

# SMP Alliance Supply Chain Support Programme Launch Event

Monday 24<sup>th</sup> January 2022



Home, Safe  
and Well



Enriching  
Communities



Resilient  
Frontier Business



Enhancing Local  
Environments



Confident  
Customers



Inspiring  
Workplaces

# Agenda

Time	Presenter	Role	Topic
13:35 – 13:40 (5)	Shaun McCarthy	Chair, Supply Chain Sustainability School	Welcome
13:40 – 13:50 (10)	Stef Jastak	National Highways	Client perspective, Supplier development & Supply Chain Sustainability School
13:50 – 14:05 (15)	John Grimm	SMP Alliance	Business Realisation Plan
14:05 – 14:15 (10)	Chris Hickey	SMP Alliance	Supply chain strategy
14:15 – 14:35 (20)	Andrew Wilson	SMP Alliance	Supply Chain School: Introduction, Support for SMP Alliance & Learning Programme 2022
14:35 – 14:45 (10)	Justine Jeffries	SMP Alliance	Our people strategy
14:45 – 14:55 (10)	Shaun McCarthy	WJ and Aggregate Industries (Suppliers)	Case Studies: The School in action
14:55 – 15:00 (5)	Shaun McCarthy	Chair, Supply Chain Sustainability School	Closing Remarks + Feedback Request

# Presenters

SUPPLY CHAIN SUSTAINABILITY  
**SCHOOL**



**John Grimm**  
Deputy Alliance  
Manager



**Chris Hickey**  
Head of Supply  
Chain



**Shaun McCarthy**  
School Board  
Chair



**Stef Jastak**  
Supply Chain  
Development  
Manager



**Justine Jefferies**  
Head of People



**Andrew Wilson**  
SCSS Regional  
and Account  
Manager



**Sarah Thomas**  
Supplier  
Relationship  
Manager

# Safety Moment

## Highways Passport

# Highways Passport

**Highways** *passport*

- The passport scheme is endorsed by the SMP Alliance, National Highways and the Supply Chain Safety Leadership Group (SCSLG).
- The passport scheme is open to all suppliers.
- The passport demonstrates the training, experience and qualifications to work safely on any National Highways sites.
- The passport has two parts:
  - Smartcard and database: a single transferable record which confirms your authority to work in real time.
  - Highways Common Induction (HCI): online course gives you a basic understanding of the common hazards that are present across all National Highways sites. The induction aims to promote best practice standards including safety, health, well-being and environment management. It raises awareness of the significant risks on the strategic road network, and to set common standards on the network.
- <https://nationalhighways.co.uk/industry/health-safety-and-wellbeing/highways-passport/>



Safer Sites



Greater Efficiency



Major Cost Savings



Reduced Risk

# Highways Passport



- How will the passport benefit my company?
  - The passport provides a shared platform between employers and its supply chain signed up to the Scheme, providing a single transferable record for each cardholder.
  - As individuals move between organisations and across supply chains, their record travels with them, meaning that all their qualifications, skills, training and other details affecting their authority to work are available to you. Not only is this faster, but it ensures that you do not waste time and money on unnecessary repeat training.
  - You will also have visibility of your cardholders who have completed the Highways Common Induction (HCI), avoiding having to go through the process again.
- The SMP Alliance are committed to utilising the highways passport.
  - The Alliance members and its supplier network are expected to utilise and make use of the passport.
  - This shall form part of our mobilisation activity to work on the programme.



Safer Sites



Greater Efficiency



Major Cost Savings



Reduced Risk

# Welcome

# Shaun McCarthy

*NB:*

*Remember to give us your feedback at end of session*

*A link will be provided in the Teams Chat*

# National Highways

## Supplier Development & Supply Chain Sustainability School

# Stef Jastak



# Supply Chain Support and Collaboration

The School now offers 7 learning “departments”: Sustainability, Offsite, Procurement, Digital, Lean, FIR and Management.

## Leadership Groups attended by National Highways:

Plant	Labour
Infrastructure	Wellbeing
Carbon	FIR
Offsite	Social Value

- HE leads appointed to influence these Leadership / Special Interest Groups
- FIR programme of learning agreed and being implemented with Network Rail, HS2 and Transport for London.



## National Highways - Corporate Partnership

## Programme Level Engagement

LTC

RDP

SMP Alliance

SDF

## Supply Chain Development:



- Programme specific approach to develop skills and capabilities
- develop local businesses with Meet the Buyers opportunities
- market engagement to drive alignment of extended supply chain
- Use of Sustainability Tool to measure and improve performance
- HE wide forum setup to align all major programmes
- Supplier Development System now available for Tier 2/3 suppliers

## 2022 Targets

1,500 attendees at training activities  
400 supply chain companies supported  
10,000 hours of learning support delivered



## Corporate level activity:

- 260 HE employees have now registered with the SCSS for learning an increase of 150%.** – C&P Engagement Champions now promoting learning through the SCSS
- HR** – Continued engagement on aligning School learning with our internal LMS
- Health Safety & Wellbeing / Customer Experience** - Key resources now accessible through the School, and Customer Experience Learning Pathway Established



## Programme Level - Key Activity for 2022:

- RDP** – 12 Workshops, 3 Webinars. Meet the Buyers takes place 18 August 2022.
- LTC** – Capacity Building Workshops to continue.
- SMP Alliance – 11 Workshops, 4 Webinars. Online learning available to all supply chain.**
- SDF** – 11 Workshops. Online learning available to all supply chain.

# National Highways Core Learning Topics

Highways England has used their partner contribution to the school to setup two Learning Pathways for the Highways Sector which can provide core knowledge across all programmes. Core subjects include:

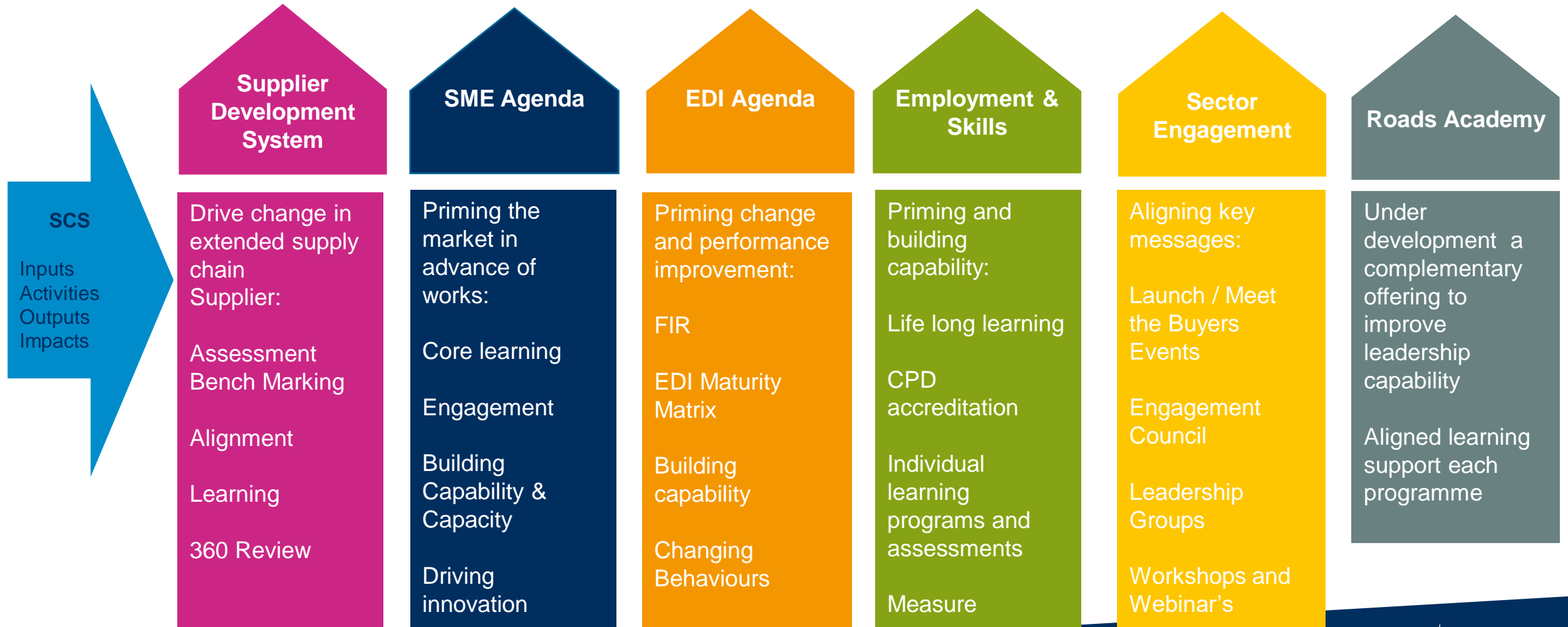
- 1. Modern Day Slavery
- 2. Ethics
- 3. Equality, Diversity, Inclusion (or “FIR”)
- 4. Social Value
- 5. Carbon
- 6. Sustainable Procurement
- 7. Counter Fraud (In development)
- 8. Waste

Suppliers and delivery partners then use the Learning Pathways for free, to provide strategic alignment and create recommended online education for teams involved in different programmes of work.

Additional, subject specific learning pathways can also be created to deepen understanding on particular issues. One recent example published in February 2020 is:

- FIR (Fairness Inclusion and Respect)

# National Highways Supplier Development

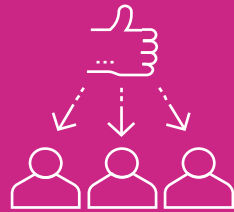


# Progress made / benefits of improved approach

Enhance membership to Client Partner 2020



Corporate leadership to drive change



Engage with Programs and align on key learning.

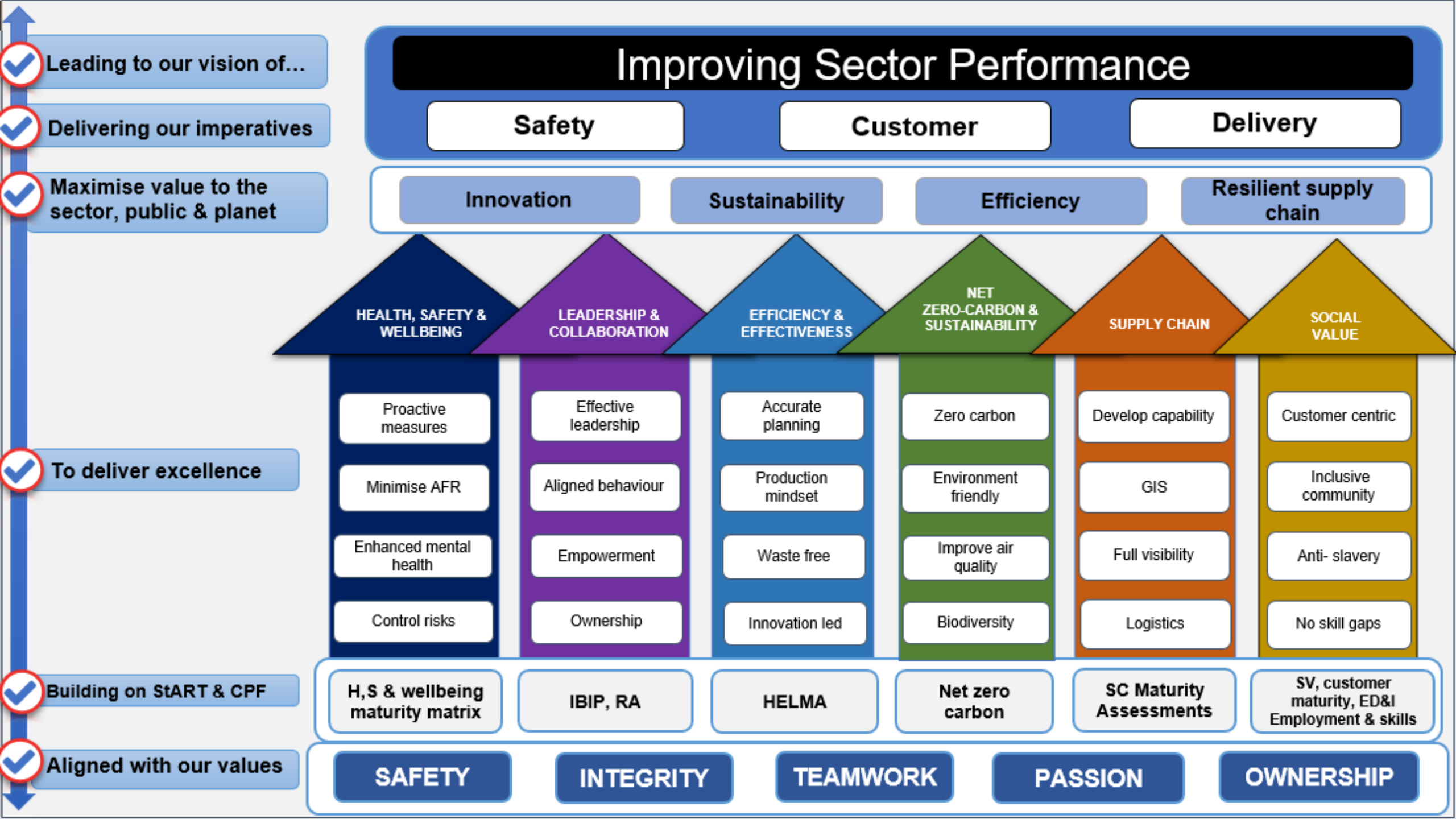


Aligned corporate influence in the Leadership Groups



Engagement with internal colleagues







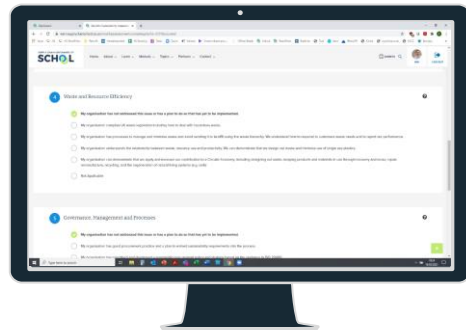
# Supplier Development System

Working together to improve our performance against our six strategic priorities

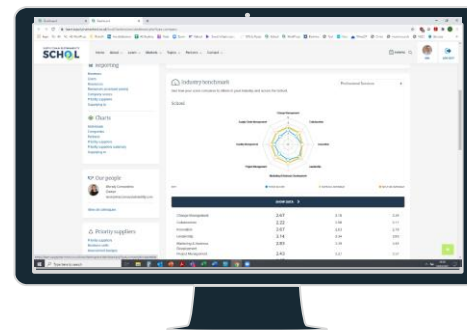


**Launch Event**  
**16 February, 1000h-1100h**

**Book your place via Supply Chain School Events Listing**



Supplier assessment



Supplier benchmarks



Action planning



Online learning

Find out more [here](http://www.supplychainschool.co.uk/partners/national-highways/supplier-development-system/): [www.supplychainschool.co.uk/partners/national-highways/supplier-development-system/](http://www.supplychainschool.co.uk/partners/national-highways/supplier-development-system/)

# 2022 Programme of Delivery

- SMP (Smart Motorways Programme) - Programme of learning launching Jan 2022
- SDF (Scheme Delivery Programme) - Program of Learning Jan 2022
- RDP (Regional delivery Programme) - Second year of Learning Jan 2022
- LTC (Lower Thames Crossing) Programme Second year learning - April 2022
- National Highways will be part of 8 Supply Chain School influential groups, Digital, Carbon, Labour, Plant, Wellbeing, FIR, Offsite and Infrastructure
- Continued Support of the FIR Programme.

# Our Benefits Realisation Plan

**John Grimm**



# The six SMP Alliance Outcomes



## Home safe and well

**Everyone arrives home safe, well and feeling positive.** The working environment is not just safe, it positively enhances our people's sense of wellbeing and self-worth. The Alliance adopts leading working practices to protect our customers travelling through our roadworks to be safe at all times.



## Inspiring workplaces

**Our people feel inspired to maximise their own and each other's potential.** Our environment unites diverse teams to find new ways of working that unleashes fresh thinking and innovation. This develops our strengths and capabilities to transform the delivery and make us successful.



## Resilient frontier businesses

**Consistent and high quality delivery generates healthy rewards and resilience for all.** The Alliance will transform the highways sector by setting new benchmarks for safety, productivity and quality. This will generate outperformance which will enable the Partners to generate fair profits and Highways England to reinvest.



## Confident customers

**We enhance the lives of our customers and look after our neighbours.** We plan our delivery around them. Our customers feel safe, in control and stress-free. They feel listened to and know they can trust us. We treat them as individuals and tailor our interactions to their diverse needs.



## Enriching communities

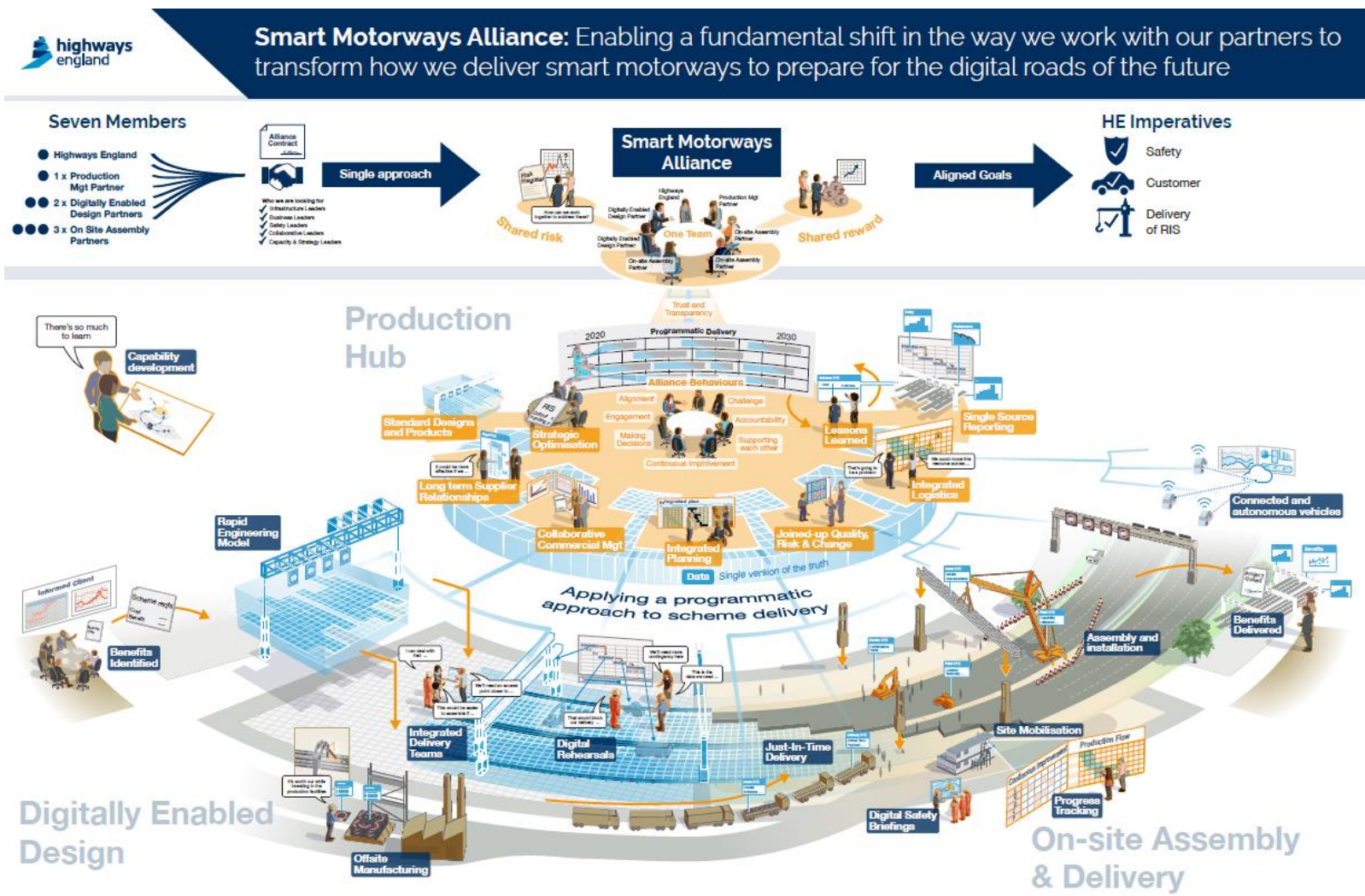
**Our approach enriches people's lives and prospects.** Opportunities abound in our collaborative culture. We attract new talent of all ages, inspire children to study STEM subjects, and continually find new ways to add lasting value to local communities.



## Enhancing local environments

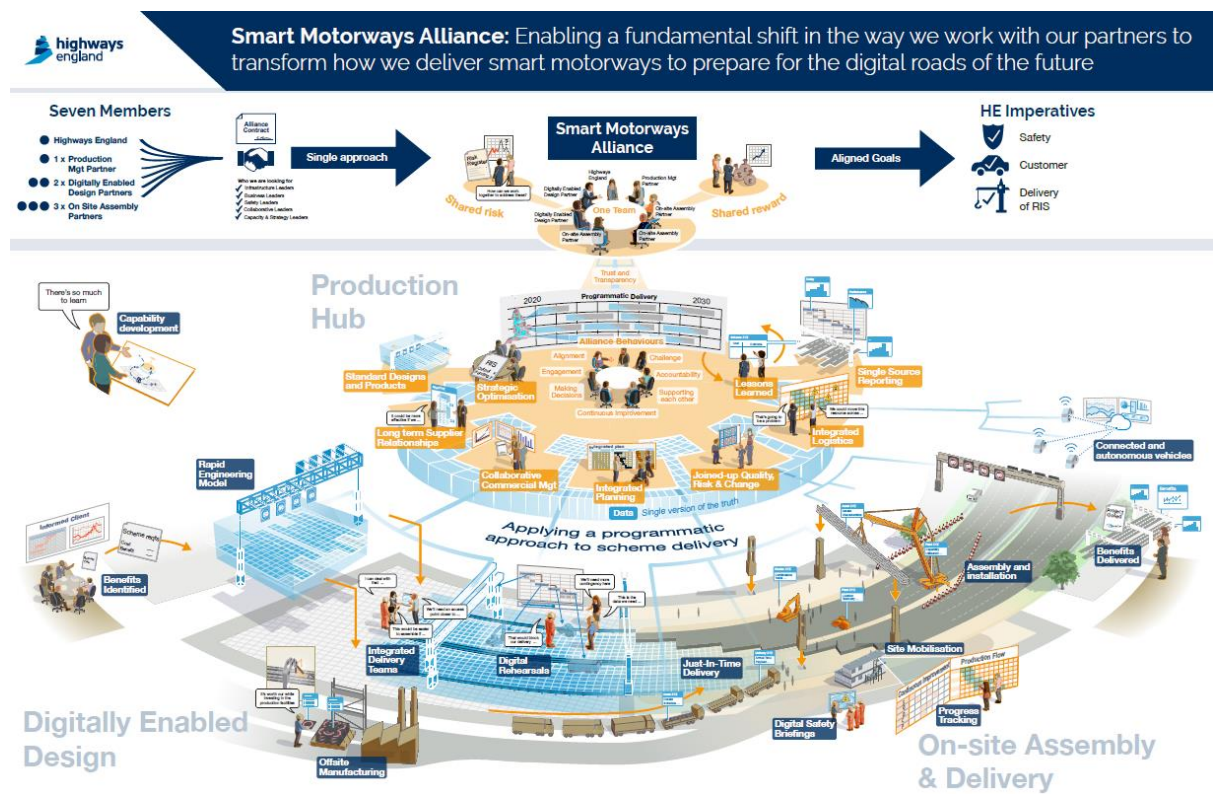
**Local ecosystems and natural habitats are improved as a result of our projects.** Our investment in sustainability makes us feel proud of the positive influence and effect we have, knowing we are protecting and enhancing our local environment.

# Our ways of working will need to change



# Introducing our Business Benefits Realisation Plan

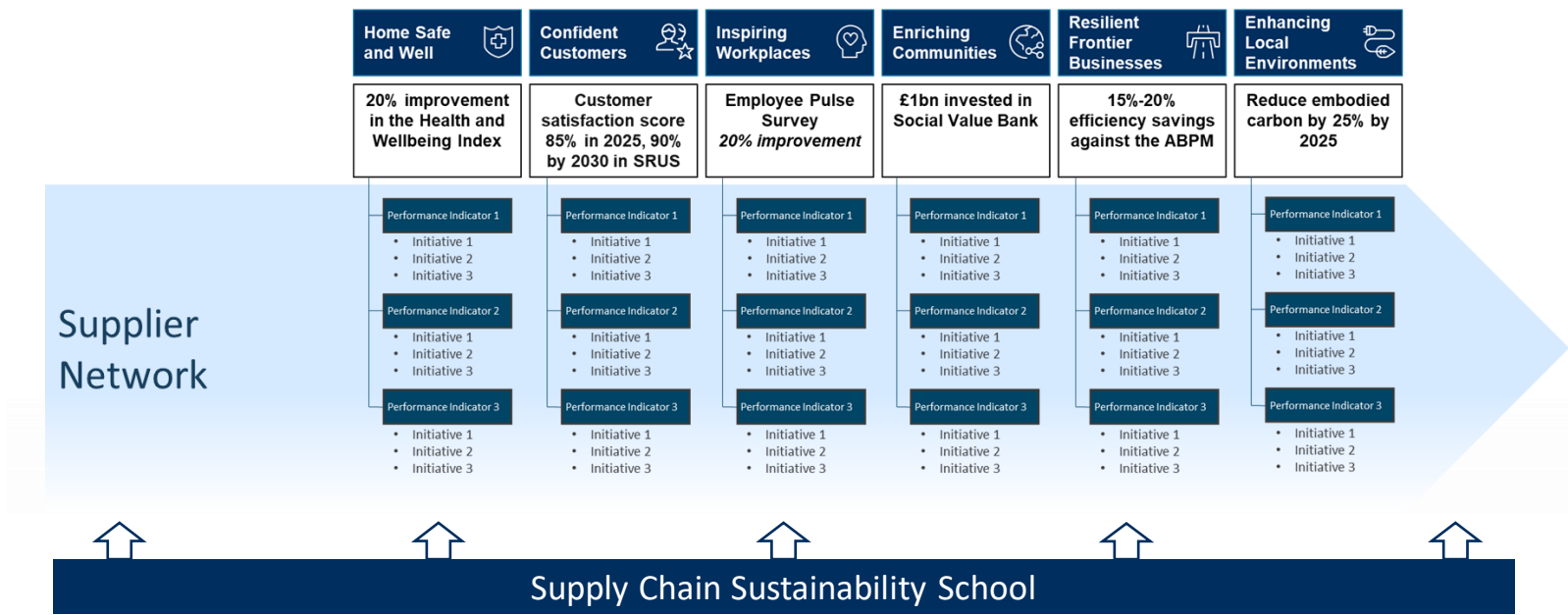
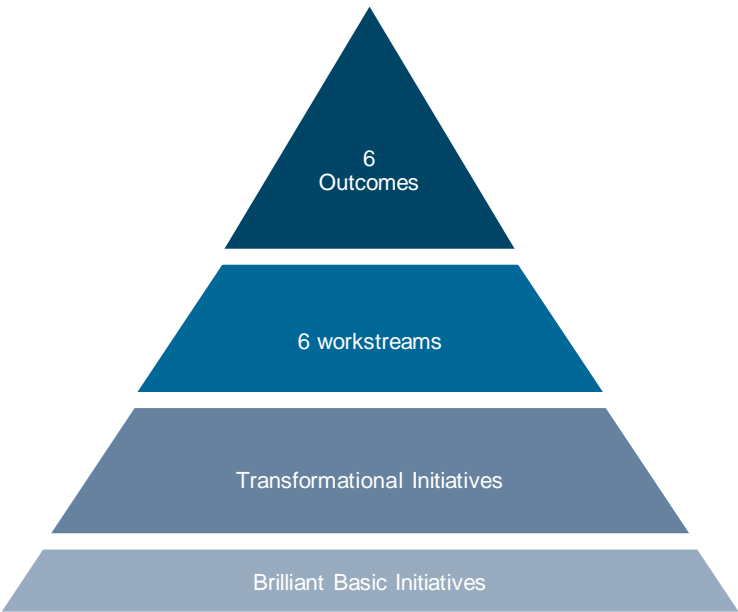
The Benefits Realisation Plan (BRP) provides the roadmap for how we will transform our ways of working to achieve the six Alliance outcomes and realise the ambition for the Alliance over the next 10 years.



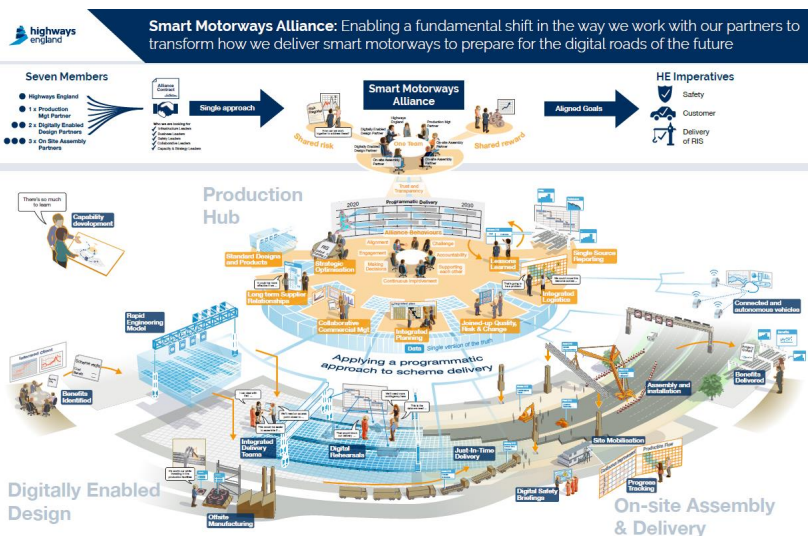
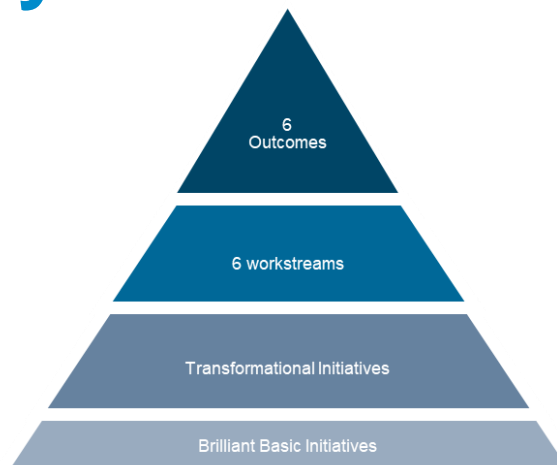
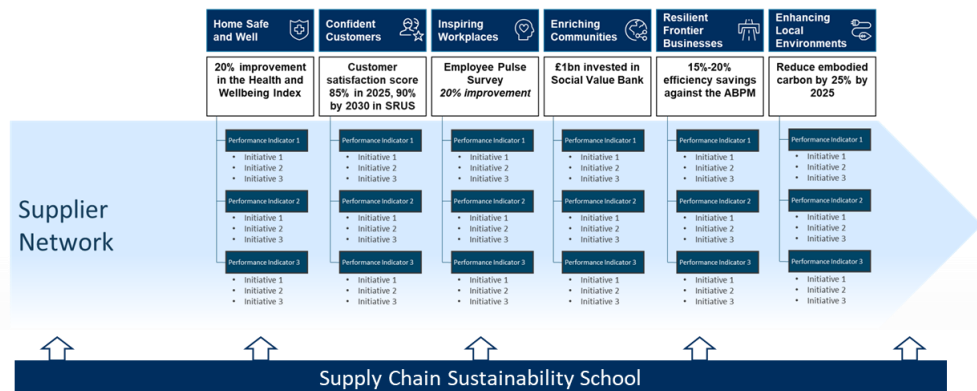


# Introducing our Benefits Realisation Plan

The Benefits Realisation Plan (BRP) provides the roadmap for how we will transform our ways of working to achieve the six Alliance outcomes and realise the ambition for the Alliance over the next 10 years.



# Our Transformation Journey



<p><b>Home safe and well</b></p> <p>Everyone arrives home safe, well and feeling positive. The working environment is not just safe, it positively enhances our people's sense of wellbeing and self-worth. The Alliance adopts leading working practices to protect our customers travelling through our roadworks to be safe at all times.</p>	<p><b>Confident customers</b></p> <p>We enhance the lives of our customers and look after our neighbours. We plan our delivery around them. Our customers feel safe, in control and stress-free. They feel listened to and know they can trust us. We treat them as individuals and tailor our interactions to their diverse needs.</p>
<p><b>Inspiring workplaces</b></p> <p>Our people feel inspired to maximise their own and each other's potential. Our environment unites diverse teams to find new ways of working that unleashes fresh thinking and innovation. This develops our strengths and capabilities to transform the delivery and make us successful.</p>	<p><b>Enriching communities</b></p> <p>Our approach enriches people's lives and prospects. Opportunities abound in our collaborative culture. We attract new talent of all ages, inspire children to study STEM subjects, and continually find new ways to add lasting value to local communities.</p>
<p><b>Resilient frontier businesses</b></p> <p>Consistent and high quality delivery generates healthy rewards and resilience for all. The Alliance will transform the highways sector by setting new benchmarks for safety, productivity and quality. This will generate outperformance which will enable the Partners to generate fair profits and Highways England to reinvest.</p>	<p><b>Enhancing local environments</b></p> <p>Local ecosystems and natural habitats are improved as a result of our projects. Our investment in sustainability makes us feel proud of the positive influence and effect we have, knowing we are protecting and enhancing our local environment.</p>

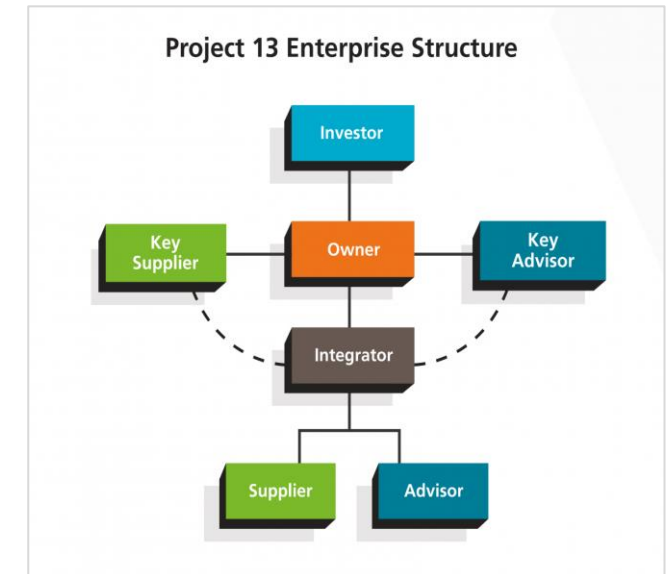
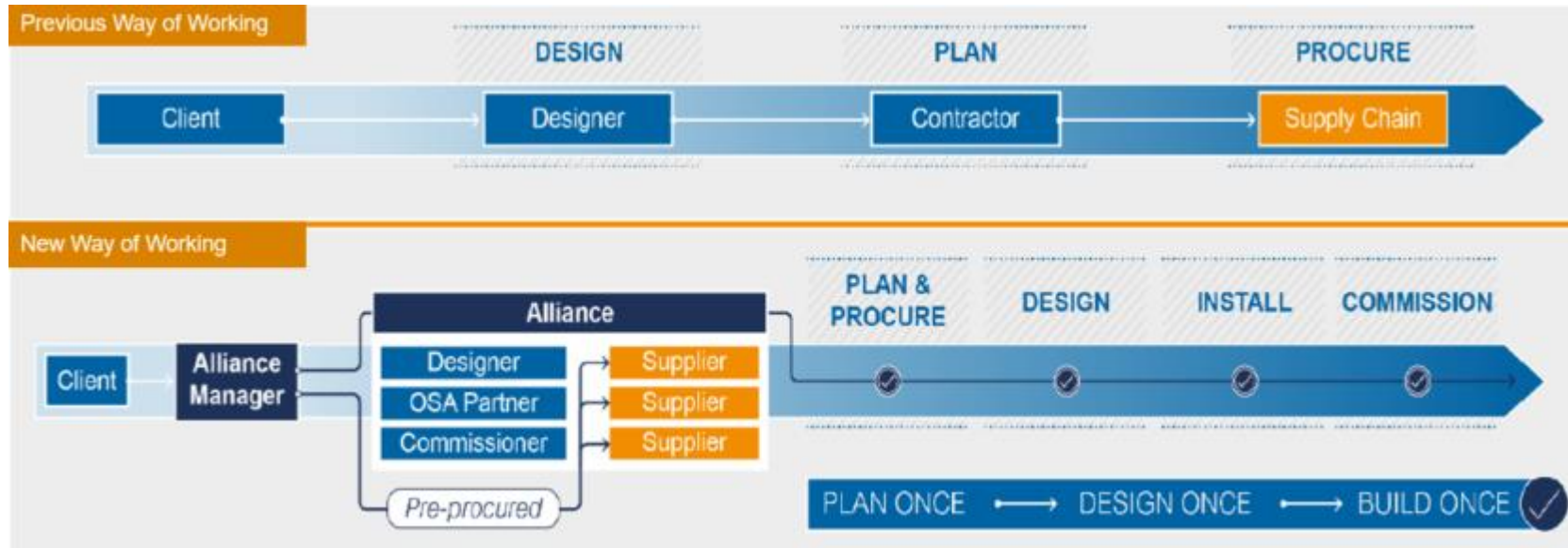
# Supply Chain Strategy & Implementation

**Chris Hickey**

# Supply Chain Strategy: “Get Left” & Integrate



*We will transform our delivery by creating a long term, high performing supplier network embedded at the heart of the Alliance, which delivers our outcomes and shares in our success.*



# Delivering our supply chain strategy...



## Engage & Define



- Engagement with the marketplace.
- Develop commercial & procurement specific strategies for goods, services and works.

## Compete



- Open & competitive tender process.
- Advertisement.
- Pre-Qualification.
- Tender.

## Qualify



- Establish a supplier network at Alliance level.
- Work allocation procedure.

## Embed & Deliver

- Support at start of schemes.
- Embed expertise to drive solutions.
- Drive value by specialism, expertise, geography.
- Deliver Alliance outcomes and goals.

## Monitor

- Set, do, measure and review.
- Performance aligned to Alliance goals and Alliance scorecard.



# Why are we investing in the school

- We recognise the vital role our supplier network plays in delivering our smart motorway programme. In order for this venture to be successful we need to transform how we deliver our programme of works.
  - Manage for today, leading for tomorrow
- We need to further develop our skills, knowledge and experience in a number of areas which feature in our business realisation plan.
- The school provides free accessible learning resources to our supplier network aligned with the needs of our business, client and wider sector.
  - Help create a sustainable supplier network
  - Help assess and develop competence of our supplier network
  - Develop leadership with our supplier network
  - Share learning and knowledge

# Priority Areas / Supplier Network Roadmap for 2022

## Production

- Product standardisation
- Digital Product Catalogue
- Design, Assembly & Handover Playbooks
  - Deliver right first time
- Trial new products, solutions & methodologies

## Home Safe & Well

- We eliminate harm
- Our supplier 'step up' are accountable
  - We raise the bar
- Trusted to work responsibly
- Utilise the NH passport

## Commercial

- Drive early value adding service through Time Charge Orders and Production Hub integration
  - Efficiency realisation 5-14%
- Aligned subcontract management & assurance

## Digital

- Digital maturity assessments
- Use of integrated design models and techniques
- Making use of digital environments
- Development & implementation of connected solutions

## Environment & Carbon

- Baseline assessments
- 25% by 25 roadmap and plans, 6% reduction in 2022
- Share case studies & best practices
- Net zero product development

## Supply Chain

- Develop and deliver annual learning programme
  - Deliver our tender commitments
- Demonstrate high levels of performance
  - Support BRP delivery

## Customer

- We look and act professional
  - We are authentic
  - We deliver on time
- We deliver an improved customer experience during our roadworks

## People

- Develop a sustainable and diverse workforce
- Social value & EDI assessments and action plans
  - IBIP maturity assessments

## PMO

- Proactively manage our resource
- Accurate and predictable integrated project control products
- Proactive identification and management of NRS's and Defects

Supply Chain School:

Introduction, Support for SMP Alliance  
& Learning Programme 2022

**Andrew Wilson**

# About the Supply Chain Sustainability School

The School is a common approach to:

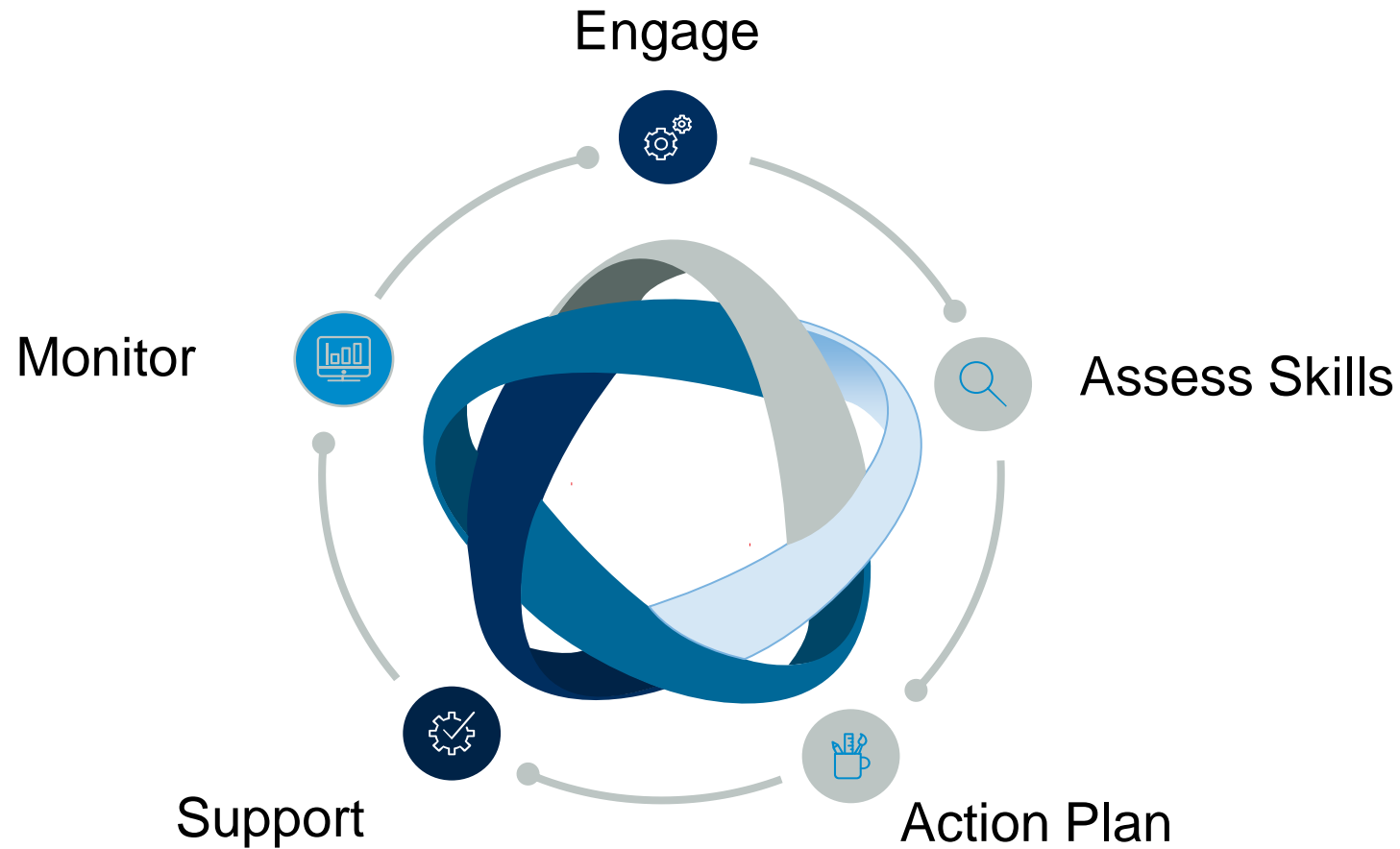
1. Engaging supply chain in collaborative approach to learning & improved performance
2. Assessing supply chain competence
3. Developing supplier and sub-contractor knowledge

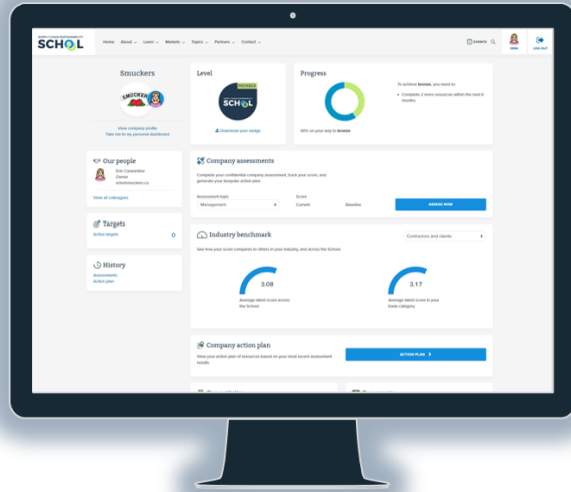
**The School has 163 Partners, 17,783 Member Companies and 23,562 Individual Learners**

**406 Key Suppliers to National Highways are members of the School**



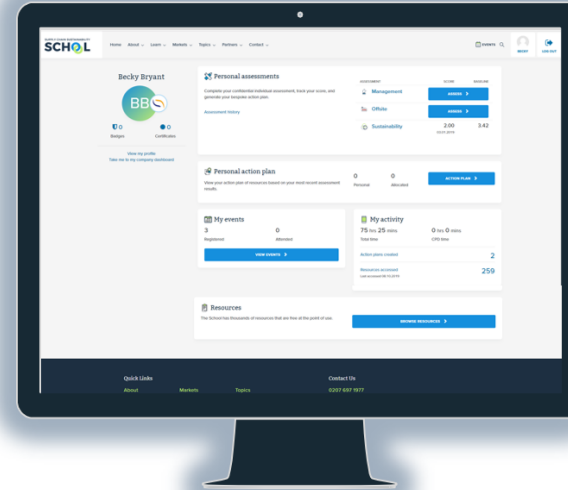
# Engaging and Educating Clients, Prime Contractors, Suppliers and Sub-Contractors





## Corporate Dashboards:

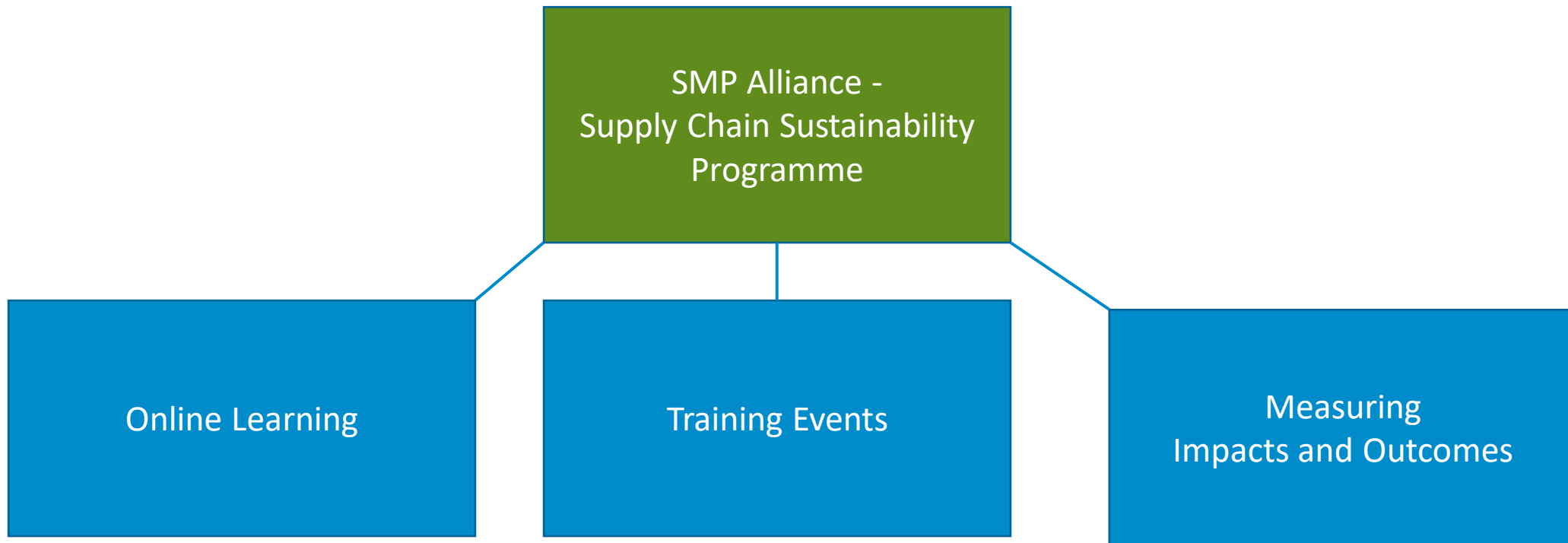
Each supplier who becomes a member gets their own sustainability dashboard to track progress and action plans.



## Individual Learning:

Individuals can use the School for their own professional development, and export reports to show resources viewed / CPD time accrued.

# Support Programme: Key Elements



# Specific Learning Content for SMP Alliance



- Sustainable Procurement
- Carbon & Energy
- Waste & Resource Efficiency
- FIR
- Circular Economy
- Social Value
- Environmental Management
- Materials



- Leading Change
- Collaboration
- Integrated Teams
- Collaborative Procurement
- Innovation
- Business Development
- Relationship Mgmt.
- Quality Mgmt.



- DfMA
- Modular Construction
- Offsite Manufacture
- Offsite Logistics
- Onsite-Assembly
- Design-For-Maintenance



- Collaborative Planning Systems
- Continuous Improvement
- Quality Control
- 5S Lean Thinking
- Project Monitoring
- Industrial Process Measurement
- Just-in-Time



- Digital Supply Chain
- Digital Leadership
- Digital Adoption
- Cyber Security
- Digital Capability
- BIM in Highways



# Annual Key Performance Indicators

Indicator	Number	Participants	Annual Target
Supplier webinars delivered (includes Launch Event)	4	100	400
Supplier workshops delivered	11	30	330
Direct training interventions delivered			730
Learning Pathway completions			100
Hours of CPD training delivered			2590
SMPA supplier companies supported			200

# Programme of Delivery

- Sustainability training aligned to SMP Alliance strategic priorities
- 3 x SMP Alliance Supply Chain Webinars
- 11 x SMP Alliance Supply Chain Training Workshops
- Content delivered by Supply Chain School / SMP Alliance subject matter experts
- Supplier engagement through workstream communities and categories
- Core Learning Pathways and free access to SCSS resource library

# Programme for 2022

Topic	Date	Format	Link to register
Collaborative Working	26/01/2022	Workshop	<a href="https://bit.ly/3rwfLLI">https://bit.ly/3rwfLLI</a>
Offsite for Highways	18/02/2022	Webinar	<a href="https://bit.ly/3rIHzmz">https://bit.ly/3rIHzmz</a>
Leading Change	16/03/2022	Workshop	<a href="https://bit.ly/3roIUzM">https://bit.ly/3roIUzM</a>
Waste and Resource Efficiency	07/04/2022	Workshop	
Offsite for Highways	12/04/2022	Workshop	
Innovation	May	Workshop	
Carbon	29/06/2022	Workshop	
Sustainable Procurement	July	Workshop	
Circular Economy	September	Workshop	
Digital Roads	September	Webinar	
Digital	October	Workshop	
Wellbeing	November	Workshop	
Lean Construction	November	Webinar	
Lean	December	Workshop	

## World Class, Tailored Learning

Assess your company's current strengths and identify tailored areas to develop competencies, so you can build, maintain and operate more sustainable buildings, infrastructure and homes.

Search our catalogue of free learning resources

Search All Learning



**ASSESS NOW** 



RESOURCES FOR YOU &gt;

Our members  
love learning with  
us



## We Share



## We Deliver



We Inspire

## “Learning Pathways”

Easy access to relevant resources from our library

Self-Enrol from your personal dashboard

Curated to reflect NH strategic priorities

Core 1 = Entry Level

Core 2 = Intermediate Level

Also:

National Highways Customer Experience

National Highways, Network Rail & HS2: FIR

### LEVEL 1

Allocated Tuesday, 13 October 2020, 2:27 PM

This learning pathway is achieved when all resources marked required are complete

Date completed Thursday, 5 November 2020, 1:33 PM



#### SUSTAINABILITY STRATEGY

##### Sustainability Strategy - Sustainability Short

VIDEO

BEGINNER

REQUIRED

5 mins



#### ENERGY AND CARBON

##### Science Based Targets - Sustainability Short

VIDEO

INTERMEDIATE

REQUIRED

5 mins



#### AIR QUALITY

##### Air Quality - Sustainability Short

VIDEO

BEGINNER

REQUIRED

10 mins



#### BIODIVERSITY AND ECOLOGY

##### Biodiversity - Sustainability Short

VIDEO

BEGINNER

REQUIRED

10 mins



#### WATER

##### Water - Sustainability Short

VIDEO

BEGINNER

REQUIRED

5 mins



# Our people strategy

**Justine Jefferies**

# Purpose

**To establish a diverse and inclusive culture, creating a place where SMP Alliance people are able to thrive and build a fulfilling and long-term career by:**

- Set strategy and direction
- Creating inspiring workplaces
- Attracting a diverse workforce
- Providing opportunity for talent development
- Nurturing a true sense of belonging

# Vision

We will **attract**, **grow** and **retain** diverse, talented people from across our sector and beyond;

we will **unite**, **inspire** and **evolve** collaborative teams that are empowered

to **develop** and **grow** a transformational and sustainable culture

where people from all diverse groups feel a true sense of belonging

Talented People

Collaborative  
Teams

Transformational  
Culture



# Drivers for Change

The SMP Alliance provides an opportunity for change

**Leadership development** –  
more expectation of leaders : empathy,  
ethics, authenticity, at ease with change  
and ambiguity – over and above  
traditional technical and commercial  
skills

**“The great resignation” and  
shortage of resources** –  
national issues with staff acquisition and  
retention

**New ways of working** –  
Digital skills, increased automation;  
blurring of roles, greater collaboration  
required

**Social conscience** –  
greater emphasis on purpose, wellbeing,  
diversity & inclusion, environmental  
impact, mental health, etc

10 years, 7 partners, Supplier Network

# High Level Strategy



# Strategic Themes



Talent

**Status:**

Attract and retain talent

**Context:**

- Economic, Social and Political uncertainty
- Complexity of recruitment across the partners
- Brand to attract and retain
- New skills for a new era
- Inspiring workplace
- Promote construction & engineering industry
- Enhance communities where we work

Attract & Retain



Culture

**Status:**

- A distinctive Alliance culture that is welcoming, inclusive & collaborative for individuals to have a true sense of belonging

**Context:**

- Diverse & Inclusive
- One Alliance
- Open & Innovative
- Customer focussed
- End-to-end success
- Sustainable

Diverse & Inclusive



Teams

**Status:**

- Behaviours that drive a collaborative approach

**Context:**

- Alignment and autonomy
- Production driven
- Continuous improvement
- Safe and satisfying environment
- New ways of working

Unite & Inspire



Capability

**Status:**

- New capabilities will be required

**Context:**

- New style of leadership
- Digitally enabled
- Constantly learning and developing
- Easy to learn and apply
- Developing our national highways and workforce

Grow & Evolve

# People and wellbeing calendar 2022

## January

Pause for reflection



## February

Build the future



## March

It's ability not disability



## April

Fresh starts  
- moving forward



## May

Our community  
- In the Alliance  
- In our country



## June

Proud to be



## January

Be bold



## August

Relax. Refresh.  
Repeat.



## September

Supporting,  
empowering and  
celebrating

*National Inclusion Week*



## October

The mind is like an  
umbrella, it works  
better when open



## November

Dare to be different



## December

12 days of Christmas  
- A review of 2022



# Supplier Case Studies: The School in action

Paul Aldridge, Sustainability Director  
WJ Group

Emily Dillow, Submissions Manager  
Aggregate Industries

# Case Study: The School in Action – WJ & Aggregate Industries



# Summary and Close

**Shaun McCarthy**

*NB:*

*Remember to give us your feedback*

*A link will be provided in the Teams Chat*