



Highways England Company Limited

**Concrete Roads Framework -
Reconstruction**

Scope

Supply Chain Alignment

Annex 07

CONTENTS AMENDMENT SHEET

Amend. No.	Revision No.	Amendments	Initials	Date
0	0	Tender Issue	SOS	04/08/20

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1 SUPPLY CHAIN ALIGNMENT

1.1 Behavioural Attributes

- 1.1.1 In Providing the Service the *Contractor* performs in accordance with the *Client's* behavioural attributes, to ensure that these behavioural attributes are embedded and implemented Staff.
- 1.1.2 There are a number of key drivers and benefits which the *Client* seeks to attain through working with the *Contractor* to build an environment which allows these behavioural attributes to manifest:
- shared ownership of delivery outcomes that releases the potential of the participants and results in exceptional levels of performance,
 - open and transparent culture – fostering innovation, considered risk-taking, controlled delivery, shared problem-solving and joint investment in solutions – resulting in the creation of dynamic, responsive team-working that delivers better outcomes for all,
 - understanding and maximising the strengths of the *Client* and its supply chain to maximise capacity and avoid duplication and wasted effort,
 - shared knowledge and innovation - teams that actively demonstrate how to accrue value from repeatability and certainty, and where to seek to innovate and
 - equitable relationships based on trust, fairness and constructive challenge resulting in value-adding outcomes.
- 1.1.3 The behavioural maturity framework (BMF) (see link in **Annex 02**) is a tool that supports the *Client's* Improving Behaviours Improving Performance Behaviour strategy. The BMF is being implemented to support and evolve the industry's collaborative relationships away from immature behaviours which lead to negative and damaging consequences, and move towards more mature behaviours that enable better performance and outcomes for all.
- 1.1.4 In Providing the Service the *Contractor* performs in accordance with the *Client's* BMF, which is based on industry best practice and aligned with ISO44001, to ensure that these behavioural attributes are embedded and implemented by Staff.
- 1.1.5 The behavioural attributes within the BMF are
- trust and respect – doing what you say you are going to do at all times, and supporting each other to enable personal, professional and contract goals to be achieved,
 - accountability – ensuring commitments are kept and resulting

consequences are accepted,

- issue resolution and decision making – ensuring access to all of the necessary facts and information to make fully informed decisions and address issues,
- engagement – communicating with Others in the best possible way to ensure understanding, share knowledge and avoid assumptions,
- constructive challenge – having the confidence to challenge everyone regarding decisions and actions and sharing views to develop understanding and
- innovation and continuous improvement – creating the right environment that allows new ideas to surface and be put into practice.

1.1.6 Where the *Contractor* operates as part of an integrated team environment, the *Contractor* implements, operates and delivers a behavioural maturity improvement plan in conjunction with the *Client*.

1.2 Strategic Alignment Review Tool (StART)

1.2.1 StART is the *Client's* toolkit which tests the alignment of the suppliers to the *Client's* strategic strategy.

1.2.2 Within 6 months of the Contract Date, the *Contractor* (or, where the *Contractor* is an unincorporated joint venture, any Consortium Member) prepares and submits for acceptance by the *Project Manager* a StART development plan that is in accordance with the *Client's* published guidelines (see link in **Annex 02**) and sets out how corporate alignment with the *Client* is maintained and improved over the duration of the contract.

1.2.3 If the StART development plan is not accepted, then the *Contractor* amends the plan in response to the comments from the *Project Manager* and resubmits the plan to the *Project Manager* within 2 weeks.

1.2.4 A reason for not accepting the StART development plan is that it does not align with the *Client's* published guidelines (see link at **Annex 02**).

1.2.5 The *Client* monitors the *Contractor's* ongoing commitment to improving corporate alignment with the *Client's* key strategies and plans on the basis of the StART framework principles. A failure of the *Contractor* to demonstrate commitment includes,

- on-going lack of engagement with the *Client* on StART matters,
- failure to produce an acceptable StART development plan and
- not taking actions to implement the accepted StART development plan.