

SUPPLY CHAIN SUSTAINABILITY



April – June 2023

Supply Chain Sustainability School

Progress report

1. Summary by numbers

1.1 Progress against KPI's

There are currently 2,834 organisations and 11,208 individuals who have become active since 1st April 2023. This is a 51% increase for active individuals and 16% increase on active companies compared to last FY. A key point to note here is that as of the end of the last financial year, the School is now including the active individuals gained from Partner organisations using the School elearning on their own Learning Management Systems. Thought this data is not recorded on the School LMS, it is still learning as a result of the School.

Planned activities remain on track to meet end of year targets. Illustration 1 below shows key highlights for the financial year to date and Illustration 2 outlines performance against the KPI's:

Illustration 1:

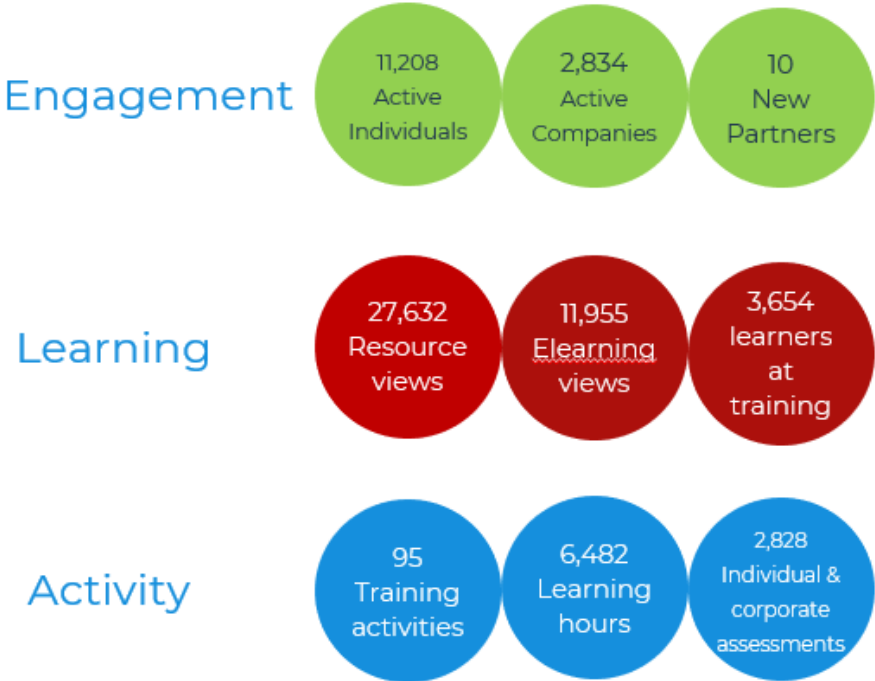


Illustration2:

KPI	End of FY March 2023	June 2023	% increase from end of last FY	Target 2023
No. of Partners	188	198	5%	236
No. of priority supplier lists <small>(quarterly update)</small>	90	92	--	125
Av. change in assessment score (corporate)	13%	14%	1%	5%
Av. change in assessment score (individual)	11%	11%	0%	5%
<u>12 month</u> Active Companies	5,503	5,664	2.9%	7,500
<u>12 month</u> Active Individuals	20,767	21,710	4.5%	35,000
Active Companies since April	5,503	2,834	--	7,500
Active individuals since April	20,767	11,208	--	35,000
Active individuals recorded on Partner internal LMS <small>(quarterly report)</small>	3,393	1,798	--	5,000

Table 1 below shows a summary of planned activity and progression for each sector:

Group (actual/ target)	Active Co.	Active Ind	Elearning download	Assess (Corp/ Ind)	Re-ass (Corp/Ind)	Bronze, Silver, Gold	Ambassador
Const.	2,370/5,050	7,428/17,750	--	--	--	--	--
Homes	872/3,000	2,013/8,000	--	--	--	--	--
FM	567/1,260	1,572/4,900	1,974/2,900	--	--	202/260	--
Infra	1,023/2,250	3,882/9,750	--	--	--	--	--
Offsite	693/1,500	1,152/3,750	150/3,000	21/80 100/400	Inc. in assessment	--	--
Lean	267/1,300	514/3,000	--	12/138 80/600	Inc. in assessment	--	--
Digital	483/800	2,631/2,000	--	17/229 100/1,000	Inc. in assessment	151/250	--
Proc	Set in June '23	--	--	--	--	--	--

Progress Report

Group (actual/ target)	Active Co.	Active Ind	Elearning download	Assess (Corp/ Ind)	Re-ass (Corp/Ind)	Bronze, Silver, Gold	Ambassador
Retrofit	Oct'/350	--	350	Oct tbc 50/100	Inc. in assessment	--	--
Wales	402/720	917/2,000	--	92/253 250/1,300	Inc. in assessment	169/250	--
Scot	562/750	1,358/1,700	--	116/361 200/400	Inc. in assessment	231/300	--
FIR	893/458	--	--	--	--	--	1,206
Overall	2,834/7,500	11,208/35,000	11,995/60,270	291/1,981 1,800/9,570	270/286 1,470/2000	997/990	--

*Wales & Scotland School have some events that are part of the sector business plans (denoted in brackets)

** Bracketed figures indicate potential for double counting against the entire school target. For example, a company can be active in more than 1 market sector but would only count once towards the overall target.

Key:	On target	Concern	Focus required	No target
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Please note: In the new system Wales & Scotland are viewed as regions. There are two ways to look at the reporting for these regions:

- Looking at the number of companies with a Welsh or Scottish postcode.
- Those who have an interest in these regions but are not actually located there.

The figures above illustrate figures from the second bullet point.

In addition, as there has been a joined-up approach towards the face-to-face training activities, there are several activities which are not 'sector specific' so the figures above will not necessarily add up to the total.

1.2 Online Face to face training activities

The online training remains successful at engaging learners and the delivery team hold regular planning calls to ensure that the learning programme delivers a wide-ranging selection of topics each month. The Virtual Conferences replace 'Business Bytes' and a new focus is in play, aiming for 1,000 registration and 500 attendees at each. To date there has been a 103% increase YOY on registrations and a 95% increase on attendees. There is still work to do but this is a great start.

Table 2. Training activities taken place to date.

Type	No. of sessions	No. of learners	No. of learning hours
Virtual Conference	2	502	1,004
School summit	--	--	--
FIR Conference	1	136	1,088
Meet the Buyers	--	--	--
Half day in person	--	--	--
Workshops	50	916	2,290
Lunch & Learns	42	2,100	2,100
Total	95	3,654	6,482

The number of learner hours is calculated as follows:

- Virtual Conference = 2 hours x no. of learners
- Workshops = 2.5 hours x no. of learners
- Lunch & Learns = 1 hour x no. of learners
- School Summit/ FIR Conf = 8 hours

1.3 Engagement in the School

The table below illustrates the continued success to engage members to access resources (which have seen huge increases year on year) which also impacts the number of active companies and individuals.

Table 3 Comparison of Active organisations, individuals and engagement over 12 months and since April:

	2023	2022	2021	2020	2019	2018	2017
Active Organisations* (over a period of 12 months)	5,667	5,409	4,220	3,208	3,188	2,567	2,630
Active Individuals* (over a period of 12 months)	21,664	19,550	16,802	6,772	5,948	4,239	4,368
Active Organisations (1 st April – 30 th June)	2,834	2,439	1,586	1,695	1,204	1,237	601
Active Individuals (1 st April – 30 th June)	11,208	7,409	5,240	--	--	--	--
Resources & eLearning accessed (1 st April – 30 th June)	38,721	32,217	20,933	9,926	4,183	3,320	2,082

* Figures from 2017 – 2021 were final figures recorded at the end of the FY to represent a full 12 months. e.g., 2022 represents data from April 2022 – March 2023. Figures for 2023 represent the current 12 months period.

Table 4 focuses on the month-by-month engagement from individuals.

Table 4. Engagement tracker

Month	Resource views (not e-learning) 22/23	E-learning views 22/23	Face to face training 22/23	Resource views (not e-learning) 23/24	E-learning views 23/24	Face to face training 23/24
April	6,461	3,171	1,330	8,042	3,495	640
May	7,498	4,238	1,642	8,663	3,586	1,199
June	5,424	3,372	1,793	10,720	4,008	1,762
July	6,815	3,750	1,390			
August	7,052	3,996	935			
September	6,922	3,522	1,746			
October	7,504	4,177	1,196			
November	7,248	4,565	2,065			
December	6,050	3,005	1,173			

Month	Resource views <small>(not e-learning)</small> 22/23	E-learning views 22/23	Face to face training 22/23	Resource views <small>(not e-learning)</small> 23/24	E-learning views 23/24	Face to face training 23/24
January	6,910	3,693	1,363			
February	6,838	3,608	1,698			
March	8,809	16,124 <small>NB: inc Partner LMS figures</small>	2,167			

It is also interesting to analyse which type of resources are being used by the members. The table below illustrates this.

Table 5. Analysis of popularity of resource type

Unique Resource Views	April	May	June
Case Study	147	149	119
Document / Presentation	1784	1487	1605
E-learning Module	3016	3116	3694
Tool	186	163	212
Video	2709	2347	3293
Web link	1546	1518	1513

The top five resources each month are listed in the table below. This is likely to be driven by the communications that go out to members encouraging them to use specific resources based on the theme for that month.

Table 6. Top 5 resources each month

Top 5 Resources	April	May	June
#1	Whole Life Carbon Guidance for Offsite Construction Report	Introduction to Climate Change and Carbon	Modern Slavery
	358 views	147 views	160 views
#2	Introduction to Climate Change and Carbon	Introduction to Social Value	Introduction to Social Value
	153 views	134 views	150 views
#3	Wellbeing: Sustainability Short	Carbon Footprinting & Measurement	Introduction to Climate Change and Carbon
	149 views	115 views	124 views
#4	Modern Slavery	Modern Slavery	Introduction to Environmental Management
	136 views	111 views	113 views
#5	FIR Toolbox Talk: Mental Health and Wellbeing	Achieving business success through FIR	Carbon Footprinting & Measurement
	127 views	93 views	102 views

1.4 Quality ratings of events

All events that are run are measured against three KPI's: quality; impact (change) and relevancy. These are based on good or excellent responses. The below table illustrate results for the training run to date:

Table 7. Table showing KPI ratings for Change, Relevancy and Quality

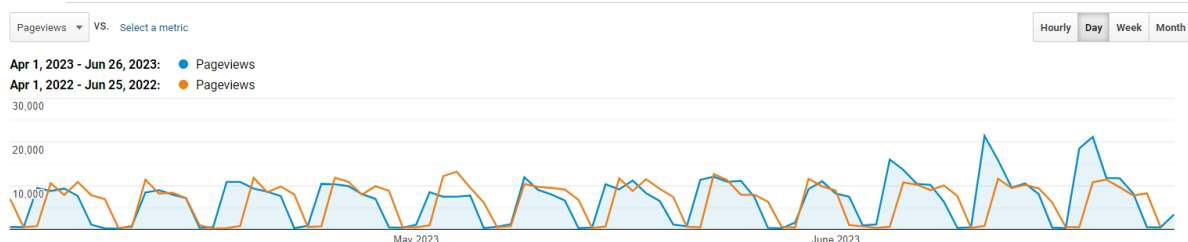
Year	Target and measure	Rating	Change +/-
April - June 2023	95% of employers will rate the training quality as good or excellent	94%	-1%
	90% of employers will rate the training received as relevant to their needs	89%	0%
	75% of employers agree training will change the way they do business	85%	0%
FY 2022/23	95% of employers will rate the training quality as good or excellent	95%	
	90% of employers will rate the training received as relevant to their needs	89%	
	75% of employers agree training will change the way they do business	85%	

The internal team continue to meet regularly to discuss feedback received from those who attend the training to ensure that the offering is continually improved.

2. PR, Marketing & Communications

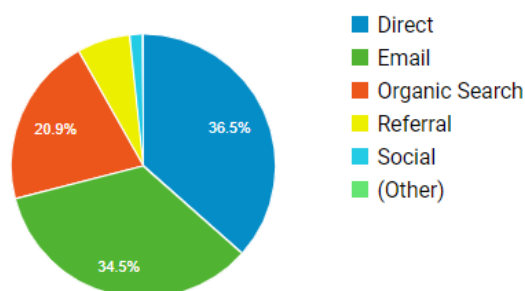
Website

Between April-June 2023, the School website received 61,203 visitors (+24.61% YoY) and 578,447 page views (+5.93% YoY).



The School continues to receive international visitors, specifically users from the USA (12.68%), Netherlands (5.34%) and Finland (4.46%).

Users are visiting the site via a range of channels, but 'direct' continues to be #1 with 36.6% of visitors knowing the website and have likely bookmarked the browser. Email marketing is close second with 34.4% of visitors engaging with email content and clicking through to learn on the School. Meanwhile, 20.9% of visitors find the School from searching on engines such as Google.



Next, with the ability to now create bespoke branded landing pages, the School team are able to engage members further with Virtual Conferences which in turn are one of the key factors in increasing registrations:

- Face to Face Conferences:
 - Inspiring Change Awards – 2,176 page views
 - Net Zero Summit – 3,617 page views
- Virtual Conferences:
 - #MakeltVisible Launch – 1,042 page views
 - Healthy Buildings: A Focus on Indoor Air Quality – 814 page views
 - Lower Carbon Buildings: Leading Beyond Walls – 589 page views

Media coverage

The School featured in @ 19 press mentions in Q1, including:

- Press around the 2023 Impact Report
- Press around the #MakeltVisible launch & virtual conference
- Press around the offsite carbon report
- Articles written by consultants

The School was also featured in articles from members of the School announcing their new membership status, as well as new Partners announcing joining the School.

Marketing Automation

There are multiple marketing automation campaigns live focused on different objectives including:

1. Topics Journey – retargeting 230 members in Q1 who visited a particular topic page on the School CMS. Content is dynamic and targeted based on user's activity to engage them with continuous learning. The average conversion rate is 55%.
2. Reengagement Journeys focused on engaging registered users who haven't completed any learning in the past year or longer, split as:

- a. Inactive registered users - reengaging 7.8k of which 69 became active again on the School @ conversion rate of 2%. (NOTE: this is campaign has not ended.)
- b. Reengaging 2.4k inactive priority suppliers of Partners of which 59 became active again @ conversion of 4%. (NOTE: this is campaign has not ended.)
- 3. New Member Journeys to acquire more members:
 - a. Retargeting 111 users who visit our website to become a member. The average conversion rate is 10%.
 - b. Directly targeting Partner’s 470 priority suppliers who are not yet members. The average conversion rate is 2%.

Content and Email Marketing

- Monthly Newsletter: distributed to engaged School Members on the first Wednesday of every month and is focussed on promoting the free resources available on the School; average open rate of 28.4%, average click rate of 7.5%
- TrainingAlert: weekly email to engage members to the School’s free training sessions, average open rate of 30.5%, average click rate of 16.6%.
- FIRry Friday: weekly FIR email sent to FIR Ambassadors; average open rate of 22%, average click rate of 14.2%.

Social Media

LinkedIn continues to be the best channel for attracting followers and high engagement.

Platform	# Followers	# Posts	Engagement	What's going well?
Twitter	5.5k	144	273	Number of followers has roughly stayed the same, but with an increase in engagement.
LinkedIn	8.5k	78	1.2k	Significant increase in followers, slight increase in engagement.
Facebook	231	70	84	Slight increase in followers and engagement.

2. Leadership Groups Progress

The following section gives a summary of what each group are currently focusing on.

2.1 Construction

- Worked collaboratively to look at engagement strategies for internal colleagues and supply chains, to increase the School's impact across the sector.
- Committed to increasing the number of priority supplier lists and groundworkers lists submitted to the School.
- Focus on amplifying three key areas that impact construction: waste, social value and climate action.

2.2 Homes

- Planning and preparation for the Homes focused virtual conference to build the supply chain's knowledge of the sectors drive to net zero, and what the supply chain are required to do in response. Nine homebuilder clients have agreed to collaborate on this conference, taking place 11 October.
- Two new workshops were added to the Partner workshop catalogue; "Bridging the gap", focused on bringing together sustainability and procurement teams in an organisation to develop a sustainable procurement strategy, and "ISO20400", which works to align an organisation's sustainable procurement strategy with the standard. These were suggested by the Homes group but are available for all Partners to use via their workshop allowance.
- Developing strategies to drive use of the beginner level Sustainability for Groundworks Learning Pathway, with an aim of 150 enrolments this financial year. So far, the group have updated the comms and re-sent reminders to their subcontractors to enrol and undertake the learning.

2.3 Infrastructure

- The group is supporting work to develop a set of PQQ, tender questions, contract clauses and KPIs primarily for the water sector but could be used by any Partner or Member.
- The group are being asked to support the HVO and Future Workforce initiatives in the June meeting.

2.4 FM

- The FY's most recent FM Leadership meeting incorporated an exercise examining how to best deliver the FM business plan. The content will be used to inform activities throughout the FY.
- The process of rolling out a range of updated and peer reviewed FM specific e-learning resources has begun, including: Business Case for

Sustainable FM, Building Management for FM, Local and SME Procurement in FM, People, Skills and Labour Practices in FM, and Responsible Waste Management in FM. The content was developed with peer review support from BAM FM, EMCOR UK, Mitie, Skanska and Vinci Facilities.

- New partner led video content has been finalised, provided via partners from BAM FM, Mitie and Skanska and covering the following topics: the Business Case for Sustainable FM, Building Management for FM, Social Value – Benefits of Working with the Third Sector, Energy Management in FM, Change Management – Challenges of working in the FM, Local and SME Spend in FM. A launch campaign is being planned to maximise use of these resources.
- An introductory energy management Lunch and Learn session is being developed for delivery on 4th July in partnership with Mitie and McCarthy Stone, as part of a programme to demonstrate how FM can help owners and occupiers to mitigate the effects of the energy crisis.

2.5 Wales

- The Welsh Government has launched the Social Partnership and Public Procurement (Wales) Act and the group is in discussion with them to see how the School can help create training and information for our Partners.
- The Group aim to run two in-person events and hope that working with Welsh Government as described above will create some opportunities for a live conference.
- The group want to develop a Wales-specific Learning Pathway around the Social Partnership and Public Procurement (Wales) Act.

2.6 Scotland

- Scotland Training Programme includes focussed webinars and workshops on issues highlighted by Partners during 2023/2024 business planning, such as decarbonising transport, biodiversity and green infrastructure support, plastic packaging reduction and designing out waste.
- Good initial progress is being made towards the ambitious targets for increased membership numbers in Scotland. 523 active members are now located in Scotland, with 30 new corporate members and over 100 new individual learners joining in the last 4 weeks. Target for March 2024 is to hit 750 active companies in Scotland, with 500 of these being Priority Suppliers to School Partners.
- The School has already supported supply chain and staff engagement events for two main Partners in Scotland: Balfour Beatty and SP Energy Networks.
- Work with SP Energy Networks and other Partners has identified a need to raise awareness and understanding on peatland protection and restoration

in Scotland – this is being added to our training offer for companies north of the border.

- Partners in Scotland (e.g., Robertson) are now beginning to mandate School membership as a pre-requisite of tendering for procurement/contract opportunities with their organisations.

2.7 FIR

- **Diversity Calendar:** Developed and launched a new FIR Diversity Calendar to identify and signpost FIR events and resources relevant to annual awareness days observed by the industry.
- **Inspiring Change Conference:** Delivered the 2023 Inspiring Change Conference for the built environment sector, featuring a jam-packed programme with a range of speakers from different market segments, backgrounds, career stages and underrepresented groups to share insights into making positive change in FIR and culminating in 200 delegates at an in-person event in London.
- **Inspiring Change Awards:** Recognised and celebrated FIR initiatives through the 2023 Inspiring Change Awards, receiving a record number of nominations across the 7 award categories with great initiatives leading to judges deciding to announce a shortlisted group of finalists in addition to the award winners.
- **Industry Collaboration:** Conducted targeted outreach activities to broaden our reach and impact in FIR, including developing a proposal for enhanced collaboration with industry associations, engaging with underrepresented market segments such as housing, conducting a survey of SME businesses to understand their needs and challenges, and presenting at industry meetings and conferences.
- **FIR Ambassadors:** Launched an automated FIR Ambassador Journey to support those becoming FIR Ambassadors to understand their commitments and continue learning, become active advocates of FIR and allies to colleagues and progress through the Ambassador Badges.

2.8 Digital

- Final report produced for CITB to report on the impact that the funded Digital programme has made.
- What has emerged is that where digital innovations fail (or do not achieve what was anticipated), most business leaders believe that the reasons are not to do with failing technologies but due to business cultures and team behaviours. The digital team is working with Cambridge University to develop a second course to address this topic and to be piloted in Q2.

- The group have agreed on a pipeline of training activities for the rest of the year.

2.9 Procurement

- Following the completion of the CITB funded programme, the new group has met for the first time and set four key priorities: carbon reduction, upskilling SMEs, collaborative procurement and supply chain mapping. Working groups will be established to follow up these opportunities. Procurement leaders will be welcome to join.

2.10 Plant Category Group

- The group prioritised their ambitions for the year, focusing on:
 - Continuing to mature the plant charter and identifying opportunities to integrate it within PQQs.
 - Researching and analysing telematic data to identify trends, themes and best practice for reducing carbon and air quality emissions.
 - Researching alternative and low-carbon fuels and technologies – this will be informed by the outputs of the HVO Group.
- Achieved two new signatories to the Plant Charter.
- Attended Plantworx (13-15th June).

2.11 Modern Slavery Group

- Initial workshop to develop the thinking around the common heatmap approach for identifying modern slavery and labour exploitation risks.
- Begun work on mapping School modern slavery resources against the headings in BS 25700: Organizational responses to modern slavery – Guidance.
- Begun development of the updated operational toolkit to combat modern slavery.
- Business Services Association Toolkit tackling modern slavery in the services and infrastructure was launched, with support from the School. The guidance signposts to many of the School's resources
- Agreed webinar and conference programme for the year.

2.12 Waste Category Group

- Reducing waste across the whole lifecycle of the built environment remains high on the group agenda and has driven most project activity.
- The information gathering phase of the Housebuilding focused packaging optimisation and reduction project is now substantively complete. The project involves School partners Bellway Homes, Biffa, Crest Nicholson,

Ibstock, Reconomy, Saint Gobain, Stark Group, Taylor Wimpey, Vistry and Zero Waste Scotland. 23 key suppliers and manufacturers have been interviewed and their responses are now being used to formulate the Project Report.

- A Packaging Optimisation Showcase has been set up for 8th August to promote and discuss the findings as well as launch the Project Report, identifying areas of good practice, opportunities for collaboration and routes to overcome collective challenges.
- The Entire Group was invited to participate in a session addressing the following questions;
 - *Should the School be seeking adoption of a common reporting framework for waste, at least for instance setting some more challenging metrics and KPIs for individual and possibly shared use?*
 - *Should the School launch some form of common commitment or charter focusing on circularity and waste reduction?*
 - *Should we be looking over time to develop something similar to the School's free Carbon Calculator for waste reporting?*

The questions prompted a strong and varied response, with desire to improve measuring monitoring, reporting and associated KPIs being a common theme.

2.13 Climate Action Group

- In May the governance of the Climate Action Group (CAG) was redefined, offering a simplified 1-sheet task group reporting template, allowing the development and timely tracking of Strategic Results and Outcomes (OKRs) via PowerBI. The new Terms of Reference, Governance and Reporting structure has been endorsed by new CAG chair (Bekir Andrews, Wates) and individual Task Group chairs/co-chairs.
- The Task Group 4 (Impact from Data) has made huge strides with regards to the Carbon Calculator. Using the Partner AGM held in May to showcase improvements made to navigation making it simpler, faster and more intuitive for users to create dashboards and reports (enhancing the ability to avoid double counting of emissions across the supply chain).
- Task Group 3 (Skills and Research) has completed a forensic review of the Schools materials on Climate and Action.
- Building a register of 'multipliers' who can promote the work of the CAG. In order for CAG to be successful, the Task Group chairs will act as a common source of information to Partners and external stakeholders. Task Group 1 (Industrial Influence), and Task Group 2 (Embodied Priorities - Materials, Adaptation, HVO Paper etc) will maintain involvement in with these 'multipliers', generally the sponsors/marketing leads, to promote CAG related events, tools, and other relevant Special Interest Groups (SIG) within the School. To date, 30 multipliers have been indentified, including; UK Energy Research Centre, The Energy Technologies Institute, Heating & Ventilating

Contractors Association (HVCA), The Association for Environment Conscious Building (AECB), UK Green Building Council (UK-GBC), and GreenSpec - The National Green Specification.

2.14 Wellbeing

- Developed new training content to provide more proactive training and support to drive positive culture change. Including: Psychological Safety / Safeguarding; Emotional Intelligence; Dealing with difficult conversations & conflict; How great relationships are key to high performance; Blokes, Brains, Balls & Brawn (other new content tbc).
- Trailing new content to add to the Partner Workshop Catalogue.
- Delivery of the Launch of the new www.makeitvisible.info web portal – a free portal offering support for Emotional Wellbeing, Physical Wellbeing & Financial Wellbeing to all in the built environment industry.
- Collaboration & planning with the #MakeitVisible taskforce group to better understand & plan skills matrix/RACI/Delivery Model for future industry wellbeing culture change strategy.
- Work on building relationships & collaborating with key wellbeing multipliers & stakeholders (CITB/Mates in Mind/Lighthouse/CLC/MHFA England/Baton of Hope).

2.15 Social Value

- First social value group meeting of the year took place – key focus on how the partners can drive more use of the School's resources in their own businesses and in their supply chains.
- Development has begun on the key workstreams:
 - Social value jargon buster
 - SME practical guidance
 - Guidance on identifying volunteering opportunities

2.16 Interiors

- The FiS Learning Pathway has now been launched to all FiS members.
- To date there have been 21 enrolments, with 9 completions. The learning pathway will need to be communicated regularly with the membership to encourage them to take this up.
- At the next group meeting, the members will be asked to comment on the Sustainability Capability Assessment as it continues to develop.

2.17 Offsite

- The School released its 'Whole Life Carbon Guidance for Offsite Construction' by Dr Naomi Pratt at a virtual conference, which was

attended by over 250 people. The report has since been downloaded 597 times.

- The report was also included at a joint webinar with our French colleagues at 'Campus Hors Site', 'Navigating Carbon Impact in Offsite Construction - A European Lens', which was broadcast simultaneously to a combined English and French audience using two interpreters.

2.18 Retrofit

- The Retrofit Group is continuing to establish itself with new partners joining at a steady rate. There are 39 partners receiving information on the group to date.
- Developed the content for the Retrofit Individual Knowledge Assessment and the Retrofit Corporate Capacity Assessment. The questions and answer statements that outline the requirements in retrofit for industry have been signed off by the group.
- Formed the learning objectives of 6 new e-learning modules on subtopics of retrofit.

2.19 Nature

This new group will address the growing desire amongst many partners for the School to take a more structured, relevant and proactive approach to Biodiversity and Nature Recovery. The tasks undertaken in the first meeting will include:

- Determining a suitable working title, cross sectoral approach and appropriate terms of reference for the Group.
- Agreeing the scope of work and partnership - it is suggested that it would be prudent to address the subject matter from Planning, Design and Construction, and Management and Maintenance aspects and perspectives.
- Reviewing a "shopping list" of priority tasks to tackle, including potentially:
 - *An audit of existing School material (with implications for improvement, redrafting etc).*
 - *Developing shared understanding of Biodiversity net gain/Nature Positive/Net Benefits.*
 - *Securing an insight on the work and remit of TNFD (Taskforce on Nature-related Financial Disclosures) and their Nature-Related Risk & Opportunity Management and Disclosure Framework.*
 - *Links with PCA <https://www.property-care.org/> on invasive species awareness and treatment.*
 - *Outlining and promoting wellbeing benefits.*
 - *Beginning to consider what supply chain training/resources would be appropriate.*

- Checking if anything significant has been missed – e.g., Natural Capital, Ecosystem Services, Glossary of terms, Academic Links, pilot projects needing partners

2.20 Lean

- Transitioning the focus to Operational Excellence through Lean thinking, to gain wider appeal and influence throughout the industry.
- Releasing a series of impactful 3-minute videos, featuring key industry speakers discussing the topics of leadership, industry challenges, productivity, and skills.
- A revamped series of Lunch n Learns and workshops, which are in progress with more planned for 2023.
- A re-structure and revamp of the SCSS Operational Excellence website landing page with further refinements underway.
- Re-launching the Operational Excellence leadership group.

3. New Partners

The School welcomes 10 new Partners this financial year:

New Partners since April 2023
Bowmer & Kirkland
Taziker
Fusion Partitions
Wigan & Leigh Cottage
Gas Networks Ireland
MCS Charitable Trust
Binnies
Skewb
Fluor
Oldham FE College

End.