

**Attendees:**

Maria Russo (BW), Emmanuel Thomas (Galliford Try), Hayley Heap (Amey), Steffan Speer (Morgan Sindall), Jim Taylor-Rose (Vinci), Sammy King (BBI) Ian Heptonstall (School) Michael St Louis (School).

**Apologies** – Mark Worrall and Lee Marlow

**1. Welcome and Introductions**

Ian opened up with each attendee to provide introductions followed by what the Operational Excellence Leadership Group is about. Thanks to Jim at Vinci for hosting.

**2. Lean Assessment**

- The School’s two new lean assessments. At a corporate level this allows members to address their organisation’s lean maturity – **‘what they do’** and benchmark that against others. At an individual level the assessment looks at **‘what you know’**.
- Developed by BBI with the input of this group.
- This will go live in May
- Both assessments provide tailored training in the School based on current level of knowledge or practice.
- Preparation for re-launch, after discussing with attendees how they currently assess lean knowledge it was agreed all should think how they might use these assessments internally and with their supply chain.

**Action(s):** 1. Partners to consider how they might use these assessments internally and with their supply chain.

**3. Training update**

**3.1 Key Performance Indicators 23/24**

Table below indicates a big increase from last year as the targets were set at a 50% increase in numbers on 22/23 (with the exception of the assessment numbers).

Key Performance Indicators 23/24 

Deliverables Target	Q1 (April-June)	Q2 (July-Sept)	Q3 (Oct-Dec)	Q4 (Jan-March)	Target 2023/4	Achieved 2023/24
<b>Active individuals</b> <i>(Individuals accessing Lean learning this FY)</i>	700	1,500	2,250	3,000	<b>3,000</b>	<b>2,766</b>
<b>Active companies</b> <i>(Companies accessing Lean learning this FY)</i>	300	650	975	1,300	<b>1,300</b>	<b>1,104</b>
<b>E-learning downloads</b>	625	1,250	1,875	2,500	<b>2,500</b>	<b>808</b>
<b>Learners @ training</b> <i>(Number of individuals attending training and webinars)</i>	250	500	750	1000	<b>1,000</b>	<b>933</b>
<b>Virtual Conferences</b> <i>(Target 1000 attendees, up from 100)</i>	0	0	1	0	<b>1</b>	<b>1</b>
<b>Training workshops</b> <i>(Average of 15 learners)</i>	2	2	2	2	<b>8</b>	<b>10</b>
<b>Webinars</b> <i>(Average of 100 learners)</i>	2	2	2	2	<b>8</b>	<b>8</b>
<b>Assessments and re-assessments</b> <i>(Individual)</i>	125	250	375	500	<b>500</b>	<b>467</b>
<b>Assessments and re-assessments</b> <i>(Company)</i>	25	50	75	100	<b>100</b>	<b>42</b>

Achieved or exceeding target  Expected to meet target  Behind target 

It was agreed that we should be aiming for a **30% increase** on these KPIs for 2024. Meeting also reviewed training content and discussed what they would like to see more of.

### 3.2 Training content

- Jim said we needed a better course to teach how to do Value Stream Mapping in Construction all current examples are factory based.
- Jim – Design Team productivity – we have no content for this and he's concerned that this is an area that needs improvement.
- Emmanuel wants to get involved with content surrounding value stream mapping.
- Steffan keen to talk about Quality and how the School can work more closely
- Steffan is interested in finding people within his company who use the School's resources and report what is being accessed.
- Maria keen to run workshop internally – Michael to follow-up and liaise with Lee who might deliver it.

#### Actions:

2. Michael to update KPIs for 2024 and agree with Ian and group Chair (Mark Worrall) before circulating to the group.
3. Micheal to contact Marai about how to set up Learning Pathways in the School for her colleagues.
4. School team to launch the new assessment in May with a comms campaign and focus on getting more assessments done this year.
5. Lee at BBi to get in touch with Jim and Emmanuel to discuss developing a practical Value Stream Mapping workshop.
6. School team and BBi to develop and circulate training programme for next 6 months.
7. Jim to Share Vinci Quality Assessment.
8. Ian to arrange meeting with Staffan to discuss quality topic in the School.

### 4. Construction Productivity e-learning module (Launch)

Ian mentioned that with 8 Lean modules updated and re-branded this year, the School is excited to announce the launch of the Construction Productivity Module, including:

- Content coming from fresh case studies
- Embedded videos
- Interactive tabs with customisable information based on user selections
- A 15-question quiz targeting both beginner and seniors

With the interactive nature of the e-learning modules and Ian's explanation into learning pathways Maria saw opportunities for arranging how to utilise Lean and the schools materials.

#### Actions:

9. Michael and Sammy to put together a marketing plan for launching this module.
10. Ned to ensure that CLC and Construction Productivity Taskforce are aware and also market \ promote it.

### 5. Industry engagement

Sammy explained how Operational Excellence has been driving enhanced capability in the Highways Sector looking at the stages and how they're approached it by:

- Inspire Support Drive
- Lead & Deploy
- Facilitate & Run
- Engage
- Awareness & Alignment

Sammy further explained the industry influence and opened a discussion to suggested opportunities to expand the outreach through areas of; CLC involvement, IPA engagement, Industry Sectors, Offsite, Logistics, Procurement & Quality that will help reach the 30% increase.

## 6. Priorities for 2024

Ian forecasted by 2025 we will inspire and enable 50,000 (50K strategy) people annually through Partners and their supply chains by:

- Focusing on our 7 actions to drive impact (More active individuals within active companies and more learning)
- Grow interest by demonstrating the importance to drive change
- Drive engagement by highlighting the link between Op Ex and Carbon Reduction
- Industry engagement
- Drive engagement and impact in Operational excellence

Ian elaborated on the activities we will action to support the 50K strategy:

- Update resource library
- Marketing automation
- Developing strong relationships with multipliers
- Launch the new individual and company assessment

Other suggested methods include:

- Jim – Have other Leadership Groups interlink together (Offsite, Digital etc)
- Steffan – Interested in how AI models can shape the future fixing foresight group that might help with training sessions like Lunch ‘n’ Learns
- Ian – With good representation across Renewables, Rail, Interiors there can be broad coverage for all these sectors with coverage of clients & suppliers
- Hayley – Bring a 1 page together to showcase what the Op Ex group can bring.

### Action(s):

10. School Team - Develop a one page summary of what this group does and circulate.
11. School Team – Finalise the business plan.
12. Jim – Sharing a presentation through Vinci for an AI model
13. School Team – look at how we can link with other leadership groups
14. School team – need to build a list of those who lead on Operational Excellence \ Efficiency.

## 7. Next steps:

15. Micheal to set up next Op Ex meeting on Teams (10:00-12:00) in first week in July before the holidays start. (Check with Mark Worrall his availability first)