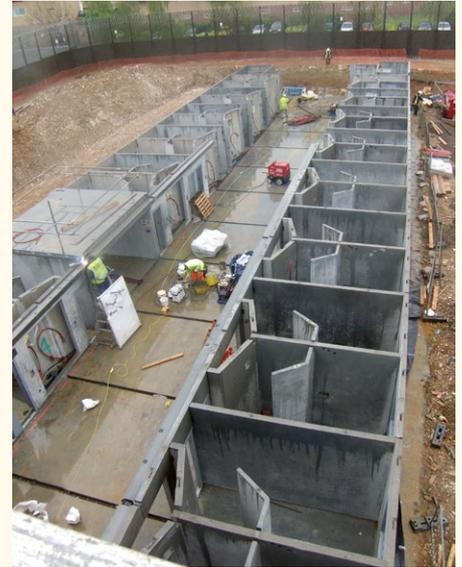


SUPPLY CHAIN OF THE YEAR

WINNER 2014

Ministry of Justice Estate Directorate



Ministry of Justice Estate Directorate (MoJED) has developed a set of tools for collaborative working, best practice procurement, fair treatment of its supply chain and proactive project management – delivering significant cost savings year-on-year for the last five years and reducing procurement time and cost.

Using openbook processes has allowed the MoJED to get best value for money with each and every bid it runs. It ensures that main contractors are dealing fairly with tier two and tier three suppliers. Establishing a five year alliance allows MoJED to develop strong working relationships with its construction partners. Experience is retained and the expertise developed can be marketed globally.

At the start of each project, each partner is provided with a set of continuous improvement tools. The tools allow the MoJED to work with each partner, review performance and look to improve. At the end of each significant project, a lessons learned exercise is completed with the project team and significant reports are shared with every partner in the supply chain.

One key project management tool is the buffered project programme plan which is the centrepiece of their collaborative approach. Working together with contractors, any slack is eliminated,

enabling challenging targets to be agreed. Close management of progress provides hard data, identifying opportunities for improvement and helping the team to work towards excellence in delivery across all projects, for all clients. Feedback compares performance through KPIs and encourages healthy competition. An annual awards scheme recognises and rewards excellence. Where appropriate, MoJED deploys its dedicated lean training specialists who fashion anything from basic training in lean construction from tradespeople to senior project staff.

A similar continuous improvement approach is taken with Health & Safety, where MoJED's dedicated team complete a near miss or reportable accident review each time it is notified, seeking not only to address the problem but also to ensure that practice is changed so there is no repetition of the incident.

MoJED fosters a culture of high performance throughout its supply chain, which benefits all parties. It helps its delivery partners to learn, develop expertise and to deliver with increasing success across all their contracts. Other government departments recognise MoJED as a thought leader and benefit from their expertise, taxpayers see better value for money, courts and prison staff, users and the general public benefit from projects which deliver safe, secure and pleasant environments to work in.

Judges' comments

The Ministry of Justice Estate Directorate works closely with their supply chain to make better collective decisions, with clear, client-driven encouragement.

The whole supply chain is involved in a collaborative, federated model, where there is a common plan, guided by an established strategy based on 'better for less'.

The proactive approach to shared problem-solving and risk management leads to better supply chain engagement and ultimately improved delivery all round.



Ministry of Justice

FINALISTS

- Crossrail Supplier Performance Assurance: Crossrail
- Galliford Try Construction – Building Division: Galliford Try
- Ministry of Justice Estate Directorate: Ministry of Justice