by Chiltern Railways. This was a deliberate and important aspect of the experiment, so that it could be embedded as business as usual following the results phase.

We worked under a fixed-price 'risk-share' perspective to give our client partner clarity of charge up front and ensure we are commercially focussed on the same deliverables.

The project was approached in three main phases with a forth (internal) phase immediately after the project:

Mobilisation | Build | Power-up | Optimise

"I extend my thanks to the EngPro team and for both the approach and delivery of the Plan-led change support they provided.

An honest consultancy that gave me good value and great return; I really believe a partnership approach was adopted.

They without doubt helped accelerate our development, providing us with good insight and gently challenging present paradigms and approach; all taking us successfully to the finish line.

I never doubted Plan-led was the right approach and am very pleased with the manner my engineering team are now controlling maintenance.

Many thanks Howard and team"

*Matt Prosser, Engineering Director,
Chiltern Railways*

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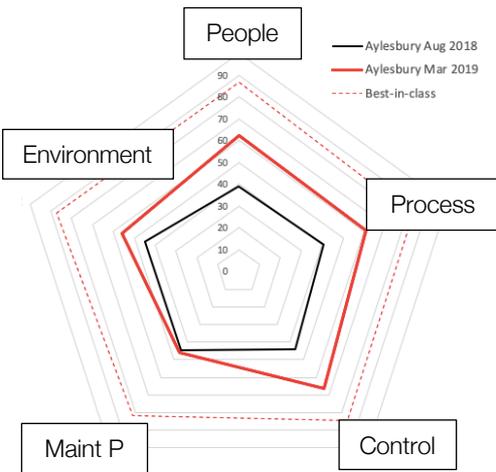


The Project

Mobilisation – firstly a baseline review was performed using the EngPro Maintenance Efficiency Diagnostic™. We helped lead and define the organisational structure, the project governance and the communications plan. This included building a linked project plan, all in partnership with the client.

Build – during this phase we led and built the required process map, pre-input planning structure, load and capacity models, list of work delivery and the production review mechanisms. We used our benchmark standard tools and terms of reference, thus short-cutting much development for the client.

Power-up – saw us taking a more oversight and guiding role as we allowed the planning team to establish control and gain momentum. During this phase regular coaching sessions for the client leadership executive were given to help cement the emerging cost and quality balanced metrics.



The Outcome

The effectiveness assessment ran for 13 consecutive weeks, 12 under review (3 periods) from December through to March, traditionally a very challenging period for rail maintenance.

All the deliverables were met, there was considerable forward momentum into the future business shape; a new vision for rail maintenance. Finally, we blue-printed the work to allow a more rapid and mostly internally delivered system in sister TOCs. And provided enhanced documents for safety case submission.

Finally, we re-ran the same diagnostic exercise with independent assessors the results were significant.

Team and approach



Our two plan-led experts provide complimentary skills; Howard with his background in leadership works strategically, whilst Frank with 30 years of plan-led experience builds and tailors process and coaches your team to optimise their use.

Deliverable Summary

- ✓ Overtime reduced by 47%
- ✓ Output hours increased by 14% (equivalent to 10 additional exam slots per quarter)
- ✓ Input plan stability 85%
- ✓ Defects on fleet reduced