



# National Highways SDF Supplier Development Training

National Highways Road Investment Strategy 3:  
Building on Success – SDF Webinar

25 February 2026

# Introductions

Andrew Wilson

Programmes Manager, Supply Chain School



# Virtual Housekeeping



Cameras Mics are off



However please get involved and **use the Q&A (not the chat!)** as we can then answer questions at the end and during the session.



Slides and recording will be shared afterwards

Samantha  
Lowthion



Scheme  
Delivery  
Framework  
Lead

National  
Highways

Christine  
Allen



Regional  
Director  
South East

National  
Highways

# Agenda

<b>Introductions</b>	Andrew Wilson
<b>Road Investment Strategy 3 Overview</b>	Samantha Lowthion
<b>Building on Success: A view from the South East</b>	Christine Allen
<b>SDF2</b>	Samantha Lowthion
<b>M&amp;R2</b>	Samantha Lowthion
<b>Supplier Development Learning Programme &amp; Resources National Highways/Supply Chain School</b>	Samantha Lowthion / Loraine Sweeney

# Road Investment Strategy 3

Samantha Lowthion

# Road Investment Strategy 3 Overview

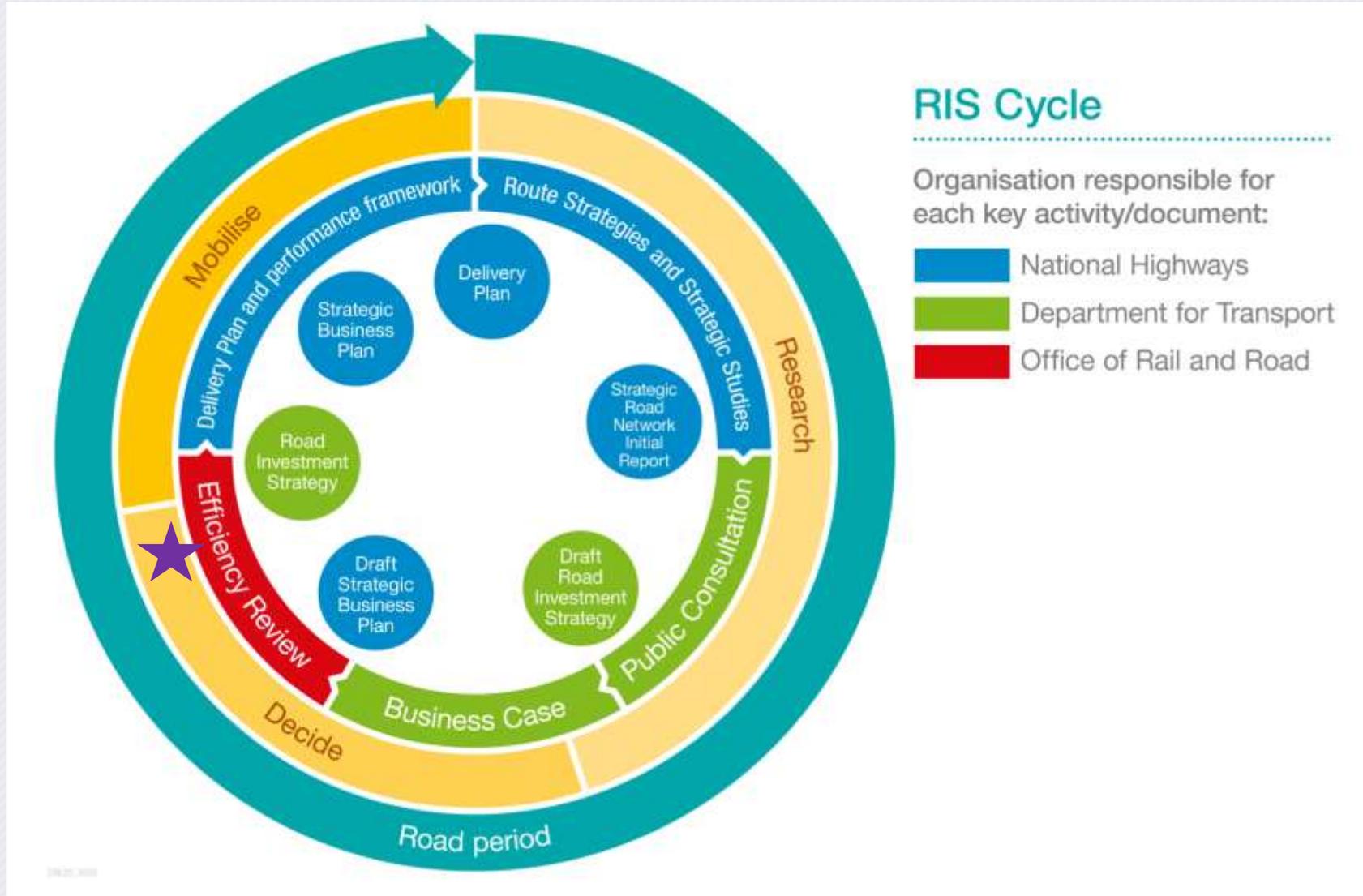
- Grow the economy
- Improve safety for all
- Have a level of network performance that meets customers' needs
- Be a technology-enabled and enabling network
- Be a resilient network that is planned and managed for the long-term
- Deliver improved environmental outcomes

## Links:

- [Draft Road Investment Strategy 3](#)
- [Strategic Road Network Initial Report](#)



# Road Investment Strategy 3 Overview



# **Building on Success: A View from the South East**

Christine Allen



# Building on Success: A View from the South East

- Interim Delivery Plan & RIS 2 Learning
- Informing future programmes, including SDF2 & M&R2
- Collaboration with the supply chain
- Improving the efficiency of delivery
- Best outcomes

# Our road network



Over  
**24,000**  
bridges and other structures



over  
**150,000**  
signs



**30,000ha**  
soft estate area

over  
**100,000**  
street lights



over **3,500**  
electronic messaging signs



**4,300**  
miles of motorways and major A-roads



# People rely on our roads

To connect people and to drive the economy

**88**

billion miles travelled on the SRN every year



Carrying

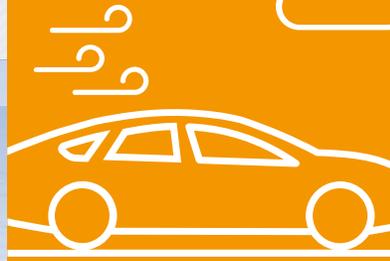
**3x**

more people than the UK rail network



**9** out of **10**

passenger miles travelled by road



and **79%**

of all freight is moved by road



In 2023\* we reduced the number of people killed and seriously injured on our roads by

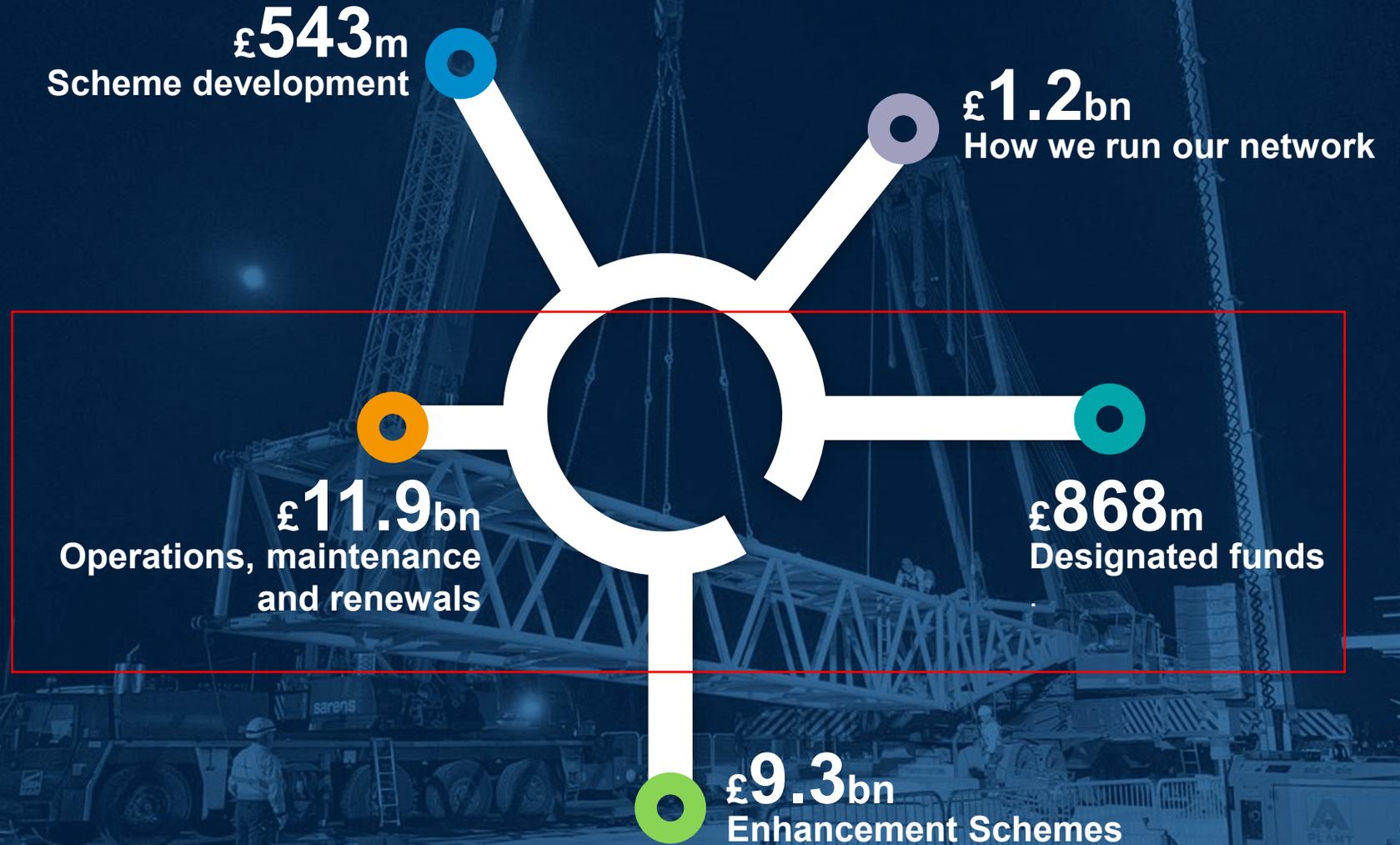
**↓ 39%**



\*compared to an agreed 2005-2009 baseline

**RIS 2**  
**£23bn**

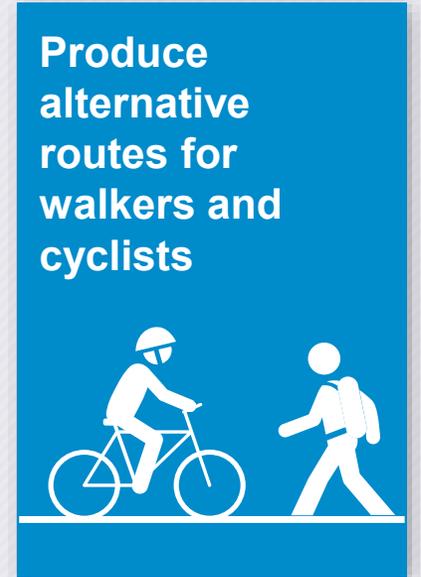
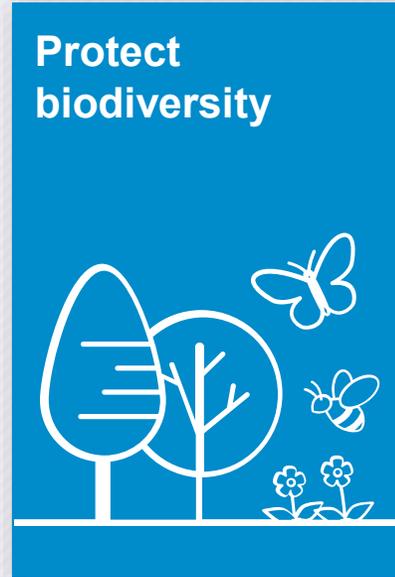
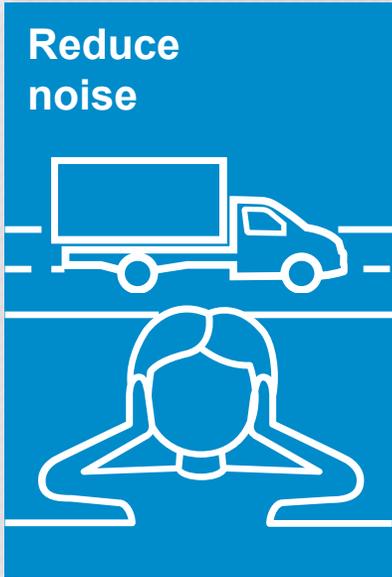
Between 2020 and 2025 we invested approx. £23 billion in our network



**What we  
delivered**

# We care about the communities that live alongside our roads

During the second road period (2020-2025) we committed to over £958 million to projects which:



# RIS 2 saw complete transition to Asset Delivery



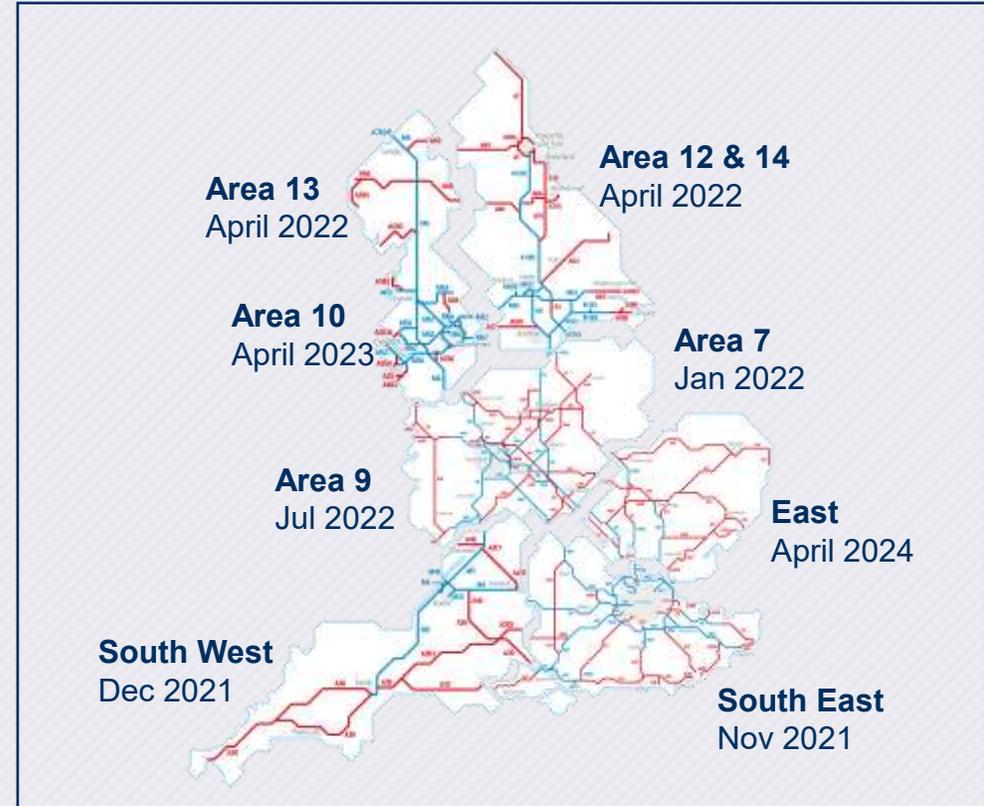
- In 2016, Area 7 was first Area to move to Asset Delivery
- Area 3, 4, 9 & 12 moved to Asset Delivery Model in RIS 2

## Challenges included

-  Embedding TUPE staff (inductions, training, new ways of working, etc.)
-  New offices & depots
-  New fleet & vehicles, including gritters
-  Adopting a single national renewal framework

## Success of AD Transition

-  National delivery has been strong leading to the decision that the next set of contracts are 'sequels' – M&R2 and SDF2
-  Has enabled NH to better understand network need and put together a stronger RIS3 submission.



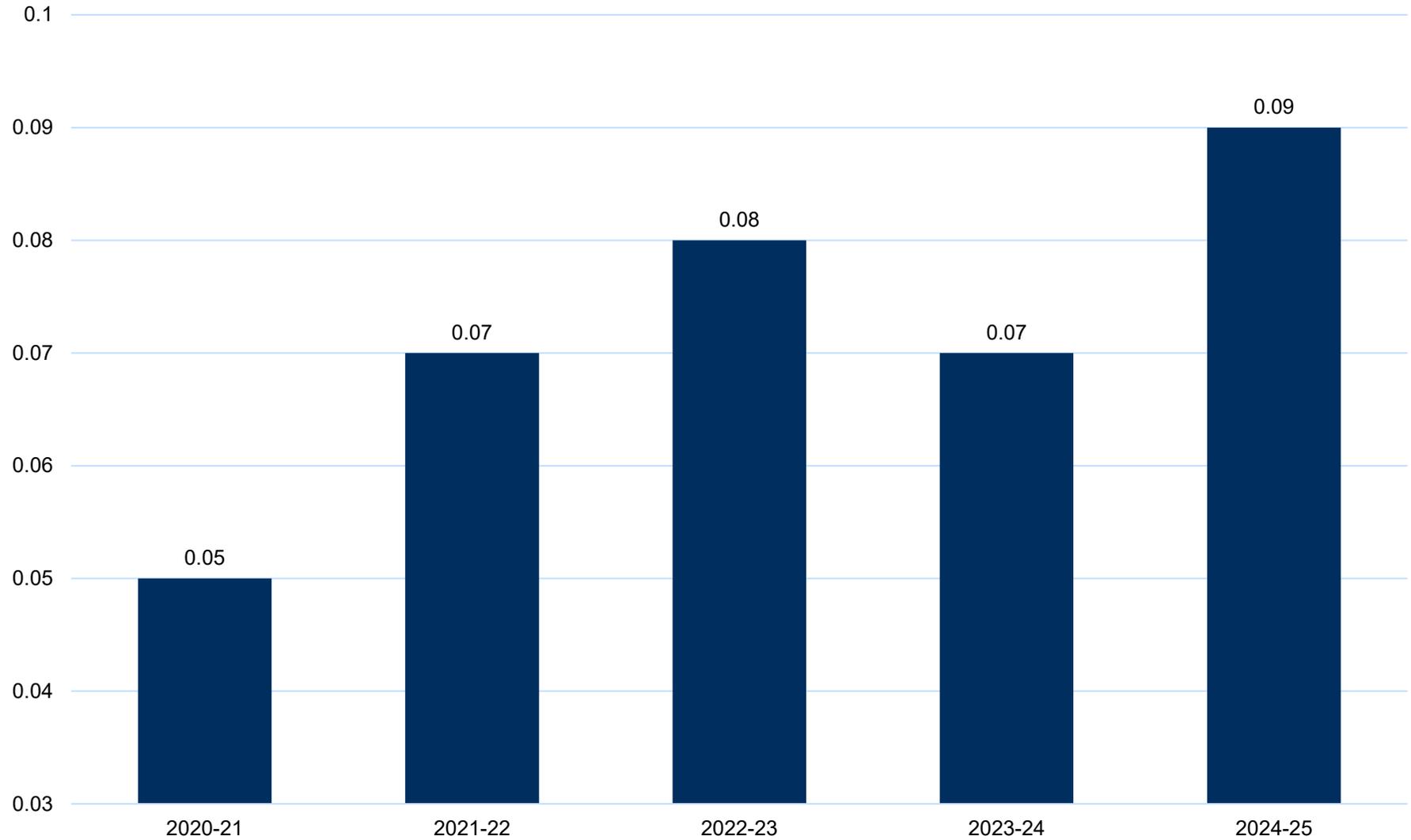
Gradual transition to Operations first National Framework SDF

# PI 1.5b Accident Freq for Supply Chain

1. Collaborative **SCSLG** set up to review and improve accidents
2. **Significant risk** profiling & reduction plans established



Accident Frequency Rate For Supply Chain Staff



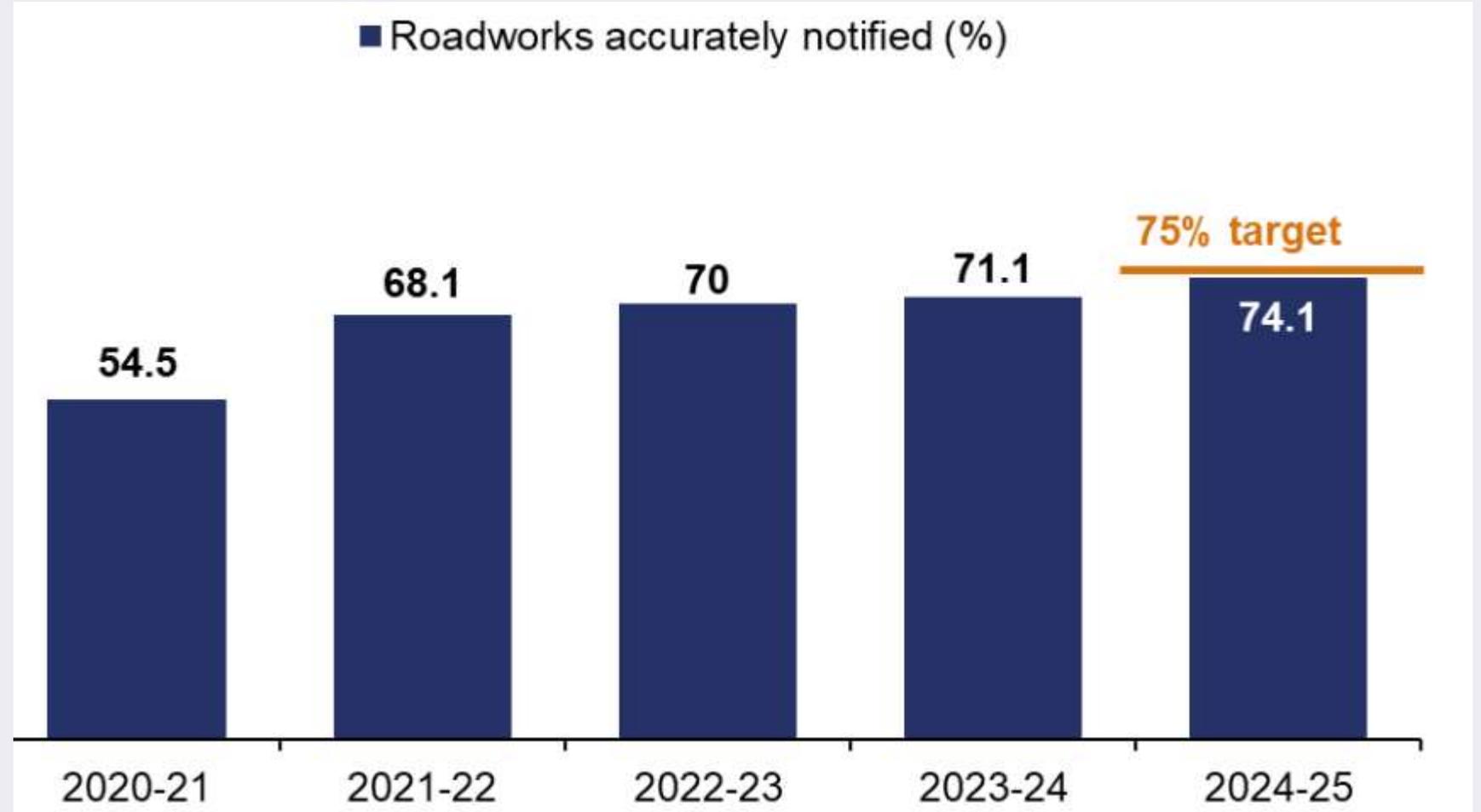
## KPI 5.2 Roadworks Accuracy

1. NH improved performance annually in all regions
2. 4 of 6 regions achieved target in final RIS 2 year
3. More work to do to better understand programme & manage delivery risk

### Travel update

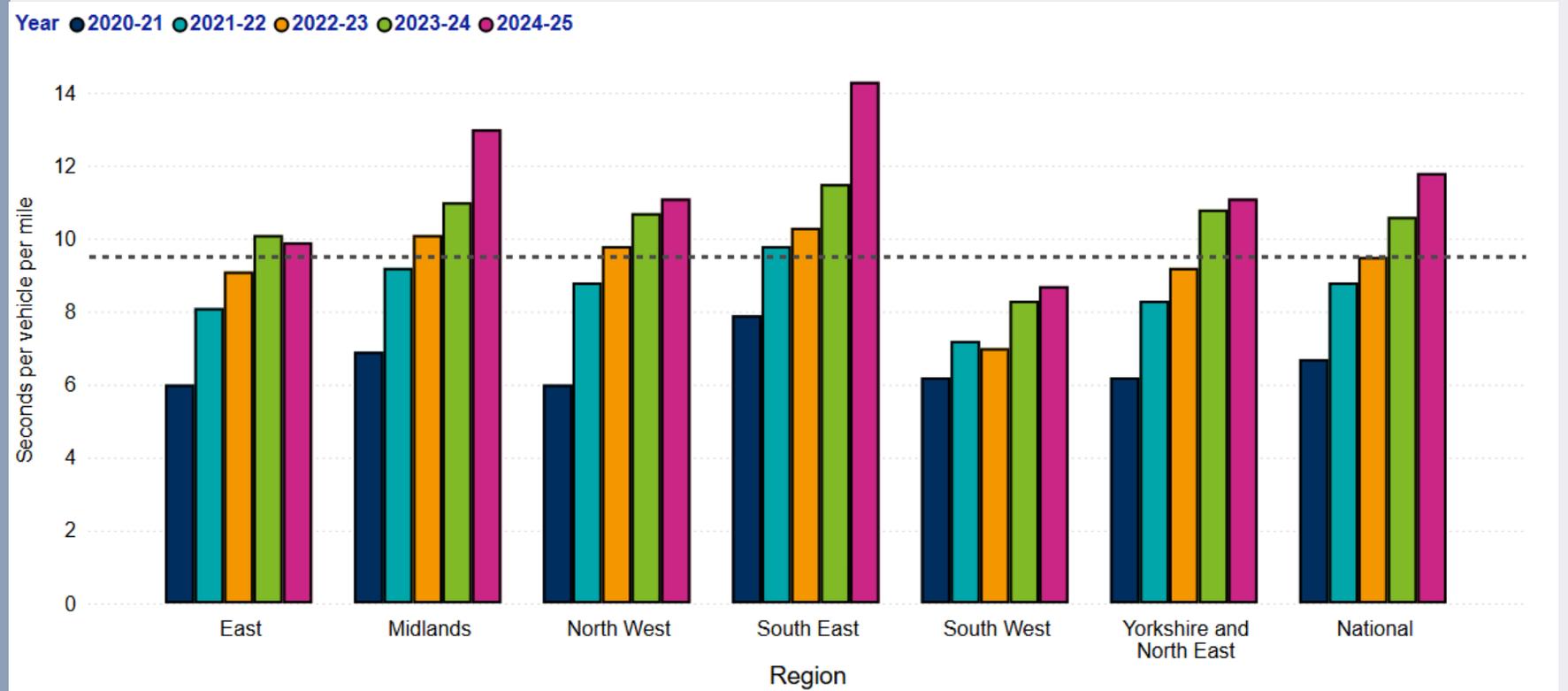
Planned road closure.

Diversion routes in place.



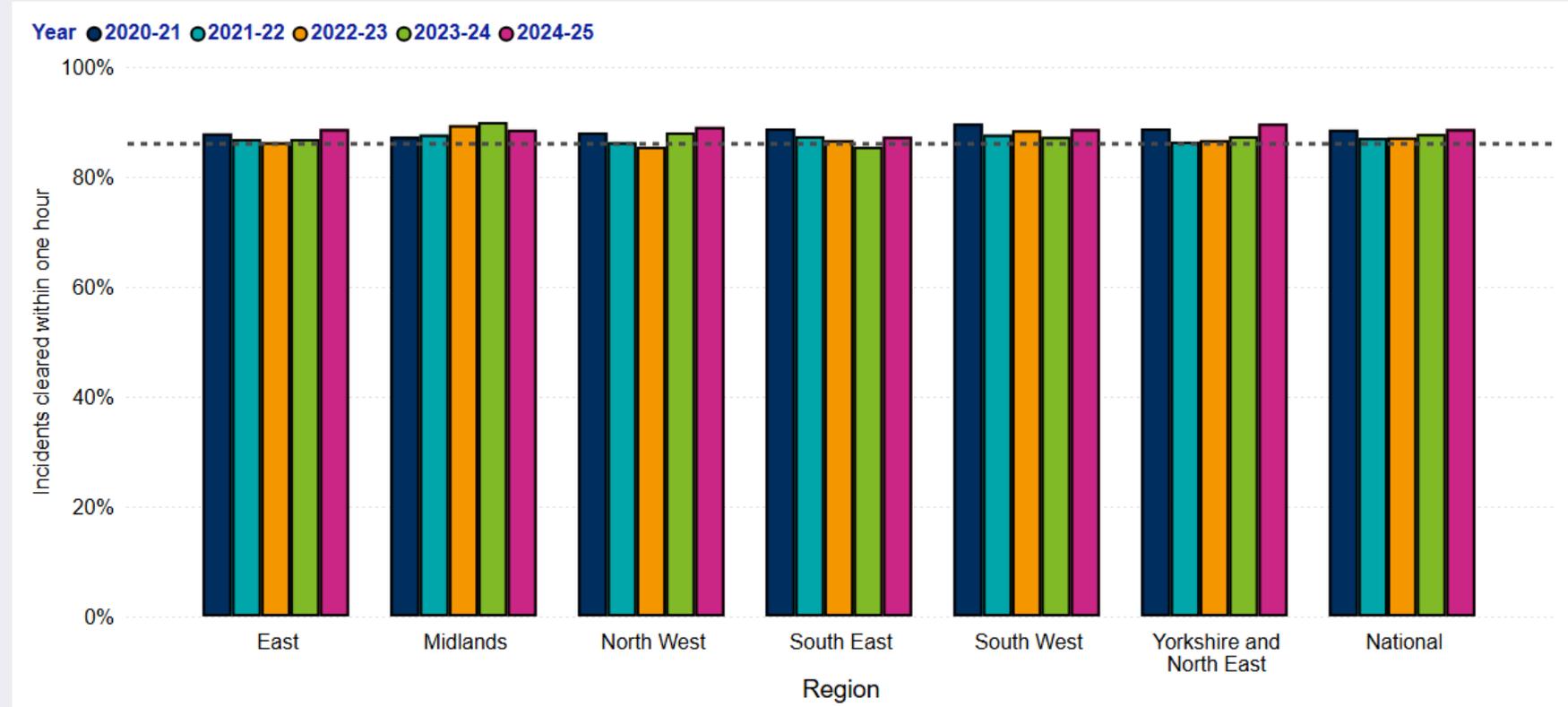
# KPI 2.1 Average Delay

1. National ambition of 9.5s not met by end of RIS 2
2. Covid played a part in early RIS
3. NEAR Programme had large impact in 24/25



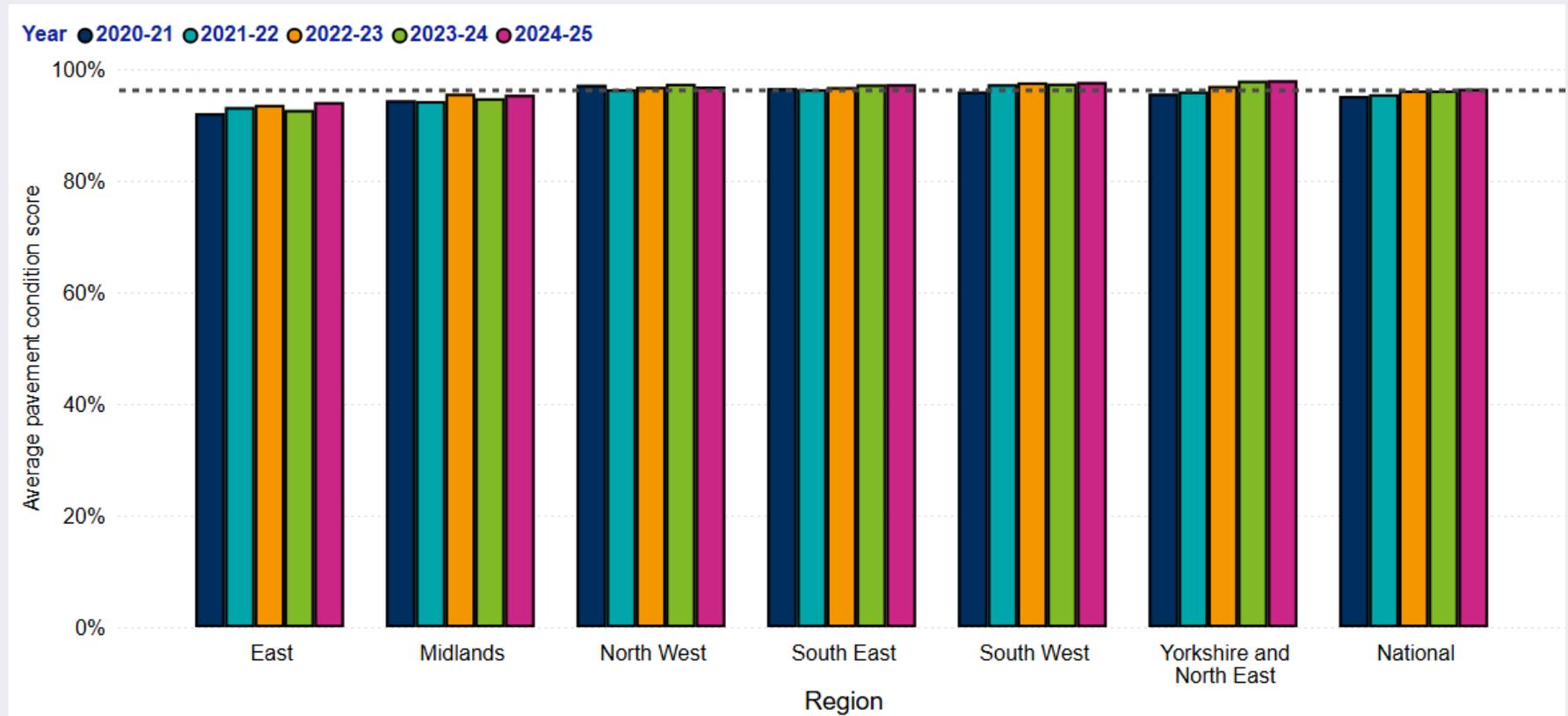
# KPI 2.3 Incident Clearance

- 1. National target of 86%
- 2. NH successfully achieved 88.7% in 24/25
- 3. Consistent performance whilst no. incidents has continuously increased



# KPI 3.1 Pavement Condition

1. Customer's main view of the condition of the network is based on pavement condition i.e. "potholes"
2. Pavement is the networks largest asset type
3. Approx 30% of renewals budget is surfacing works
4. NH has achieved its 96.2% condition



# RIS 2 Entered Renewal of Complex Structures



South East - M2 Parapets Jct 5 to 7 (£7.5m)

## Scope

- Installation of new VRS in-board of the existing parapets
- New surfacing, waterproofing and kerb drainage units
- Replacement of the bridge joints

## Successes / Challenges

- **Bundled** with a separate scheme to inlay surfacing and replace joints on same structures.
- Careful selection of VRS **enabled pedestrian access** to be maintained in addition to controlling wheel loads.

## Supply Chain Collaboration

- Extensive collaboration between the Client, (Jacobs) the Designer and PC (Jacksons)
- Some **design changes were not communicated clearly** with NH resulting in some **rework**.



South West – M5 Bamfurlong (£6m)

## Scope

- Post-tension investigations and concrete repairs.
- Bearing replacement.
- New parapets and VRS
- Reconstructing the ballast and wing walls.
- Deck refurbishment and surfacing.

## Successes / Challenges

- **Full closure** to undertake the works required **extensive stakeholder engagement**, including onsite discussions with the **MP and councillors**
- Total closure could not be safely avoided. PTSI was completed in parallel with the main works to **minimise overall disruption**
- Major **efficiencies**, including reuse of temporary works materials, reducing target price by over £1m and completing works a **month early**
- **National attention**, ITV coverage as part of a feature on managing ageing infrastructure and bridges.

# RIS 2 Entered Renewal of Complex Structures



YNE – A1T Wentbridge Viaduct (£19m)

## Scope

- Post-tension investigations and concrete repairs.
- Opportunity to incorporate drainage works due to contraflow.
- Utilising existing TM enabled delivery of a pier replacement on the adjacent structure (A1T Wentedge Road)

## Successes / Challenges

- Structure was **historic** and hold a **Listed status**.
- Positive stakeholder engagement / feedback which included **MPs**.
- Following removal of the waterproofing, deck condition was **worse than expected**, resulting in an extended programme.
- Coverage from **regional press** raised the profile of the works.

## Supply Chain Collaboration

- Strong collaboration with **Post Tensioned contractor** and TM team.

## Customer Impact

- **Unknown condition** of concrete deck resulted in an **extend programme** which **impacted the customer** for a greater period of time than first advertised.

# RIS 2 Carbon Reduction Work



M20 Junction 5 VRS renewal (~ £1m)



Specialist supplier identified opportunity to try a new material and approach to VRS installation



Use of “green” steel and reduced carbon concrete



Electric & HVO plant used



**42,957kg CO<sub>2</sub> (43t) saved** ≈ 1,724 trees



National LED Programme (~ £35m RIS 2)



5 year LED Programme commenced in 2022



Street lighting contributes to ~ 50% of NH corporate carbon



Delivered 23,000+ LED installs, **reducing 2,175t of carbon**



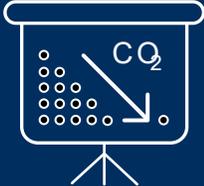
First use of AI to identify all 90,000 street-lighting location and LED status from video footage – saving ~ 2,000 survey shifts



**Positive customer impact**

**What to  
expect from  
RIS 3?**

# Journey continues for reducing carbon



We aim to be **net zero by 2030** for our own operations and by **2040** for road construction and maintenance



By **2050**, all travel on our network will be net zero



# DBFO Handback

- 4 DBFOs expire in March 26
- Another 4 expire in Year 1 of RIS 3
- RIS 3 will see an increase of 10% network length (**approx. 1 small region**)
- Over £70m of renewal works already completed by the DBFOs in preparation for handback
- c. £150m of renewal works still to be delivered, evidenced and accepted
- Will merge into existing BAU with M&Rs ready to look after
- Similar challenges to AD transition:



New facilities being created

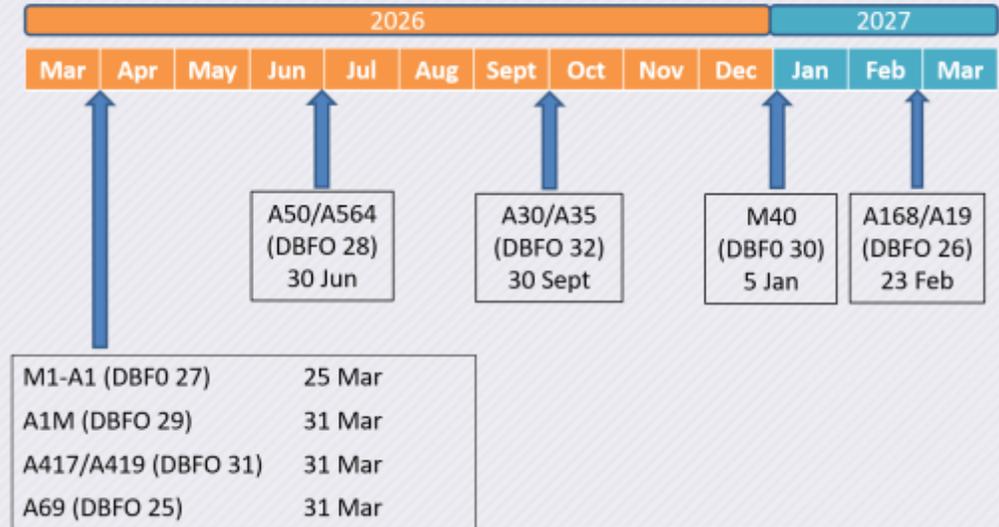


Embedding TUPE staff



Fleet of 50 new gritters and 38 operational vehicles

## End Dates



Region	Lane length (km)	% regional change
YNE	1,013	25%
North West	69	1%
Midlands	604	8%
East	672	16%
South East		0%
South West	555	15%
<b>TOTAL</b>	<b>2,915</b>	<b>10%</b>

# RIS 3 still to be finalised, but we know...

## Business as Usual for Operations

- Maintain & renew network – with some larger and more complex schemes
- New dedicated National Programmes

Programme	Description	Period	Current forecast, £m
Road Safety	Treat and improve routes (VRS, signs, road markings, junc. improvements, speed management, etc.)	2025-2031	275*
Water Quality Outfalls	Validate and mitigate the risk status of NH outfalls and soakaways (assets) and receiving water environment.	2025-2031	127*
Small Schemes	Provide additional road capacity and increase reliability for SRN-reliant sectors, such as freight and logistics.	2025-2031	130*

\*Subject to change

## Performance

Building on the success of RIS 2, NH will continue to improve in areas, including:

- 🕒 Average delay
- ✅ Roadworks accuracy
- ⊕ KSIs

## Delivery Model

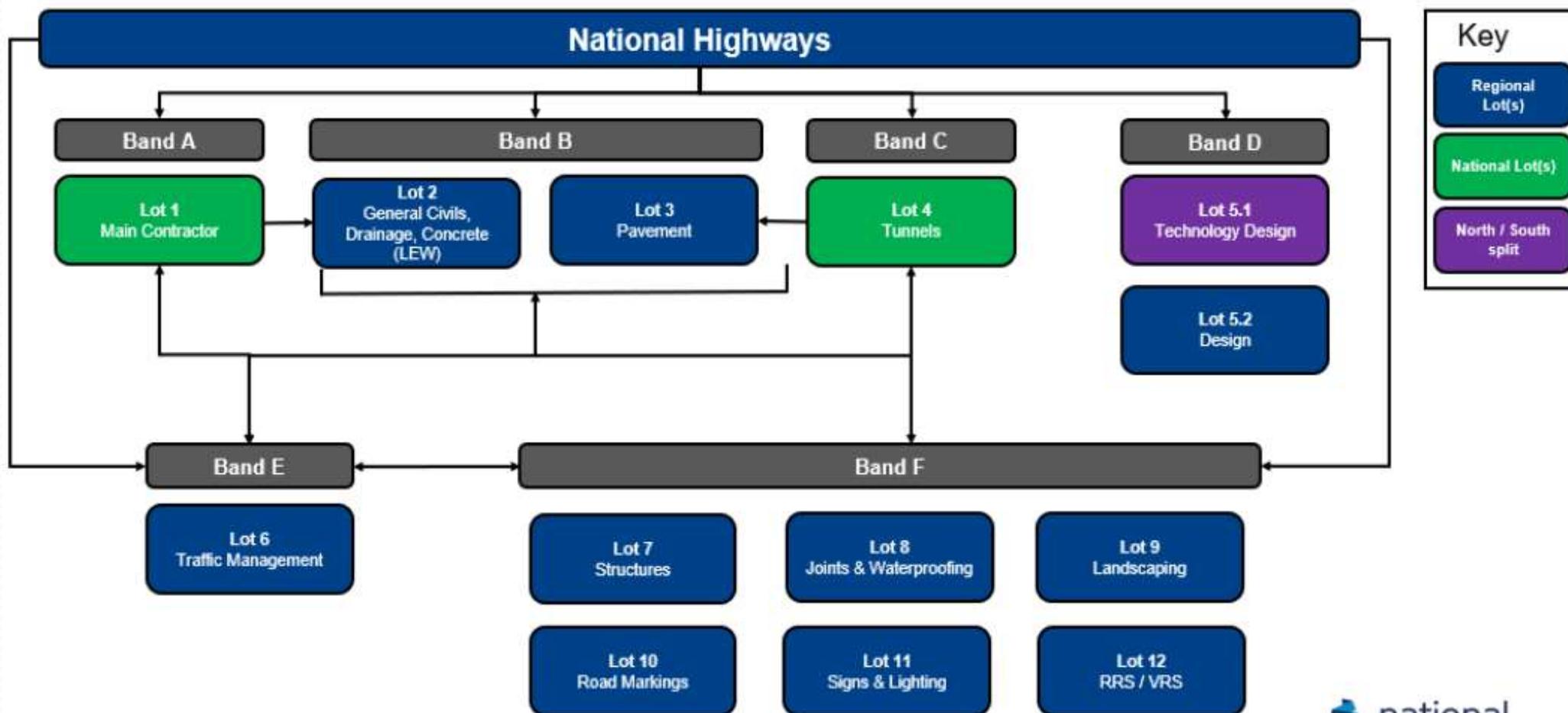
Design of M&R2 is underway with lessons from M&R1 being used to develop the next iteration of the arrangement

# Scheme Delivery Framework 2

Samantha Lowthion

# Scheme Delivery Framework 2

## SDF2 Lotting Model

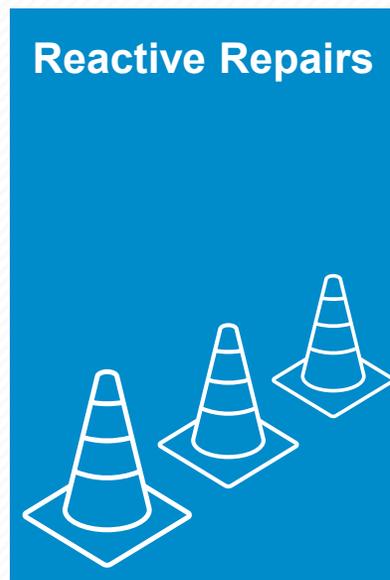


# M&R2

Samantha Lowthion

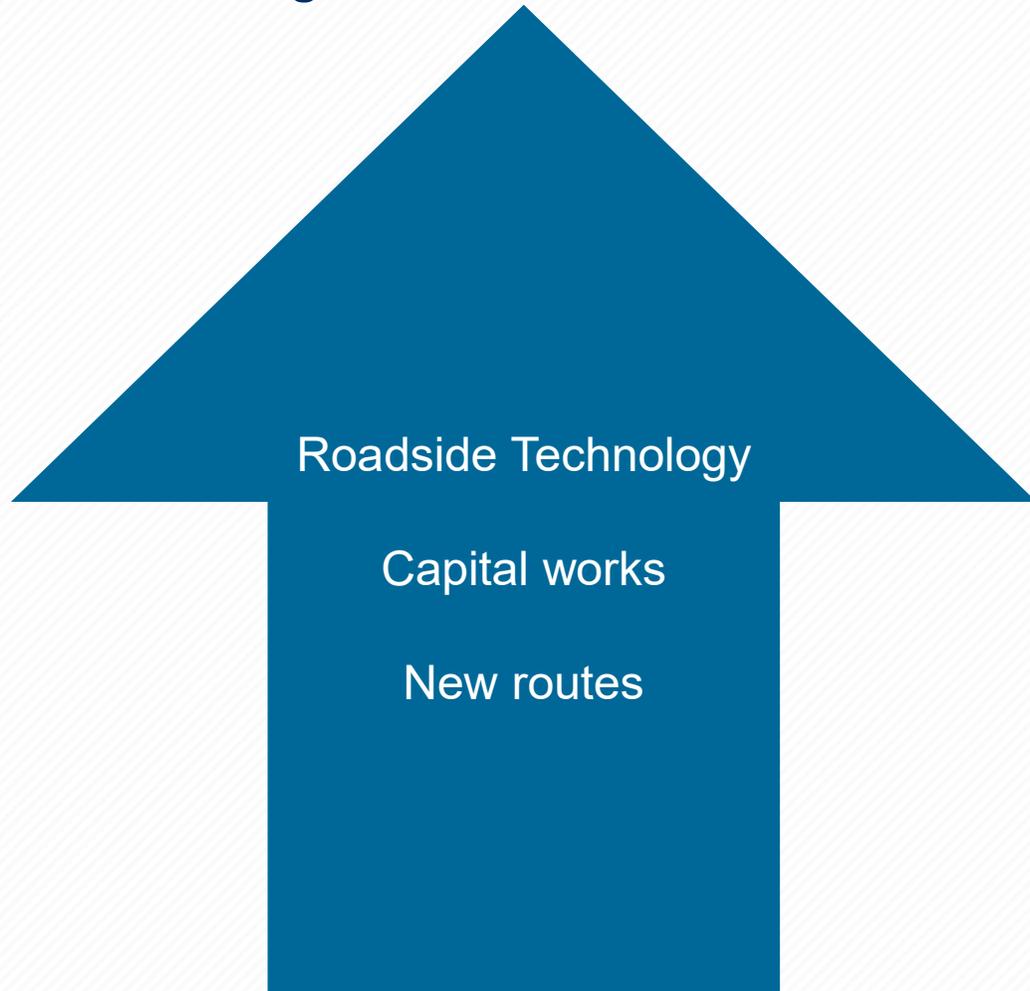
# Maintenance & Response 2

## Core Scope



# Maintenance & Response 2

What is coming in



What is coming out



# Supply Chain Training Programme

Samantha Lowthion &

Lorraine Sweeney

# SDF Supply Chain Training Programme 2026

Date	Topic	Type	Speakers
25 February 11:00-12:00	<b>RIS 3: Building on Success – SDF</b>	Webinar	Sam Lowthion Christine Allen
4 March 11:00-12:00	<b><u>Building our Capability for RIS 3: The Supplier Development System</u></b>	Webinar	Stef Jatak Balfour Beatty, J McCann Octavius, TMO Highways
18 March 10:30-12:30	<b><u>Introduction to Process Improvement across Highways</u></b>	Webinar	Lee Marlow/ BBI Services
30 April 12:00-13:00	<b><u>Social Value and Sustainable Development in Highways</u></b>	Webinar	Donna Howard, Kier
7 May 13:00-14:15	<b><u>Wellbeing and Health</u></b>	Webinar	Lynne Hunt Nicola Patchett / Michelle Harrison
10 June 11:00-12:00	<b><u>Air Quality in Highways</u></b>	Webinar	Daniel Marsh, Imperial College
7 July 12:00-13:00	<b><u>Waste and Resource Efficiency in Highways</u></b>	Webinar	Mark Turner, Supply Chain School
15 September 12:00-13:00	<b><u>Scope Busting: Getting to Grips with Scopes 1, 2 and 3</u></b>	Webinar	Hattie Webb, Supply Chain School

## Instructions

Go to

[www.menti.com](https://www.menti.com)

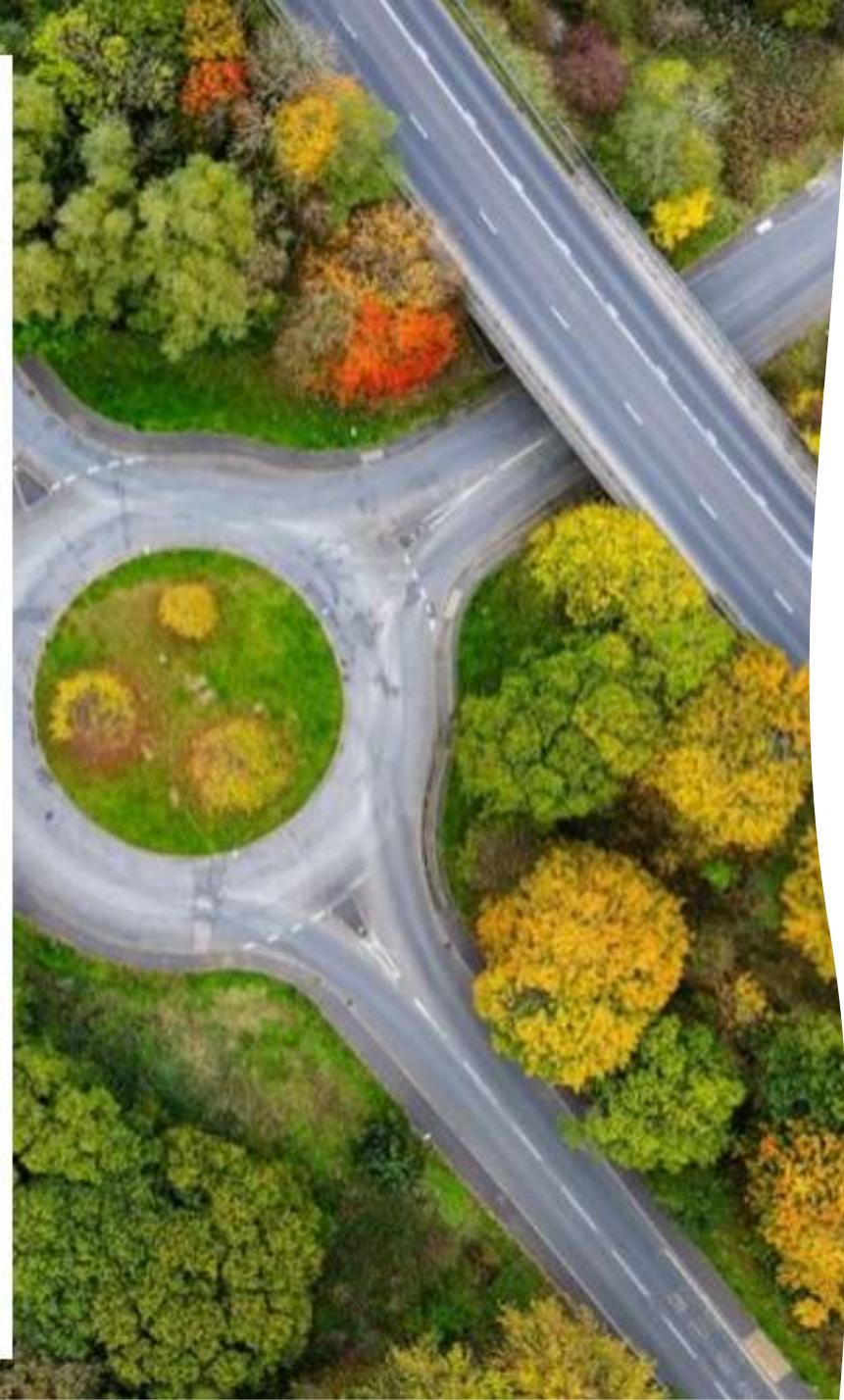
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Or use QR code





# National Highways Supply Chain Development Learning Pathways & Resources

**National Highways Supply Chain Resources**

[KEY Refreshed Supplier Development System](#)

[Contract Awareness](#)

[Model Contracts](#)

[P-AMS \(Pavement Asset Management System\)](#)

[GDMS Learning Modules \(Asset Management\)](#)

[Suite of Previous Highways Webinar Recordings](#)

**National Highways Learning Pathways**

[Increasing Productivity](#)

[Network Occupancy](#)

[An Introduction to Health and Safety](#)

[Quality for Highways](#)

[An Introduction to Modern Slavery](#)

[FIR Pathways Level 1 & 2](#)

[Customer Experience Pathways x 3 – Strategic Procurement, Roadworks & Supplier Customer Maturity](#)

[Core 1 & 2 Pathways](#)

[Sustainability and Net Zero Pathway](#)

SUPPLY CHAIN SUSTAINABILITY

**SCHOL**

# Questions

SUPPLY CHAIN SUSTAINABILITY

**SCHOL**

Please share  
your feedback





# Thank you for your time

For more information, please contact

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