

Digital Leadership Group Meeting Minutes

27th July 2023

Attendees:

Alfie Austyn (Supply Chain Sustainability School), Amy Pearce (Suez), Ciara Durkin (Laing O'Rourke), Damon Harbinson (Suez), David Emery (Supply Chain Sustainability School), Ian Massey (Bouygues), Jack Dearlove (ISG) John Lennie (HE Simm), Kaoru Bradley (Veolia), Laura Gibbons (Causeway), Marc Roberts (BBI Services), Nick Leach (Sir Robert McAlpine), Reyhaneh Shojaei (University of Cambridge)

School Update

Alfie Austyn, Project Coordinator at The School, gave a brief overview of the progress against the KPI's set for this year within the Digital Topic. As you can see below, The School has surpassed its targets for the first quarter in numbers of individuals and companies accessing Digital learning within. In addition to this, we have surpassed our expected output for Webinars and Workshops.

However, with regard to e-learning and learners at training, we still have some ground to make up. Regarding the former, we hope to develop some new and more topical e-learning, be it in the form of an e-learning module or a learning pathway. Similarly, we plan on running more topical events with external speakers to build greater audiences (see below 'future events').

Deliverables	Q1	Q2	Q3	Q4	Target 2023/4	Achieved 2023/24
Active individuals <i>(Individuals accessing Digital learning this FY)</i>	1000	1000	1000	1000	4,000	1028
Active companies <i>(Companies accessing Digital learning this FY)</i>	375	375	375	375	1,500	459
E-learning downloads	1500	1500	1500	1500	6000	1030
Learners @ training <i>(Number of individuals attending training and webinars)</i>	200	200	200	200	800	107
Virtual Conferences <i>(Target 1000 attendees, up from 100)</i>	0	0	0	1	1	1 planned for Q4
Training workshops <i>(Average of 15 learners)</i>	2	2	2	2	8	3
Webinars <i>(Average of 100 learners)</i>	2	3	2	3	10	3
Assessments and re-assessments <i>(Individual)</i>	300	300	300	300	1200	275
Assessments and re-assessments <i>(Company)</i>	25	25	25	25	100	21

Future events

Currently, we have two webinars planned which explore digital innovations being undertaken by organisations within the built environment industry. These case studies hope to inspire others to make use of digital technologies to improve processes within their organisation.

- [Digital Innovation Showcase: Creating New Markets | Webinar](#)

In this webinar, we will hear from **Josh Graham** from **EHAB**, an innovative digital services supplier which offers the first weather risk management platform for construction. EHAB uses digital data to help those in the construction industry plan more effectively and better manage extreme weather events.

In addition to this, Josh will talk about the value of data from his customers' point of view, and he'll discuss how the digital investment strategies in his own business can help you in your own digital investment journey.



Digital Innovation Showcase: Creating New Markets - Webinar

Exploring how digital investments can exceed expectations

Tuesday, 22 August 2023, 1:00 PM - 2:00 PM

- [Digital Innovation Showcase: Big Data Tech | Webinar](#)

Professor Hafiz Alaka is the founding Director of the Big Data Tech & Innovation Lab (Construction, Energy & Environment). In this webinar, he will showcase some of the lab's current projects, including:

- A **Holistic Principal Tunnel-Sewer Survey System (HS3)** which uses an Unmanned Aerial vehicle and Artificial Intelligence
- A **Pollution Avoidance Support System (PASS)** using GIS, Machine Learning and Big Data
- **LINK** – a piece of technology which Creates a digital direct connection between owners and buyers of salvaged construction material



Digital Innovation Showcase: Big Data Tech - Webinar

A webinar looking the latest digital innovations in ...

Wednesday, 13 September 2023, 1:00 PM - 2:00 PM

Furthermore, some topics we hope to delve into in the coming months include:

- Cyber Security
- The opportunities and concerns of Artificial Intelligence
- How Digital drives Operational Excellence (Lean practices) in projects
- Case study on Rebar

Action:

The School to develop a newsletter which outlines the upcoming events and resources within Digital, so as to the increase awareness of these further. David Emery to create the content. We would also appreciate any suggestions from partners. Please email David at David@supplychainschool.co.uk

Furthermore, we will review the titles of our Digital resources in order to give the viewer a better idea about their content.

Alfie Austyn to create a formal email advertising upcoming events and resources which individuals can send on to their colleagues and supply chain.

Digital Leadership Course

David Emery began this section by reflecting on the overwhelmingly positive feedback for the Downloading a Digital Mindset training. Please see below:

New Digital Leadership Course

David Emery introduced Reyhaneh Shojaei (University of Cambridge) to the group. Having worked together on last year's Digital Leadership Course, which focused on the characteristics of a digital leader, they have begun formulating a new course which explores the cultures and behaviours in businesses and how these can act as barriers to Digital Adoption.

The course plan is as follows:

Workshop 1

1st Session

- Review of actions taken since the last course
- Asking attendees about their own business culture and behaviour

2nd Session

- Exploring the impact of digitalisation on the workforce
- Understanding how culture and behaviours can negatively impact the success of business change
- The barriers to adopting digital innovation

3rd Session

- Managing and leading digital transformation
- Change management in a digitalised environment
- Communication and leadership skills for digitalisation
- Real-world examples of successful digital transformations in construction

Workshop 2 – Case studies and best practices

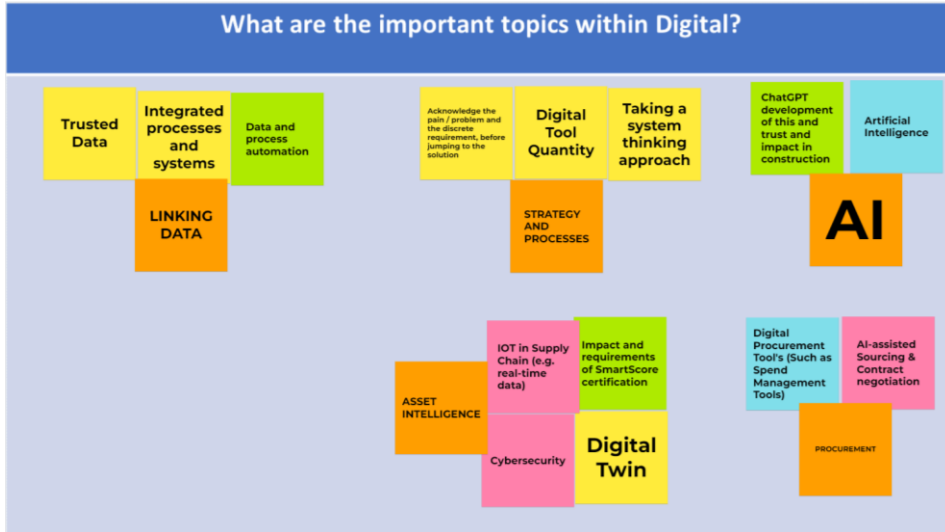
- Students are tasked to find and present real-world examples of companies that have successfully implemented digitalisation in their construction operations
- Exploring best practices for collaboration and communication in a digitalised construction environment

Action:

Partners to offer their thoughts, improvements, and criticisms on the above. In addition to this, we invite partners to take part in a pilot of this Digital Leadership and offer their feedback. If interested, please email David at David@supplychainschool.co.uk

New Content

The group was then asked to participate in an exercise to gather their thoughts on what the important and most relevant topics within Digital are at the moment. The first JamBoard slide below shows the range of topics suggested, followed by a closer inspection of each topic, why it's important, and how The School can address this:



Topic:	LINKING DATA	Trusted Data	Integrated processes and systems	Data process automation
Why is this topic important?	How can The School address this topic? (e.g. Virtual Conference, Webinar, Workshop, Learning Pathway etc.)		Who can we reach out to? (Individuals/organisations)	
<p>Quality/Process/Cost/ Efficiencies</p> <p>Data is crucial to all organisations today. There is an increased focus on getting data right, first time, for many organisations.</p> <p>With increased automation, and integrations between different systems, data must be accurate to ensure the system's continue to operate to full capacity</p> <p>Aiding organisations to understand how they can work smarter and faster</p> <p>Efficiencies and productivity - freeing up time to focus on the value-add rather than manual processes etc.</p>	<p>Virtual Conference, Get people involved to try and better increase their knowledge of data, what "good" data looks like and what "bad" data looks like</p> <p>Webinar/virtual conference</p> <p>Real-life example case studies - videos/the webinar/721 workshops - best practice sharing</p>		<p>HR (training department)</p> <p>C-Suite, department/function heads</p> <p>System provider's such as Coupa, SAP, IFS</p> <p>System Owner's within an organisation.</p> <p>IT/System function</p>	

Topic: STRATEGY AND PROCESS		System thinking approach	Digital Tool Quantity
Why is this topic important?	How can The School address this topic? (e.g. Virtual Conference, Webinar, Workshop, Learning Pathway etc.)		Who can we reach out to? (Individuals/organisations)
<p>Ensuring not just implementing systems for sake of it. Really focus on the need/objective of systems used. This avoids unnecessary and complex customisations.</p> <p>Efficiencies and productivity - freeing up time to focus on the value-add rather than manual processes etc</p> <p>Setup to succeed</p>	<p>Achievable strategy/goals</p> <p>To increase the adoption rate</p> <p>Reduce conflict. Improve adoption rates</p>	<p>Webinars leaning on principles of making change happen and reducing conflict/barriers to change</p> <p>strategy workout sessions - how to facilitate and formulate</p> <p>interactive workshops with best practice approach to that systems thinking approach</p> <p>helping people understand the critical success factors for effective transformation</p>	<p>Organisations that have seen success in implementing new system's, approaches</p> <p>Companies with expertise in digital tools, to help provide real-life examples of best practice (software vendors, e.g.)</p>

Topic: ARTIFICIAL INTELLIGENCE		Chat GPT - Impactfruit
Why is this topic important?	How can The School address this topic? (e.g. Virtual Conference, Webinar, Workshop, Learning Pathway etc.)	Who can we reach out to? (Individuals/organisations)
<p>Exponential increase in number of tools</p> <p>Potential to impact office-based and site-based and FM processes</p> <p>Awareness of security issues when using AI</p>	<p>Change of project roles & responsibilities</p> <p>Efficiency improvement when processing a large amount of information</p> <p>Data issues and advantages when using AI tools. Better access to data, but also increased risk of data breach</p> <p>Case studies into webinars and resources</p> <p>Webinar and workshop</p> <p>Virtual Conference(s) to introduce AI, what their benefit's are, how to introduce them to businesses etc.</p>	<p>??</p> <p>all organizations and individuals in the industry</p> <p>With AI still being a relatively infant concept, it may be difficult to reach out to organisations, but there are AI tool suppliers who may be a good starting point for AI adoption.</p>

Topic: ASSET INTELLIGENCE		Digital Twin	Cybersecurity	SmartScore: impact and requirements	IOT in the supply chain
Why is this topic important?	How can The School address this topic? (e.g. Virtual Conference, Webinar, Workshop, Learning Pathway etc.)			Who can we reach out to? (Individuals/organisations)	
<p>FM benefits - lower costs, lower carbon, user/owner experience</p> <p>Opportunity to use BIM data since apps now allow input/output by non-technical users</p> <p>Achieve real change by understanding performance</p>	<p>Golden Thread and Mockett Report!</p> <p>To convey the need for how digital information capture and delivery/supports and user and stakeholders interact with long term use of building/facility/asset</p> <p>Size and scope of Infrastructure projects such as HS2 and roads network</p> <p>Conveying how digital technologies can provide long operational predictive analysis and sustainable management</p>	<p>Autodesk / Graphisoft</p> <p>HS2</p> <p>National Highways</p> <p>BIM product manufacturers / product manufacturers</p> <p>Wired score whom are the organisation whom have formed SmartScore criteria with Large clients such as British land, Land Securities, ASX etc</p> <p>National Digital twin programme</p>			

Topic: Procurement Digital Procurement Tools AI-assisted Sourcing & Contract negotiation		
Why is this topic important?	How can The School address this topic? (e.g. Virtual Conference, Webinar, Workshop, Learning Pathway etc.)	Who can we reach out to? (Individuals/organisations)
<div style="display: flex; flex-wrap: wrap; gap: 10px;"> <div style="background-color: yellow; padding: 5px; width: 45%;">Efficiency improvement from automation</div> <div style="background-color: yellow; padding: 5px; width: 45%;">Knowledge share of what type of technologies are available</div> <div style="background-color: yellow; padding: 5px; width: 45%;">Clarity of scope of works/change control</div> <div style="background-color: yellow; padding: 5px; width: 45%;">Potential security risk when using AI</div> <div style="background-color: cyan; padding: 5px; width: 45%;">Low profit margins in construction</div> <div style="background-color: yellow; padding: 5px; width: 45%;">Enhanced decision making</div> </div>		

Action:

David Emery and Alfie Austyn to discuss how to incorporate the ideas above into training for the upcoming months and to report back to partners their progress on this. If partners have any further suggestions, the JamBoard link is live and can be added to [here](#). Furthermore, if you wish to get in contact, email Alfie at Alfie.Austyn@supplychainschool.co.uk

AOB

The upcoming Leadership Group meeting dates for Lean and Operational Efficiency are as follows:

- 14th November 2023
- 22nd February 2024

Please look out for the calendar invites.