



GLLEP MANUFACTURING BOARD

13th July 2021 at 2.00pm

Via MS Teams

Paper 0 - Agenda

Item and brief description	Indicative timings	Lead	Access / Circulation
1. Welcome, Introductions and Apologies 2. Declarations of Interest	2.00 - 2.05pm	Darren Joint	
3. Minutes from Meeting held on 28 th April 2021	2.05 - 2.10pm	Samantha Harrison	Paper 1
4. SPARK Educational Pack	2.10 - 2.20pm	Natalie Poole	Papers 2 & 3
5. Skills Agenda - Presentation from Boston College	2.20 - 2.40pm	Richard Chambers	Verbal
6. Skills Agenda - Presentation from Grantham College	2.40 - 3.00pm	Stephen Peacock	Verbal
7. Made Smarter - Presentation from Marcus Burton	3.00 - 3.35pm	Marcus Burton	Verbal
8. GLLEP Update	3.35 - 3.40pm	Ruth Carver	Verbal
9. GLMN Update	3.40 - 3.50pm	Ahmed Elseragy / Darren Joint	Verbal
10. Covid Recovery Plan Update 11. Manufacturing Growth Programme & Supply Chain Programme Update	3.50 - 3.55pm	Jeannine Thornley / Neil Harriman	Paper 4 G Lincs MGP Insight Report_06 2021 MGP LEP Insight Report_06 2021 MGP-EAST_MIDLANDS-Barometer-Q4-2021
12. Board Make-Up Update	3.55 - 4.00pm	Samantha Harrison	Verbal
13. Date of next meeting 12 October 2021 - 10.00am - 12.00pm	4.00 - 4.00pm	Darren Joint	

Attendees: Darren Joint, Mark Kempton, Richard Chambers, David Talbot, Neil Harriman, Helen Doughty, Charlotte Horobin, Ahmed Elseragy, Mike Hague- Morgan, Marcus Burton, Stephen Peacock

LEP Officers: Ruth Carver, Samantha Harrison, Jeannine Thornley, Natalie Poole

Apologies: David Caddle, Edward Tong, Nick Broom, Robert Willey

Tentative: Kevin Ross, Justin Brown

To be confirmed: David Earnshaw, Michael Gallimore, Neil Main, Ray Newell

Minutes of the Greater Lincolnshire LEP Manufacturing Committee

28th April 2021

MS Teams

Draft Minutes

Present:

Darren Joint (Chair, Viking Signs), Ruth Carver (GLLEP), Samantha Harrison (GLLEP), Halina Davies (GLLEP), Charlotte Horobin (Make UK), Garry Wilkinson (NatWest Bank), David Talbot (HCF CATCH Ltd), Neil Harriman (Economic Growth Solutions), Edward Tong (Tong Engineering), Paul Taylor (Dynex), Ahmed Elseragy (Enterprise School of Engineering), Jeannine Thornley (LCC), David Earnshaw (Parkinson Harness Technology), Karen Seal (GLLEP), Neil Main (Micrometrics), Ray Newell (Oakwell Management Services Ltd),

Apologies and Declarations of Interest -

Apologies: Justin Brown (LCC), Michael Hague-Morgan (Autocraft Drivechain Solutions Ltd), Kevin Ross (NAMRC), Michael Gallimore (UOL), David Caddle (Economic Growth Solutions), Nick Broom (Siemens), Robert Willey (Househam Sprayers), Helen Doughty (SHD Composites)

Full declarations of interest for each individual Committee Member can be found at:

<https://www.greaterlincolnshirelep.co.uk/about/boards/>

Minutes and Matters Arising (Paper 1) - SH**Matters arising**

RC - one of the GLLEP contractual conditions for project is that a member of the Manufacturing Board needs to sit on The Bridge projects Industry Partnership group. Neil Main from Micrometrics is already engaged with this group and could represent the board. IS stated it would also be useful to have wider connections with chemical businesses - **ACTION IS to speak with DT**
RC addressed this point and Neil Main agreed to undertake this activity. **HD TO ACTION**

Spark Festival 2021

RC on behalf of the LEP has agreed to fund an education pack that teachers and educators can use to showcase the sector and inspire STEM engagement. Agreed an update should be on the agenda for next meeting. **JPT TO ACTION**

NM is a member of the Spark Committee and suggested inviting engineering business to come along to give educational view at the Spark event next year likely end June early July 2022.

AE suggested John Latham could give an update on the Spark Festival from the UOL perspective. DJ suggested a drive to increase geographical reach of the event and make it more broadly appealing to other parts of the county.

SH requests to Board continue to cascade the Business Support services available through their networks - **ALL TO ACTION**

All other actions noted as undertaken.

Inward Investment Propositions - Agri-food, AEM, Low Carbon & Ports and Logistics (Paper 2) - KS

Agri-food proposition signed off and shared as Paper 2

<https://www.greaterlincolnshirelep.co.uk/funding-and-projects/team-lincolnshire/team-lincolnshire-news/agrifood-sector-proposition-brochure/>

Advanced Engineering & Manufacturing proposition will be forwarded next week - KS thanked members of the Board who have assisted - **KS TO ACTION**

Low Carbon and Ports and Logistics propositions are being worked on.

Agri-food proposition was presented and discussed as below:-

Is already being used as a tool to attract Inward Investment and High Potential Opportunities - a

strong compelling document that can be used when talking to potential investors. Showcases the UK and where the Lincolnshire offering and opportunities sit within the UK. Features a good array of businesses from different subsectors, sizes, supply chain and global players.

Maps are used to showcase where we are in comparison to the UK, other areas covered include R&D, Further Education and Colleges, positive workforce capability, property costs, logistics and transport network etc.

Separate individual site PDF's on the different site opportunities will be used to support this document to ensure a personalised proposition for potential investors - showcasing what we can do to support.

SH stated that our approach has moved to be more pro-active and these tools will be used to target potential supply chain gaps and fits well with our Manufacturing strategy, and directly support the action to secure new inward investment into the sector to enhance our supply chains.

DT confirmed with KS that Katy has been involved with the low carbon proposition.

DT queried whether Low Carbon should be included in all the propositions - KS confirmed that some Low Carbon information will feature in all propositions.

CH observed that a link to why business leaders should move and live here could be included - and KS confirmed there is an opportunity for a stand-alone 'Place benefits' proposition.

KS confirmed that they are receiving a lot of enquiries direct from end-users - EU and UK - in addition to referral organisations like DIT.

KS confirmed these proposition leaflets will be promoted using social media - particularly LinkedIn - which is being used to highlight our compelling offer and promote direct enquiries.

RC stated that we are seeing some positive reshoring activity and these propositions will assist with the promotion of this.

The Board was asked to support and cascade the proposition documents to their contacts. **ALL TO ACTION**

GLLEP Update - Verbal - RC

The **GL Economic Growth Revival Plan** has just launched - a link to the plan is below.

<https://www.greaterlincolnshirelep.co.uk/priorities-and-plans/strategies-and-plans/covid-revival-plans/>

As part of our Contract with the Department for Education, the LEP has to produce an annual local skills report - it's how the DFE understand localities -

https://www.greaterlincolnshirelep.co.uk/assets/documents/Greater_Lincolnshire_Local_Skills_Report_April_2021.pdf

National Government are reviewing the evolution of LEP's - this should be concluded mid-July.

This review is being led and in consultation with BEIS and is focusing on how LEP's can be strengthened. The focus will be on Business and Sector Support, Strategic influencing, Innovation, Inward Investment, Net Zero and Skills.

If you would like to know more about the review contact RC direct.

The LEP have formed a new **Defence and Security Advisory Board**

- Joint chaired by Julian Free (UOL) and Alison Ballard (BAE Systems)
- Remit is to grow the defence sector locally with a focus on Inward Investment
- Possible increase of 3000 RAF personnel relocating to the area
- Relocation of the RAF Medical School into Greater Lincolnshire
- Supply chain opportunities - including most of the training taking place in Lincolnshire - good for schools, visitor economy, hotels etc.
- Good cross-over between the Defence and the Manufacturing Board ref supply chain, talent management, skills etc.

- Defence Board update to be on a future Manufacturing Board agenda - **JPT TO ACTION**

GLLEP has been involved in a Made Smarter bid to Innovate UK ref Digital Supply Chains with Accenture and Google being the main primes - with the GLLEP to run a UK hub for the food sector on digital supply chains. Down to the last 3 and interviews are w/c 3 May - Ruth to provide update at next meeting - **RC TO ACTION**

DJ queried if the Local Industrial Strategy is off the agenda completely. RC advised that National Policy is currently the UK's plans for growth - effectively a strategy and recovery plan. The Local Industrial Strategy Council has disbanded and their annual report will be available in the next month. The GLLEP still have their Local Industrial Strategy however this hasn't been formally launched. Productivity and growing the economy is still relevant - and the long term agenda remains the same.

DJ observed that it doesn't specifically identify Manufacturing as a sector to grow. RC confirmed that the strategy will not be published without being reviewed and the board will have an opportunity to do so and shape it going forward.

Make UK Defence - CH to introduce colleague to RC - **CH TO ACTION**

Freeports Update - (Paper 3) - HD/RC

The Humber Freeport is one of 7 Freeport's in the UK as announced in the Budget.

A Freeport is where normal tax and customs rules don't apply within its boundary.

The boundary covers a large part of the Humber estuary - up into Hull and almost over to Goole and covers Scunthorpe, Grimsby and Immingham.

Covers 600 hectares for the tax sites - there is opportunity to develop custom and seed capital sites. Early development stage, Shadow Board in place, Steering group meets every 2 weeks, and Working group meets weekly. KPMG were involved in compiling the bid and meets with MHCLG regularly - let by David Gwynne AB Ports and Simon Bird is acting Director of the Freeport.

The consortium that pulled the bid together is currently working on the next steps for the bid.

Business case to be completed by Autumn.

Custom Zones planned in Hull and Humber South Bank (Green Energy), towards Goole (Rail Industry and Innovation centre), Grimsby and Immingham.

Terms of Reference and SLA's should be in place and running by Oct / Nov 2021.

PT stated this ties in with the HPO's detailed in the Inward Investment Proposition presentation earlier.

RC stated that the Tax Zone sites offer significant tangible financial incentives discounted business rates, stamp duty, NI, Capital allowances. Primarily targeting inward investment but other businesses looking to expand or set up new operating units may benefit. Humber is leading the pack and in a good strong position with ambition to be one of the first operational Freeport's in the country.

DJ queried whether there would be similar incentives across all the UK Freeport's - some are fixed and some are to be decided in the budget in October. Business rates may also differ as they are locally controlled. Interested in how the existing funds also connect with Freeport's. Most of the land is empty. The AMEC site will attract inward investment and supply chain opportunities.

Grantham College Investment Update incl. Energy and Engineering Centre - (Paper 7) - RC

Refurbishment has been approved and work should be completed by March 2022.

This initiative will create a new centre through capital investment. Overall project cost of £2.46m with capital investment from the LEP of £1.59m.

It will enable the college to increase their curriculum offer and will deliver 31 new jobs, safeguarding a number of jobs, create dedicated classroom space and an additional 25 new courses on engineering and construction.

DJ had concerns that this may impact the courses currently offered. 'Engineered in Grantham' put a lot of effort to ensure the curriculum delivered courses on skills needed by the SME community. Halina Davies to distribute the new course curriculum to the board. **ACTION HD**
HD stated that she doesn't believe they will be completely eradicating existing curriculum - but will seek clarification. **HD TO ACTION**
DE stated that he welcomed any investment into the college sector as in manufacturing it's the best and most critical feed of skills into our businesses. DE is Governor of Boston College and DJ asked if DE could present on what is happening at Boston College at a next meeting - **DE TO ACTION**

Greater Lincolnshire Manufacturing Network (GLMN) Update (Paper 4) - DJ/AE

AE stated that we are nearing the end of the 1st year with 2 events to go. Numbers are looking ok for the next event on Tues 4 May with 25 registered and more expected due to a technology glitch with Collab. More interactive discussion and networking opportunities built into this event - including an extra hour of 'Ask the Expert'. Collab have raised their prices significantly - so other platforms are being explored for the July event.
AE highlighted that there is some new funding available for Aerospace related companies. The next event is on Tuesday 6 July with the subject matter of Skills and Investment.
DJ confirmed that it was agreed at the last Board Meeting that the Manufacturing Board would become the Steering Group of the GLMN. DJ requested thoughts and feedback on the last event. DJ requested that more emphasis and time given to interaction and networking activity - to generate Peer to Peer connections. Nottinghamshire network does this very well.
CH agreed with the above point and said that interaction is key to generate and maintain attendance - and benefit - and build the community. SH also clarified that the GLMN is accessible to ALL GL and Rutland manufacturing businesses - not just SME's.
AE stated that there needs to be a supportive relationship between the Board and the GLMN. Ideas invited about how we can create the link, and would Board members be happy to facilitate break-out groups?
PT encouraged the University to talk and work together internally to encourage connectivity and also to moderate competitiveness within departments.
GW commented that the GLMN should be Industry Leader focused - and that there should be encouragement at the next meeting to stay in the room and network. **DT TO ACTION**
RC requested volunteers to shape the GLMN and the events - **AE - TO ACTION with DJ, DT, CH and ET**

Covid Recovery Plan Action Update (Paper 5, plus appendices) - JPT / NH

JPT referred to Paper 5 and asked that everyone cascades information on the support programmes to their networks. **ALL TO ACTION**

JPT noted that manufacturing business were signing up to initiatives like the Manufacturing Transformation Programme and the Supply Chain Programme - but some have constraints on time so progress through the programmes is proving slower than expected.

Peer 2 Peer Networks has been extremely successful and Phase 2 has been commissioned for a further 20 cohorts with at least 2 dedicated to Manufacturing. Marketing is due to commence shortly.

JPT highlighted the Made In Lincolnshire Brochure and asked for all Board Members to send this out to their networks and contacts. **ALL TO ACTION**

The Made In Lincolnshire brochure will be used to highlight the Manufacturing community with success stories, case studies, inter-trading examples etc. It is a document that can be edited in-house so businesses can be added and amended - giving this document a longer shelf-life.

Plans to promote at the next GLMN event

DJ asked for stats to be prepared on how 'visible' the brochure is on-line i.e. click stats on the website.

GW asked that they be provided with some marketing collateral and words to send out via their channels. **JPT TO ACTION**

Manufacturing Growth Programme & Supply Chain Programme - NH

NH also heralded the Peer 2 Peer Networks as a great success with really positive feedback and confirms that Rutland is included in Phase 2.

The 4th Cohort for the Supply Chain Network is scheduled for 9 June - there has been some last minute drop-outs so they are trying to over-book to take this into account.

NH stated that the MGP remains in great demand. Businesses seem to have utilised the past 12 months to make improvements within their business. Through March and April all grants have resulted in jobs created predominantly in the Engineering and Food and Drink sectors with the main activity being in South Kesteven, North East Lincolnshire and East Lindsey local authority areas. Grants have mainly been around Marketing, Productivity and Capacity and Quality and Continuous Improvement.

The regional Manufacturing Barometer was included with the meeting's papers for information. Along with the G Lincs and national insight reports.

EM Digital Industrialisation & Manu Support Framework outline - RC / JPT

This agenda item was skipped - suggest rollover to next meeting - **JPT TO ACTION**

'If we had 'Made Smarter' in Greater Lincolnshire - what would that look like' discussion - DJ

DJ stated that his understanding of the Made Smarter programme is that it's mainly about technical consultancy around digital transformation. Restricted to North West businesses.

CH - The pilot has been hugely successful in the North West and digital journey of small businesses is second only to the south East and London - which is really impressive.

The Made Smarter initiative has focus on leadership and skills and embedding the technology into the business.

It has been rolled out in the North of England - with a mapping exercise of all the support for manufacturing businesses across the region, and then the employment of a team of digital advisers to work with each Growth Hub to engage with manufacturers, understand their problems and connect them to what is a busy landscape of business support. Won't be live until the start of May. Talking with Frank at D2N2 about how the LEPS in the East Midlands can collaborate - the Institute for Manufacturing in Cambridge also offer a solution that may work as a foundation step.

Important not to confuse the Made Smarter Commission (backed by BEIS) with Manufacturing Made Smarter being managed by Innovate UK.

SH - In the Towns Deal Work there was a proposal from the UOL for a Made Smarter pilot in Lincoln City, and this will be worked up over the next year.

SH and JPT have been sitting on the group that have been talking about delivering a regional event - this is still in the early stages - but we are keen to work together

RC - Would this be the right thing for Greater Lincolnshire? And what particular things are important? Is this aspirational for the GL area? Which elements are pertinent to our businesses?

There is an appetite for a regional event to talk about IDT's. Beyond that is there something joined up in the budget round that we can put the East Midlands forward to be one of the first areas to roll-out nationally. Shaping is needed from the Manufacturers.

RC - Suggestion to invite a representative from the North West or West Midlands region to give us

an overview of the elements of the programme, and update on how Made Smarter is working in their area and do a diagnostic of what would be good in the Lincolnshire area - **JPT TO ACTION**

Board Make-Up

Replacement for Angela Borman to come via new membership on the Employment and Skills Board - potentially to come from the food manufacturing sector.

Recruitment drive to be undertaken to include representation from the food manufacturing sector and North and North East Lincolnshire and Rutland.

Current terms of office to be distributed - **SH TO ACTION**

Nominations for Vice Chair still being encouraged - **ALL TO ACTION**

Approach all current Board members and gain commitment for continued service on the Board - and suggestions on who else we could approach - **DJ TO ACTION**

Any Other Business

Timings on the agenda - **JPT TO ACTION**

The meeting was closed.

Date of next meeting

Tuesday 13 July - 2.00pm to 3.30pm

Noted Agenda Items for next meeting

Update on Spark Educational Pack

Update on the Defence Board

Presentation on Made Smarter - Marcus Burton Chair of the Made Smarter Adoption Group

Boston College skills curriculum update

Presentation from Paul Deane (Grantham College) ref curriculum heading forward

Made Smarter presentation from North West or West Midlands Region

EM Digital Industrialisation & Manu Support Framework outline

SPARK Education Pack

The Greater Lincolnshire LEP, SPARK Engineering Festival committee and the EBP are producing a resource pack for schools and colleges across Greater Lincolnshire and Rutland. The resource pack will contain lesson plans and PowerPoint presentations for teachers and career leaders to use throughout the academic year 2021/2022. The lesson plans are designed to bring careers education to life, offering an insight into the world of work in Greater Lincolnshire and linking businesses and employers directly to the mainstream curriculum.

The resources will be free to use for all schools and colleges from primary school age groups, all the way up to 16-19 year olds.

Materials will be free to download from the SPARK festival website, EBP website and Greater Lincolnshire LEP website, and a full communications and marketing campaign will launch the product in July 2021.

Key themes throughout the resource pack include:

- Lincoln Civil Engineering and The Lincoln Eastern Bypass
- Space Beyond Lincolnshire
- Lincoln's Engineering Heritage
- Transport in Lincoln
- Computing in Lincoln
- Oil and Gas Exploration in Lincolnshire
- Agricultural and Industrial Revolution in Lincolnshire
- The Environment and Sustainability in Lincolnshire

The SPARK Education Pack aims to develop knowledge and understanding of the engineering history and heritage of Greater Lincolnshire and Rutland, and the current labour market.

The Department for Education sets out the gold standard of Careers Education through the Gatsby Benchmarks. In order to support schools and colleges meet Gatsby Benchmark 5, 'Encounters with Employers and Employees', it is important that local employers and businesses are part of the lesson plans and resources.

Equally, the lesson plans play a vital role in meeting Gatsby Benchmark 2 (utilizing labour market information) and Benchmark 4 (careers in the curriculum).

It is hoped that these free resources will play a significant role in supporting careers education across Greater Lincolnshire from September 2021 onwards, with similar projects following in the future.

Date:		Key Stage/Year Group: KS4	
Group (Pupil Numbers):			
Pupil Premium Children:		SEND:	Greater Depth:
		Forces Children:	
Intent Objectives (From Programme and Breadth of Study):	Theme: Lincoln Civil Engineering: The Lincoln Eastern Bypass		
	National Curriculum References: Formulating enquiry and argument 13. The ability to identify questions and sequences of enquiry to write descriptively, analytically and critically, to communicate their ideas effectively, to develop an extended written argument, and to draw well-evidenced and informed conclusions about geographical questions and issues 6. Human geography: processes and change 19. Cities and urban society – An overview of the causes and effects of rapid urbanisation and contrasting urban trends in different parts of the world with varying characteristics of economic and social development. For at least one major city in an economically advanced country,3 and one major city in a poorer country or recently emerging economy, examine ways of life and contemporary challenges arising from and influencing urban change. Both city studies should be set within the context of their region, country and the wider world, including an understanding of the causes and impacts of national and international migration on the growth and character of these cities.		
	Intent Objectives: To be able to produce an argument on how the Lincoln Eastern Bypass has affected urbanisation in Lincoln and how it will do in the future		
	Wider Curriculum Links: Franchises, leasing land, buying land, planning permissions		
	Gatsby Benchmarks: 2. Learning from career and labour market information 4. Linking curriculum learning to careers 5. Encounters with employers and employees		
CDI Framework Links:	Learning about careers and the world of work 5 explain how work and working life is changing and how this may impact on your own and other people’s career satisfaction Developing your career management and employability skills 12 Show that you can be enterprising in the way you learn, work and manage your career		
Lesson Timings: Suggested 1 hour lesson.	Teaching Input:		Key Language:

Spark Starters	Look at the generic starters document for orientation of where the Lincoln Eastern Bypass is and what it looks like from an aerial flyover. What geographical questions are formed during the viewing? (Revise the terms in the key vocabulary and how they will apply to the task)	Urban Urbanisation Rural Budget Infrastructure Predict Needs
Main Fire	Look through the development plans for Lincoln. https://www.lincoln.gov.uk/resident/lincoln-redevelopment-growth-1 Plan what headings you are going to use for the argument. In pairs/groups, decide what areas of urbanisation have worked well for the City of Lincoln and surrounding areas and the opposing issues/what has had a negative effect on the city and surrounding area. Write a written argument on how the Lincoln Eastern Bypass has affected the urbanisation of Lincoln and predict how the Lincoln Eastern Bypass will affect this in the future. https://thelincolnite.co.uk/2020/11/plans-unveiled-for-3500-home-lincoln-south-east-quadrant-development/ Consider the positioning of the Lincoln Eastern Bypass, the proposed development and whether you think all plans will go ahead taking into account the budget, infrastructure plans and the needs of Lincoln City and the surrounding area.	Cause and consequence Empathy Inference Provenance Purpose Tone Contextual knowledge
After burners	Explore the developments around the other junctions on the other sections of the Lincoln bypass and predict what may happen at the junctions on the Eastern Bypass.	
Burning brighter	Look into the franchises and decide which ones are the most financially viable. Decide what you are going to use to decide what this means.	
Resources:	Internet access	
Lighting connections (Employers & Industries)	City of Lincoln Planning	

PAPER 4 - Covid Recovery Plan Action Update

Publication	Public Paper (published)					
Meeting date:	13 July 2021					
Agenda Item:	4					
Item Subject:	Covid Recovery Plan Action update					
Author:	Jeannine Thornley					
For:	Discussion		Decision		Information	Yes

1) Manufacturing Transformation Programme

Latest update

16 manufacturing businesses are currently progressing through this programme.

9 additional businesses engaged and showing interest.

This takes us over the target of 20 businesses which shows there is a real need for this quality personalised 1-2-1 intervention.

Mentoring and support offered on a variety of bespoke subjects and skills ranging from Marketing, supply chain, internal processes including post-covid roadmap and strategy, recruitment strategy, leadership and management, lean manufacturing.

Contact details

Contracted to - The Centre for Management & Business Development

Email - enquiries@cmbd.org.uk

Call - 07733 107238

Web - [Manufacturing Transformation Programme](#)

Business Lincolnshire Project Manager - Jeannine Thornley

General Programme Information

This fully funded programme provides training, business coaching and consultancy analysis for up to 8 months.

The programme is designed to help the participating company overcome the challenges set by the Covid-19 crisis and adapt to future consequences by improving business performance, innovating product and service offerings or developing new business.

2) Manufacturing Growth Programme - Oxford Innovation

Latest update

- In the last quarter Apr-Jun, demand for the Manufacturing Growth Programme continues to be resilient, with demand for Capital grants being exceptionally high.
- Jobs creation is returning to pre-covid levels. To put this in context, during Apr 20 - Dec 20 jobs creation was completely flat, reporting on average 1 job per month. In the first 6 months of this year we are reporting 4 jobs per month.
- Our most recent quarterly survey across East Midlands reported that before the COVID-19 pandemic began, 84% of firms had their workforce predominantly on-site. This has more than halved to 37% because of recent COVID-19 restrictions, with 61% expecting to return to this way of working in the future. Now, 39% of respondents are planning to offer a combination of on-site and remote working to some, or all, of their employees, which is up from the 16% who offered this flexibility before the pandemic began.

Attached supporting documents:

- MGP-EAST-MIDLANDS-Barometer-Q4-2021
- G Lincs MGP Insight Report_06 2021
- MGP LEP Insight Report_06 2021

Contact Details

Delivered by - Economic Growth Solutions, part of Oxford Innovation

Email - neil.harriman@egs.live

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Web - [Manufacturing Growth Programme | Business Lincolnshire](#)

General Programme Information

The MGP provides 43% intervention level, cap of £5-6K for consultancy, £25k on the small capital - total cost of project. Minimum £1k. Can support any form of consultancy.

Support is available for all Greater Lincolnshire manufacturing businesses to access (but unfortunately because it is ERDF funded it cannot cover Rutland due to its developed status)

3) Supply Chain Improvement Programme

Latest Update

- Workshop Delivery - 4 of 4 - completed
- 33 individuals attended from 29 Companies
- The pipeline from Workshop > SC Audit > 1:1 support is requiring some focused follow-up encouragement as urgent business priorities take precedence
- A different approach was taken on Workshop 4 where the SC Audit paperwork was completed before the workshop - this has proved a successful approach
- Currently 22 clients are expected to progress through to Supply Chain Audit & SWOT Analysis
- One to one support - Meetings are being agreed and diarised and currently 11 clients are expected to progress to one to one support
- Feedback received has been very positive in relation to the Workshop delivery and to identify areas of potential 1:1 support - there continues to be some challenges around clients availability of time
- Recent anecdotal feedback:
 - “I am looking for pointers in our approach to procurement and stock control”
 - “I am interested in further workshops preferably Zoom based rather than face to face so I don’t have to travel: Lean, QCD etc. and the other 1:1 support”
 - “I am interested in the SOP (Standard Operating procedures) bit as we are rolling the new ones out in the new year and it would be a good training session”

Contact Details

Contracted to - Oxford Innovation

Email - admin@bizlincolnshire.co.uk

Web - [Supply Chain Improvement Programme](#)

Business Lincolnshire Project Manager - Jeannine Thornley

General Programme Information

This blended-learning programme means the participants benefit from both workshop and one-to-one adviser support. The latter includes a supply chain audit, where an adviser will analyse the risks the business is exposed to and create a handy report detailing how the business can strengthen their supply chain. Moving forward the support will provide the business with a holistic view of their supply chain, helping them to spot issues and increase efficiency and performance.

Follow on Support:

- Complete your own businesses Supply Chain AUDIT
- SWOT Analysis
- Action Planning
- 1:1 Bespoke Support to improve your Supply Chain

4) Manufacturing Peer Networks

Latest Update

Due to the success of Phase 1, funding has been secured to deliver a further 20 cohorts, at least 2 of which will focus specifically on Manufacturing businesses. The Manufacturing cohorts are being delivered by Oxford Innovation and are already being marketed with start dates as soon as participant places on cohorts are filled.

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Feedback from Phase 1 manufacturing cohorts is featured as part of the case studies item 8 in this paper.

Contact Details

Manufacturing Cohorts contracted to - Oxford Innovation

Email - admin@bizlincolnshire.co.uk

Web - [Peer Networks | Business Lincolnshire](#)

Business Lincolnshire Project Manager - Simon Murphy

General Programme Information

Peer Networks is a national initiative, delivered locally through the Local Enterprise Partnership (LEP) network and their respective Growth Hubs. The programme's longer-term aims are focused on reducing the UK productivity gap by helping business leaders find practical solutions to strategic and operational challenges. It also forms part of the UK Government response to the COVID-19 pandemic and the ongoing EU transition, seeking to improve the resilience of SMEs, their capability to adapt their business models to the "new normal" and position themselves for future success, driving longer-term productivity gains.

The programme sees the creation of a series of peer networks (cohorts) through the Growth Hub network, with each group consisting of 11 owners or managers from the SME business community participating in each network. Led by an experienced facilitator, these peer networks typically meet fortnightly as part of delivering 18 hours of action learning through 2-3-hour sessions. Individual one-to-one support (coaching, mentoring, or advice) is also provided either directly by the programme, or from other existing schemes to help to implement and manage change. Active involvement in the peer network enhances the leadership capabilities, knowledge and confidence of business owners and entrepreneurs within a local region. It helps build regional connectivity and strength within the SME business community.

The Growth Hub has secured funding to deliver 2 Manufacturing Networks.

5) Empowering SME's in International Trade Programme Latest Update

This East Midlands Cluster initiative has completed Phase 1 of delivery and is gearing up to deliver Phase 2 - with marketing and recruitment already underway. Phase 2 has been modified slightly to reflect the intelligence gathered through Phase 1 delivery.

General Programme Overview - Phase 2

Following the UK's exit from the EU, 2021 and 2022 will be pivotal and transformative years for UK international trade. The label "Made in Britain" commands respect and a premium price, never more so than in exciting emerging markets. However, export statistics show that UK companies trade predominantly with the EU and are often reluctant to expand beyond the bloc for fear of language, cultural and regulatory barriers.

There is huge potential for UK brands overseas and there are significant benefits to be derived from a truly global supply chain. However, companies need to be empowered to capitalise on these opportunities! This is why, in conjunction with the East Midlands Growth Hub Cluster, The Export Department is launching a programme of fully funded, targeted, import and export support for qualifying businesses based in Lincolnshire, Leicestershire, Nottinghamshire and Derbyshire.

The following different types of support are available dependant on need: -

- **International Trade Clinics (2 hours of dedicated support)**
 - During 2 hours of dedicated 1:1 support, you will learn how to optimally prepare, together with the resources and competencies that need to be in place to ensure success.
 - Our specialists will discuss everything from business readiness, essential research and core international trade documentation through to trade agreements, tariffs, regulation,

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product/service adaptation and sourcing, routes to market, partner vetting and launch planning for your chosen territory.

- Importantly, we will also signpost you to other sources of valuable support offered by the Department of International Trade (DIT), local chambers, other providers offering free or subsidised support.
- **International Trade Intensive Support (6 hours of dedicated support)**
 - Subject matter is very much client-led based on the opportunity you wish to explore, however topics explored are likely to include trading with the EU post Brexit (covering documentation, UK-EU Trade and Cooperation Agreement, regulation, compliance, tariffs, licensing, Northern Ireland Protocol, VAT, etc.); Trade compliance; Trade facilitation (looking at new and preferential trading opportunities); Commodity code analysis; Customs warehousing; Transit procedures; Customs special procedures; Rules of Origin; Valuation for Customs purposes; Evidencing Proof of Export; Authorised Economic Operator; Letter of Credit Management and other financial safeguards; Effective trade finance; Incoterms; and more.
 - Importantly, we will also signpost you to other sources of valuable support offered by the Department of International Trade (DIT), local chambers, other providers offering free or subsidised support.
- **Export Manager Programme (30 Hours of dedicated support)**
 - This programme provides 30 hours of targeted, operational support to qualifying businesses looking to expand their brands overseas; essentially an export specialist joins your team for a defined period of time. Support is delivered via a combination of targeted coaching and hands on activity, the focus here is on transparency, collaboration and knowledge sharing to ensure that your company is constantly learning and acquiring best practice that it can take forward as it becomes more self-sufficient.
 - Programme objectives are discussed and challenged at inception and outcomes measured throughout. The range of activities that could be supported as part of this programme are endless, ranging from market research and partner sourcing, through to product adaptation and local market launch.
- **International Trader Peer Support Programme (12 hours of group support)**
 - Our International Trader Peer Support Programme capitalises on this collaborative vibe and connects like-minded businesspeople to form a number of “International Trader Peer Groups”. Cohort members can be from companies with differing business maturity, size, sector, location, but they all share one common desire, and that is to be successful in international trade.
 - Each group meets virtually, once a month for a total of 6 sessions to explore a different, and importantly, current international trade related topic. The Export Department organises and moderates these sessions, arranging guest speakers where relevant.
 - These sessions serve many benefits, not least the opportunity to network and build long-term, trusted business relationships but also to learn from peers and remain up to date with the wider regional/international outlook.

Contact Details

Contracted to - The Export Department - Andrea Collins

Email - acollins@exportdept.co.uk

Call - 07500 831800

Web - [The Export Manager Programme | Grant funding | Business Lincolnshire](#)

Business Lincolnshire Project Manager - Simon Murphy

6) **Building Business Resilience Programme**

Latest Update

This East Midlands Cluster initiative has completed Phase 1 of delivery and is gearing up to deliver Phase 2 - with marketing and recruitment already underway. Phase 2 has been modified slightly to reflect the intelligence gathered through Phase 1 delivery.

General Programme Overview - Phase 2

PAPER 4 - Covid Recovery Plan Action Update

The Business Resilience Programme - Growing Stronger Businesses

Resilient businesses with flexible delivery models have thrived during lockdown, now is the time to learn from these businesses and your own experiences, to grow your business beyond the pandemic, by strengthening your organisational model, approach, staff and processes and procedures.

Responsiveness, agility, and knowing how to respond quickly are vital. Having a plan and tools to help either when a customer demands a change, or a crisis happens can help to make dexterity intuitive and strengthen your business.

We are also finding that supply chains and insurers are now asking businesses to demonstrate resilience and evidence they have plans and procedures in place. This programme will help you to do just that.

This interactive, innovative and highly enjoyable five-month programme, brought to you through the Business Growth Hub will arm you with the knowledge and tools you need not to move beyond the end of lockdown, and to emerge from the crisis as a stronger and more resilient business, able to respond more quickly than your competitors and with a clear resilience roadmap in place.

This programme is for both online and physical businesses based in the East Midlands who would benefit from a strategic and yet practical review of their business and who are strengthen their business resilience and develop a resilience plan

With only twelve places available per cohort - and 7 cohorts in total, if you're an ambitious business leader with a hunger to learn and meet other likeminded business owners and can commit to an intensive 5-month programme where you would need to commit one day a month to attend, we would welcome an application as soon as possible.

Eligibility Criteria

SME located in the East Midlands

Fit into one of the seven cohorts

Cohorts

Cohort 1 - Agricultural and Horticultural Businesses

Cohort 2 - Businesses run by Young Entrepreneurs

Cohort 3 - Businesses in the Tourism and Hospitality Sectors

Cohort 4 - Female led Businesses

Cohort 5 - Construction

Cohort 6 - Creative and Cultural

Cohort 7 - Green and renewable

Time Commitment

Five-month programme of support - initially virtual hopefully with some live events later in the year

One topic a month based around the six factors of resilience

Workshop sessions:

2 x three hour slots per month where online or 1 day workshop when live

One to one support

Historically no Manufacturing organisations have accessed this support initiative, therefore there is no dedicated cohort for Manufacturing. If this trend alters then we will address the need at the time.

Contracted to - Actif - Meryl Levington and Leigh Sear

Email - meryl.levington@actif.org.uk

Tel - 07966 497842

Web - [Building Business Resilience Programme | Business Lincolnshire](#)

Business Lincolnshire Project Manager - Simon Murphy

7) **Made in Lincolnshire**

PAPER 4 - Covid Recovery Plan Action Update

- The updated Made in Lincolnshire Brochure is now live on the Business Lincolnshire website - [PowerPoint Presentation \(businesslincolnshire.com\)](https://businesslincolnshire.com)
- We launched the brochure in May with 73 business, now **84** businesses currently feature with 12 in the pipeline.
- The concept is to use this document as a tool to promote Manufacturing in Greater Lincolnshire - and to actively seek out more businesses who wish to be included - so please keep promoting to your peers.
- A marketing and promotional plan has been executed - see stats below.



Area	Unique page views
Grant and support finder	1,820
Events	800
News	525
Business resilience: COVID-19 support	219
Find a business	168
About	80
My account	55
Local success stories	33
Industry support: digital	32
Online tools and resources	32
Business resilience: EU transition / exit	0

Contact details

Email -

businesslincolnshire@lincolnshire.gov.uk

Call - 07769 875116

Web - [PowerPoint Presentation \(businesslincolnshire.com\)](https://businesslincolnshire.com)

Business Lincolnshire Project Manager -
Jeannine Thornley

8) Jan - Mar 2021 - Case Studies / Good news

Peer Networks Lincolnshire

Viking Signs (Grantham)

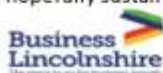
Description: Viking Signs are The Digital On Demand Manufacturing Company; the world's largest range of safety signs, and over 100,000 products available for next day delivery

Peer Networks Participant: Darren Joint (Managing Director)

Comments on Peer Networks Programme:

The Peer Network has been a fantastic way to connect with more Lincolnshire Manufacturing businesses like us, and with great facilitation, learn from the leaders of those companies and benefit from all of our shared depth of experience.

Peer Networking has always been a great way to make trusted connections, but having this actively facilitated and funded by the government, has encouraged more business leaders who might not have seen it as a priority to get involved. This broader engagement helps everyone involved to gain the most from the experience of learning from their peers and hopefully sustain better results in the long term.



Peer Networks Lincolnshire

Jackson Engineering (Navenby)

Description: Jackson Engineering UK Ltd is a 10 employee steel fabrication business. Established 20 years it specialises in wear resistant heavy plate fabricated and machined wear parts for the recycling industry.

Peer Networks Participant: Roy Jackson (Managing Director)

Comments on Peer Networks Programme:

The manufacturing Peer networks sessions I took part in run by Oxford Innovation Services were, without doubt enlightening and very worthwhile. This sort of programme is not something that in the past I would have set aside time for or thought beneficial, but having completed it I consider it a great return on time investment as well as an important requirement of any business leader trying to move forward.

The organising and facilitation for our widely diverse group of people and businesses was excellent, both being considerate, insightful and motivational, the sessions were relaxed, synergistic and productive. Along with the many obvious positive outcomes, there are also many more really important unexpected gains that can only be found in this type of unique environment. I would highly recommend anyone considering this program to take part.



Peer Networks Lincolnshire

McArthur Agriculture (Flixborough)

Description: McArthur Agriculture design, install and support grain storage and processing systems for British farmers

Peer Networks Participant: John McArthur (Managing Director)

Comments on Peer Networks Programme:

The Peer Network was a fantastic opportunity to meet other regional manufacturing business leaders and share knowledge, advice and experience. The open and honest forum was a fantastic opportunity to give as well as receive support from a talented group of entrepreneurs.

The Peer Network meetings were a highlight in the working week and I have gained valuable new business connections that will last beyond the programme.

Peer
Networks



MANUFACTURING GROWTH PROGRAMME



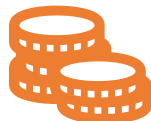
474

STRATEGIC
BUSINESS REVIEWS
CARRIED OUT



£1,291,337

PRIVATE SECTOR
INVESTMENT



£890,845

GRANT AMOUNT
DEFRAYED TO DATE



268

JOBS CREATED

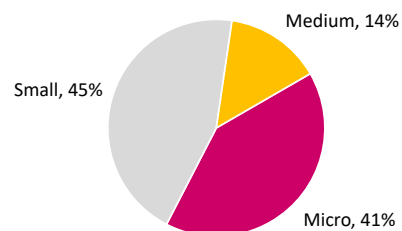


£35,011

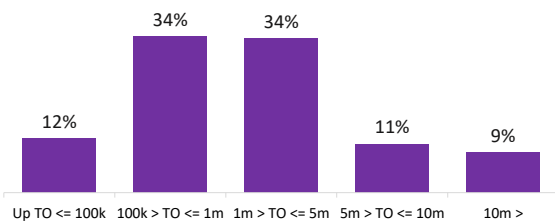
AVERAGE GVA PER
EMPLOYEE

SME ENGAGEMENT

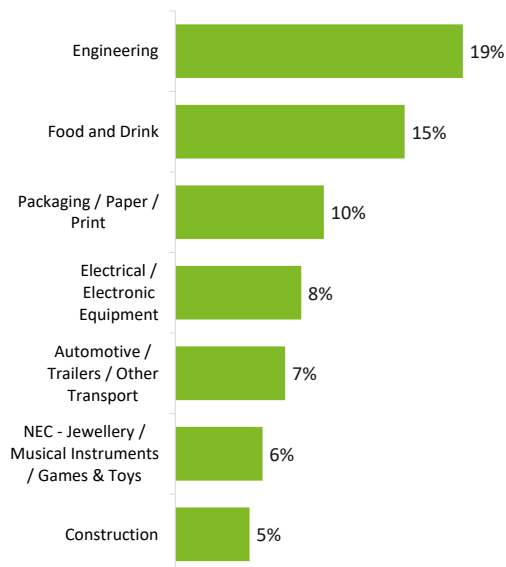
SME SIZE



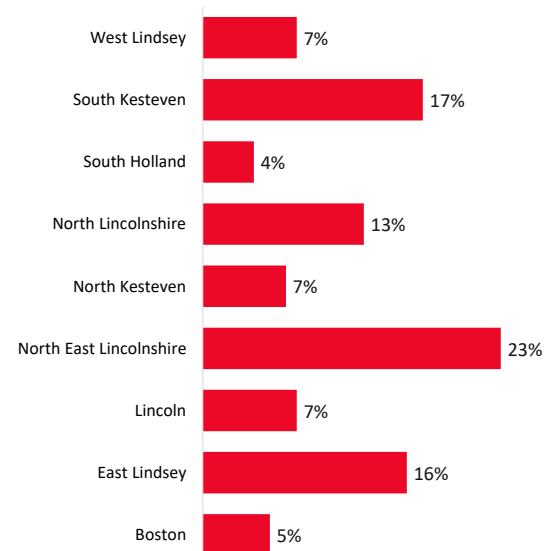
SME TURNOVER



SME SECTORS



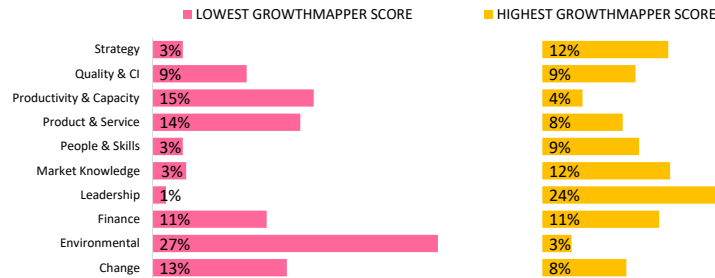
ACTIVITY BY LOCAL AUTHORITY



GROWTHMAPPER

A FAMILY OF COMPLEMENTARY COACHING TOOLS COVERING ALL THE KEY ASPECTS OF ESTABLISHING AND GROWING A SUCCESSFUL BUSINESS

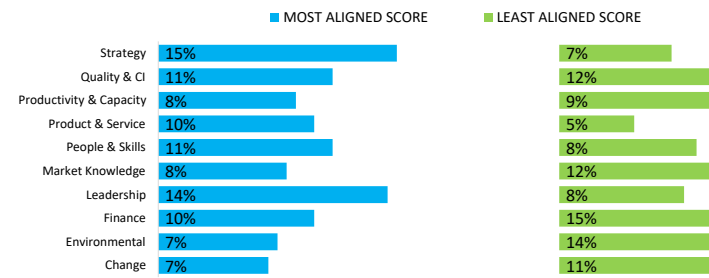
PERCEIVED STRENGTHS AND WEAKNESSES



27% OF ALL BUSINESSES BELIEVE THEY HAVE SOME WAY TO GO WITH ENVIRONMENTAL

24% OF ALL BUSINESSES BELIEVE THEY ARE WELL ON TOP OF LEADERSHIP

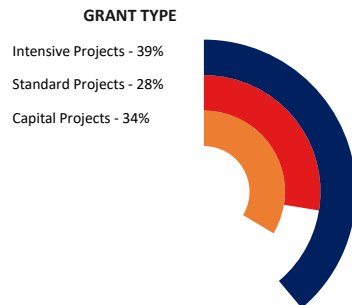
COMPANY ALIGNMENT



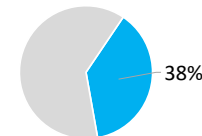
STRATEGY IS THE AREA WHERE THE MANAGEMENT TEAM MAINLY AGREE

FINANCE IS THE AREA WHERE THE MANAGEMENT TEAM HAS MARKED DIFFERENCES OF OPINION

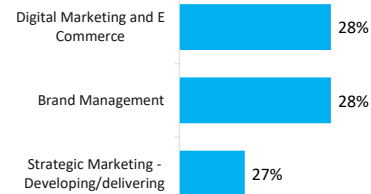
FOCUS OF IMPROVEMENT PROJECTS



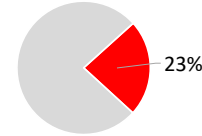
MARKETING & MARKET KNOWLEDGE



MARKETING & MARKET KNOWLEDGE



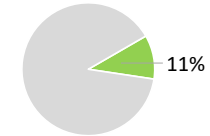
PRODUCTIVITY & CAPACITY



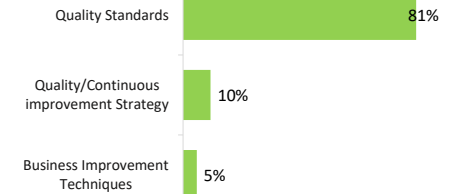
PRODUCTIVITY & CAPACITY PROJECTS



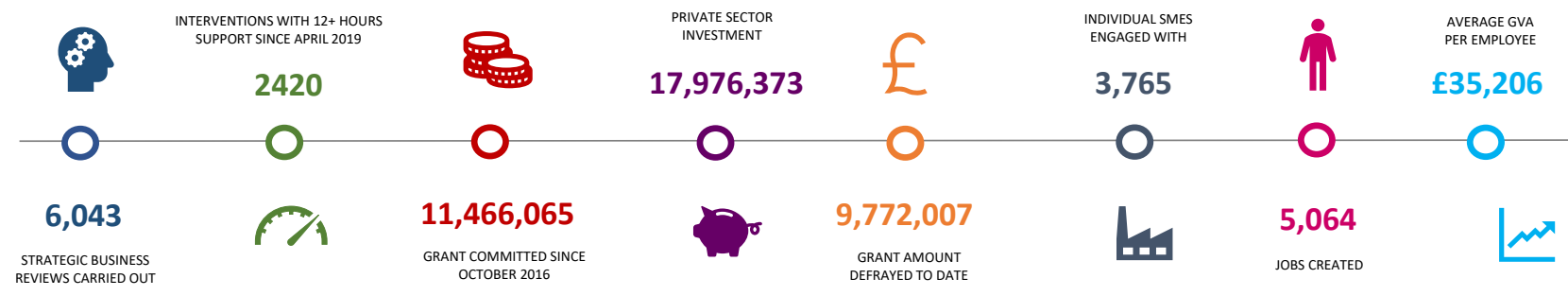
QUALITY & CONTINUOUS IMPROVEMENT



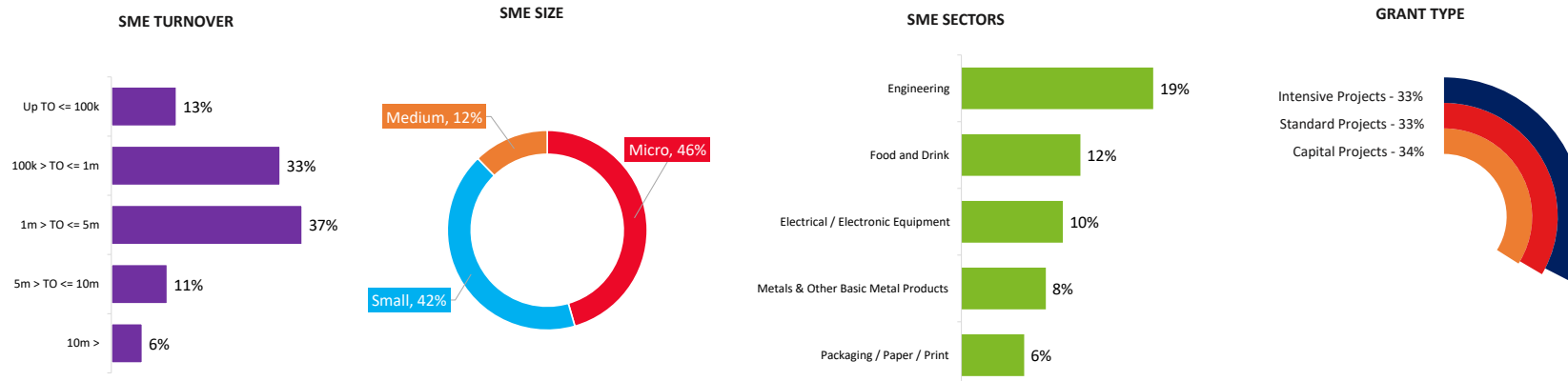
QUALITY & CI PROJECTS



MANUFACTURING GROWTH PROGRAMME



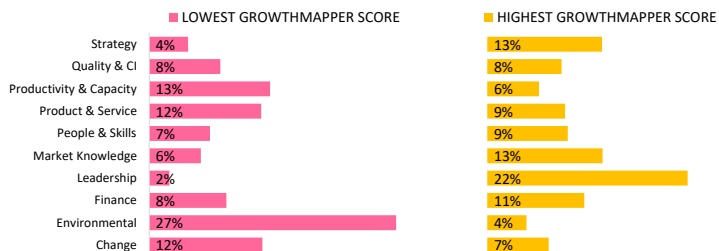
SME ENGAGEMENT



GROWTHMAPPER

A FAMILY OF COMPLEMENTARY COACHING TOOLS COVERING ALL THE KEY ASPECTS OF ESTABLISHING AND GROWING A SUCCESSFUL BUSINESS

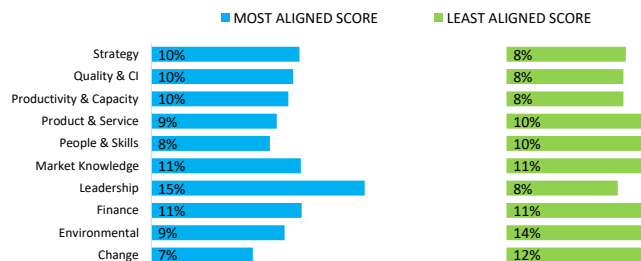
PERCEIVED STRENGTHS AND WEAKNESSES



■ 27% OF ALL BUSINESSES BELIEVE THEY HAVE SOME WAY TO GO WITH ENVIRONMENTAL

■ 22% OF ALL BUSINESSES BELIEVE THEY ARE WELL ON TOP OF LEADERSHIP

COMPANY ALIGNMENT

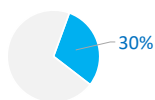


■ LEADERSHIP IS THE AREA WHERE THE MANAGEMENT TEAM MAINLY AGREE

■ ENVIRONMENTAL IS THE AREA WHERE THE MANAGEMENT TEAM HAS MARKED DIFFERENCES OF OPINION

FOCUS OF IMPROVEMENT PROJECTS

MARKETING & MARKET KNOWLEDGE



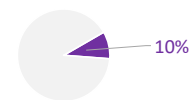
PRODUCTIVITY & CAPACITY



QUALITY & CONT. IMPROVEMENT



STRATEGY



PRODUCT & SERVICE INNOVATION



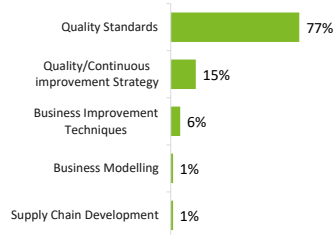
MARKETING & MARKET KNOWLEDGE



PRODUCTIVITY PROJECTS



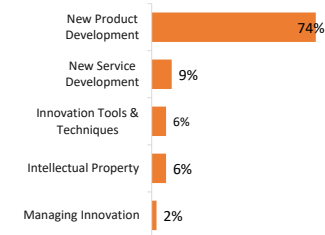
QUALITY & CI PROJECTS



STRATEGY PROJECTS



INNOVATION PROJECTS





MANUFACTURING barometer

SPECIAL FOCUS: EMPLOYEE ENGAGEMENT THROUGH TIMES OF CHANGE

EAST MIDLANDS REPORT FOR Q4 2020/21

JANUARY, FEBRUARY, AND MARCH 2021 - SURVEYED IN APRIL 2021

 **Manufacturing**
Growth Programme

IN PARTNERSHIP WITH

SWMAS 

CONTENTS

- Introduction
- Survey Demographics
- Core Trends
- Trading through current conditions
- Special Focus: Employee engagement through times of change
- Business Aspirations
- Conclusion
- About the Manufacturing Barometer



MARTIN COATS

MD, Manufacturing
Growth Programme

INTRODUCTION

Welcome to the Manufacturing Barometer for Q4 2020 (covering Jan, Feb, and March 2021) and thank you to all East Midlands businesses who participated. This quarterly survey uncovers business's past performance and future expectations, allowing us to map these core trends over time - each response is incredibly helpful to build an accurate picture of SME manufacturing.

Manufacturing has been vital throughout the COVID-19 pandemic, supporting the NHS and other essential industries. Businesses across the sector have had to change their working practices in line with government restrictions throughout the last 12 months. This quarter, we asked questions around whether the COVID-19 pandemic may change working practices on a permanent basis. Could these changes result in employee benefits and influence future strategies for SME manufacturing businesses?

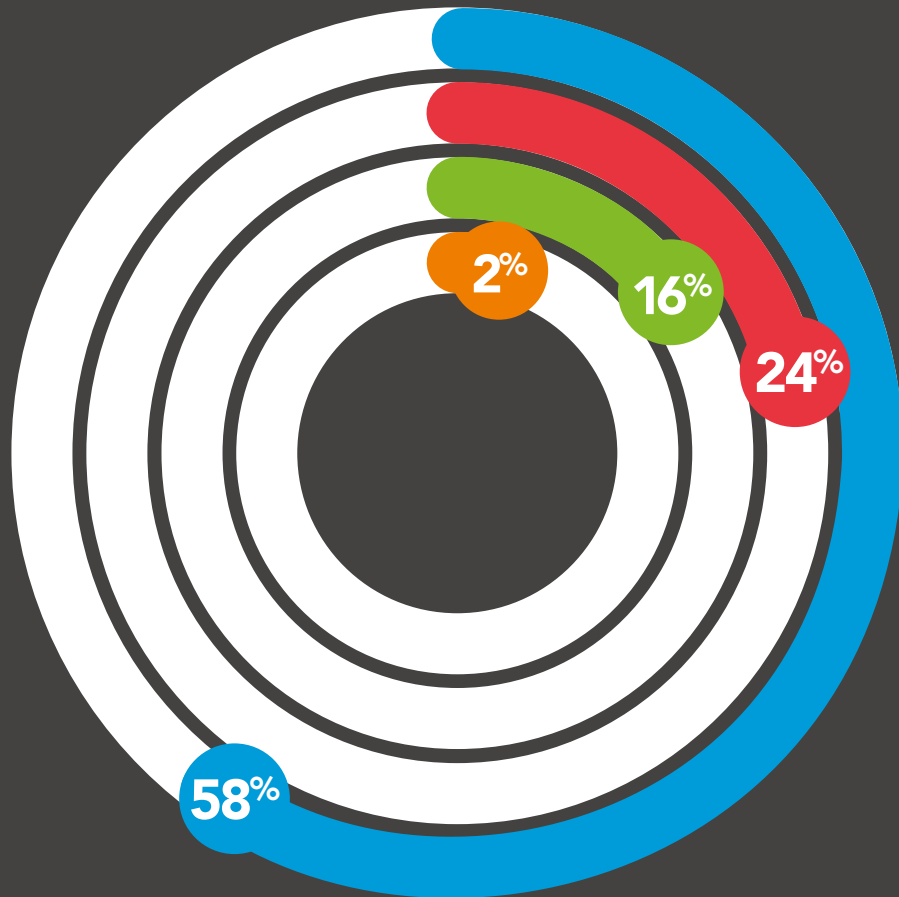
This report highlights the actions that SMEs are taking as lockdown restrictions ease and working conditions change again. Understanding how other companies may offer flexible working or other staff benefits could help SME manufacturers attract and retain highly skilled people to drive business growth.

By sharing best practice and the future plans of businesses across the sector, we hope to encourage support from national and local government to help firms address the additional costs of operating safely and implementing the positive changes they have identified.

I would like to thank all participants for their time, insight, and expertise. Take a look at the opinions and confidence levels of SME manufacturing businesses in terms of future growth prospects, workplace changes, and employee engagement.

EAST MIDLANDS SURVEY DEMOGRAPHICS

38 RESPONDENTS



82%

OF RESPONDENTS ARE:

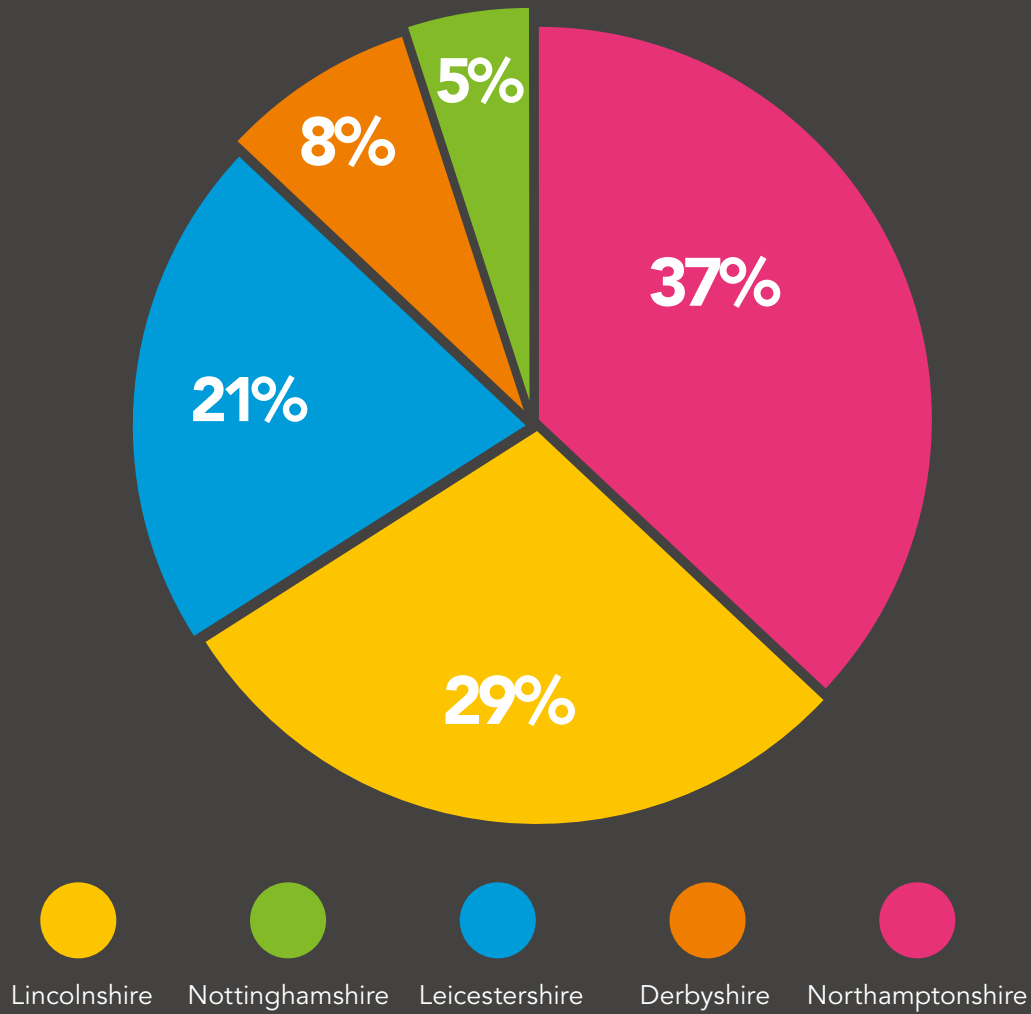
> **MANAGING DIRECTORS &
CHIEF EXECUTIVE OFFICERS
OR DIRECTORS**

Individuals with the highest level of strategic responsibility across their business.

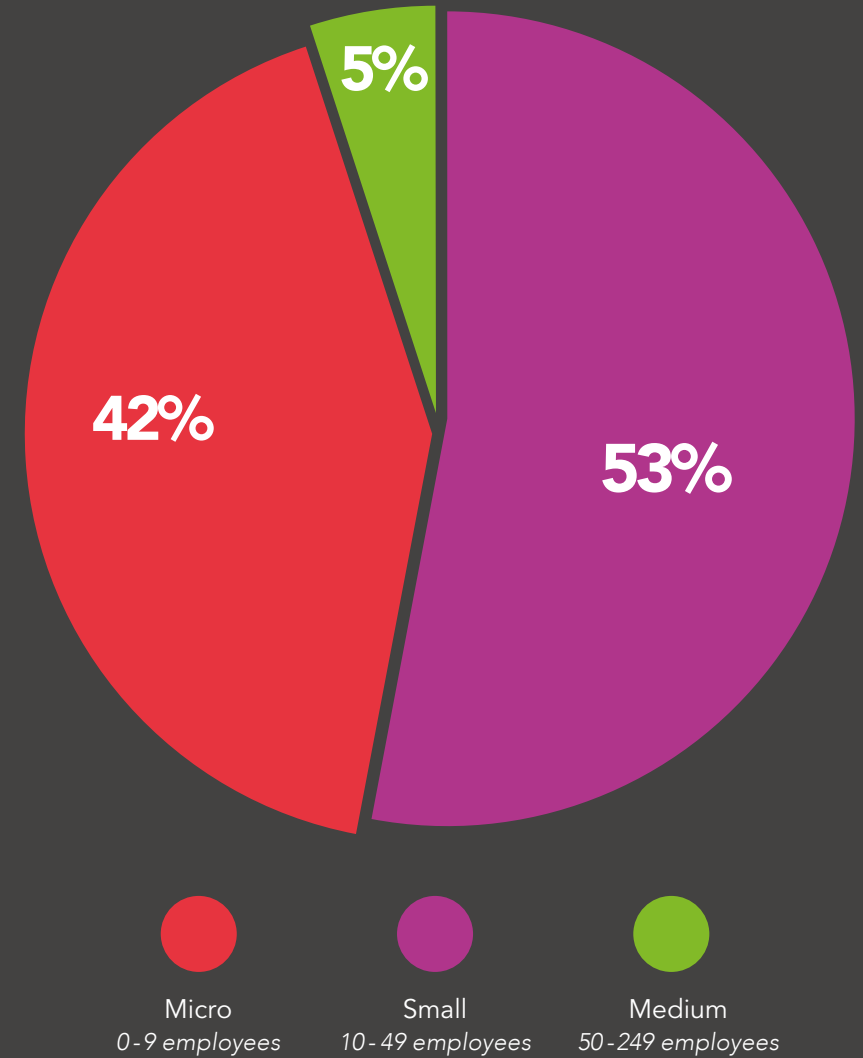


EAST MIDLANDS SURVEY DEMOGRAPHICS

LOCATION

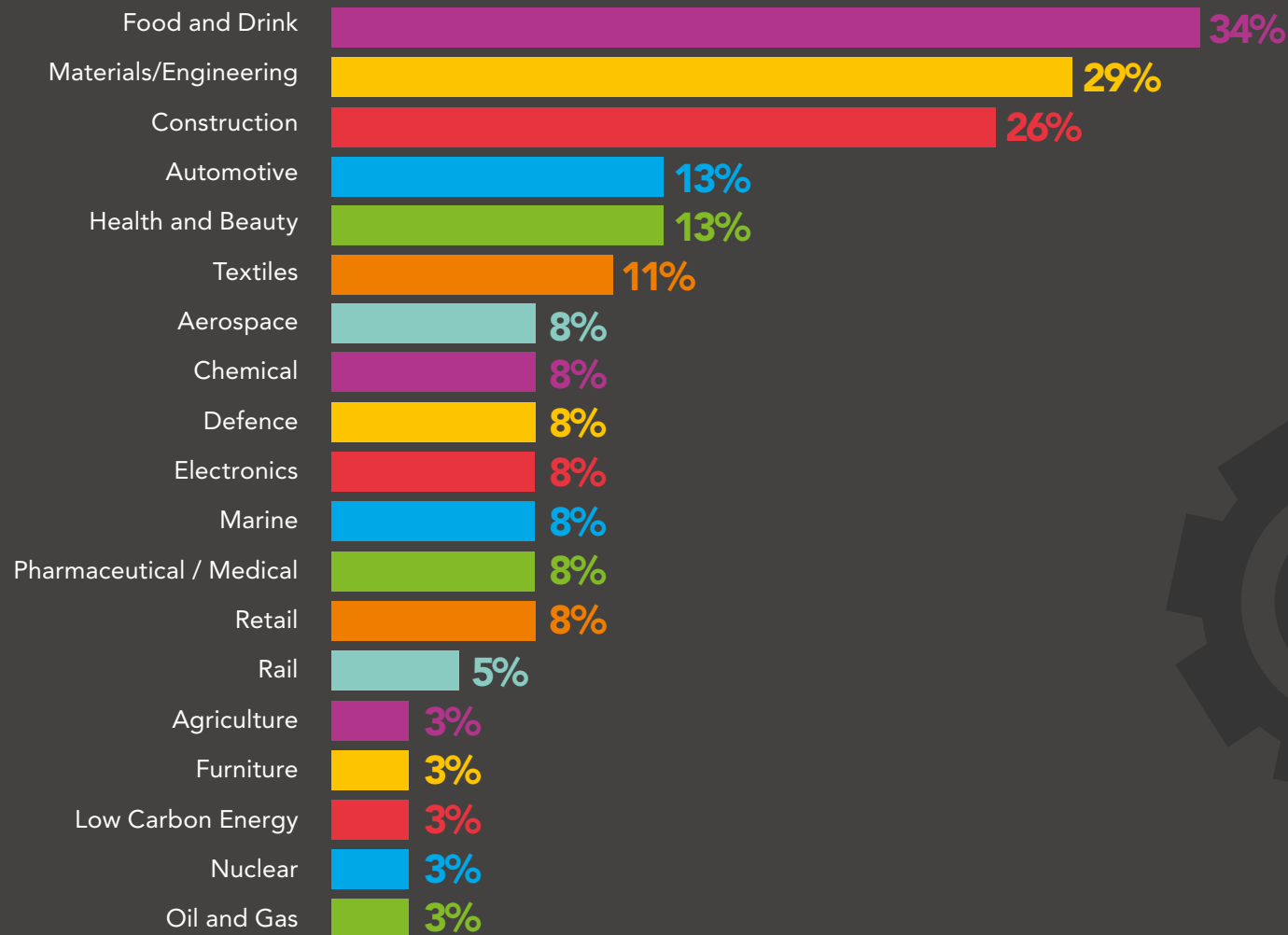


SIZE



EAST MIDLANDS SURVEY DEMOGRAPHICS

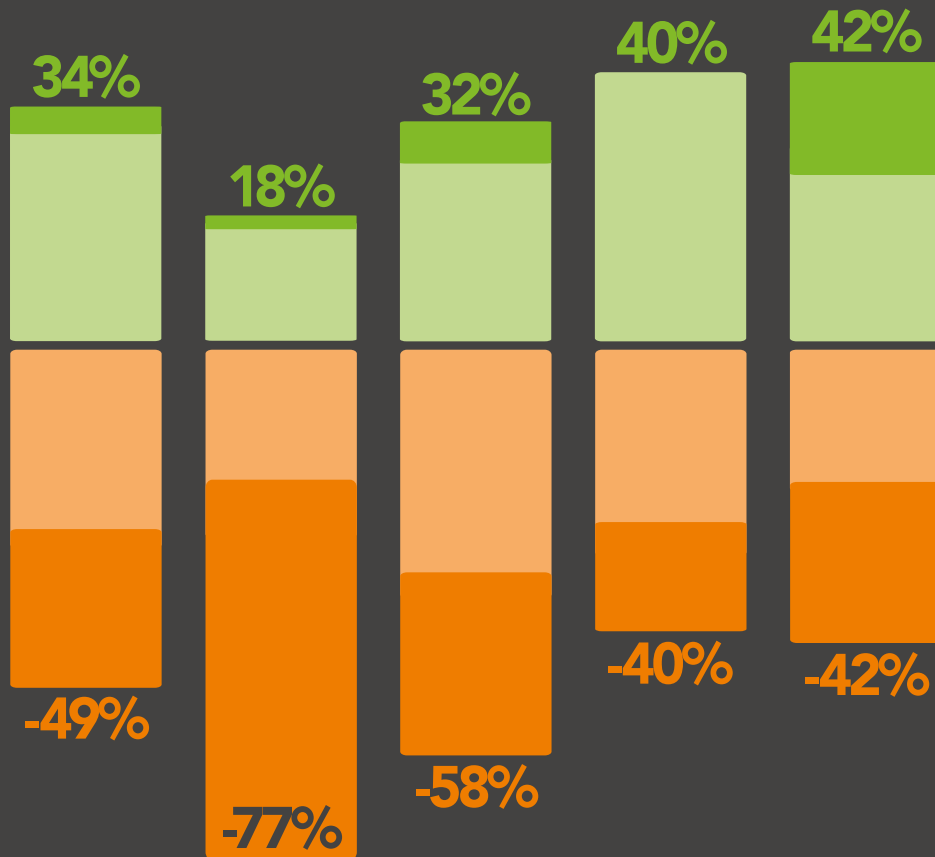
What markets account for at least 10% of sales turnover?



PAST SALES

How sales turnover has changed for SME manufacturers over the past six months...

CORE TRENDS



Q4 2019

Q1 2020

Q2 2020

Q3 2020

Q4 2020

Much Reduced

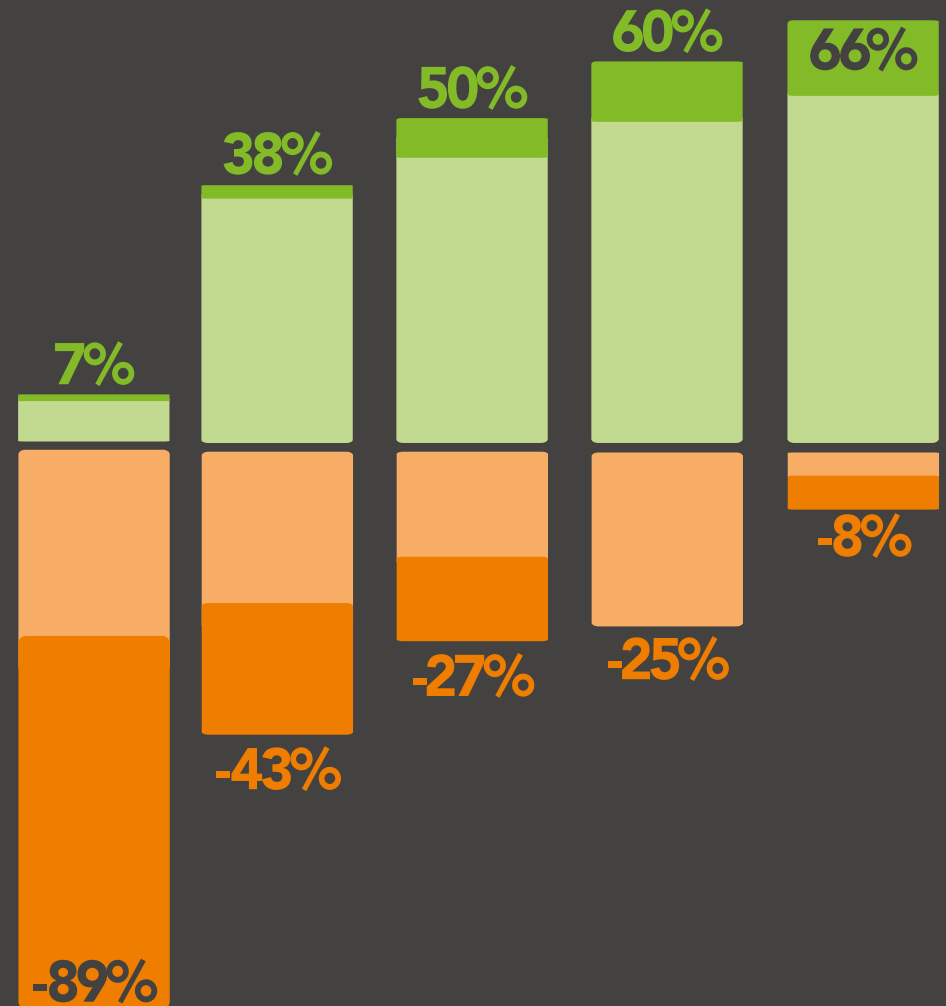
Reduced

Increased

Much Increased

FUTURE SALES

How SME manufacturers expect their sales turnover to change over the next six months...



Q4 2019

Q1 2020

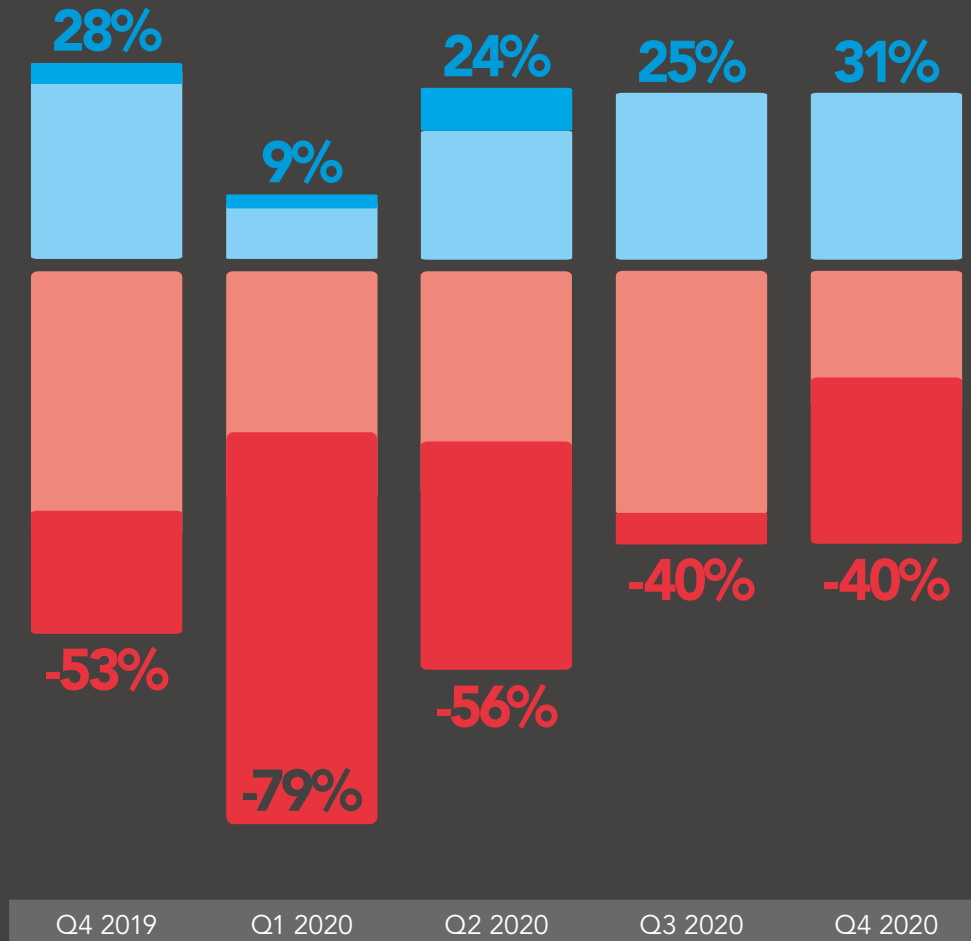
Q2 2020

Q3 2020

Q4 2020

PAST PROFITS

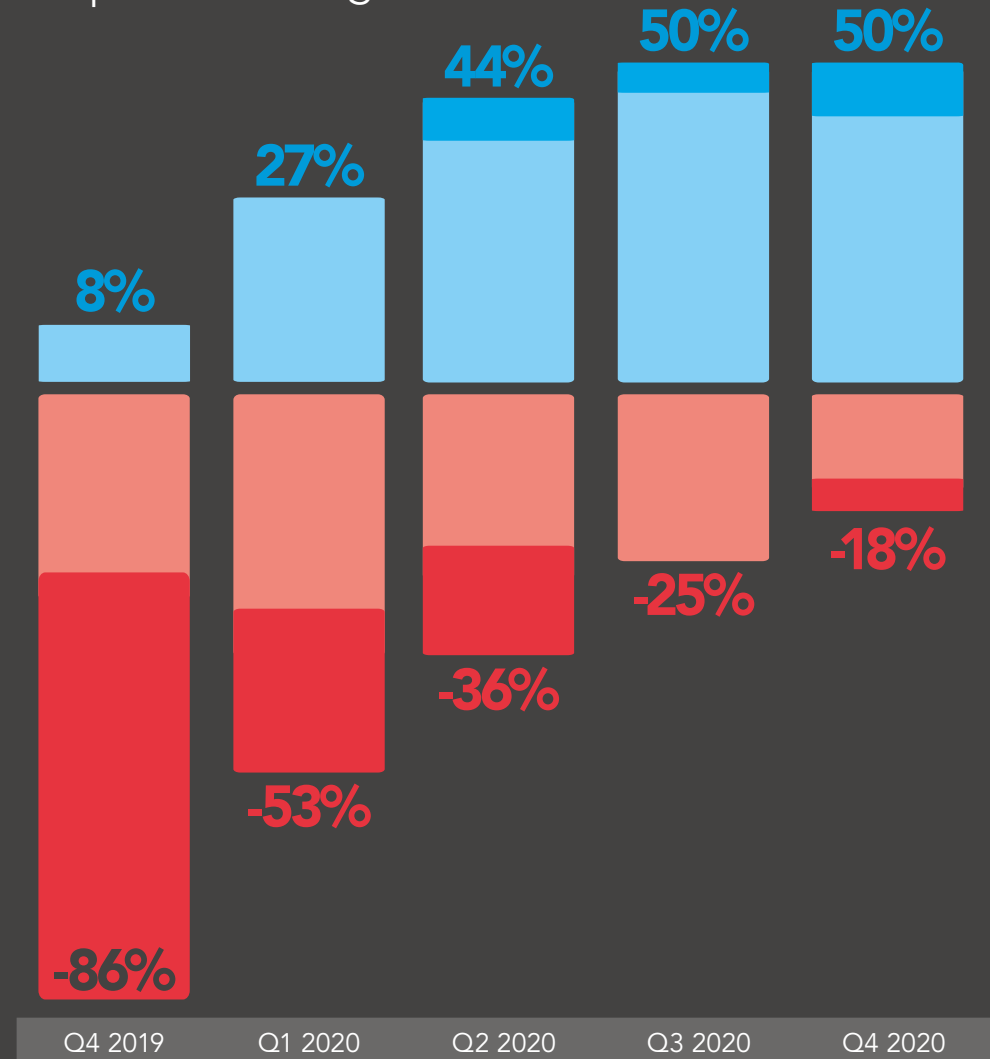
How profit has changed for SME manufacturers over the past six months...



CORE TRENDS

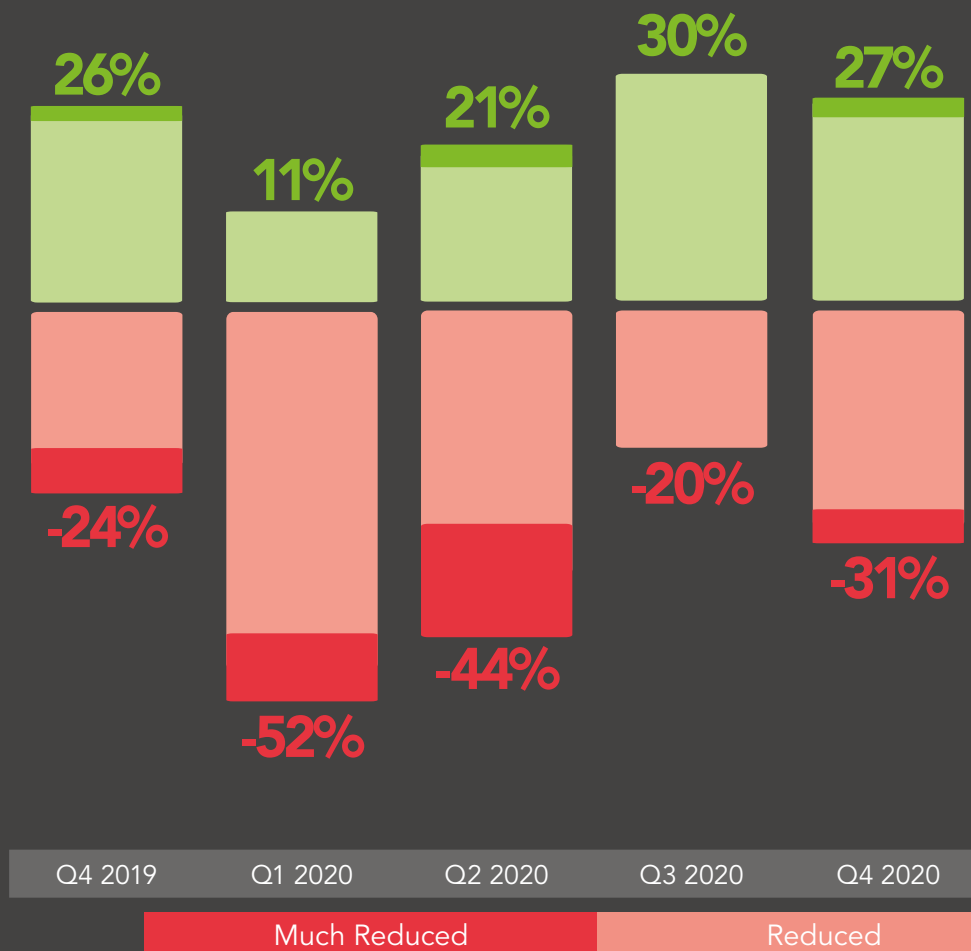
FUTURE PROFITS

How SME manufacturers expect their profit to change over the next six months...



PAST EMPLOYMENT

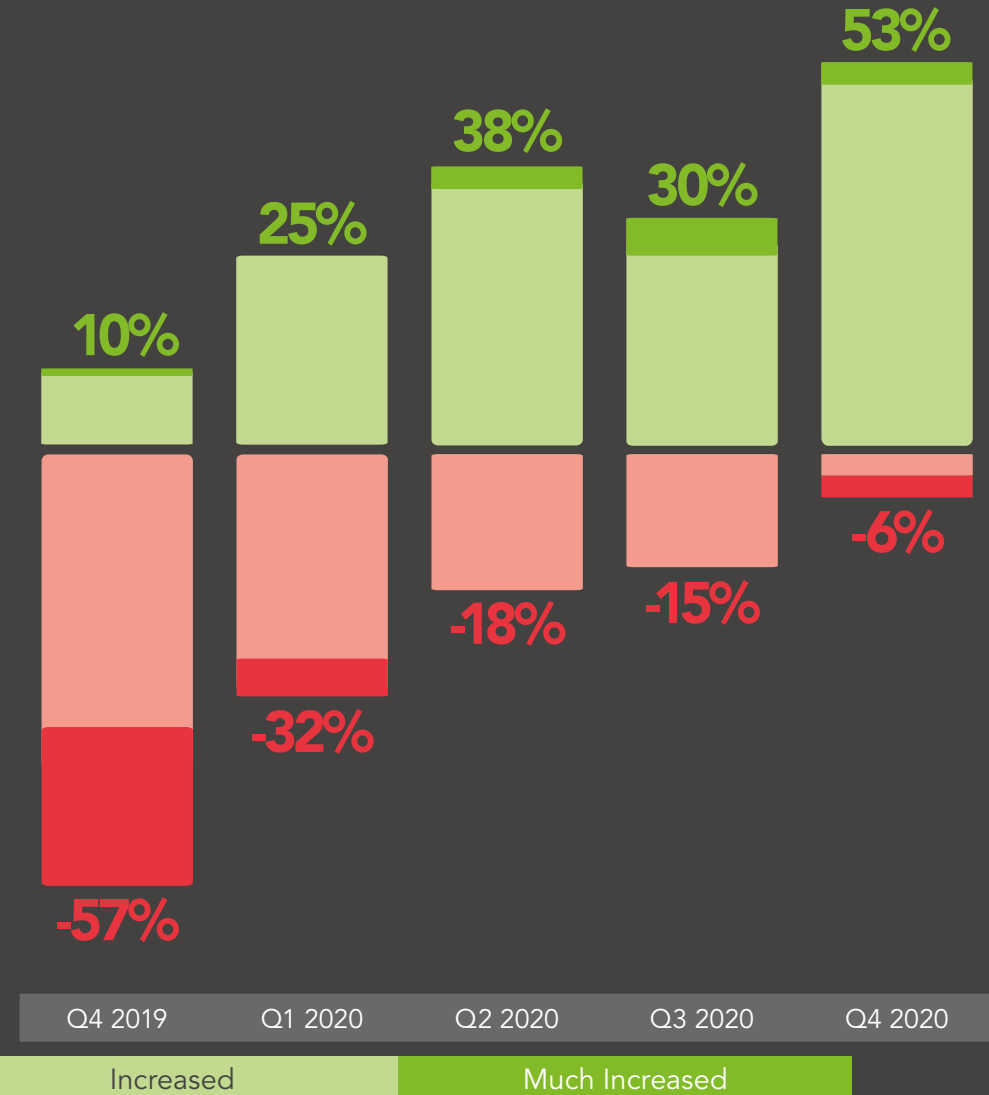
How staff numbers have changed for SME manufacturers over the past six months...



CORE TRENDS

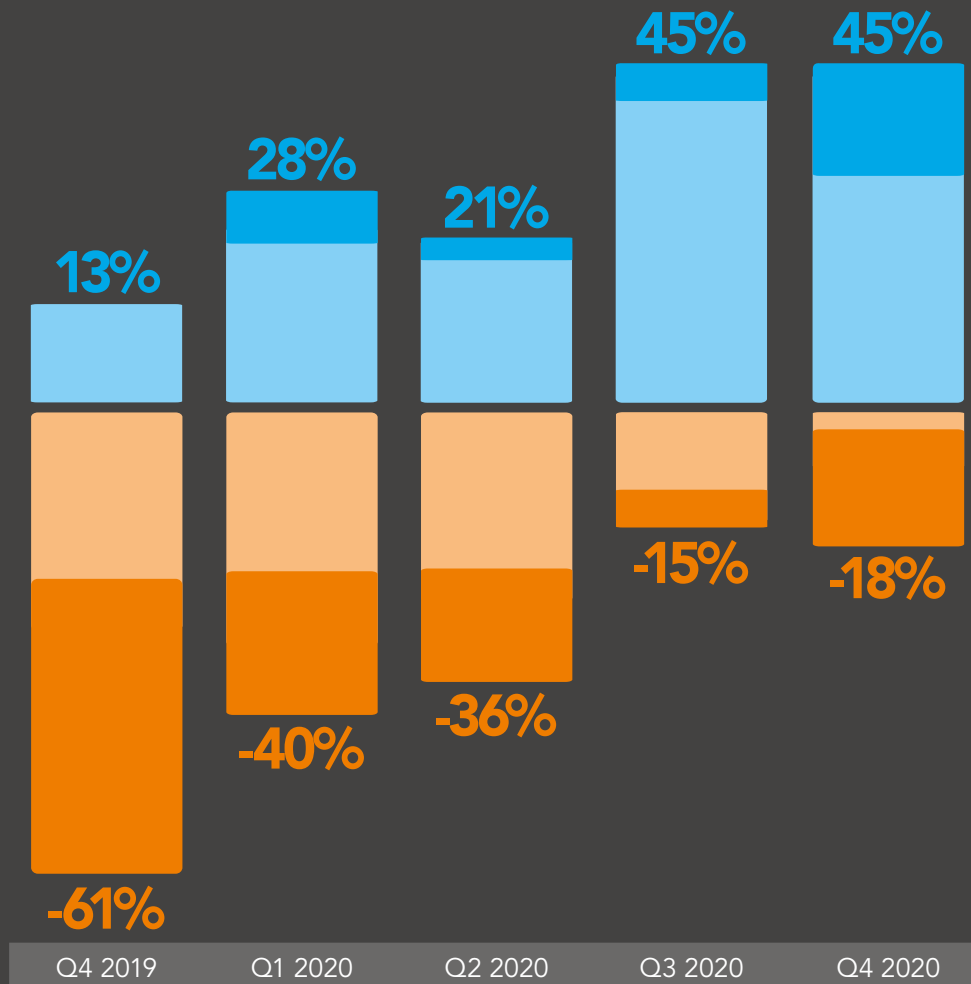
FUTURE EMPLOYMENT

How SME manufacturers expect staff numbers to change over the next six months...



PAST CAPITAL INVESTMENT

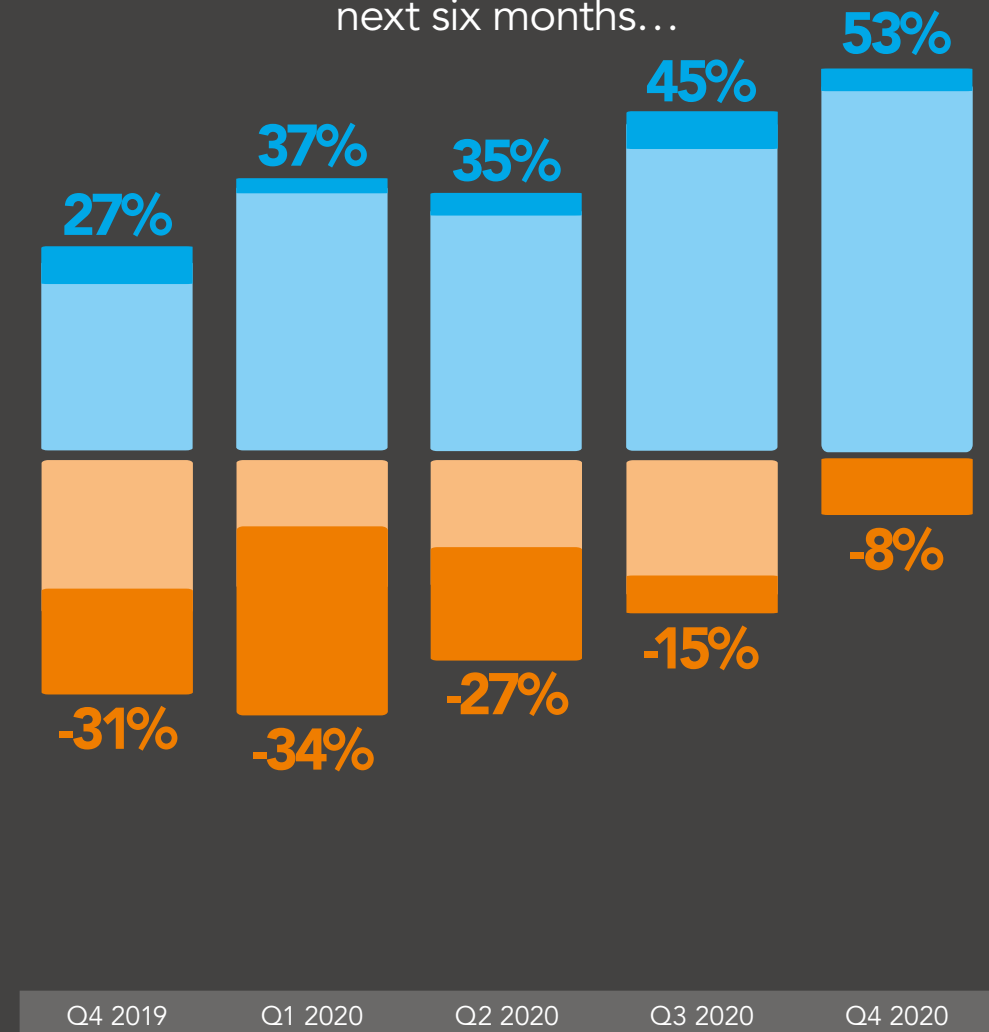
How investment in new machinery/premises has changed for SME manufacturers over the past six months...



CORE TRENDS

FUTURE CAPITAL INVESTMENT

How SME manufacturers expect their investment in new machinery/premises to change over the next six months...



OVERALL CORE TRENDS

A summary of changes over the past six months and expected changes over the next six months...

	Much Reduced	Reduced	No Change	Increased	Much Increased
Sales turnover: past six months	24%	18%	16%	26%	16%
Sales turnover: next six months	5%	3%	26%	55%	11%
Profit: past six months	24%	16%	29%	31%	0%
Profit: next six months	5%	13%	32%	42%	8%
Staff numbers: past six months	5%	26%	42%	24%	3%
Staff numbers: next six months	3%	3%	41%	50%	3%
Investment: past six months	16%	2%	37%	29%	16%
Investment: next six months	8%	0%	39%	50%	3%

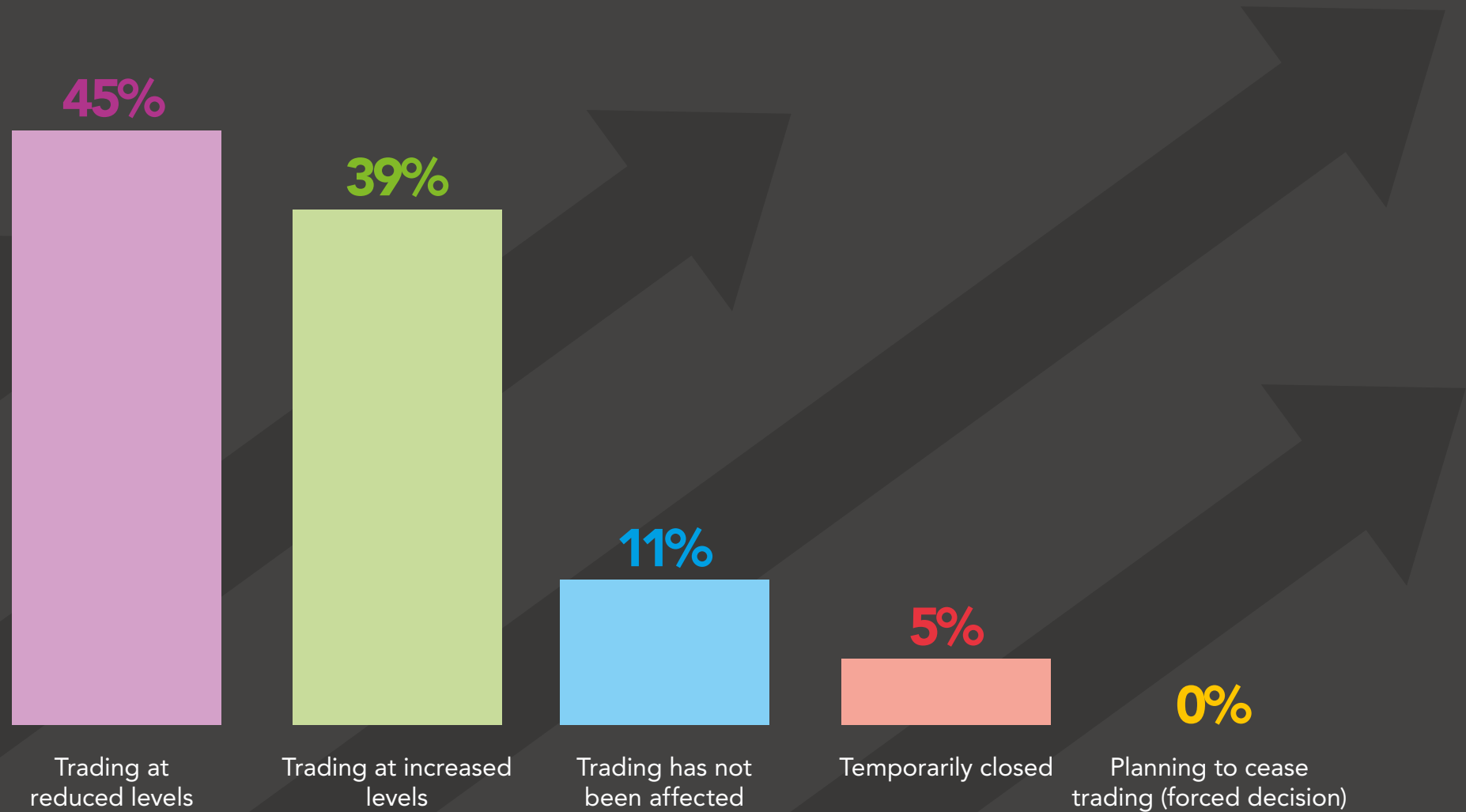
The background of the slide is a dark, textured surface with several large, detailed virus particles. These particles are spherical with a rough, bumpy surface and numerous protruding spike-like structures. They are rendered in a light gray or white color, making them stand out against the dark background. The lighting creates a sense of depth and highlights the intricate details of the virus particles.

TRADING THROUGH CURRENT CONDITIONS

This quarter, we have repeated the questions asked six months ago to understand how recent challenges are continuing to affect SME manufacturers, and how they are adapting to current conditions...

TRADING THROUGH CURRENT CONDITIONS

The current state of SME manufacturing businesses in comparison to their pre-COVID-19 position...



TRADING THROUGH CURRENT CONDITIONS

The estimated timeframe for SME manufacturers to recover to their pre-COVID-19 position...



No recovery needed - we are doing better than ever



No recovery needed - our trade has been consistent



Less than 3 months



3- 6 months



7 - 12 months



1 - 5 years



We do not expect to get back to our pre-COVID-19 position

0%

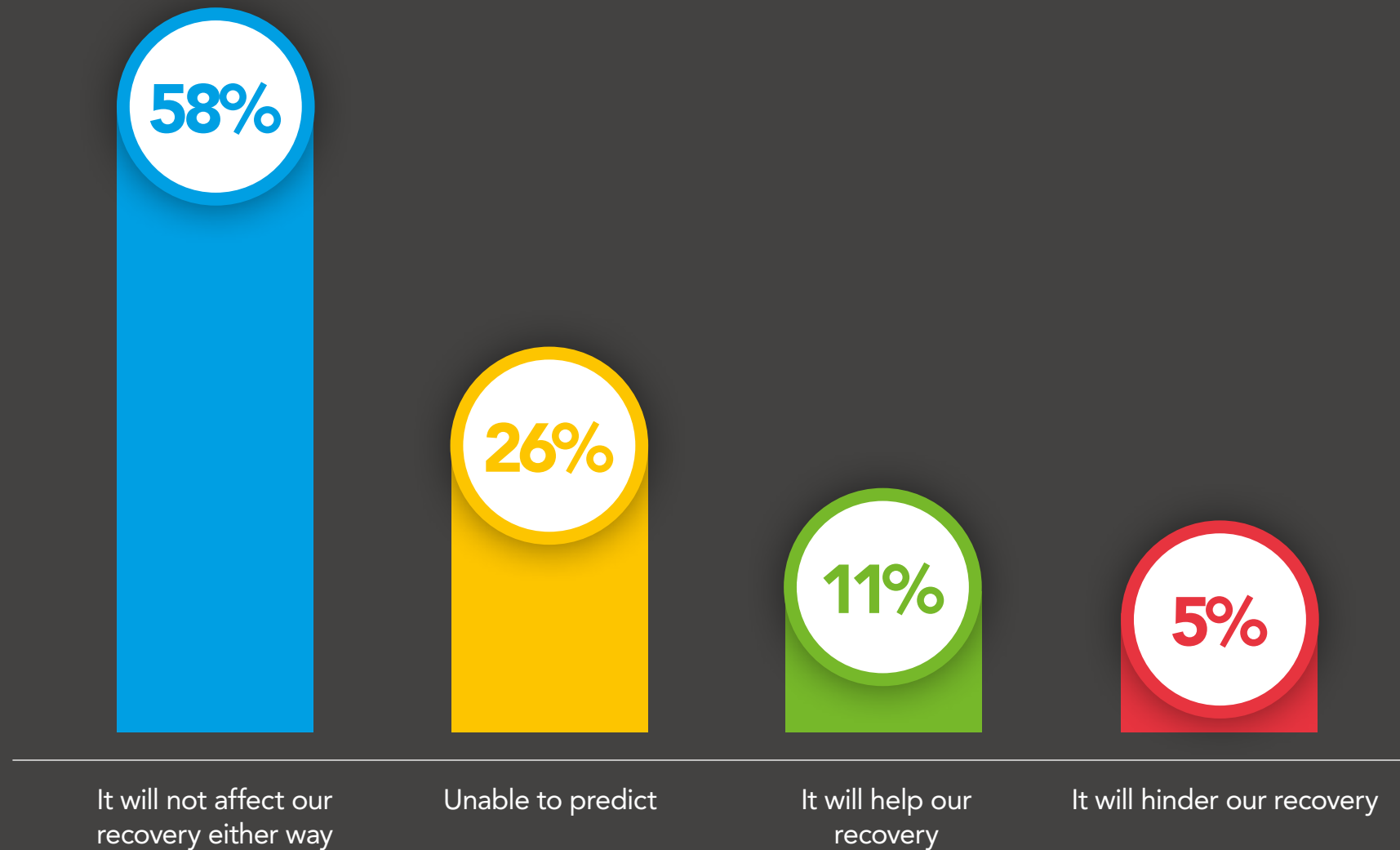


55%

of respondents expect to return to, or exceed, their pre-COVID-19 position within three months.

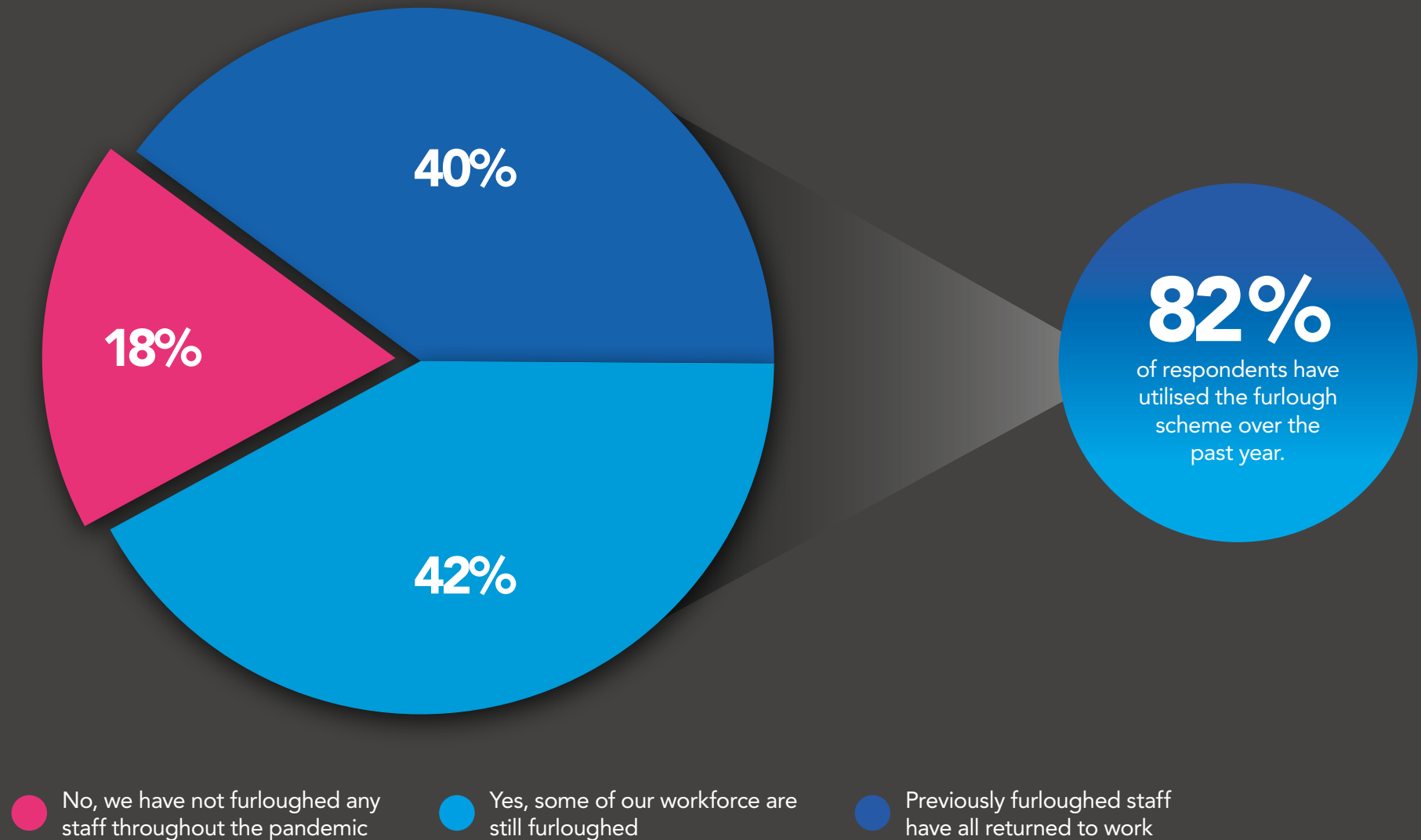
TRADING THROUGH CURRENT CONDITIONS

How SME manufacturers expect the latest budget announcements to affect their recovery...



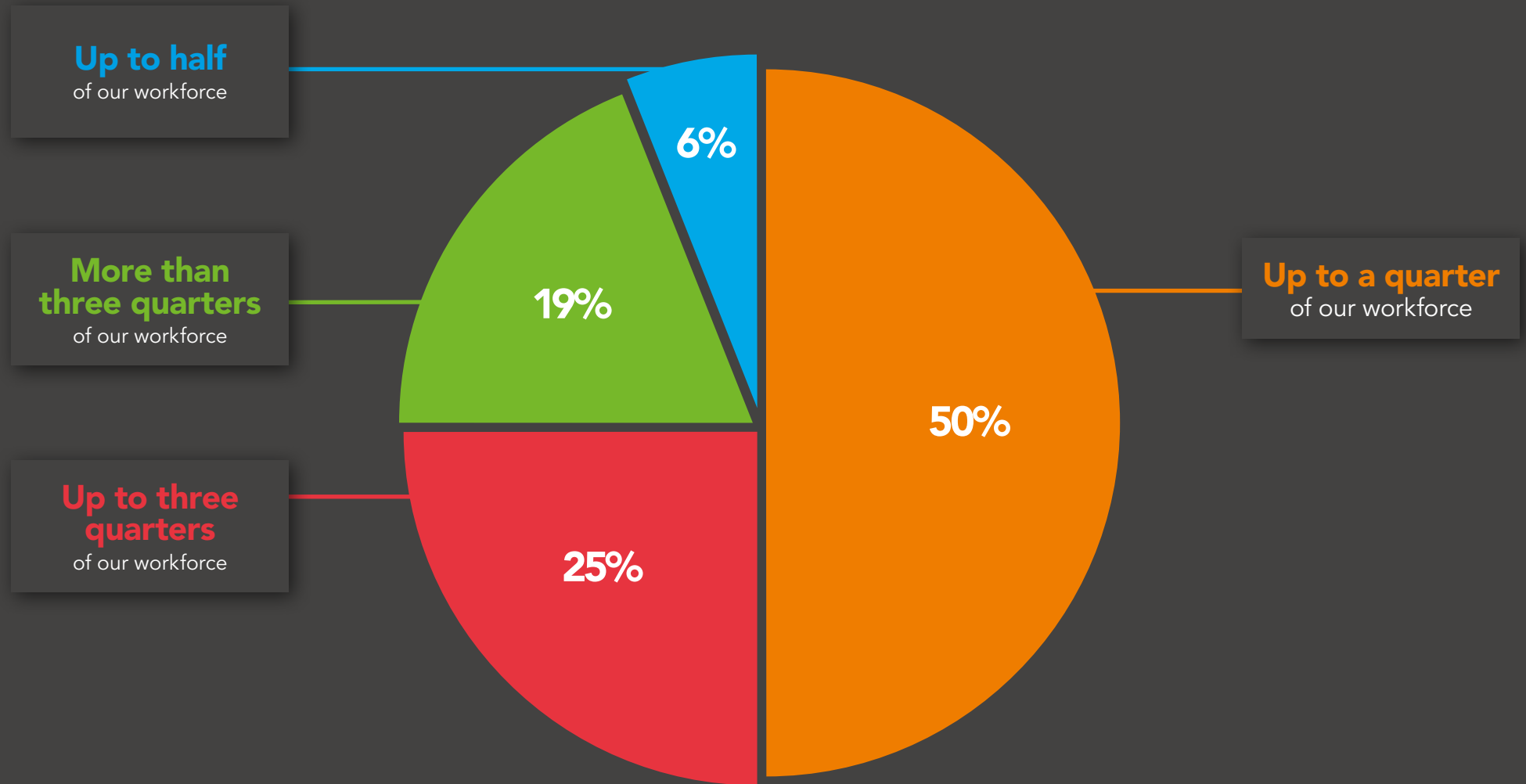
TRADING THROUGH CURRENT CONDITIONS

The Job Retention Scheme: Current furlough situation amongst SME manufacturers...



TRADING THROUGH CURRENT CONDITIONS

The 42% still utilising the Job Retention Scheme told us how many of their workforce are still on furlough...



CORE TRENDS AND CURRENT TRADING CONDITIONS

WHAT DOES THIS DATA TELL US?

These results indicate that optimism from the SME manufacturing sector has increased since the start of the COVID-19 pandemic with 42% of respondents reporting an increase in sales. In addition, two thirds of those questioned (66%) expect continued sales growth over the coming months. These encouraging signs may be responsible for the increased confidence that some businesses have reported around investing in capital equipment and staff.

Although 53% of respondents expect their staff numbers to increase between now and the end of June, some of this growth may relate to staff returning from furlough, as 42% of firms are still utilising this scheme. The Job Retention (furlough) scheme has been very well received by the SME manufacturing community, with 82% of respondents saying they have called upon it

at some point throughout the past 12 months. Going forward, it's vital that relevant support continues to be available to help SME manufacturing businesses who are still recovering from this crisis.

When the latest budget was announced in March, it featured the Super Deduction, with the aim of encouraging investment by increasing the businesses' capital allowance. However, the majority of respondents (58%) don't expect the budget to make any difference to their recovery plans. Only 11% indicated that it would help, with a quarter unable to predict the impact it would have on their business. This is another indication that additional support is still required to meet the needs of small and medium-sized businesses across the manufacturing sector.





SPECIAL FOCUS: EMPLOYEE ENGAGEMENT THROUGH TIMES OF CHANGE

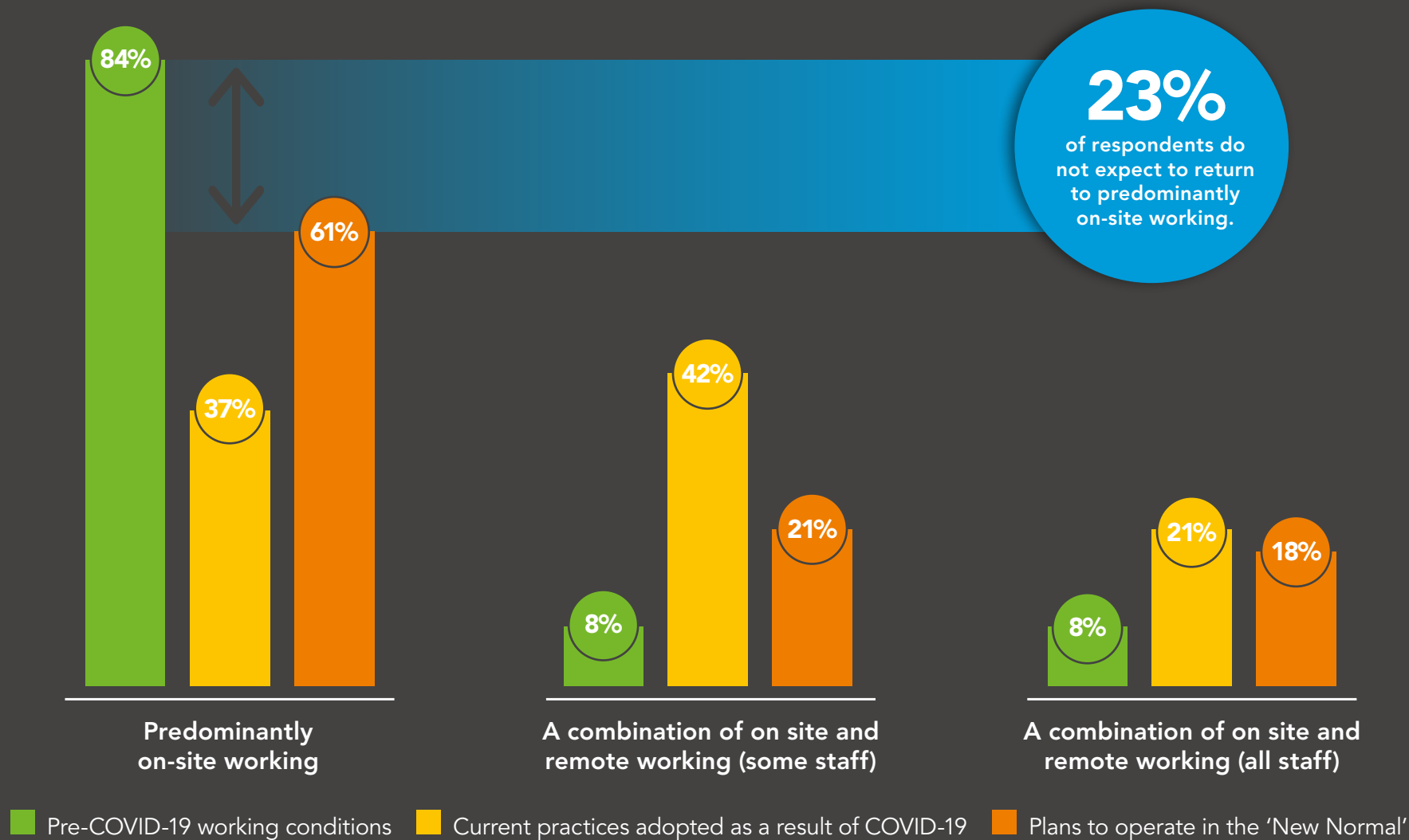
There has been a lot of talk about a 'new normal' but are things really going to change?

This quarter we want to see if new ways of working due to COVID-19 have resulted in, or will lead to, benefits for manufacturing businesses and their employees.

Read how working conditions have had to change over the past year, and whether or not this has influenced future operational strategies...could some of the practices made mandatory by COVID-19 restrictions lead to permanent, positive changes for manufacturing businesses and their employees?

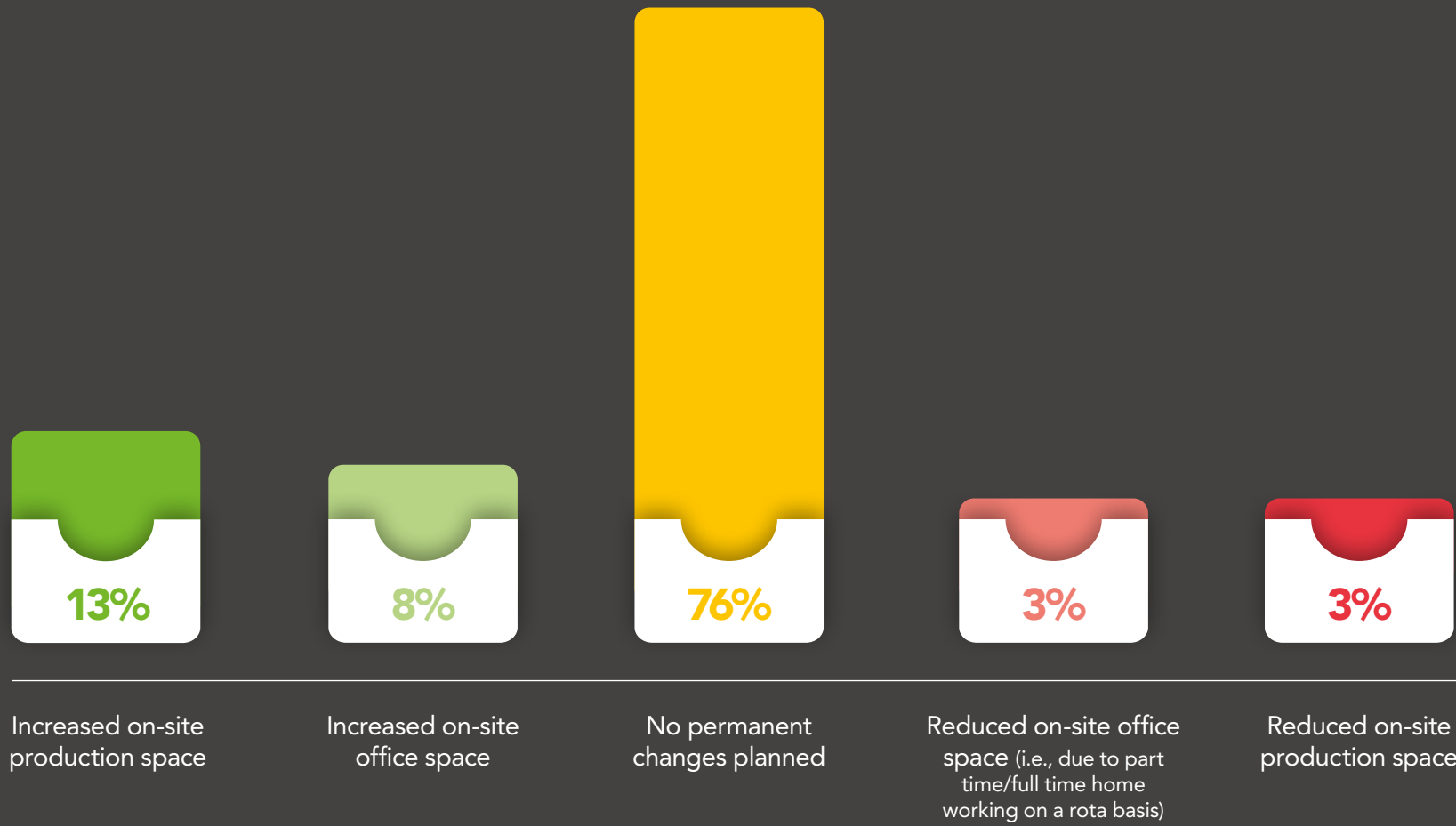
SPECIAL FOCUS EMPLOYEE ENGAGEMENT THROUGH TIMES OF CHANGE

We asked respondents to chart their pre-COVID-19 working conditions against both current procedures, and their plans for the future...



SPECIAL FOCUS EMPLOYEE ENGAGEMENT THROUGH TIMES OF CHANGE

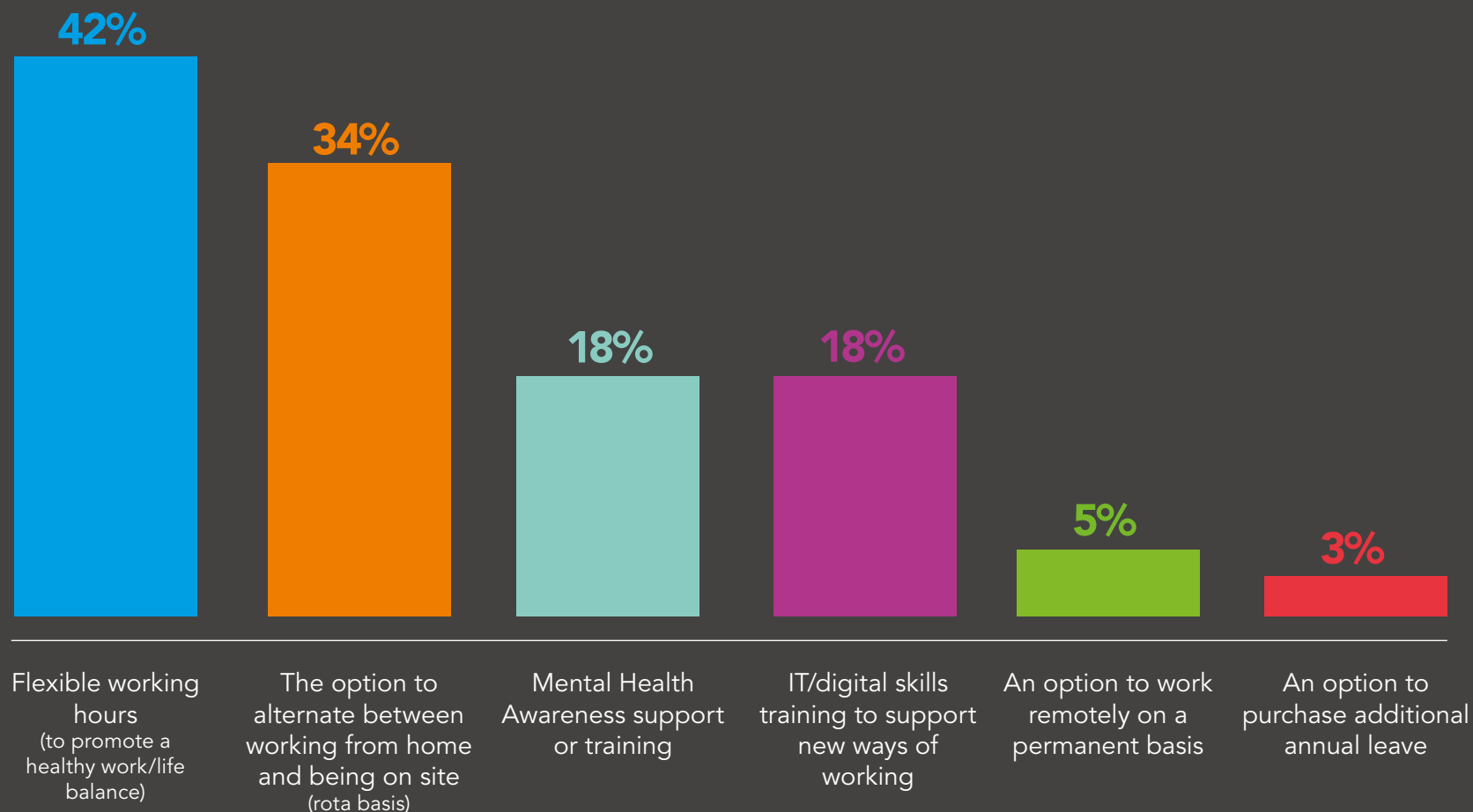
Permanent changes to business premises planned, or already implemented, due to changing on-site staff numbers...



*3% stated 'Other'

SPECIAL FOCUS EMPLOYEE ENGAGEMENT THROUGH TIMES OF CHANGE

As a result of changes brought about by COVID-19, SME manufacturing business leaders are planning to offer the following employee benefits going forward...



SPECIAL FOCUS EMPLOYEE ENGAGEMENT THROUGH TIMES OF CHANGE

Do SME manufacturing businesses think their current digital infrastructure is sufficient to support future plans (either in relation to remote working or in line with future growth strategies)?



50%

yes



26%

unsure



19%

no

5% stated 'Not applicable to my business'.

SPECIAL FOCUS: EMPLOYEE ENGAGEMENT THROUGH TIMES OF CHANGE WHAT DOES THIS DATA TELL US?

Before the COVID-19 pandemic began, 84% of firms had their workforce predominantly on-site. This has more than halved to 37% because of recent COVID-19 restrictions, with 61% expecting to return to this way of working in the future. Instead, 39% of respondents are planning to offer a combination of on-site and remote working to some, or all, of their employees, which is up from the 16% who offered this flexibility before the pandemic began.

Despite these intended changes to working practices, three quarters of respondents (76%) aren't planning to make permanent changes to their premises. However, 13% are planning to increase their on-site production space, which may be made possible by office staff working remotely. This also suggests a confidence around future demand for many of the businesses who contributed to this quarter's survey.

To adhere to social distancing rules, many businesses have had to adjust working practices to reduce the number of staff on site at any one time. These changes may become a permanent fixture for some businesses, with 42% of respondents planning to offer their staff flexible working hours going forward. This could offer a better work/life

balance for a number of employees within the manufacturing industry. Due to the severity of challenges brought about by COVID-19 over the past year, employee wellbeing is now a primary focus for many employers, including those across the manufacturing sector. 18% will offer Mental Health Awareness support or training to employees over the coming months, although some have stated this was already in place within their business.

Given the recent changes and plans to continue with some level of home working, 18% of respondents will be offering IT/digital skills training to ensure that their staff feel confident and have the IT skills needed to support these new practices. Encouragingly, 50% believe that their current digital infrastructure is sufficient to support their future plans, either in relation to remote working, or in line with their company's growth strategy. That said, 19% of those questioned recognise a need to address this area of their business, with an additional 26% unsure either way. As manufacturing businesses continue to adapt, a need for additional support may be identified as their future plans progress in line with the current climate.



BUSINESS ASPIRATIONS

“

Increase turnover in the short term by promoting our current product range and services. Medium and long term aspiration is for our turnover to also increase through localisation of the manufacturing of water level control equipment in the UK.

NOTTINGHAMSHIRE

“

Short term would just like to stabilise the business and secure some steady sales contracts/revenue streams. Medium to Long term we would like to diversify as much as we are able to in terms on international markets and a good mix of customers via retail, wholesale and trade accounts.

NORTHAMPTONSHIRE

“

Short term strategy - consolidate, reduce overhead to protect existing business and trade through to recovery.

Medium term - re-engage our growth strategy (on hold due to COVID) as traction for value added products recovers.

Long term - deliver on growth strategy to regain and build on pre-COVID sales levels.

LINCOLNSHIRE

“

In the short term we are looking to consolidate our position as a key supplier to the existing civil nuclear sector and then move on to gain business in the growing new nuclear and renewables sector. Our long term aim is to develop our R&D business and diversify into other sectors.

DERBYSHIRE

SME MANUFACTURERS - MAKE YOUR VOICE HEARD!

[Click here](#) for your invitation to participate in next quarter's Barometer survey.

CONCLUSION

With predictions for future sales at the highest they've been since January 2020; results this quarter reveal heightened optimism from a number of SME manufacturers. These positive forecasts are backed up by a gradual uplift in the number who have seen their profits increase over the past 12 months.

Overall, future employment looks positive with over half of respondents (53%) expecting staff numbers to grow over the next six months. This figure is in direct contrast with predictions made a year ago when, unsurprisingly, 57% expected a need to reduce staff as the COVID-19 crisis began. As highlighted earlier, some of this predicted growth may be a result of staff returning from furlough, but it also shows that many of the SME manufacturers surveyed are feeling increasingly confident about the future.

Although there are several positive points in this quarter's report, such as 39% of respondents trading at increased levels when compared to their pre-COVID-19 position, almost half (45%) are still seeing reduced levels of trade. Likewise, when looking to the future, over 40% believe that it will take them more than six months to return to their pre-pandemic position. These findings indicate that, despite some optimism, recovery is still ongoing for many of the businesses surveyed.

Our special focus clearly shows COVID-19 restrictions have brought about a variety of changes that will benefit both SME manufacturing businesses and their employees. 42% of respondents will continue to offer staff flexible working hours and the option to continue with some level of remote working to help promote a healthy work/life balance.

In addition, 18% will offer IT/digital skills training to support these new ways of working, with the same number of respondents providing training in mental health awareness to ensure staff wellbeing.

This survey indicates that, despite meaningful progress being made, the sector is not quite back to its pre-pandemic position and a number of businesses will need some level of support to put their future plans into practice.

The government recently released the 'Build Back Better' plan, which stated that "too often Invented in Britain has translated into Made Elsewhere". The UK is home to many innovative SME manufacturers who have the skills, expertise, and entrepreneurial spirit needed to grow.

If business leaders across the sector are provided with the right support environment to help them compete with their international counterparts, they will turn '**Made elsewhere**' into '**Made in Britain**'. This will allow UK manufacturing to grow and flourish on a global scale.

If you would like to hear more about funded support available, or discuss your individual business needs with one of our Manufacturing Growth Managers, please click here to get in touch: enquiries@egs.live



WHAT IS THE MANUFACTURING BAROMETER?

The UK's largest survey of SME manufacturers; delivered quarterly to capture the views and challenges of small and medium-sized businesses, who account for over 95% of UK manufacturing. The reports generated from these findings have informed both government industrial strategy and the national debate on manufacturing.

Run by SWMAS (South West Manufacturing Advisory Service) in partnership with the Manufacturing Growth Programme (MGP), the Manufacturing Barometer has been recording trends in employment, turnover and investment for over a decade. Each quarter, a 'special focus' explores topical issues in greater depth, such as productivity, overseas production, and energy efficiency.

WHAT ARE THE BENEFITS?

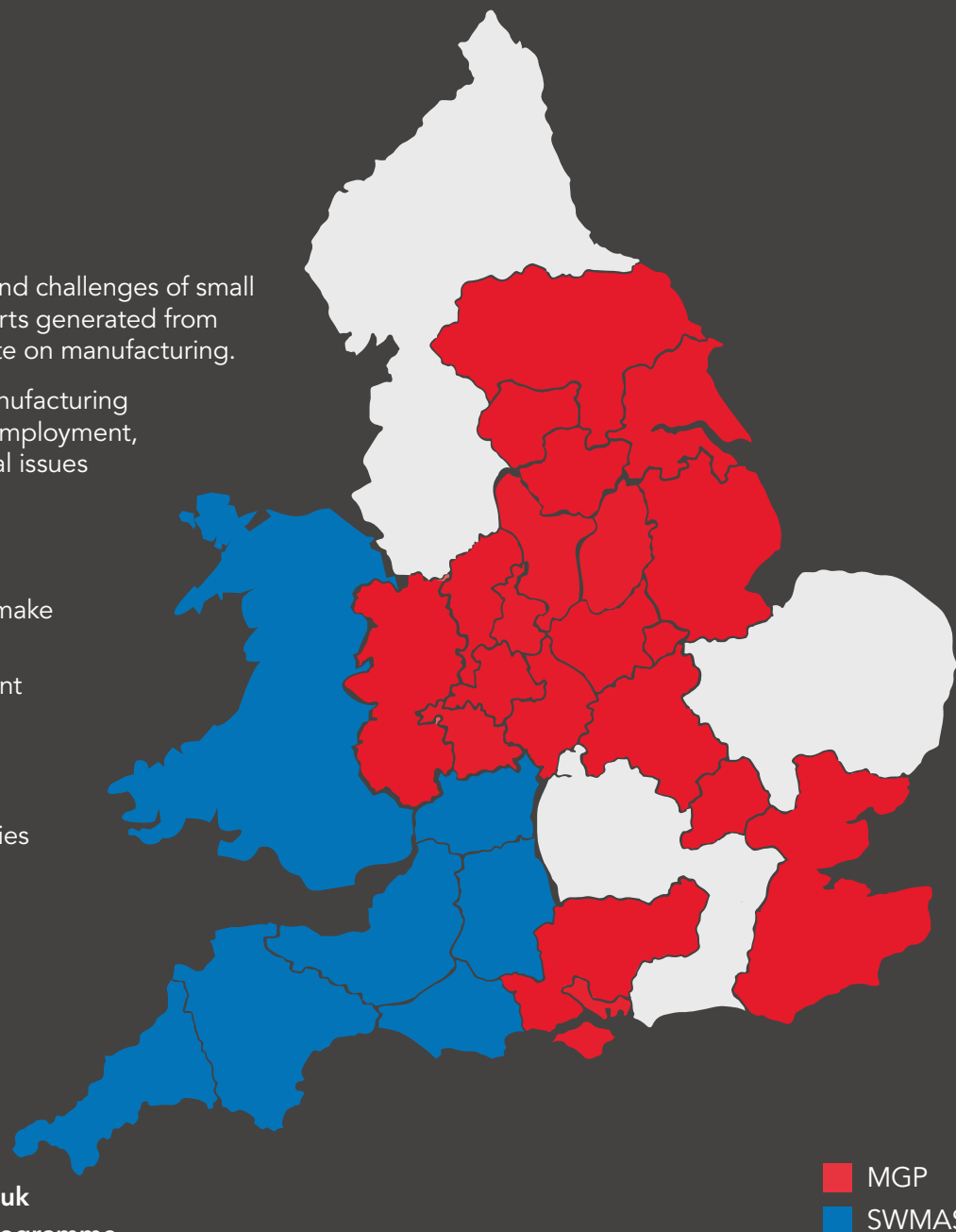
- The Manufacturing Barometer is exclusively for SMEs, offering them a platform to make their voice heard, in a sector that is often dominated by larger corporations
- SME manufacturers can highlight the specific support they require from Government on a local and national level
- The results can be utilised by respondents to compare their challenges and expectations against those of others across the industry
- It offers vital intelligence to Government to help them plan future industrial strategies that adequately support the needs of SME manufacturers for future sector growth

WHO ARE SWMAS AND MGP?

SWMAS and **MGP** are experts in productivity and growth and provide fully funded, bespoke support to SME manufacturers across 23 LEP areas in seven regions of the UK.

If you would you like one of our team to help you identify opportunities in your business, or for more information on this report, please get in touch:

enquiries@egs.live | 01664 501304 | www.manufacturinggrowthprogramme.co.uk
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MANUFACTURING barometer



IN PARTNERSHIP WITH

