



Creating stability and continuity with National Highways



Denis Leonard
GRAHAM

denis.leonard@graham.co.uk

At GRAHAM, collaboration is one of the four core pillars of our Delivering Lasting Impact vision – “Relationships Define our Success”. It states: “True collaboration is at the forefront of every GRAHAM relationship. We listen to our clients, partners and suppliers, working with them to deliver cost effective and positive outcomes no matter how challenging or complex the project is”. Indeed, our core values and behaviours specifically include collaboration. GRAHAM began adopting BS 11000 principles and systems in 2014. It then transitioned to ISO and was certified to ISO 44001 by NQA in 2018, becoming part of our integrated ISO 9001, ISO 14001 and ISO 45001 management systems.

GRAHAM was selected in 2017 as a National Highways partner following a rigorous assessment of collaborative capability, as part of the Strategic Alignment Review Tool (StART). We

then successfully met the standards in the annual Highways England Lean Maturity Assessment (HELMA). ISO 44001 helped advance and structure the relationship with National Highways, resulting in the creation of the joint relationship

management plan (JRMP) in 2019. We have shared key lessons learnt from another of our JRMPs between GRAHAM and LLWR Ltd – a 2019 ICW award winner for this collaboration.

For GRAHAM, collaboration and the JRMP were ways that we could create stability and continuity while addressing the key strategic questions:

- How can we become more efficient and effective?
- How can we deliver this scale of programme (infrastructure) with the limited resources?
- How can we deal with unpredicted change (Brexit; Covid-19 etc)?
- How can we build a resilient supply chain?

The JRMP focuses on the Regional Delivery Partnership, Delivery Integration Partner – Package A4, which was established in 2018 as a £235m design and build project delivering critical improvements for M25 Junctions 25 and 28, and M2 Junction 5, coordinating with four other prime contractors. The collaboration objectives are: safety promotion, high performing relationships, continuous improvement and cost savings, and transformation to an enterprise model.

The journey to achieving the enterprise model comprises progressively developing, capability, maturity and being value driven. This provides a systematic, structured, assessed approach to managing the future by using collaboration to establish the foundations for a sustainable and successful future.

Collaboration allows an increased sense-making perspective of complex strategic environments, and this collaboration

OUR VISION **DELIVERING LASTING IMPACT**

Applying the “GRAHAM Way” on a daily basis will allow us to realise our overarching vision, “Delivering Lasting Impact”, help drive our “Forward Momentum” business strategy, and ensure our core values and behaviours continue to differentiate us. We are corporately and socially responsible, we care about the communities that we work and live in. We think long term to enable us to deliver lasting impact.

OUR CORE PILLARS
ARE CENTRAL TO OUR VISION

Our people make us unique

We have ambition built on deep expertise

Relationships define our success

We strive to make a difference

	PERFORMANCE	We are committed to excellence in quality delivery and health& safety
	INNOVATION	We are focussed on long term sustainability. Business improvement is a constant in driving efficiency and progression
	COLLABORATION	We work in effective and efficient teams, using our collective strengths to deliver successful projects
	TRANSPARENCY	We are open and honest, and we value the integrity of our business. Each of us is accountable for maintaining our standard
	RESPECT	We cultivate a culture where everyone feels valued and respected for their contribution

can create a sphere of strategic stability within the larger environment of volatility, uncertainty, complexity and ambiguity (VUCA) – a sphere of stability that can increase in size and influence – giving a significant advantage over organisations working in isolation. (Leonard, *Collaborative Cycles and Strategic Spheres of Stability*, *Quality World*, March 2023).

GRAHAM embraced the National Highways behavioural framework – Improving Behaviours Improving Performance (IBIP), a key part of the JRMP, designed to enable and accelerate integrated teamworking, alongside principles from ISO 44001. This ensures we work collaboratively with a focus on continual improvement specifically with the application of Lean methodology of continuous improvement through optimised processes.

In terms of the commitment to supporting professional membership and qualifications, GRAHAM believes in “inclusive, visible, felt, leadership”, where we model by example. GRAHAM’s ISO 44001 Senior Executive Responsible (Director of Highways) is certified as an IBIP enabler, our Director of Innovation and Head of Integrated Management Systems are IBIP coaches, while a range of other managers are IBIP trained or enablers – all conducting behavioural observations, surveys and improvement plans.

GRAHAM has funded IBIP training for National Highways and other contractors too in our collaboration. The Behavioural Maturity Framework (BMF) provides an assessment tool for teams to understand their current behavioural maturity level across six key behavioural areas, providing an environment

to discuss priority behavioural issues. We also have regular BMF and IBIP feedback, focusing on driving improvement within our collaboration. The success of IBIP has meant that its adoption is now being considered beyond our collaboration as a vehicle for change and improvement.

There are several advantages of behaviourally driven structured collaborative relationships:

- 1 Creating a stable strategic sphere of influence within a larger complex, chaotic environment.
- 2 Focusing on behaviours and ongoing behavioural assessment to identify ideal collaborative partners.
- 3 Leveraging behaviours to ensure minimum performance dip during the initial working together stage.
- 4 Improving behaviours to maximise performance improvement and value creation throughout the collaboration.

The focus on our supply chain sustainability programme, working with National Highways, its 13 delivery integration partners and Supply Chain Sustainability School has been successful in improving supplier maturity levels with training and development, allowing us to build a resilient supply chain. The Supply Chain Sustainability School is providing targeted sustainability support to the collaboration to accelerate learning, increase knowledge and improve performance across the regional delivery plan for over 300 suppliers and subcontractors.

Our relationship and JRMP outcomes with National Highways have resulted in our significant movement toward their transformational model and our performance metrics have shown our success in that journey, such as:

- Achieving Collaborative Improvement Zone on the performance model assessing.

Commitment to Delivery and Integrated Team Performance in 2021, and continued to improve.

- Leading standards across National Highways BMF based on the BMF survey and integrated team observations.
- We are the only Regional Investment Programme scheme nationally with 10 out of 10 for the customer audit framework. This is for M25 Junction 25.



- A 97% score for the project Drive Through Report 2021: the highest score nationally out of all 19 major Highways England projects.
- Award for Collaboration 2019, Annual Highways England Regional Investment Programme Conference. National Highways praised the culture and behaviours embedded within the partnership.
- GRAHAMs CONNECT personal development programme named Highways England’s Health and Wellbeing Initiative 2018.
- Social impact initiatives: Equipping the Industry for the Future, Improving Lives of the Homeless and Intervening for the Triggers of Suicide.
- National Apprentice Week reached 37,000: virtual work experience for young people across the UK, engaging with the Careers and Enterprise Company.

- Co-created Supply Chain Sustainability Programme: free training and collaborative opportunities to all the supply chain totalling over 19,000 hours.
- Serving on National Highway's Suppliers Diversity Forum.
- Commendation for the Chartered Institution of Highways and Transportation Collaboration Award 2022.

Our collaboration with National

Highways achieved:

- Winner of the Institute for Collaborative Working Awards 2021, for collaboration with the public sector.
- Shortlisted for the ICW Collaboration Awards 2022 for our sustainable supply chains.

The wider implementation potential of this collaboration has displayed itself in a number of ways. One of these is that the JRMP has been shared across

National Highways resulting in others developing JRMPs and considering the implementation of ISO44001. We have also partnered with VisiLean to advance the use of collaborative planning, creating innovations to their platform. Finally, we share innovations with industry through Best Practice Hub.

Our collaborative efforts have allowed us to achieve our objectives while building stability and developing a resilient supply chain. ■



A journey with ICW

Michael Graham
GRAHAM

At GRAHAM, our work connects communities, builds a better future and transforms and maintains the places where we live, work and relax through our building, civil engineering, fit out, facilities management and investments projects.

We believe that relationships define our success and are a key pillar to delivering lasting impact. People are at the core of our business, and we collaborate to build strong relationships forged on trust and reliability. Collaboration has been a fundamental aspect of "The GRAHAM Way" and it will continue to be critical to our future strategy.

When GRAHAM began to develop its collaborative journey and embrace BS 11000 and then later ISO 44001, it was ICW that provided the sources of insights, resources and support. This collaborative journey, focusing on building relationships and strengthening supply chains, is in an ever-increasing "VUCA"

environment of volatility, uncertainty, complexity and ambiguity, and is becoming more critical.

ICW provided a range of opportunities including the Associate and Member routes that created professional development and competency. A significant opportunity was the annual collaboration awards. The real benefits were the learning from the awards process itself, the process of writing the submission, the reflection that created, identifying where we could improve, and the sense of pride and motivation it created within our teams.

It also created the chance to meet ICW leaders who were supportive and welcoming. Our initial success in the collaboration awards provided us with the confidence to become regular applicants, building our knowledge and expertise. GRAHAM Construction has so far achieved the following:

- 2018, shortlisted for the Industry to Industry Category, with LLWR

- 2019, won the Community Collaboration Category, with LLWR
- 2021, won the Public Sector Category, with SWECO and National Highways
- 2022, shortlisted for the Sustainable Supply Chain Category, with National Highways and a group of 11 Delivery Integration Partners.

As an organisation we began to feel like part of a wider community, one passionate about collaboration. This encouraged GRAHAM to become Executive Network members and ultimately Ambassadors. Our journey continues as we plan to encourage more team members to become Associate Members and to continue to challenge ourselves by submitting further collaborations in the awards process.

GRAHAM continues to have a strong relationship with ICW and now as Ambassadors we look forward to engaging with innovative leading edge thinking and benchmarking on collaborative working practices while contributing to and supporting ICW.

This journey with ICW will continue to help us grow and develop as individuals and as an organisation in building strong collaborations and providing significant value to our clients.



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lasting
impact**

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