



Porterbrook Supplier Conference

22nd May, Pride Park Stadium, Derby

Elaine Clark

CEO Rail Forum Midlands

Porterbrook Supplier Conference

- Fire Procedure
- First Aid
- Toilets
- Mobile Phones
- Programme
- #ThinkPBL

Programme

09:30 ARRIVAL & REFRESHMENTS

10:00 WELCOME & INTRODUCTIONS
MARY GRANT, PORTERBROOK

10:10 THE NATIONAL SKILLS ACADEMY FOR RAIL (NSAR)
MARK HOLMES, NSAR

10:20 ROLLING STOCK MANUFACTURE SURVEY 2019
RICHARD BEEVERS, CUSTOMER PLUS

10:30 SUPPLY CHAIN CHALLENGES
MIKE NOAKES, BEIS

10:40 SMEs – CHALLENGES
ROBERT VAUGHN, DFT

10:50 Q&A

11:00 TEA\ COFFEE BREAK

Programme

- 11:20 CUSTOMER FOCUS
STEPHEN MCGURK, PORTERBROOK
- 11:25 CHALLENGE FOR TRAIN OPERATORS
NEIL OVENDEN, RDG
- 11:35 DELIVERY CHALLENGES & GETTING THE BASICS RIGHT
BEN ACKROYD, NORTHERN
- 11:50 DELIVERY PERFORMANCE
NEIL FOSTER, PORTERBROOK
- 12:05 WORKING WITH PORTERBROOK
KELLY WARBURTON, UNIPART
- 12:20 DELIVERY THROUGH COLLABORATION
ANVESH PRASAD, PORTERBROOK
- 12:30 Q&A
- 12:45 LUNCH & NETWORKING
- 14:30 DEPART

1

Welcome & Introductions

Mary Grant

Chief Executive Officer



2

The National Skills Academy for Rail (NSAR)

The National Skills Academy for Rail (NSAR)



NTAR
NATIONAL TRAINING
ACADEMY FOR RAIL

www.nsar.co.uk



SkillsiD



Professionalising the Workforce

Importance of Skills

- Industrial strategy

- 5 Foundation pillars – Ideas/Innovation, **Skills**, Infrastructure, Business environment, Communities

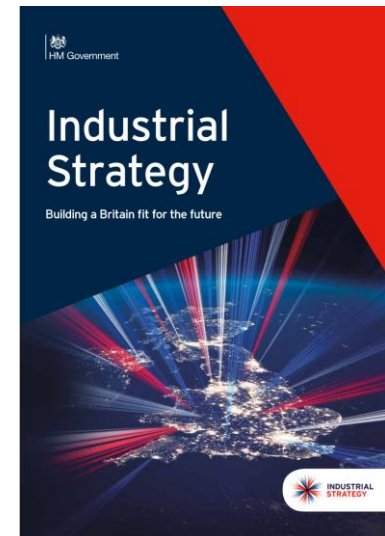
- Sector Deal

- **People and Skills**

- Promotion and Attraction
- Upskilling
- Joined up industry approach to apprenticeships
- Support the supply chain/ collaborative working
- Leadership and management

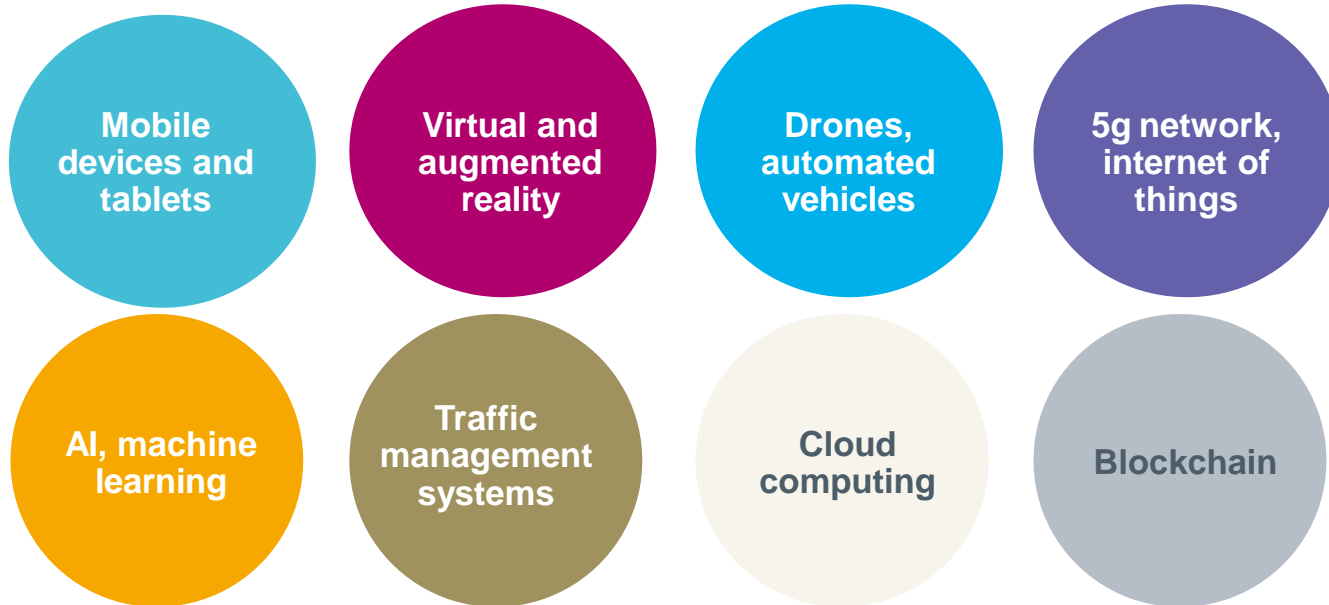
- STAT

- Diversity and mobility
- Support to the supply chain



Digital Railway

New technologies delivering new ways to manage, use and visualise information



How NSAR can help you

- NSAR Board commitment – support to the supply chain
 - Strategic workforce planning
 - Shared apprenticeships – digital initiative
 - Levy
 - Training plans
 - Data & insights
 - Business cases/ feasibility studies



We are here please use us!



THANK YOU

Mark Holmes

Mark.holmes@nsar.co.uk

M: 07764 366816

3

The Supply Chain Survey Findings

porterbrook



Rail Development Group

Rolling Stock Manufacture Survey 2019

Richard Beevers

22 May 2019

customer plus



Objectives

- + What is relative size of each sector within the supply chain in relation to both New Build and Refurbished?
 - + Train Build/Maintenance (10 / 59%)
 - + Systems Providers (24 / 16%)
 - + Service Providers (17 / 12%)
 - + Component Suppliers (24 / 14%)
- + How would intended 30% reduction in the number of refurbished fleets on lease impact on turnover and employment in the supply chain?
- + What is the view of the supply chain on various topical issues?
 - + Fleet changes
 - + Strategy
 - + Government support
 - + BREXIT

Turnover and employment

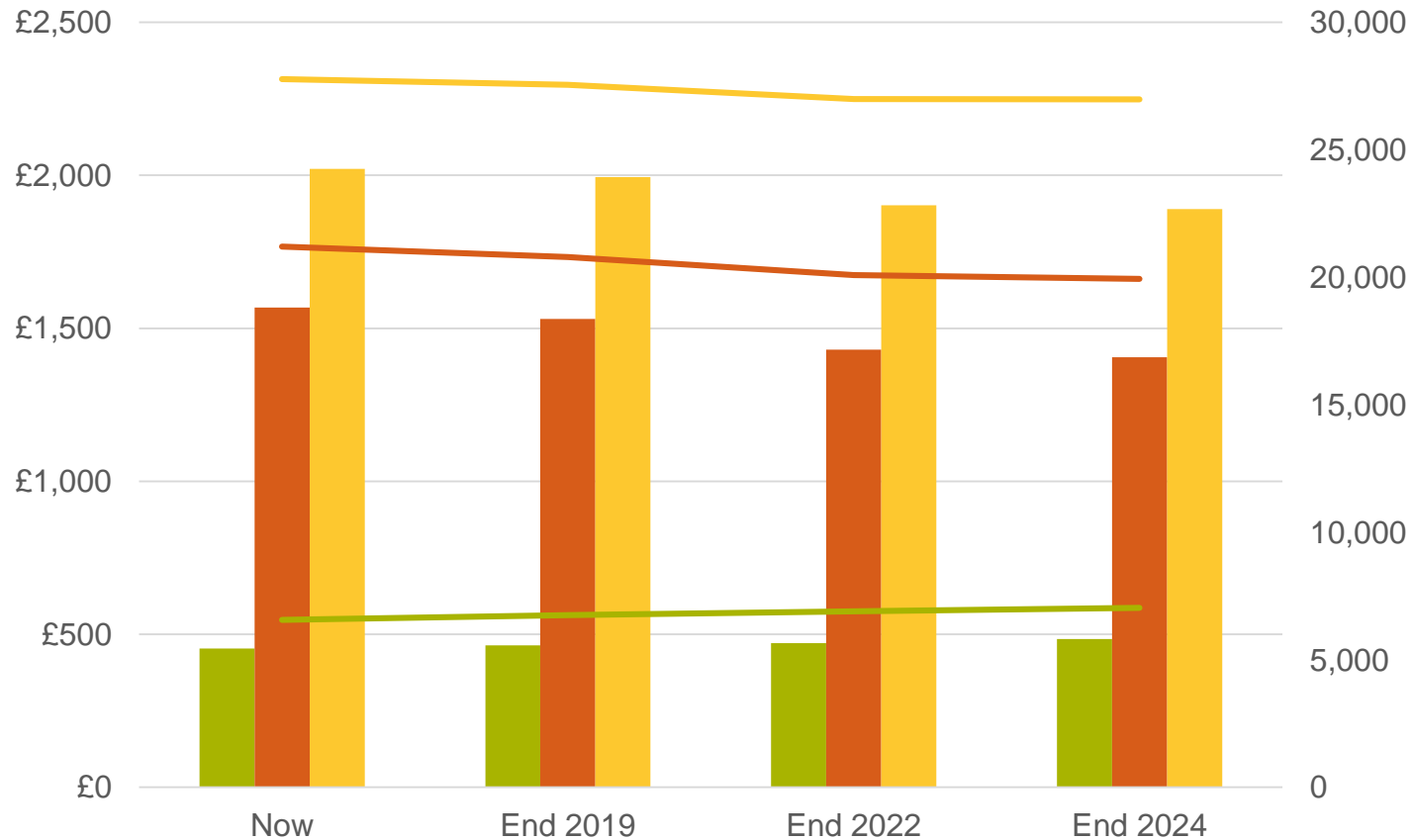
New Build

Refurbished

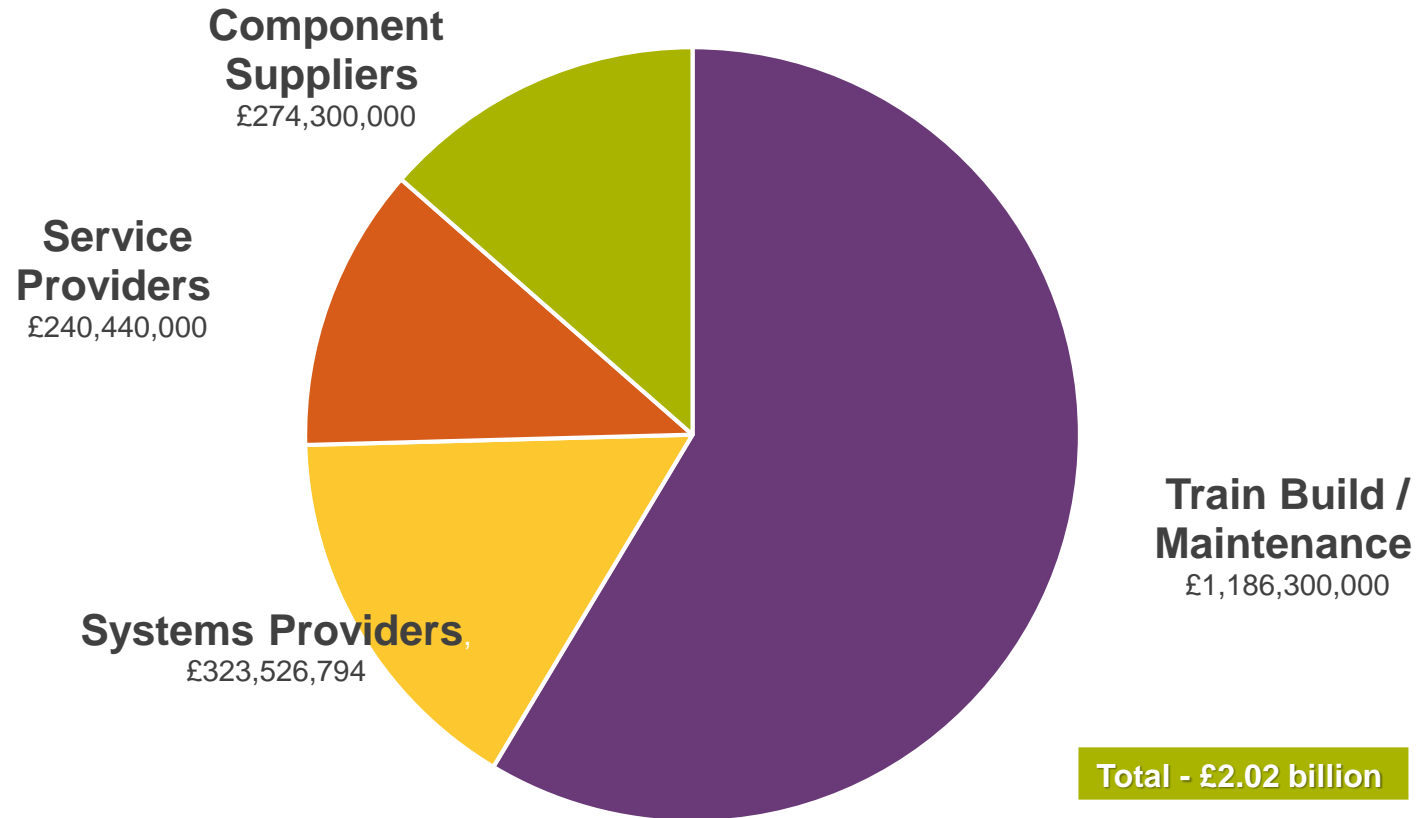
Total

Turnover in Millions

Employment



Supply chain – turnover by sector



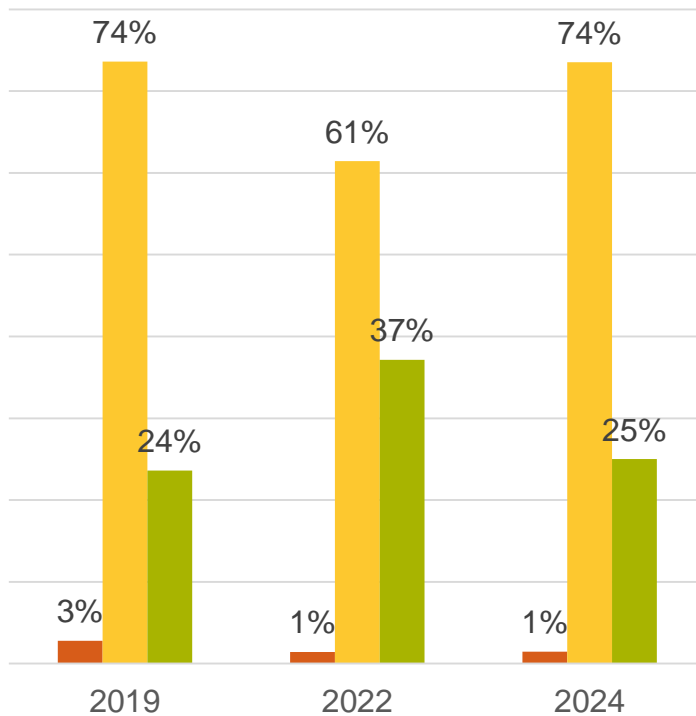
Anticipated changes

Decrease

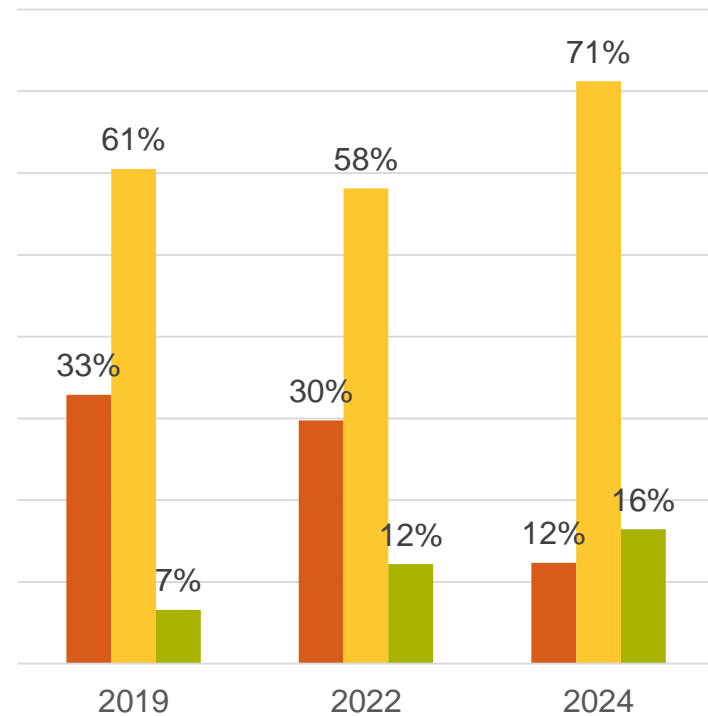
Stay the same

Increase

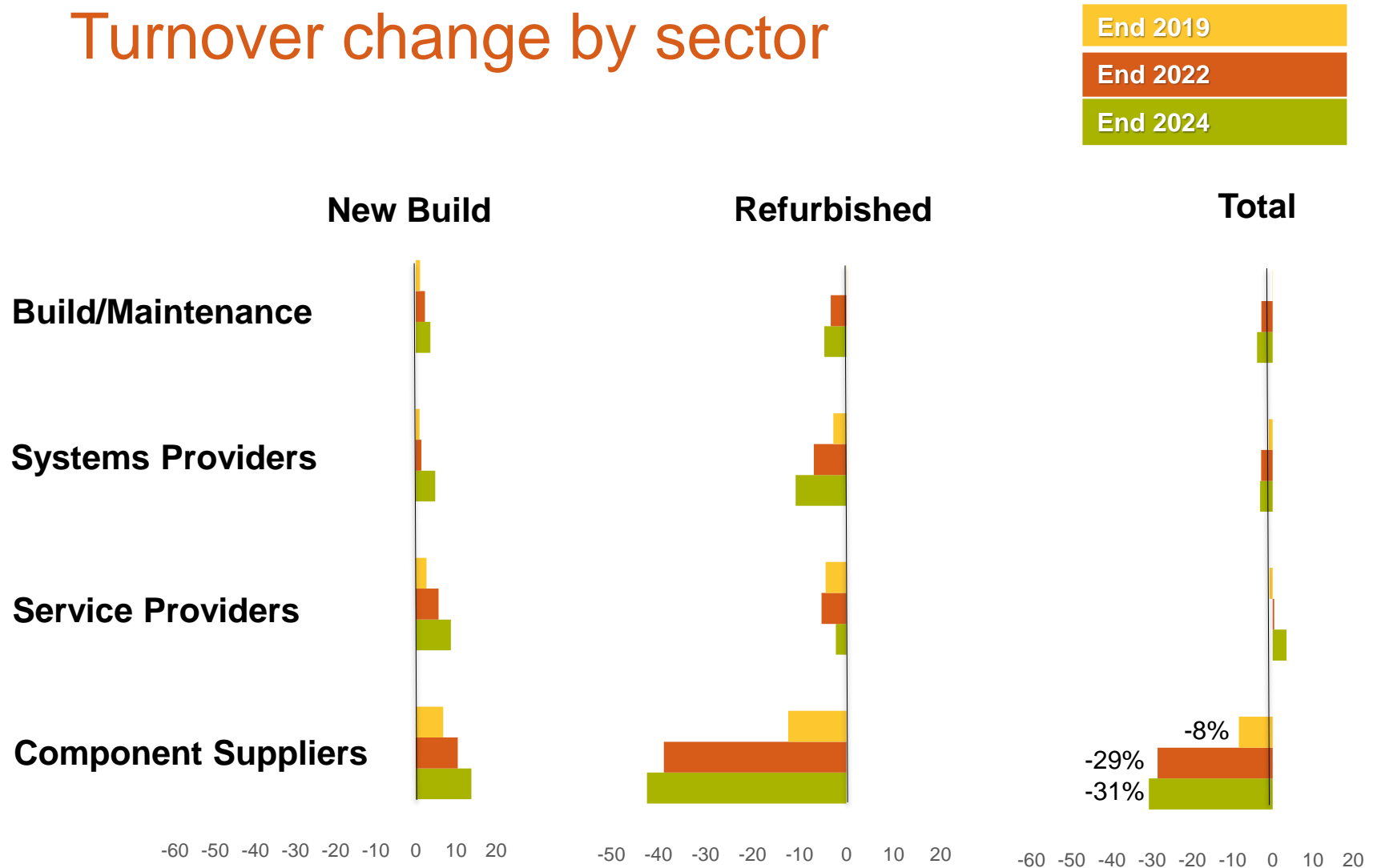
New Build



Refurbished



Turnover change by sector



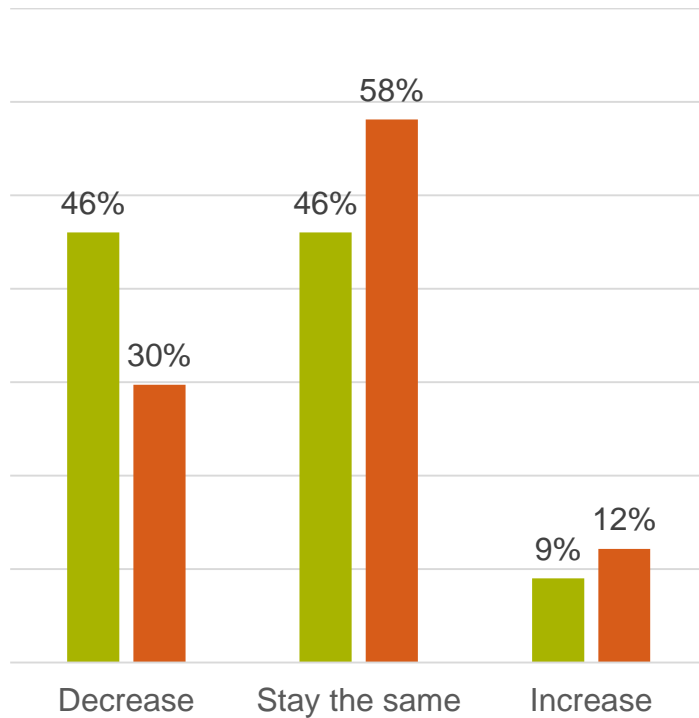
Forward view to 2022

2018 vs 2019

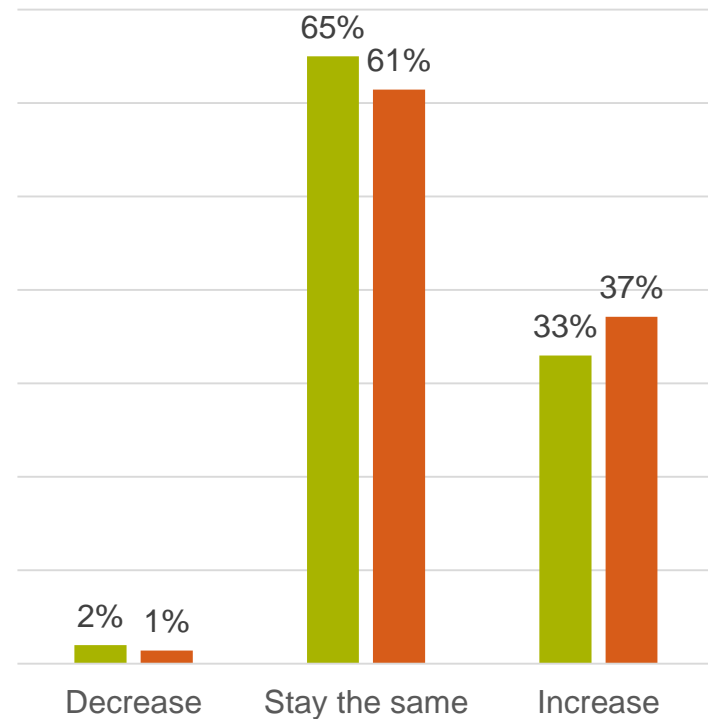
2018

2019

New Build



Refurbished



Big picture

- + Turnover and employment still forecast to decline ...
- + ... mixed with apparent optimism about the future
- + Scepticism that 30% reduction in refurbished fleet will occur
- + Component Suppliers likely to be hardest hit – 31% reduction
- + Reactive strategy, although some diversification planned
- + Government support very welcome:
 - + UK industry
 - + SMEs
 - + Greater certainty and visibility of plans
 - + Work with whole supply chain, not just TOCs
- + Wait and see on BREXIT

4

Supply Chain Challenges

Mike Noakes

Head of Rail

Department for Business, Energy & Industrial Strategy

5

SMEs – Challenges



Department
for Transport

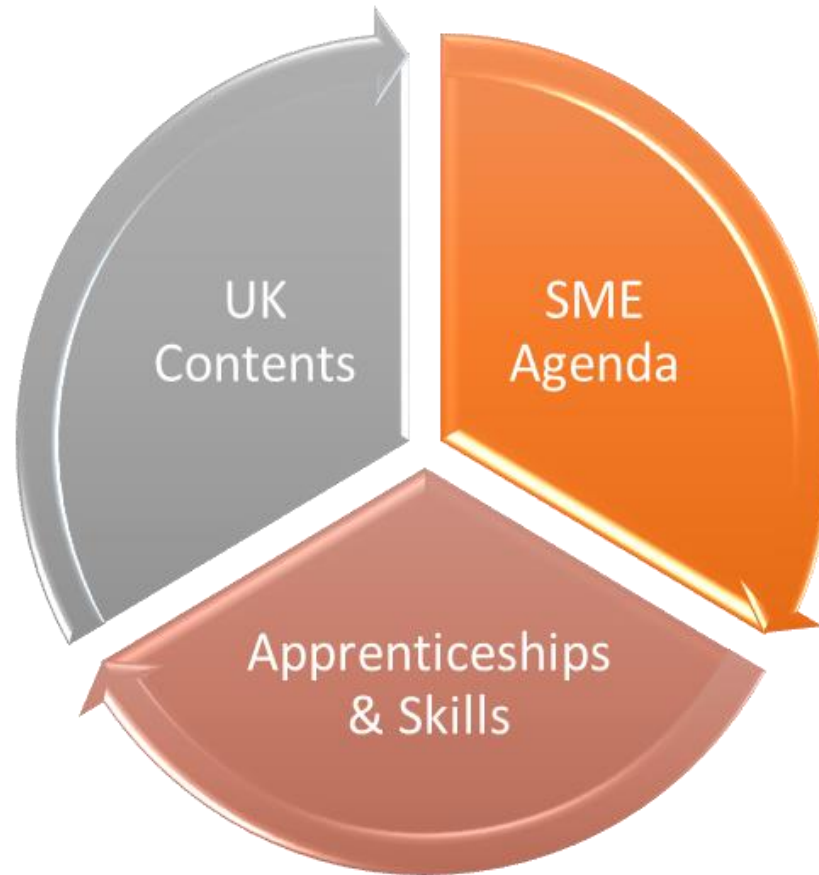
Porterbrook Supplier Conference – 22 May 2019

**Robert Vaughan
DfT(c) SME Lead**



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for Transport

Growth Agenda





Background – SME Agenda

Background.

In its 2017 Manifesto the Government committed to 33% of central government procurement spend going to smaller businesses, directly or via the supply chain, by 2022. [DfT Group SME Action Plan](#)

SME Definition

Company category	Staff headcount	Turnover	or	Balance sheet total
Medium-sized	< 250	≤ £ 50 m		≤ £ 43 m
Small	< 50	≤ £ 10 m		≤ £ 10 m
Micro	< 10	≤ £ 2 m		≤ £ 2 m



DfT Group SME Spend Targets to 2021/22

Table 1 – DfT Group SME Spend Targets to 2021/2022³

Financial Year	SME Spend Target %	SME Actual Performance %	Direct Spend Target %	Direct Spend Actual/Forecast	Indirect Spend Target %	Indirect Spend Actual/Forecast
2015/16	22%	24%	11.00%	£1.3bn	12.80%	£1.5bn
2016/17	24%	30%	11.00%	£1.2bn	19.00%	£2.1bn
2017/18	26%		11.00%	£1.4bn (approx)	15.00%	£1.8bn (approx)
2018/19	29%		10.75%	£1.4bn (approx)	18.25%	£2.4bn (approx)
2019/20	31%		10.50%	£1.5bn (approx)	20.50%	£2.9bn (approx)
2020/21	32%		10.75%	£1.6bn (approx)	21.25%	£3.2bn (approx)
2021/22	33%		11.00%	£1.7bn (approx)	22.00%	£3.3bn (approx)



SME Engagement and Collaboration

- ▶ Disaggregation of contracts into smaller lots, making them more accessible to SMEs.
- ▶ Industry days – where SMEs meet EAs, ALBs and Tier 1 suppliers to find out more about supply chain opportunities and how to better place themselves to win contracts.
- ▶ Working closely with SMEs on the development of frameworks to ensure opportunities are available to SMEs.
- ▶ Improving transparency – through the advertisement of opportunities on Contracts Finder, CompeteFor and/or transparency websites.
- ▶ Utilising Project Bank Accounts – to ensure the supply chain receives payment on an agreed date.



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for Transport

Contracts Finder

There's a [legal requirements](#) for all in-scope organisations to publish advertised opportunities and awards on [Contracts Finder](#) as required by [Public Contracts Regulations 2015](#)

There are 4 main types of notice in Contracts Finder:

Early Engagement. An idea for a procurement to gain insight into interest and help define procurement needs.

Future Opportunity. A notice for procurement which is likely to be published in the future.

Opportunity. An active notice for procurement.

Awarded Opportunity. This is an extension of the Opportunity notice, a contract has been awarded to a supplier(s).



Procurement Policy Note: 01/18

Supply Chain Visibility

All new procurements valued above £5 million per annum (Based on advertised contract value, averaged over the life of the contract) commencing from 1 May 2018, to include clauses requiring the successful prime supplier(s) to:

Advertise on Contracts Finder, subcontract opportunities arising from that contract above a minimum subcontract threshold of £25,000; and

Report on how much they spend on subcontracting and separately how much they spend directly with SME or VCSE organisations in the delivery of the original contract (Data Collection template can be located at Annex C).



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Procurement Policy Note 04/18

[PPN 04/18](#) : Taking account of a supplier's approach to payment in the procurement of major contracts.

In-Scope Organisations must apply the provisions of this PPN in all procurements advertised on or after 1 September 2019.



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Thank You

Robert Vaughan – DfT SME
Lead

Robert.Vaughan@dft.gov.uk

Questions and Answers

6

Customer Focus

Customer Focus

Putting the passenger first

Recap:

- Skills challenge
- Supply chain survey
- Supporting \ promoting SME involvement

What next....?

- Customer focus.... meet the needs of the passenger.

Challenges for the supply chain

- Improving fleet availability and reliability
- “Getting the basics right”
- Improving the passenger experience (on and off the train)

7

Challenge for Train Operators

Rail Delivery Group



National Rail



**BRITAIN
RUNS
ON RAIL**

Porterbrook Supplier Conference – 22 May 2019

Challenges for Train Operators

Neil Ovenden – RDG Supply Chain Lead

Rail Delivery Group



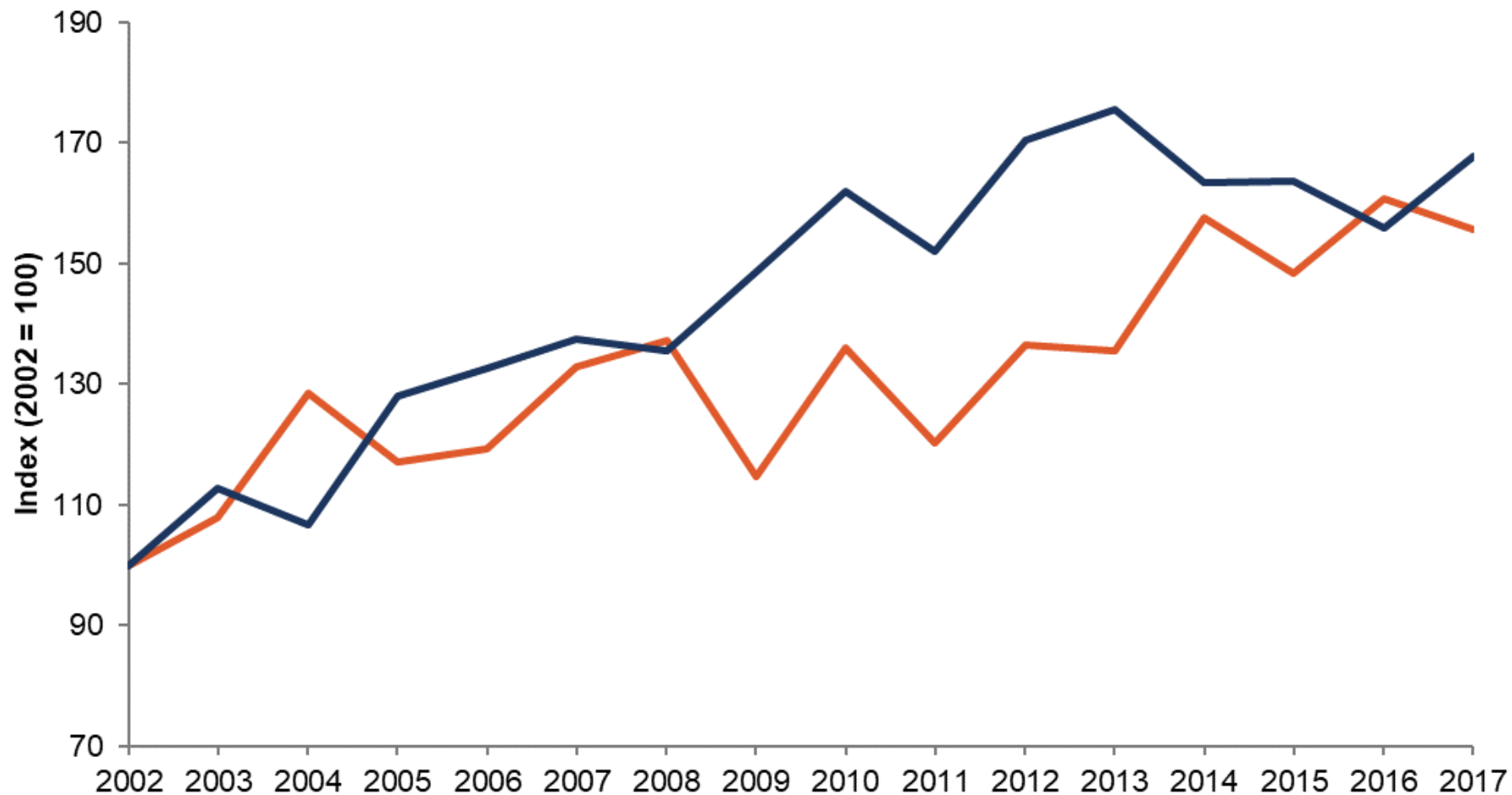
National Rail



BRITAIN
RUNS
ON RAIL

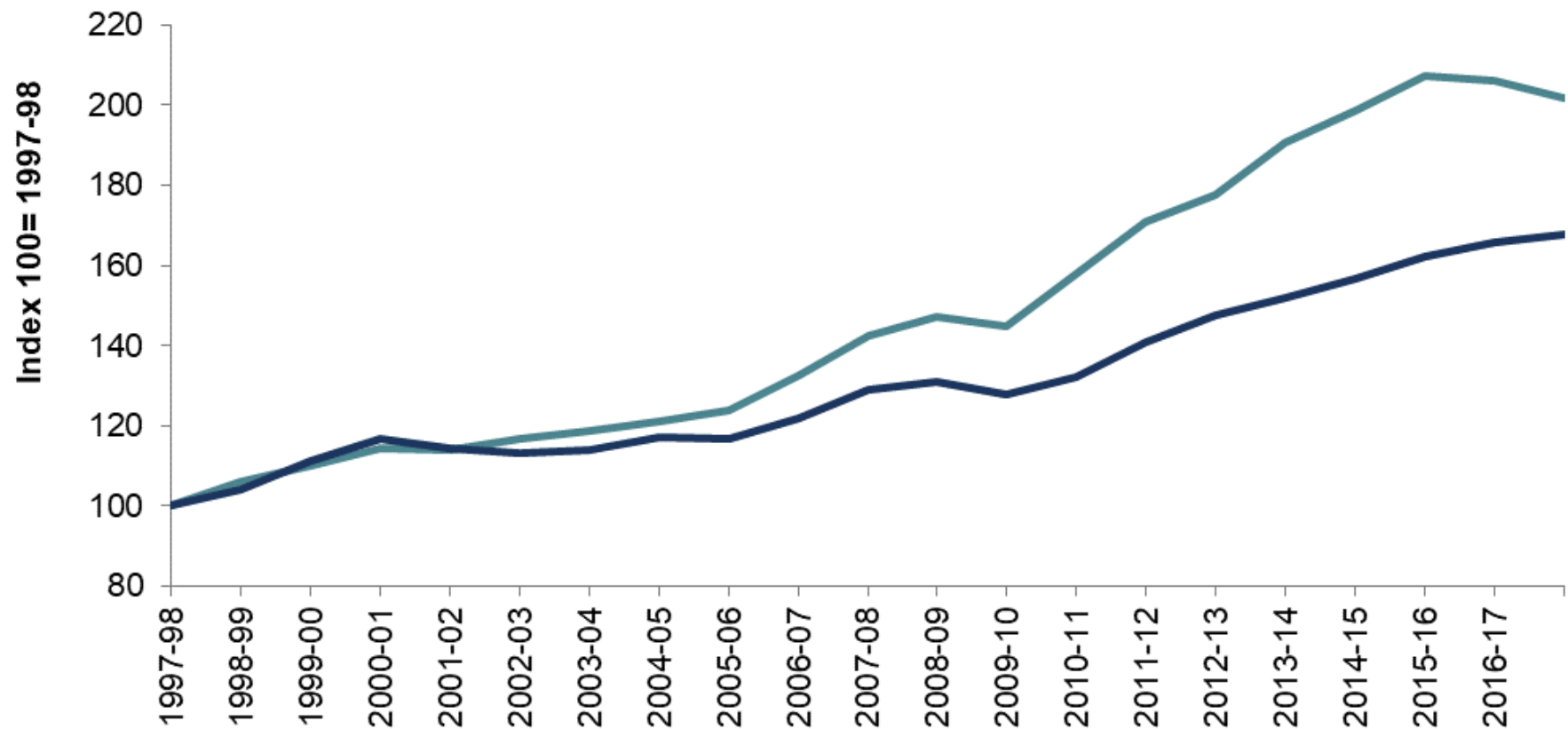
Trips per person by rail (NTS)

— Commuting and business — Leisure



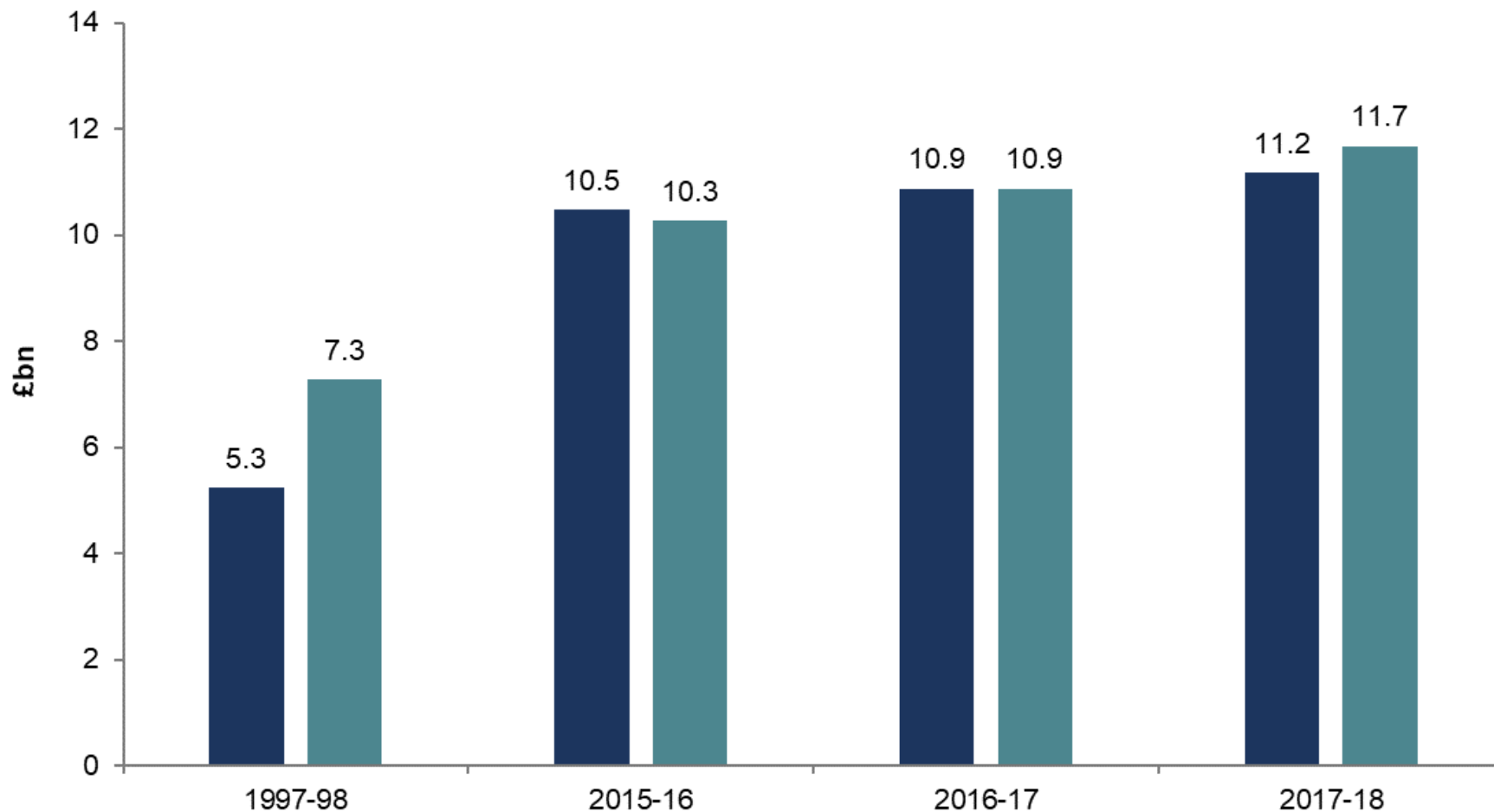
Growth in passenger journeys

London & South East London Underground

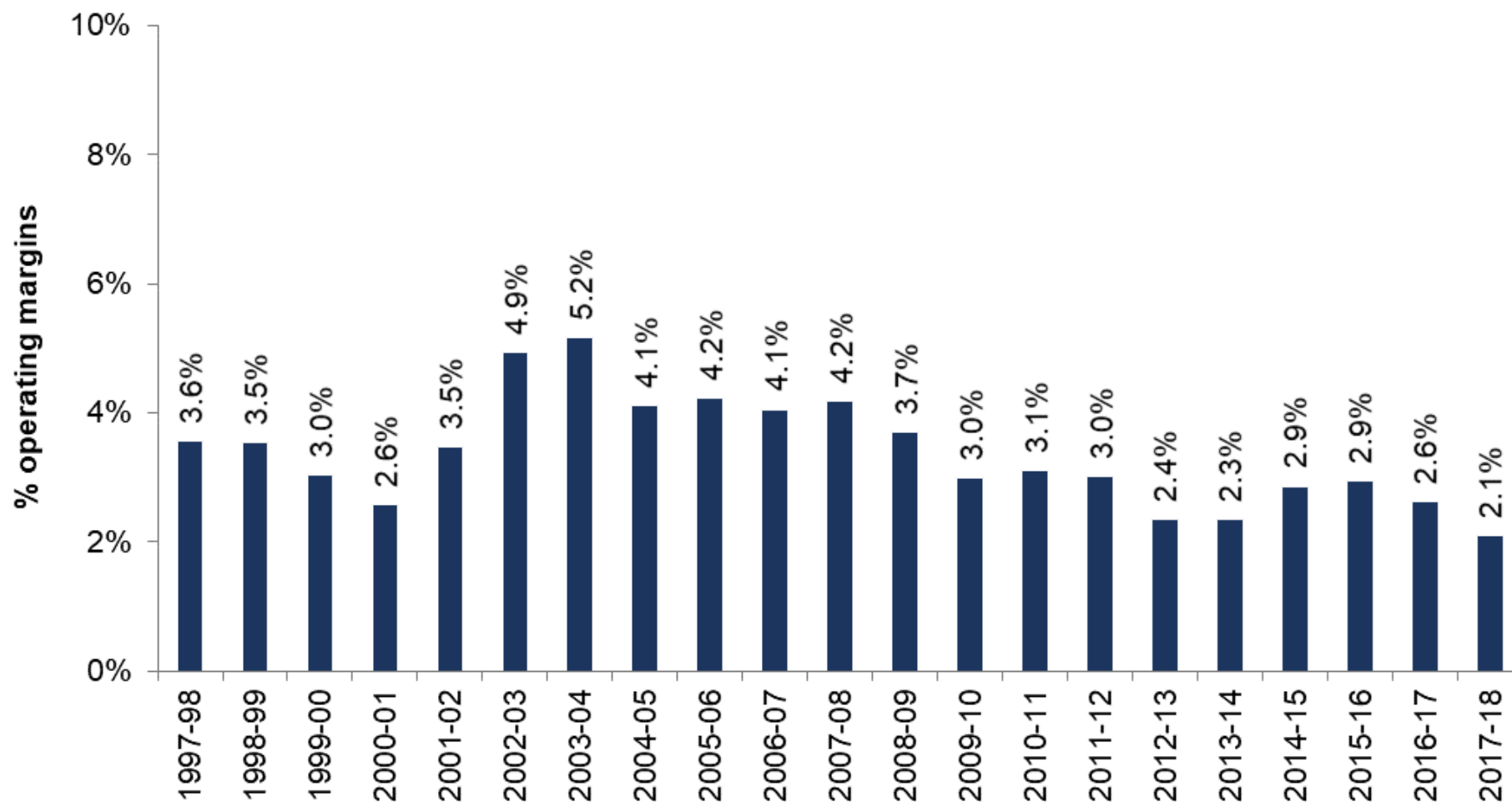


Running Costs vs Industry Generated Revenue

■ Industry-generated revenue ■ Day-to-day industry running costs

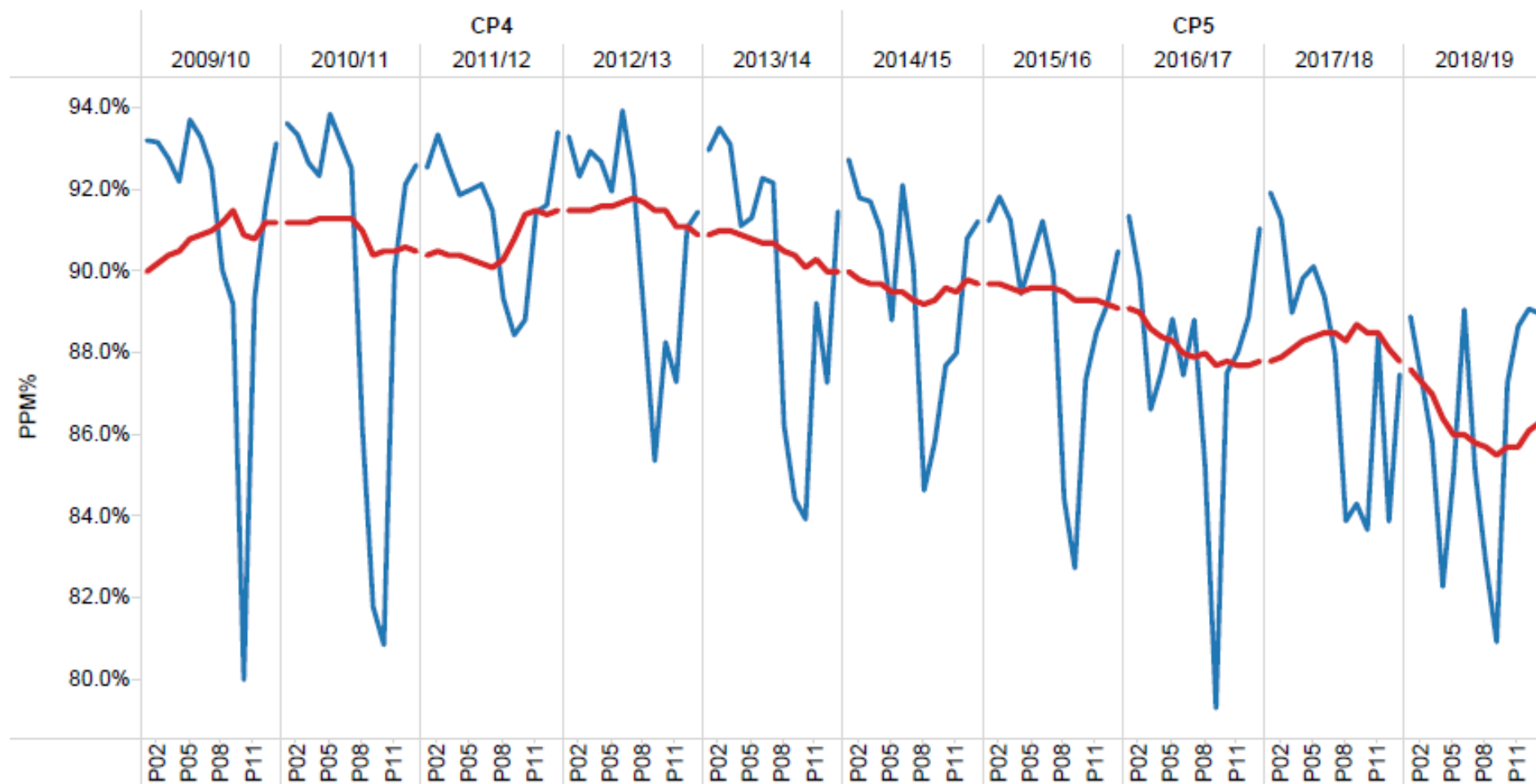


TOC operating margins



Operator Challenges - Performance

This chart shows National PPM MAA by period since the start of Control Period 4.



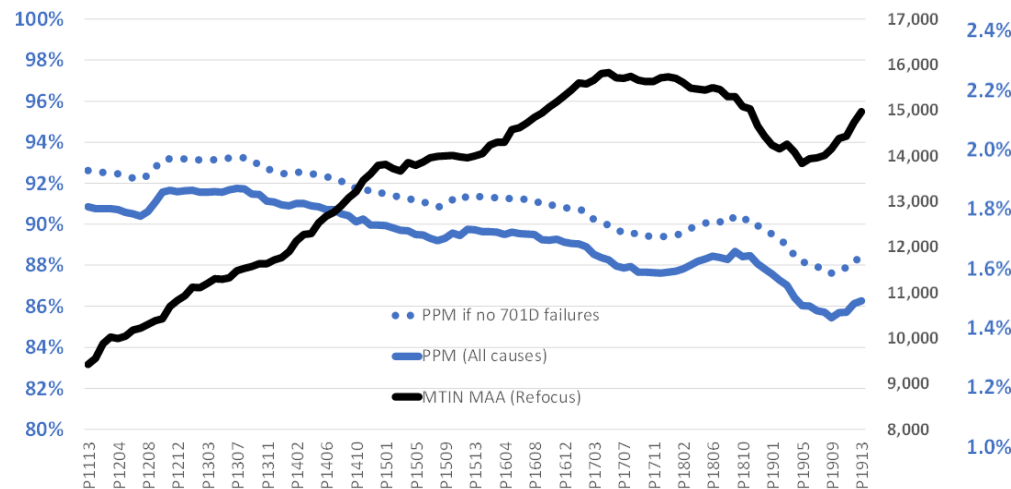
Fleet/Engineering Director Challenges – Fleet Performance

Rail Delivery Group



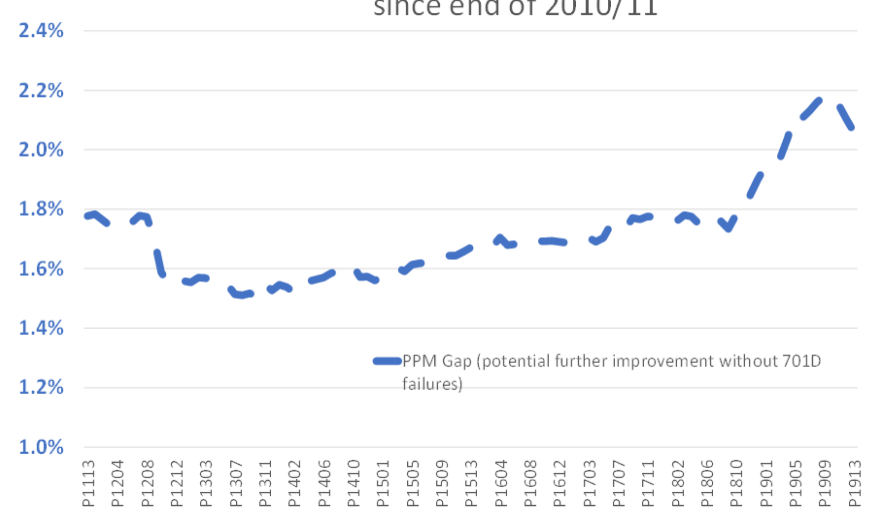
National Performance vs National Fleet Performance

MAA of MTIN and PPM since end of 2010/11



National PPM Dip due to Fleet Causes

MAA : Gap in PPM with vs without 701D PPM failures since end of 2010/11



Fleet/Engineering Director Challenges – Supply Chain Solutions Needed

Rail Delivery Group



- Can your product or service impact positively on TOC costs, rail performance or TOC customer satisfaction ?
- Can your product or service significantly decrease vehicle downtime, or significantly increase intervals between maintenance/overhaul interventions and thus reduce costs ?
- Can your product or service significantly increase vehicle reliability/train service performance ?
- Can your product or service significantly enhance TOC customer satisfaction with the on-train environment we offer them ?
- Will we want to do business with you again in the future ?
 - Or will we wish we hadn't bothered ??

Rail Delivery Group



National Rail



BRITAIN
RUNS
ON RAIL

8

Delivery Challenges & Getting The Basics Right (TOC perspective)

Delivery challenges & getting the basics right

Ben Ackroyd
Engineering Director

Engineering Achievements 2018

People

Fleet Performance Incentive Payment Scheme introduced



Tablets rolled out

Engineering Management Conference

Productivity

Helping to solve our MTP challenge **40%**

Improvement in Train Presentation



£4.6m management initiatives delivered

Safety



reduction in Lost Time Accidents in Production
1,234
fewer lost time days

Customers

Transforming customer experience

+12% (83) More vehicles in service each day



Fleet of 16 Class 170s launched

May-18 and Dec-18 TT change fleet requirements delivered in full

Class 195's authorised for passenger service



113 Units, or 46% through fleet refurbishment



Delivering Transformation



as one on-time team

Performance

Driving sustained improvement

'New Operating Model'



9,268
Miles per technical incident

Highest ever MTIN MAA

Depots

Building credibility with our people

Schemes completed at Sheffield & Blackpool
Schemes launched at Wigan, Heaton, Newton Heath



Partnerships

Working towards common goals

NetworkRail

Planning for additional schemes and diesel exhaust extraction



TSSA Launched
Edge Hill Mobilised
Newport Assessment

Porterbrook

Class 170 Introduction & 319/170
Performance Growth
HM/PRM Programme Improvements

Accelerate

Vehicle Cleaning
Lean Engineering Pilot with GC180's at Heaton

Environment

Part of our Day Job

-28%

Reduction in non-traction energy consumption

**HELPING THE STARS
DRESS TO THRILL**
Dozens of making colourful outfits for big names
TIME PART



**SHOW'S HISTORY
BROUGHT TO LIFE**
How things
have changed
and stayed
the same
PAGE 2

YORKSHIRE POST

YORKSHIRE'S NATIONAL NEWSPAPER

Enough is enough, Mrs May – act now to end North's rail crisis

Region's newspapers in joint call for action



YORKSHIRE POST COMMENT

Enough is enough, Mrs May – act now to end North's rail crisis
The Yorkshire Post and other regional newspapers have today issued a joint call for Prime Minister Theresa May to take immediate action to end the rail crisis in the North. The call comes as the rail industry faces a series of cancellations and delays, with passengers left stranded and businesses suffering. The newspapers argue that the current situation is unsustainable and that the government must act now to restore the rail network to normal. They call for a comprehensive review of the rail system and for the implementation of measures to improve service and reliability. The joint call is seen as a significant statement of public opinion and a challenge to the government to address the long-standing issues facing the rail industry in the North.

GRAPHICS COMPENSATION PLEASE FOR NORTHERN PASSENGERS PAGE 4 • OPINION PAGE 10

FOR SALE
A large, modern, detached house with four bedrooms, three bathrooms, and a large garden. The house is located in a quiet residential area and is available for sale at a very competitive price. For more information, please contact the estate agent on 01234 567890.

SCRAP GOLD WANTED
Highest prices paid for scrap gold, silver, and platinum. Free valuation and collection service. Contact us today on 01234 567890.

DRIVERS IN THE NORTH
We are looking for experienced drivers for our delivery fleet. Competitive salaries and benefits. Apply now at www.driversinthenorth.co.uk.

TUESDAY, 5 JUNE, 2018

50p

Manchester Evening News

Britain's Regional Newspaper of the Year A friend dropping in

NORTHERN RAIL CHAOS TIME FOR CHANGE



**TOWNS AND CITIES ACROSS THE
NORTH JOIN FORCES TO CALL
FOR ACTION ON TRAINS NIGHTMARE**
SPECIAL REPORT: PAGES 2, 3, 4 & 5

**£2.6bn Government RBS
stake set to be offloaded**
The government is planning to offload its stake in the Royal Bank of Scotland (RBS) for £2.6 billion. This move is part of a broader strategy to reduce the government's financial burden and to allow the bank to operate more independently. The offloading is expected to be completed by the end of the year.

Montpelier Jewellers
The Montpelier Jewellers are proud to announce that they have been awarded the title of 'Jeweller of the Year' for the second year running. This recognition is a testament to their commitment to excellence in craftsmanship and customer service.

DRIVERS IN THE NORTH
We are looking for experienced drivers for our delivery fleet. Competitive salaries and benefits. Apply now at www.driversinthenorth.co.uk.

**Why my work keeps
dad's memory alive**
LP People, from Page 13



**Fantastic day
at village gala**
Page 16



**It's a
Bonds**
A new collection of...
See page 18

Lancashire Post



TUESDAY
June 5, 2018
80p
TRUSTED
NEWS
SINCE
1880

TUE
Max 20
Min 9
Gleam
Drops

WE
Max 20
Min 9
Drops

Don't expect and wait
another day for the news on the...

OFF THE RAILS

**2000 trains cancelled
165 services scrapped
- and even more
subjected to long delays**

Today the Lancashire Post and newspapers across the north join together in calling on Prime Minister Theresa May to take immediate action and mend our broken railway. Read our open letter to the Government on Pages 8 & 9

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(Next to Pinocchio Restaurant) 01772 552295
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Over 10,000
ITEMS NOW
IN STOCK
Request A Quote Today
From Your Largest Independent
Local Workwear Supplier

**OVER 1,000
WORKWEAR
AND PPE
ITEMS NOW
IN STOCK**
Request A Quote Today
From Your Largest Independent
Local Workwear Supplier

Upload your news, pictures and videos to us by going online at lp.co.uk

2019 | Get the basics right



Improving our Customers' Experience Our three year journey



Ardwick depot enhancements complete
Neville Hill depot enhancements complete

New Wigan Springs Branch depot complete
Allerton depot enhancements complete



Retail transformation complete
50% of journeys are digital

Awarded Gold Investors in People accreditation

2020 | Rebuild trust



All pacers gone
All our 98 new trains in service
All platform extensions complete
Northern Connect fully launched
CCTV installed at 90% of stations

Customer satisfaction at 85%
Ticketless travel below 4%
100% refurbished trains in service
All digital trains in service

Digitally enabled workforce
Revised fares strategy
New shed at Newton Heath complete
90% of stations improvements complete

A service to be proud of | 2021

We've created a trusted brand

More capacity
More reliable services

We know 75% of our customers
Delivering personalised and tailored marketing

Operating alternative fuelled services

All train crew and maintenance colleagues locations refurbished

*All details correct as of January 2019



Deliver our service promise everyday

**Recover, control our costs, drive efficiency
and create a financial stable business**

**Transform our processes, systems, governance
and decision making**

Delivery challenges,
or opportunities.....?

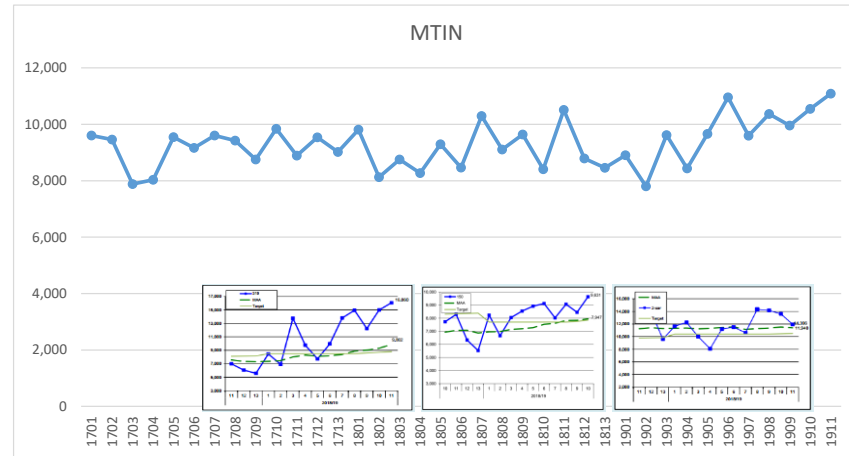
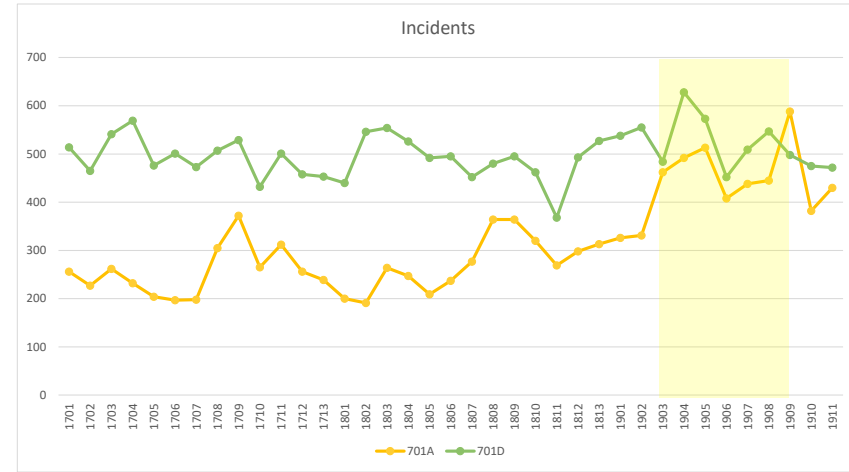
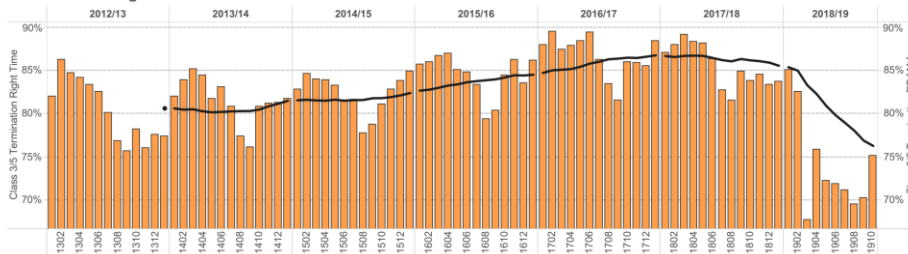
Getting the basics right

Gains in reliability are being undermined by a deterioration in non-technical issues

Key challenges

- Impact of fewer cyclic diagrams (set swaps)
- Less 'touch time' through train plan
- Bottlenecks on depots (such as CET)
- Autumn performance
- Capacity & short formations

Pre 0700 ECS Right Time at Destination



Getting the basics right: value of reliability

£600m x 4% = £24m EBIT (or £66k per day)

£60k

Date	Unit	Fault	Location	TRUST delay
03-May	319364	Not cleaned / vomit overnight	Man Vic	2 capes
03-May	319362	`A` door fault	Man Vic	6 mins
03-May	142004/142012	No brake release when coupled	Longsight	1 cape
03-May	142001/142057	Engine out / no brake release	Blackburn	232 mins & 5 capes
03-May	156423	Brake issue	Wigan	12 mins
03-May	158906	Bowden cable fault	Hull	5 mins
03-May	142015/158871	Brake applications	York	189 mins & 2 capes
03-May	150137	Slow making air	Hull	8 mins
03-May	333008	TCU isolated	in traffic	129 mins
03-May	158789	Engine reverting to idle	Carlisle	7 mins

Social Insights (AM) 3rd May 2019



Incoming contacts	295
Responses	199
Average handling time	42 secs
Incoming contacts sentiment	Positive 23.3% Neutral 47.3% Negative 29.4%
Top 5 tags	Engaging Content Cancelled / Delayed Short-forms / Crowding Regular Tweeters CEC

Summary of Tags

- People being involved in the engaging posts today and asking us questions.
- Cancellations and delays across the network this morning, this caused a lot of anger this morning.
- Short formed services causing anger and frustrations which is affecting their morning commute.
- Regulars getting involved this morning with unit numbers and general chat.
- CEC people not getting emails back about complaints or delay repay. Also people wanting to make a formal complaint.

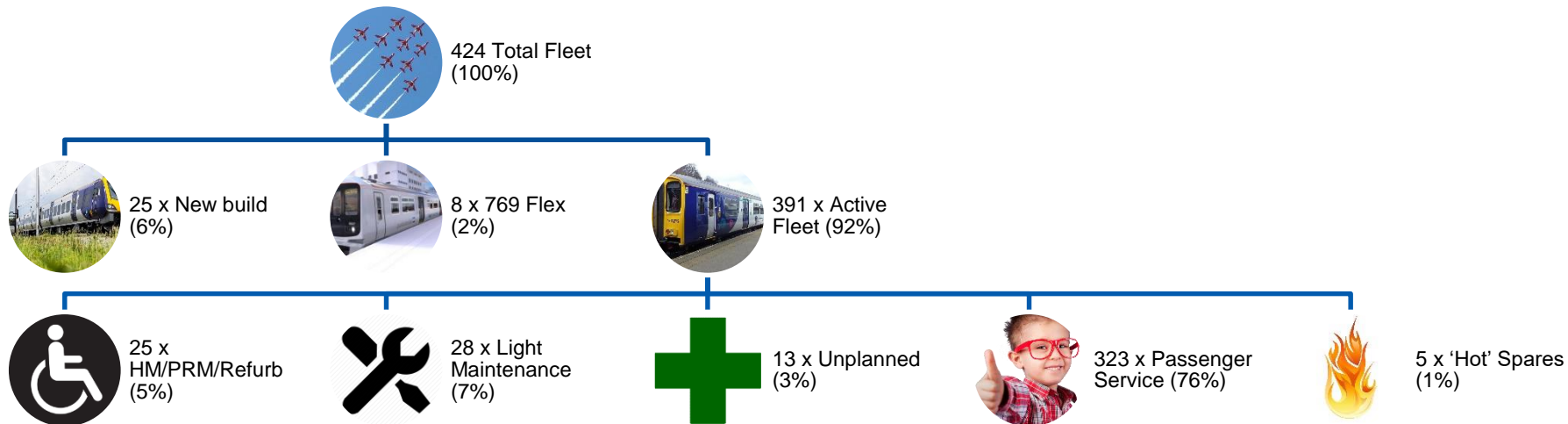
evesharabi	@northernassist morning, do you happen to know why the 7:14 to southport is canceled? thank you! https://t.co/6AwqOGAiMI
gazleigh	@northernassist Why is 7.33 SMB to MCV cancelled again? 2 consecutive days
LizG44	@northernassist Wakefield Kirkgate this morning, no staff, no working boards just a message to text Train Tracker - works ok but isn't this a backwards step???
Falling_Damps	07:25 WDN-MCV cancelled two days running. Why @northernassist? Thank you.
JaytotheW	@northernassist 6.21 Leeds to Manc Vic cancelled again. I use an Oyster season ticket I buy through works help 2 buy scheme and would like to apply for delay repay. I don't get a receipt and the Northern sales team won't provide me with one so they won't refund. Can u advise plz
CraigyG123	It's not acceptable to have only 1 carriage for the 7.37 Chapeltown to Sheffield. I'm late for work now. How can you think it's ok to have only a 1 carriage train at this time in the morning
alisoniroy	@northernassist ONE # yes ONE carriage on the 7.37 #chapelton to #Sheffield route this morning. absolutely APPALLING. more people left on platform than could get on train. Busy station at peak times yet poorly serviced. What do we pay our train fares for #poorcustomerservice
ConnieSaxton	@northernassist just tried to get to work from Chapelton to Sheffield. Couldn't get on as you only provided one carriage. I'm now late. In what world is this acceptable??? ☹️ #Northernfail
sk8geek	Good morning @northernassist, is there an issue with data systems this morning? Thanks ^SL (this at MYT) https://t.co/VM1oC251GV
PhilClimber	@northernassist and the display on TOD platform 1 is stuck and says the next train will be at 06:14. Why does nothing work, including me, if you can't get me to it?
tommybrocker	@northernassist not enough carriages on Leeds to Sheffield train AGAIN this morning. People fighting on the platform to get on. Dozens not able to get on the train. People angry and crying. When you going to do something?
Gargarin	Hi @northernassist why is the display at Wombwell showing this and not the train times? Is it a fault or a permanent change? Does this sms service cost? Why do you have to make things so hard? https://t.co/0Oo9gxwbvH
ashkitson1867	@northernassist So expected in the next few minutes into Beverley? Over 80 people sat here since 7.15 with no announcements at the station or nothing on boards is not acceptable
lastcyberpunk	@northernassist hey why is the 0815 from Chapelton to Sheffield so packed and late? #NorthernFail https://t.co/B6RslLOEsv
Glovergreen	Welcome to the future, 2019. Send a text, find out if your train is cancelled, late maybe where it's going? Wouldn't it be great if the live board just told you this info, like in 2003. #northernfail #powerhouse @northernassist https://t.co/C70qD9wWmO
HelenK315	@northernassist Hi, how can I submit a delay repay claim if my ticket has expired on the app? You've sent back my claim with a screenshot of the expired ticket...
Amy Grayhurst	Hi northern rail what on earth is going on with trains from Chapelton station? Twice this week we have been told no more room and not been able to catch the train. I'm late for work now yet again. 1 carriage at rush hour?! It's disgraceful.
Iain Blair	Hi there was wondering if you could help I sent in a request for a refund for forgetting my railcard for my journey on Monday so bought new tickets have emailed my tickets and railcard photos to ur customer enquires team on Monday but have not heard anything as yet is there a time frame for a member of the team to get in touch?

Getting the basics right: if we were....

easyJet

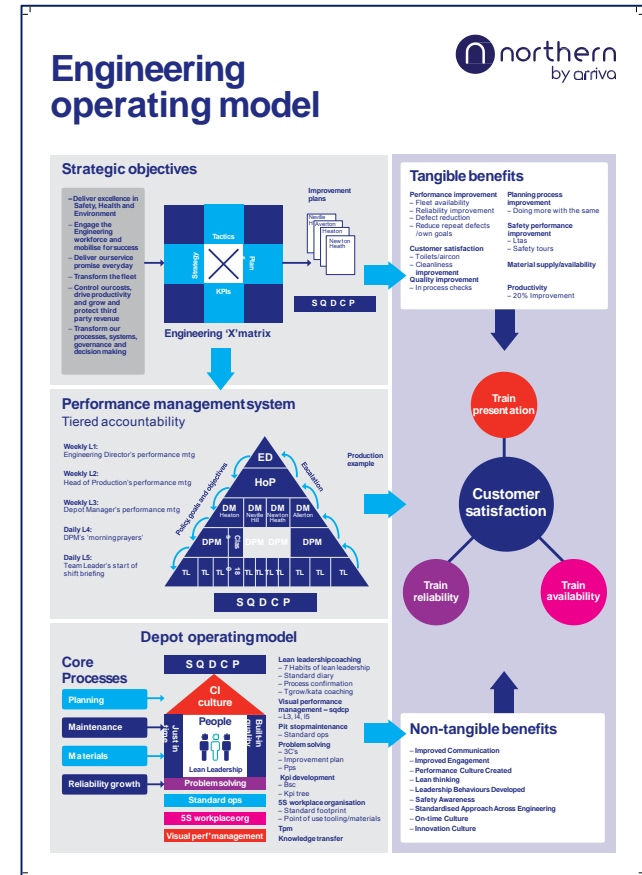


Getting the basics right: if we were



Getting the basics right

We are implementing an operating model, fit for new trains, and our existing fleet.

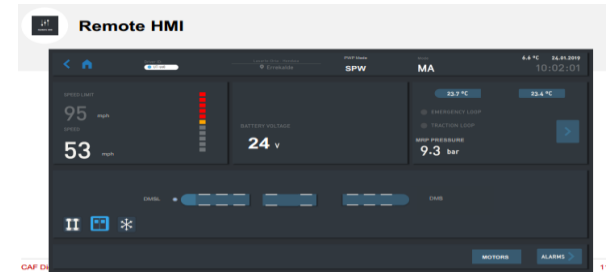


Getting the basics right

We continue to increase productivity across our existing fleets whilst leveraging the opportunities afforded by new trains.

Key capability enhancements in 2019

- Skills, training, development and acquisition
- Delivering Excellent Maintenance Programme
 - Remote Condition Monitoring >> CBM
 - Further Maintenance Optimisation
 - Handheld laser and fixed camera inspection (vs AVIS deliverability)
 - New asset management system
 - Depot upgrades and additional stabling



Looking beyond train service performance

Emerging factors, and dealing with complexity

Customer & Stakeholder Influences

Seamless personalised journeys
Clean air (inc. railway staff!)

Systems Approach

- End-to-end timetable planning
- Industry Programme Management
- Infrastructure upgrades (deliverability & unit costs)
- Depots & stabling
- Capacity & performance modelling

Simplification

- Data Analytics & BI (inc. customer insight)
- Software and systems support (train & business)
- Simpler on-board solutions

9

Delivery Performance – It has to be about the passenger

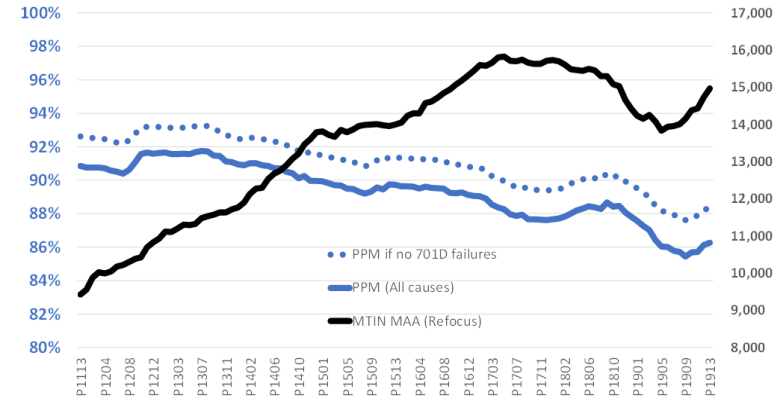
Delivery has never been so important

Rail Industry is firmly under the spotlight

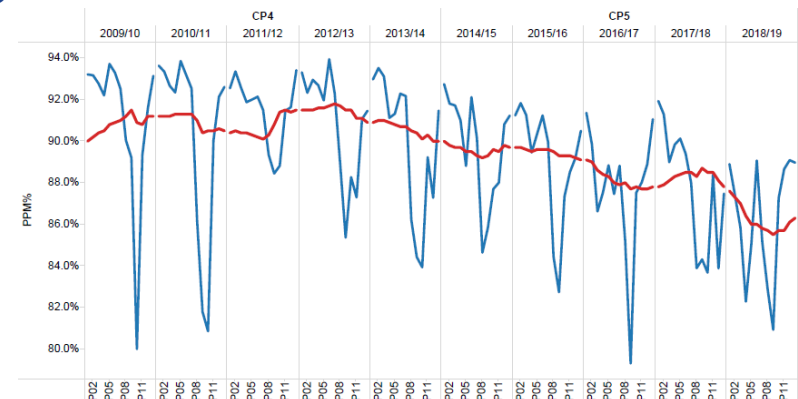
- Industry is receiving significant investment to fund development and growth, however
- Benefits aren't being seen by passengers
- TOCs are operating in an extremely challenging environment
- Passengers will vote with their feet if performance doesn't improve
- Supply Chain is key to well performing fleets
- Industry performance trend needs to reverse



MAA of MTIN and PPM since end of 2010/11



This chart shows National PPM MAA by period since the start of Control Period 4.



Porterbrook and our supply chain indirectly links to passengers

Working to ensure a positive passenger experience

■ Fleet Performance Factors

- Availability
- Reliability
- Delay recovery
- Cancellations



■ Passenger Journey Experience Factors

- Comfortable seating and saloon environment
- Toilets that work
- Power Sockets & reliable WiFi
- Live passenger journey information

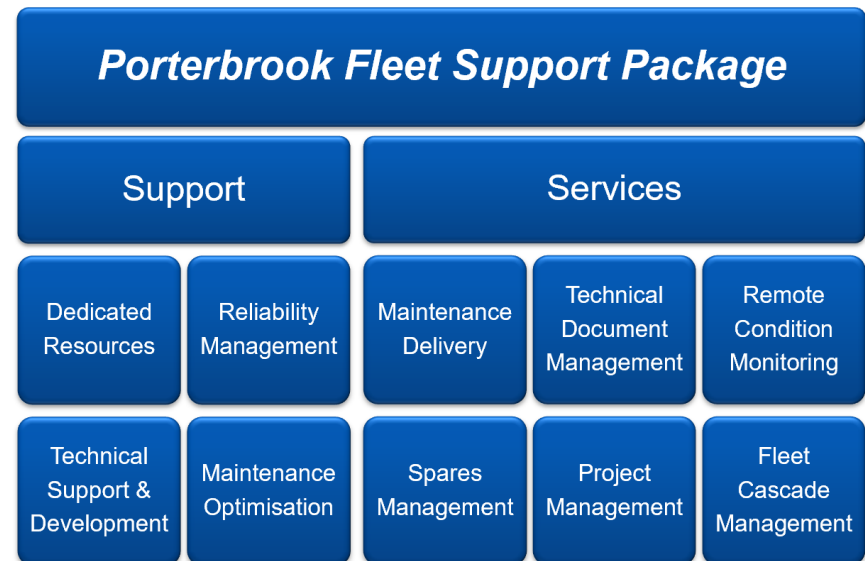


- As part of the supply chain, you also directly influence these factors

Porterbrook fleet support 'Performance Partnership'

Support services that are tailored to individual TOCs and fleets, delivering genuine value

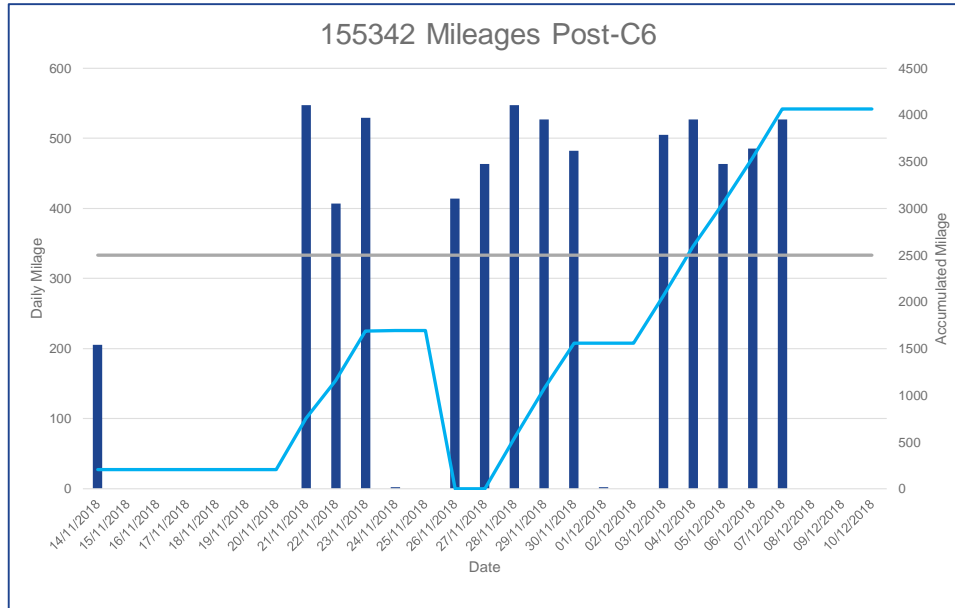
- Partnership Pilot scheme with Northern
 - Turbostar fleet which cascaded from ScotRail
 - Enhanced level of support services
 - Embedded fleet support role
 - Fleet cascade facilitation & service introduction support
 - Reliability growth
 - RCM installed and initial data analysis
- Next steps.....
 - Proactive use of RCM data
 - Balanced Heavy Maintenance
 - Greater involvement with Ops
 - VMI Web Portal
- Pilot has been successful to date
 - Value to our customer Northern
 - Supply partnerships important
- Blueprint for wider application



Post Heavy Maintenance 'return-to-service' focus

Expediting the return-to-service and reliability growth of fleets following Heavy Maintenance

- Improving fleet availability and reliability following heavy maintenance
- Multi-stakeholder (Porterbrook / TOC / Supplier) KPI monitoring
- Minimise time from unit output to service entry
- Reliability validation to pre-overhaul levels
- Rapid response to emerging issues
- Minimise passenger impact



Evolving supply chain needs

Keeping relevant in response to changing market and customer requirements

- Traditional Heavy Maintenance & refurbishment market is evolving
- Balanced Heavy Maintenance delivered 'on-patch'
- Fleet recommissioning & cascade support services
- Vehicle re-purposing & complex modification capability, with associated system integration and ongoing support capability
- Adapting to changing needs, with a complete focus on delivery and performance

Previously Delivered

Class 458 & 460 Conversion



In Progress

Class 769 FLEX



In Development

BatteryFLEX



Porterbrook modifications to improve fleet performance

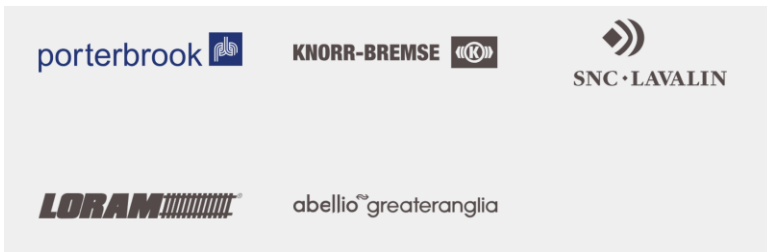
Supply Chain Collaboration has been key to delivery

■ Class 15X WSP

- Improved autumn performance
- Improved fleet availability
- Reduces SPAD risk & avoids flats



■ In collaboration with



■ Electrostar DOO Upgrade

- System upgrade to latest standard
- New driver soft-reset function
- Demonstrable performance uplift



■ In collaboration with



Supply Chain Delivery Performance Challenge

Porterbrook needs you, our supply chain partners, to help us deliver successful outcomes

- The industry is challenged, but challenge creates opportunities
- The supply chain is evolving to reflect changes to the UK rolling stock portfolio
- TOCs need solutions that drive performance improvement and Porterbrook is responding to our customer's needs
- Porterbrook needs supply partners to embrace alternative approaches and drive solutions
 - Life-cycle costs are important, but not at the expense of performance
 - Technology and data analytics remains a key development priority
- Porterbrook is committed to long term partnerships with both customers and suppliers



Porterbrook welcomes supplier partnering proposals that deliver performance and genuine value

10

Working with Porterbrook



Working with Porterbrook

Kelly Warburton

Managing Director, Products Business Unit

About us...



Turnover



Employees

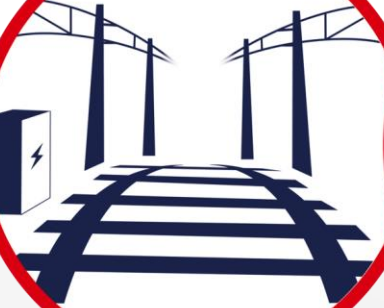


Global
Locations

SIGNALLING & TRAFFIC MANAGEMENT



INFRASTRUCTURE



TRACTION & ROLLING STOCK



Part of the
Unipart Group



Supply Chain
Experts



Technology &
Product Experts

UNIPART
RAIL

SERVING THE WORLD'S RAILWAYS

Our Propositions



**Supply Chain
Solutions**



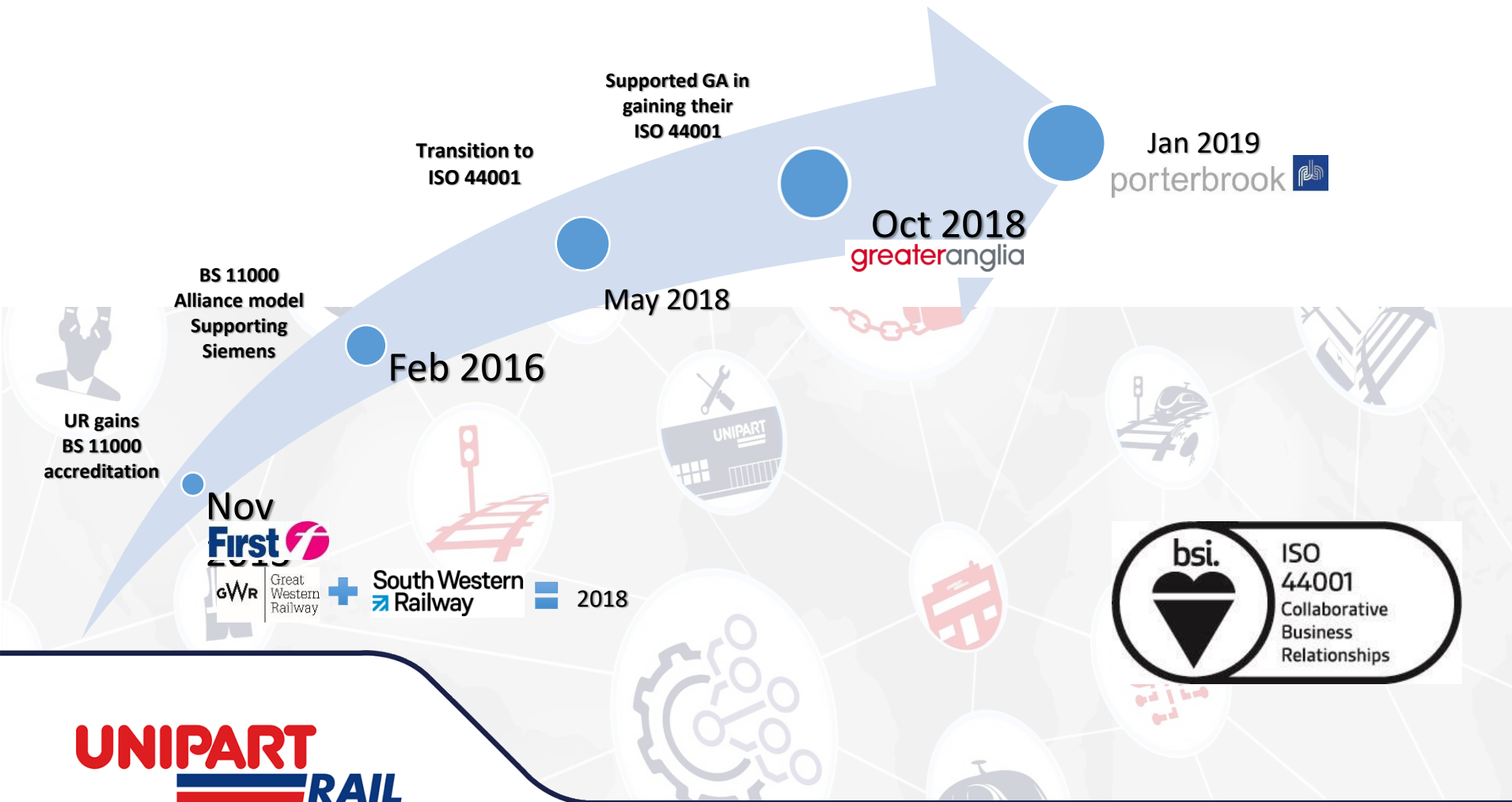
**Technology &
Product Solutions**



UNIPART
RAIL

SERVING THE WORLD'S RAILWAYS

Unipart Rail's Collaborative Journey



SERVING THE WORLD'S RAILWAYS

Our Customer Engagement approach



Understand

Jointly develop a deep understanding of Porterbrook's customers

Collaborate

Work together collaboratively with Porterbrook to agree on value improvement projects

Deliver

Provide Safe Innovative services and products to improve quality whilst reducing cost

Value Improvement Projects



- Class158 Kitting Scotrail
- Project FLEX
- Forthcoming – Fleet cascades

Supplier Engagement Programme



The way in which Unipart Rail and its Suppliers work together collaboratively to **create value** and **deliver business growth** and new opportunities.

Any questions?



Thank You



SERVING THE WORLD'S RAILWAYS

11

Delivery through Collaboration

Porterbrook Procurement

Taking the Next Step - Collaborative working

- ISO 44001 certification – demonstration of our commitment to collaboration and working with the supply chain
- Focus moving to a collaborative/ partnership approach
- Recognition that supplier relationships are critical in the success of projects.
 - Our collaborative partners



BOMBARDIER



SIEMENS



bsi.



Certificate of Registration

COLLABORATIVE BUSINESS RELATIONSHIP - ISO 44001:2017

This is to certify that:

Porterbrook Leasing Co Ltd
Ivatt House
7 Pinnacle Way
Pride Park
Derby
DE24 8ZS
United Kingdom

Holds Certificate Number:

CBR 696920

and operates a collaborative business relationship framework which complies with the requirements of ISO 44001:2017 for the following scope:

The collaborative business relationship management system in relation to those suppliers identified in the Porterbrook Leasing Co Ltd collaborative working programme

For and on behalf of BSI:

Andrew Launn, EMEA Systems Certification Director

Original Registration Date: 2019-04-10

Effective Date: 2019-04-10

Latest Revision Date: 2019-04-10

Expiry Date: 2022-04-09

Page: 1 of 1



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Information and Contact: BSI, Kilnburn Court, Davy Avenue, Knowlhill, Milton Keynes MK5 8PP. Tel: +44 345 080 9000
BSI Assurance UK Limited, registered in England under number 7805321 at 389 Chiswick High Road, London W4 4AL, UK.
A Member of the BSI Group of Companies.

Collaboration in Action

An Industry First - Innovation Hub

- An off-lease 4-car unit (319454)
- Located at Long Marston
- A static display (but with auxiliary power), off network, allowing SME suppliers to showcase technology still in development
- A blank canvas for interior upgrades and passenger facing enhancements



INNOVATION
HUB
porterbrook

Collaboration in Action

Innovation Hub

- Over 25 companies have been selected to demonstrate more than 30 new products and innovations on the Innovation Hub for 2019.
- For some UK-based companies, particularly SMEs, this will be an opportunity to showcase innovative and exciting passenger-focused solutions in a real train environment for free.
- The Innovation Hub will be used by suppliers all-year-round, as a facility for customer visits and demonstrations
- Porterbrook aims to make the Innovation Hub a sustainable annual showcase for the latest innovations, growing in scale year on year.



What does this mean for the supply chain?

Challenging Market

- Market dynamics continue to change due to;
 - Customer expectations\ experience
 - Refranchising requirements
 - New trains coming on stream
 - Fleet cascades
 - Industry 4.0 – Digitalisation and Big Data



What does this mean for the supply chain?

Challenges

- **Delivery of projects**
 - Meet or exceed expectations rather than over promise and under deliver.
 - On-time and too budget
- **Improve product reliability**
 - Planned maintenance with limited unplanned maintenance
 - Minimise maintenance burden to the Operator
- **Systems\ products that aid Passenger comfort and wellbeing**
 - Seamless connectivity
 - Customer ambiance – HVAC, PIS, etc..
- **Innovative\ creative thinking**

THINK

Customer
Experience

THINK

Reliability

THINK

Maintenance

THINK

Innovation

How to engage Porterbrook

- Around the room are Porterbrook staff, ready to talk about the challenges.

Procurement Team	Engineering Team	Commercial Team
Anvesh Prasad	Jason Groombridge	Stephen McGurk
Luise Garner	Neil Foster	Mark Isbern
Farooq Mir	Helen Simpson	Rupert Brennan Brown
Sophie Bevan	Mark Oakley	Karen Jackson
Julia Awe	James Meek	
Sharon Brown	Jenny Hicks	Andrew Swingewood
	Mick Bishop	

- We're happy to talk through some ideas with you and work out a way forward

How to engage with Porterbrook

Contact Details:

Email your ideas to: think@porterbrook.co.uk

Thank you for your attention and participation in this supplier conference.

On 13th - 15th June, two Porterbrook Teams will be climbing the highest mountains in England, Scotland and Wales by participating in this years 3-Peaks challenge by rail, to raise money for the Railway Children charity. If you would like to support this event you are able to do so by following this link.

<https://www.justgiving.com/Porterbrook3Peaks>



On 19th - 20th June, 2 Porterbrook will be at RailLive 2019, Quinton Rail Technology Centre, Long Marston.

Please come visit us, and see the Innovation Hub and HydroFLEX train.

<https://www.raillive.org.uk/register>

