

Supplier recognition awards 2016

Highlighting the important contributions made by suppliers to Highways England's strategic road network



ENTER

Recognising world-class performance

Introduction



Together we are delivering the £15 billion of government investment in England's strategic road network as outlined in the Road Investment Strategy (RIS1 - 2015 to 2020).

We are establishing a reputation for delivery and recognise that we can only achieve this through the organisations in our supply chain.

Two years on from becoming Highways England we have completed 12 major schemes, started a further 19, and added an additional 120 lane miles of capacity to some of our busiest roads.

It was hugely gratifying that we had 130 entries for this year's Supplier Recognition Awards. I was also pleased to be there, with you, to recognise achievements and the initiatives that have helped us meet our targets over the last year.

Safety is our number one imperative and we believe no one should be harmed when travelling or working on our road network. We have seen a considerable improvement in safety within our Traffic Officer Service and our supply chain's safety record had improved substantially over the last 2 years. This was reflected at the awards by some of the excellent work and good practice presented in the nominations.

We continue to investigate options to improve the benefits from the road improvements and reduce the costs of delivery of schemes that are planned for the current RIS period and will do the same for RIS2 – our next 5 year funding period between 2020 and 2025. There are over 50,000 people working in the highways industry and more will be needed to deliver the increased level of Government investment.

The certainty of 5 year funding through the RIS gives both us and our supply chain the confidence to invest in the workforce. Sizeable investment in infrastructure is key to the future success and economic prosperity of the country. Our work is important.

We are committed to developing our workforce to meet the recruitment challenge by encouraging greater diversity and inclusion and by creating a work environment that ensures we can recruit and retain the best talent.

It was particularly encouraging to hear about some of the work already being done to make the sector more attractive to new entrants through submissions for the 'Building Capacity and Capability' award.

Thanks to all of you who were nominated for awards and for your continued support in helping us to meet our customers needs.



All-time high for Highways England's supplier awards

Foreword

Highways England has announced the winners of its Supplier Recognition Scheme...



David Poole, Executive Director of Commercial & Procurement said:

“XXXX”

Safety, health and wellbeing

Awarded to suppliers that show industry leading commitment to improving organisational, workforce and road user health and safety



Andrew Sharp, David Allison,
Stuart Archer and Clive Leadbetter



David Shaw



Richard Jones, Stef Wilson and
Lucy Hingley



Aidan Clarke

WINNER: **A-One+**, Postpullers
UK Ltd



WINNER: **HW Martin (Traffic
Management) Ltd**



HIGHLY COMMENDED:
Manchester smart motorways



HIGHLY COMMENDED: **Carnell
Support Services Ltd**



Barrier Master

This innovative solution (Barrier Master) provides a very effective and efficient method of extracting embedded posts which has also reduced the risks faced by the workforce. This innovation has made a significant contribution to improving the operational and safety performance of VRS post removal. The operation can now be undertaken by one operative whereas before 2 or 3 were required. This innovation has eliminated the need to use cranes, chains and clamps, which are designed for lifting not pulling, to remove posts, reducing the likelihood of injury to workers. This eliminates all manual handling. It is estimated that Barrier Master is at least 5 times quicker than the method traditionally used.

Early embedment of raising the Bar 27 principles

This supplier has been a leader in driving improvements to develop effective risk minimisation and management processes in relation to preventing traffic management incursions. They were heavily involved in developing the gated airlock system which is used on Highways England contracts today. They have played a key role in driving forward the Traffic management Incursions Working Group and have been responsible for producing Raising the Bar 27 'Managing Traffic Management Incursions'. The standard of this document is of a very high standard. All technological solutions have been considered and the latest thinking has been introduced in innovative techniques to reduce incursions within the guidance.

Every employee matters

This scheme employs a full-time Occupational Health Nurse on a highways project to implement a unique health programme tailored to each individual working on the scheme. The entry demonstrated an excellent approach to understanding risk areas and delivering comprehensive activities through direct engagement with staff using questionnaires, observation cards and private drop-in sessions. There is clear evidence of using staff feedback to develop the health and wellbeing offering with diet, stress and smoking initiatives all resulting from identification in the site-wide survey. Other initiatives included: regular Health & Wellbeing podcasts, quality air testing, stress awareness seminars, dust awareness campaign and stop smoking clinics.

SMARTcam

SMART-cam is a legally enforceable video recording system for deterring errant drivers in roadworks – arguably the biggest threat to road worker safety, nationally. Elimination of deliberate vehicle interventions in to our road closures by members of the public and elimination of speeding site traffic past our workers within a traffic management closure. The work-force feels that they safer when working in traffic management protected by SMART-cam technology. Three months of office and site based research and development resulted in the high spec SMART-cam vehicle which is equipped with the type of British made camera technology currently used by many police forces. SMART-cam was first deployed in September 2014 and over the remaining 3 months of the year found a 50% reduction in the type of incident targeted.

Managing down cost

Awarded to suppliers that have demonstrated significant achievement by delivering Highways England contracts in smarter, more efficient ways



Andrew Sharp, Oliver Dunderdale and Clive Leadbetter



WINNER: **A-One+**, Urbis Schreder Ltd



Sculp LED gantry lighting

This scheme has evidenced significant cost savings on standard renewal schemes of a similar nature – reducing whole life costs by almost £1 million, energy consumption by 70% and carbon reductions of 40 tonnes per year. It has also enhanced customer information provision on the road network and has implemented an innovative design to significantly enhance road worker safety by removing the need for lane closures and working from height when making repairs.

By taking an existing product used typically in architectural ornamental lighting, A-one+ adapted the technology to meet Highways England specifications and installed this successfully on 24 gantries in Yorkshire. The new lighting provides improved visibility for customers at night. The unique advantage of these LED SCULPline units is that the control gear is external to the fitting, installed in a cabinet at the gantry leg, meaning future maintenance works can be carried out from the hard shoulder at ground level.



Aidan Clarke



HIGHLY COMMENDED: **Carnell Support Services Ltd**



Smarter drainage asset management

Carnell rose to the challenge of identifying quick and low cost solutions to assess drainage condition to support a new approach to long term asset management. Lean techniques identified waste and developments included a bespoke survey vehicle replacing the four vehicles needed previously.

This innovative, cost effective solution to drainage asset management is delivering benefits through reducing cost and time as well as reducing disruption and road worker exposure to live traffic.

Capturing accurate drainage asset condition at an affordable cost informs Highways England's long term asset management plan and leads to timely interventions that give reduced whole life costs, less flooding and ultimately a safer network.

Supply chain management

Awarded to suppliers that demonstrate Highways England's strategic agenda, values and principles through supply chains



Martin Duffy, Frank Lee and
Rees Evans



Graham Porter, Tommy Cubby and
Andy Burns



Emma Greenall, Rachel Ellison and
Dan Barley



Lisa Killinger, Matt Morphet, Daryl Gordon,
Ian Allen, Keith Baldwin and Colin McKean

WINNER: **Kier Highways**, BSI,
ToweyDuffy & Co



WINNER & CHAIRMANS/CHIEF
EXECUTIVE AWARD: **Kier
Highways, Cubby Construction
JV**, with local supply chain



HIGHLY COMMENDED: **Costain**,
Aggregate Industries



HIGHLY COMMENDED: **Chevron
Traffic Management**, Kier
Highways, HTM, Golden Orb
Solutions, Consillium



Area 3 ASC BS11000 Alliance Pilot

Kier Highways has taken BS11000 to the next level by developing the UK's first alliance approach to BS11000 certification. It has unlocked a new BS11000 certification process for SMEs, cutting costs and creating a simplified communal approach to system development. As a result of this approach Kier has supported the largest number of SMEs to become certified to BS11000 as part of a single assessment. This approach has embedded collaborative working throughout the SME's own operations and not just with this organisation. In the area chosen for the pilot, 13 supply partners were eager to sign up and participate and as a result all 13 Alliance partners achieved formal certification to BS11000 in their own right in June 2016.

Reconnecting Cumbria – the repair of the A591

At the beginning of 2016 there were a series of devastating severe weather events that affected large parts of the country, the effects of which are still being felt by many communities. Kier Highways led a project that was both in the regional and national spotlight, received high profile ministerial visits and had to address community and political concerns. Using their existing BS11000 collaborative business relationships community they proactively managed and collaborated with their own supply chain, other contractors and stakeholders including Highways England, a County Council, a National Park and United Utilities. There were significant hazards and risks to manage with multiple contractors working in close proximity.

A556

Costain embraced ECI from the outset of the project, taking on board lessons learnt by the supply chain from previous projects to inform the design of the scheme leading to improved quality and outputs. They created an effective integrated project team to allow the free flow of information across the different disciplines. This has been achieved by including the supply chain in strategy days, risk and opportunity workshops, behavioural training (safety), social events such as charity fundraising events and BBQs, as well as practical measures such as co-locating teams and allowing full access to information. Collaborative planning involving reviewing progress, issues and the forward look with the supply chain partners is evidence of the collaborative nature of this project.

Area 9 Traffic Management Team

Chevron Traffic Management set out to provide a fully integrated service from design and development through to delivery for one of Highways England's Asset Support Contract's. They were the first organisation in their particular area of work to achieve BS11000 accreditation. By sharing information with all relevant parties this allowed informed decisions about programme and solutions to be optimised, this included sharing of method statements and risk registers, innovations registers and training opportunities. This has led to network occupancy being optimised as well as cost savings in the region of £625k per year through maximising the teams operational resource.

Delivering sustainable & environmental solutions

Awarded to suppliers that have integrated environmental, social, economic and management aspects of sustainable development into the delivery of Highways England contracts



Rebecca Mullens, Steve Hall and Chris Tyerman

WINNER: **Interserve Construction**



Empowering communities through social value mapping

In 2015, this supplier developed a social value mapping tool in collaboration with environmental regeneration charity Groundwork. It enables them to better understand the key issues impacting the communities where they operate and their influence on them through employment, job creation and supply chain spend. The innovative map combines publicly available datasets on employment, health, education, crime and deprivation indices with their own payroll and procurement data. Enabling them to illustrate the social impact they have and to target activity to address the needs of each area.



The supplier's building sector initially carried out a trial of the mapping tool and roll out commenced on our highway projects in early 2016.

Two of the supplier's Highways England schemes have undergone social value mapping. The functionality has allowed them to collate and analyse data more accurately and quickly identify how we can better support Highways England in meeting their sustainability targets.



Andrew Henry and Mark Gomley

HIGHLY COMMENDED: **Graham Construction**



A138 Chelmer Viaduct

This supplier was appointed by Highways England to replace the existing A138 Chelmer Viaduct and River Bridge with a new structure, located through the flood plain of the Chelmer & Blackwater river.

The project team have worked in conjunction with the client and design team, the local community, the Environment Agency and their environmental consultants and statutory authorities in order to ensure that environmental and sustainability issues were at the forefront of the construction process.

They recognised the significance of the local community and the need to engage in collaboration and bring about community involvement. Landowners directly affected by the project have been consulted regularly.



Members of the public living near the structure benefit from the installation of low spill lighting and lower noise surfacing.

The carbon footprint of the project is less than half that targeted via industry benchmarks.

A major driver was to offer some form of legacy to the local community when the contractor demobilised.

The construction methodology coupled with the appropriate material choices were an element of significant focus at design stage, not only driven by cost, but also by the whole life cycle of the structure and the feasibility of construction within the floodplain environment.

Communities

Awarded to suppliers that have engaged with community groups from the outset, understood what really matters to them and identified ways in which they can work differently



David Lowery, Ashley White and Stuart Culley



WINNER: **Carillion Morgan Sindall JV**



A1 Leeming to Barton

This supplier, on the A1 Leeming to Barton scheme, is dedicated to changing the face of construction by revolutionising their commitment to social responsibility across the industry.

The entire project team are encouraged to support the local communities. Values awards are presented to those who go above and beyond in showing the community that they care.

Carillion Morgan Sindall are leading the industry by inspiring young generations and creating a brighter future. They are the first construction company in the country to work with CBeebies to create a 'Do You Know' episode demonstrating how a road is built to engage with children of all ages.



Customer experience

Awarded to suppliers that have demonstrated industry leading commitment to customer service



Emma Greenall, Dan Barley and Rachel Ellison



David Lowery, Stuart Culley and Ashley White



WINNER: **Costain**



A556 Knutsford to Bowden

The winning entry really demonstrated they got to know and understand customers with their community's teams working alongside the construction team.

It was clear they had strong internal working relationships, focusing on what mattered most. Valuing and respecting each other in order to achieve the best outcomes for the customers.

They demonstrated a full understanding of our customer service strategy by articulating how they "delivered the basics" and built on that to improve the customer experience. This included using a wide variety of communication channels from VMS to social media, proactively contacting stakeholders and customers using commercial providers such as Tom Tom and ABTA.

They'd pro-actively considered that customers from far and wide can be impacted; not just local customers.

However, the most pleasing thing to see was that they applied customer focused logic to their work. Rather than do the same old thing and expect differing results, they pro-actively sought out customer insight from other schemes and projects and applied it. Delving into the customer feedback, formulating trends and patterns of those likely to be affected by the works and applying well thought out solutions.

Their whole ethos was to think about things differently – they thought 'customer.' That pro-active, customer focused, lessons learned approach was what elevated this submission into the winning bid.

HIGHLY COMMENDED: **Carillion**
Morgan Sindall JV



A1 Leeming to Barton

The highly commended entry really pulled on the panel's heart strings. The attention to detail about knowing their customers and being able to articulate this in their communications strategy was particularly pleasing to see. It was clear that there was a good well rounded customer and staff focused culture along with a keenness to share best practice and make improvements.

I think if the judging panel lived in that area, had family there or had suffered an incident in that part of the world, we'd feel very confident that our experience of Highways England would be a very good one.

Not only had that, just reading the submission gave the panel a sense and feeling that these companies would be really good companies to work for. They understand their customers and staff; they're considerate about they're customers and staff; with a clear sense of purpose and to 'get it right.'

It was a very worthy submission and one to be proud of.

Building capacity and capability

Awarded to suppliers that have developed their employees' skills and capabilities through delivery of Highways England contracts



David Shaw



Natalie Peacock and Malcolm Bell



WINNER: HW Martin (Traffic Management) Ltd



Building employment and skills infrastructure

This organisation has recognised their sector presents an important and accessible entry level route into the construction industry for both individuals and SMEs across a wide geographic, demographic and age profile.

Their strategy has been to actively encourage new entrants from all backgrounds and to invest extensively in multi skills development for the benefit of the employees, supply chain partners and the industry.

Their aim is to assure a sustainable, responsive and agile service for deployment across the network to support Highways England and its partners whilst supporting local economies and enabling local communities to benefit also.

HIGHLY COMMENDED: Costain M1 smart motorways



Capability and capacity on M1 junctions 28-35a

Holding accreditation to the National Skills Academy for Construction, this scheme has exceeded 8 of its KPIs with a full quarter of their final year left.

The diversity of the workforce is recognised and meeting the needs of different ethnicities includes the translation of the site rule book into a number of languages and the provision of "English for speakers of other languages" lessons.

Future capability has been addressed for example with initiatives for National Apprenticeship Week where apprentices hosted students from a local college which led to an influx of applications for apprenticeships. National Women in Engineering Day also provided job shadowing opportunities and summer placements were well received.

The scheme is now a role model for the group's highways sector and the Employment and Skills Plan is used as guidance for new projects within the group.

Inclusion

Awarded to suppliers that have exceeded in their general approach



Dan Forbes-Pepitone and Israil Bryan



Joanne Mercer and Peter Whitman



WINNER: **Skanska UK Ltd**



Inclusion

The winning submission showed us how they are working to deliver on its corporate diversity and inclusion commitments and how this is rolled out either at project level when working as part of a joint venture or within the wider supply chain and the impact all of this is having on staff. They really demonstrated how EDI is being shared both across its projects and down its supply chain.

They are:

- Developing resources and toolkits and sharing these with project colleagues, JV partners, client partner and wider sector.
- They took a closer look at what flexible working could mean even on a 24/7 site

– from this they introduced compressed hours, remote working as well as part time working which has resulted not only in the retention of those moving towards retirement, but also attracted people back to work after an absence.

- Positioning EDI so that its part of business as usual with clear evidence of commitment from the top. And finally they are tracking the impact of this work and are looking for evidence of the difference this has made. In short this organisation is initiating and encouraging conversations with its colleagues, partners and clients about how we can become more diverse and inclusive and how together we can grow a culture in which everyone feels they are able to be themselves.

HIGHLY COMMENDED: **VINCI Construction UK Ltd – Taylor Woodrow**



Engaging leaders

Awarded highly commended for being able to show how it was focusing on the next step in their corporate journey and in what way this is translating into meaningful work on a major project.

They are:

- Using intelligence to focus on the things that staff were saying mattered – things like flexible working.
- Engaging everyone in creative conversations about fairness inclusion and respect and using a range of methods which is having such a positive result as people are beginning to feel comfortable sharing their experiences and views on fairness, inclusion and respect.

And this is not only contained within their business but through their employees who also take the fairness, inclusion and respect philosophy.

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