

Case Study

Arriva – Rail Change Programme Design

Background

Until February 2020, Arriva Trains Northern was a train operating company in England owned by Arriva that operated the Regional Railways North East franchise.

Challenge

The arrival of new advanced rolling stock in 2020 meant engineering maintenance teams had to develop robust plans to repurpose 4 engineering depots across North England. Additionally, there was requirement to accelerate continuous improvement to deliver effective fleet utilisation.

Solution

Depot and maintenance management teams were engaged at all 4 depots to define and agree the specific challenges facing each facility with regards to short term effectiveness and longer term depot development.

A workstream approach was created with 8 pillars of programme delivery identified; Resource Management, Financial Management, Management Control, Benefits Management, Organisational Governance, Stakeholder Management and Risk Management.

A sense of urgency was created within the programme through identifying a leadership group, attracting volunteers, removing barriers to change, generating short-term wins (and confidence in the programme) before accelerating change within the organisation.

Project management tools were created for the organisation along with change management processes and governance with an emphasis on Libra engaging and empowering stakeholders rather than imposing solutions upon them.

“Pleased with the engagement, particularly the work on the depot investment plans and the pace which Libra were able to move forward the performance management centre at Newton Heath.”

Philip Hassall, Head of Business Process Transformation - Arriva Trains North



Results



Engagement and strategic alignment of the Engineering Depot Management Teams



Coaching and mentoring of engineering depot management to develop local change plans to deliver the 2020 Change Programme for Northern



Empowerment of depot teams to own plans and develop results plans to deliver significant productivity improvements