



COVID-19 Resilience:

Food and Drink Manufacturers Self-Assessment

Introduction: the following assessment has been developed by organisations that specialise in supporting Welsh food and drink companies to improve performance in key areas such as sales, marketing and technical. This self-assessment is not expected to be shared outside of the business but maybe a useful tool to identify the areas of the operation that may benefit from specialist support.

Section 1 contains top-line questions intended to prompt businesses to review their likely resilience. In addition, the contact details of specialist organisations are provided to enable businesses to access the available support.

Section 2 contains more detailed questions which some businesses may find useful to assess their preparedness for future challenges.

Company	Completed by	Position	Date	Contact details

SECTION 1

Question	Yes	No	N/A	If your business would like support in this area, please contact
1 Key Questions – Planning For the next 12 months, we have a...				
Business Plan, including financial forecasts that reflects the impact of COVID-19 and Brexit				BIC Innovation: Alun Lewis: 07790 345509 Linda Grant: 07757 134344
People and Development Plan				Food Skills Cymru/LANTRA Sarah Lewis: 07827 956765 - sarah.lewis@lantra.co.uk Mia Peace: 07990 014079 - mia.peace@lantra.co.uk Kathryn Mills: 07562 205172 - kathryn.mills@lantra.co.uk The National Skills Academy for Food & Drink (Wales) James Hicks: 07852278533 - j.hicks@nsafd.co.uk
Sales Plan				Food & Drink Wales Trade Programme: Neil Burchell: 07811 146633 - neil.burchell@totalfoodmarketing.co.uk Bethan Jones: 07815 150376 - bethan@totalfoodmarketing.co.uk

Question		Yes	No	N/A	If your business would like support in this area, please contact
	Marketing Plan				Food & Drink Wales Trade Programme: Neil Burchell: 07811 146633 - neil.burchell@totalfoodmarketing.co.uk Bethan Jones: 07815 150376 - bethan@totalfoodmarketing.co.uk
	Market Research and Insights Plan				Category Insights Sophie Colquhoun sophie@category-insight.co.uk
	Production Plan				Advanced Manufacturing Research Centre Jason Murphy: 07940488689
	Technical Plan, including accreditations				Food Innovation Wales South Wales - ZERO2FIVE Food Industry Centre, Cardiff Metropolitan University: Rhiannon Richards: 07468 752237 – RBfacey-richards@cardiffmet.ac.uk – (Technical Support) David Lloyd: 07770 825069 – dclloyd@cardiffmet.ac.uk Martin Sutherland: 07770 701660 – msutherland@cardiffmet.ac.uk North Wales - Food Technology Centre, Grŵp Llandrillo Menai Paul Roberts: 07810 647432 – robert5p@gllm.ac.uk Anne-Marie Flinn: 07519 363187 – a.flinn@gllm.ac.uk Mid Wales - Food Centre Wales, Ceredigion County Council Arwyn Davies: 07970 304701 – arwyn.davies@ceredigion.gov.uk Angela Sawyer: 07855 253296 – angela.sawyer@ceredigion.gov.uk
	Logistics Plan				Support organisation to be identified
	Cost Control Plan				BIC Innovation: Alun Lewis: 07790 345509 Linda Grant: 07757 134344
	Export Plan				BIC Innovation: Linda Grant: 07757 134344
	New Product Development Plan				See Technical support

Question		Yes	No	N/A	If your business would like support in this area, please contact
	Sustainability Plan				Sustainability Cluster Mark Grant mark.grant@levercliff.co.uk
	COVID-19 Manufacturing Compliance Plan / Protocol				See Technical support

SECTION 2

Question	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	N/A	Comments
Business planning							
Our company and management structure is optimised for survival and future growth (we are a registered company and VAT registered).							
I/my management team are fully aware of the key areas that repeatedly fail within the operation and have plans in place to address failures.							
I/my management team have all the data required to properly manage our business.							
We have a plan to cope with fluctuating exchange rates over the short and medium term (particularly important for raw material costs where imported and export sales).							
Finance							
Product costs are fully transparent and regularly reviewed to ensure acceptable margins.							
We have reviewed product costings in the past 12 months.							
Finance, Operations and Sales and Marketing teams work closely together on pricing strategies and to							

Question	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	N/A	Comments
ensure products are profitable.							
Our accounting and management information systems provide data (daily, weekly, monthly, quarterly) which enables us to make better management decisions.							
We have a good knowledge of the different forms of finance that are potentially available to our business.							
Our rolling cash flow forecasts are accurate and enable us to manage our working capital in advance of requirements.							
We prepare accurate and timely management accounts which enable lenders/fund providers to invest in us.							
We have sufficient working capital for the short / medium term (next 18 months) to survive.							
We have a good knowledge of the financial support systems which are available through Welsh Government schemes.							
We have a plan to cope with fluctuating strength in the pound over the short and medium term (particularly important for raw material costs where imported and export sales).							
Sales							
We need support in meeting buyers in our target sector.							
All of our trade customer / buyer relationships are positive.							
We have an effective new business development plan.							

Question	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	N/A	Comments
We understand our trade customers' policy on new listings (e.g. range review dates, buying decision process).							
We have the expertise and capacity to create a viable new sales routes.							
We have engaged with all of the necessary accreditations to develop diverse markets (e.g. organic, SALSA, Halal).							
We often suffer from cyclical fluctuations in purchase patterns relating to orders.							
We have fully investigated and have a strategy in place to find alternative routes to markets to flatten these seasonal/cyclical fluctuations.							
We are agile enough to react to rapidly emerging market opportunities, e.g. new on-line channels.							
We have a good understanding of the most important trade customers in terms of sales and profitability (i.e. top 10 trade customers, their contribution to sales and profit).							
We have a good understanding of the percentage of sales and profit which each trade channel (e.g. retail, foodservice, export, direct to customer) represents.							
<p>We have planned the impact of (both positive and negative benefits):</p> <ul style="list-style-type: none"> • Significant changes to a trade channel (e.g. foodservice being closed) • Significant changes to a key trade customer (e.g. a farm-shop increasing its orders by 200%) 							

Question	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	N/A	Comments
<p>We are in regular contact with key trade customers in order to:</p> <ul style="list-style-type: none"> • Have some indication of their likely plans for the next 3 months (particularly Christmas) • Update trade customers on our business' plans. 							
<p>We have different sales scenarios planned for the next 6 months of trading.</p>							
<p>We are proactively developing sales resulting from other companies' inability to supply.</p>							
<p>We have identified the most suitable online sales partner.</p>							
<p>We have the internal capability to engage with online sales markets.</p>							
<p>We are likely to partner with other Welsh companies to provide an enhanced online offer.</p>							
<p>Our product range is suitable for online sales.</p>							
<p>We have the capability to create products for online sales.</p>							
<p>We have the capability to validate our products' safety and quality if we move into new markets (e.g. online).</p>							
People and Skills							
<p>We have a strategy for staff recruitment relating to:</p> <ul style="list-style-type: none"> • Seasonal fluctuations • Potential diminishing workforce from outside the UK • Migration of workers from or to other industries relating to the COVID pandemic. 							

Question	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	N/A	Comments
Our investment in training is sufficient.							
We fully understand staff training needs.							
We have data on staff turnover per annum in the past 5 years.							
We have a clear and logical system for identifying skills / training gaps.							
We are seen as a good company to work for compared to other local employers.							
We are aware of all external support for training of employees.							
We have a system of making local Welsh Government officials aware of trading difficulties / potential redundancies in a sufficient timescale to allow Welsh Government to implement corrective action.							
We are aware of external support for recruitment of employees, e.g. Employability Support Programme / Tasty Careers / Apprenticeships?							
We offer innovative staff welfare programmes.							
COVID-19 manufacturing compliance							
We have the capability to hold 14+ days of stock to compensate for any "self-isolation" event in the future.							
We are implementing the controls required to maximise adherence to the 2 metre ruling and staff safety.							

Question	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	N/A	Comments
Our hygiene practices are recognised by our local EHO as COVID compliant.							
We have risk assessed the processing areas for COVID resilience, e.g. concentration of staff per area, personnel, product, air, waste and WIP flows, staff who live in houses of multiple occupancy (HMOs) and travel arrangements.							
We have developed a crisis management system with COVID/Brexit related risks.							
We are able to continue to supply at acceptable service levels during a local lock-down and the self-isolation of staff.							
We have used the Food Innovation Wales COVID-19 Guidance Tool Kit.							
Marketing							
We have the capability and capacity to create marketing and activation programmes.							
We are active on social media.							
We have evaluated our product range to identify 'at risk' products (i.e. too expensive, potential issues with supply of ingredients).							
We fully utilise the "Welsh" brand/provenance to tell our story and position our products.							
Our products are sufficiently differentiated from competitors.							
Market Research and Insights							

Question	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	N/A	Comments
We use market research and insights effectively to increase sales.							
We adapt our NPD, trade engagement or brand positioning based on market intelligence data.							
We have a strong understanding our consumers.							
We fully understand all of the Welsh Government held data on the value of using “Welsh” branding.							
We fully understand the category we operate in (e.g. data, insights).							
We regularly review our products against competitors’ products in relation to: <ul style="list-style-type: none"> • Value for money (price) • Brand image • Visual assessment (quality) • Organoleptic assessment (quality) • New competing products on the market. 							
Production (including engineering)							
We have properly evaluated our shift / working patterns to ensure staff are efficient over their complete shift.							
We have fully explored the potential of co-packing for another company.							
We have production runs which are too short to be profitable (including change over times).							
We are losing yield by over processing product beyond our specification (e.g.							

Question	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	N/A	Comments
cooking to too high temperatures).							
We have fully evaluated the potential for automation of all processes within the production cycle.							
Technical (including accreditation)							
<p>We have all the accreditations required to expand our markets. For example:</p> <ul style="list-style-type: none"> • Food Safety – SALSA • Food Safety – BRCS Start • Food Safety – BRCS • Environmental – Green Dragon • Environmental – ISO14000 • Halal • Vegan • Major retailers' accreditations. 							
We understand the requirements and benefits of 3 rd party accreditation.							
We have adequately qualified / technical staff to develop accredited standards.							
We fully understand the support available via Welsh Government to aid company development to accredited standards.							
We need to invest in premise upgrades to meet the targeted accreditation standards.							
Logistics							
We have fully discussed with our logistics partners and understand the implications of delays at Border Operating Posts.							

Question	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	N/A	Comments
We have contingency plans in place in case our current logistics partner is impacted by COVID-19.							
We have contingency plans in place in case our current logistics partner is impacted by Brexit.							
Cost Control							
We have compared our energy providers' terms with competitors.							
We operate a dual sourcing policy on raw materials.							
We have a continuous efficiency and cost control process.							
Export Trade							
We are fully prepared for changes in regulations, duties, tariffs and quotas or supply chain delays.							
We have reviewed contracts with suppliers and customers to evaluate flexibility in contract content and check whether risks/penalties will be incurred if we are unable to fulfil orders due to delivery delays.							
We have internal communications channels set up to allow rapid dissemination of key information e.g. COVID-19 updates and EU-Exit related to key staff.							
We have identified potential alternative export markets to the EU and have an export strategy in place.							
We have identified significant cost increases associated with certain raw materials (more highly processed raw							

Question	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	N/A	Comments
materials may have higher tariff costs).							
We have sufficient storage space and working capital to incorporate any 'buffer' stocks to survive short term interruptions of raw material supply caused by COVID-19 restrictions or post Brexit controls.							
We have identified potential opportunities for import substitution for high volume / value import products that are in the core competence of our company.							
New product development							
We have a strategy and process to incorporate both short- and longer-term opportunities, e.g. emerging health markets, flexitarian.							
We use a formal stage-gate approach for new product development.							
We always test our new products with consumers.							
Sustainability							
Our waste processing unit is fit for purpose.							
We have an ongoing system to evaluate product and process waste at critical points in the production process.							
We have a credible sustainability policy and procedure to underpin our brand position.							
We have identified multi-channel routes to market to mitigate the risk associated with being too dependent on one channel.							

Question	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	N/A	Comments
We are sufficiently engaged in socially important activity, which identifies the company as progressive and responsible, e.g. B Corp registered.							
We audit our waste generation, recycling and sustainable activities for packaging and ingredients.							
We have a commitment to: <ul style="list-style-type: none"> • “Local sourcing, where possible” • Reducing food miles • Minimising energy usage 							
We have explored the potential (where applicable) for co-operative use of logistics, equipment and staff etc. with other local companies.							
We are planning to secure a sustainability accreditation.							
Other							
As a company we feel isolated from other food or drink companies (e.g. in relation to sharing best practice, costs, etc.)							
We have fully identified barriers to: <ul style="list-style-type: none"> • Added value • Growth • Access to new markets • Productivity improvements. 							
We engage with and support local charities / activities / groups / clubs.							
There is a long-term exit plan for the business owner, e.g. MBO, EBO or family member succession.							