



Optimising outage management

Country
United Kingdom

Number of locations
8

Number of employees
13,500

Services included
> Audit of capability
> Incident & emergency management
> Business consultancy (Outage management support)

Client

A leading global electricity company.

Challenge

Our task was to transform the way our client managed outages, enabling the team to carry out routine maintenance without time overruns and inefficiencies and their associated significant costs. This wide-ranging brief touched on everything from key maintenance processes and team leadership through to staff communication and cultural issues between suppliers and contractors.

Approach

At a topline level, our role was to review, improve and apply the critical path in a way that would deliver the efficient, effective management of the outage programme. Blue and red team exercises were used to validate the critical path, while restructuring and facilitating meetings ensured more productive team discussions. Our consultants positively challenged existing inefficiencies, monitored contractor performance, and used problem-solving and strengthened communication protocols to avoid 'choke-points'. Against this backdrop of process improvement, we also coached the senior team so they could effectively lead and manage the 1500-strong workforce of employees, suppliers and contractors.

Results

The result was a streamlined operation which improved efficiency and reduced overrun times, with substantial financial benefits – the overrun on a 6-week outage programme was reduced by 10 days, saving the business an estimated £8m.

The client continues to work with Berwicks to train new members of the team and improve specific efficiencies across the business.