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| **Topic entry (tick boxes that are applicable) 1 [ ]  2 [ ]  3 [ ]  4 [ ]  5 [ ]  6 X 7** **[ ]  8** **[ ]**  |
| **Entry number (MPA Ref)** | 22112 |
| **Title of Entry** | Roadbuilding Assessment Programme |
| **Name of Company** | Tarmac |
| **Location** | National Skills & Safety Park |
| **Video** **[ ]  (if yes, please include URL for video)** | No |
| **Other resource** **[ ]  (if yes, please include description)** | No |
| **Fatal Theme (tick boxes that are applicable) 1** **[ ]  2 [ ]  3** **[ ]  4** **[ ]  5** **[ ]  6** **[ ]**  |
| **BACKGROUND** |
| Within Tarmac we have over 400 road surfacing employees spread across 53 surfacing gangs stretching from Devon up to Glasgow and everywhere in-between.Ensuring our road surfacing gangs were fully equipped with the skills, licences and knowledge required to effectively carry out their role has always proved challenging. This is due to the nature of their shift patterns, their exposure to members of the public and their constant movement around the country.Concerns about their safety, welfare and effectiveness made us to re-think how we engage with, develop and up skill this section of our workforce.The Roadbuilding Assessment Programme was developed to address these issues. The programme sees each surfacing gang taken off the road and attend the National Skills & Safety Park for a full week. Whilst at The Park we provide the employees with the following:* Conflict management training
* Occupational health awareness
* Fire safety awareness
* Manual handling
* Basic first aid training
* Mental health awareness – start the conversation
* Vehicle banksman
* Floor saws and compactor plate awareness
* Mobile plant security and corralling
* Mobile plant licencing and assessment

The programme is a blend of classroom sessions as well out practical assessments in our purpose-built road building area. |
| **MANAGEMENT OF PROCESS** |
| The initial concept of the programme was first discussed and drawn up within the Learning & Development team, as it was the assessors and Training manager that were faced with the struggles of trying to carry out mobile plant licences, vocational qualifications and develop training plans.In its infancy stage, the concept was shared with a variety of key stakeholders including operations managers, area directors as well as member of the operational surfacing gangs, with the view of gaining their thoughts and opinions on the idea of this programme. It quickly became apparent that the concept seemed to be well received by most. The one concern coming from our key stakeholders at mid management level was around the practicality of removing a full surfacing gang for the whole week and not letting our work commitments be hindered. Our senior leadership team didn’t share these concerns and were far more positive about the concept. Operations managers were being encouraged to use temporary labour to support when a surfacing gang was attending the programme.Our Contracting business nominated a subject matter expert to work alongside the L&D team in creating the programme and building content. Throughout the development phase, we communicated with our senior leaders at the monthly board meetings where we were able to share progress, present new ideas and plan in the trial period.We worked alongside external (as well as internal) subject matter experts to help build the content and materials. This included session plans, handouts, workbooks, videos etc. all of which we had signed off through our contacting board meetings.We also looked to see what our competitors and other organisations are doing. We became aware of Wirtgen’s training centre and facilities in Newark and we learnt what they were doing in terms of training. Knowing we had a purpose-built facility at the National Skills & Safety Park, we were able to take inspiration from their set up and have since invited them to our site to see our facilities, share with them our programme and look to share best practice.The trial sessions we held in 2019 were really positive. We had the support from our East Midlands surfacing gangs who were very keen to assist us in the trial. We ensured that after each of the three trial gangs we took time as a team to review and reflect. We amended the workbooks and session plan as we found a better flow for the programme. |
| **BENEFITS** |
| The Roadbuilding Assessment Programme has had huge benefits to not just the members of the surfacing gangs but also the management teams, our external customers and within the Learning & Development team.Most importantly, this programme has proved highly beneficial to the surfacing operatives within the gangs. They have been able to take the skills from conflict resolution training and apply them when working in hostile situations. It has been well documented the physical and verbal abuse that road workers are facing on a daily basis and we have been able to equip our staff with the skills to deal with these situations. Each of the gangs have received the mates in mind “start the conversation” and raise the awareness of the assistance programmes that we have in place. Our customers are benefiting from a workforce that is fully skilled, licenced and more effective in their roles. The successful rollout of this programme has been used to help secure contracts in various tender bids.We are seeing benefits to the L&D team as all members within the gangs are all aligned with their mobile plant licences, i.e., they all have the same expiry date in 5 years’ time. This has removed the need for our assessors to chase gangs around the country trying to re-licence. We have also found that our cancellation rate for our contracting business has significantly dropped and due to the gang being at the same place at the same time we can tailor the programme around business needs, we recently incorporated a safety stand down with a gang that was on site.  |
| **INNOVATION** |
| As far as we are aware the roadbuilding assessment programme is unique in the way that it takes a full gang away from their place of work to deliver multiple different sessions in a block week. This programme enables the operators to renew their MPQC mobile plant licences whilst they relay the roadbuilding area at the Tarmac National Skills & Safety Park. The 3 year programme enables us to update the content around the current hot topics that have risen in that period.The blended learning approach enables the learner to receive the information via their preferred learning style.  |
| **DEVELOPMENT & TRANSFERABILITY** |
| In June 2022 we will look to review the current content with a view to start version 2 in January 2023, as we start the process again. We have shared the learning points with our parent company CRH and they are looking to adopt this process across the group. We have shared our best practice with Balfour Beatty & Costain as they are keen to adopt the process for their employees |
| **NB if document has embedded images try and include these****If other documents provided say additional information available.** |