



Lean Transformation Project

The Challenge

Southern Railway manage 157 railway stations from London to the South coast. They provide 2284 services a day delivering 447,000 passenger journeys with a fleet of 295 vehicles.

Southern Railway determined that they needed a structured methodology to improving their business and approached Unipart Expert Practices to support them in their development of this. Through training, coaching and development of their internal capability significant improvements across their fleet activities would be delivered.

The Solution

Our approach follows a philosophy of engaging and developing teams in Lean tools and techniques initially through a one week Lean Academy, this provided Southern Railway employees with the knowledge that they would apply during their improvement projects. An experienced Unipart Practitioner then guided and coached the teams to:

- Develop the Leadership team
- Understand current ways of working and identify opportunities for improving the processes
- Develop standard and transparent processes which are key to building the foundation for Southern Railway to continuously improve
- Implement visual management to monitor key performance measures allowing the teams to capture trends, identify issues and take corrective actions
- Build an internal Lean capability including Continuous Improvement Managers and Lean Champions. This has provided Southern Railway with the team to continue to develop the Continuous Improvement culture
- Developed a Lean awareness training course that was delivered internally to develop a broad understanding of Lean
- Implement a Communication Centre for the business that enables the team to make key decisions based on real time data, analyse fleet material information, capture issues and drive business improvements

“Southern have been for some time wrestling with how to embed a Continuous Improvement culture that would be embraced and run by their own people. In Unipart we have found a partner that are not only experts in implementing Continuous Improvement processes but more importantly wanted to help develop our own capability”.

John Killen, Fleet Manager Southern Railway



The Result

Through training and developing Southern Railway employees a Continuous Improvement structure and capability has been established for the business. This includes Continuous Improvement Managers and Lean Champions who are responsible for continuing to use Lean tools and techniques to improve processes and deliver a continuous improvement culture across the business.

The Unipart standard improvement methodology is being used across all sites to help drive a standard way of working.

All of the activity to date has enabled Southern Railway to:

- **The highest ever levels of class 377 fleet availability**
- **Reduced the number of units out of traffic by 23%**
- **Reduced Major exam leadtime by 52%**
- **100% improvement in wheel lathe productivity**
- **Optimised material strategy to enable new fleet introduction without the building of a new stores**