



# Improving Depot Performance

## The 'Lean' Philosophy



**Unipart Rail has worked with RailCorp in Sydney to engage its employees in developing their processes to improve efficiency and reduce vehicle maintenance time.**

RailCorp is responsible for delivering, maintaining and providing a safe and reliable service throughout the Sydney metropolitan area and rural New South Wales.

Unipart Expert Practices' contract was to support RailCorp's Continuous Improvement programme.

David Fillipetto, RailCorp's Director of Lean and Six Sigma, said *"The goal is to improve asset reliability and make processes more efficient."*

*The rolling stock division is at the forefront of implementing tools to drive workplace reform and ensure that it can meet the challenges of maintaining assets to the highest standard."*

He went on: *"The review of the Supply Chain, utilising the expertise of Unipart Rail, will go a long way to satisfying these goals. It is intended to make the process of providing parts flow better to the right place at the right time, making peoples' jobs easier and getting trains back into service quicker."*

Unipart Expert Practices put forward a selection of practitioners, RailCorp identified Tony Metcalfe and conducted an interview with him. Subsequently Tony was nominated by RailCorp as their preferred practitioner due to his extensive knowledge of "Lean" and his 22 years experience within the rail industry.



### ■ Industry Sector

Australian Traction and Rolling Stock.

### ■ Issue

RailCorp wanted to improve their asset reliability and make their current processes more efficient.

### ■ Solution

Unipart Rail introduced RailCorp to the Unipart Way and provided RailCorp with a dedicated Unipart Rail Expert to support the implementation of the improvements.

### ■ Benefits

The Unipart Rail Expert provided RailCorp with a single point of contact and helped RailCorp with their understanding of the Unipart Way Tools and techniques.

### ■ Next Steps

RailCorp have extended their contract with Unipart Rail and the Unipart Expert will now engage with two additional RailCorp depots.

# The Projects

RailCorp expected Tony to deliver process improvements and transfer his knowledge of utilising the tools and techniques of the Unipart Way and 'Lean'.

The first project that had to be undertaken was to improve the logistics process at their Hornsby Maintenance depot. Using the Unipart Rail's 'Lean' tools a baseline was agreed and then the waste was identified within the current process. The Unipart Way tools that RailCorp used included:

- Value Streaming Mapping.
- Process Trials.
- Layout and Work Sequence.
- 7 Wastes.
- Insight Stars.

There were then future state workshops, to help establish a new way of working. All the members of the workshop had worked with the current process and had a combined experience of over 200 years within the rail industry. After training, the team was able to establish a new future state, that was trialed and later implemented. The team needed to ensure this new future state was sustained and so they used Standard Operating Procedures and adopted Unipart Rail's Workplace Audit process.

The contract has been so successful that Unipart Expert Practices secured an extension to the current contract that will see Tony mentoring two other RailCorp depots. Tony further mentored the Hornsby depot through a standard work project which was later implemented into the other depots, this is the first time RailCorp has had a standard process for management passenger seats across all three depots and incorporated the whole supply chain.



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