

CASE STUDY



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MARTIN

TRAFFIC MANAGEMENT EXPERTS

INTRODUCTION

Our target is to increase spend with Britain's Bravest Manufacturing Company (part of the Royal British Legion Industries (RBLI)) to £80,000 in 2022 (National TOMs (Themes, Outcomes and Measures) Reference NT14).

Social value theme for 2022: Growth*. Supporting the growth of responsible, regional business.



Relationship start date: March 2020

Spend in 2021: >£21,000

Location: Nationwide

Did you know? 70% of employees working at Britain's Bravest Manufacturing Company are ex-forces personnel with mental or physical disabilities, or both.

IN THE BEGINNING

The partnership between HW Martin (Traffic Management) Ltd and Britain's Bravest Manufacturing Company (BBMC) began in March 2020.

James Hunt, Sustainability Manager and Jay Taylor, National Sign Compliance Manager for HW Martin (Traffic Management) Ltd undertook an introductory meeting, factory visit and audit.

Unfortunately, the initial trial period had to be put on hold as a result of the global COVID 19 pandemic.

Many countries, including the United Kingdom, mandated national lockdowns to limit the spread of the disease. The majority of BBMCs workforce were required to shield to protect their own health reducing the factory's outputs significantly.

However, the lifting of restrictions in 2021, meant that HW Martin (Traffic Management) Ltd could place its first orders. Following a successful trial period, the company worked with BBMC to achieve supply chain approval and subsequently ordered £21,000 of signage in 2021.



QUICK FACTS



EXCELLENCE IN OPERATION



SAFE TRUSTED AGILE PROGRESSIVE SUSTAINABLE

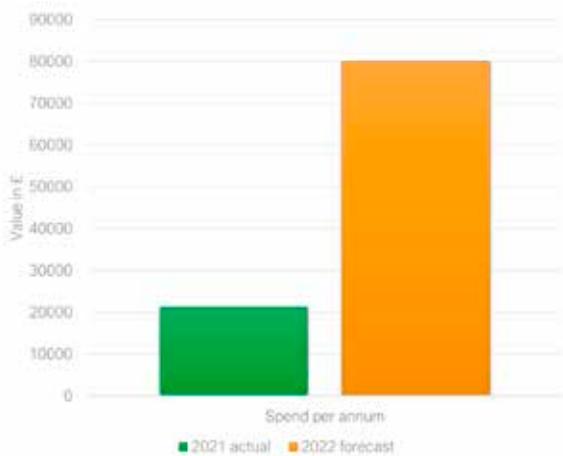
EXCELLENCE IN OPERATION



*One of the five principal themes recognised by the Social Value Portal: Jobs, Growth, Social, Environmental and Innovation.

DELIVERING BENEFITS

Britain's Bravest Manufacturing Company



In 2021 we spent over £21,000 with Britain's Bravest Manufacturing Company procuring temporary signage for projects on the Strategic Road Network across the country. We also procured some permanent depot signage for our site in Sevenoaks, Kent, which is less than 15 miles away from the BBMC factory in Maidstone.

In 2022, David Shaw, Director at HW Martin (Traffic Management) Ltd set an ambitious target:

To spend £80,000 with BBMC, an increase of 281% on 2021.

This target will be met through the introduction of a sustainable supply and demand model i.e. ordering smaller quantities more often, throughout the year.

The benefits this will bring in terms of social value are significant - the profits from our contributions will support the employment of veterans in the factory.

SPEADING THE MESSAGE OF SOCIAL ENTERPRISE

Each sign that we order from BBMC feature's their company logo, spreading the message of the power of social enterprise up and down the country with each sign erected as part of the work our crews do every day.

In recognition of our partnership with BBMC we received a Tommy that takes pride of place at our depot in Blackwell, Derbyshire.



STEVE'S STORY

At a recent visit to BBMCs factory in Aylesbury, Buckinghamshire, Contracts Manager, Gary 'Oz' Greenwood, from HW Martin met Steve Hammond, one of the veterans. Steve joined the army in 1977 and was part of the First Battalion, Welsh Guards.

In 1982, he was on the ship RFA Sir Galahad in the Falklands War when it was bombed killing 56 people. Steve was discharged in 1989 due to injury.

Steve found it hard to return to civilian life. After a few years of moving from job-to-job the physical and mental impact of his injuries finally caught up with him. RBLI heard of his plight and paid for his medical care and surgeries, and supported him through his recovery.



When he was well again, RBLI provided Steve with a job and a home for his family. For over 10 years Steve has been manufacturing signage with BBMC. He was recently promoted to an ambassadorial position actively furthering BBMCs cause.

Steve continues: *"There's a house here for my family, and a job here for me. And it's like being back in the army - the camaraderie and all that goes with it. It's given me a purpose in my life."*

Oz, also a veteran, had this to say about the visit: *"it was inspiring to see the great work and the new facilities at RBLI. It's a charity close to my heart and it was lovely to meet the veterans, particularly Steve who it seems I served alongside many moons ago!"*

WHO IS BRITAIN'S BRAVEST MANUFACTURING COMPANY?

Britain's Bravest Manufacturing Company was founded in 1919 and has provided employment for hundreds of veterans and individuals with disabilities ever since.

This unique social enterprise is part of the Royal British Legion Industries and is on a mission to create employment opportunities for ex-forces. The SME currently employs around 100 individuals, 70% of whom are veterans from the Armed Forces with physical or mental disabilities, or both.

BBMC work with clients such as Network Rail and National Highways, producing over 250,000 permanent road and rail signs every year.

Working in partnership with HW Martin (Traffic Management) Ltd is one of the supplier's first forays into the temporary road signage market.



OVERCOMING CHALLENGES

The partnership has not been without its challenges, and it is through collaboration, mutual investment and determination to find a sustainable working relationship that these have been overcome.

Part of the charm of BBMC is the traditional sign-making approach they take. The results are high quality, hand-crafted products. However, in some instances, this meant that the company has struggled to meet HW Martin's national demand.

As a temporary traffic management provider, HW Martin (Traffic Management) makes high specification, high volume orders on an ad hoc basis requiring a tight manufacturing turnaround time that is dictated by a construction programme notorious for its unpredictability.

One of the company's core values is its agility; the ability to turn things around at short notice, and be relied upon for this service. As a result, HW Martin requires suppliers who are also able to pivot at a moments notice.

But, it became evident that BBMCs operational constraints, when compared to other national suppliers, meant that a different approach was needed.



Giovanni Pennacchia, Commercial Director at HW Martin (Traffic Management) Ltd, explains:

"Britain's Bravest Manufacturing Company work differently to many of our other suppliers, but this is by no means a weakness. In fact, it's a strength and, to ensure we can continue to support the fantastic work they do, we've changed the way we procure our signage. This means we can continue to take advantage of the fantastic quality they deliver, and simultaneously support the reassimilation journeys of their employees."

The company is adopting a sustainable supply and demand model. This means that signage requirements are batched into smaller packages and ordered at regular intervals throughout the year.

Giovanni, continues: *"For example, we assessed the annual quantities of commonly used items such as 'blue arrow' and 'roadworks ahead' signs at approximately 1,000 per annum and batched these into groups of 25, 50 and 100 per month"*

as part of a new National Signage Programme, rather than against specific project requirements. BBMC can also hold a stock of these signs for us in reserve that we can call off at any time should we need them."

The supply and demand model smooths the peaks and troughs of BBMCs manufacturing programme, ensuring they can employ full-time staff all year around which is far more beneficial to the re-assimilation programme.

In addition, BBMC recognised the need to upgrade their facilities if they were to remain competitive. For example they recently invested £150,000 in two, state-of-the-art sign making machines.

An Agfa Anapurna Digital Printer has replaced the company's printer that was coming to the end of its working life. This new model will print 60m² of reflective vinyl in just 2.5 hours compared to the 4.5 hours achieved with the previous model. BBMC now has the capacity to print 180m² of vinyl in a normal day shift.

BBMC's 20-year-old CNC Cutting Machine has been upgraded with an AXYZ CNC Router. This machine cuts complex shapes and is ideal for temporary traffic management signs that need precision-cut Quick Fit holes. The machine has a tool changing facility built in and can store up to seven different cutting heads which change automatically to suit the job. This removes the need for manual intervention, reducing down-

time. The machine also runs three-times faster than the original machine.

This investment also serves to diversify the skills of their workforce. Whilst traditional methods e.g. screen printing, are still employed, the majority of the workforce are now being upskilled which future proofs the business.



ANIL'S STORY

Anil joined the army in 2006 as a Rifleman with the 2nd Royal Gurkha Regiment. Just 20-days before he was due to finish his tour in Afghanistan, he stepped on an IED.

The 21-year-old sustained multiple injuries that resulted in the amputation of his leg.

Anil underwent lengthy rehabilitation before finding a second life at the BBMC where he makes signs for companies across the UK and abroad.

Following the support of the Royal British Legion Enterprises, Anil had the confidence to take on his first major sporting challenge since his injury. He took part in

the Invictus Games, winning Gold with the Sitting Volleyball Team in 2014.

However, arguably his biggest success to date was his climb to Everest Basecamp in November 2017 raising money for the RBLI. After battling altitude sickness to reach his target, he returned to Kent a hero having raised £11,000 for his fellow veterans and people with disabilities.

Anil credits BBMC for helping him see his potential and build a successful career in the wake of his injury and his time in the army. He said: "*Working every day at RBLI is the best thing that could have happened to me.*"



HOW CHANGE IS CREATED

Our crews use upwards of 1,200 individual temporary traffic management signs every day to guide customers safely around roadworks. To ensure they remain fit for purpose for longer, we rely on our supply chain to provide us with an excellent quality product, timely production and delivery all at a good price.



Jay Taylor, National Sign Compliance Manager said:

"We chose to explore a partnership with Britain's Bravest Manufacturing Company for several reasons.

"They add diversity to our supply chain, and supply products that are of high quality and meet the stringent requirements of ISO 9001 at a competitive price.

"But most significantly, all profits go into the assimilation of soldiers back into civilian life. We are delighted to become part of their story making a tangible difference to the lives of veterans like Steve and Anil with each sign that we purchase."

Pictured below L-R: Danny King, Contracts Manager, Paul Crerand, Traffic Management Designer, and Jay Taylor, National Sign Compliance Manager with the team of three veterans sponsored by HW Martin (Traffic Management) Ltd

TEEING OFF FOR VETERANS

Four golfing enthusiasts from HW Martin (Traffic Management) Ltd and sister company, Amber Langis, took part in the annual Tommy Tee-Off in October 2021 to raise money for veterans.

The event took place at the Tudor Park Marriot Golf Course. It was the first 'in person' event for the RBLI and BBMC following the COVID-19 lockdowns.

As well as providing a team of four for the day, HW Martin (Traffic Management) Ltd also sponsored a veteran team of three Gurkhas.

The day began with tea and a bacon roll before a shotgun start on the Par-70, 18-hole championship course at Tudor Park. Whilst on the course, players had the opportunity to take part in contests at several of the holes for a chance to win a prize. After the final putt the teams retired to the clubhouse for refreshments. The day was rounded off with a prize-giving and charitable auction.

Jay Taylor, National Sign Compliance Manager at HW Martin (Traffic Management) Ltd said:

"It's crucial that we find as many opportunities as possible to support the social enterprises doing valuable work in our community. A golf day is a really good way of raising money, but more importantly it gives us the opportunity to meet some of the real people that we are supporting whilst sharing something we all enjoy. It's a great way to create new bonds that might lead to further opportunities and demonstrates our ongoing commitment to RBLI."

