



Proposal to Restructure Subway Maintenance Support and Planning Functions

Committee Personnel

Date of meeting 17 March 2017

Date of report 8 March 2017

Report by Assistant Chief Executive (Operations)

1. Object of report

To advise members of the findings of a review of Subway Maintenance Support and Planning functions and recommend proposals to restructure this area within the subway.

2. Background

2.1 Context

The Partnership Personnel Committee has received and approved a number of organisational reviews focused on streamlining the organisation to maintain and improve levels of service with reduced resources. At the same time, SPT continues to review the current structure and processes within Subway as part of the overall modernisation programme.

Members will recall from approval of the contract for the new Rolling Stock, Signalling and Control Systems (RSS&CS)¹ that this included for SPT to continue to undertake the maintenance in-house and that the new technology would require an improved maintenance approach including a new skillset, staff training and development and improvements to various maintenance processes and systems that are currently utilised within subway. This paper sets out the review on the first of these areas within subway maintenance relating to the planning and support functions, as the system, processes and people in this area act as the foundation in which the day to day maintenance activities are planned and then implemented on the ground.

2.2 Subway Management

The Senior Director has strengthened the management team in Subway over the last year to improve service delivery whilst at the same time progressing the various early activities that are required to be put in place for the implementation of the new RSS&CS being delivered by the Ansaldo/Stadler Joint venture. Some of the recent changes relate to the Director of Subway post which was vacated in January 2015. The strategic aspects of this role have been subsumed within the Senior Director post and the day to day operational accountabilities are being delivered through a revised senior management team. This team

¹ Subway modernisation: New rolling stock, signalling and control systems, control room and associated equipment – 4 March 2016

Agenda 6

comprises the Operations and Security Manager who is responsible for the day to day operations and customer facing areas, alongside the roles of Head of Engineering & Maintenance and a Depot Manager who are responsible for the delivery of all engineering and maintenance activities.

2.3 Asset Management and Maintenance Planning

The current subway maintenance management system (MMS) is delivered through 'Infor EAM', however the approach to date has been very limited in respect to Maintenance Performance Management or Asset Management systems or policies. This review has therefore focussed on examining and assessing the various measures required to be put in place to ensure SPT is ready to accept the new Rolling Stock and Control System equipment and bringing our system in line with best practice approaches to asset and performance management.

The development of the asset management system and the supporting administration functions to deliver improved Engineering and Maintenance business processes is critical to the success of the overall subway modernisation programme and will ensure full understanding of our assets and enable SPT to develop optimum maintenance plans over the life cycle of each asset.

While this revised approach is simply fundamental for the new RSS&CS, it will be the case that our current fleet of trains will continue to operate for another 5 years or so until completely substituted by the new trains. This proposed revised approach will therefore bring more immediate benefits to the maintenance planning and support of our existing fleet.

3. Proposals

In line with best practice and the requirements for the contracts for new RSS&CS, SPT requires to develop a full suite of maintenance and performance reports using data from the maintenance management information system (Infor).

Also, in order to support the safe and reliable introduction and migration from existing assets to the new rolling stock and control system contract, the existing SPT Engineering and Maintenance business and administration processes, including control of quality information and safety documentation and technical information/records must be robust and improved.

In summary these proposals will represent a step change for SPT Subway and will:

- develop a full performance and asset management system, that shifts SPT from a planned/reactive maintenance regime to condition based maintenance for Subway assets;
- improve integration between existing management information systems across SPT , including finance and procurement systems, and prepare for the introduction of new technology focused on condition based monitoring;
- strengthen Quality Assurance processes across Engineering and Maintenance;
- improve the handover of technical information and documentation as subway modernisation progresses; and
- improve utilisation of SPT resources, matching jobs to employee skill levels and competency.

Agenda 6

To ensure effective delivery of this plan, and build the capacity and capability required to develop and implement the changes required in this area, a review of the current roles has been conducted and revised roles proposed.

The current and proposed structures are attached at Appendices 1 and 2. The number of staff affected by these proposals is 6.

SPT is committed to a well-managed and modernised workforce. Any reductions will be achieved where possible with the cooperation of employees, through retraining and redeployment, voluntary severance and the normal policy will apply for any staff who do become displaced

4. Conclusions

The proposed changes follow a review of current maintenance planning systems and processes in readiness for supporting improvements to the current service delivery as well as the contractual arrangements within the subway modernisation programme.

When implemented, the proposals would result in a headcount reduction of 1 FTE position.

These proposals continue to be subject to consultation with Trade Union Representatives.

5. Committee action

The committee is recommended to note and approve:

- The proposal to restructure Subway Maintenance Support, Planning and Logistics, subject to consultation with Trade Union Representatives
- The proposed reduction of 1 full time equivalent post.

6. Consequences

Policy consequences	None directly.
Legal consequences	None directly.
Financial consequences	Proposals are forecast to be cost neutral but potential financial consequences through the MSA and TSSSA contracts if the improved system and structures are not in place for accepting and maintaining the new assets.
Personnel consequences	A reduction in headcount and full compliance with all SPT reorganisation policies.
Equalities consequences	An Equalities Impact Assessment has been carried out.

Agenda 6

Risk consequences

There is a significant risk of not meeting our contractual obligations in accepting and maintaining the new assets to the required standard should these changes not be implemented.

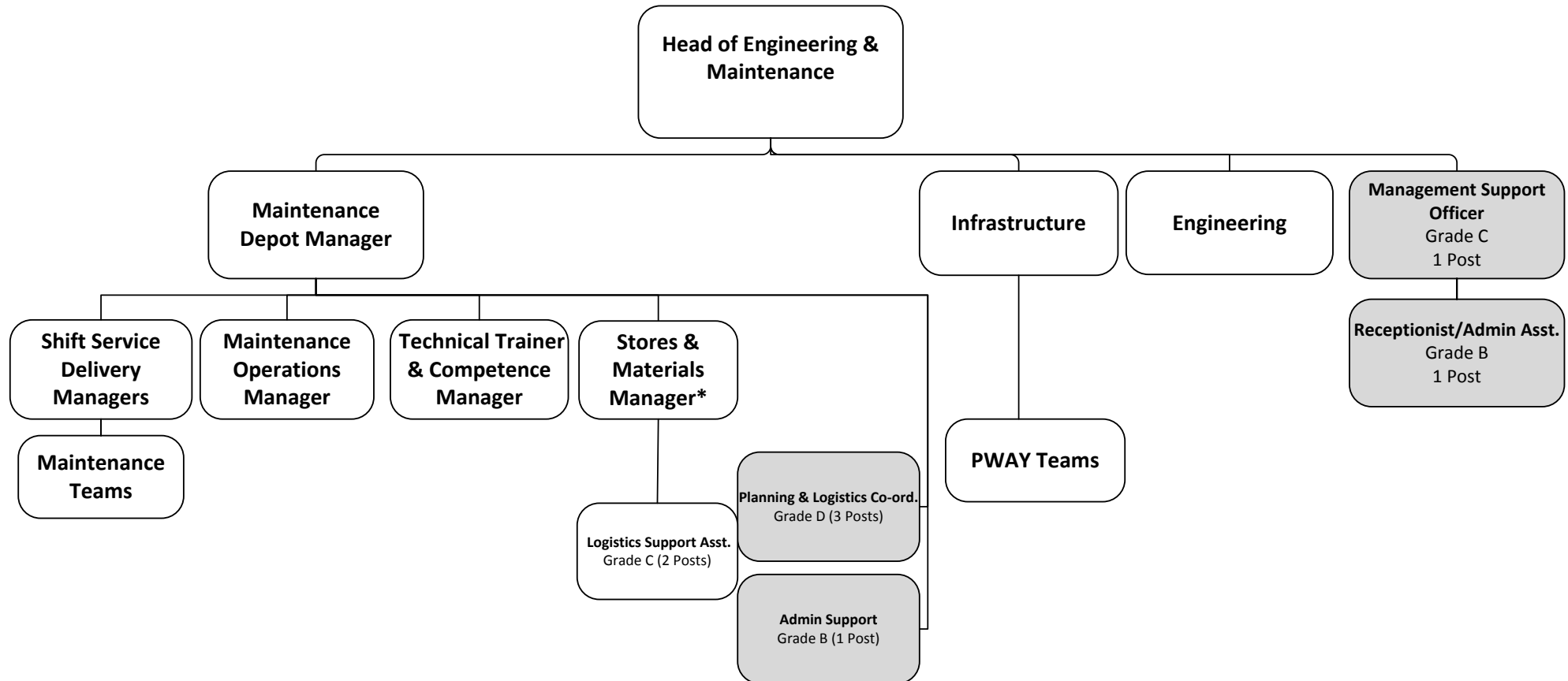
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Title	Assistant Chief Executive (Operations)	Title	Chief Executive

For further information, please contact Charles Hoskins, Senior Director on 0141 333 3285 or Eileen Russell, Head of Engineering and Maintenance on 0141 333 3205.

Agenda 6

Appendix 1

Current Structure – Engineering & Maintenance (Subway Operations)

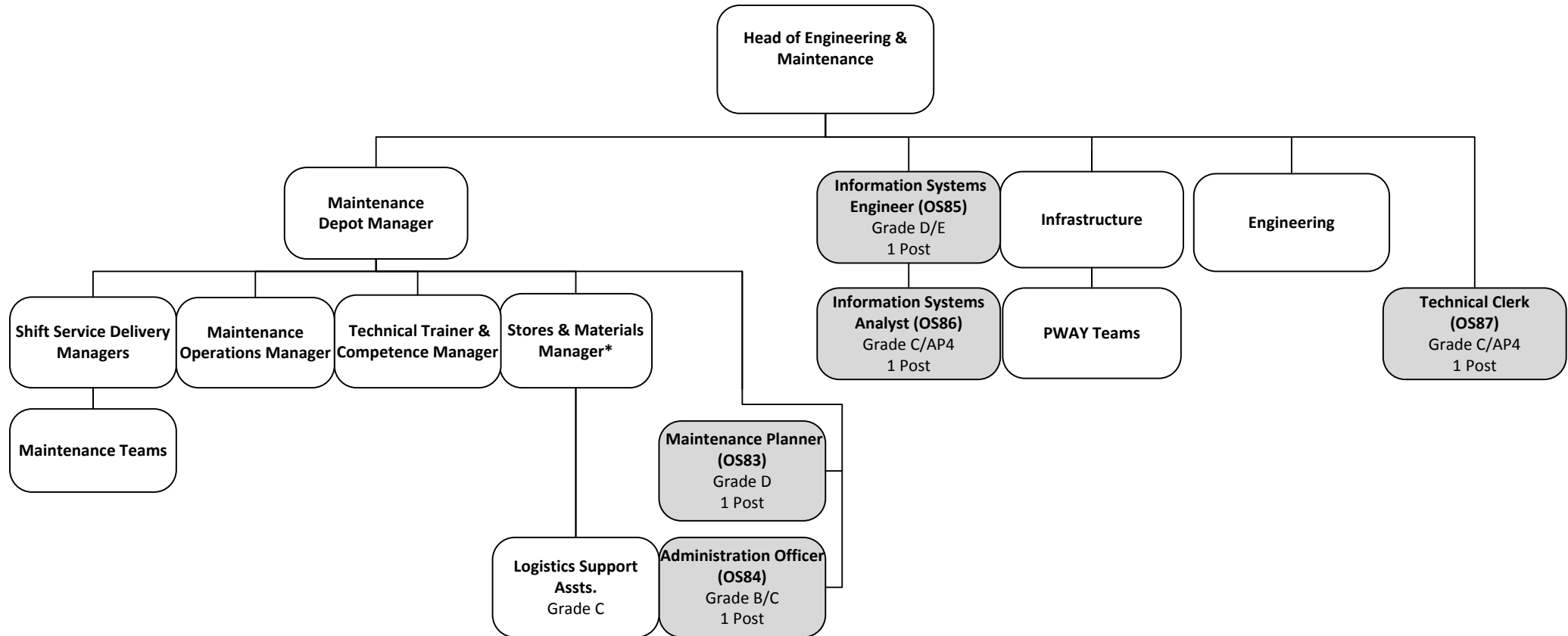


* Temp post

Agenda 6

Appendix 2

Proposed Structure – Engineering & Maintenance (Subway Operations)



* Temp post