



# National Highways Supplier Development System: Building Capacity ahead of RIS3

SDF Webinar

4 March 2026

# Introductions



Andrew Wilson  
Programmes Manager, Supply Chain School

# Virtual Housekeeping



Cameras Mics are off



However please get involved and **use the chat** as we can then answer questions at the end and during the session.



Slides and recording will be shared afterwards

# Agenda

<b>Introductions</b>	Andrew Wilson
<b>Supplier Development System:</b>	Stef Jastak
<b>Contractor and Supplier Approaches: Balfour Beatty</b>	Debbie Ealden
<b>J McCann</b>	Paula Parsons
<b>Octavius</b>	Nikolaos Sapounas
<b>TMO Highways</b>	Kirsty Shrubsall
<b>Questions and Answers</b>	
<b>Close</b>	

# National Highways

Stef Jastak

**Stefan Jastak**

Supply Chain Development Group Leader

National Highways

4<sup>th</sup> March 2025



**SDS  
(Supply Chain  
Development System)  
One Year On**

# National Highways Supply Chain Development System – Critical Capabilities For High Performance In RIS3

More capable highways suppliers across the whole enterprise delivering better **business KPI performance**



## Supplier Development System

- ✓ Helps suppliers of all sizes align their capabilities with National Highways' performance outcomes
- ✓ Suppliers have demonstrated improved business performance using SDS
- ✓ Created with suppliers, with NH subject matter experts and with NH businesses

Themes	Topic
<b>Good at the basics</b>	Delivering Safely
	Predictable & efficient delivery: time, cost, quality
	Customer centric delivery & operation
<b>Continuous improvement</b>	Environmental sustainability & decarbonisation
	Deployment of Digitalisation
	Modern delivery methods and productivity
<b>Progressive values &amp; behaviours</b>	Action on social value & EDI
	Collaborative enterprise / aligned practices
	Motivating, leading performance, culture & change

# National Highways Supplier Development System – critical capabilities for high

Our Supplier Development System has proved to be very successful in helping suppliers develop their capabilities, achieve significant maturity growth and improve performance on the ground. Our refreshed system provides direction and support to all highway suppliers in building the capability to deliver future performance outcomes. So please register and turbocharge your capability to perform well in our sector!

- **Free easy** access to the development tool
- **Free access** to huge learning & development resources in Supply Chain School to develop skills and capabilities
- **Automatic, tailored development plans** with L&D resources
- Helps signpost suppliers to the right tools for their development
- **Scalable to small companies** with support from NH & contractors



**Supplier Development** capable & engaged highways suppliers delivering better business performance

# Key capabilities to achieve RIS3 / RP3 Value outcomes

More capable highways suppliers  
across the whole enterprise  
delivering better business KPI performance



Improving  
safety for  
all



Providing  
fast and  
reliable  
journeys



A well-  
maintained  
and  
resilient  
network



Achieving  
efficient  
delivery



Meeting the  
needs of all  
users



Delivering  
better  
environmental  
outcomes

## Additional benefits

- **SDS created collaboratively** with leading contractors and with an extended supply chain
- **Major NH contractors** deploy SDS in their supply chains to drive growth
- **SDS users achieved maturity growth** (average 10%) and created new work opportunities
- **Support given to smaller** suppliers to use SDS by NH and leading contractors
- **SDS is simple, easy access** to align your business with NH ambitions
- SDS maximises your capability and helps you meet contract performance requirements
- **Free easy access** to development tool
- **Free access to huge** learning & development resources in Supply Chain School to develop skills and capabilities
- **Automatic, tailored** development plans signposting to L&D resources
- **Scalable to small companies** with support from NH and major contractors
- **Complementary** to SDF, PDF and RDP development programmes



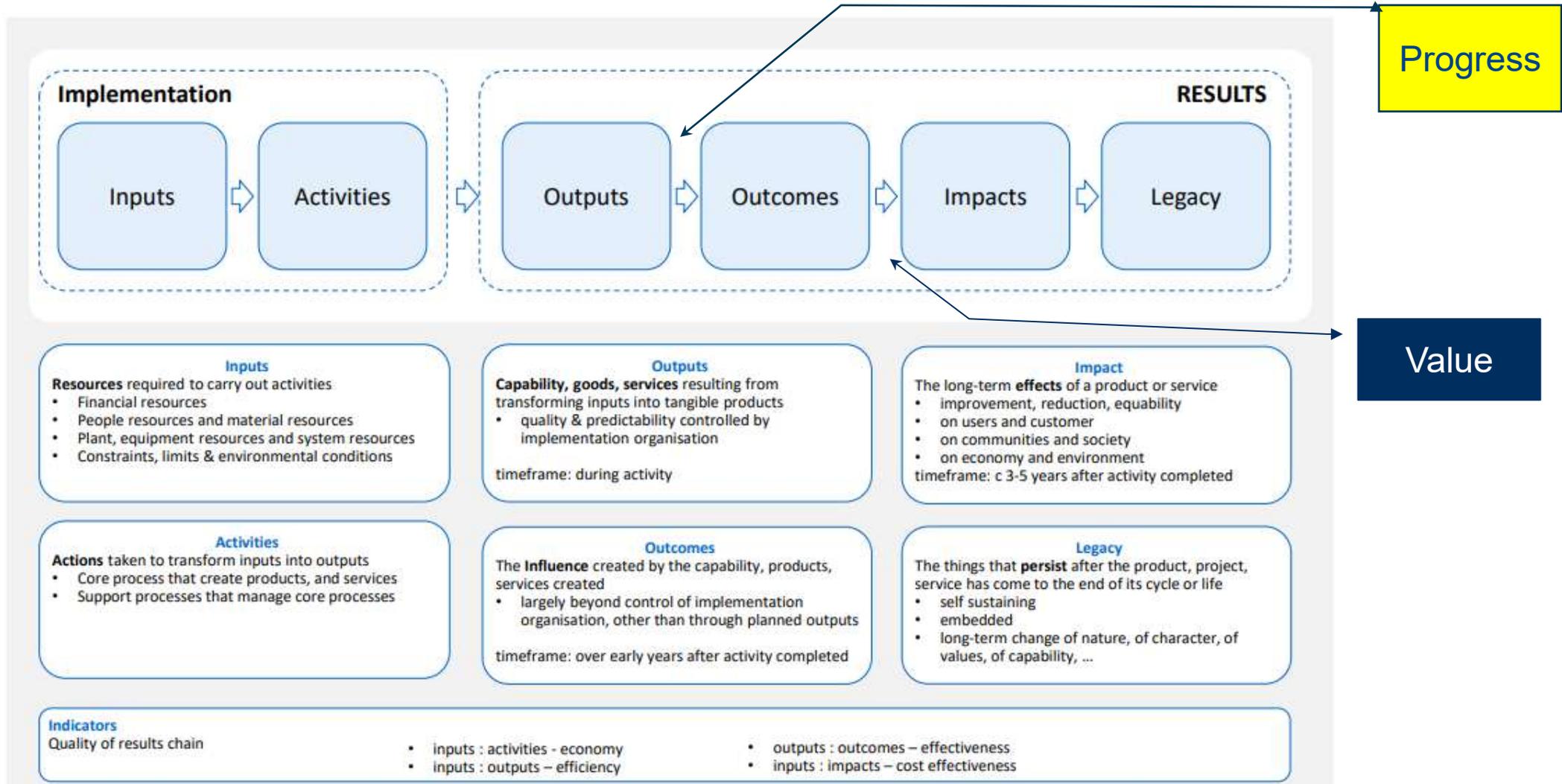
Scan Me

---

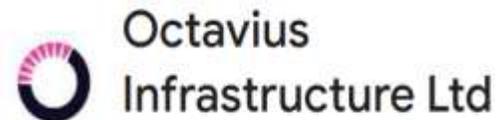
**Supplier Development** capable & engaged highways suppliers delivering better business performance

# Creating Value Outcomes

## Results Logic Model



# SDS – Working with National Highway Supply Chain

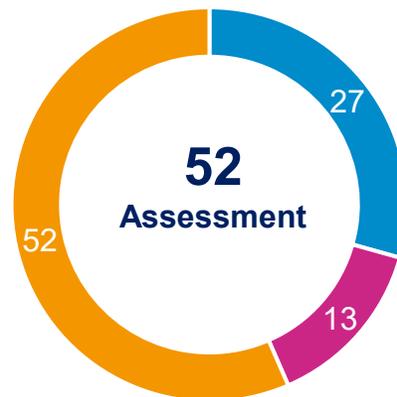


# National Highways SDS Dashboard

SDS Supplier Self-Assessments done to date

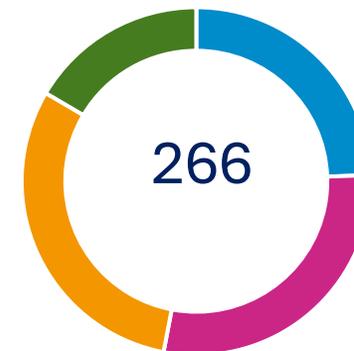


Moderated Suppliers



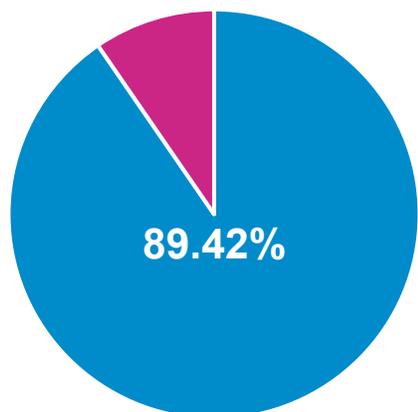
- SDS assessments not planned
- SDS Planned Moderations

Supplier Assessments (for year 2025/26) by Quarter



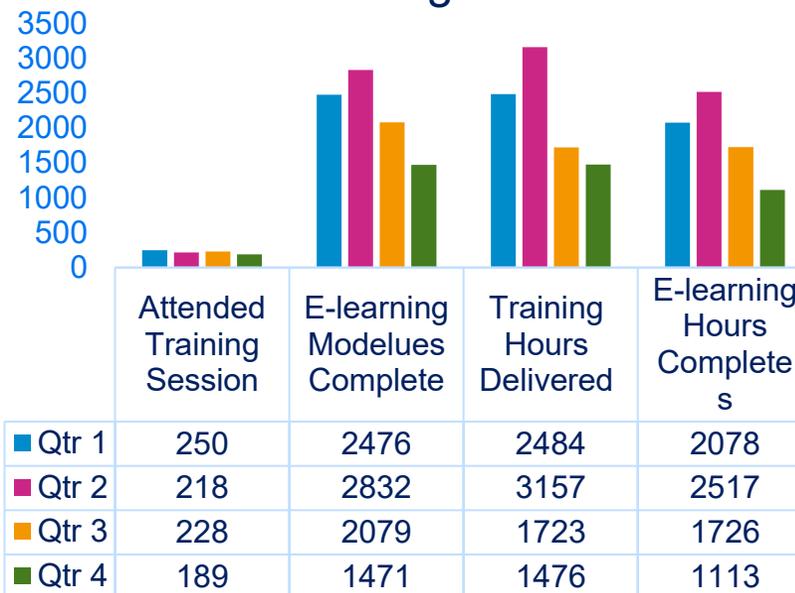
- 1st Qtr - 65
- 2nd Qtr - 76
- 3rd Qtr - 81
- 4th Qtr - 44

Engaged Companies

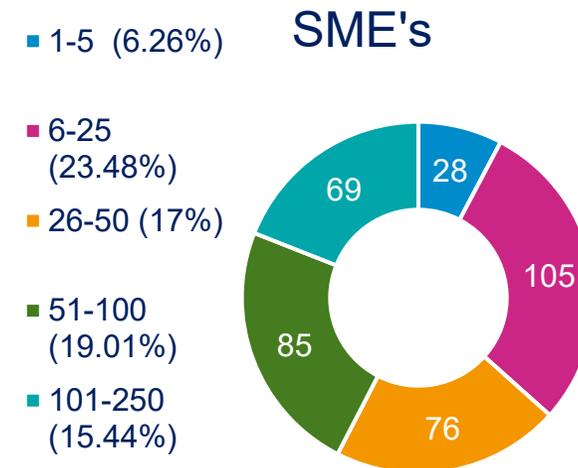


- Active Suppliers 879
- Inactive Suppliers 93

Learning Activities



Out of 448 assessments, 363 assessments (81.21%) have been completed by SME's who are on the School and in Highways sector



# SDS Moderation Data Outputs

## 9 Topics

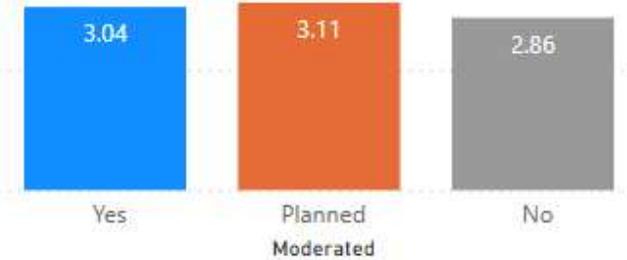
## 27 Subtopics

## All Suppliers - Average Latest SDS Scores

### Average Score by Topic

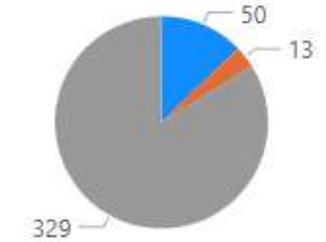
Topic	Average Score
Delivering Safely	3.04
Customer Centric Delivery & Operation	3.11
Action on Social Value & EDI	2.86
Predictable Efficient Delivery: Time, Cost, Quality	
Deployment of Digitalisation	
Collaborative Enterprise/ Aligned Practices	
Motivating Leading Performance, culture & Change	
Modern Delivery Methods & Productivity	
Environmental Sustainability & Decarbonisation	

Sub Topic	Average Score
Effective Leadership	3.04
Capable People with Clear expectations	3.11
Effective Systems and Processes	2.86
Effective Asset Data Value Management	
Customer Understanding & Alignment	
Effective Supply Chain & Logistics Management	
Assured Quality Processes & Proactive Performance ...	
Effective Schedule, Cost & Risk Management	
Community engagement & Partnerships	
Open communications and effective Stakeholder Ma...	
Aligned Leadership Behaviours & effective Managem...	
Commitment to D&I	
Workforce Attraction, Recruitment, Skills & Compete...	
Secure & robust Cyber Security	
Workforce Practices	
Aligned Vision & Strategy	
Value Streams Understood & Managed well	
Production Mindset embedded	
Engaged & Empowered Employees with an ethos of l...	
Integrated Project Delivery & Collaborative Contracti...	
Tackling Enviromental Impacts on Communities	
Embedded Lean Thinking & Waste Eradication	
Net Zero Carbon achieved	
Effective use of Digital in Construction including Inte...	
Appropriate use of Prefabrication and Modular Const...	
Creative use of Smart Materials, Technology & Auto...	
Restoring Nature	



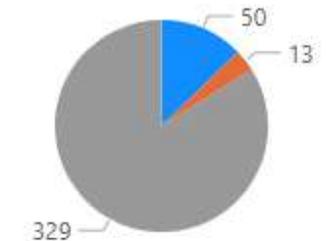
### All Suppliers

Moderated ● Yes ● Planned ● No



### Selected Suppliers

Moderated ● Yes ● Planned ● No



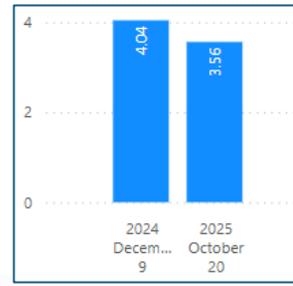
# Balfour Beatty

Debbie Ealden

# Internal Deployment at Balfour Beatty

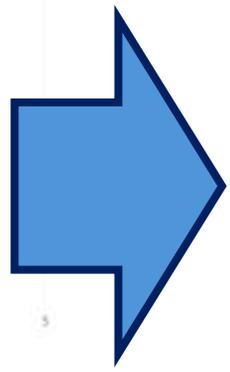


Balfour Beatty is deploying the SDS and performance internally to improve its own capabilities



# Balfour Beatty

Balfour Beatty is increasing Business Performance through the SDS capability build



# Extremal Deployment at Balfour Beatty



18 Supplier In Balfour Beatty Supply Chain Are Improving Capabilities To Improve Their Performance That Is Aligned To RIS3 Objectives - 3.26 average SDS score from Balfour Beatty Supply Chain

Balfour Beatty is collaborating with direct suppliers on the SDS in the Highways sector to enhance supplier relationships.

Balfour Beatty has attained Gold status in the Supply Chain School, improving capability through assessments and development.

## Deploying the SDS into the Balfour Beatty Edge Academy

Balfour Beatty, in partnership with the Supply Chain Sustainability School, has launched EDGE Academy—a free learning program designed to provide our supply chain partners with essential skills and tools for success. EDGE Academy offers practical resources, interactive tools, and e-learning modules to help suppliers:- Increase access to opportunities in the construction industry.- Build resilience and drive business growth.- Promote diversity and improve work quality. By investing in skills and knowledge, we support our supply chain partners' success and ensure exceptional outcomes for our customers and communities.

**J McCann**

Paula Parsons



# **National Highways Supplier Development System**



# Embedding the National Highways Supplier Development System

- ✓ A maturity-based approach to benchmarking, reflection and structured action planning
- ✓ Driving
  - ✓ Consistency
  - ✓ Collaboration
  - ✓ Continuous Improvement



# Why we Chose SDS

- **May 2025**, we held an SLT SWOT analysis workshop to identify what we did well and where the business saw improvements needed to be made.
- Analysing the elements of the SWOT it allowed us to develop a strategy to capitalise on our strengths and opportunities while addressing weaknesses and threats.
- Action plan developed with owners
- Regular progress meetings



# Why we Chose SDS

- July 2025 – Reviewed the SDS
- Found the categories within the SDS reflected the business improvements identified as part of the SWOT analysis
- Carried out benchmarking exercise with the heads of each department - open and honest reflection of where the business was performing
- The system reflected an independent, structure and credible way to assess our maturity – providing a common language for supply-chain
- Aligns to our values
- Provides a structured framework which would help us prioritise and focus efforts

## National Highways Supplier Development System

Our new **Supplier Development System** (launched November 2024) will prepare the supply chain for effective delivery of the third Road Investment Strategy (RIS3). We have worked with a range of key delivery partners and major contractors to develop a new capability assessment which is available free of charge to any company in the wider highways supply chain.

The Supplier Development System (SDS) consists of a capability assessment and action plan for organisations to benchmark and build competencies across a range of priority issues. We invite all suppliers and sub-contractors in the wider highways supply chain to use this important tool to develop their business.

The SDS is not linked to any procurement decision-making process. Its intention is to build an understanding of National Highways imperatives and how the supply chain can best align to these.

We are committed to achieving several key outcomes through the next Roads Investment Period (RIP):

- ✓ Improving safety for all
- ✓ Providing fast and reliable journeys
- ✓ A well-maintained and resilient network
- ✓ Achieving efficient delivery
- ✓ Meeting the needs of all users
- ✓ Delivering better environmental outcomes

### Outcomes we want to achieve



To support these, the SDS builds awareness and capacity at a business wide level in a range of disciplines, grouped into a 3-tiered approach to organisational development.

Good at the basics	Delivering safety
	Predictable & efficient delivery: time, cost, quality
Continuous improvement	Customer centric delivery & operation
	Environmental sustainability & decarbonisation
Progressive values and behaviours	Deployment of digitalisation
	Modern delivery methods and productivity
	Action on social value & EDI
	Collaborative enterprise / aligned practices
	Motivating leading performance, culture & change

The assessment has a range of competency subjects, each one scored from maturity levels 1 to 5.

The competency subjects are arranged under different main themes, using three tiers as shown in the table. Use the help function (?) to show full competency descriptions. Each of the questions has a N/A option, so companies can skip any that do not apply to their business.

On completion, submit your answers to generate a bespoke Action Plan for your business, designed to focus attention on any areas for improvement.

The Action Plan contains recommended resources to take your business to the next level. Actions can be allocated to colleagues if required.

Companies can Re-Assess after the Action Plan has been finished.

Owner or Admin level access to a company account is required to view / complete a company level assessment. For larger companies we recommend the assessment is completed by a team of colleagues representing different functions within your business.

# Our assessment Approach: Score 2.33



- We reviewed each SDS element collaboratively
  - Cross-functional reflection – not in isolation
- Scored the maturity honestly and consistently
- Discussed evidence gaps and live examples
  - Rich discussion that surfaced blind spots
- Challenged assumptions and avoided optimistic scoring
  - A maturity baseline everyone agreed on
- Created a shared understanding of “where we really are”
  - Immediate clarity on priority areas



● YOUR SCORE

● SECTOR AVERAGE

# Benchmarking Output – Turning Into Action

## OUTPUT

- Baseline maturity score across all 27 SDS elements
  - Production of a heat map showing our strengths and gaps
- A benchmark against industry expectations
- A clear narrative of our current position

## ACTION

- A specific action plan created across each of the 27 elements
  - A named plan owner
  - Timescales and milestones
  - Evidence requirements
- Links to the initial SWOT and business objectives
- Ensuring the SDS assessment translates into real, measurable improvement

# Benchmarking Output – Turning Into Action



Theme	Leadership
Owner	Carl Lancaster

## Topic

Effective leadership

## Targets

**Move from 3 to 4**  
 Leaders in the organisation: integrate safety into all aspects of project planning and execution;  
 Empower workers to stop work if they feel unsafe;  
 lead by example to demonstrate safe behaviours;  
 foster an open culture where safety discussions are welcome;  
 investigate root causes of incidents and put in place organisational changes to improve workforce conditions.

Action	Action Description	Action Owner	Due Date	Status	Notes/Comments
1	SLT to complete Excellence in Safety Leadership Training in next 3 months	CL	End of December	Completed	CL to engage with SLT with view to attending 2 day NEBOSH course (Safety Excellence) HASTAM online course
2	Promote TBT on refusal to work policy OP29. Check that importance of OP029 is included in McCann induction.	BF / JS	End of October	Not Started	CL to send
3	SLT engagement tours completed as per WISHES. SLT engagement tours monitored and trends/themes analysed by SLT	SLT	Stand Down WC 30/09/2025	In Progress	Short Term
4	Put together a 2026 SLT engagement plan and issue	BF	SLT Meeting - 23rd Oct	In Progress	New form c
5	SLT engagement during Safety Standdown - Create plan/programme of SLT support for safety standdown	CL	9/11/2025	Completed	
6	Set observation card targets of hours worked per site e.g. 1 card per 200 hours worked or 1 card per opp per month.	CL	28/1/26	In Progress	Targets to t
7	Proposal from HSEQW team on how to monitor and trend observation cards	JS	28/1/26	In Progress	Proposal to solutions ic
8	Analyse observation card trends and document actions in SLT meetings - data	SLT	Q1 2026	In Progress	Meeting he

Theme	Efficiency and Effectiveness
Owner	Paul Grocock

## Topic

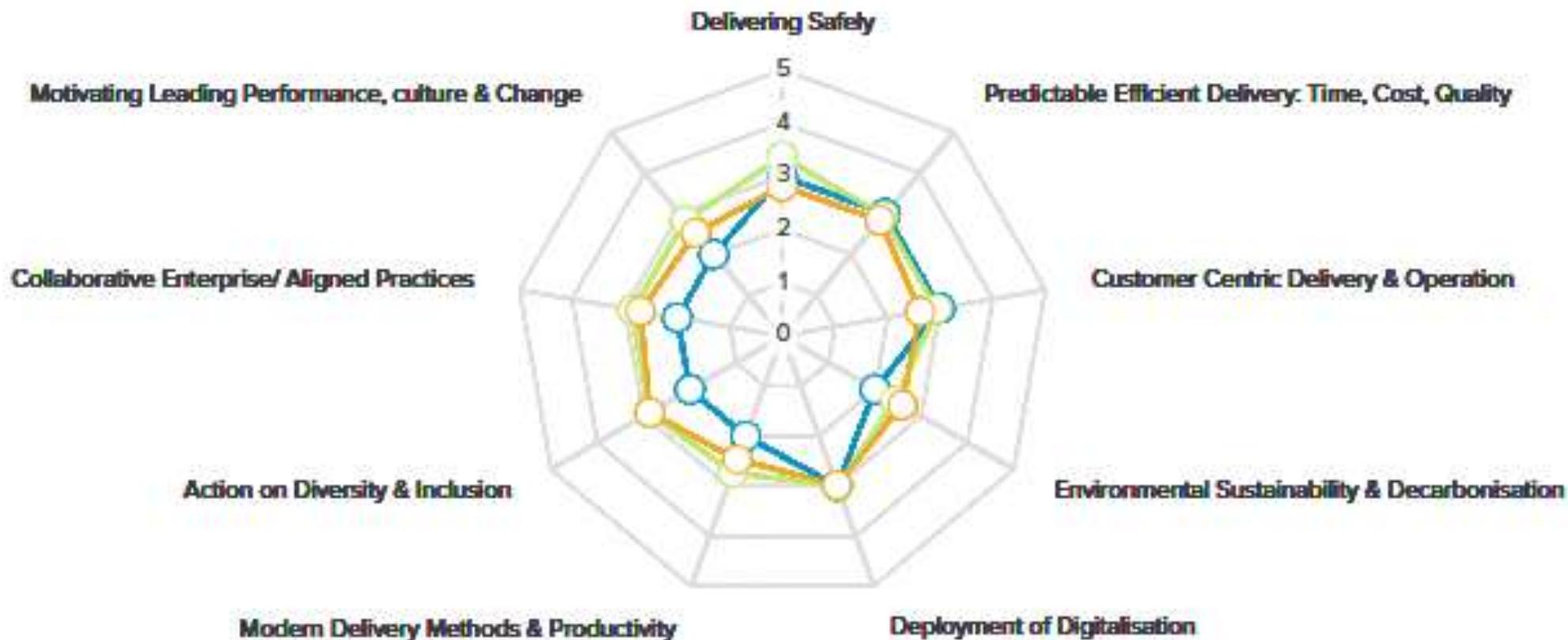
Assured Quality Processes & Proactive Performance

## Targets

**Move from 3 to 4**  
 Quality processes are quantitatively managed with a focus on metrics and data.  
 Advanced quality management systems are in place with real-time monitoring and control mechanisms. (1)  
 Performance metrics are used to predict and mitigate quality issues, with advanced data analytics and performance management tools being used.  
 Performance metrics are integrated into strategic planning and daily operations.  
 Proactive measures are regularly implemented based on predictive analytics. (2)  
 Continuous improvement practices have a focus on optimisation. (3)  
 Performance management is aligned with industry best practices. (4) (5)

Action	Action Description	Action Owner	Due Date	Status	Notes/Comments
1	Explore opportunities in MIMS development that could produce realtime monitoring of site production data	Paul Grocock		Completed	Observation card and FN12 reporting could be further integrated. Prepopulate (improved) checklists (TIDP) track installation and records daily. Handover records track from start to finish - Client via web portal.
2	Review available data analytic and performance tools and there application to McCanns work streams	Paul Grocock		Completed	? Check with Clive
3	Capture Lessons learned to capture continous improvement practices to optimise for future contracts	Paul Grocock		In Progress	Process to be developed, DCR-031
4	Identify what is industry best practice and what could work for McCann Business.	Paul Grocock		In Progress	? - National Highways, GIRI and Quality Programme
5	Find NH/construction groups/people that represent best quality practice and identify best practice	Paul Grocock			reviewed NH website on supplier development and best practice

# SDS Benchmarking: Score 2.79



● SCHOOL AVERAGE

● YOUR SCORE

● SECTOR AVERAGE

# Benefits of Using Supplier Development System



**Clear, shared  
understanding of  
our maturity**

**Better alignment  
across all  
departments**

**Focused  
improvement  
activity**

**Stronger  
governance and  
accountability**

# What's Next for McCann



**Quarterly  
progress  
reviews**

**Annual  
reassessment  
using SDS**

**Engagement  
workshops**

**Share  
learning  
across our  
organisations  
and our  
supply-chain**

**Continuous  
improvement  
embedded  
into BAU**

A long-exposure photograph of a city street at night. The image shows a road with white lane markings and a metal guardrail on the left. In the background, there are streetlights and a large interchange with multiple lanes. The most prominent feature is the light trails from moving vehicles, which appear as vibrant streaks of white, blue, and red light, creating a sense of motion and energy. The overall scene is dark, with the primary light sources being the streetlights and the vehicle lights.

**THANK YOU**

**Octavius**

Nikolaos Sapounas



# NH Supplier Development System





## Internally

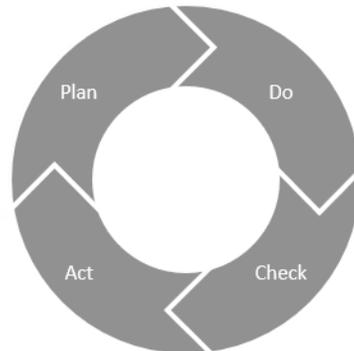
National Highways  
 Your Score 3.56  
 Baseline 4.21  
 2025-08-6



Learning Pathway Completion/Opportunity Identification

Improvement Plan

Re-assessment (to be completed in Q2 2026)



## Supply Chain

### Focus

- Building Capacity:
  - 1) Current SDF1/Future SDF2 Supply Chain with strong focus on SMEs
  - 2) A46 Walsgrave Supply Chain
  - 3) Partner Supply Chain
  - 4) Other communities' suppliers
  - 5) Other
- Collaboration with other SDS Partners (i.e. Sisk)

### Implementation & Support

- Moderation – 7 Supply Chain Members (2 completed / 3 in progress / 2 unplanned)
- Actions Support Delivery

# TMO Highways

Kirsty Shrubbsall

**TMO Highways**

The logo graphic consists of three horizontal lines in green, orange, and red, which curve upwards at the right end.

# SDS - National Highways

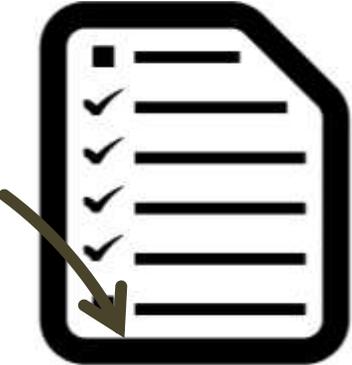
- ▶ Opportunity
- ▶ Growth
- ▶ Help and Guidance
- ▶ Clients & TMO Goals

## Insights & Outputs



Output

Assessment



Feedback



Support



# Next Steps for the SDS (Supplier Development System)

- If you haven't completed the SDS, do a self-assessment for your business to receive a free maturity assessment and development aligned with National Highways objectives in RIS3/RP3.
- If you have done an SDS assessment, let me know how it has helped your business through a case study.
- If you did an SDS assessment, it may be time to reassess to see where you have improved, but also to identify new target areas for your business.
- The SDS will be around for the next five years, so plan your business development focus on a few topics at a time and build your maturity to your business improvement plans.

SUPPLY CHAIN SUSTAINABILITY

**SCHOL**

# Questions

SUPPLY CHAIN SUSTAINABILITY

**SCHOL**

Please share  
your feedback

04/03/2026 - National Highways  
Supplier Development System:  
Update and Onboard - Webinar





# Thank you for your time

For more information, please contact

Andrew Wilson

Programmes Manager

E: [andrew.wilson@supplychainschool.co.uk](mailto:andrew.wilson@supplychainschool.co.uk)

Lorraine Sweeney

Project Manager

E: [loraine@supplychainschool.co.uk](mailto:loraine@supplychainschool.co.uk)