

Business Leaders Zoom Call Report



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For a confident future

Building Value & Profit in 2021

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Introduction

11th January 2021

Welcome to our 30th Business Leaders Zoom Call and the first of our online meetings for 2021.

Since our last meeting before Christmas we have left the EU with some form of deal and unfortunately started the new year with a third major lockdown and 3 new vaccines are currently being deployed to combat the virus.

Each of these are major events which have the potential to impact our businesses, families and us as individuals, and to help us navigate into 2021, we are delighted to welcome back Helen Dyke from Irwin Mitchell and introduce John Earley from SmartChain International LLP; strategic supply chain consultants.

The emergence of a vaccine did bring more confidence to the jobs market in Q4 2020, although the impact of the latest lockdown is once again expected to send the economic recovery backwards, especially in terms of retail spending, travel and hospitality.

Government has responded with grants available for businesses in these sectors, although there is also pressure to extend this support to those businesses affected by being part of the supply chains of these sectors.

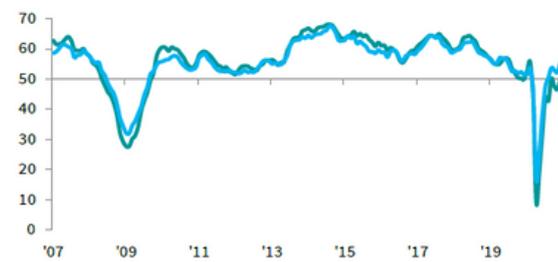
Further lobbying is being undertaken by the CBI to extend corporate debt repayments, extend VAT payment holidays and reduced business rates for certain business premises. In addition the furlough scheme, now predominantly used by smaller businesses and due to finish at the end of April is being asked to be extended by another quarter.

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OVERALL VACANCIES INCREASE AFTER TWO MONTHS OF DECLINE

Permanent / Temporary

sa, >50 = growth since previous month



Data reproduced from REC/KPMG Report on Jobs 08/01/22

Key signs of a recovery in the jobs market in December include an albeit soft, increase in staff availability and a fractional increase in starting salaries for permanent positions.

Total demand for workers improved for the first time since September. The main driver of the upturn being an increase in temporary vacancies.

"December survey data revealed the first increase in permanent staff appointments since September, albeit one that was only slight. Recruiters indicated that the upturn was driven by increased market activity and greater confidence, partly due to recent vaccine news."

Other issues of importance:



"17.9 MILLION WORKING DAYS LOST TO STRESS, DEPRESSION & ANXIETY IN 2019/20"

Plans for increased testing of asymptomatic workers who cannot work from home (similar to NHS workers) is being discussed.

As are plans for community based testing in areas with cluster outbreaks until the vaccine is fully rolled out. The impact of which is anticipated by the PM to be by the end of February.

As many employees return to working from home and home schooling, be mindful to allow them the opportunity to balance work and family commitments.

Fatigue of entering another lockdown and a one dimensional work pattern is affecting mental health and resilience.

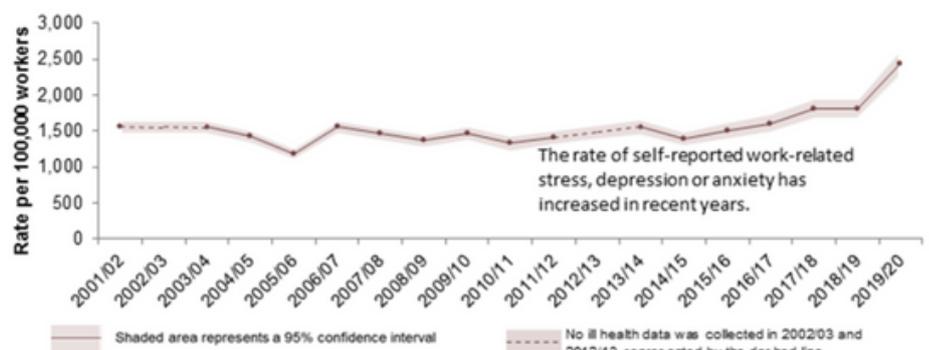
Support your people with lots of communication, reassurance and introduce health routines such as mindfulness exercises, physical workout schedules and time to be disconnected.

HSE data reports that in 2019/20 828,000 workers suffered from work-related stress, depression or anxiety.

The main causes were:

- Tight deadlines
- Lack of managerial support
- Too much responsibility

Work-related Stress, depression or anxiety per 100,000 workers: new and long-standing



Source: LFS annual estimate, from 2001/02 to 2019/20

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EMPLOYMENT LAW UPDATE
HELEN DYKE,
SENIOR ASSOCIATE SOLICITOR

1. Extending furlough to end of April:

<https://imbusiness.passle.net/post/102gm77/breaking-furlough-scheme-extended-again-this-time-until-the-end-of-april-2021>

2. The government published the new lockdown Regulations which underpin the guidance the public are expected to follow. The key issue for HR is that everyone who can work from home should do so – even if they have already adapted the workplace to ensure that it's covid secure:

<https://imbusiness.passle.net/post/102go3g/how-will-the-new-lockdown-rules-affect-your-organisation>

3. The Chancellor has announced that the government has put aside £4.6 billion in lockdown grants to help support those businesses most severely affected by the new lockdown measures:

<https://imbusiness.passle.net/post/102go0h/new-lockdown-grants-available-to-retail-hospitality-and-leisure-sectors>

4. IM are running a free seminar programme in January that will review key changes in 2021 that businesses need to be aware of (my team's event is on 21 January at 2.30pm):

<https://events.irwinmitchell.com/employment2021>

BUILDING VALUE & PROFIT - THROUGH SUPPLY CHAIN STRATEGY

BUILDING VALUE & PROFIT



Euro Project's aim is to help you to build value and profit in your business.

Each call we will be focussing on a critical business area and introducing an expert speaker on the topic.

John Earley, Founding Partner at **SmartChain International LLP**, who provide advisory services to industry. Formerly Head of Operational Excellence at AstraZeneca and an Associate Partner of PwC Consulting

Having a supply chain strategy is key to business. Covid will impact on supply chains until at least the end of 2021. Some supply chains have broken. Almost all businesses have seen their supply chains escalate in cost.

92% of leaders recognise the need to change their business model. But change it to what?

If you make, move, receive or send products, then you are a supply chain business

"72% OF SUPPLY CHAIN DIGITAL TRANSFORMATION PROJECTS FAIL TO DELIVER IMPROVED RESULTS"



There are lots of systems that you can implement – many powered by digital software systems. But, a huge number of digital transformation projects fail (either the benefits were short-lived or the project didn't conclude successfully).

If you move product in any way, then supply chain is at the core of your business and whether your business will be successful.

So what does good look like?

Strategy

Do you know the driving force of your business?

Is it customers, suppliers, regulators?

Construct a strategy which is hard wired to the requirements of your main driver.

Check whether your supply chain strategy is congruent with key drivers and demands.

Organisation

Do you have the right people, skills, behaviours?

Are your people and their metrics managed, incentivised and rewarded in line with your strategy and key drivers?

Do you have the right people with the right knowledge transferring and sharing information?

Do you have a flow of information and continuity of knowledge and experience?

Technology

A lot of businesses base themselves around the MRP mind-set, and others use the Kanban/JIT mind-set.

These can be seen as the two ends of the spectrum. Both are good strategies, but the business needs a blend of both to suit each product or line.

Benefits of using a blend of these increases success; i.e. reduced costs, reduced fails in the supply chain.

It's a big challenge to get new systems embedded. The ongoing challenge is to avoid diluting the success factors; training new people when they join the business for example.

"It is good practice to make sure that there is uniformity across the business in terms of what is measured; are all of the KPI's across the business in alignment with supply chain success?"

"Management of change"....change management is usually one line at the bottom of a project plan... In reality change management should be embedded in everything and it doesn't stop once a change is made.

Continuously ask questions - Have we got the right people? Are they in the right jobs? Does our organisational structure enable or disable us? Does information flow where it needs to and at the speed it needs to travel? Are decisions made by the right people at the right time?

Structurally – What happens when new people come in? Is there a mechanism to refresh thinking? How do we make sure all the good stuff doesn't just get diluted when we make a change?

Q. Where do you see organisations waste the most profit?

Most profit is wasted in poorly made, or unmade decisions, or delays in implementing great ideas. While sitting deciding to do something or not – throwing money away – doing something, even if not perfect better than nothing!



STEPHEN BROWN
CEO
EURO PROJECTS
RECRUITMENT

"2021 will provide a unique opportunity to get the right people on board and to improve your business"

With an underlying appetite to move forward with business plans, a tightening of availability for skilled people in engineering, finance, sales, logistics and IT, now is the time to plan who will create your competitive advantage in 2021.

"Make your business one of the success stories of 2021 and allow us to support you in finding, selecting, attracting and retaining the best available talent."

WITH THANKS!

We would like to take this opportunity to thank all our clients, contributors, candidates and participants for sharing their time, wisdom and expertise in today's call.

JOIN US AGAIN...

Please join us again on **25th January 2021 at 2.00pm** to share the latest news affecting your business and to hear how to Build Value & Profit through maintaining positivity in your workforce, with our panel of specialists, including:

Cassandra Andrews - Global Motivator

Sue Grogan - Workplace Wellbeing Specialist

Julie Harwin - Mental Wellbeing Trainer

James Bailey - Champneys Wellbeing & Fitness Manager



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