

# SWIP



## SUPPLY CHAIN BRIEFING 2014

25 September 2014  
Emirates Stadium, London



Working with:



# Agenda

|          | Item                                 | Speaker                |
|----------|--------------------------------------|------------------------|
| Part one | SWIP Overview                        | Sherif Narouz          |
|          | Project delivery                     | Tony Weatherley        |
|          | Fit for the Future Stations          | Mike Deavin            |
|          | Supplier case study: Kelly ITS       | John Tuite - Kelly ITS |
|          |                                      |                        |
| Part two | Commercial vision: working with SWIP | John Rayner            |
|          | Supplier case study                  | Delatim                |
|          | CompeteFor                           | Len Walker             |
|          | Procurement: working together        | John Rayner            |
|          | Networking                           | All                    |





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## Sherif Narouz

### Head of Programme

### SWIP

*Opening the Supply Chain to Local and SME suppliers*



# Vision

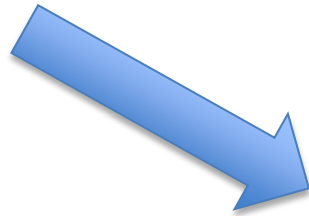
The internal Contractor of  
choice for London  
Underground and Transport  
for London



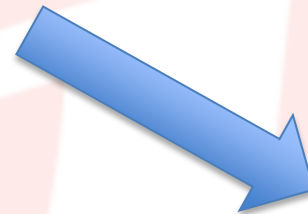


# Who are we

**Oct 11**  
Coffee Shop  
in Paddington



**May 13**  
Masters of  
Our own  
Destiny



**Sept 14**  
Emirates  
Stadium



# About SWIP



**Civils**



**Construction**



**Fit out**



**Services**



**Engineering**



# Growth

2011- £18m pa

2013- £50m pa

2016- £100m pa





We can't  
do this  
alone







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## **Tony Weatherley** **Head of Construction**

### **Project delivery**

*Opening the Supply Chain to Local and SME suppliers*

# Project delivery models

- Client contractor
- Contractor
- Small works (self perform)



# Project demographics

- Traditional client role
- Design and build
- Delivery only
- Minor / small works
- Specialist projects



# Project types

## Civils / Premises



## Fit out and Enabling



## Services





# Delivery

- Teams shaped to suit the specific project
- Early engagement with Suppliers
- Cut out the bureaucracy
- SWIP act as Principle Contractor



# Design - assurance

- Accredited discipline engineer
- Construction engineers embedded within the project (out on site)
- Designers brought in as and when required
- Introduction of design coordinators



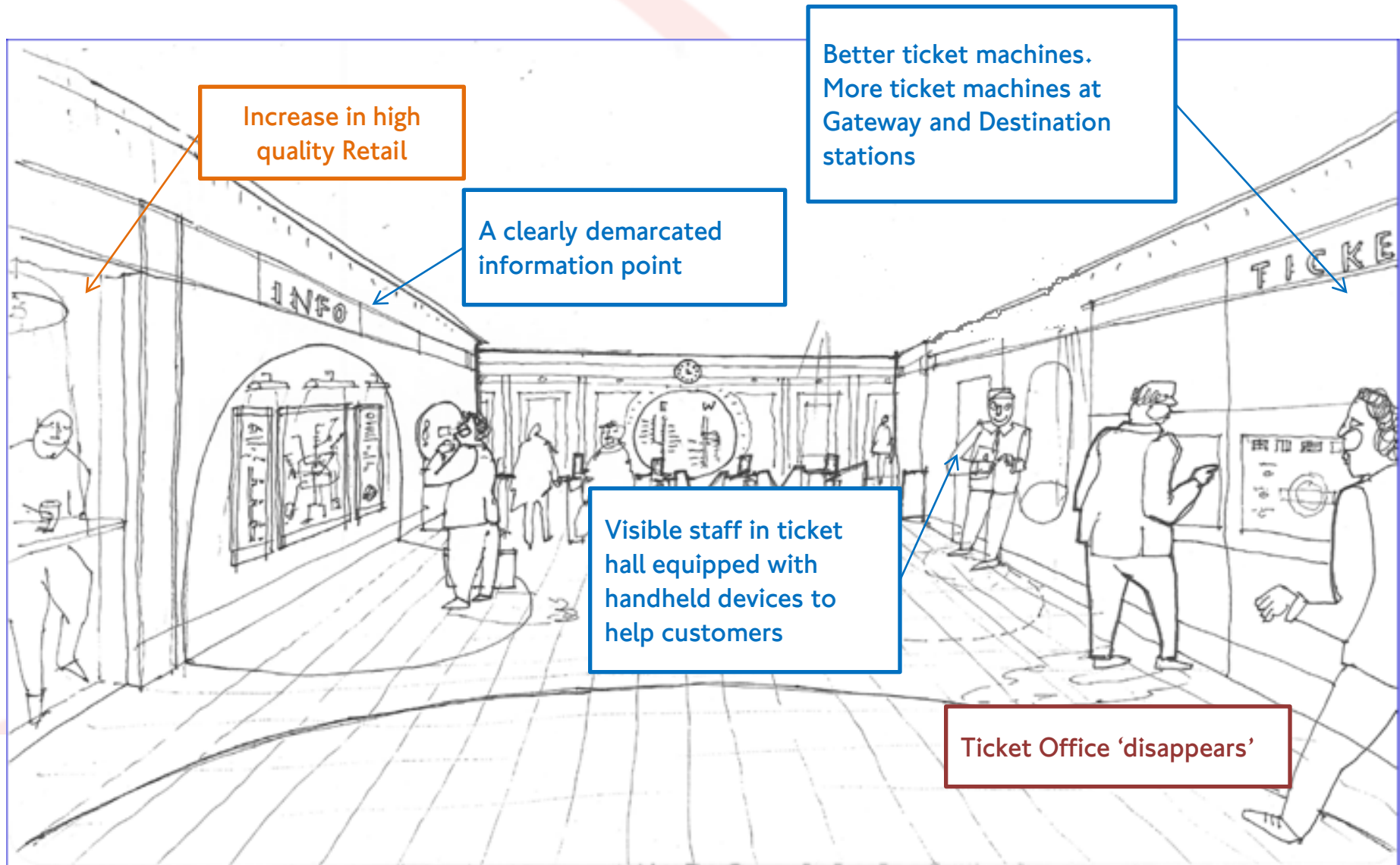


# **Mike Deavin**

## **Fit for the Future Stations**



# What these potential changes across the network could look like





# King's Cross – screen concept



# Barkingside – screen concept





# Commercial development: an enhanced retail offer at our stations

Future state –  
Shepherd's Bush



# Ticket offices to ticket machines - Queensway



# Improving ticket machine ambiance

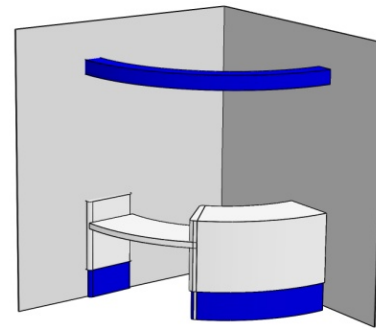
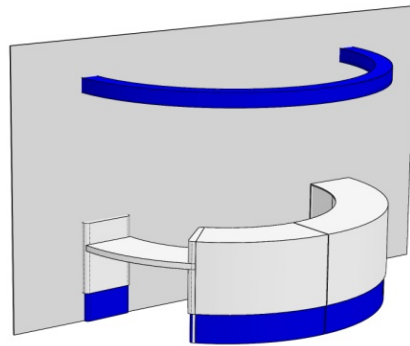
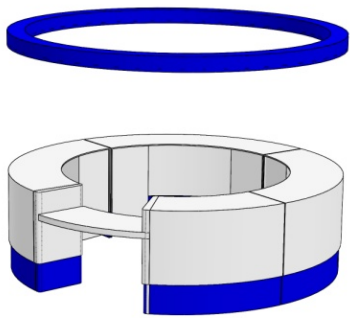




# Consolidated information point signs



# Customer reception desk system and seat



**x 268  
stations**



# Programme

- Trials on the SWIP 5 commence soon
- 12 month programme
- Commencing first half of 2015



# What are we looking for?

Companies with:

- a competent resource
- an available resource
- a flexible and proactive approach
- a can do attitude

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## **Tony Weatherley** **Head of Construction**

### **Project delivery**

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# Health & Safety

- First Beacon site within LU
- Zero tolerance to Health & Safety breaches
- Introducing a SWIP specific safety initiative
- SWIP construction teams to act as CDMC and Principle Contractor
- FM24 – 24/7 reporting tool
- Supplier engagement



# Your input

- Suppliers to think outside the box and share past experience
- Encouraged to embrace the new SWIP processes (as they Evolve)
- Embrace SWIP and think of us as a team and not just a client





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## **John Tuite**

### **Managing Director**

### **Kelly Integrated Transport Services**

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# OUR VALUES

## Safety

No job is too important or urgent that it cannot be done safely. We do not compromise on SAFETY.

## Integrity

We are open, honest and trustworthy and we deliver on our promises.

## Delivery

Right first time, professional delivery through our people.

## Excellence

We strive for higher levels of performance through continuous improvement.

## Customer

We value working with our customers in a collaborative, innovative and flexible way.

## Teamwork

We work together to deliver the best outcome for customers, respecting the capabilities of all involved.

## HIGHWAYS



## METRO



## RAIL







# Is safety performance plateauing?



# Do we have it in our power to stop an accident?





- In a 3 year period up to mid 2012, as a business we amassed 1,556,581 hours without a RIDDOR reportable accident
- Within 2 months of this achievement we had two RIDDOR reportable accidents
- Further analysis of our previous record, prompted the question if we were lucky rather than safe

# To improve is to change; to be perfect is to change often

Winston Churchill

## ■ Safety performance plan

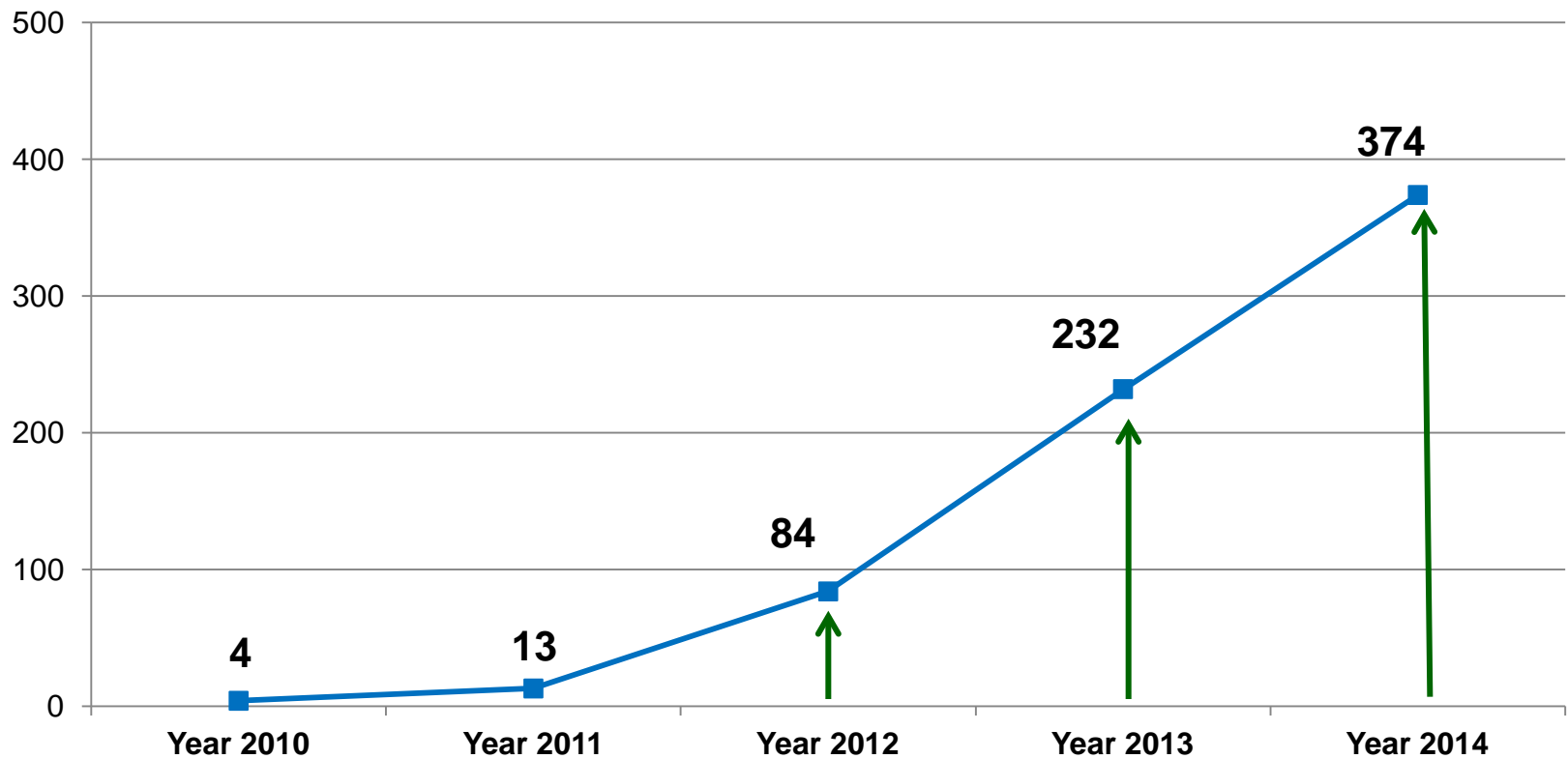
- ✓ Clear Policy, vision, values and objectives
- ✓ Delivering behavioural safety training to all staff
- ✓ We communicate better and listen more
- ✓ Readiness reviews for high risk works
- ✓ Adoption of the NR life saving rules
- ✓ Clear consequences and accountability
- ✓ Promoting inclusion with a fair culture from top to bottom and bottom to top
- ✓ Utilisation of maturity modelling & measurement
- ✓ Dedicated Safety Advisors



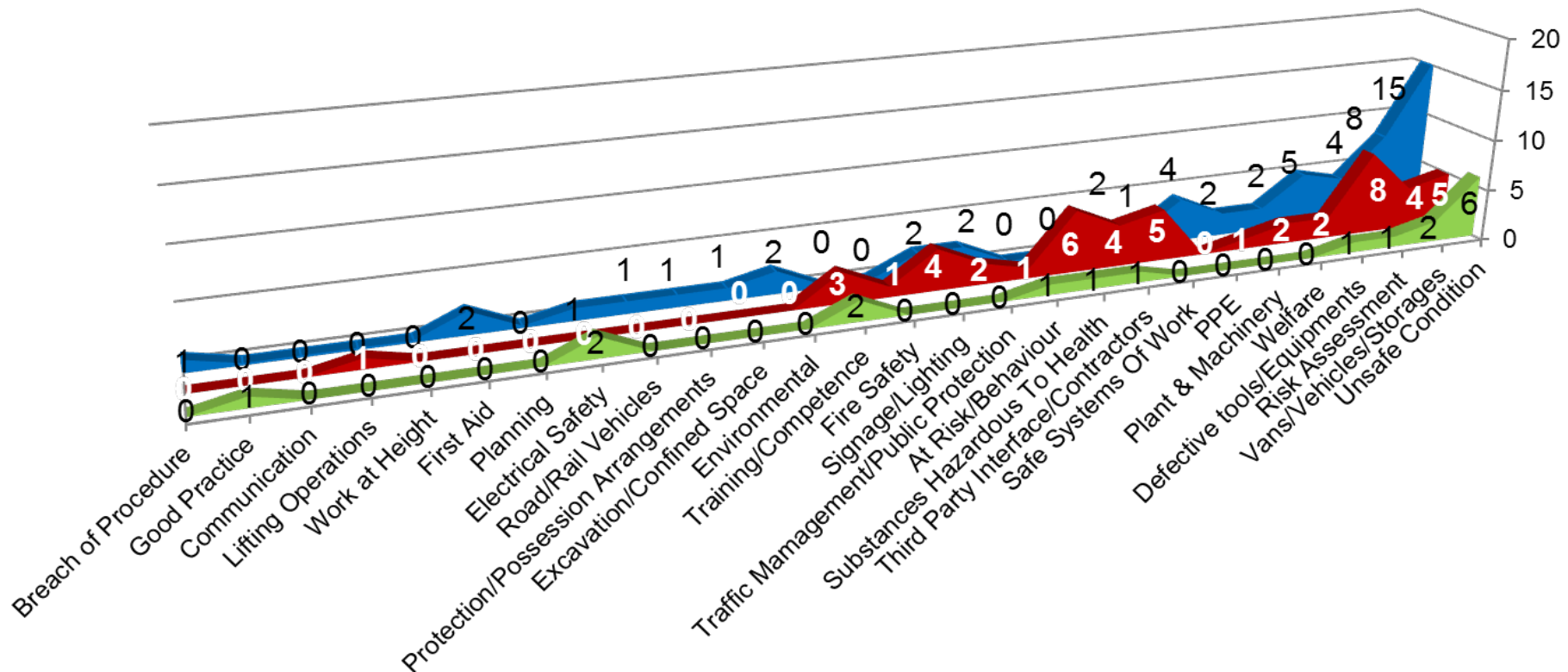
## ■ **Safety performance plan**

- ✓ Applying lessons learned / industry collaboration
- ✓ Recognising and rewarding good practice
- ✓ Measure and publish safety performance
- ✓ Quarterly safety stand downs across all sites
- ✓ Focused analysis of our close calls
- ✓ Shift from lagging measures to leading indicators
- ✓ Implementing a health and wellbeing programme
- ✓ Management visibility and engagement on site
- ✓ Management and supervisory safety training
- ✓ All our drivers are assessed

# Close Call Culture Shift

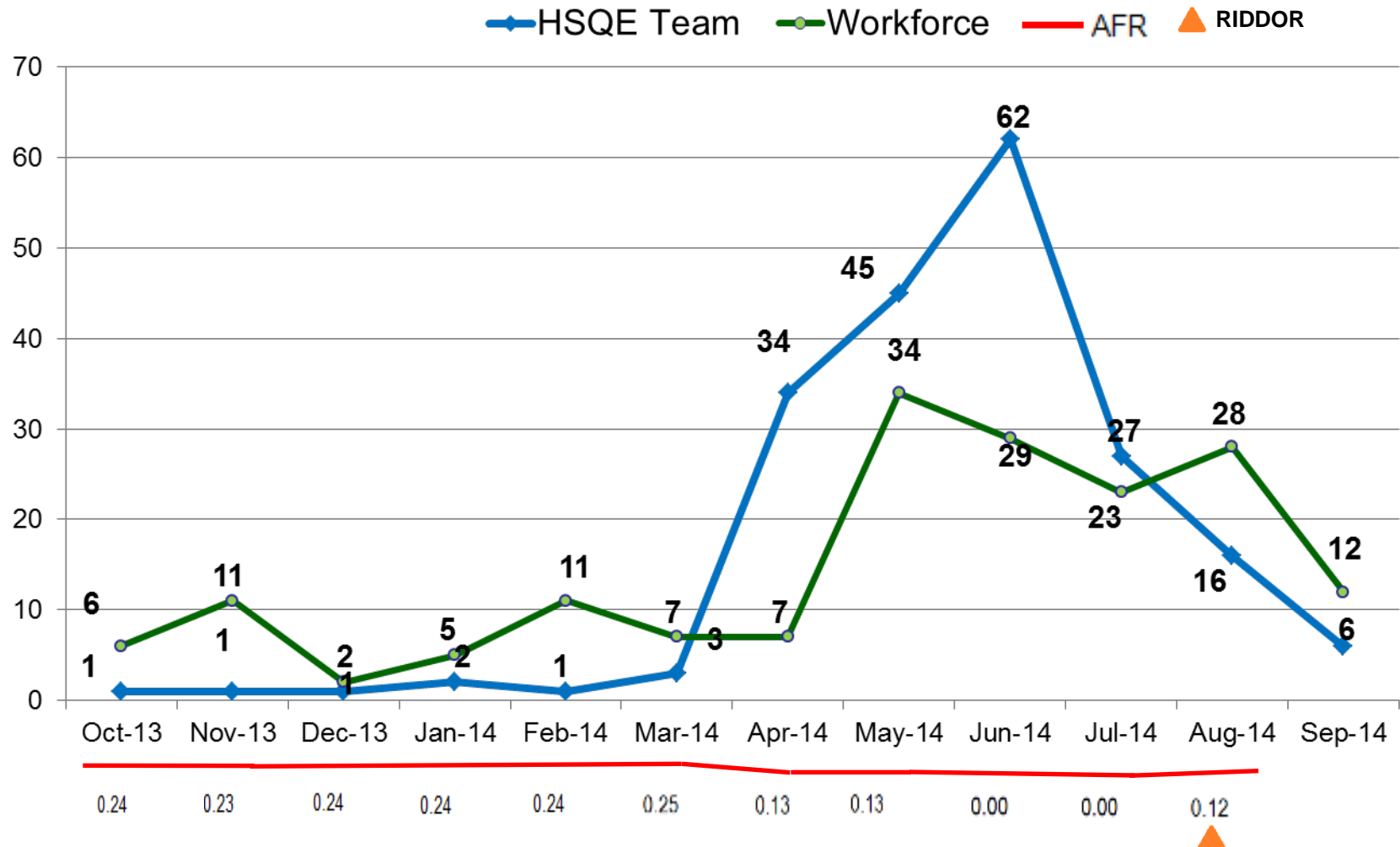


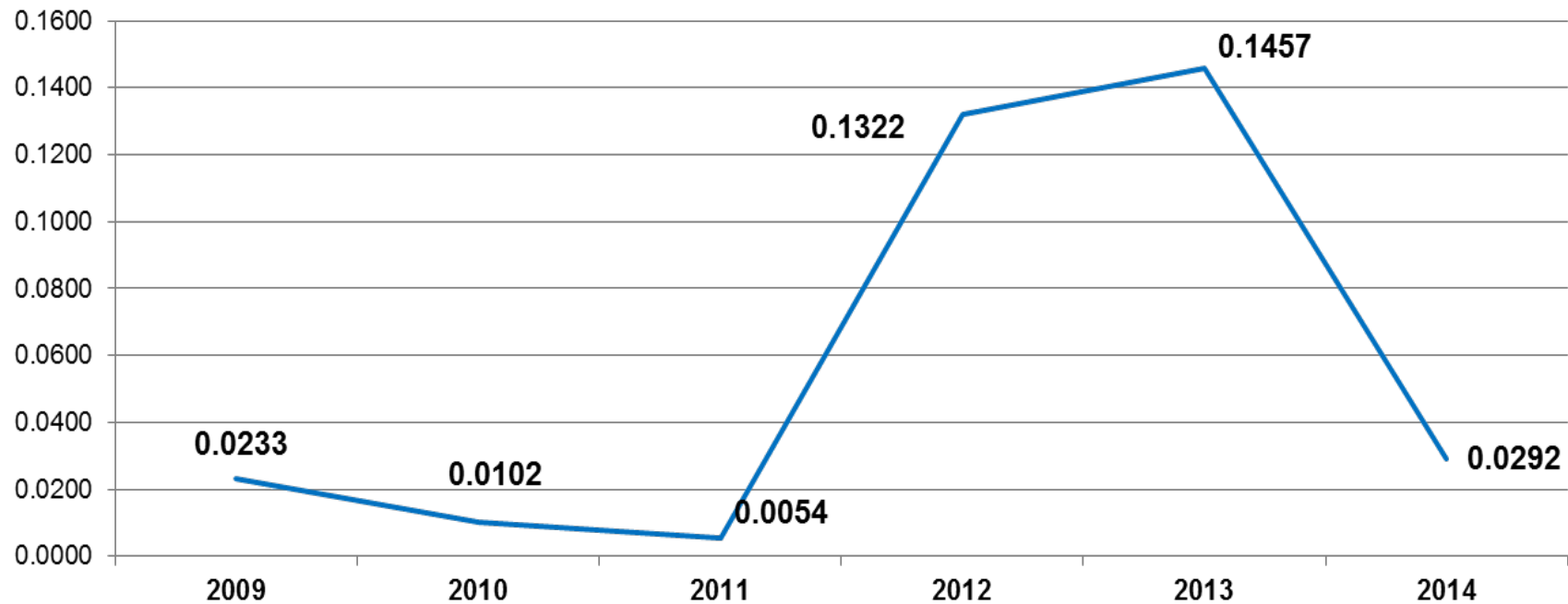
# Close Call Analysis

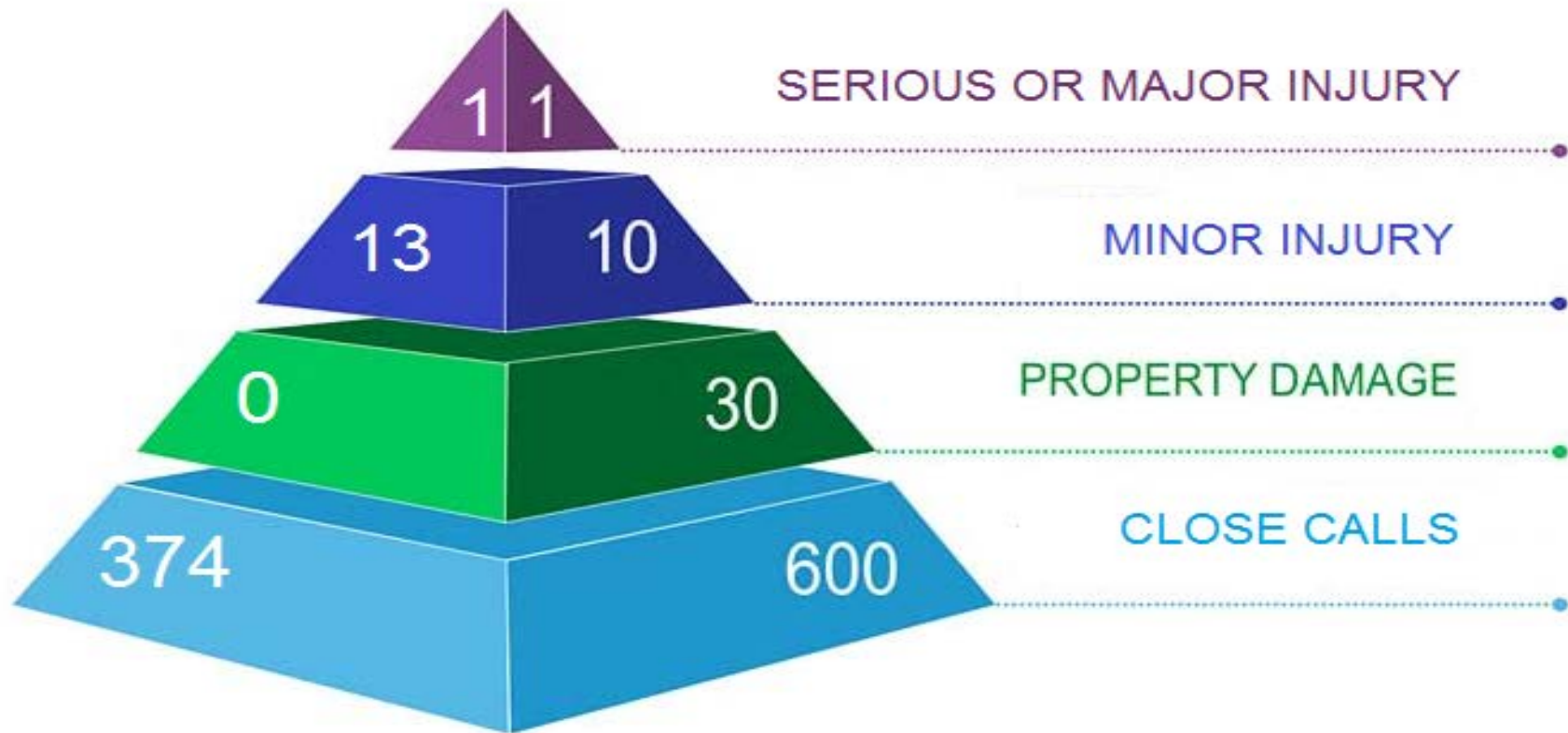


■ Jul-14 (Total 56) ■ Aug-14 (Total 49) ■ Sep-14 (Total 18)

# Safety Performance







# Good safety performance and good business performance go together



# What you think is real, becomes your reality

Robert T. Kiyosaki

# *Certificate of Achievement*

Presented to: Kelly Integrated Transport Services

*In recognition of the SUP Signalling and District West Teams Achievement of 2.5 million hours worked without an LTI or RIDDOR Reportable incident.*

29 May 2014

Signed: \_\_\_\_\_

Jill Collis

Director, Health, Safety & Environment

*World Class Capital Delivery with Zero Harm*



**We must all take responsibility for safety  
to ensure all of our team and teams  
return home safely to their wives,  
partners and loved ones every day**

# Thank you



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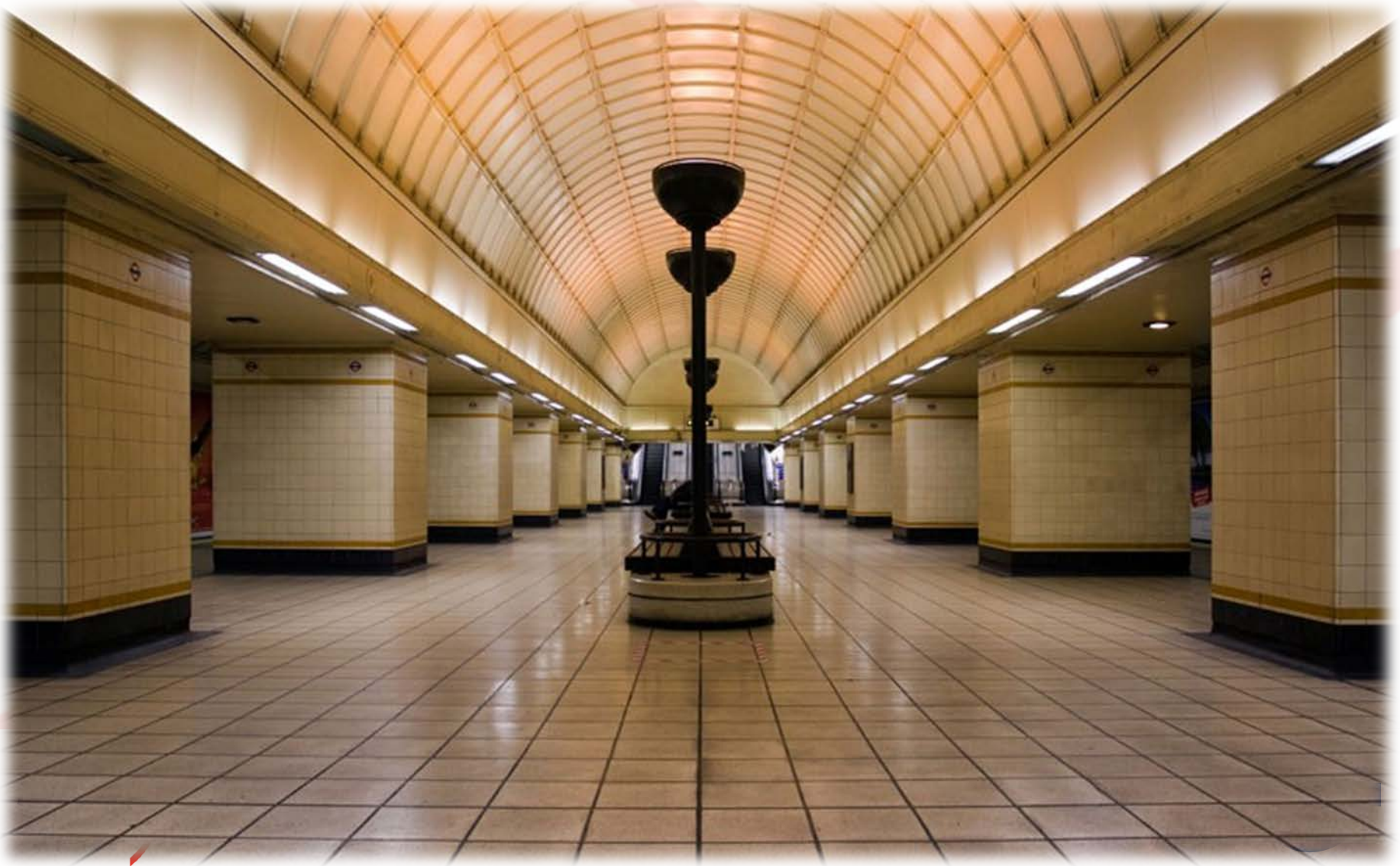
## John Rayner

## Head of Business Development

## SWIP: Commercial Vision

*Opening the Supply Chain to Local and SME suppliers*

# SWIP commercial vision





# SWIP commercial vision

- **S**kills: Utilise skills available to best effect
- **T**rade: Deal directly with trades
- **A**ctivity: Organise to enable maximum utilisation
- **K**nowledge: Retain and develop knowledge to be efficient
- **E**ngagement: Commit to supply chain and incentivise all in it



# One team



# SWIP – ASPIRE

We all ASPIRE to succeed through mutual gain,  
collaboration, expertise and objectives

- A** Access to TfL
- S** Service needs of the client
- P** People
- I** Incentivisation
- R** Risk Mitigation
- E** Expertise

**SWIP** and its supply chain **ASPIRE** to be the internal  
contractor of choice for London Underground and TfL



# Commercial vision

**SWIP**

- Work bank allocation
- Principle Contractor
- Administration
- Business development
- Integration for delivery of work

Collaborative working  
Mutual benefits  
Business development

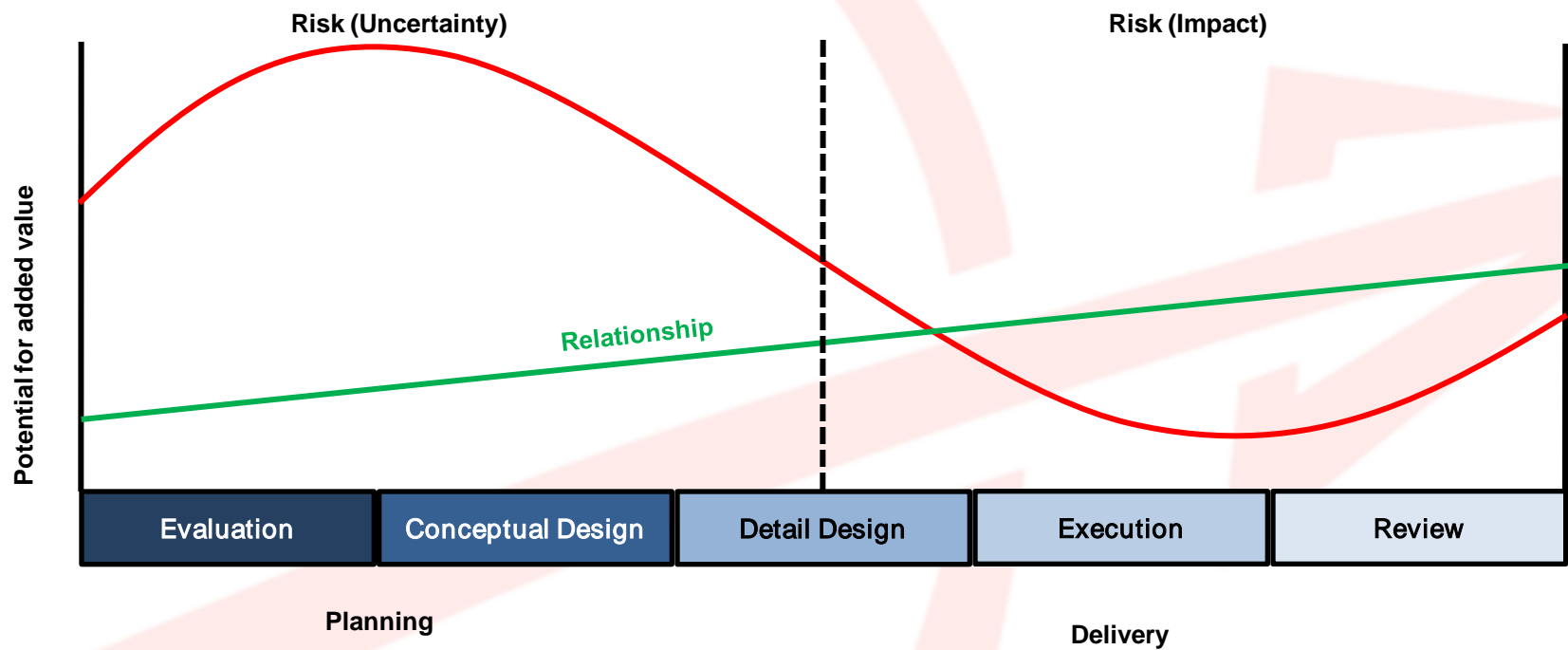
Building expertise  
People development  
Pipeline / work portal  
Work bank  
Soft landing into infrastructure  
Regular payment terms  
Access to work (provided performance is maintained)



- Pricing support
- Methodology
- Planning
- Engineering
- Coordinated programme

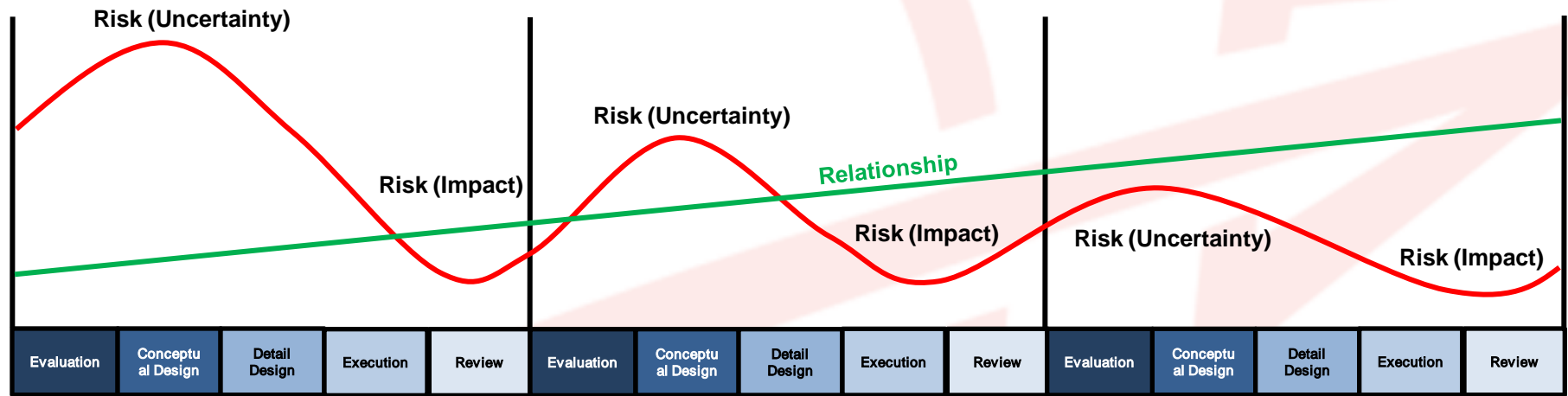
# Contract basis TSSC

# Contract basis TSSC





# Contract basis TSSC



Planning and delivery stages over a programme of work



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## Len Walker

## Opening the Supply Chain



*Opening the Supply Chain to Local and SME suppliers*



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## CompeteFor – what we do

- UK wide supply chain portal, designed to open up major supply chains
- Deliver sustainable and measurable economic growth
- Community Benefits
- Enable local and SMEs to take advantage of these B2B opportunities



*Opening the Supply Chain to Local and SME suppliers*



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## Introduction

- Online portal to advertise supply chain opportunities from major projects
- Service created for the London 2012 Olympic and Paralympic Games , to match Buyers and Suppliers, encouraging equality and transparency
- Commitment from major Buying Programmes to procure responsibly
- CompeteFor has expanded beyond its original remit, to incorporate additional supply chains:-
  - SWIP
  - Crossrail
  - Thames Tideway Tunnel
  - Transport for London



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## CompeteFor Key Objectives

- Delivering Transparency
- Local and SME engagement
- Driving Innovation and Value
- Enablement and capacity building
- Supplier Diversity
- Supply Chain visibility



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## Service Delivery

- The CompeteFor service is operated on behalf of the Mayor of London, through Transport for London

**MAYOR OF LONDON**



**Transport  
for London**

- The service is provided by a partnership between BiP Solutions and the London Business Network (LBN)

**London First**

**CBI**  
THE VOICE OF BUSINESS



*Opening the Supply Chain to Local and SME suppliers*





## Opening the Supply Chain



*Opening the Supply Chain to Local and SME suppliers*

## Buyer Benefits

- Enables competition throughout the Supply Chain
- Buyers gain visibility of a diverse supplier community
- A robust set of tools for getting value from the supply chain
- Automatic scoring of responses, reducing time
- Supports Corporate Social Responsibility and community benefits
- Encourages compliance and supply chain engagement





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## Supplier Features

- It's FREE to register AND respond to CompeteFor supply chain opportunities
- Additional FREE geographical area of researched opportunities
- More business categories now available, based on CPV codes
- Alert and Business Profiles – promote your business!



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## Supplier Benefits

- CompeteFor provides visibility of business opportunities across a variety of sectors
- Suppliers can promote themselves via their CompeteFor Business Profile
- Standardised information is stored within suppliers profiles, making responding a quicker process
- Sector specific email alerts advising suppliers of relevant contract opportunities





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- Committed to opening up the supply chain to local and SME suppliers
- All appropriate opportunities will be published on CompeteFor
- To find out more about SWIP and upcoming opportunities, please visit:-

[www.competefor.com/swip](http://www.competefor.com/swip)

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## CompeteFor Supply Chain Partners



**Thames  
Tideway Tunnel**

*Creating a cleaner, healthier River Thames*



**Haringey Council**

**LEGACY  
DEVELOPMENT  
CORPORATION**



**Camden**



**Transport  
for London**

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## CompeteFor Buying Organisations

**Balfour Beatty**



City of Westminster



TOWER HAMLETS

**GLE**

**hs2** *engine for growth*



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## Success

- In excess of 16,500 contract opportunities published
- Almost £3 billion worth of contracts awarded
- Over 1,000 Buying Organisations have posted opportunities
- 75% of all contracts posted have been awarded to SMEs
- 90% of opportunities have come from private sector buying organisations and have been awarded all over the UK



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## Summary

- Taking forward the legacy of the London 2012 games
- Continued support from the Mayor of London, Transport for London and other key infrastructure projects
- National solution for UK wide supply chain development
- Supporting sustainable and responsible procurement
- Join our growing and thriving community at:-

[www.competefor.com](http://www.competefor.com)



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## CompeteFor: LIVE Opportunities

### CompeteFor Supply Chain Opportunity Results

There are **203** opportunities that match all your criteria. You can sort the list by clicking on the column headings.

FIRST PREV **1** 2 3 4 5 6 7 8 NEXT LAST

| Opportunity Name  | Notice Type | Opportunity Status | Response Deadline | Estimated Contract Value | Tracked / Matched | Opportunity Posted Date | Source       |
|---|-------------|--------------------|-------------------|--------------------------|-------------------|-------------------------|--------------|
| <a href="#">Digital Imaging Services - Medical -...</a> | Notice      | Open               | 08/10/2014        | Not Disclosed            | -                 | 24/09/2014              | SUPPLY CHAIN |
| <a href="#">Consultancy Services</a>                    | Notice      | Open               | 06/10/2014        | D: GBP 26k to 50k        | M                 | 24/09/2014              | SUPPLY CHAIN |
| <a href="#">Pudding Mill Lane: Sheet Piling Cut...</a>  | Notice      | Open               | 30/09/2014        | D: GBP 26k to 50k        | -                 | 24/09/2014              | SUPPLY CHAIN |
| <a href="#">UK-London: Architectural and related...</a> | Notice      | Open               | -                 | Not Disclosed            | -                 | 24/09/2014              | SUPPLY CHAIN |
| <a href="#">LPG4839 Co-ordination of the New Res...</a> | Notice      | Open               | 14/10/2014        | D: GBP 26k to 50k        | -                 | 23/09/2014              | SUPPLY CHAIN |
| <a href="#">LPG4829 Local Voices - Hearing the V...</a> | Notice      | Open               | 10/10/2014        | D: GBP 26k to 50k        | -                 | 23/09/2014              | SUPPLY CHAIN |
| <a href="#">Fan Activation Experience in Central...</a> | Notice      | Open               | 10/10/2014        | Not Disclosed            | -                 | 22/09/2014              | SUPPLY CHAIN |
| <a href="#">C422 Tottenham Court Road - 2710 -</a>      | Notice      | Open               | 09/2014           | Not Disclosed            | -                 | 22/09/2014              | SUPPLY CHAIN |
| <a href="#">Independent Test House required for...</a>  | Notice      | Open               | 11/2014           | Not Disclosed            | -                 | 22/09/2014              | SUPPLY CHAIN |
| <a href="#">Painting-Carpentry-Dry-lining-Ceilin...</a> | Notice      | Open               | 06/10/2014        | E: GBP 51k to 100k       | -                 | 19/09/2014              | SUPPLY CHAIN |

**Painting-Carpentry-Dry-lining-Ceilings-Tiling**

**Description:** CSJV is currently looking to procure a Subcontractor to carry out Painting-Carpentry-Dry-lining-Ceilings-Tiling works for the C360 Project. The works to be carried out within this package include: Painting • Allow for all types of paint- masonry...

**Response Date:** 2014-10-06 12:00:51.154  
**Area:** East London

[View Opportunity](#)

Opening the Supply Chain to Local and SME suppliers

## CompeteFor Support

The CompeteFor team are here to offer one to one coaching on the service

On hand to offer guidance on:-

- Registering on CompeteFor
- Build a Business AND Alert Profile
- How to FIND contract opportunities
- How to RESPOND to contract opportunities



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Thank you!

Register your business at:

[www.competefor.com](http://www.competefor.com)

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## John Rayner

### Head of Business Development

### Procurement – choosing service and capability

# Procurement strategy



# Contractor selection - PQQ

- 
- **Organisation & Capability**
  - **Financial Capability**
  - **Insurance**
  - **Good Standing**
  - **Commercial Capability**
  - **Supply Chain Management**
  - **Technical Capability**
  - **Past Performance**
  - **Skill and Commitment in managing HSE issues**
  - **Equal Opportunities**
  - **TfL Policies**

# Contractor selection - ITT

- 
- **Reliance on Subcontracting**
  - **Capacity**
  - **Capability**
  - **Competence**
  - **Training and Development**
  - **Rates/OH&P**
  - **Collaboration/behaviours**



# Contractor selection – interviews



# Procurement programme

SWIP Supplier Chain Briefing



Open EOI



Result  
EOI



09/14

10/14

11/14

12/14



EOI Closed

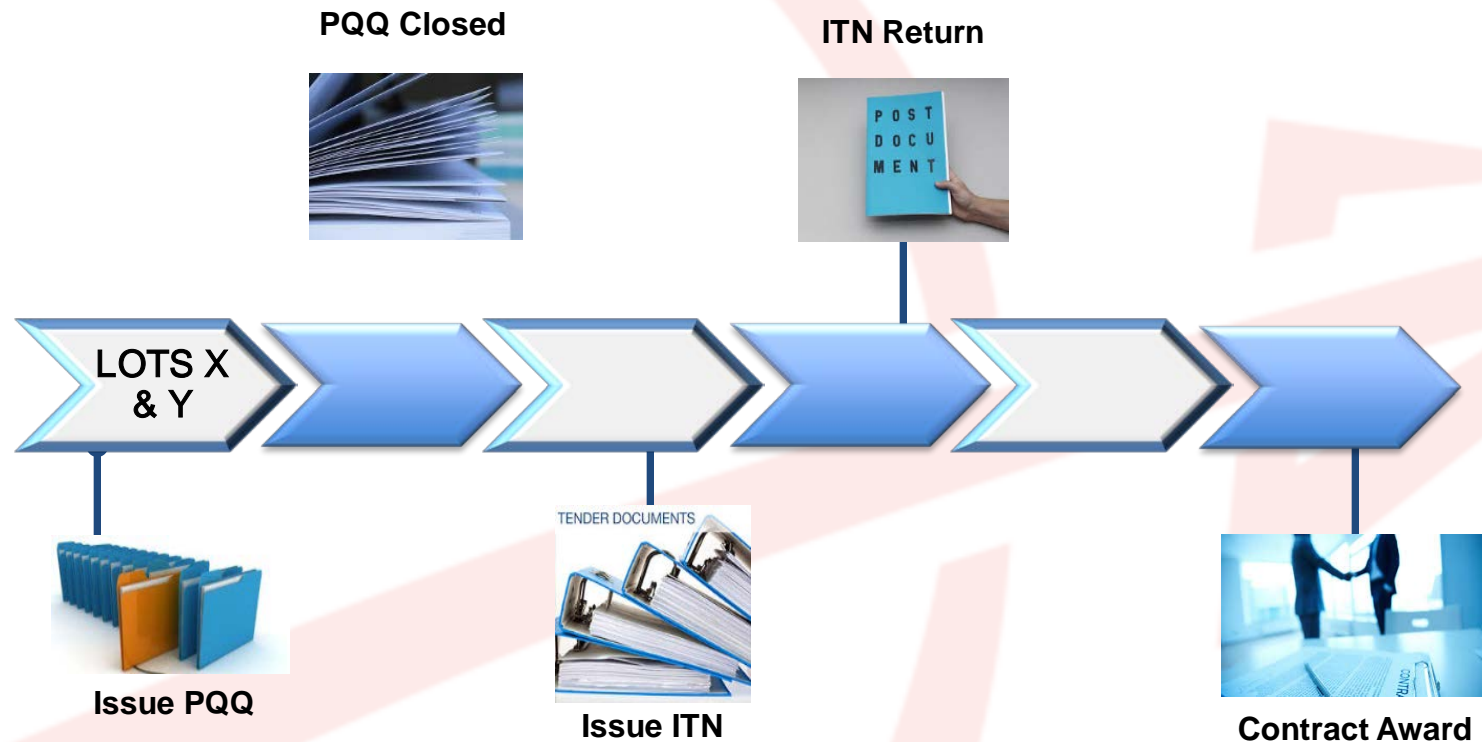


Issue Prior Information Notice





# Procurement programme



# Customer focus

*“The customer is the most important visitor on our premises*

*He is not dependent on us*

*We are dependent on him*

*He is not an interruption in our work*

*He is the purpose of it*

*He is not an outsider in our business*

*He is part of it*

*We are not doing him a favour by serving him*

*He is doing us a favour by giving us an opportunity to do so.”*

*Ghandhi*





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## Sherif Narouz

### Head of Programme

### SWIP

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## Networking session

Construction  
**Tony  
Weatherley**

Project  
Management  
**Paul McGraw**

Commercial  
**Jason  
Thomson**

Safety  
**Tony  
Stapleton**

Procurement  
**Pat Patel**  
  
**David  
Timbrell**

CompeteFor  
**Scott Smith**  
  
**Len Walker**

# SWIP



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