



Case study

Transport for London – Delivering Savings through Lean Coaching of front-line Maintenance teams



Client

Asset Operations directorate in London Underground, part of Transport for London

Value to the client

Targeting a 5:1 ROI on annual savings across Fleet and Track Maintenance

Programme

Lean Delivery Partner for the Maintenance Modernisation programme

Appointment duration

9 months, extended to 18-months

"Turner & Townsend have built strong engagement with frontline maintenance teams to help them identify and tackle opportunities to improve cost and performance. We have seen good adoption of Lean principles and methodologies on the ground."

Andrew Morsley, Head of Maintenance Modernisation Programme

"I have worked with a number of Consultancies within London Underground and to date, Turner & Townsend have made the greatest impact due to their ability to engage with the Management and more important, the Frontline Teams.

As a result I am confident that we will successfully transform our current way of working, to one that has adopted a Lean philosophy."

Duncan Weir, Head of Track

Client's requirements

The Maintenance Modernisation (MM) Programme is modernising the Asset Operations (AO) directorate, which performs most of London Underground's maintenance.

Turner & Townsend Suiko were engaged as the Lean Delivery Partner to help transform front-line Fleet and Track maintenance by removing inefficiencies in resources and time. The focus was on sustainable cost reductions (whilst maintaining safety and quality KPIs).

Objectives

- Provide Lean Coaching to:
 - Head of Assets
 - Managers and front-line teams
 - Business Improvement (BI) team
 - Other stakeholders
- Support front-line teams to deliver a 5:1 ROI on annual savings (up to 5% of addressable budget) across the two Asset areas
- Address people, process and capability
- Implement Fleet and Track Lean operating systems and visualisation
- Ensure Lean's sustainability and cost-effectiveness by teaching ('learning by doing') the BI team in Lean mind-sets, tools, and management.

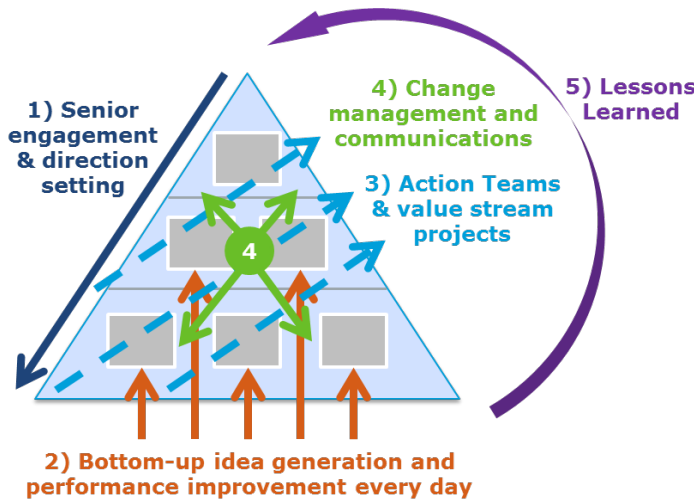
After a successful roll-out in Fleet and Track, our work was extended to provide Lean Coaching support for Workshops and Stations Maintenance and also to create a Lean Leadership Academy.

Our contribution

In this unionised environment, we brought Lean thinking, principles and their practical application to life for front-line teams by:

- engaging effectively at all levels
- providing hands-on support
- pinpointing tangible opportunities
- balancing the right mix of tools and behaviours; and
- keeping a relentless focus on benefits.

There were 5 elements to our approach:



1. Visible leadership and direction (targets) from Heads of Assets and managers – focussed on results (£) and practices (processes and behaviours)
2. Front-line teams applying Visualisation and the right Lean steps in the right order
3. Project teams moving swiftly to solving problems and action – using Practical Problem Solving (PPS) aligned to Six Sigma ‘Define-Measure-Analyse-Improve-Control’ (DMAIC) without the complex statistics
4. Programme team managing change and communications
5. Lean roll-out reinforced throughout – adapting to local challenges, celebrating successes and continuously improving through lessons learned.

Making the difference

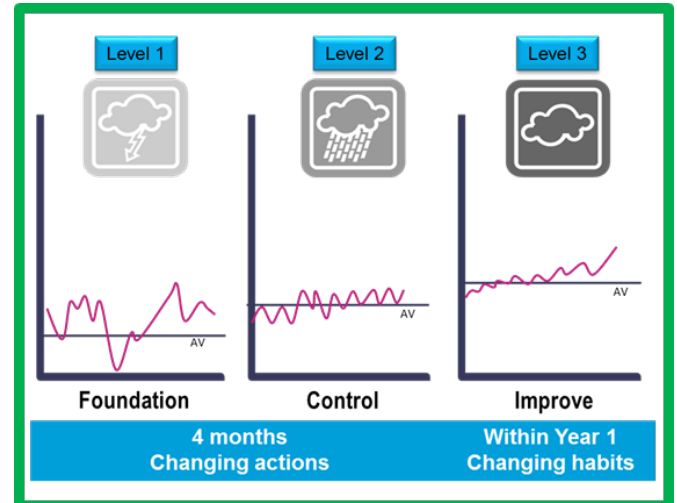
“Turner & Townsend have been working with my team to build Lean methodology and sustained capabilities. We have seen a positive engagement and good adoption through all levels of my area of the organisation, driving a value-add culture.”

Steve Lammin, Head of Fleet, London Underground

Lean Coaches helping front-line teams by:

- **Driving Efficiency** – Using Lean methodologies and 5-step problem-solving to identify opportunities which exceed the savings target;

- **Upskilling Leaders** – Through Lean Leadership training for 40+ managers and running several lessons learned workshops;
- **Ensuring Sustainability** – Through embedding the right mind-sets, capability and operating systems;
- **Developing Lean Maturity** – Reaching ‘Level 3’, with capability to move beyond:



Typical competencies and tools applied

Level 1	Level 2	Level 3
Foundation	Control	Improve
Measures and targets	Drive measures	Top 3 issues
What's in my area?	Go see	100 year fix
What am I expected to do?	Challenge and action	Make it visual
Internal view Reactive Control costs	➔	
	Proactive	

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