



Critical and Rapid Operations Strategy Review - sell or invest?

Background

Network Rail's Anglia Route is responsible for the care and maintenance of a key section of the North London Line with a specific pinch point on the network at the Camden Depot.

The team was unclear as to whether it had enough access to meet its current and future control period obligations as there was a backlog of work and constant changes or reprioritising of work.

The team was predominantly utilising night and weekend possessions to minimise impact to Train Operating Companies (TOCs).

TOCs were willing to provide more access – but they needed to understand what benefit they would get in return for the time; deliver more and to a higher standard (fix not temporary repairs).

The problem

Does the Anglia Route have enough Access, in the right place at the right time, does all the work fit within the available hours and are Possessions being utilised in the most efficient and effective way?

Our approach

Bourton Group worked in partnership with Arup using our diagnostic tools and techniques to review the work bank demand, access capacity and possession utilisation.

A 'Top Down – Bottom Up' approach was taken with the objective to qualify and quantify the situation and identify targeted improvement interventions aimed at improving track access demand requirements and net capacity in a rapid and cost-effective way.

Results

The review concluded that:

- The organisation was managing to maintain performance, just, without speed restrictions or incidents. However, there was significant risk if backlog and possession utilisation were not addressed.
- The team would need to request an extra 10,974 hours of possessions over the next 36 months to be compliant and shift towards preventative maintenance.
- The possession utilisation was currently poor (observed completion of only 20% of the work planned over several night shifts). A range of improvements around better activity sequencing and not cramming too many activities into weeknight possessions (using more weekend possessions) were implemented.