



Organisation

Tube Lines

Industry

Transport

Implementation Partner

CRMworks

www.CRMworks.co.uk

Business Benefits

- Reduced average call times
- Allocation and tracking of jobs across 300 contractors
- Reporting and trend analysis
- Management of service level agreements in line with Key Performance Indicators
- Ease of use for all layers of the organisation
- Low total cost of ownership
- Audit trail for all adaptations
- Rapid implementation
- Increased efficiency and accuracy using auto tasks
- Integration with MAXIMO

Quick Stats

- No. employees 2,500
- No. support agents 9
- No. calls weekly 2,700



Tube Lines Deploy HEAT to Improve Underground Performance

BACKGROUND

When Tube Lines won a 30-year contract to run part of London’s world-famous underground system last year, the first priority was to design a safe and efficient infrastructure management system.

“Safety is paramount because we are responsible for the lives of thousands of passengers every day,” says Ian Machen, control centre manager for Tube Lines. But efficiency is also a vital part of the contract agreed with London Underground. Tight cost controls are built into the ground-breaking Public Private Partnership agreement, worth £400 million per year, to take over maintenance of track, trains and plant on the Jubilee, Northern and Piccadilly lines. It’s no easy task. Much of the system is more than a century old and has suffered for decades from lack of investment.

FACILITIES MANAGEMENT

Facilities managers play an invisible but critical role in ensuring this creaking legend remains operational, particularly at peak hours when trains are running a few minutes apart. One breakdown can freeze much of the capital, costing passengers and businesses millions of pounds in delays.

Jarvis, Amey and Bechtel, the consortium of blue-chip companies which set up Tube Lines, immediately began evaluating solutions to cope with demands for rapid response times and the complex coordination of around 300 contractors. The agreement involved hefty financial penalties if Tube Lines missed key performance indicators, so the new system also had to be capable of creating regular checks and reports for both Tube Lines and London Underground managers.

This functionality was well beyond the existing facilities management system, a bespoke solution called JELLAMMS built for the Jubilee Line extension five years earlier. As requirements changed it had been modified but was considered ‘unmaintainable’ during the evaluation process. According to Machen, “the maintenance costs were astronomical and changes could take months.”

FrontRange Solutions’ HEAT Service and Support was a favoured candidate in the race for a replacement. “We had used HEAT at Jarvis, so we knew it had the capabilities,” says Machen. Under the Public Private Partnership rules all potential products had to be evaluated and HEAT provided a better fit for the following reasons:

- Audit trail – any changes to the system can be traced back;
- Ease of use by a range of users with different jobs and skills;
- Flexibility – super users have the expertise to make changes without requiring consultants;
- Adaptability – close integration with a new MAXIMO asset management solution.

TACTICAL & STRATEGIC

HEAT has a two-tier role. Firstly, it is an online system for day-to-day facilities management run from Tube Line’s control centre. It handles routine requests for service and allocates jobs to individuals or teams. Jobs can range from a blocked toilet to a broken-down train or failed signals. Equally important, the system has a strategic role. Information extracted using Data Warehouse tools is analysed in a variety of ways to show the number of





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Ian Machen,

Control Centre Manager

Tube Lines

faults a particular train has logged over a period or how many calls came from an individual station.

The ability to spot and track trends is vital to exposing fault patterns and predicting problems. HEAT is also used to create reports in multiple formats as required by a range of users from the technical frontline through to Tube Line's management. London Underground also has access to the information so they ensure the service is meeting expectations. Reports are then discussed at monthly meetings between the two sides, which monitor overall performance and iron out glitches.

RAPID RESULTS

The new system took just three months to implement, and part of that was spent scoping the project. During this time Tube Lines and London Underground discussed in detail the project requirements with FrontRange Solutions certified solutions partner, CRMworks. "I was impressed at the speed of transition considering the scope and complexity of the project," commented Machen. CRMworks in close partnership with Jarvis configured HEAT with a vast number of fields and calculators to accommodate Tube Lines' unique requirements. It includes adjustable measures of response time and costs to variables such as the time faults occur, the direction trains are travelling and the time of day. "CRMworks understand our business and what we were trying to achieve," says Machen.

The impact was immediate. The average time to handle calls dropped from seven minutes to two minutes. At a more strategic level London Underground managers from all levels of the business welcomed the fact they could pull out reports for their own use at all levels of the organisation. Even contractors' benefit. Performance analysis shows manning and skills gaps, enabling Tube Lines to focus resources and training where it will have maximum impact to service levels.

And last, but definitely not least, the ultimate customers - passengers, reap the benefits through fewer delays because issues are resolved faster. "It is still too early to calculate the return on investment because

HEAT has not been in action for a full year although it's currently delivering above target," says Machen. Customer satisfaction alone justifies the purchase in replacement for an inflexible, expensive system. The improvements in service come across in monthly meetings with London Underground managers, who are so satisfied with HEAT that they have asked for only a few minor amendments relating to the way data is presented.

IMMEDIATE BENEFITS

One very noticeable benefit is the time saved, by using automated processes to auto fill data so there is no need to rekey details. Individual managers have a clearer view of their area of responsibility, such as rolling stock managers reviewing maintenance periods without compromising safety. Quantifiable performance indicators include a drop in call-outs by 10% as the system becomes more efficient.

Tube Lines has already met all its targets under the Public Private Partnership agreement. Machen can't reveal the commercially sensitive details but points out that Tube Lines had met its contractual targets with London Underground.

EXPANSIONS

The success of this HEAT solution is set to spill out of facilities management into other parts of Tube Lines. Project managers responsible for major engineering works and property managers are lobbying to adopt HEAT too. The solution could also spread across other underground services, as other departments see the successes in the facilities management department, in particular the emergency response unit which handles incidents requiring rapid assistance across London.

