

# C H E S H I R E

## NEWS

ISSUE N<sup>o</sup>.1 JUNE 1996

## Regional Manager's Message

### 'Welcome'

**W**elcome to this first issue of Cheshire Regions own newsletter. With staff spread across five separate operating locations keeping in touch is going to require a special effort. Regular issues of this newsletter will help to keep staff up to date with what's happening as the new organisation settles down.

Although Cheshire Region was only formed at the beginning of April a great deal of progress has already been made in setting up the new structure. Most staff have been appointed to their new roles and the Regional office at Prenton is now taking shape.

The Region comprises the whole of the former North Wirral and Mid Cheshire Districts together with parts of Mid Mersey and Dee Valley. In the case of Mid Mersey it includes Warrington and Runcorn but St. Helens and Widnes have been transferred to Merseyside. Also included is the old Chester Section from Dee Valley but, since the actual boundary has been chosen to coincide with the national boundary between England and Wales, this means that Deeside

John Hampson, Regional Manager



and Connah's Quay are in the Wales Region. Our boundaries now coincide with clearly defined postal areas making it much easier to identify our customers in the future.

#### **Operating Plan**

An early requirement for the new management team will be to explain our operating plans to our staff. Some of these plans are included in this newsletter but further details will be revealed through a series of presentations that will be available to all Cheshire Region staff over the coming weeks. Our plans for this year focus on three key areas:-

**Safety:** Our safety performance is not as good as it should be and consequently we have a target to reduce accidents this year by at least 30%. This will require everyone make a commitment to improve their own personal performance and I would like to ask you to think about safety in connection with every work activity you undertake. Most of our accidents fall into the "slips and trips" category and can only be improved by

individuals taking greater care, especially in difficult or slippery conditions.

**CML's:** This stands for the average number of "customer minutes lost" per customer and we plan to reduce this by 6% this year (after making allowance for any extreme weather conditions). This includes interruptions due to prearranged shutdowns as well as those due to faults. We expect to improve performance by better management and organisation of shutdowns and the increased use of live-line working. We also expect the new Network Management System to help. This cost £12 million and provides remote monitoring and control facilities at most of our major substations and comes on-line later this year.

**Customer Service:** This includes a range of targets including a planned 19% drop in failures to achieve our guaranteed standards of service (mainly by providing proper notification of shutdowns and keeping appointments) and also a 12% reduction in complaints made to the Regulator.

These targets are challenging under any circumstances and will require the whole Region to quickly focus on these key issues. The past eighteen months have been a very difficult period for us but we now need to put this behind us and get on doing what we do best - delivering a high quality, efficient and safe service to our customers. With the support of all our staff I have no doubt that we will be successful.

#### Our Values

- 1 > Well-earned customer loyalty
- 2 > Enhanced shareholder value
- 3 > Positive working environment
- 4 > Trust of communities
- 5 > Teamwork and leadership

#### **INSIDE THIS ISSUE**

##### **A look at the following:**

Maintenance  
Construction  
Operations  
Business Support Staff  
Finance Manager  
**PLUS** Safety Crossword



# CONSTRUCTION MANAGER

by Mike Cahill

**The Construction Unit will manage all capital expenditure within the Cheshire Region, including new customer connections, network re-inforcement and network refurbishment. Our key objectives are to manage all projects consistently and professionally, providing cost savings with improvements in safety, quality, environment and customer service.**

The majority of the capital expenditure will be managed within the three main Depots by the Depot Construction Managers:

**John Burns** at Warrington; **Dave Whitby** at Prenton and **Huw Thomas** at Crewe. Production Controller **John Lucas** will manage the new Logistics processes and will also manage the overall capital expenditure programmes. **Ian Taylor** will manage the refurbishment expenditure and associated design standards, and **John Scott** will co-ordinate the street lighting work for the Region liaising with

the local authorities.

I am pleased with the contribution that everyone has made over the past few weeks in bringing the new structure together. I am confident that together we will achieve our objectives for the coming year.

Project Management procedures are being introduced to ensure the effective management of all schemes and to ensure compliance with the requirements of the new Logistics Project, the Construction, Design and Management Regulations and the new NRSWA Street Works Register. Forward workload plans, detailed schedules and longer term capital expenditure programmes are being developed.

New Contract Management procedures will be introduced to ensure that work is planned and allocated within the confines

of agreed contracts, that the work is undertaken in accordance with Manweb's safety, environmental and quality policies, and that all costs are properly controlled.

A number of initiatives aimed at improving productivity and introducing savings to the Region will be introduced and include: **team working; process simplification and multi-skilling.**

A review of Chester and Northwich Depots is currently underway. It should be possible to achieve cost savings whilst maintaining a good support structure for field staff.

I encourage you to contribute to these initiatives and make suggestions for improvements in the performance of Cheshire Region Construction.

## FINANCE MANAGER

**F**irstly may I say that I am very pleased to have joined the Cheshire Region team and look forward to providing the financial support required.

It will be a new experience for me to work within the region, particularly after being based in Head Office, Chester for over 21 years.

During those years I have gained considerable knowledge of Manweb's systems which will help me to manage Cheshire Region finances.

*My main tasks will be to :-*

- Implement a Management Information system that will meet the financial and non financial requirements of the regions managers.
- Assist with the preparation of budgets and forecasts.
- Develop a procedure for raising and authorising POP Orders to ensure tight control of purchasing and correct allocation of cost code bookings.
- Review processes associated with rechargeable work so that we can optimise the recovery of all costs associated with these activities and improve the management of debt within the Cheshire Region by at least 10% this financial year.

## Maintenance

by Steve Morris

Having been responsible for Network Maintenance with the MPE structure I see this year as an opportunity to build upon the initiatives introduced last year and to seek further improvements within the maintenance and commissioning functions. The maintenance structure employed with MPE showed that dedicated resources is the best way to achieve the maintenance programme. The Regional Structure, I believe, will ensure that we have the best of both worlds - a dedicated section with clear accountability.

We have some very challenging targets to achieve over the next three years, targets that can only be met through the introduction of new working methods and a fundamental review of the maintenance activity. For that reason I am committed to ensuring that Cheshire becomes the lead Region for Maintenance activities with the Manweb area; with the ambitious aim of leading the way within the ScottishPower group! Some of the initiatives and projects set for this year are listed below, however these can only be achieved through effective partnership with all of the staff within the Cheshire Region. I hope that my personal values of trust

and open two-way communication, will be evident in the way that the section operates; I am committed to ensuring that all staff have the opportunity and feel willing to, express their views to either myself or their Managers and have a real input into the operation of the section.

Steve Lloyd is responsible for the Commissioning and Maintenance Engineers, until he moves to Merseyside at which time Steve Chantler will take over. Eddie Rigby is managing the civil maintenance activities at Chester and Prenton, including the civil workshop.

Responsibility for the fitters at Prenton and Chester rests with Paul Kelly whilst Mitch Hughes is to manage the civil and fitting activities at Crewe and Warrington.

I have already had the pleasure of meeting the Maintenance staff throughout the Region and presenting the section structure to you. Over the coming months I intend to discuss the business plan with you in further detail and give you the opportunity to discuss ways of achieving our challenging 1996/97 objectives.



# Operations in Cheshire

## REGIONAL OPERATIONS CENTRE

A first priority for the operations section is to establish the regional operational boundaries and to take control of the networks within the boundary. I have now agreed geographical and electrical boundaries between the Merseyside and Welsh regions. On Saturday 27th April the operational diagram for North Wirral was transferred from Merseyside to the ROC in Warrington. On the same day operational control for Widnes and St. Helens will be passed to the Merseyside region, with that part of the HV system diagram being transferred to Lister Drive.

On Saturday 15th June we took operational control of the part of Dee Valley depot which will become Cheshire region responsibility.

Again the master system diagram for the HV network will be transferred to Warrington. At this stage we will have full operational control for the HV and LV networks within the Cheshire region.

The new regional operations centre will be located on the first floor at Prenton and it is envisaged that the move from Warrington to Prenton will take place on the 6/7th of July.

### 24 hour Call Handling

The first stage of providing a 24 hour emergency call handling facility for the company has been completed.

Staff have been recruited and will be now handling all calls on the new 0345 112211 emergency number for Liverpool, Warrington, St. Helens and the Wirral. When additional staff have been trained 24 hour call handling will be extended to cover all remaining depot emergency numbers. It is anticipated this will be achieved in June.

### Generators For Emergency Use

A review is taking place of what generators are available to us, in the region, for use in supplying customers where unacceptably long fault restoration times are anticipated. When the review is complete a list will be compiled and kept in the Regional Operations Centre under control of the control engineer.

### Emergency and Strategic Stock

We are currently compiling lists of strategic stocks that are kept at each depot within the region. When complete this will provide, in one document, the regional strategic stock that is available in the event of emergency.

## Cheshire Region

## Management Team



**John Hampson**  
Regional Manager



**Eifion Griffiths**  
Business Centre  
Manager



**Ian Jones**  
Finance  
Manager



**Mike Cahill**  
Construction  
Manager



**Steve Morris**  
Maintenance  
Manager



**Arthur Elson**  
Operations  
Manager

# Business Support Unit

The Business Support Unit within the Cheshire Region will provide and promote the delivery of World Class Customer Service to both Internal and External customers. However, it is vital to the success of our business during the setting up of the new Regional structure that we maintain and wherever possible improve our current standards in Customer Service, Safety, Quality and Network Performance.

During the next few months whilst we're setting up the new structure the rate of change will be gather pace, and I'm sure that with everybody's support and full commitment we can make these changes smoothly, and without having a detrimental effect on the business. I wish to stress the importance of business continuity during this period of change and that effective Communication has a key role to play now more than ever.

All the Business Support staff have been appointed and it is anticipated that all the staff will be in place at the Regional office in Prenton by the end of June, this is in line with the date for establishment of the

Cheshire Region Operating Centre at Prenton.

The newly formed Business Support Unit will have responsibility for the following activities;


- Second Level Help Desk
- Customer Service Standards Monitoring
- Complaint Management/Minor Claims
- Facilities Management
- Supply Quality/Voltage complaints
- Damage Claims
- Fault Despatch
- Personnel / Payroll Welfare
- Document Control
- Community Support

The Business Support staff will get involved in many areas of the business, and our goal will be very much focused on becoming an Efficient Highly Skilled Centralised Control Unit having a Team of Multi Functional and Multi Skilled Staff. This can only be achieved through an effective staff development programme, which is to be established to embrace the open learning concepts and is due to be fully implemented by March 97. The overall aim being to create a team working environment that stimulates a climate in which most employees will motivate

themselves to help the organisation reach its overall objectives.

As a Region we want to promote the "Right First Time" philosophy in all aspects of the business. However, as we all know sometimes things do go wrong and customers will complain. One of the key functions of the section will be to progress, monitor and resolve all complaints to the customers satisfaction.

Another fundamental area of the business that we'll be looking to improve and streamline is the despatching and controlling of fault teams, the intention is that all trouble calls received in the region will be handled by the Second Level Help Desk (Operations Help Desk). The team will take ownership of the fault and look after it from start to finish, We'll primarily be looking very carefully at ways to improve the flow of information, too and from site, to enable us to keep the mainframe systems fully updated at all times eg. ELOG, DOJM, NAFIRS etc. getting this right will ensure that we improve the level of customer service we currently provide.



**Safety**

**CROSSWORD**

1. What must be assessed before every job?

2. Always report them to prevent accidents.

3. You should have them monthly.

4. Your last line of defence.

5. We must protect this for all our futures.

6. 2nd quarter ladder disc colour.

7. What you must do with all rules.

8. Do this correctly to prevent back injuries.

9. It's what goggles do for your eyes.

10. Safety Management or International Safety Rating.....

11. What we all must try to avoid.

**Complete all the answers to find something we must put before everything else. Return to Bernie Woods at Prenton to enter a prize draw.**

**In the meantime  
Please  
Work  
Safely and  
Help to  
Prevent  
Accidents**

Over the coming weeks and months there will be many changes taking place within the company. We must all do our best to ensure that safety and environmental concerns are not forgotten.

There will be a number of initiatives launched to heighten safety awareness and further information will follow soon.

## In Next Month's Issue

### A look at:

- ◆ Prenton Depot ◆ Crewe Depot ◆ Warrington Depot ◆
- ◆ Cheshire Region ◆ Performance ◆