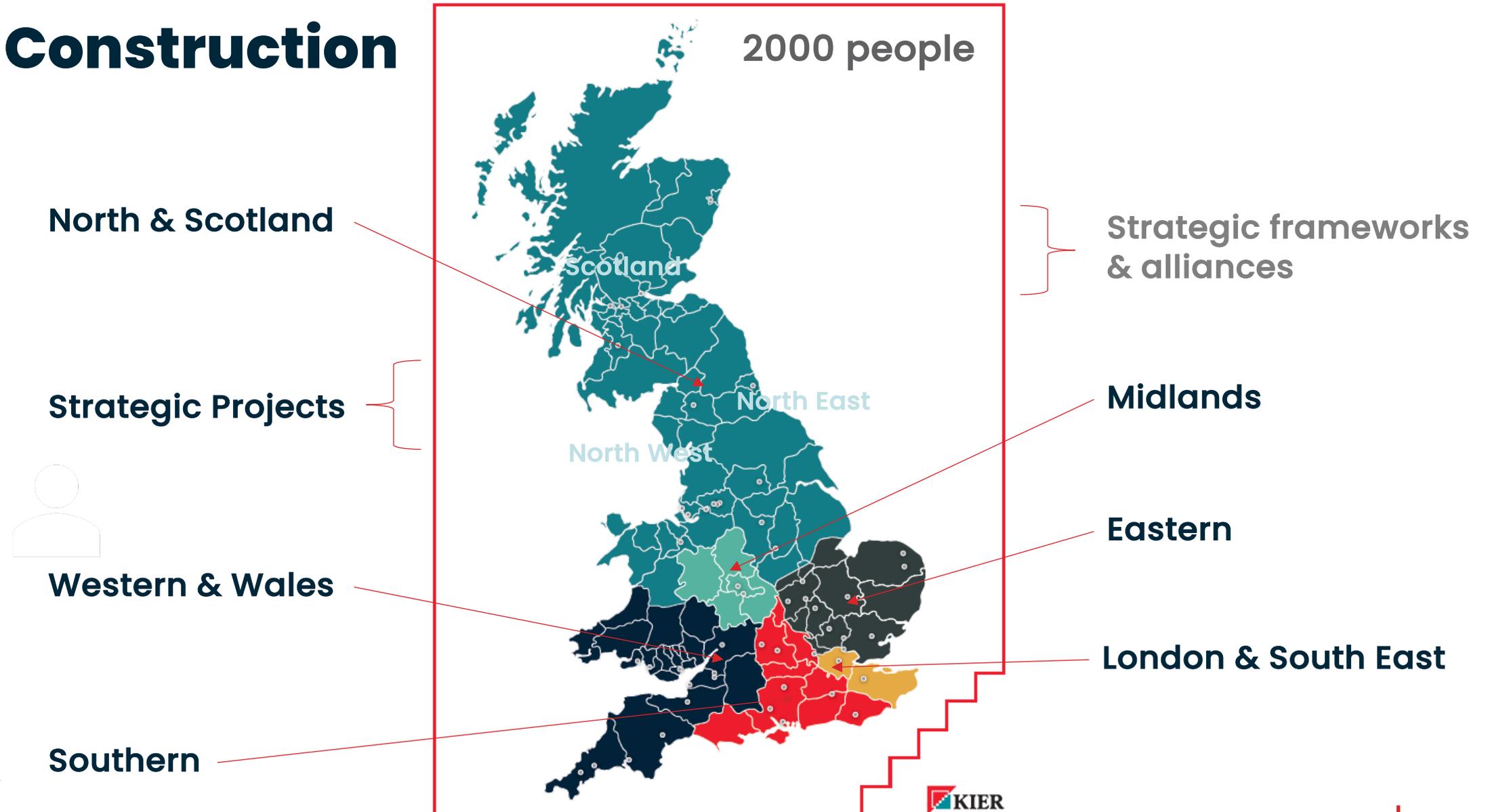

Defining and delivering a digital strategy in a large organisation

Andy Boutle

Kier Construction



Where we started in 2019

Digital Transformation Team



Strategy and
performance
director



Head of BIM

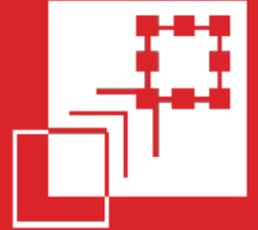


Digital
transformation
manager

Where we started in 2019

Digital Strategy – 2019 Priorities

Kier Regional Building



Document Management

Building Information Modelling

Digital Site Forms

Integrate BIM & technology to improve H&S

Validate & verify construction

Data Management Strategy

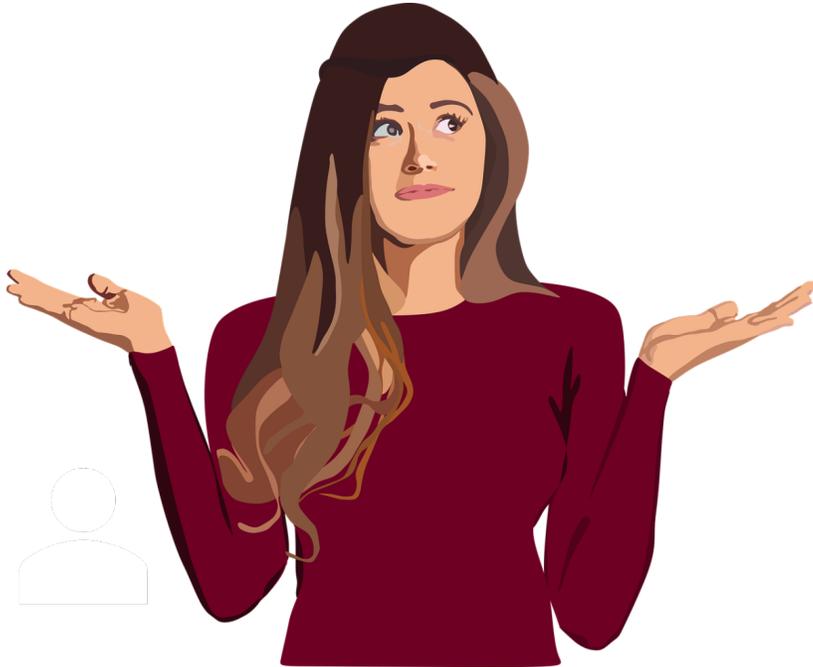
immersive takes engagement opportunities to the next level.

Interoperability between systems via open standards (IFC)

Connectivity in harsh environments – 5G

Improve connectivity and speed of deployment of tech across construction

Where we got to in 2019..



Business Units

“how and who?”



Digital Transformation Team

“respond and deliver priorities?”

Core team restructure in 2020

Senior Management Team

Group managing director &
managing directors

Digital Transformation Team



Strategy and
performance
director



Head of BIM



Digital
transformation
manager



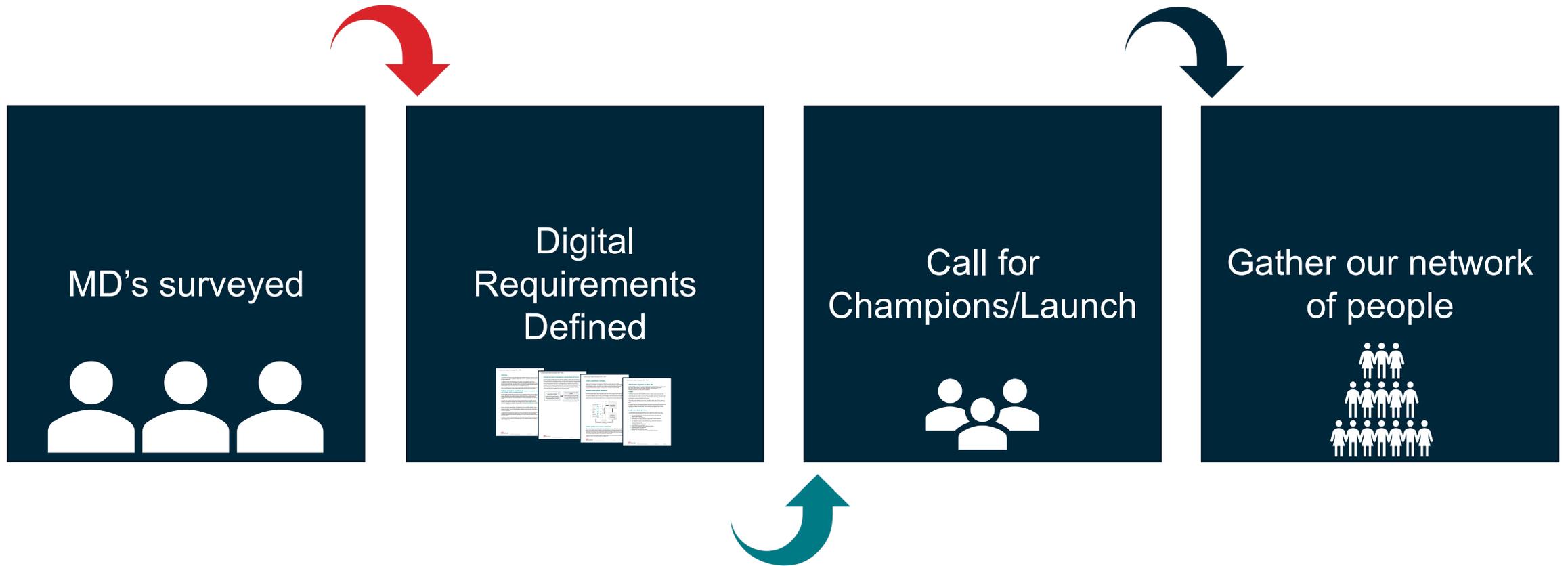
Head of IT



Managing
director

Sponsor

Reinvigorated approach in 2020



Workstreams formed to deliver requirements

Digital Requirements – workstreams

1. Building information modelling – led by Andy Boutle
2. Internal document management system – led by Peter Banner
3. Project performance reporting – led by Richard Davis
4. Business performance monitoring – led by Richard Davis
5. Safety, quality and progress monitoring – led by Louise Dawes
6. Agile working supported by Office 365 – led by Peter Banner
7. People – led by Louise Dawes & Andy Boutle

Terms of reference agreed

Digital Transformation Team

The Digital Transformation Leadership Team are committed to driving business wide improvements across the Construction Division in a collaborative and cohesive manner. We will facilitate and lead workstreams identified within the digital strategy by engaging with nominated Digital Champions and Discipline Champions to help deliver outcomes. We will do this by being:

- Collaborative, supportive, transparent (trusted), focused

Digital Champions

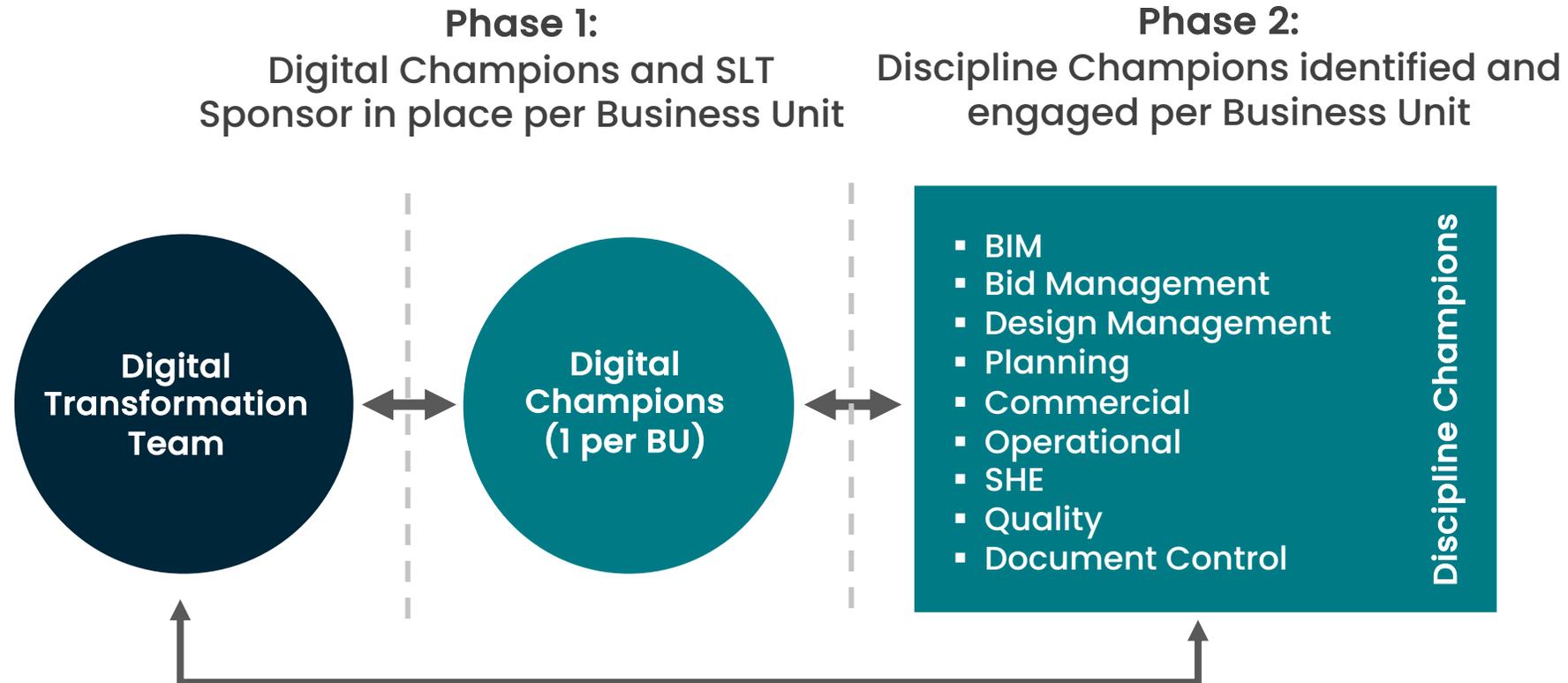
The nominated Champion will have a passion to support, contribute and lead digital ways of working in their business. They will be the key point of contact into each business with an established network of contacts who will be able to contribute, feedback, trial and test the outputs from the Digital working groups.

- Attend meetings, communicate consistently, work as part of a team, liaise with SLT sponsor

Digital champion posters published



Champions network mobilised



Communications and use of Teams

Teams

- Activity
- Chat
- Teams
- Calendar
- Calls
- Files
- Shifts

Construction Digital Strategy 2020-23

General

1. BIM
2. Internal Document Management
- 3 and 4. Reporting
5. Safety, Quality Progress Monitoring
6. Agile Working
7. People

Champions

Presentations and reporting

Requirements, plans, risk register

Construction Digital Strategy 2020-2023
August 2020

Kier Construction Round Up
Your news and highlights

Digital Transformation Team and Sponsors 2020-2023

Richard Davis
Project performance monitoring
Business performance monitoring

Andy Boute
Building Information modelling
People

Louise Dawes
Safety, quality and progress monitoring
People

James Minda
Sponsor

Pete Banner
Internal document management system
Agile working supported by CB65

Yammer

Yammer Search Digital Constru... New Yammer

Home Feed
Inbox

My Communities

- Digital Construction
- Kier Construction
- Data Science 2
- All Company
- Corporate Responsibility Net...
- Kier Innovation Forum
- Snagmaster- Mobile Producti...

Digital Construction

Conversations About Files Events



Latest progress highlights

Building information modelling

- ✓ Preferred model viewer software selected for final testing
- ✓ Shortlisted CDE solutions scored with a choice of two options ahead
- ✓ ISO 19650 migration planning is underway

Internal document management

- ✓ Initial plan produced
- ✓ Fileserver estate audit completed
- ✓ Microsoft consultation for best practice

Project/business reporting

- ✓ Structure for Exec dashboard agreed
- ✓ New data architecture and tools to support development of dashboards are well advanced

Safety, quality & progress monitoring

- ✓ Progression with digitising SHEMS to set permits mandated through current field application
- ✓ Kick off meetings held with discipline champions gathering information to set a programme of activities
- ✓ Field application capabilities being developed

People

- ✓ Discovery meeting with Head of HR
- ✓ Agreement that updates are required to role profiles/job specs

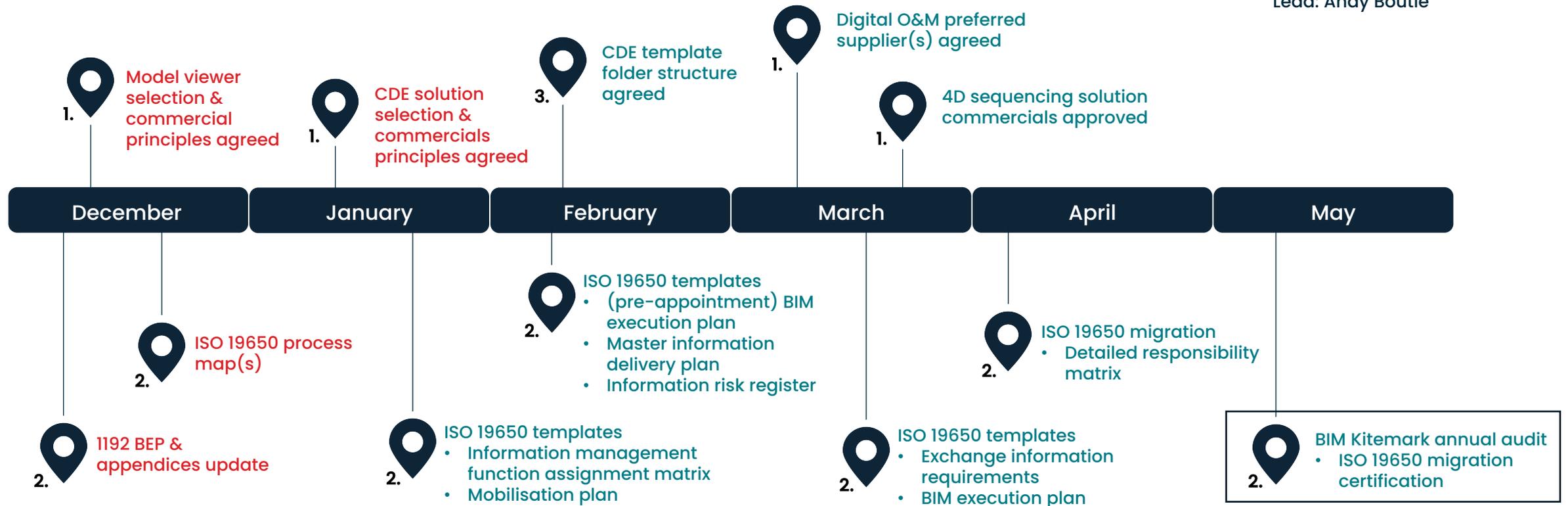
Building information modelling – 6 month lookahead

BIM is a combination of process, standards and technology through which it is possible to generate, visualise, exchange, assure and subsequently use and re-use trusted information, including data, to the benefit of all those involved in any part of an asset's lifecycle

Digital requirement outcomes:

1. Standardised software stack
2. ISO 19650 alignment
3. Minimum standards (BAU)
4. Setting out from models
5. Validation of 'as built'

Lead: Andy Boutle



Challenges to date

- Time input and allocation
- Prioritising digital strategy activities against 'day job' commitments
- Cascade of communications within business units
- Accurate planning due to dynamic nature of developing workstreams
- Consistent monitoring and interaction with Teams

Recommendations and lessons learnt

- Business leadership understanding and buy in – **essential**
- Network of champions across all disciplines – **critical**
- It's not all about technology – **fact**
- Planning and regular reporting – **recommended**
- Accept rigid deadlines may have to be more dynamic – **fact**
- Work out priorities and don't try to 'boil the ocean' – **recommended**
- Form a risk register to escalate issues and blockers – **recommended**
- Define required capabilities before procuring software – **recommended**
- Communicate, communicate, communicate – **essential**
- Don't forget people are the most important ingredient – **fact**

Thank you, Q&A