

PtP SCIP Case Study: Morgan Sindall Group

Client: Morgan Sindall Group

Project Title: Supply Chain Improvement Programme

Dates undertaken, from/to: Jan to May 2022

Project Manager: Mellita D'silva

The Task
<p><i>Morgan Sindall Group were seeking support in refreshing their knowledge of Procurement and Supply Chain Management via our Procurement learning journey of workshops. The aim was to engage with and involve the value chain from clients to tier 1s. The participants therefore consisted of Supply Chain and Procurement Directors and Managers from Morgan Sindall's various divisions and business units, client-side representation from Network Rail and National Highways and Tier 1 contractor Emico.</i></p>
The Action
<p><i>The Supply Chain Sustainability School (School) started out by ensuring the participants undertook the procurement self-assessment of 14 skill/topic areas within procurement as a function and scored themselves ranging from 1 point for minimal knowledge to 5 points for expert level knowledge. The executive sponsor from Morgan Sindall ensured the participants were registered for the workshops and engaged in the conversations that followed. The workshop topics selected by Morgan Sindall were – Introduction to Procurement, Value through Plant & Materials Procurement, Value through Subcontract Procurement, Supplier Performance Management, Supplier Relationship Management, and Collaboration in Procurement.</i></p>
The Outcome, Benefit and Lessons Learnt
<p><i>The workshops provided a forum for participants to relive the basics of the 'Plan-Source-Manage' part of the procurement process and to dive deeper into the details of what the process entails, what could be missing from their current tools and process and where better practice could be implemented, especially in supplier performance and relationship management. The workshop offered plenty live examples and discussion points to drive down the learning. Attendance across the value chain meant that participants could see where leaner, more efficiency could be brought into the process, where the barriers were for added value and the mitigation measure to make procurement and supply chain management more efficient. The benefit of these workshop sessions was that it provided for an appreciation for procurement as a function and process and how it ties in with work winning/the bidding team and what can be incorporated early on to ensure that important added value considerations were not left out in the procurement process later on.</i></p>
<p><u><i>Outcomes from Phase 1 lead to Phase 2 wherein we:</i></u></p> <ul style="list-style-type: none"> <li data-bbox="344 1230 2027 1294"><i>a) Are engaging with the Tier 1 supplier who have seen the benefits of upskilling themselves and are engaging to become a School partner to gain access to more procurement resources</i> <li data-bbox="344 1302 2027 1367"><i>b) Identified procurement resources from our School to align with the Job Descriptions of staff in the Nuclear division to <ul style="list-style-type: none"> <li data-bbox="394 1342 1025 1367">• Create the standard for competence for each role </i>

- To ensure they have and maintain SQEP'd resources
 - They have a learning path and resources for personal development
 - They bring in best practice into Morgan Sindall Nuclear
 - Drive high performing team delivering high standards in their output
- c) Supported the Nuclear Division in designing the supply chain academy to upskill their supply chain on procurement and sustainability topics
- d) Are running a workshop on procurement risk mapping around Supply Chain risk, resilience, and capacity to help inform the business for the FY 2023-2024

Participant Feedback

- ☞ *I really enjoyed today's and the last session Mellita, the content and your mannerisms and the way you deliver. I am currently doing my CIPS and it all seems so broad. You have tailored these courses to our needs and all the examples you provided today made sense and I could relate to it. I have learned more from the last 2 sessions you have run for us than the CIPS materials I am studying. I must admit, I was hesitant to join the SCIPs programme, but I am thoroughly enjoying it and glad I came along. I will definitely attend the next one too. Tell me how I can ensure I am embedding added value considerations in, as I used to be very lowest price focused, and I want to move away from that? I have enjoyed the resource library and the School's resources in this area too*
- ☞ *I have attended all 3 modules so far and to be honest, it has been more enjoyable and beneficial than I expected*
- ☞ *The content which was very relevant to my job and engaging with others on the course who come from a similar back round.*

Testimonial Quote for use on our website and to submit to CITB, as appropriate

This programme has proven to be a comprehensive reminder and source of best practice excellently delivered by Mellita D'silva. We operate via a decentralised model that encompasses a host of different market sectors including Development, Design, Engineering, Infrastructure, Construction, Housing, Fit Out and RMI but the programme benefited all that participated.

For the avoidance of doubt the programme has delivered tangible and measurable benefits, as always in these instances it is not always possible to be totally accurate when evaluating the precise figures due to the number of business units participating. In addition, the costs are not all realised in the time frame of the programme. We have though been able to attribute indicative values following the delivery of the improvement programme.

Without doubt the partnership between CIPS & Action Sustainability is a winning formula, best practice communicated via experienced practitioners in a pragmatic and professional way. The Morgan Sindall procurement team including our supply chain have benefited from the programme.

Written by (Name/Position): Graham Edgell, Group Director of Procurement & Sustainability

Date: December 2022