



## The programme/policy:

Established in 2013, Sharing in Growth (SiG) provides funding for training and development in the management and leadership of UK aerospace supply chain businesses.

- It aims to:
  - help improve workforce capabilities and transform the overall competitiveness of participating businesses
  - address barriers to investment in innovation
  - improve business-level productivity
  - secure high-value jobs in economically deprived areas

- SiG covers a range of relevant business disciplines to support these aims. For example, by improving/promoting:
  - lean operations
  - manufacturing processes
  - strategy development
  - leadership
- Since 2013, 76 businesses have received support via SiG, with an average of 50,000 hours of training per business.



### Methodology



The SiG evaluation used a **mixed-method approach to investigate the process** and implementation of the scheme, as well as to test the extent to which outcomes and impacts have occurred as a result of the SiG programme.



Using a **theory-based approach** to understand the complex environment in which the SiF operates, this involved:

- collation and analysis of programme monitoring data
- interviews with management staff, delivery partners and wider external stakeholders
- in-depth case studies with eight beneficiary businesses



### Methodology



A **difference-in-differences (DiD) approach** was also used to estimate the net impact of SiG on participating businesses. The DiD focused on five key outcome measures:

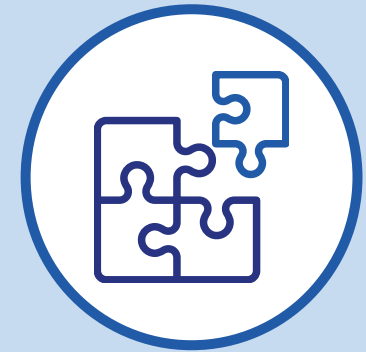
- employment
- turnover
- average wages
- turnover per employee
- ratio of costs of sales to turnover



A **panel dataset (made up of observations on companies over time) covering 2010 to 2019**, containing data on outcome measures and relevant observable characteristics, was used to establish a comparator group.



The **treatment group was drawn from a list of beneficiaries** provided by SiG in April 2020 and included 73 firms that had received, or were currently receiving, SiG support.



## Findings



**Overall feedback collated via the theory-based evaluation was positive.** Most beneficiaries (29 out of 33 surveyed) were 'satisfied' or 'very satisfied' with their engagement with SiG, and **24** out of **30** respondents would recommend the scheme to other businesses.



**Beneficiaries also reported the positive impact of SiG on their leadership** attitudes and behaviours, business culture and workforce skills, and knowledge and capability building.



**The results from the DiD suggest that SiG had a statistically significant impact on employment and turnover of beneficiaries.**



From 2013 to 2019, SiG directly generated approximately:

- **2,500** to **3,495** additional jobs across all beneficiaries
- **£799 million** to **£1,145 million** in additional turnover for beneficiaries



**However, the DiD found no statistically significant effects** on wages, turnover per employee, or the ratio of costs of sales to turnover.



## Impacts



**Reported impacts of SiG included knowledge spill-overs to wider sectors, including:**

- firms who were previously considered collaborators with the aerospace sector – this spill-over has led to stronger networks, ranging from informal networks through to new commercial relationships between beneficiaries
- collaborators not already involved in SiG – as participants of SiG's became more willing confident to engage in more collaborative R&D activities, however, only a small case of participants reported this as a clear impact of SiG
- participating firms, for example, good practice from the automotive sector – in part this was due to SiG providers and the beneficiary base serving non-aerospace markets, although the extent of spill-overs varied across those surveyed from small to large





## Next steps



There is further scope to **adjust the SiG model to maximise** its effectiveness in the future by better integrating SiG into the wider business support landscape.



The evaluation also raised questions as to whether **the one intensive size fits all approach** is necessary or appropriate for all. This includes whether all firms need this level of support to achieve the programme's aims.



## Links



**Aerospace impact evaluation sharing in growth**

