

Lean and Operational Efficiency Leadership Group Meeting Minutes

1st December 2022

Attendees:

Alfie Austyn (SCSS), Gary Peters (Skanska), Jim Taylor-Rose (VINCI), Jonathan Holt (Speedy Services), Mark Worrall (BBI), Mohammed Ilyas (Colas Rail), Steffan Speer (Morgan Sindall)

Welcome and introductions

Mark Worrall began the meeting, introducing the session as a re-run of the leadership group meeting on the 12th. The group was made aware the discussions would revolve around the set of films being created for Lean and Operational Efficiency in January, the 'Delivering in Challenging Economic Times' Business Bytes on the 9th of February, and what the partners would like to see going into 2023.

Lean filming

Mark Worrall informed the group about the filming taking place in January on a number of topics in Lean and Operational Efficiency. These include:

- Construction Productivity
- Measuring Productivity in Construction
- Practical steps to improve productivity in Construction
- Operational efficiency in non-site operations
- What is Lean Construction
- The tools and techniques of Lean Construction in 3 minutes

The dates for filming are as follows:

London Dates

17th Jan – Bouygues Offices - Becket House, 1 Lambeth Palace Rd, London SE1 7EU

20th Jan - Morgan Sindall Group, Kent House, 14-17 Market Pl, London W1W 8AJ

Manchester Date

26th Jan - Morson Talent | Adamson House, Centenary Way, Manchester M50 1RD

Action:

Partners to participate in the films. Those taking part will be required to speak in front of a camera on a topic they've chosen out of the list. Questions will be provided in advance, allowing participants to form an answer for the day of filming. Please email alfie.austyn@supplychainschool.co.uk or grace@supplychainschool.co.uk if you would like to be involved.

Delivering in Challenging Economic Times – Business Bytes

The group was then made aware of the upcoming Business Bytes ‘Delivering in Challenging Economic Times’. The event will take place on 9th February from 10:00am-12:00pm.

The conference will take attendees through a range of tools, techniques and case studies that impact operational performance and profitability on site, in the factory, and in the preconstruction phase. The event will require three groups of three external participants, and will involve presentations on how to deliver profitability, productivity, and efficiency in the current economic climate.

Action:

Partners to participate as speakers in the event. Please email alfie.austyn@supplychainschool.co.uk if you have experience operating a Lean and Efficiency programme on site, in the factory, and/or in the preconstruction phase and would like to get involved.

Group discussion

The group was then asked what they would like to see going forward from the School, and what changes or improvements we should make.

Below were some of the suggestions:

- Bigger emphasis on case studies in learning materials and events. Partners agreed that hearing about real experience tends to generate more thought and ideas. Including additional encouragement about how to action these case studies would also be beneficial.
- Engaging the frontline workers more. This would involve providing an incentive for the workers who are using the tools to implement lean practices into their work. This could be in the provision of materials, tools or knowledge. Partners in particular mentioned having more simple messaging or slogans to create more productive/efficient work i.e. STOP, and to simplify information in general; the school can tend to have an overwhelming amount of information, it may be beneficial to have single pages of information/one flowchart/6 steps maximum.
- A bigger focus on the mental health of frontline workers in the built environment. These could involve greater suicide awareness amongst workers, more of an emphasis on the economic situation amongst workers and their working schedules.
- With the influx of younger people entering the industry and not fully grasping the industry in its traditional sense, there could be an opportunity to raise awareness of Lean and implement it in the minds of these individuals early on.
- One issue raised was that the preconstruction phase is getting longer and longer. Principal contractors are getting involved earlier and that period is getting longer as a result, becoming longer than the construction period. This could be an issue as more projects require more planning and more time devoted to them.

Action:

If partners have any additional suggestions, please email alfie.austyn@supplychainschool.co.uk.

AOB

The next Leadership Group meeting for Lean and Operational Efficiency will take place on 18th January 2023.