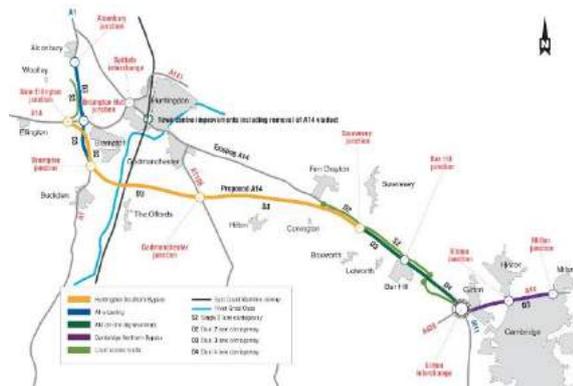


CASE STUDY: A14 INTEGRATED DELIVERY TEAM

BACKGROUND

As part of the £15 billion, “Road Investment Strategy”, the government pledged up to £1.5 billion to improve the A14 in Cambridgeshire. Work began in 2016 and over the last 12 months the project has undertaken several activities including:

- ✓ the build of construction compounds and haul roads
- ✓ work to build new bridges, including the 750m River Great Ouse viaduct
- ✓ the first side road bridge opened in September 2017, ahead of programme. The bridge (near Wood Green Animal Shelter in Godmanchester) will eventually carry the A1198 over the new A14 bypass
- ✓ excavation of the project borrow pits, which provide some of the 10million m³ of material needed to build the road
- ✓ visiting over 32 towns or events in the mobile visitor centre, and welcomed over 2400 visitors
- ✓ creating some of the 271 hectares of new wildlife habitat which forms part of the scheme
- ✓ almost 26 miles of utility services (such as gas, water, broadband) have been diverted



The project has 4 of the school partners working in collaboration – namely:

- ✓ Costain/Skanska
- ✓ Balfour Beatty/Carillion

These companies have a single identity as the A14 Integrated Delivery Team (A14 IDT)

EMBEDDING THE SCHOOL AS PART OF THE ENGAGEMENT PROGRAM



A14 are looking to make the project a beacon of best practice and are currently developing innovative mechanisms that will encourage collaboration not only between the joint ventures but also the supply chain itself. A year before the project commenced the A14 IDT embedded the used of the school within its supplier development programme going forward. It indicated that it saw the use of the Supply Chain Sustainability School as a vehicle to upskill

and improve the supply chains knowledge on key sustainability issues important to the project and its stakeholders.

During 2017 the A14 ran 5 workshops for its supply chain and staff. Namely:

- ✓ Introduction to the supply chain school
- ✓ FIR
- ✓ Responding to the Modern Slavery Act
- ✓ An introduction to BIM
- ✓ Innovation and Change workshop

It also supported the development & helped facilitate a supplier day in Cambridge on how Infrastructure could deliver low carbon solutions

Ben Cross the Supply Chain lead for the A14 Integrated Delivery Team has indicated:

“This is a great example of the A14 IDT leading the industry and promoting sustainability back into the supply chain across the construction industry”

IMPACT

In delivering these workshops & supplier days the project has:

- ✓ Reached over 200 individuals from the project and its supply chain
- ✓ Increased engagement with members of the supply chain and internal teams
- ✓ Improved innovation in relation to sustainable outcomes
- ✓ Increased awareness of the school on the project and the variety of resources available

BENEFITS

- ✓ **Consistent source of learning** – the project has promoted the school as the place to go to access up to date knowledge and information on key sustainability trends
- ✓ **Supported innovation** - members of the supply chain and internal teams are now having regular discussions on how sustainability and innovation can be embedded in the delivery of the project
- ✓ **Sustainable solutions** – solutions are being proposed by the supply chain in terms of low carbon, improved human rights amongst other things that again is elevating the discussion on sustainable outcomes to be part of business as usual
- ✓ **Driving collaboration** - Workshops have helped develop a collaborative approach to project
- ✓ **Savings** – the project has been able to attribute savings on the project to sustainable solutions

LESSONS LEARNED

By embedding the requirement for the school to be used as part of the supplier development process and tying the resources and workshops in with the theme of collaboration and innovation, the project has benefited from an engaged workforce and supply chain.

Embedding the requirements as business as usual has also helped open the dialogue with the supply chain on including sustainability as part of the standard procurement offering rather than being a bolt on. This in terms of sustainable procurement is best practice.

THE FUTURE

The project will be running further workshops in 2018 and continue to embed the use of the school as part of the supplier development program.