

## THE ASSIGNMENT

Use The Unipart Way to develop and implement processes at four First ScotRail depots that will reduce actual and potential train failure by identifying the problems at their root cause through the engagement of all of their employees.

## THE RESULTS

- A 50% reduction in potential train failure at Haymarket Depot was achieved combined with other depot initiatives
- In combination with a client initiative on reliability we further contributed to a 40% reduction in impact minutes (the financial penalty payable for not meeting franchise agreements on customer service levels)
- 15% improvement in productivity on planned maintenance activity – B Exams
- 60% improvement in productivity on wheelset changeout

## OUR APPROACH

A key challenge was to improve communication and teamwork. There was limited communication of the reasons for train failure and shopfloor workers were excluded from making any contribution to this process.

Our solution centred on developing the use of Visual Management, creating real ownership of new processes and generating engagement of all operatives in solving problems.

Over 70 days a new Communications Centre comprising of highly visible Performance Improvement Boards and supporting processes were developed within each depot. Each Board (or part of) has an owner responsible for keeping it up to date. Three key meetings bind the processes in the Communication Centres together:

- The daily review of yesterday's performance via the Headline Board and the daily review of today's workload take place between Managers and the operational teams

- A further weekly review of the Performance Board highlights reliability issues and visually tracks progress of reliability countermeasures
- A monthly review of the content and the processes within the Communications Centre to identify potential improvement projects.

Structured problem solving was also introduced together with teamwork that encouraged the sharing of knowledge, ownership and the active involvement of the fitters from the depot's operations staff.

Key process activities which had become bottlenecks were identified through the Communications Cell process. This led to mini improvement activities being implemented with the operational teams which resulted in immediate productivity gains while also contributing to longer term solutions.

## WHAT DID WE ACHIEVE?

We delivered the hand-over of a sustainable process to First ScotRail that will continue to further improve fleet reliability through the use of the new Communications Centres.

This was achieved in the context of a changed culture that now engages everyone at every level in the systematic identification of actions and countermeasures to solve problems and remove barriers.

This is a key building block in the development of a Lean culture and the start of the journey for the implementation of Lean across their business.

