



Transformation Through Engagement

The Challenge

The biggest tram depot redevelopment in Melbourne's history transformed Preston Workshops into a state-of-the-art facility for new generation E-Class trams.

Following an initial piece of work by Unipart Expert Practices to ensure the integration of Lean principles into the final designs for the redeveloped Preston Workshops site, Yarra Trams was keen to ensure that Lean tools and methodologies were adopted throughout their processes at the site through the engagement and development of their people.

Unipart Rail was engaged to provide this support over a 15-month period during the redevelopment work to transform the site.

The Solution

Having first-hand knowledge of the concept designs for the site and future objectives, Unipart were ideally placed to guide Yarra Trams' teams in understanding the design details and the defined functional objectives. Understanding the current processes was key to determining the suitability of the final designs and beginning to define the detailed future layouts and integration of Lean tools and methods.

Everyone impacted by the redevelopment was engaged early on; understanding the impact of the changes, determining the future layouts, but also importantly influencing the finer details of the final designs, ensuring a practical improvement to their working environment. In addition, Lean awareness training and support was provided to every individual to aid the implementation and use of the tools in their work areas.

Key individuals attended our Lean Academy training; an intensive programme for delegates that would lead the change and improvements in the workplace. This was supplemented with ongoing coaching support to ensure effective implementation and enable individuals to transition from doing it all themselves, to supporting and guiding their colleagues. Building this capability is key to implementing and sustaining the new processes effectively and efficiently, and developing a foundation to improve in the future.

The Customer

“Unipart has brought tremendous added value to our business and Preston Workshops. Their approach and their commitment to the project have been great.

They have been focused on developing the employees' skills, focusing on people to get the best from them and to trigger a cultural change. They have been coaching the key team members and managers with care and efficiency.”

Veronique Lajoie, Site Manager Preston Heavy Maintenance Workshops

The Result

The results can be attributed to the capability of the team, including the 2 Lean Champions capable of leading and driving further improvements;

- **No significant injuries** throughout project.
- **57** safety improvements.
- **52** workplace improvements.
- Tram turn-a-round **reduced by 27%**.
- Trams waiting on-site **reduced by nine trams per day**.
- Implementation of **standardised processes** across operations across areas.
- Wheel exchange **improvement by 60%** (no increase in person-hours) – now two day process from five.
- **50% improvement** in delays awaiting start of work due to collisions.

This was all achieved while continuing to operate as a tram heavy maintenance facility and enduring the inherent disruptions of the construction works.

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