

## Cost Liability Reduction - Open Fault Performance

### Client

Asset Maintenance Company

### Background & Challenge

As part of a contractual obligation, the client had to undertake the rectification of individually reported asset faults for which they incurred an increasing fine, if not rectified within 5 days.

The client recognised the requirement to reduce the current financial liability within its Track & Signals area and implement a more robust process to deal with the increasing number of faults being identified.

The area Spitfire was asked to support held a financial liability of £1.8million at the start of the initiative.

### Solution

Spitfire Consultancy worked closely with the client's management team to clearly structure their requirements based on lean techniques.

The identified solution was to develop and implement Visual Management Centres across the area with the objective of driving performance improvement through process visibility. The approach was key to achieving the successful integration of:

- Daily management discipline
- Technical & process problem solving
- Preventative maintenance improvement
- Leadership behaviour

### Implementation

By creating an environment centred around visual management, the operational side of the Track & Signals area had a clear understanding of the current state, as well as the business goals and objectives.

This became the daily challenge of the operational staff within the Visual Management Centre and facilitated both support and weekly performance reviews with their client to reduce the liability.

The key features of the successful project implementation included:

- Daily prioritisation of Open Faults
- Clear ownership of each problem & timing
- Real-time factual information and detailed analysis
- Development of work methods to give consistent and repeatable results
- Transfer of knowledge and capability to employees
- Regular governance of key performance indicators

An Escalation Procedure was established to ensure the performance would be sustainable and able to provide on-going support for the more difficult issues.

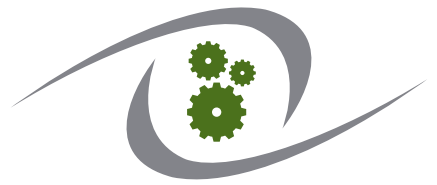


**Spitfire**Consultancy  
Your Performance. Our Passion.

Kirkhill House, Broom Road East,  
Glasgow G77 5LL Scotland  
t: +44 (0)141 639 7561  
f: +44 (0)141 639 5537

[www.spitfireconsultancy.com](http://www.spitfireconsultancy.com)

Case Study - S004

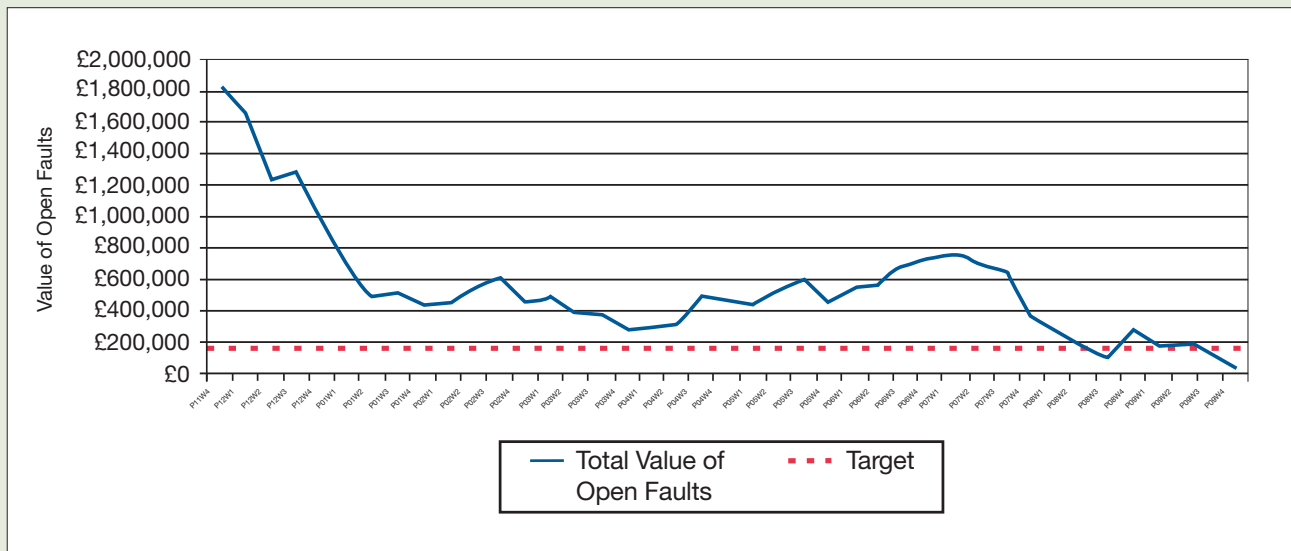


Spitfire\_process

## Results

Over a period of 10 Months Open Faults were reduced significantly in number which led to the following benefits:

- Reduction in Open Fault liability of **>£1.75million**
- Robust process introduced to identify and prioritise issues
- Staff trained in the use and applicability of lean tools
- Improved staff morale
- Continuous improvement culture now part of team reviews



**Spitfire** Consultancy  
Your Performance. Our Passion.

Kirkhill House, Broom Road East,  
Glasgow G77 5LL Scotland  
t: +44 (0)141 639 7561  
f: +44 (0)141 639 5537

[www.spitfireconsultancy.com](http://www.spitfireconsultancy.com)