

Project: Planned and Reactive Maintenance
Location: Docklands Light Railway (DLR)
Client: KeolisAmey Docklands (KAD)
Date: December 2014 – December 2021



Introduction

After supporting Amey Rail through their Franchise bid, Quinn Infrastructure were subsequently awarded a seven-year contract for 24/7/365 planned and reactive maintenance at 38 stations, 2 depots and 6 ancillary buildings on the Docklands Light Railway.

The contract provides an extension to KAD's own Direct Labour Organisation (DLO) covering a number of Quinn Infrastructure's specialist services including, gas and water, air conditioning and fire detection and suppression.

The contract also extends to the project management of any sub contract activity such as comms equipment, gas detection, gates and turnstiles and radio systems.

KeolisAmey Docklands, is a joint venture between Keolis and Amey, was awarded the franchise to operate and maintain the DLR until 2021.

The focus of Quinn Infrastructure's contract is to support KAD's pledge to boost services and implement a series of service improvements to make journeys better for passengers. This means cleaner trains and stations, more reliable lifts and escalators, more efficient and reliable station maintenance and faster passenger journeys.

A key performance indicator for the contract is maintaining the network's 99 per cent reliability record to ensure it remains one of the best performing railways in the UK.

Project Deliverables

Quinn Infrastructure successfully mobilised this contract in two-weeks, providing a rapid transition and continuity of service, whilst the client managed a complex TUPE process to bring its own DLO into operation.

Quinn Infrastructure's scope includes the provision of a full maintenance management service including a 24/7 Help Desk and full asset management. The contract covers the maintenance of 350,000 assets across the DLR network, encompassing:

- Mechanical and Electrical
- CCTV
- Radio
- Communications Networks
- Gates & Barriers
- Gas Detection
- Lightning Protection
- Fire Detection
- Fire Suppression

The combination of a dedicated contract management team and a 24/7/365 Control Centre (in Finsbury Square) provides the backbone for the day-to-day management of this contract. Further support is delivered through Quinn Infrastructure's field-force of 400+ multi-skilled field-based engineers, reinforced by office based technical experts.

Quinn Infrastructure's maintenance regime is focused on a 'whole-life' approach, identifying ways to improve cost efficiency whilst delivering an excellent service based upon:

- Competent, multi-skilled building services and building fabric field-based engineers, equipped with:
 - Vehicles, providing 24/7 coverage
 - Tools and test equipment
 - Spares and consumables replenished weekly
 - Mobile phones and tablet devices ensuring immediate access to receiving instructions, method statements, risk assessments, forms, H&S briefs, etc
- Proactive Planned Maintenance, to minimise reactive faults
- On-going Trend and Root Case Analysis to identify improvements
- Daily/Weekly/Monthly Reviews to manage risks

Challenges and Solutions

Effective Fast Track Mobilisation

During the mobilisation of the contract, KeollisAmey Docklands had to undertake some intensive and lengthy negotiations with regards to the TUPE of staff from the existing operator. Quinn Infrastructure had to be fleet of foot in order to provide the necessary coverage for the entire maintenance operation until the Direct Labour Organisation (DLO) was in place.

Taking the challenge head-on Quinn Infrastructure successfully mobilised within two-weeks, providing a rapid transition and continuity of service, whilst the KAD managed their complex process to bring their own DLO into operation.

Capability and Capacity

Having a large capacity and diversely skilled workforce has allowed Quinn Infrastructure to absorb any additional project requests and requirements. Working closely with KAD and their maintenance team, has facilitated a rapid response, even when requests have been at the last moment.

Added Value and Continuous Improvement Initiatives

Quinn Infrastructure have been supporting the DLR by identifying an effective PPM regime that is in line with industry standard SFG20 and benefits from our 20+ years' experience of the London Metro system operational environment, in order to minimise reactive faults.

This proactive fault data and root cause analysis regime has successfully enabled us to identify areas for improvements. Results speak for themselves, with Quinn Infrastructure securing a first-time fix rate in excess of 99%, through our teams of suitably trained and equipped engineers with the right tools, test equipment, spares, consumables and mentality to ensure a right first-time approach.

Working collaboratively through weekly operational meetings with KAD has helped to promote a proactive approach to maintenance and risk management, enabling workload prioritisation and forward planning of the asset. This has proved invaluable in developing a regime that is fit for purpose and drives the best possible outcome for the railway.