

British Sugar Line Leader Programme

Combined Impact Report – June-November 2025

Executive Summary

The Line Leader Programme continues to deliver solid value across British Sugar. Learners are ahead of plan, deeply engaged, and applying their skills in ways that are already improving operations, building stronger teams and nudging the culture in a more confident, inclusive direction.

Both reporting cycles tell the same story. People are taking what they learn and using it fast. Leadership behaviours are maturing, data and digital skills are sharper, and Skills Radar scores show a clear shift from “developing” to “capable and ready to support others.”

Line managers are seeing the difference day to day. More ownership. Better communication. More initiative. And a lot less handholding.

The programme is shaping into exactly the kind of internal talent pipeline the business has been asking for.



BUSINESS IMPACT & ROI

The work being delivered across sites isn't just academic. Learners' projects have resulted in efficiency gains, time savings, risk reduction, and improved collaboration between teams. A few themes stand out:

Operational Efficiency

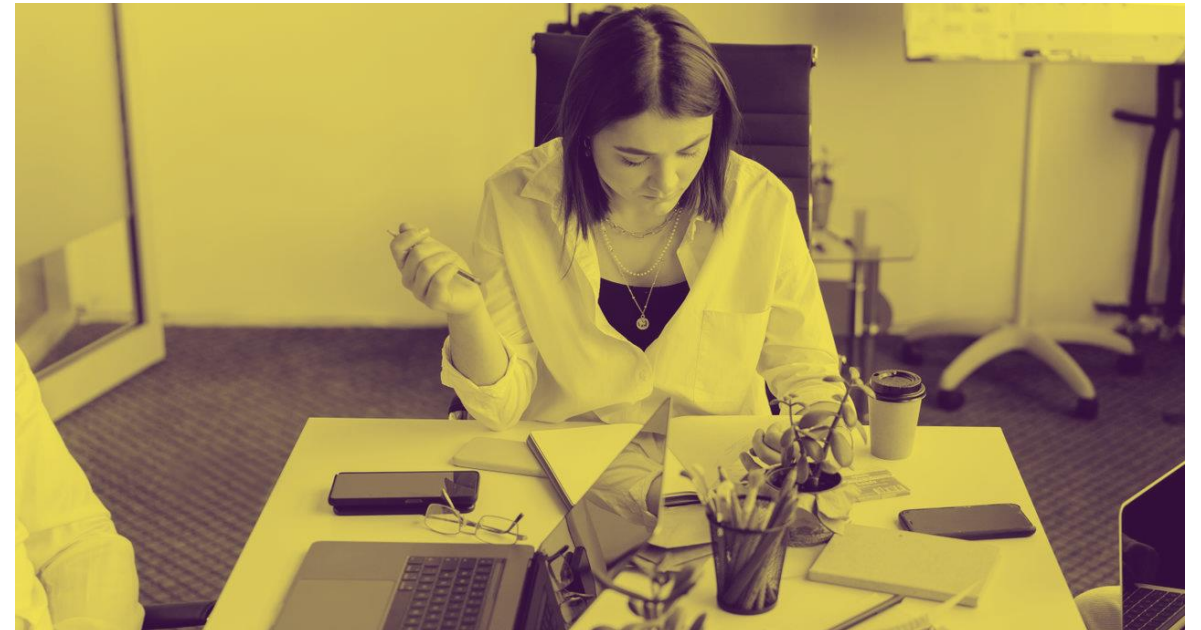
Learners have driven improvements such as:

- Kanban systems, automated invoicing workflows, and Power BI dashboards that reduce manual admin and improve accuracy.
- Resource optimisation via skills matrices, tool standardisation, warehouse planning, and even practical innovations like the vending machine footwear initiative.
- Broader operational improvements including roller replacement planning, warehouse transformations, process leadership, and supplier cost analysis.

These aren't small tweaks. Collectively they represent thousands of pounds of potential savings and time released back into operations, though a full financial quantification would need internal data.

Compliance & Risk Management

Learners have strengthened their understanding of GDPR, FCA regulations, and core health and safety principles. Several have taken ownership of safety briefings, audits, and new SOP contributions, helping reduce compliance risk across their teams.



BUSINESS IMPACT & ROI

Innovation & Continuous Improvement

There's been a noticeable uptick in curiosity and innovation:

- Soil sampling service proposals
- AI integration ideas
- Skills matrix digitisation
- Cost-saving initiatives, including one project with a projected saving exceeding £200,000

Many learners are stepping forward with fresh thinking aligned to sustainability, digitisation, and British Sugar's Performance Improvement Plan.

Cultural & Leadership Impact

Coaching, inclusion, ED&I awareness, and psychological safety are showing up in how learners lead their teams. Managers repeatedly mention clearer communication, more balanced leadership styles, and more thoughtful engagement with colleagues.

Innovation Project & Future ROI

The upcoming Level 3 Innovation Impact Project, scheduled for February 2026, provides learners with a platform to explore practical, sustainable improvements within their roles. These projects are designed to align with British Sugar's strategic priorities, leadership model, and values, while fostering agility, ethical leadership, and visionary thinking.

While the programme has already delivered measurable operational and cultural impact, this final module is expected to significantly increase ROI. Learners will identify and propose initiatives that drive efficiency, sustainability, and innovation—ranging from process improvements to technology-enabled solutions. Insights from these projects will provide tangible evidence of cost savings, productivity gains, and enhanced team performance, further demonstrating the strategic value of the Line Leader programme.

By showcasing the direct link between learner-led innovation and business outcomes, the Innovation Impact Project will reinforce the programme's contribution to British Sugar's long-term growth and leadership pipeline.

ALIGNMENT WITH BRITISH SUGAR'S MISSION & VALUES

The programme sits naturally alongside what British Sugar says it wants to be:

safe

efficient

future-focused

people-centred

Learners are modelling safer behaviours, taking ownership of risk, and improving compliance processes. They're contributing to the culture British Sugar describes in its values: inclusive, respectful, and grounded in continuous learning.

On the operational side, the projects fit neatly with the company's push for efficiency, sustainability, and smarter use of technology. Many improvements reduce waste, tighten processes, or release capacity across teams.

From a talent perspective, the shift is unmistakable. British Sugar wants strong internal capability and leaders who can carry the business forward. The behaviours emerging from this cohort, mentoring, cross-functional collaboration, strategic thinking, are exactly that.

The programme is not just aligned with the company's mission and values.

It's helping deliver them.

LEARNER DEVELOPMENT & ENGAGEMENT

Learners continue to show strong engagement across all core areas:

Knowledge

leadership models, sector trends,
ED&I, compliance, and regulation

Skills

communication, negotiation, project
planning, data literacy, mentoring

Behaviours

confidence, initiative, adaptability,
collaboration, and ethical leadership

Self-ratings have jumped from mid-range scores to consistent 8s and 9s across most competencies. Many are now supporting or training colleagues in areas where they once lacked confidence.

Managers have also noted that learners are more proactive in logging hours, using coaching sessions, leading discussions, and contributing to strategic work beyond their immediate role.

SKILLS & CONFIDENCE GROWTH (SKILLS RADAR)



Level 3

- Average scores moved from 4–5/10 to 8–9/10
- Clear growth in problem-solving, decision-making, time management, and stakeholder communication
- Many are now able to support or train others in their stronger modules



Level 5

- Consistent movement from Working Toward → Achieved across strategic leadership competencies
- Strong performance in planning, financial awareness, coaching, and influencing
- Growing ability to lead cross-functional work and mentor colleagues

One phrase shows up again and again:

“I am competent and able to support others with their development.”

It’s a good sign the shift is bedding in.

LINE MANAGER FEEDBACK

Managers repeatedly comment on:

Stronger communication and stakeholder handling

Greater strategic thinking and more initiative

Noticeable increases in confidence and professionalism

More effective team leadership, coaching, and meeting facilitation

A few examples



"James has grown in confidence, particularly in presenting to senior stakeholders."

"Ivan is motivating the team more actively and driving safety improvements."

"Liam has taken on additional responsibilities and performs well under pressure."

"Samantha's reviews are so strong her manager prints and files them."

"Thomas's ownership has allowed his manager to step back."

There's a clear sense that managers trust learners more and are seeing less day-to-day oversight required.

INDIVIDUAL IMPACT HIGHLIGHTS

Here's a blend of examples from across the cohorts (themes repeat widely):

- **Paige Fuller** – Delivered Kore Soil Essentials Project improvements, built Power BI dashboards, led Newsbeat presentations, and coached team members. Significant uplift across Modules 1–5.
- **Richard Briggs (L5)** – Systemisation project lead, mentoring colleagues, and applying strategic planning under pressure. Clear jumps in Skills Radar ratings.
- **Olu Adegbite** – Stronger communication, deeper compliance understanding, effective mentoring, and impressive project pitch preparation.
- **Samantha Hodge** – Embedded inclusive practice in recruitment, supported apprentices through EPA, and improved IT and problem-solving capability to trainer level.
- **Simon Blair** – Built a warehouse skills matrix, improved performance management, and grew in influencing and negotiation.
- **Steven Hall** – Delivered the footwear vending project, strengthened leadership and resource planning, and supported colleagues through coaching.
- **Matthew Chapman** – Leading ethanol plant training, mentoring technicians, and preparing a project with forecasted savings over £200,000.
- **Thomas Dunning** – Stepped into full managerial responsibility, leading warehouse improvements and boosting team ownership.



These stories mirror dozens of similar cases across the programme.

MASTERCLASS OUTCOMES & LEARNER FEEDBACK

The programme's masterclasses have provided learners with targeted, practical development opportunities that complement their on-the-job learning and broader Line Leader programme. Attendance and engagement across sessions have been strong, and feedback indicates that learners are applying the insights directly to their roles.

Key Themes from Feedback:

- **Leadership & Team Management:** Improved confidence in leading teams, delegating tasks, and applying leadership models.
- **Operational Awareness & Strategy:** Better understanding of organisational policies, resources, and processes.
- **Digital & Problem-Solving Skills:** Practical AI and problem-solving tools applied to daily operations.
- **Culture, Values & Compliance:** ED&I, Fundamental British Values, safeguarding, Prevent Duty, and environmental sustainability reinforced.
- **Practical Relevance:** Sessions are most useful for earlier career stages, with small adjustments suggested for engagement.

Overall Outcomes:

- High satisfaction ratings (8–10/10) on relevance, delivery, and recommendation likelihood
- Learners are integrating learning into operational practice and improving team management
- Masterclasses support leadership growth, operational efficiency, and cultural alignment

Representative Learner Feedback

"This masterclass has helped me link organisational policies to team actions and improved my use of technology in daily tasks."

Olu Adegbite

"I now better understand how to deploy resources and use processes to improve my team's efficiency."

Gary Eley

"The course has given me new skills and techniques I can immediately apply as a leader."

Simon Blair

"Very informative and practical, especially around AI and problem-solving methods for daily operations."

Thomas Dunning

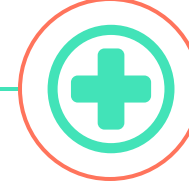
PROGRAMME HEALTH



RAG status remains
predominantly Green



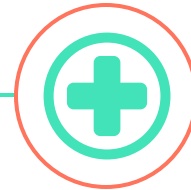
Off-the-job hours are
ahead of target for
most learners



Coaching and reflection
are well embedded



All learners remain on
track for gateway dates
(mid-2026)



Manager engagement is
consistently strong

ROI & STRATEGIC VALUE

The programme has demonstrated:

- Faster delivery of operational improvements
- Clear reductions in reliance on external support
- Better risk and compliance management
- Increased internal capability and leadership bench strength
- Higher engagement and retention within the cohort

A more formal ROI model would strengthen future reporting, but early indicators are clearly positive.



COMPARISON: LINE LEADERS VS NON-LINE LEADERS

Skills Development Trends

Line Leaders: Focus on team leadership, performance management, and coaching. Skills Radar moved 4–5 → 8–9. Many now train others.

Non-Line Leaders: Focus on technical/project skills. Skills Radar uplift +4 points, confidence growth concentrated in problem-solving, decision-making, and digital tools.

Impact & ROI Themes

Line Leaders: Delivered team-level improvements (coaching, operational changes, performance reviews). ROI tied to productivity, morale, and reduced downtime.

Non-Line Leaders: Delivered technical innovations (automated invoicing, dashboards, soil sampling service). ROI tied to efficiency and cost savings.

Recommendations

Line Leaders: Embed advanced coaching, conflict resolution workshops, peer mentoring.

Non-Line Leaders: Exposure to leadership opportunities, advanced digital/data analytics training.

Behavioural Development

Line Leaders: Growth in accountability, adaptability, inclusive leadership, resilience.

Non-Line Leaders: Growth in professional integrity, collaboration, strategic thinking.

Numeric Indicators

Both groups improved, but Line Leaders show more “competent to train others” modules.

Distinctive Patterns

Line Leaders: Apply learning to team leadership and people processes.

Non-Line Leaders: Apply learning to technical/operational improvements and efficiency gains.

CONTINUOUS IMPROVEMENT & RECOMMENDATIONS FOR NEXT COHORT

Feedback highlights opportunities to enhance future intakes:

1

Enrichment & “Lunch and Learn” Sessions

Incorporate short, focused sessions on absence management, time management, budget oversight, operational policies.

Reinforces leadership skills in context.

2

Mentoring & Peer Support

Formalise peer mentoring to sustain learning and support learners with time constraints.

3

Onboarding & Eligibility Clarity

Early-stage onboarding sessions to clearly outline eligibility, expectations, and learning pathways.

4

Time Management Support

Offer guidance on balancing workload with programme commitments, particularly in supply chain roles.

5

Masterclass Delivery

Hybrid approach combining face-to-face (where feasible) and virtual sessions for engagement and accessibility.

Overall Recommendation

Integrating enrichment sessions, structured mentoring, clear onboarding, time management guidance, and optimised masterclass delivery will maximise learning, operational impact, and contribution to British Sugar's leadership pipeline.

