



The 7th annual

# Advanced Strategies for Fleet Reliability

# 2006

**Delivering workable strategies to optimise the reliability of your rolling stock**

Pre-conference Workshops: 22nd May 2006

Main conference: 23rd & 24th May 2006 • The Selfridge Hotel, London

In 2006, Europe's leading fleet reliability forum will help you:

- **Stop the blame game and start working together:** Hear how **HSBC Rail UK** and **'one' Railway**, have enabled long-term reliability improvement through whole life fleet planning
- **Take the technological leap:** Discover the organisational change and management steps taken at **Virgin Trains** to ensure the staff competency needed to maintain a newly designed fleet
- **Meet expectations in a new regulatory landscape:** Find out what the Government is aiming for, why investments have been made and how your performance will affect future franchise bids from the **Department for Transport**
- **Maximise efficiency and effectiveness in day-to-day working practices:** Look at the non-traditional measures of performance to drive reliability growth across your organisation, **NedTrain** and **NS Reizigers**
- **Improve reliability through supply chain management:** Learn how **Railpart (UK)** have developed improved operator/supplier relationships to ensure optimised performance of fleet components

Now in its **7th year**, there's no doubt this is the **must attend** annual gathering for every **fleet reliability professional**

*"Very impressed - will come again"*  
South Eastern Trains

*"Very good and thought-provoking"*  
Midland Mainline

*"Very informative - gave good ideas and issues that could be taken away and used"*  
South Central Trains

**PLUS!**

**Networking dinner: Tuesday 23rd May 2006**

Be treated to 3 courses of fine cuisine with wine, beer and soft drinks included - the perfect opportunity to continue networking with your peers and make valuable new contacts

Introducing your conference chairmen:

**Ian Papworth**  
Acting Engineering Director  
**ATOC**

**David Scorey**  
Head of Fleet Production  
**Southern**

Featuring an exceptional speaker panel from:

- ATOC**
- N-FRIP**
- Department for Transport**
- Virgin Trains**
- 'one' Railway**
- South eastern**
- Southern**
- NedTrain**
- HSBC Rail (UK)**
- DSB S-Tog**
- NS Reizigers**
- Porterbrook Leasing**
- Bombardier Transportation**
- Railway Industry Association**
- Passenger Focus**
- Railpart (UK)**
- Rail Door Solutions**
- BMT Rail Ltd**
- AMT-SYBEX Ltd**
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The Railway Forum

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# Pre-conference Workshops: Monday 22nd May 2006

Workshop A: 09:00 – 12:30

## Implementing Whole-of-Life Asset Management for your Fleet

This is an informative half-day workshop looking at the basic fundamentals of Whole-of-Life costing and how they can be used to increase the Net Present Value (NPV) of your physical assets. You will look in detail at techniques and practices from a technical viewpoint, discover what other industries are doing to maximise NPV, and leave with critical, value-add techniques that you can apply immediately on leaving this event!

### Key take-aways:

- Understand the critical steps for Whole-of-Life progression using your current tools
- Maximise the value of your rolling stock by implementing Whole-of-Life asset management principles for your fleet
- Discover an Excel modelling sheet for developing quick, one-off, Whole-of-Life proactive models
- Avoid the pitfalls and ensure the benefits of Whole-of-Life implementation by close examination and assessment of real life case studies
- Course notes and handouts on the Whole-of-Life progression as part of asset transformation

### About your workshop leader:

 **Daryl Mather, Senior Asset Management Consultant, Asset Management Division, AMT-SYBEX Ltd**  
Daryl is a specialist in the areas of reliability, risk management, and increasing profitability through management of physical assets. Daryl has applied reliability and asset management concepts to rolling stock and rail infrastructure throughout his career, which has spanned across the majority of industrial sectors. He currently provides assistance to rail and utilities firms throughout the United Kingdom.

O R

Workshop B: 09:00 – 12:30

## Maximising the Reliability of Door Systems with Practical Tools to Enhance Efficiency

This interactive and informative workshop will enable you to tackle the fundamental problems with your door systems, focussing on:

- Ensuring comprehensive defect reporting to identify faults correctly
- Improving maintenance knowledge
- Understanding why problems occur and the effects on maintenance set-up and train operation
- Developing a better understanding of preventive measures
- Taking practical steps that will greatly improve the performance of your systems

### Key take-aways:

- Understand why door problems accumulate in creating a poor image
- Stop poor or ineffective defects costing you, not only in impact minutes but also in incorrect maintenance procedures
- Explore case studies and practical examples on how improved maintenance and set up procedures have improved reliability
- Address the issues and problems and assess preventative measures associated with both old and new door systems through examples and case studies
- Course notes and handouts of known examples

### About your workshop Leaders:

 **Goff Parish, Technical Director, Rail Door Solutions Ltd**  
Goff's life revolves around train doors, with 15 years experience in concept design, manufacture, set-up and hands-on maintenance. His experience has been gained all over the world, from China to Russia and the USA, dealing with train door design, maintenance and modification problems.

 **Neil Harrison, Director of Training, Rail Door Solutions Ltd**  
Neil is a mechanical engineer who has worked on the railways for over 24 years, starting at British Rail then moving on to a door manufacturer as a New Product Development Technician, until now at Rail Door Solutions. Neil's door speciality skills in door commissioning, research and development and problem solving has taken him all over the world, working on mass transit train networks in the far east and with carriage builders in Europe and South Africa.

A N D

Networking Lunch 12:30 - 13:15

Workshop C: 13:15 - 16:45

## Determining the Useful Life of Rolling Stock

With the latest round of new rolling stock acquisition coming to an end, the industry focus is moving towards ensuring that existing rolling stock is efficiently utilised. Determining the useful life of this rolling stock is critical for effective planning and optimisation of your fleet budget. This workshop will explore the issues that determine useful life and how these can be assessed to identify an optimum out of service date.

- Tackle your current challenges: The workshop will encourage your input to highlight your particular interests that can be considered in the following sessions
- Explore the issues that determine useful life: Explore the implications of issues such as fatigue, corrosion, component wear out, compatibility, obsolescence and legislation/standards
- Address life issues: Learn how to tackle these through operational, maintenance or modification measures, or a combination of all three
- Discover a process to determine the appropriate measures (with their associated costs) and when they should be implemented
- Assess the optimum out of service date: Understand and use the technique to assess the risk of life issues and how these issues can be addressed

### About your workshop leaders:

 **John Hoddinott, Consultant, BMT Rail Ltd**  
John has been with BMT for 5 years. His career at BMT has included life cycle cost analysis, project risk analysis and safety assessment. As a member of BMT Rail, he has undertaken independent assessment of a proposed life extension (which was later implemented) and supported the development of a life optimisation process on a variety of fleets.

 **Art Couper, Senior Consultant, BMT Rail Ltd**  
Following a career in the Royal Air Force as a maintainer and member of the Central Servicing Development Establishment, Art has gained 11 years experience in commercial business during which time he has had managerial responsibility for maintenance policy development in rail, aviation and the MoD. He has been instrumental in the development of a life optimisation process in the assessment of life for a fleet of Electric Multiple Units.

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## Day One: Tuesday 23rd May 2006

- 08:30 Coffee and registration
- 09:00 Chair's opening address  
**David Scorey, Head of Fleet Production, Southern**
- 09:10 **Driving improved performance across the industry**  
Hear accurate reliability comparisons and affecting variables between fleets to understand how improved reliability is being driven on a national scale.
- Developing the national database of failure data
  - Predicting individual fleet reliability
  - Identifying TOC commonalities for failures and reliability improvements
  - Building on the 20-point plan for individual reliability improvement plans
- David Sawyer, Chairman, N-FRIP**
- 09:50 **Meeting expectations in a new regulatory landscape**  
Following the industry regulators reorganisation since the Railways Act 2005, this is your chance to find out how the change will impact you.
- Hear what investments have been made and why
  - Hear the Governments plans for the future and how they plan to help TOCs with their reliability
  - Find out how performance will affect franchise bids
  - Improving capacity of the network through improved reliability
- Peter Randall, Technical Manager, Rolling Stock, Department for Transport**
- 10:30 Morning coffee and networking
- 11:00 **Taking the technological leap: Managing changing working practices to drive reliability of a new, technologically advanced fleet**
- Recognising what is needed from your workforce: Identifying the competency needed to maintain a newly designed fleet
  - Re-training staff with the skills needed to maintain and find faults: Moving from a task-based competency system to a system based competence
  - Handling fundamental organisational change in train management
- Ross Spicer, West Coast Fleet Director, Virgin Trains**
- 11:40 **Understanding the principle of a dynamic model for fleet reliability: The "Tipping Point"**  
Where the 20-Point plan is a very useful tick-list of the essential Fleet Management activities, using a performance measure that describes how well all the activities blend and contribute to fleet reliability enables better decisions and better improvement priorities. If you understand the "Tipping Point" (that point between the downward and upward reliability spirals) for your whole operation and what effects it, you can take a systems approach to understanding the priorities for improving the depot/fleet operation and fleet reliability.
- Phil Verster, Engineering Director, South eastern**
- 12:20 **Optimising the efficiency and effectiveness of your Maintenance Department using Lean methodology**  
DSB subsidiary S-Tog operates suburban trains in the greater Copenhagen area. With a staff of 3,000 and a fleet of 140 units; ensuring process efficiency and improving workflow, along with creating a performance driven culture, is proving critical for further fleet reliability growth. This session will show how S-Tog have embraced a Lean methodology roll out and how maintenance planning is supporting and enabling optimum results from their deployment:
- Understanding the approach to Lean and the learnings so far



- Changing the culture for staff satisfaction, fewer sick days and higher productivity
- Implementing Lean tools in light preventative maintenance
- Joining the results from an optimised sub process to the overall delivery

**Kaare Tersbøl, Program Manager, DSB S-Tog and Marina Vincent, Head of Maintenance Department, DSB S-Tog**

13:00 Networking lunch

14:10 **Interactive round table discussion: Deploying cost effective solutions for improved reliability**

Anyone could achieve optimum performance levels with unlimited budget, but with scarce resources, you need to ensure you get the best return on your investment. This session will enable you to discuss your key challenges and brainstorm solutions to enable you to leave with practical tips from across the industry on getting the most for your money. Key points for discussion include:

- Speeding up maintenance cycles times and increasing fleet availability
- Optimising maintenance yields and reducing inventory levels
- Introducing cost savings by maximising the efficiency of the maintenance process
- Tightening control over planning and maintenance schedules

14:50 **Whole life fleet planning: A key enabler of long-term reliability improvement**

The creation of the 10-year Greater Anglia Franchise in April 2004 enabled HSBC Rail and 'one' Railway to implement a joint Fleet Planning regime, which is already delivering benefits to both companies and is recognised as industry best practice. This session will focus on:

- Creating the right environment for sustained reliability improvement
- Achieving stakeholder commitment and buy-in at all levels
- Ensuring an holistic approach to fleet reliability
- Balancing the sometimes conflicting demands of passenger environment improvement and reliability growth



**Tim Burleigh, Customer Services and Operations Manager, HSBC Rail (UK) and Steve Rees, Engineering Director, 'one' Railway**

15:30 Afternoon tea and networking

16:00 **Problem child to record-breaker: Delivering improved performance and reliability on brand new fleet**

Explore the improvements implementation programme, which ensured optimum reliability and performance of the new fleet of Class 377's for Porterbrook Leasing and Southern Railways.

- Identifying and tackling the challenges on a fleet of 700 vehicles
- Completing the delivery programme on time
- Ensuring successful service introduction of the brand new fleet at Sellhurst and Brighton depots
- Continuing governance of fleet performance to identify and address new reliability issues as they arise

**BOMBARDIER** **Guy Collishaw, Project Director, Bombardier Transportation**

16:40 Chair's summary of Day One

16:50 Close of Day One

19:00 - 21:00 Networking Dinner



## Day Two: Wednesday 24th May 2006

08:30 Coffee and registration

09:00 Chairs welcome to Day Two  
**Ian Papworth, Acting Engineering Director, ATOC**

### 09:10 **Process management for improved reliability: Exploring non-traditional measures of performance**

NSR and NedTrain, the operation and maintenance companies of Dutch railways, initiated their PUMA programme to look at all facets that influence reliability of services. Hear the benefits gained from using this approach, which encompassed not only maintenance and design, but also process measures, including failure repair, co-operation between technicians and train management, training and re-instruction.

- Reaching effective reliability improvement programmes through co-operation between operator and maintenance companies
- Optimising maintenance schemes and improving maintenance quality management
- Ensuring reliable maintenance performance data
- Realising best value for money in terms of reliability and improvement
- Identifying "best-in-class" operators for reliability in Europe



**Frans Moltzer, Programme Manager, Reliability Improvement Programme, NS Reizigers** and  
**Wil van Roij, Senior Consultant, NedTrain**

### 09:50 **Creating true supply chain partnerships: Improving fleet reliability and reducing whole life costs**

A true supplier partnership involving senior management buy-in, which encourages the sharing of information between a supplier and the customer, is critical to continually improving fleet performance and delivering reliability improvements. In this session, George will explore:

- Potential pitfalls of "traditional" supplier/customer relationships
- Common challenges involved in creating a new model
- Substantial benefits to be gained
- Hard evidence that it really works

**George Tillier, Sales & Customer Service Director, Railpart (UK)**

10:30 Morning coffee and networking

### 11:00 **Ensuring reliability growth through effective refurbishment of old fleets**

Getting the most out of existing stock is critical and there's no reason why an old train can't look brand new. This session will help you to determine the expected ROI from this approach and the end result in terms of reliability growth.

- Focusing on cosmetic and/or engineering refurbishment
- Prioritising refurbishment options
- Ensuring ongoing, continued reliability through component refresh and upgrade
- Adding value to the customer experience
- Identify refurbishments that will deliver the best ROI

**Ian Clayton, Operations Director, Renovation, Alstom Transport**

### 11:40 **Interactive round table discussion: Driving reliability through effective reporting of failures**

Assess how different maintainers and operating companies are tackling poor defect reporting and identify the best methods that will work best in your own organisation. Discussion points will include:

- Encouraging reporting from guards and drivers to get the fault fixed first time
- Assessing better methods of reporting
- Generating more information from the vehicles: Use of on-board data loggers and cab defect books
- Getting the most out of train management systems
- Using software for better analysis of on-board events

12:20 Networking lunch

### 13:40 **Maximising the reliability of door systems: Practical tools to enhance efficiency**

For TOCs, your primary focus is fleet reliability and making sure you hit your timetables.

- Frequency of door system failures is a main challenge and this session will provide insights into how RDS can help reduced technical failures and intermittent faults within those systems.
- Ensuring comprehensive defect reporting to identify faults correctly
- Improving Maintenance Knowledge
- Developing a better understanding of preventative measures



**Goff Parish, Technical Director, Rail Door Solutions**

### 14:20 **A tale of two trains: Developing new fleets to meet expectations**

In 2000 Porterbrook introduced two brand new designs of EMU, the Electrostar class 357 and the Juniper Class 458. One went on to become the most efficient and reliable of the recent new builds, while the other fell short of expectations. Specification, project management, procedures and fleet size were all very similar, so why was the output so different? Six years later the story can be told, and the lessons in reliability improvement learned:

- Getting it right first time is always the intention, not always the reality. It only takes one supplier to drag down a company.
- Multi - National control of train builders is now the norm, but to what extent does Montreal influence East Ham or Paris Wimbledon?
- Juniper reliability improved by 400% in 2005, and it remains as good as other "new" EMUs. The progress to this point, and why it took 5 years to get there, shows how high reliability is not something which comes from a number in a specification.



**Ian Walmsley, Engineering Development Manager, Porterbrook Leasing**

15:00 Afternoon tea and networking

### 15:30 **Working together to drive up reliability**

Understand how the RIA-sponsored Value Improvement Programme has benefited operators, maintainers and suppliers by focussing on working together to improve reliability and performance across the supply chain.

- Changing behaviours & culture to develop a more inclusive approach
- Putting more emphasis on resolving the issues together, without immediate recourse to contract
- Encouraging better communication, more trust, openness and honesty
- Motivating staff to work together to find win/win solutions



**Peter Loosley, Policy Director, Railway Industry Association**

### 16:10 **Meeting Customer Expectations**

This session will address passenger expectations and delivery. It's clear that reliability and performance affect this group like no other, and that your hard work will pay dividends for them. This in turn affects passenger satisfaction and loyalty. Find out how they currently view your service and how you can achieve an even greater impact.

**Anthony Smith, Chief Executive, Passenger Focus**



16:50 Chairs summary and closing remarks

17:00 Close of conference



THE HEADLINES TONIGHT. .

## .... TRAINS RUN ON TIME . . NO DELAYS . . EXCEPTIONAL SERVICE ....

Would headlines like this make a refreshing change?

In an industry where media scrutiny and increasing public demand and expectations leave no room for complacency or error, reliability is critical. So, what is it that underpins optimum performance results and reliability growth?

You do. And that's a huge responsibility.

Which is why Transport IQ's **7th annual Advanced Strategies for Fleet Reliability** has built on the success of the last 6 years to bring you the golden reliability improvement strategies you need to take your fleet performance to the next level. Success requires planning, prioritisation, management and coherent working between operators, owners, builders and regulators. And that's the key focus of this year's meeting.

No-where else can you learn about everything from planning and prioritising **maintenance regimes**, to materials and **resource planning** and from **developing relationships** between builders, operators and owners to managing an organisational shift to **drive a performance culture**. This event provides all the information you'll need to pinpoint where best to focus your efforts for greatest reliability growth.

Reliability is about getting it right, first time, every time, on time... So make sure you're in the right place at the right time to get the know-how and ability to deliver

Where: **Thistle Selfridge Hotel, London, UK**

When: **23rd & 24th May 2006**

What: **7th annual Advanced Strategies for Fleet Reliability**

### Featured Exhibitor



**Rail Door Solutions**, World Class Expertise and Guaranteed Impact Minute Reduction. Door failure is the primary cause of the majority of late trains. Rail Door Solutions is achieving dramatic results in changing this situation. Our expertise in the design,

installation and maintenance of rail door systems has been called upon by all ROSCO's, train builders and many of the TOCs. Tel No: 01908 224140 Fax No: 01908 224149 info@raildoorsolutions.co.uk Contact Mr Jeremy Sprigg, Managing Director

### Sponsorship and Exhibition Opportunities

Do you have a product or service to offer to companies looking to improve the performance and reliability of their fleet? If so, then this is the ideal platform from which to bring your services to the attention of the right audience.

Our rail transport events consistently attract senior level engineering delegates with budgetary responsibility for improvement the performance of fleet / rolling stock. We have a variety of packages available, which we will tailor to your needs.

For more information please call **+44 (0)20 7368 9500** or email **sponsorship@iqpc.co.uk**

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### Who Will You Meet?

- Fleet Directors, Managers and Engineers
- Maintenance Directors
- Rolling Stock Directors
- Reliability Managers and Engineers
- Engineering Directors
- Heads of Performance
- New Trains Directors
- Project Managers
- Production Directors
- Heads of Operations

### Media Partner



**The Railway Forum** is an industry-wide body sponsored and paid for by most of the train operating companies, the rolling stock leasing companies, the Passenger Transport Executives, Network Rail, London Underground, and many manufacturing and infrastructure companies, as well as other businesses connected with the railways. In all, we have over 60 members. We are complementary to the other rail associations, who are themselves members of the Forum: The Association of Train Operating Companies, The Railway Industry Association, and The Passenger Transport Executive Group. Our key role is to act as a think tank, information exchange and point of contact for those committed to and interested in our industry. We are particularly proud of our role in promoting the railway industry's achievements in innovation.

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