

Operational Efficiency Leadership Group Meeting Minutes

10th October 2023

Attendees:

Alfie Austyn (Supply Chain Sustainability School), David Nagy (Onsite Support), Darren Wilson (NG Bailey), Emmanuel Thomas (Galliford Try), Ian Arbuthnott (Unipart), Ian Heptonstall (Supply Chain Sustainability School), Jim Taylor-Rose (Taylor Woodrow), Kimberley Coxon (Octavius), 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 be informed about the new Operational Excellence Maturity Assessment, 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.

Assessment

The maturity assessment has been revamped 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](#)

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.

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 Target	Q1 (April-June)	Q2 (July-Sept)	Q3 (Oct-Dec)	Q4 (Jan-March)	Target 2023/4	Achieved 2023/24
Active individuals <i>(Individuals accessing Lean learning this FY)</i>	700	1500	2250	3000	3,000	1403
Active companies <i>(Companies accessing Lean learning this FY)</i>	300	650	975	1300	1,300	612
E-learning downloads	625	1250	1875	2500	2,500	742
Learners @ training <i>(Number of individuals attending training and webinars)</i>	250	500	750	1000	1,000	387
Virtual Conferences <i>(Target 1000 attendees, up from 100)</i>	0	0	1	0	1	1 planned for Q3
Training workshops <i>(Average of 15 learners)</i>	2	2	2	2	8	4
Webinars <i>(Average of 100 learners)</i>	2	2	2	2	8	3 (3 more planned before Q4)
Assessments and re-assessments <i>(Individual)</i>	125	250	375	500	500	295
Assessments and re-assessments <i>(Company)</i>	25	50	75	100	100	25

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	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	35 (Fully Booked)	–
Construction Productivity: The need and opportunity	Webinar	2 nd November	32	–

Practical Steps to Improve Construction Productivity	Workshop (Max 35 attendees)	8 th November	4	–
Reducing Carbon through Lean	Webinar	21 st November	76	–
Leading Team-Driven Transformation: Boosting Construction Productivity Virtual Conference	Virtual Conference	28 th November	47	–

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 (links for the events can be found in the table above).

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 **28th November from 10:00 to 12:00.**

Action

Partners to get in contact with Alfie at alfie.austyn@supplychainschool.co.uk if you are interested in participating as a speaker.

Strategy for enhanced capability in the National Highways sector

BBI have put together an event plan for next year which will be available to partners. The plan involves:

- Masterclass visits at Toyota | 14 places in 2024
- Leadership Strategies and Systems Thinking | 3 Workshops X 12 = 36 people
- Improvement Practitioner Programme (5 days) | To be advertised directly through BBI
- Foundation Tools (3 days) | To be advertised directly through BBI
- Productivity Introduction Workshop (3 hours) | 12 people per workshop, CITB funded and delivered remotely or onsite
- Awareness raising – videos, webinars | 10 X Webinars

Action

Stay tuned for more information from BBI and get in touch with mark.worrall@bbiservices.com if you have any questions.

Training Offers

We have an exciting programme on offer at no cost for five lucky Partners which will help drive improvements on specific projects with their supply chain. We have had 3 partners take us up on the offer and have **2 spaces left**. Join the meeting to learn more and get in touch if you'd like to join the programme.

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 or Mark at mark.worrall@bbiservices.com if you would like us to support them by delivering this training to them and their supply chains.

Industry influence

Who in the industry are we trying to influence with regard to shaping the future of Operational Efficiency practices across the industry:

- CLC
- IPA
- ICE
- Industry sectors
- Entrants to the sector – Career colleges, College workshops
- Trade associations

The partners on the call then made a number of suggestions about who else we could target:

- Anyone who has an Offsite manufacturing facility
- Offsite alliance
- Modular and pod building trade bodies
- Chartered Institute of Logistics
- Chartered Institute of Procurement and Supply
- Quality – BQF (British Quality Federation), CQI

Action

Partners to begin conversations with the above organisations as decided on the call.

BBI and the School to create marketing materials for partners to use when engaging the above organisations:

- Leave behind leaflets or send to via email (PDF)
- Materials will show areas of work and the work currently being done by BBI, the School, and the Leadership Group
- Materials will include links to resources, events and training modules

What's next for partners?

We would greatly appreciate it if partners could:

- Review the assessment and send any feedback
- Promote the events into your organisations and supply chains
- Engage your supply chains
- Engage with us on training deployment
 - Focused improvement programme
 - CITB funded approaches
- 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
- Suggest content and case studies which we could use
- Engage industry partners/trade bodies.

If partners have any suggestions regarding the above, please email alfie.austyn@supplychainschool.co.uk.

AOB

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

- 10th January 2024
- 10th April 2024