

Roads and Rivers

Roads and Rivers

PPN 03/21 Supply Chain Resilience

Roads & Rivers CoPE has reviewed the criticality of the products used and the market capacity/capability.

Winter Services – Salt Supply

Approximately 65,000 tonnes of rock salt is used in an average winter period, stock levels and facilities are at a level that should deal with a normal season. 55,000 tonnes of rock salt are held for usage in our storage depots and 20,000 tonnes in a strategic reserve. The current salt supply contract requires for at least 15,000 tonnes of salt to be delivered per month when ordered.

For the 2022/23 winter season, DfI intend to pilot a 'Pre-Wet' project for salting, using white salt mixed with water to form brine to be added with rock salt. This should reduce rock salt usage by approx. 20%. This approach will reduce reliance on the rock salt contract, potentially providing a new salt supply contract.

Traffic Control System and Equipment

An integrated system is used to control the system of signs, signals and cameras across the road and motorway network. The following actions have been taken to increase the supply chain resilience:

Redesign of communications platform to reduce dependencies on a single supplier type.

Reviewing IT Security procedures/information required for new contracts to ensure most up to date requirements are stated. Increased communication resilience to critical infrastructure on the network.

Move some aspects of the motorway control system onto an open platform to increase number of equipment suppliers.

Roads and Rivers

Progress the IP to the roadside project in order to make the end equipment open source and increase availability of potential suppliers.

Dfl has increased spare holdings for critical equipment, alongside suppliers being required to increase their inventory of spares.

Regular review meetings with entire supply chain to review market availability and ensure sufficient products to meet their annual contractual commitments.

Purchase of equipment from one supplier, for free issue to another contractor if essential.

Work with signal company to redesign some elements to reduce dependence on a type of circuit board which is in short supply as it is also used within the automotive industry.

Extend period in which equipment is ordered in advance of being used – eg normally order traffic signal heads/cabling/controller 6 weeks prior to construction, this has now been increased to 4 months to ensure availability.

Spares - Strangford Ferries and other specialist equipment

Additional stocks of routine parts are now held, including spare drive units for both ferries. Direct Award Contracts in place with all main specialist suppliers for strategic equipment and plant.

Construction Products - Infrastructure Projects, Maintenance and In-House Contractor

Supply Chain Vulnerability

Good visibility and transparency of supply chain through use of Sector Schemes (Certified Quality Management Systems) across most functions. Almost no reliance on a single supplier across the organisation, where possible additional contracts to be included in next tender cycle.

Industry Collaboration and Demand Planning

Roads and Rivers

CoPE function working across the relevant sectors to develop local supplier capability and capacity as well as helping them achieve the necessary quality and regulatory standards.

All Roads & Rivers' Works Term Contracts include a bespoke, monthly indexation using industry standard indices to ensure fluctuations in the market are immediately reflected in rates during the operation of the contracts.

Standardisation

Minimal reliance on sole suppliers from other countries for critical materials and products. Use of standard specifications across projects allows more flexibility in sourcing from suppliers, to drive up quality standards and reduce total costs.

PPN 05/21 Human Rights in Public Procurement

All contracts include standard terms to ensure compliance with appropriate legislation in respect of human rights.

Construction Contracts

Evidence of ethical labour plans and policies are a key part of independent monitoring our projects within CEEQUAL contractual requirements.

Products and Services must be supplied from companies who are registered with appropriate National Highway Sector Schemes. This is a mandatory requirement in the contract and if the work is subcontracted, these companies must be also be registered.

NHSS are bespoke integrated quality management schemes for organisations working on the road network. They are based on the current ISO 9001 framework, but additionally provide specific requirements and interpretation specifically for highways maintenance and construction activities.

NHSS includes more than 20 individual schemes. Individual schemes come under main categories:

- road surfacing and marking

Roads and Rivers

- fencing and vehicle safety restraints
- landscaping
- temporary traffic management
- fasteners and structural steelwork and coatings
- lighting, electronics and road traffic signs

Independent verification of processes and staff, from Supervisor to Operative against recognised quality standards. All employees working on projects covered by an NHSS have an appropriately detailed skills card.

Suppliers of steel and concrete products must be registered with the appropriate quality schemes.

Online card checker available for skills cards.

Construction contracts include a Fair Employment declaration.