

Operational Efficiency Leadership Group Meeting Minutes

6th December 2023

Attendees:

Alfie Austyn (Supply Chain Sustainability School), Darren Wilson (NG Bailey), Derek Tuite (Garic), Emmanuel Thomas (Galliford Try), Ian Heptonstall (Supply Chain Sustainability School), Ivan Baranov (Careys), Mark Worrall (BBI), Mohammed Ilyas (Colas Rail), Sammy King (BBI)

Welcome and Introductions

Mark Worrall, CEO of BBI, began the meeting and outlined the agenda. The group would initially be given an update about new events and resources, and what actions the Supply Chain Sustainability School and BBI are taking to push Lean and Operational Efficiency to the forefront of the School's content. However, the majority of this meeting would evolve around business planning for the next financial year.

General update

Regarding the learning around Lean and Operational Efficiency, our priorities for this financial year include:

- Increasing the number of people learning about efficiency and productivity
- Engaging 1,400 suppliers by working more closely with our partners
- Improving and updating our learning content
- Making the most of our content by improving marketing and communications around them to reach the most amount of people.

The table below outlines our current progress against our targets within Operational Excellence in Lean Thinking for 2023/24:

Deliverables	Q1	Q2	Q3	Q4	Target	Achieved
Target	(April-June)	(July-Sept)	(Oct-Dec)	(Jan-March)	2023/4	2023/24
Active individuals <i>(Individuals accessing Lean learning this FY)</i>	700	1500	2250	3000	3,000	2403

Active companies <i>(Companies accessing Lean learning this FY)</i>	300	650	975	1300	1,300	981
E-learning downloads	625	1250	1875	2500	2,500	808
Learners @ training <i>(Number of individuals attending training and webinars)</i>	250	500	750	1000	1,000	783
Virtual Conferences <i>(Target 1000 attendees, up from 100)</i>	0	0	1	0	1	1
Training workshops <i>(Average of 15 learners)</i>	2	2	2	2	8	6
Webinars <i>(Average of 100 learners)</i>	2	2	2	2	8	6
Assessments and re-assessments <i>(Individual)</i>	125	250	375	500	500	398
Assessments and re-assessments <i>(Company)</i>	25	50	75	100	100	34

As you can see, we are exceeding our targets in all sections apart from E-learning downloads and Company Assessments. For these two areas, we have been developing new content, recently updating our 6 Foundational Operational Excellence Modules and working on updating both the individual and organisational assessments. Thus, we have not been pushing them widely this year so far, which may explain why we are behind target.

Events

Mark then gave an overview of the statistics for our recent events. In particular, we delivered a webinar on a new topic, 'Reducing Carbon Emissions through Operational Excellence', which received a positive turnout, with 250 registrants and 128 attendees. This topic came about due to discussions from a previous leadership group meeting.

Furthermore, our Virtual Conference, 'Boosting Construction Productivity' took place recently, performing well with 358 registrants and 188 attendees. This conference received around double the number of attendees of our Conference last year.

The table below shows the full overview of this years' progress:

Event name	Type	Date	Bookings	Attendees
Construction Productivity: The need and opportunity	Webinar	13 th July	209	114
Leading Teams to Drive Change	Webinar	25 th July	192	93
Making Your Strategies Work	Workshop (Max 35 attendees)	3 rd August	26	18
Practical Steps to Improve Construction Productivity	Webinar	12 th September	199	89
Using Lean for Problem Solving & Continuous Improvement	Workshop (Max 40 attendees)	13 th September	40 (Fully Booked)	23
Collaborative working	Workshop (Max 35 attendees)	18 th October	40 (Fully Booked)	16
Construction Productivity: The need and opportunity	Webinar	2 nd November	85	37
Practical Steps to Improve Construction Productivity	Workshop (Max 35 attendees)	8 th November	34	15
Introduction to Lean	Workshop (Max 35 attendees)	15 th November	50	12
Reducing Carbon through Lean	Webinar	21 st November	250	128
Leading Team-Driven Transformation: Boosting Construction Productivity Virtual Conference	Virtual Conference	28 th November	358	188

Business Planning

Alfie Austyn, Project Coordinator at the Supply Chain Sustainability School, led the Group through the Business Planning process, using Mural, a virtual whiteboard. The partners put their ideas on the slides, as seen in the screenshots below:

Question 1: Consider the key learning priorities identified in the impact survey & training activity data. Do you agree with this? Is there anything else that the Leadership Group wants to focus on?

QUESTION 1: Consider the key learning priorities identified in the impact survey & training activity data. Do you agree with this? Is there anything else that the Leadership Group wants to focus on?

GROUP ONE please consider the learning priorities listed. Using the sticky notes function list any other learning priorities that you think your market also need to consider. If you agree with the priorities as they are just put a stick note stating 'agree'.

In the second breakout session Group 2 and 3 will peer reviewed and add any further thoughts.

TOP 5 RANKED CHALLENGES

Partners (unprompted answer)
Free text answers in response to the question (18 responses)

- Carbon & Net zero 29%
- Waste & Circular Economy 26%
- People & Skills 26%
- Business Case for Sustainability 19%
- Resilience & Future 8%

Partners (prompted answer)
% more of this topic (18 responses)

- Circular Economy 89%
- Environment 84%
- Sustainability 83%
- Energy & Carbon 83%
- Social Value & Community Resilience 2004%

Members (prompted answer)
% more of this topic (218 responses)

- Energy & Carbon 82%
- Environmental Management 51%
- Sustainable Design 47%
- Sustainable Procurement 46%
- Social Value 28%

CONTENT – PRIORITY AREAS RANKED 24/25 vs 23/24

Topic	2024/2025 Partner	2024/2025 Member	2023/2024
Sustainability	1	1	1
Procurement	2	2	2
People	3	3	3
ESG	4	6	4
Management	5	4	7
Digital	6	7	5
Learn	7	5	8
Office	8	8	6

how do we underpin the delivery of these priorities?

adding value / waste

Question 2: Consider the balance of training and content. Agree as a group which activities you need to do more, the same or less of:

Some 'must have' activities included more 'talking heads' videos, due to the success of the videos created earlier this year, raising awareness of the importance of Operational Excellence to those in the construction industry, and segmenting the audience of our materials in order to better target individuals with tailored content.

QUESTION 2: Consider the balance of training and content. Agree as a group which activities you need to do more, the same or less of.

GROUP TWO please complete this section. The table below illustrates the activities taken place this year. On the circle below, write the activity on the sticky note and place it in the relevant section (NB Wont have is underneath the circle).

GUIDE:
 Must have: More
 Should have: Continue
 Could have: If there is budget available
 Wont have: Stop doing

In the second breakout session Group 1 and 3 will peer reviewed and add any further thoughts.

Delivery to date	No. delivered	No. of learners
Workshops	6	113
Webinars	6	473
Virtual Conferences	1	188
E-Learning	6	2,456
New Content	56	1,890
Research Papers	N/A	N/A
Talking Heads Videos	9	1,442
Learning Pathways	2	443
Case studies	17	442
Assessments (corporate)	34	N/A
Assessments (individual)	398	N/A

What is waste? Briefing Paper

How can lean deliver less carbon

Question 3: Discuss the key sustainability challenges that we have as a sector. Then choose 2 or 3 key challenges that the School can address through knowledge & collaboration.

The key challenges included how we translate the importance of lean to people, creating a link between lean and reducing carbon/waste, in addition to the wider topics of sustainability and procurement, and how we show the value that can be added through using Lean processes.

QUESTION 3: Discuss the key challenges that we have as a sector.
Then choose 2 or 3 key challenges that the School can address through knowledge & collaboration.

GROUP 3 Spend 3 minutes brain storming and use the sticky notes to write down what you think are the key challenges. Then spend 5 discuss these ideas together. Use the rest of the time to decide and choose as a group which 2 or 3 are the key challenges that need to be addressed and move them into that section.

In the second breakout session Group 1 and 2 will peer review and add any further thoughts.

We do not know what waste is

Do we have knowledgeable, proactive leadership in the subject of Construction productivity

Should we link into standards?

responsibility

Not everyone needs same info - how do we best segment our messages?

TOP 2 / 3 CHALLENGES

1. How do we get people to understand the importance of lean?

2. Creating link between lean and carbon \ waste reduction

3. How do you show the value you are adding? top down

Question 4: What are the key activities that the School can undertake to tackle your identified challenges.

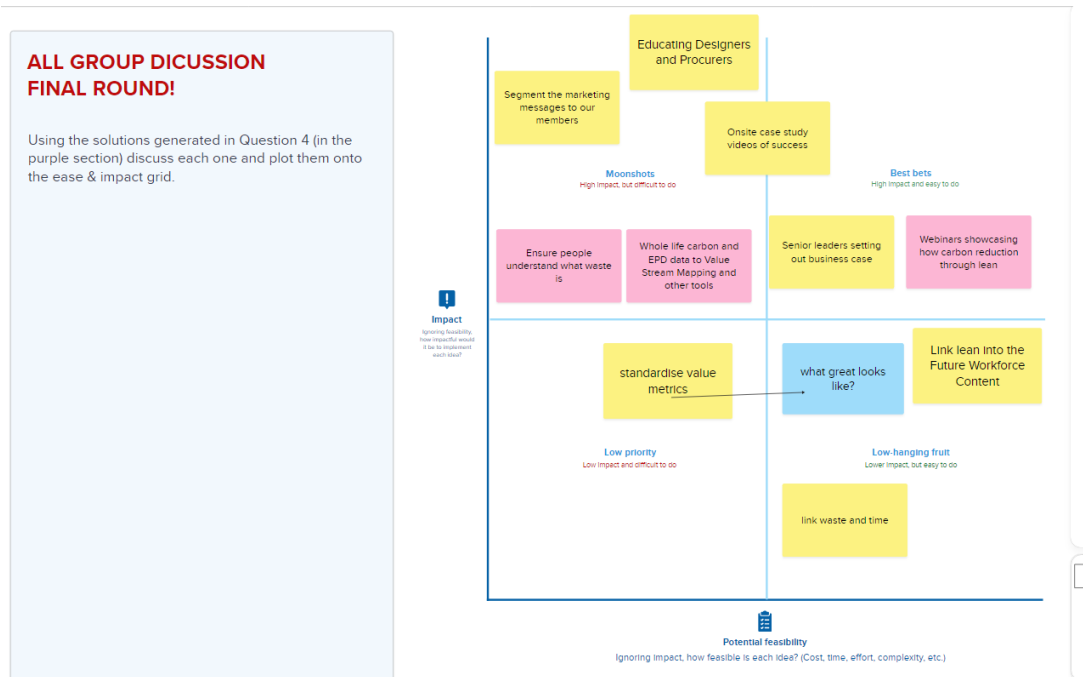
In this section, the group devised solutions to the key challenges as you can see below:

GROUP 1
QUESTION 4: What are the key activities that the School can undertake to tackle your identified challenges.

Pick your challenge(s) from question 3.
Populate the table with the challenge (s) as a sticky note.
Then discuss the solution to that challenge (spend 5 minutes on this).
Use the sticky notes to capture your answers for a solution (what the School can do to help solve that problem).

Challenge	Solution School - Knowledge & Collaboration
1. 1. How do we get people to understand the importance of lean?	<div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="border: 1px solid gray; padding: 5px; background-color: #fff9c4;">Onsite case study videos of success</div> <div style="border: 1px solid gray; padding: 5px; background-color: #fff9c4;">Educating Designers and Procurers</div> <div style="border: 1px solid gray; padding: 5px; background-color: #fff9c4;">Segment the marketing messages to our members</div> <div style="border: 1px solid gray; padding: 5px; background-color: #fff9c4;">Senior leaders setting out business case</div> <div style="border: 1px solid gray; padding: 5px; background-color: #fff9c4;">standardise value metrics</div> </div> <p>Show what great looks like</p>
2. 2. Creating link between lean and carbon \ waste reduction	<div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="border: 1px solid gray; padding: 5px; background-color: #fce4ec;">Ensure people understand what waste is</div> <div style="border: 1px solid gray; padding: 5px; background-color: #fce4ec;">Whole life carbon and EPD data to Value Stream Mapping and other tools</div> <div style="border: 1px solid gray; padding: 5px; background-color: #fce4ec;">Webinars showcasing how carbon reduction through lean</div> </div>
3. 3. How do you show the value you are adding? top down	<div style="border: 1px solid gray; padding: 5px; background-color: #e8f5e9; margin-bottom: 10px;">examples of sustainable benefits</div>
4.	

Question 5: Using the solutions generated in Question 4 (in the purple section) discuss each one and plot them onto the ease & impact grid.



Thank you to those of you who contributed to the business plan board. The School team will feed this back internally, as well as get sign-off from the Board, and will present back our Business Plan for FY 24/25 at one of the Operational Excellence Leadership Group's upcoming meetings.

If you would like to continue to add to the interactive board, you can access it here:

<https://app.mural.co/t/actionsustainabilitytradingl8908/m/actionsustainabilitytradingl8908/1699952103863/a95b5cc64e420874c6dd59ae1d76d8974dc780e7?sender=ub305a6ce155f9bc7f2be4221>

Assessment

We are in the process of editing the maturity assessment and Mark Worrall asked the group for their feedback on both the organisational and individual assessment.

Links to the assessment can be found here:

- **Individual** – Training Needs Assessment – Click [here](#)
- **Organisational** – Lean Maturity Assessment – Click [here](#)

On the last meeting, the partners had very valuable suggestions, including greater clarity around certain terms, building in more mention of 'quality' into the assessment, rewording phrases to better individual and organisation maturity, and much more.

Action

Partners to have a look at the assessment through the links below and offer feedback to mark.worrall@bbiservices.com and ian@supplychainschool.co.uk.

AOB

The next date for the Leadership Group Meeting will be Thursday 8th February, from 10:00-12:00. Mark Worrall proposed that one of the upcoming leadership group meetings could take place in person at one of the partners' factories. We will be in contact with you and let you know if this materialises.

If you need anything, please contact either myself (Alfie.Austyn@supplychainschool.co.uk), Mark Worrall (mark.worrall@bbiservices.com), or Ian Heptonstall (ian@supplychainschool.co.uk).