Lloyds British

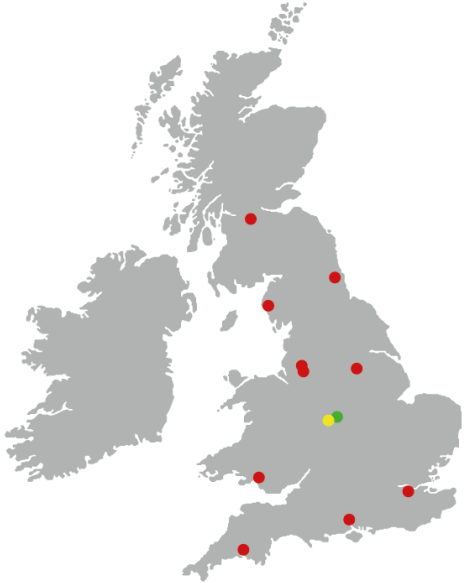
People- Change Transformation.

Contents

- Overview and History
- What is the Lloyds British Transformation
- People/ roles
- Migration of Branch Manager to Area Manager
- Transformed Branch structure
- Senior Leadership Structure
- People- what's working/ what isn't
- What could we have done better
- Lee Speight, development during this project.

Lloyds British Overview

- National coverage , circa 130 inspection Lifting and Crane Engineers
- UK-wide Branch Network, specialist manufacturing, maintenance and testing facilities at 11 locations
- Established 1812- 2022 Lloyds British will celebrate 210 years
- 2022 5th year as part of the Speedy family
- ISO 9001: 2015, ISO 14001:2004, OHSAS 18001:2007 certified
- UKAS ISO 17020:2012 certified (ref: 0339)
- Founding Member of LEEA: Lifting Equipment Engineers Association



- Head Office (Tamworth), including Training and Maintenance facility
- Specialist Manufacturing, maintenance and testing facility
- Local Branch

Lloyds British Transformation

Lloyds British Transformation

enables

Business Benefits

- Attract, develop, engage and retain talented employees
- Increase cross-selling and up-selling of products and services to Speedy customers
- Scale services to existing customers
- Diversify into new market sectors
- Improve customer service
- Enhance technical excellence and integration
- Simplified, standardised and more up-to-date data and Management Information (MI) and decision making
- More than double revenue and profits in the next 5 years

which is aligned with

SPEEDY

Vision, Mission, Objectives and Strategy

SIMPLIFY
STANDARDISE
GROW

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Lloyds British Transformation

Phase I: Foundational Reinforcement

- Start: Jun 2020 End: Dec 2020
- **Restructure**, job roles/contracts, Speedy career journey, branch function, benchmark R&B
- Book segmentation, **"retain-remediate-retire"**
- **Skills** matrix, UKAS extension, gaps recruited/training provided
- **Processes** re-mapped, centralise admin, coordination, planning
- **Premises**, eqpt storage, WFH/part
- **Pricing** engine review, appetite defined
- **Contracts** – consistent T&Cs and review process
- **MI** pack review
- Migrate National Contracts off ProSafe to **Mobile Engineer**
- Launch LB **Customer Service Promise**
- **Resources**: existing staff across Speedy/LB

Phase II: Digital Transformation

- Start: Sep 2020 End: Dec 2021
- Re-brand as **Plant & Equipment Specialists** (not just a lifting company)
- Best In Class and **outcome driven** platform design
- **Data capture** redefined based on flexible service provision, new technology capabilities, Customer expectations and our re-mapped processes
- **Customer portal** enabling:
  - cradle-to-grave contract handling
  - document storage and access
  - integration with Customer systems (PPM)
  - online quote & bind real-time pricing engine
  - extensive, configurable MI dashboard
- **Resources**: predominantly IT driven – outsourcing application configuration/development

Phase III: Expansion

- Start: Jan 2021 End: N/a
- Be a **Smart Business** – use AI and Big Data
- **Acquisition** to grow or expand beyond the core
- Examples:
  - Surefire Services Limited
  - Elevtec Limited
  - Industrial Safety Inspections Limited

Phase I — Foundational

Phase II — Transformation

Phase III — Expansion

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People-Roles

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Phase I | Foundational

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Remapped Roles

Branch Manager →	Area Manager
CSC Manager →	CSC Team Manager
Administrator →	CSC Coordinator
Coordinator →	CSC Coordinator

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New Roles

Regional Engineering Director (North and South)

Field Operations Manager

Head of Technical Standards

Business Development Director

Regional Engineering Manager X6

CSC Assistant Manager x2

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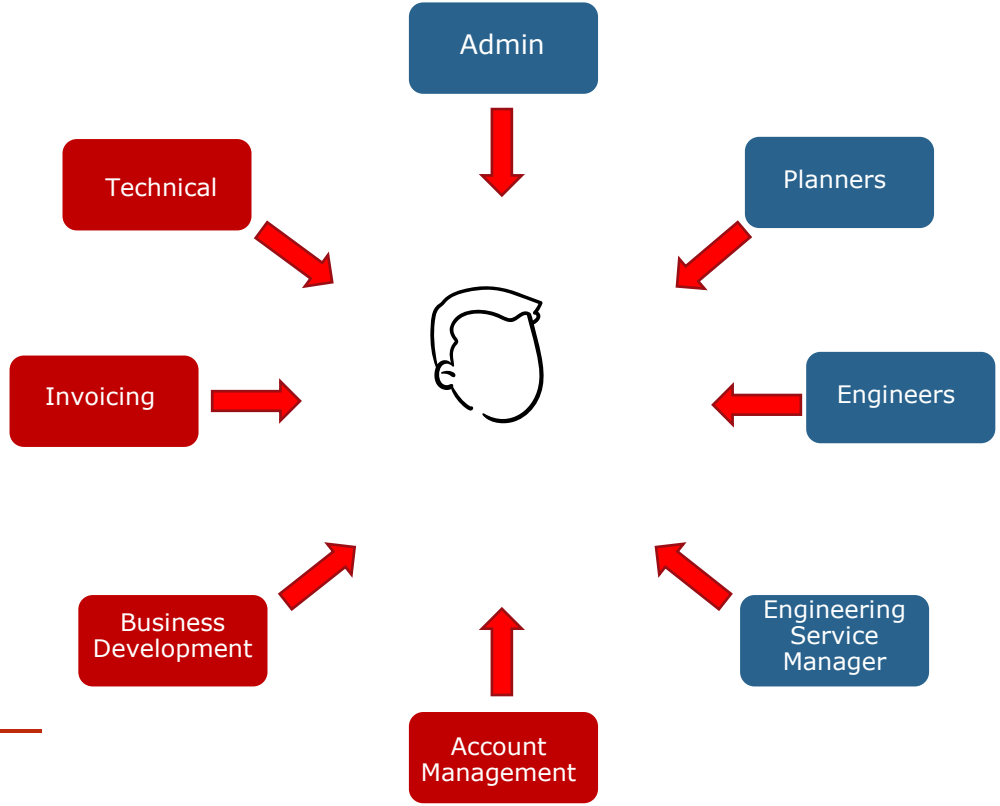
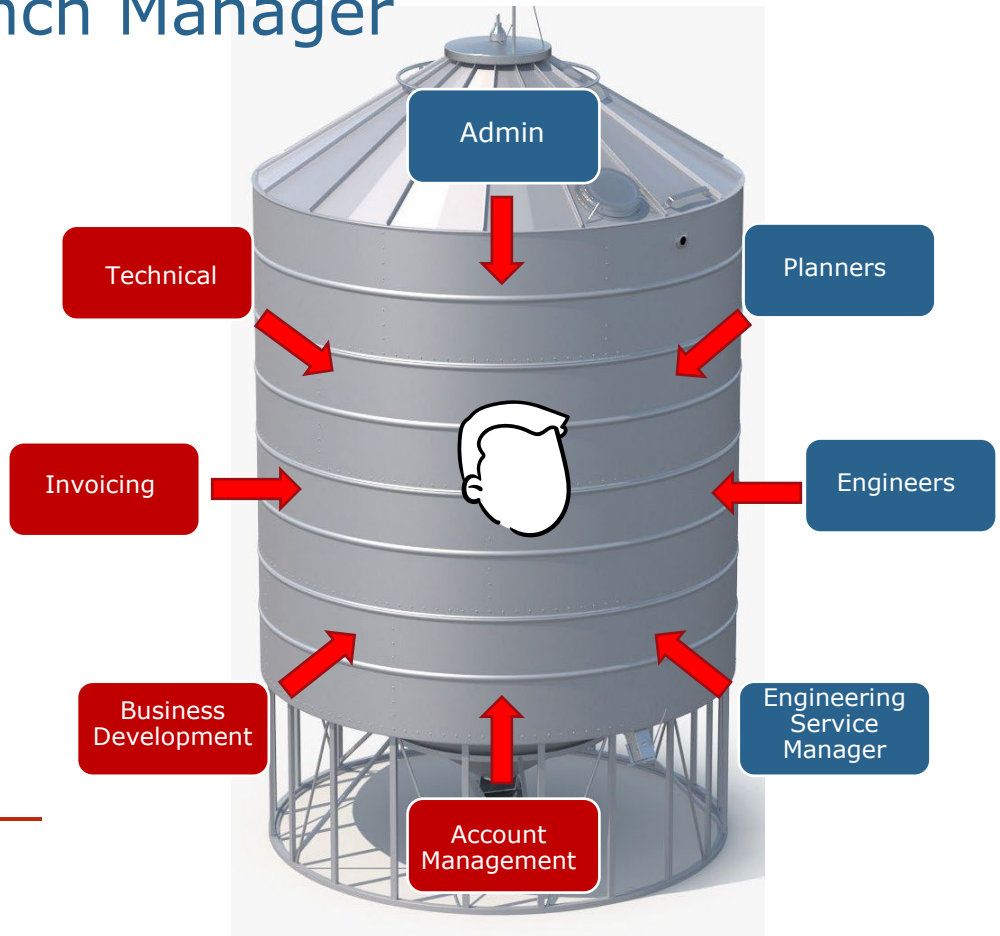
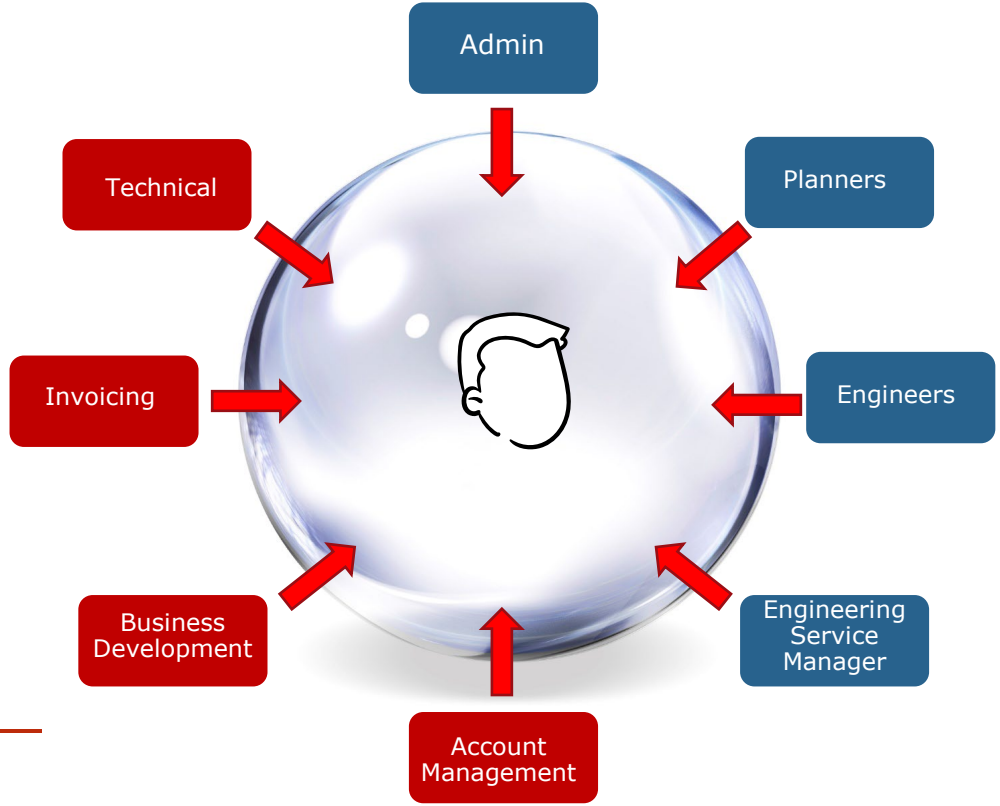
Branch Manager



Branch Manager



Branch Manager



Advantages

Ownership-Quick decision making

Linear Management avoids Conflict

Empowerment

Disadvantages

All of the above when the workload demand is beyond one person.

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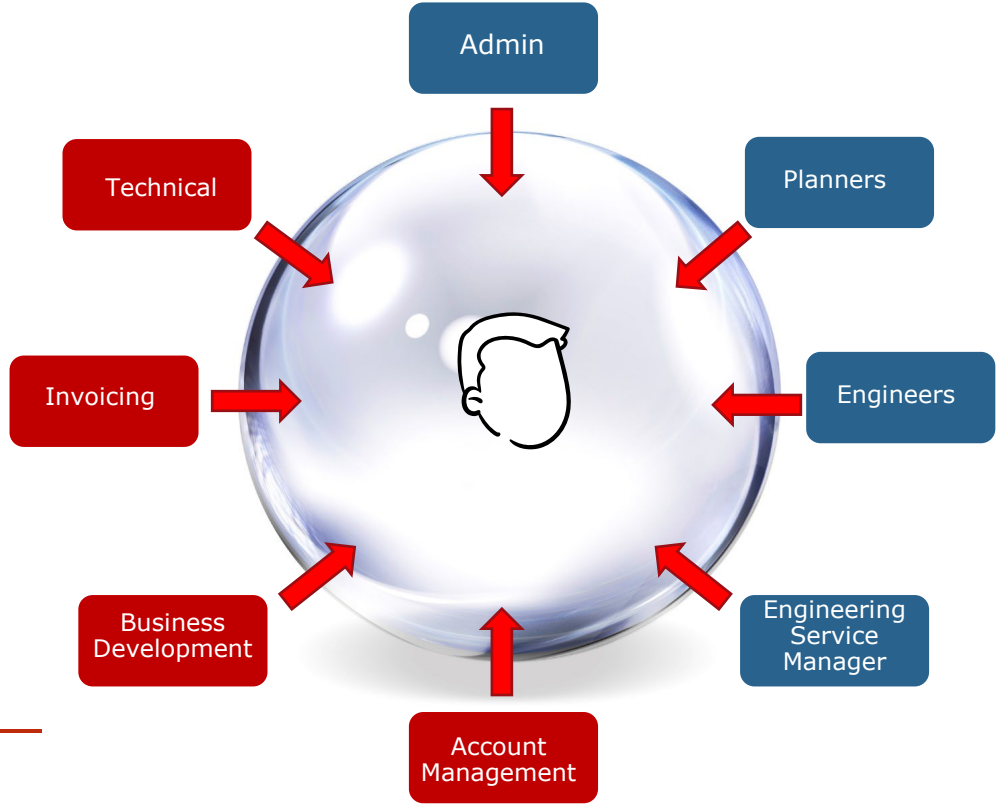
Branch Manager



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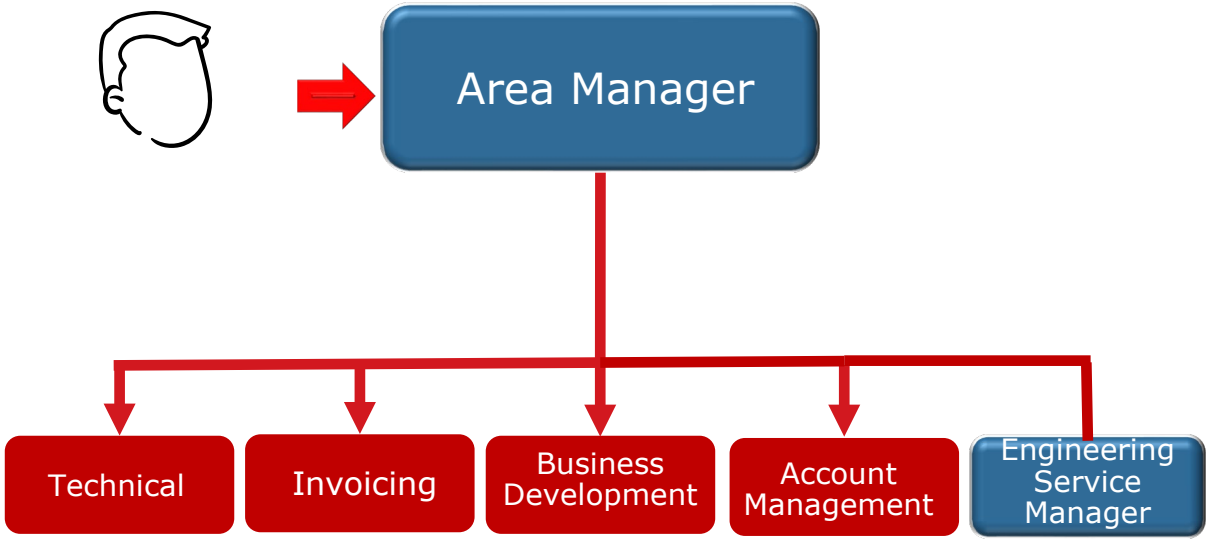
Area Manager



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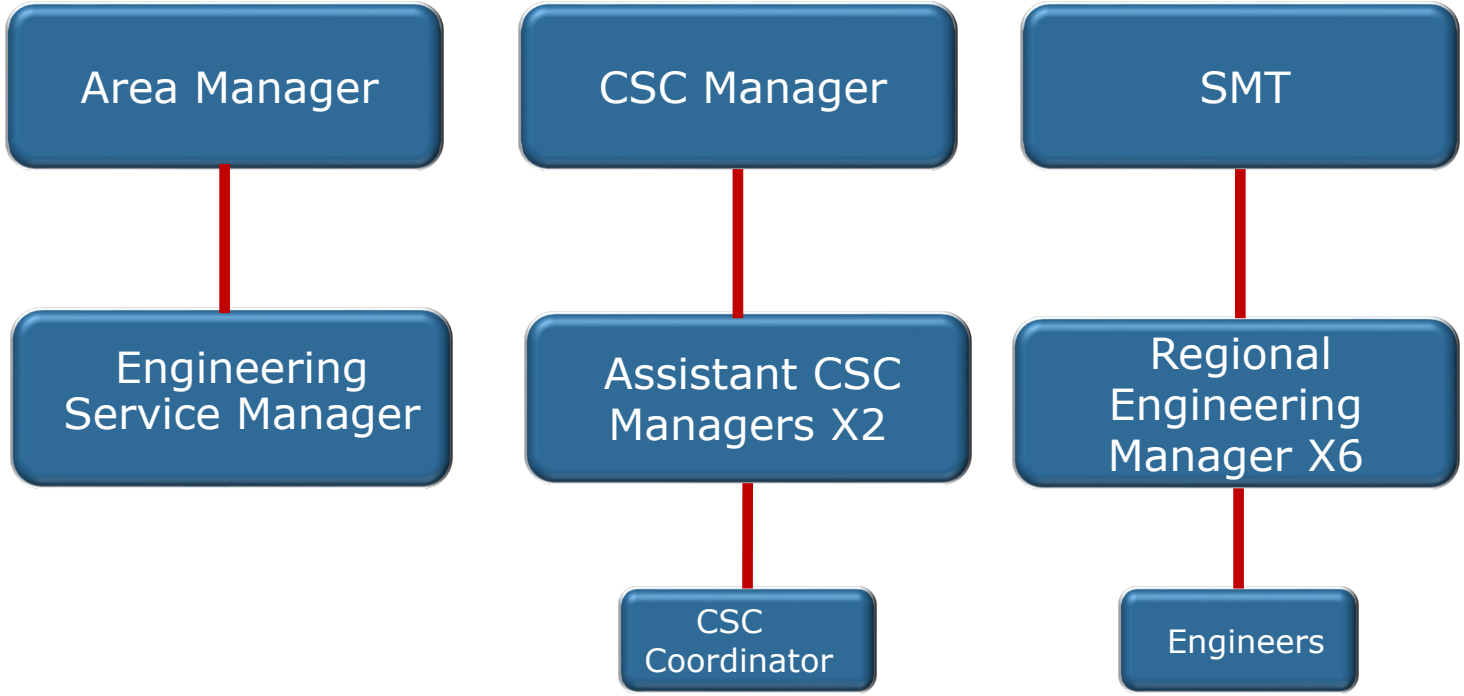
Support


Area Manager
CSC Manager
SMT
Engineering Service Manager
Assistant CSC Managers X2
Regional Engineering Manager X6
CSC Coordinator
Engineers

People-How are we doing?

Regional Engineering Manager Role

Career progression- 7 managers Internal from 8 positions created

New capable and hungry Business Development Team

Brand image- Engineers with the Industry greatly improved

Managing the changes rather than networking them

Continuity of role changes

Centralized Admin

Information-announcements poor

Employee Engagement Low

Change Fatigue

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Lessons- What could we have done better?

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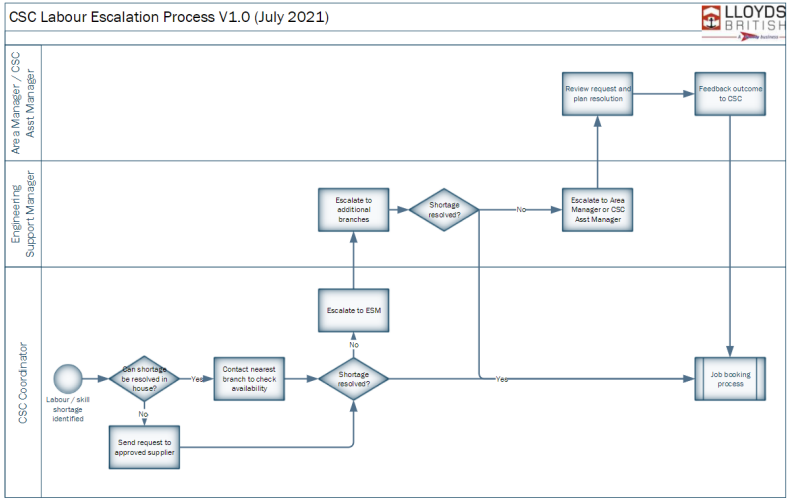
Lessons- What could we have done better?

Communication

Why are we changing?

- What is the risk of not changing?
- How does this change align with our vision and business direction?
- How does this impact me and our team?
- How will this change affect my day-to-day responsibilities?
- What’s in it for me or (WIIFM)?
- What's in it for us (our team or workgroup)?

Lessons- What could we have done better?



Role Mapping

Before change and after to better understand impact and requirement of change.

Lessons- What could we have done better?

Identify what works well and build on it.

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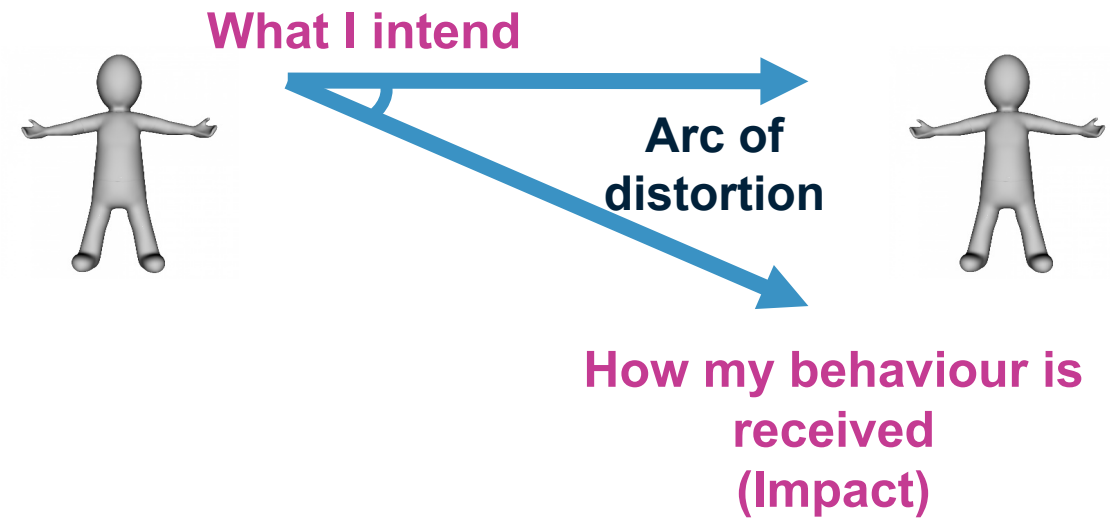
Development

Emotional Intelligence



Development

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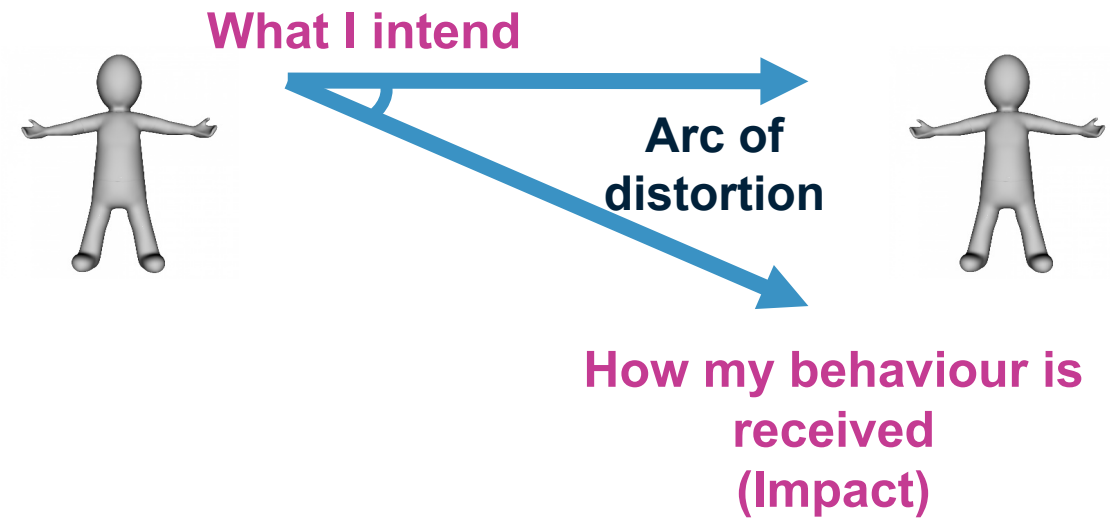
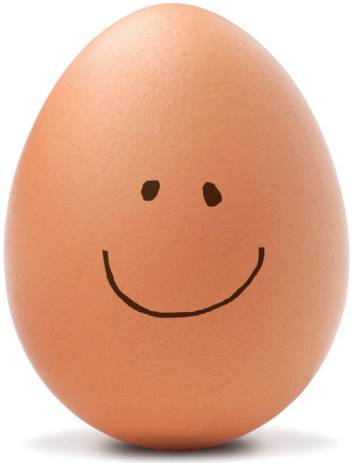
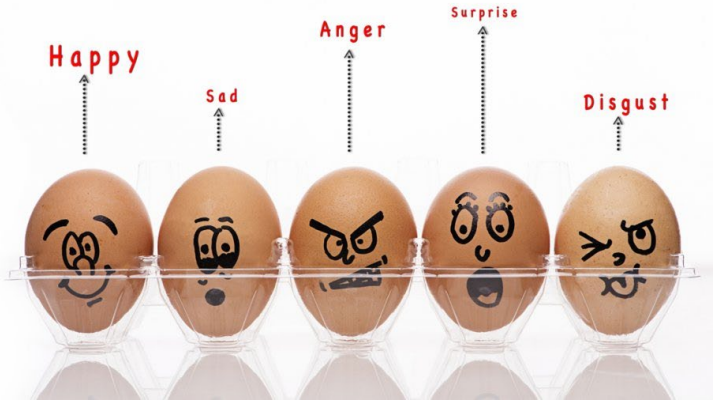


Development



Project lessons & Development

Emotional Inelegance- Emotional triggers



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