

## Lean and Operational Efficiency Leadership Group Meeting Minutes

12<sup>th</sup> July 2023

### **Attendees:**

**Andrew Fielding (Costain), Anthony Edwards (Wates), David Nagy (Onsite Support), Darren Wilson (NG Bailey), Emmanuel Thomas (Galliford Try), Ian Arbuthnott (Unipart), Ian Heptonstall (Supply Chain Sustainability School), Kimberley Coxon (Octavius), Lynne Good (Supply Chain Sustainability School), Maria Russo (BW Workplace Experts), Mark Worrall (BBI), Mohammed Ilyas (Colas Rail)**

### **Welcome and introductions**

Mark Worrall, CEO of BBI, began the meeting and outlined the agenda. The group would be informed about the planned changes to the Lean group and the goals for 2023/24, discussions around the barriers and opportunities in improving efficiencies, 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.

Ian Heptonstall, Director of the Supply Chain Sustainability School, gave an overview of the [Schools' Website](#), showing partners the training around Lean and Offsite, in addition to the updated [Lean page](#).

### **Background/business plan**

Mark explained to the partners how the Lean group is being revamped, in part to hit the School's new ambitious targets (50,000 active individuals by 2025). In particular, Lean is being moved away from the concept of tools, towards the principles and values which underpin 'Lean thinking'. In order to impact sustainability, it is essential to embed a Lean approach at earlier stages in the construction process, particularly in the design and procurement stages.

The title of the group has been rebranded to 'Operational Excellence through Lean Thinking', with a focus on the five principles of Lean; Customer Value, Value Stream, Flow, Pull, and Perfection.

The group was asked to share their thoughts on what Lean should focus on. Some of the ideas included:

- The importance of collaborative planning in teams at the earliest stages of the process
- Leadership as a vital starting point to kickstart the process
- Being explicit about who the customer is and tailoring the Lean process to this
- Making people aware that the benefits of Lean are wider than just the monetary value, and extend to wellbeing, recognition, and many more
- Educating people on what waste exactly is; the concept of 'non-value added' practices
- Ensuring that everyone in the team knows the ins and outs of the plan from the start

## The challenges of improving operational efficiency in construction

Mark Worrall led this discussion, asking the group about their thoughts on the barriers we face to improve efficiency and how we could best overcome these, helping us to reduce carbon, remove waste, deliver on time, and improve profits.

Some of the ideas from the group on why Lean isn't embedded in organisations included:

- People believing that they're already doing things the right way
- People seeing changing to improve as challenging
- People being hesitant to challenge business standards
- The pressure of running a business as a barrier implementing new processes
- The reactive approach to solve problems has become the norm
- The project-by-project nature of the industry, instead of spending time establishing the team at the outset
- Attitudes are contract focused, not collaborative
- Lack of design cut off
- Lack of ownership over lean within organisations; Who owns it? Who takes responsibility for Lean processes?

What opportunities are there:

- Incentivisation
- Industry standards can be challenged and Value Stream Mapped – Early Contractor Involvement (ECI) stage is a big opportunity, BUT procurement route does not encourage ECI being used effectively

## Focus for 2023/24

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					2023/4	2023/24
<b>Active individuals</b> <i>(Individuals accessing Lean learning this FY)</i>	700	800	750	750	<b>3,000</b>	701
<b>Active companies</b> <i>(Companies accessing Lean learning this FY)</i>	300	350	325	325	<b>1,300</b>	370
E-learning downloads	625	625	625	625	2,500	416
Learners @ training <i>(Number of individuals attending training and webinars)</i>	250	250	250	250	<b>1,000</b>	25
Virtual Conferences <i>(Target 1000 attendees, up from 100)</i>	0	0	1	1	<b>2</b>	1 planned for Q3
Training workshops <i>(Average of 15 learners)</i>	2	2	2	2	<b>8</b>	1 (4 planned)
Webinars <i>(Average of 100 learners)</i>	2	2	2	2	<b>8</b>	0 (6 planned)
Assessments and re-assessments <i>(Individual)</i>	125	125	125	125	<b>500</b>	147
Assessments and re-assessments <i>(Company)</i>	25	25	25	25	<b>100</b>	14

Mark Worrall asked the partners what they would like to see/experience/get out of this group. Some of the responses included:

- Hearing successful experiences of organisations
- Having opportunities to visit others' sites and offices
- Taking part in face-to-face meetings
- Getting clients and customers to present at meetings in order to hear their perspectives

## New Content

### Operational Excellence video series

We have launched our 10 talking heads videos that feature industry leaders and exemplar projects talking about the need for operational excellence and how the adoption of Lean tools can drive improved results.

All of them have been uploaded on the Supply Chain Sustainability School site and can be found here:

- [Construction Productivity: The need and opportunity](#)
- [Leading Teams to Drive Change](#)
- [Tools and Techniques of Lean Construction](#)
- [Practical Steps to Improve Productivity](#)
- [Measuring Construction Productivity](#)
- [What is Lean Construction?](#)
- [Productivity in Practice: Commercial Development](#)
- [Productivity through Design, Procurement and Logistics](#)
- [Productivity in Practice: Training your teams](#)

### Action

Partners to circulate these videos around their organisations and supply chains in order to raise knowledge about this important content.

### New Events

We have organised a number of new events which align with these video topics. The table below shows the events we currently have set up:

Event name	Type	Date
<a href="#">Construction Productivity: The need and opportunity</a>	Webinar	13 <sup>th</sup> July
<a href="#">Leading Teams to Drive Change</a>	Webinar	25 <sup>th</sup> July
<a href="#">Making Your Strategies Work</a>	Workshop	3 <sup>rd</sup> August
<a href="#">Practical Steps to Improve Construction Productivity</a>	Webinar	12 <sup>th</sup> September
<a href="#">Effective Collaboration</a>	Workshop	18 <sup>th</sup> October
<a href="#">Reducing Carbon through Lean</a>	Webinar	21 <sup>st</sup> November

## Action

Partners to register for these events and circulate them around their organisations and supply chains in order to raise knowledge about this important content.

### Annual School Summit

The School is holding a Summit on the topic of 'Carbon and the Just Transition' on the 26<sup>th</sup> September in Coventry. Please find the registration link [here](#). We will be having industry experts speaking on the topics:

- The Materials Challenge – Concrete, Steel and Glass
- The Retrofit Challenge
- The Housing Challenge – Net Zero Homes
- The Talent and Skills Challenge
- Constructing more efficiently with DfMA and Lean
- Science Based Targets
- Global and local perspectives of the Just Transition

## Action

Partners to get in contact with Jenny at [Jenny@supplychainschool.co.uk](mailto:Jenny@supplychainschool.co.uk) if you are interested in participating in the summit.

### Leading Change Virtual Conference

BBI and The School are planning a Virtual Conference which will explore the challenges in leading change through teams and the different roles of the leader. This will include a mix of keynote speakers, panel discussions and audience interaction, directing people towards support and training opportunities.

We aim to:

- Highlight the roles played by "leaders" at all levels within organisations
- Highlight different leadership styles required for different circumstances

This is planned to be held on **7<sup>th</sup> November from 9:30am-11:30am**.

## Action

Partners to get in contact with Alfie at [alfie.austyn@supplychainschool.co.uk](mailto:alfie.austyn@supplychainschool.co.uk) if you are interested in participating as a speaker.

## Assessing lean maturity

Marc Roberts and Brett Blake have been working with the School team to look at how we best assess Lean practice in organisations. This has led to us developing a new framework in the School that will be freely available to all our Partners and provide a roadmap for improvement and allow organisations to benchmark where they currently are compared to the average in their sector. Again, this assessment will be seeing updates in a move towards the fundamental principles of Lean thinking.

### Action

We will be circulating this once it is ready, so please keep an eye out for it. We'd love your input about our work.

## Training Offers

We have **budget to run an Operational Excellence training programme at no cost for five lucky Partners** who want to drive improvements on specific projects with their supply chain.

The School and BBI have budget to support partners and their projects by running a series of six workshops over a three month period with their supply chains in attendance. These would cover the useful tools which have been proven to drive efficiency, such as problem solving, collaborative planning, using value stream mapping and more. By the end of this, we'll write up a case study outlining the value that this has created for your project.

Partners will be able to utilise their grant levy from CITB, meaning these sessions would be free of charge.

### Action

Partners to get in touch with Ian at [ian@supplychainschool.co.uk](mailto:ian@supplychainschool.co.uk) or Mark at [mark.worrall@bbiservices.com](mailto:mark.worrall@bbiservices.com) if you would like us to support them by delivering this training to them and their supply chains.

## What's next for partners?

We would greatly appreciate it if partners could:

- Promote the events into your organisations and supply chains
- Volunteer to offer case studies of success stories in your organisation
- Circulate and promote the new videos
- Take up the training available within your organisations and supply chains
- Continue to engage with us and attend future meetings
- Suggestion content and case studies which we could use

If partners have any suggestions regarding the above, please email [alfie.austyn@supplychainschool.co.uk](mailto:alfie.austyn@supplychainschool.co.uk).

**AOB**

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

- 10<sup>th</sup> October 2023
- 10<sup>th</sup> January 2024
- 10<sup>th</sup> April 2024