

Future Skills and Capability Building

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At National Highways, we are continually investing in our Strategic Road Network.

However, our work needs to go beyond operating, maintaining and improving roads.

Social value is equally important as an investment.















Priming and accelerating change with highways suppliers

SME Focus

Key Points:

- Leveraging and using all available networks
- Partnering with Trade Bodies e.g. produced SME guide jointly with CECA
- Lots of available learning resources and mentoring support
- Direct access to us through meet the buyer
- Levelling up opportunities thorough supply chain

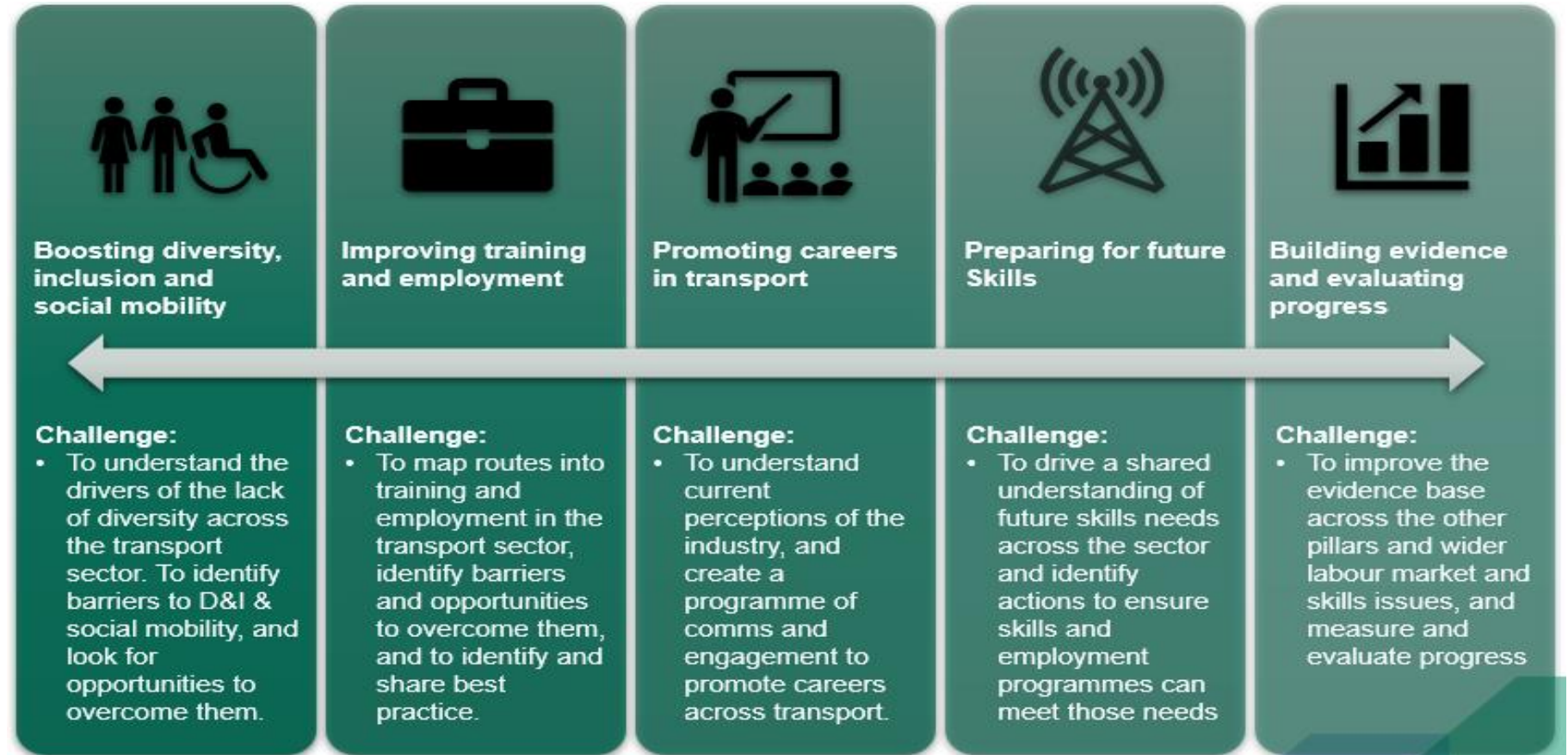
Delivered	<p>Hosted 5 joint client events, Attracting over 700 registrations</p> 	<p>Virtual quarterly events for 400 businesses, outlining RIS Commitments to support 33% target</p> 	<p>Launched Supplier Guide with CECA, Costain, DfT on How to do business with HE & Supply Chain and Other key guidance material/messages Over 6,100 hits</p>	<p>CECA Partnership Agreement in place to work collaboratively to achieve common goals to support SMEs</p> 		
	Working with					
Planned	<p>Refresh the SME Guide to give news & information about opportunities, Net Zero Carbon, Social Value, Customer Strategy</p> 	<p>Building SME Directory to better share information about key messaging and opportunities, events</p> 	<p>Partnering with RDP & SCSS to deliver Meet the Buyer event Aug 2021. 320 Attendees, 190 Organisations, 382 1:1 Attending HUK to answer questions and share information</p> 	<p>Developing event to drive regional engagement between tier 1 contractors and SME in collaboration with SDF, LTC, A303</p> 		

Priming and accelerating change with highways suppliers

Strategic Focus

Key Points:

- Priming DfT and Sector approaches
- Tackling challenges collectively across DfT family
- Sector level response
- Levying broader change needed



Supply chain objective;



Developing a diverse and inclusive supply chain, that delivers more effectively for its workforce, our road users and our communities.

Delivered through;

Developing capability

Measuring and monitoring performance

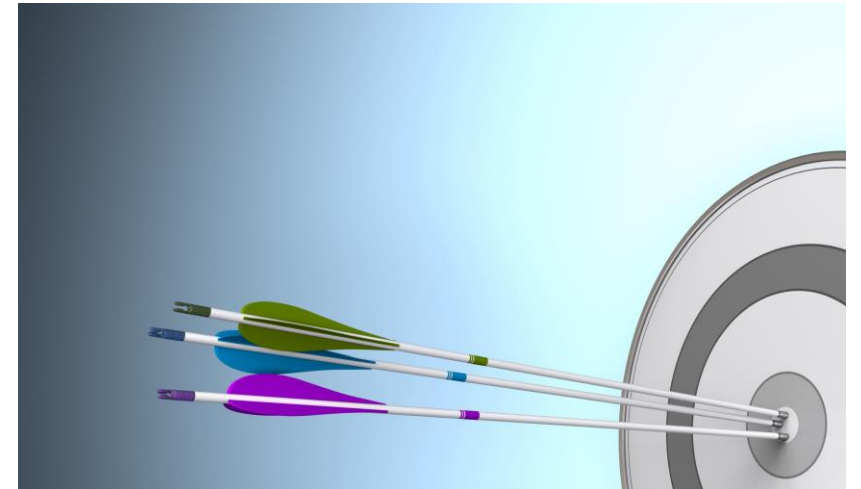
This year we will develop capability by:...

- Learning events and knowledge shares
- Supplier diversity forum (SDF) and Engagement Council
- Collaborate and align with the DfT family organisations
- Targeted activity with our supply chain
- Focus on specific topics through our SDF sub groups



This year we will measure and monitor performance by...

- Measure reported confidence in EDI
- Benchmark workforce diversity data
- Monitor both inclusion action and employment and skills plans
- Using the new supplier development system
- EDI league table
- FIR growth Matrix with the supply chain sustainability school

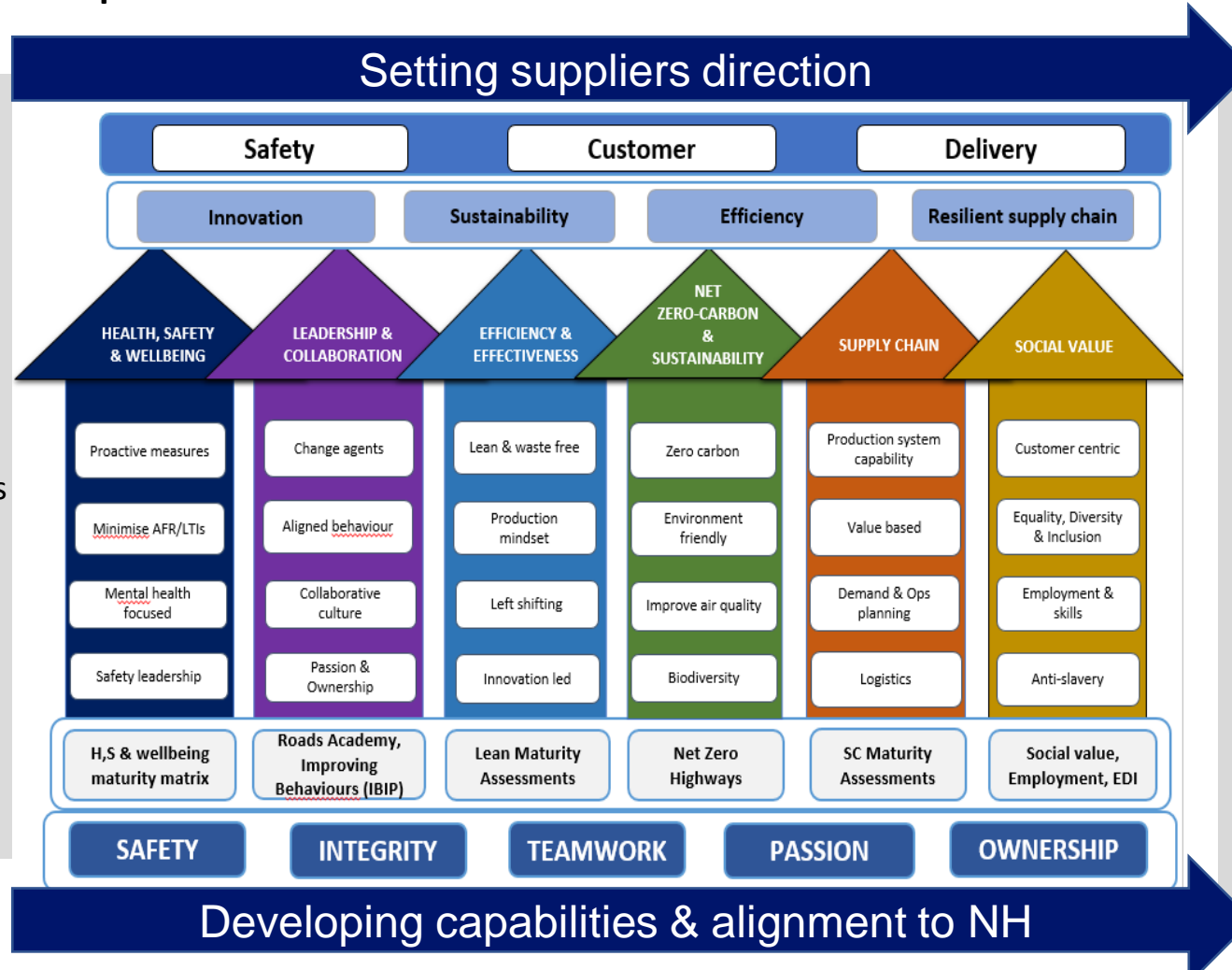


Supplier Development System

Consistent highways Supplier Development

Key Points:

- Set at two aligned & scalable levels suitable for SMEs / New Supplier lighter model & T2 light model
- Builds in mentoring & routes to develop both maturity & capability with learning material available from National Highways & Supply Chain School
- Shaped, developed and tested with the sector
- Launched in Oct 21. Free online tool accessible by all suppliers, [available here](#)



Progress:

Penetration in the supply chain(22/23)

1- **SDS Light**; target (48) T2 suppliers (assessment, peer review & capability development plans)

- ✓ **40 Supplier reviews completed**
- ✓ **1000 Hours Learning**

2- **SDS Lighter**; target (200) T3+ suppliers (assessment & capability development plans)

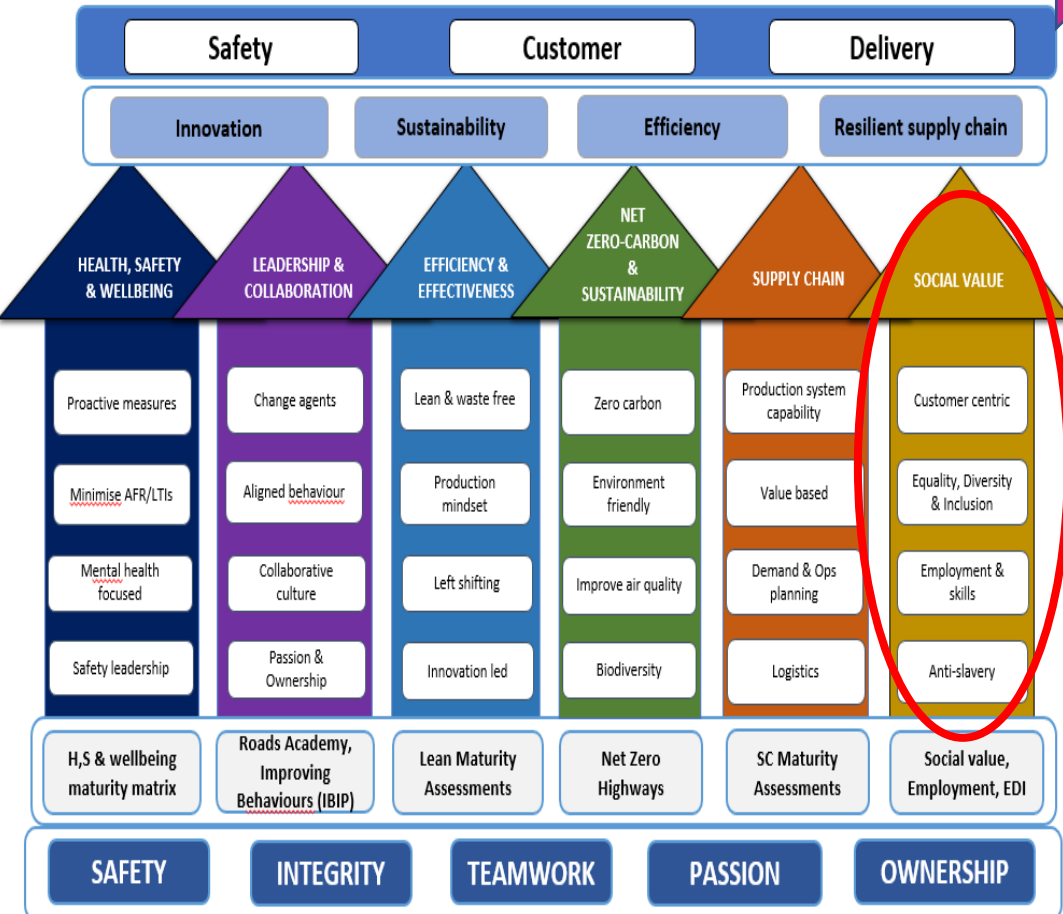
- ✓ **112 Suppliers**
- ✓ **3350 Hours Learning**

3- learning

- ✓ **96 companies** actively learning
- ✓ **2,454 hours** of training delivered
- ✓ **218 hours** of e-learning
- ✓ **72 companies** attend training courses

Supplier Development System: Social Value

Setting suppliers direction



- 5 different maturity levels with clear development plans to support social value maturity and capability development in the sector
- Provide the entire supply chain with relevant learning material & training courses to support their development
- Support best practice sharing, lessons learnt & case studies
- Promote collaboration in the sector by means of cross sectoral reviews, talks and action plans
- Access to a wide range of subject matter experts and guidance in developing suppliers capability

Early win?

Able to support an SME “ Danny Sullivan” in getting apprenticeships placed on projects. They have found it difficult due to the one day release required for college. Through discussions between Project leads and SDS reviewers, a plan was developed to overcome some challenges to improve Social Value for the project by means of apprenticeships placements.

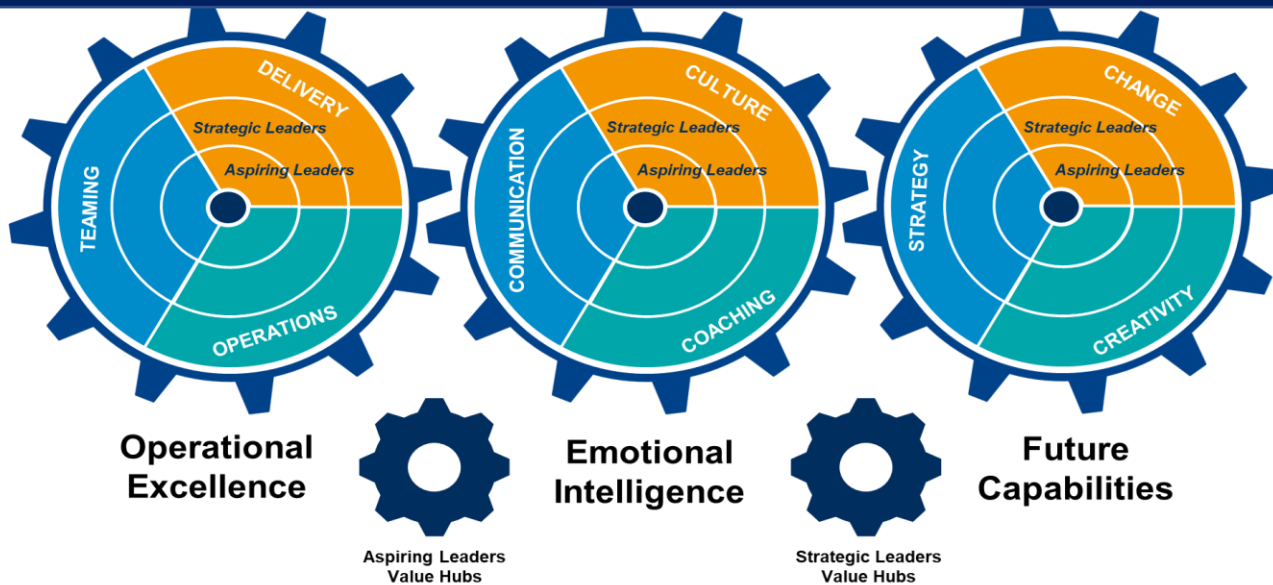
Developing capabilities & alignment to NH

Roads Academy

Key Points:

- Sector approach for developing with highways suppliers targets priming T1 & T2+ supplier leadership – focus on change and leadership capabilities
- Range of access from 24/7 on-line to classroom to application on real business challenges with optional academic route
- Value hubs facilitate leaders in mixed groups, applying their learning to real business challenges. Big hook in attracting & retaining talent.
- NH Executive Strategy Support. Also getting a wider sector interest e.g. Highways Sector Council, CECA, Network Rail and supplier organisations etc.,

Launched in April 2022 and a pioneer cohort started in May



38 Supplier organisations involved; **75%** of supplier organisations are **new** to Roads Academy covering suppliers for Operations, Major Projects and Designers



Pioneer cohort: (37 learners): Amey, Atkins, A E Yates, Balfour Beatty, Barrier Services, Breedon, Chevron, Deltabloc, Eurovia, Graham, J McCann, Keltbray, Skanska, WJ & National Highways



95 Learners to date - **65%** of learners are from Tier 2+ organisations

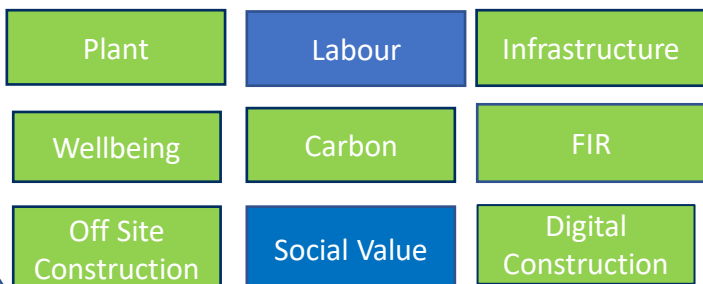
- ✓ Launched in April 2022 Greater & deeper range of learning topics that address current and future needs
- ✓ Embedding Safety, Customer & Delivery in all classroom-based sessions with further emphasis on our central asks e.g. lean & IBIP
- ✓ Carbon value hub – 12th July to drive real change

Supply Chain Sustainability School

- **Learning Pathways** : Developed for specific topics that can be used internally / externally:
 - National Highways
 - FIR National Highways, Network Rail & HS2.
 - National Highways Social
 - National Highways Customer Experience
- **New learning pathways** to be potentially be developed: Wellbeing, Digital, Carbon, Modern Day Slavery - **FOC**
- **New Commercial** learning produce by NH to host by the School - **FOC**
- **New Customer** – Learning produced by NH to be host by the School – **FOC**
- **Develop case studies and testimonials-** Work with Philip Wilkinson and Michael Bennet to show how the learning has impacted the NH Supply chain to show a **ROI**



Leadership Groups:



Social Value – National Highways Invited to join Social Value Leadership Forum - **FOC**



Program specific supplier development :-



- skills and capabilities
- develop local businesses
- advance market engagement to drive alignment of extended supply chain
- Pre-market learning engagement with local supply chain (A303 and LTC)
- **Used on all major NH programs**

Corporate level activity:

- **All program suppliers subscribed** to SCSS + 332 NH employees have now registered increase of 20. (256 increase since SCD took ownership in Feb – 2020)
- **Category Strategies** to be hosted on the SCSS Page.
- **Survey results on learning for 2021** analyzed and agreed core learning for 2022.
- **Front end measurement** of Social value to be in place for Quarter 2 2022.
- **HR – Presentation to L&D team to use the SCSS internally** – Initial discussions positive next step to link up how this could work with the NH provider
- **IT Commercial** – Discussions with SLT planned to implement learning



Program's:

- **RDP** – Learning and Budget agreed for 2022 Investment £53,167 Estimated ROI 2022 - £638,000.00
 - **SMP** – Learning and budget agreed for 2022. Investment £63,343 Estimated ROI 2022 - £443,400.00
 - **SDF** – Learning and budget agreed for 2022. Investment £54,000 Estimated ROI 2022 - £332,100.00
 - **LTC** – Investment agreed 2022/23 £15K Estimated ROI - £324,700.00
 - **FIR** - Learning and Budget agreed for 2022 Investment £25,000.00 ROI - £211,310
- These figures do not include impact of the learning on the NH supply chain, just the efficiency of a collaborative learning program

Employment & Skills (EAS)

SQ Assessments

As subject matter expert assessed LTC Roads SQ.

SDF Mobilisation

Created learning manual and guidance material for new SMEs on SDF. Reviewing and supporting development of EAS plans



Launched EAS Metric and Maturity Matrix

Alliance wide Employment & Skills plan is now in place

RDP North

Launched regional EAS plan
50% of individual EAS plans complete.

Review of Tender commitments completed twice (6 monthly) and feedback provided

CPMS Framework

Launched EAS Maturity Matrix
EAS Master Class delivered to **9 Suppliers**

Success 2022

Social Value (SDS)

Launched Maturity matrixes: EDI, Customer, Modern Slavery, Future skills

26 Core metrics agreed across all frameworks

Start 2021



Supply Chain Maturity Reviews - benchmarking and developing our contractors

- 20 leading contractors have been assessed and Improvement Plans initiated
- The assessments capture each supplier's current maturity in key areas such as **Supply Chain, Procurement and Industry Capability**
- The outcome provides **detailed, custom benchmarks** to identify key areas of opportunity for these contractors to **drive up margins, improve operational efficiency, develop capability and ensure a resilient supply chain**

Wave 1 suppliers

- Balfour Beatty
- BAM
- Costain
- Galliford Try
- Kier
- Morgan Sindall
- Osborne
- Skanska

Wave 2 suppliers

- Amey
- Colas
- FM Conway
- Keltbray
- Graham
- Laing O'Rourke
- NMCN
- Ringway
- Sir Robert McAlpine
- Sisk
- Vinci
- VolkerFitzpatrick

Supplier	Procurement	Supply Chain	Programme Management	Average
Morgan Sindall	2.8	2.6	4.5	3.3
Balfour Beatty	3.4	2.1	4.4	3.3
Kier	2.4	1.6	3.2	2.4
Costain	2.7	1.9	4.0	2.9
BAM Nuttall	3.6	2.2	4.0	3.3
Galliford Try	2.7	1.7	3.2	2.6
Skanska	3.0	1.8	4.2	3.0
Osborne	2.7	2.0	3.5	2.8
Colas	3.6	3.1	3.6	3.4
FM Conway	3.2	3.3	3.4	3.3
LO'R	4.4	3.5	3.8	3.9
Ringway	3.6	3.2	3.6	3.5
SRM	3.3	2.8	3.6	3.2
Keltbray	3.2	2.8	3.1	3.0
Volker	3	2.9	3.5	3.1
Vinci	3.2	2.8	3.6	3.2
SISK	3.2	2.9	3.4	3.2
Amey	3.6	3.1	3.4	3.4
GRAHAM	3.3	3.1	3.6	3.3




Our definition of Social Value

We have our own Social Value definition used with our customers and our supply chain across National Highways to help ensure consistency of messaging in all our communications.

“Social Value is the benefits that National Highways and its supply chain delivers for people, environment and the economy.”

Our base Social Value supply chain metrics

We have developed a base set of social value metrics for our supply chain to report to enable us to articulate the benefits we deliver consistently. These have been tested with a number of internal stakeholders and tested with our Social Value supplier group.

NH Social Value Framework Theme	#	Base Metric	Associated PPN 06/20 Themes
Economic Prosperity 	1	Number of full-time equivalent employment opportunities, within your direct employees, supported under the contract	Tackling economic inequality
	2	Number of National Skills Academy for Construction roles (excluding apprenticeships)	Tackling economic inequality
	3	Number of weeks of apprenticeships (excluding National Skills Academy for Construction roles)	Tackling economic inequality
	4	Number of apprenticeships completed (excluding National Skills Academy for Construction roles)	Tackling economic inequality
	5	Number of hours dedicated to educational/career engagement events (excluding work placements)	Tackling economic inequality
	6	Number of weeks of work placements	Tackling economic inequality
	7	Number of hours of accredited training delivered	Tackling economic inequality
	8	Number of registered qualifications gained	Tackling economic inequality
	9	£ value of contract opportunities awarded under the contract (start-ups and micro)	Tackling economic inequality
	10	£ value of contract opportunities awarded under the contract (Small and Medium Enterprises)	Tackling economic inequality
	11	£ value of contract opportunities awarded under the contract (Voluntary organisations, Charities, Social Enterprises and mutuals)	Tackling economic inequality
	12	Number of local employees (full-time equivalent) on contract	Tackling economic inequality
	13	Number of long-term unemployed (>12 months) (full-time equivalent), excluding Not in Employment Education or Training (NEETs), working on a scheme	Tackling economic inequality
	14	Number of employees not in Employment Education or Training (full-time equivalent) working on a scheme	Tackling economic inequality
	15	Number of people 'other new to the industry' (full-time equivalent) working on a scheme	Tackling economic inequality
Equality, Diversity and Inclusion 	16	Number of hours Equality Diversity Inclusion / Fairness Inclusion Respect training delivered	Equal opportunity
	17	Number of women (full-time equivalent) working on a scheme	Equal opportunity
	18	Number of B.A.M.E employees (full-time equivalent), of those employees who self-declared this, working on a scheme	Equal opportunity
	19	Number of LGBTQ+ employees (full-time equivalent), of those employees who self-declared this, working on a scheme	Equal opportunity
	20	Number of armed forces veterans (full-time equivalent) working on a scheme	Equal opportunity
	21	Defence Employer Recognition Scheme (ERS) level	Equal opportunity
	22	Number of disabled employees (full-time equivalent), of those employees who self-declared this, working on a scheme	Equal opportunity
	23	Number of people who have been cared for children (care leavers) (full-time equivalent) working on a scheme	Equal opportunity
	24	Number of rehabilitating or ex-offenders (full-time equivalent) working on a scheme	Equal opportunity
	25	Number of people classified as homeless (full-time equivalent) working on a scheme	Equal opportunity
Community Wellbeing 	26	Number of maternity leave/returners (full-time equivalent) working on a scheme	Wellbeing
	27	Number of employees who have the options to work flexibly included in their contract terms	Wellbeing
	28	Number of companies in your supply chain with measures in place to improve the physical and mental health and wellbeing of employees	Wellbeing
	29	Number of hours delivered to volunteering and community project initiatives	Wellbeing

Close

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