FlowPlus™
Helping you work smarter

Utilities Client Continuous Improvement Transformation

How FlowPlus helped a water-treatment/supply client transform their operations to work in a smarter, leaner way.

INTRODUCTION

Our client (a supplier of drinking water to over 2 million consumers in the UK) contacted us to help transform their company culture, improve productivity and maximise the value to their customers.

This case study outlines our structured approach used to help create real results, transforming their operations to work in smarter, leaner way.

Having completed over 50 operational excellence & continuous improvement transformations across multiple sectors, we follow the same 3 step process; Assess, Implement, Sustain.

Read on to find out more...

THE FLOWPLUS TRANSFORMATION PROCESS

The 3-step FlowPlus transformation cycle is a tried & tested way to achieve sustainable, long-term results. Following the transformation cycle, FlowPlus and our client worked as one-team on the journey towards Operational Excellence.

1

Assess

Our journey started with a thorough assessment phase where we uncovered our clients potential and conducted a 'gap-to-potential' analysis.

Over the space of 7 days, we observed operations, collected data and gained an in-depth understanding of their unique challenges. By the end of the 7 days, we knew where they were on their operational excellence journey and what needed to be done to become best-in-class. The assess phase concluded with a report showcasing their transformation roadmap and journey to excellence.

2

Implement

Working as one-team, we followed the roadmap and started by launching the most impactful initiative aligned with their strategy. Benefits included; increased maintenance productivity, reduced equipment downtime, cost savings (energy consumption), reduced operational costs, minimised environmental impact/Co2 savings & optimised spare part inventory management.

3

Sustain

Through the digitalisation of processes & introduction of new planning systems – Our client now monitors live KPIs and engages all employees to continuously improve. Daily 10 minute team meetings for all maintenance./operation teams enable improvement opportunities to be discussed and actions taken to ensure our client remain 'best-in-class'.

Assess

Assess

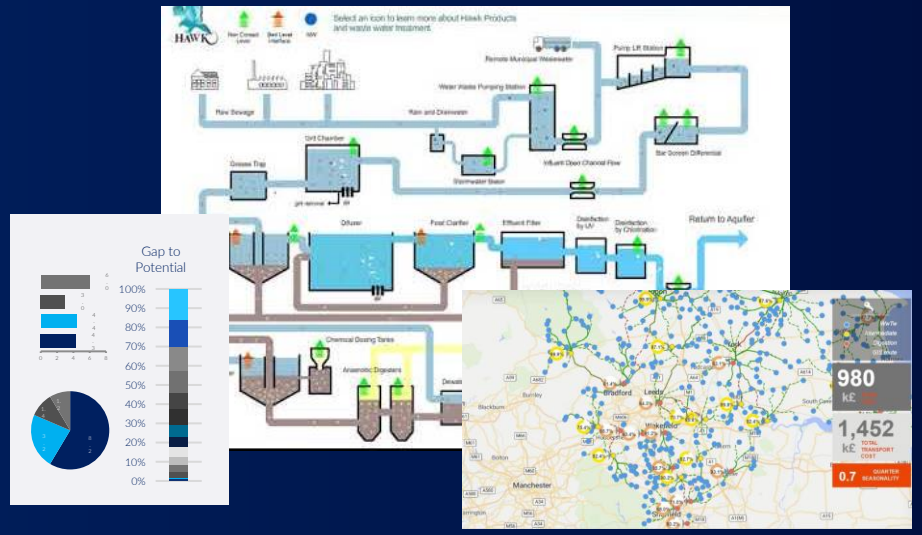
WORKING AS ONE-TEAM

The transformation process started with a thorough assessment phase to uncover areas for improvement and gain insight into current practices.

Working as one team, we collected data, observed operations, spoke with front line operators and mapped the main processes. Using specialist tools we transformed data into insights, uncovering large untapped improvement opportunities that reduced waste, reduced costs and increased productivity.

IMPROVEMENT STARTS WITH DATA.

We make data-driven decisions, using facts and insights to guide our solutions.
That's why we have confidence we can make such a big impact.



Assess

PAVING THE WAY TO OPERATIONAL EXCELLENCE.

The assess phase is all about identifying & quantifying problems, with the support of data. Taking a holistic view of all operations. Conducting DILO (Day in the life of) studies of plant/pump room operators & maintenance teams we identified significant improvement opportunity with job routing/planning and the current maintenance strategy.

Once all the improvement opportunities had been identified we developed a transformation roadmap – prioritising the most impactful projects on their journey to Operational Excellence.

INITIAL STATE PERFORMANCE (BEFORE):

MAINTENANCE PRODUCTIVITY — 17%

(HOTT - Hands on Tool Time – % Time spent carrying our maintenance activities per member

OPERATION COSTS — 100

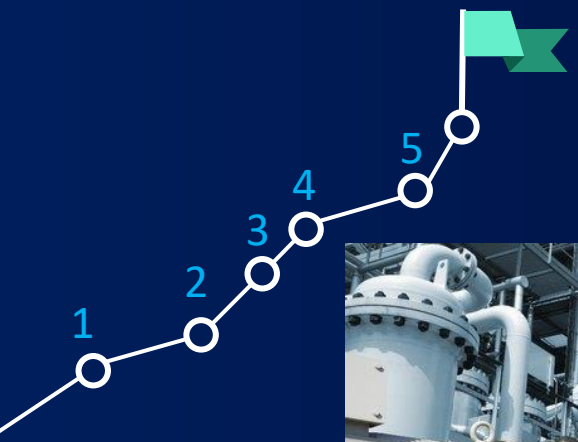
Plant/ pump stations operating costs– Indexed from 2020

MAINTENANCE COSTS — £12 Million

(Annual spend on maintenance – labour, spare parts, transport etc)

CO2 EMISSIONS — 100

(Annual CO2 emissions – indexed from 2020)



Implement

EXECUTING THE ROADMAP

Following the transformation roadmap outlined in the assess phase, the projects with greatest impact were launched. (These can vary significantly for different clients)

1. Total Productive Maintenance Strategy Adoption
2. Spare Parts Inventory Optimisation
3. Continuous Improvement KPIs and Meetings Created
4. Route planning/improvement to boost HOTT
5. CO2 reduction programme

REAL RESULTS MEASURED

We don't count our days on-site; we judge our success by our results.

Increasing the maximum daily output by over 300% could only be achieved by drastically changing processes.

FUTURE STATE PERFORMANCE (AFTER):

MAINTENANCE PRODUCTIVITY (HOTT - Hands on Tool Time – % Time spent carrying our maintenance activities per member	**30%**	**+76%**
OPERATION COSTS Plant/ pump stations operating costs– Indexed from 2020	**83**	**-17%**
MAINTENANCE COSTS (Annual spend on maintenance – labour, spare parts, transport etc)	**£10.7** M	**-£1.3** M
CO2 EMISSIONS (Annual CO2 emissions – indexed from 2020)	**92**	**-8%**

RESULTS

ACHIEVING THE RESULTS AS A TEAM

All project require change and the breaking of current paradigms. Together with our client we made significant changes to operating procedures to achieve a step-change in results and performance. Using lean planning techniques, we better utilised maintenance resources to enable not only an increase in planned maintenance tasks per day but an improvement in the maintenance jobs themselves. Using past data, we created new planned/preventative maintenance schedules that better reflected the condition of each asset. A total productive maintenance strategy was adopted, reducing downtime and significantly decreasing the cost of spare parts inventory. Spare parts were clustered based on proximity to other pump-stations and critical parts were shared across sites wherever possible.

Engaging over 90% of all operators/maintenance staff gave the voice back to the front-line, actively engaging teams to develop their own improvement ideas/initiatives and develop a bottom-up continuous improvement culture.

£ £ £

ANNUAL COST SAVING

£2.3M

EMPLOYEE ENGAGEMENT

>90%

LOW COST SOLUTIONS WERE PICKED FIRST

Improvements often don't require capital heavy investments; the FlowPlus transformation process focuses on removing non-value adding steps, allowing more time to be spent adding-value and providing customers with the service they want.

DEVLOPING A CONTINUOUS IMPROVEMENT CULTURE

Improvements can only occur once performance can be measured. That is why we created digital & automated KPI dashboards to enable maintenance and asset information to be tracked. Now operators have daily CI huddles, review their key metrics and uncover additional improvement opportunities. Working closely with the client, we trained the supervisors to hold these effective daily meeting, engage all team members and promote a continuous improvement culture in everything they do.

Sustain

AUTONOMOUS PROBLEM SOLVING

Within the first month of introducing daily CI huddles with team KPIs, 12 initiatives have been launched and results are already improving. Identified by one of the operators – a new operating procedure for gas checking has saved an estimated 90 hours per week across the company.

FlowPlus™
Helping clients work smarter

WE BELIEVE EVERY ORGANISATION CAN BE IMPROVED

Right now, within your organisation, there are complex and apparently insurmountable challenges to solve.

Equally, there's hidden opportunity to tap into. If you're going to overcome those obstacles, unearth that potential and keep on improving as an organisation – change is essential. But where to start? How do you make the right changes? And how do you make them stick?

That's where we come in...

Contact us;

enquiries@flowplus.co.uk