



Greater
Lincolnshire
LEP Conference

INNOVATION FOR GROWTH

7TH NOVEMBER 2024 / 8:15AM - 1:30 PM

EPIC Centre, Lincolnshire Showground, Lincoln LN2 2NA #LEPConference2024

IN ASSOCIATION WITH



AGENDA

LEP CONFERENCE PROGRAMME

PART 1: INNOVATION FOR GROWTH

08:45AM - 11:15AM

8:45 AM	WELCOME	Conference Host	Nikki Cooke CEO, LIVES/ Chair of Health & Care Enterprise Board/ LEP Director
8:50 AM	OPENING	LEP Chief Executive	Ruth Carver Chief Executive, LEP
8:55 AM	THE 3 CHAIRS	Chairs In Conversation	
		Chair	Ruth Carver Chief Executive, LEP
		Participant	Neal Juster LEP Chair 2023 – to date
		Participant	Pat Doody LEP Chair 2020 - 2023
		Participant	Ursula Lidbetter LEP Chair 2010-2020
9:25 AM	Q&A		
9:30 AM	IN CONVERSATION 1: INNOVATION FOR GROWTH	Innovation Opportunities, Impact, & Emerging Technologies	
		Chair	Benedict Heaver MD, Streets Heaver
		Participant	Sarah Brown Head of STEP (UKAEA)/ Strategic Supplier Relationships
		Participant	Fiona Strens Director of the Centre for Defence & Security AI, University of Lincoln
		Participant	Stuart Piccaver CEO/ Jepco
		Participant	Steph Hamill Innovator, Advocate, Entrepreneur & Consultancy Leader
10:10 AM	Q&A		
10:15 AM	DEMONSTRATION ARENA INNOVATION SHOWCASED	Demonstration Arena Networking & Refreshments	

PART 2: INNOVATION EXPLORED 11:15 AM - 1:50 PM

11:15 AM	REBEL TECHNOLOGIST	Keynote Speaker	Brett St Clair Innovator, entrepreneur, AI evangelist; REBEL TECHNOLOGIST
11:55 AM	Q&A		
12:00 PM	IN CONVERSATION 2: BUSINESS INNOVATORS	Local Innovators – Success Stories	
		Chair	Mark Webb MD E-Factor Group Ltd/ LEP Director
		Participant	Katie Woodward Head of Operations/ Corrbord
		Participant	Tim Jackson Operations Director / Worldwide Fruit
		Participant	Robin Adlam MD / Lone Star
		Participant	Claire Foster CEO, Boston College / LEP Director
12:30 PM	Q&A		
12:35 PM	INNOVATION ROUTEMAP LAUNCH	Innovation Commission	
		Innovation Commission Chair	James Pinchbeck - Chief Marketing Officer, Streets Chartered Accountants/ Chair, Innovation Commission/ Chair, Business Support Advisory Board, LEP
12:45 PM	CLOSE	Conference Host	Nikki Cooke CEO, LIVES/ Chair of Health & Care Enterprise Board/ LEP Director
12:50 PM - 1:50 PM	DEMONSTRATION ARENA INNOVATION SHOWCASED	Demonstration Arena Networking & Lunch	



WELCOME

Welcome to the Greater Lincolnshire LEP Annual Conference 2024

DEAR DELEGATE

A very warm welcome to you all here today. The conference has become a regular and eagerly anticipated date in the calendar where we celebrate Greater Lincolnshire and our collective achievements.

For over a decade, our LEP has been working in partnership across Lincolnshire and Rutland to drive economic growth. We have continued to set the strategic direction, to advocate for our area, to evidence and research our economy, and to deliver key programmes. We have a track record built on respect and credibility which can be evidenced to have had a real impact on the businesses we support.

Since we formed back in 2010, the LEP has unlocked over £470m of investments, delivered 75 growth projects and programmes, worked with 27,000 businesses providing business support, and supported over 13,000 learners and apprentices. This has been supported by 200 business professionals who have, and continue to, sit on our boards and committees.

Today we gather to discuss Innovation for Growth and will hear from a world leading expert on innovation and AI, as well as from local businesses on their innovation journeys.

Innovation is a catalyst for growth, enabling businesses to stay competitive in an ever-evolving global marketplace. By fostering innovation, we can attract investment, create good jobs, and develop solutions to societal challenges.

This year, I am particularly delighted to join forces with all the previous chairs of the LEP, as we discuss the role of advocates and partnerships in driving innovation and growth. We are also building on the huge success of the demonstration arena last year, showcasing some of the best innovations from across Lincolnshire. We have also set aside a longer session for delegates to really understand some of the tech on show, and to make those important connections with fellow delegates to deepen networking.

Today we celebrate the achievements and impact that together and in partnership we have brought to Greater Lincolnshire. I very much look forward to meeting you all and hearing from outstanding businesses and experts across this morning as we discuss innovation for growth.

Welcome to the LEP Annual Conference.

NEAL JUSTER

CHAIR, GREATER
LINCOLNSHIRE LEP
VICE CHANCELLOR,
UNIVERSITY OF LINCOLN



WE HAVE
DELIVERED

75

SIGNIFICANT
GROWTH PROJECTS
& PROGRAMMES

NEARLY

200
BUSINESS
LEADERS

VOLUNTEER ON
OUR BOARDS AND
COMMITTEES

WE ARE WORKING
WITH NEARLY

150

SCHOOLS &
COLLEGES THROUGH
OUR

CAREERS
HUB

WE HAVE SUPPORTED
OVER

1,500

NEW BUSINESSES &

4,850

JOBS &
APPRENTICESHIPS

OUR HIGHLIGHTS IN NUMBERS

WE HAVE WORKED
WITH ALMOST

27,000

BUSINESSES
PROVIDING
PERSONALISED
ADVICE & SUPPORT
THROUGH THE
**BUSINESS
LINCOLNSHIRE
GROWTH HUB**

OUR
**SKILLS
BOOTCAMP
PROGRAMME**

HAS SUPPORTED
INCREASING THE
SKILLS
OF OVER
**1,000
LEARNERS**

OUR
**HUMBER
FREEPORT
COMPANY**

WAS FORMED ALONG
WITH A STRATEGIC

**FREEPORT
INNOVATION
LIAISON
GROUP**

TO FOCUS
ON SUPPORTING
INDUSTRIAL
BUSINESSES WITH
R&D, INNOVATION, &
DECARBONISATION

WE HAVE PROVIDED

7,465

BUSINESSES
WITH TAILORED
SUPPORT AND ADVICE
THROUGH OUR
GROWTH HUB

WE HAVE
SUPPORTED OVER

13,000

LEARNERS &
APPRENTICES THROUGH
OUR PROJECTS &
PROGRAMMES

WE HAVE
UNLOCKED OVER

£470M

OF INVESTMENT FOR
TRANSFORMATIONAL
SCHEMES

THE GREATER
LINCOLNSHIRE
FOOD BOARD

IS MADE UP
OF COMPANIES
INVOLVED IN THE
FOOD AND AGRI-TECH
INDUSTRIES, WHO
TOGETHER TURN OVER

£7BN

A YEAR AND
EMPLOY NEARLY
15,000 PEOPLE

WE ARE ON TRACK
TO CREATE A

**TOP 10
GLOBAL
CLUSTER**

WITH OUR
**UK FOOD
VALLEY**

NOW SEEING
**£1BN OF
INVESTMENT**

A YEAR IN OUR
AGRIFOOD INDUSTRY

OUR DEFENCE SECTOR
BECAME FORMALLY
RECOGNISED BY
GOVERNMENT AS THE

**GREATER
LINCOLNSHIRE
REGIONAL
DEFENCE &
SECURITY
CLUSTER
(GLRDSC)**

TO ACCELERATE
INNOVATION IN
DEFENCE AND
SECURITY

PART 1:

INNOVATION FOR GROWTH

08.45AM - 11.15AM

Our conference opens with Ruth Carver, our Chief Executive, who will introduce you to the achievements and impacts we are celebrating this year. We are also delighted to bring together the LEP's 3 chairs from across our evolution to share their highlights. Part 1 concludes with our first In Conversation – a guided discussion between leaders and experts on innovation opportunities and future technology.

WELCOME

8:45AM - 08:50AM



NIKKI COOKE

**CEO, LIVES / CHAIR OF HEALTH & CARE
ENTERPRISE BOARD / LEP DIRECTOR**

Nikki is the Chief Executive of LIVES, having joined as the charity's first Chief Executive in 2016 at a time when both the health system and the charity sector were under significant pressure and scrutiny. In the intervening years, LIVES has grown into a nationally recognised force in pre-hospital emergency medicine under Nikki's leadership. Now, the planned development of the LIVES Centre for Pre-Hospital Emergency Medicine is challenging the way in which we train people of all backgrounds to respond and act in the most difficult circumstances, while keeping them safe both physically and psychologically.

Originally from New Zealand, Nikki has spent nearly 25 years in the UK where she has gathered a wide-ranging background working in the commercial world, NHS and the third sector. Nikki is a Board member of the Greater Lincolnshire Local Enterprise Partnership and Chair of its Health & Care Strategic Advisory Board, a director of the National Centre for Rural Health and Care, and a trustee of two local charities.

OPENING

8:50AM - 8:55AM



RUTH CARVER

**CHIEF EXECUTIVE,
GREATER LINCOLNSHIRE LEP**

Ruth is Chief Executive for the Greater Lincolnshire LEP and leads in the planning, development, direction, and management of the LEP's operation as directed by the Board. She has led the evolution of the LEP since its inauguration in 2011. Ruth implements the business plan and acts as an ambassador for the LEP in relevant forums. She is an experienced economic development and regeneration practitioner, with a lengthy track record in international trade and economic development.

THE 3 CHAIRS 8:55AM - 9:25AM

This unique session brings together all three of the LEP's chairs since inception in a conversation discussing their tenures, the progress made across them, and their highlights along with personal reflections and anecdotes.



NEAL JUSTER

**VICE CHANCELLOR,
UNIVERSITY OF LINCOLN /
CHAIR, GREATER
LINCOLNSHIRE LEP -
2023 TO DATE**

Neal took over as Vice Chancellor of the University of Lincoln in October 2021. He holds a BSc degree in Mechanical Engineering and a PhD in Computer-Aided Design, both from the University of Leeds. His research interests included rapid prototyping and the use of Virtual Reality in the design and manufacturing process.

He has extensive experience in university management and has worked as the Senior Vice-Principal and Deputy Vice Chancellor at the University of Glasgow, Dean of Faculty of Engineering at the University of Strathclyde, and Senior Lecturer in the Department of Mechanical Engineering at the University of Leeds. He is a Director of UL Learning Resources Ltd, Riseholme Park Farms Ltd, ULEX and UoL Services Ltd. His is also Chair of the Members Committee for the University of Lincoln Academy Trust and became Chair of the Greater Lincolnshire LEP in April 2023.



PAT DOODY

**CHAIR, GREATER
LINCOLNSHIRE LEP -
2020 - 2023**

Pat was a career banker, retiring after leading the NatWest Commercial team across Lincolnshire and stepping up from Board membership of the Greater Lincolnshire LEP to Chair until handing over to Neal Juster in 2023. Having spent 34 years in Lincolnshire, he has developed a wide network which he seeks to put to good use across a portfolio of chair and trustee memberships, including Lincoln College Group, University of Lincoln Business School, Lincoln City Foundation, Lincoln Prison Employment Advisory Board, BNA charity and Lincoln Poverty Truth Commission.



URSULA LIDBETTER

**CHAIR, GREATER
LINCOLNSHIRE LEP -
2010 - 2020**

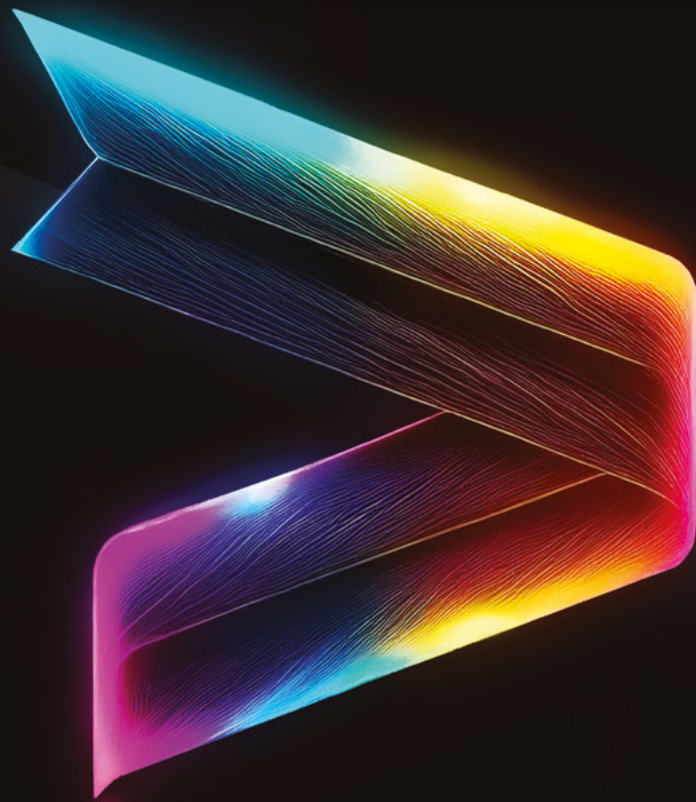
Ursula Lidbetter was, for 18 years, CEO of Lincolnshire Co-operative, one of the largest employers in the county, providing a range of services across many communities and creating economic development through schemes such as the Cornhill Quarter in Lincoln and the Lincoln Science and Innovation Park. She was also a non-executive director of the national Co-operative Group from 2009 to 2015, chairing the organisation through a period of radical reform.

Locally, she has chaired the Chamber of Commerce, Lincoln's Business Improvement District and Greater Lincolnshire LEP, and is currently a member of the Council of the University of Hull. A Fellow of the Chartered Governance Institute, she has received honorary doctorates from Bishop Grosseteste, Hull and Lincoln universities. She was honoured with an OBE in 2019 and is a Deputy Lieutenant of Lincolnshire.

Q&A 9:25AM - 9:30AM

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QUESTIONS FOR
THE Q&A**





IN CONVERSATION 1: 9:30 AM - 10:10 AM

INNOVATION FOR GROWTH

**INNOVATION OPPORTUNITIES,
IMPACT, & EMERGING TECHNOLOGIES**

Guided discussion between experts on the power of innovation in successful and future sustainable economic growth across tech, AI, robotics, and digital platforms.

This will be an organic discussion between participants giving insights into their worlds to bring them to life, with reference to the differing and groundbreaking innovations which are powering and impacting exciting developments across sectors.

CHAIR



BENEDICT HEAVER

MANAGING DIRECTOR, STREETS HEAVER/ INNOVATION COMMISSION

Benedict Heaver is the Managing Director of Streets Heaver Healthcare Computing - a prominent supplier of software solutions for the healthcare market in the UK and Europe. The company, founded in 1986 by his father; Paul, has built a solid reputation over the decades, serving esteemed clients such as King Edward VII Hospital, BUPA Cromwell, and most recently, Alliance Healthcare. Streets Heaver's software also plays a crucial role in the NHS, generating approximately £500 million pa in private healthcare revenue and is being extensively utilised across prestigious trusts including the Royal Marsden, Imperial College, Great Ormond Street, Guy's and St Thomas'.

In 2010, Benedict took on responsibility for the commercial side of the company and the same year, assumed the role of Managing Director to lead a new executive team,

propelling the company to its next phase of development. Today, the business employs around 100 individuals and continues to grow at a rate of 20% per annum.

This remarkable success has garnered numerous awards both locally and nationally. Benedict's exceptional leadership and vision were recognised when he was named in the LDC Top 50 Ones to Watch, highlighting the UK's most ambitious business leaders, as featured in *The Times*. Among his proudest achievements, Benedict cites Streets Heaver becoming a Certified B Corp in 2023, reflecting his commitment to using business as a force for good and making a positive impact on the community. Benedict's dedication to excellence and innovation in healthcare computing distinguishes him as a visionary leader in the industry.

PARTICIPANTS



SARAH BROWN

HEAD OF STEP STRATEGIC SUPPLIER RELATIONSHIPS

Sarah works for the STEP Programme led by UK Industrial Fusion Solutions (UKIFS) which is part of the UK Atomic Energy Authority (UKAEA). Working in the role of Head of STEP Strategic Supplier Relationships, Sarah has been instrumental in moving forward the work of STEP's commercial team as they manage the massive challenge to recruit whole plant partners in construction and engineering. Sarah works closely with the government, keeping a close eye on the strict compliance regulations in place for a programme that is not only high profile and of significant interest nationally, but is also being closely watched by the fusion and energy industry all around the world.

The STEP programme is a complex and first of a kind venture that is leading the way in the design, build and operation of a Spherical Tokamak for Energy Production. STEP is a prototype fusion energy powerplant, planned to be built at the former coal-fired power station site of West Burton on the border of Lincolnshire (in North Nottinghamshire). This will lead to the future commercialisation of fusion energy in the UK. The programme is already realising the shorter-term socio-economic benefits to the area in close partnership with their stakeholders in local and regional authorities, business and industry.



FIONA STRENS

DIRECTOR OF THE CENTRE FOR DEFENCE & SECURITY AI, UNIVERSITY OF LINCOLN

Fiona joined the University of Lincoln in May 2024 as a Professor and Director of the Centre for Defence & Security AI, aiming to build on the university's technical strength in applied Artificial Intelligence (primarily in robotics for the Agri-Food sector). She has a strong track record in the Defence & Security sector as the academic partner, which delivers transformational training to the Royal Navy. Fiona moved to Lincoln from the University of Strathclyde, where she was responsible for growing their Security & Resilience portfolio.

Prior to entering the world of academia, Fiona spent the first 10 years of her career in the Ministry of Defence as a fast-stream civil servant, working across a range of policy and technology roles in the UK and overseas. Her final role in MOD was as Director for Science & Technology Policy, driving MOD's investment in research in academia and industry. She then worked as a consultant with a focus on disruptive technologies, which led her into the world of entrepreneurship as she co-founded CrowdVision - an AI-enabled analytics company that measured real-time human activity in crowded venues. This company successfully commercialised to become a leader in airport passenger analytics in the UK, US and internationally, and was acquired by overseas investors.

Fiona is also a Non-Executive Director at Ordnance Survey and Corps Security, an advisor to UK Government and a keen mentor to sixth formers and start-up entrepreneurs.

PARTICIPANTS



STUART PICCAVER **OWNER & CEO – JEPCO GROUP**

Stuart's family began farming in the fertile silt lands of South Lincolnshire in the early 1900s and his father David joined the business in 1964 embarking on a mission to deliver exciting, vibrant and innovative products to an eager nation. JEPCO was established in 1988 as a pioneer in the production of salad leaf and now Stuart leads the business in innovation, stewardship, and the desire to deliver fantastic produce which remains firmly at the heart of the business.

JEPCO has its roots in field scale agriculture and currently has two controlled environment horticultural sites using deep flow hydroponic systems and a dedicated research facility. Stuart's belief is that real world issues necessitate a rethink and step change in the way farmers produce food. Harnessing renewable energy sources, greater automation and new technologies have led to the vision of creating a project that would be both world-leading and relevant for the next 20 to 30 years. The project is a circular economy using three renewable energy sources, balanced by electrolytic hydrogen and food production. The technology could be adapted for a number of applications and benefits the wider supply chain. Stuart also recently led a team to prove a concept to grow natural season cannabinoids in the UK, lowering production costs by 78%. Stuart is also a compelling speaker on the subject of food innovation and security.



STEPH HAMILL **INNOVATOR, ADVOCATE, ENTREPRENEUR & CONSULTANCY LEADER**

Steph Hamill has been named as one of the Top 50 Women in Tech. Steph is a dynamic leader and catalyst for change-driving innovation across business and academia, and is renowned for her ability to build brands and products with authenticity. Steph combines strategic innovation and digital transformation to turn challenges into opportunities, driving sustainable growth and redefining consulting and leadership standards.

Steph has collaborated with renowned brands like Soho House, Alexander McQueen, and Gallagher Insurance and provides actionable insights on digital disruption, human-centred design and growth strategies at top companies and events, worldwide.

Steph is co-founder of divergence supplement; Neurodivergent Minds to transform the supplement industry with the first natural super blend drink specifically formulated to support the unique needs of neurodivergent minds by harnessing science-backed ingredients tailored to enhance neuro-wellbeing. *The Evening Standard* has named Divergence Supplements the No. 1 supplement to watch in 2024.

Steph also became a UK Delegate for the United Nations CSW68 this year, and is passionate about championing the voices and dreams of women and girls everywhere.

Q & A 10:10 AM - 10:15 AM

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PART 2

INNOVATION EXPLORED

11:15AM - 1:45PM

In Part 2 we introduce our keynote speaker and self-proclaimed 'Tech Rebel'. We hear from our 2nd In Conversation participants and conclude with the launch of the Innovation Routemap.

KEYNOTE 11:15AM - 11:50AM

BRETT ST CLAIR

**INNOVATOR, ENTREPRENEUR,
AI EVANGELIST, GLOBAL KEYNOTE
SPEAKER, GUIDE AND ABOVE ALL;
REBEL TECHNOLOGIST**

Brett rebelled and learned at Google, rebuilt and perfected at Barclays, revolutionised and scaled AI by co-founding Teraflow.ai, and now uses his knowledge, experience and inspiration to revolutionise businesses with AI. As a seasoned professional in building AI and digital solutions, Brett's obsession is to identify the world's Rebel Technologists and help every business adopt, engage, celebrate, learn and innovate AI.

In his keynote, Brett unveils his theory on the critical role of Rebel Technologists in the AI era, and how they can propel innovation and growth at the crossroads of Artificial Intelligence, Data, Machine Learning, and Digital Culture. Explore how to recognise and cultivate Rebel Technologists within your organisation and foster a culture that champions disruptive thinking and experimentation for good, elevating your innovation and competitive edge.



Q&A 11:50AM - 11:55AM

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IN CONVERSATION 2: 12:00 PM - 12:30 PM

BUSINESS INNOVATORS

LOCAL INNOVATORS – SUCCESS STORIES

Innovation leaders bringing to life examples through their experiences to illustrate some of the impactful developments across Greater Lincolnshire.

An organic guided discussion exploring innovation from various perspectives, showcasing some of the innovative techniques and developments in their businesses and industries, to include the importance of shaping the right skills to augment and grow innovators and entrepreneurs through creative thinking and problem solving.

CHAIR



MARK WEBB

MANAGING DIRECTOR OF E-FACTOR GROUP LTD/ LEP DIRECTOR

Mark is MD of E-Factor Group Ltd - the largest commercial property landlord in Northern Lincolnshire that uniquely invests all its profits into Business support for SMEs. Mark started out in publishing, where he rose through the ranks to spend many happy years at Grimsby and Scunthorpe newspapers as Managing Director. Mark finally left the corporate life to start up his own weekly newspaper that ran for 10 years.

Now running E-Factor Group (which he set up in 2007), Mark is a firm advocate for the essential part small and medium enterprises play in local economies up and down the country, not least of all in Greater Lincolnshire. He is a member of the Northeast Lincs Local Development and Growth Board, a Director of the Enterprise Agency, a member of the LEP Business Support Advisory Board, and a regular judge in The Small Business Britain Awards.

PARTICIPANTS



KATIE WOODWARD

HEAD OF OPERATIONS, CORRBOARD

Katie joined Corrboard in 2019 after starting her careers as a Technical Graduate at Tata Steel. She also gained a Master's degree in Chemistry, Forensic Science and Toxicology from the University of Hull, and, in recent years, an MBA from Bishop Grosseteste University. Katie is responsible for ensuring customers get the best quality and service. Her team consists of teams from quality, production, engineering, logistics, and health and safety departments. Katie believes that in senior leadership roles we must appreciate the influence that we have on the professional and personal lives of those we work with and strive to make a positive impact whilst upholding the very best levels of health, safety, and wellbeing.

CorrBoard is an independent provider of innovative sustainable corrugated sheet board for use in the packaging industry, situated in Scunthorpe. They aim to make the manufacturing process as seamless as possible. Sustainability is a driving company mission and CorrBoard has an intrinsic partnership with CorrBoard Bioenergy, the anaerobic digestion plant which takes a leading role circular economy practice.

Katie is a member of Team Lincolnshire to champion businesses within the region. Through shared experiences, ideas, and more collaborative ways of working, Katie believes that we can all learn, develop, and become stronger organisations within our respective sectors.



TIM JACKSON

OPERATIONS DIRECTOR, WORLDWIDE FRUIT

With a 25-year career in the food industry, Tim's experience lies predominantly in chilled food manufacturing. His journey has encompassed diverse roles, ranging from the hands-on experience of the shop floor to assuming Senior Leadership positions at industry leaders such as Bakkavor, Greencore, and Samworth Brothers.

Throughout his career, Tim has operated within various food categories, including ready meals, salads, desserts, sushi, soups and sandwiches, catering to the demands of major retailers. This diverse exposure has equipped him with a comprehensive understanding of the intricacies of each sector.

Prior to his role as Operations Director at Worldwide Fruit, Tim served as Site Director for Greencore Northampton, overseeing one of the largest manufacturing sites in the UK, leading a workforce of over 2,500 colleagues.

PARTICIPANTS



ROBIN ADLAM MD LONE STAR

Before his work in the private sector, Robin completed a 32-year career in the RAF as a fighter pilot, senior executive officer, and diplomat. His flying career involved six tours of duty as a pilot on the Harrier jet and an exchange tour with the USN flying FA18s. Robin's final posting in the RAF was a 3-year tour as an Air Attache to the USA based in Washington DC.

Robin Adlam retired from the RAF in 2013 and, although qualified as an airline pilot, established a training company in the oil industry as well as supporting the discovery phase of Lone Star Aerospace's venture into Europe. In 2020, Lone Star Aerospace decided to establish a UK subsidiary, Lone Star Analysis (LSA) Ltd, which Robin launched on their behalf in February 2021.

Robin is now the Managing Director of LSA Ltd - a predictive analytics and decision support company providing analytical tools to the MOD, Qatari Emiri Air Force and healthcare in the UK. LSA Ltd aims to improve decision making at the Enterprise level, utilising the many disparate data sources present in large organisations. LSA provide decision support capabilities to organisations with complex problems. Using existing data sets that may be disconnected, incomplete or poorly managed, LSA build models that provide explainable probabilistic outcomes. The approach is industry agnostic and has proven utility in energy, communications, engineering, military, aerospace and healthcare.



CLAIRE FOSTER CEO, BOSTON COLLEGE / LEP DIRECTOR

Claire has devoted her career to further and higher education and is passionate about improving people's life chances through the transformational power of education, skills and training. Claire has worked in several successful colleges, and has been a senior leader for over a decade and is now honoured to be Principal and CEO of Boston College. She has developed many new and different approaches to educational and embraces the chance to challenge the 'norm' through adaptive, values-based leadership.

Claire is committed to ensuring that Boston College is constantly attuned to its environmental responsibilities and continually seeking ways to ensure that the 'green thread' is woven throughout its business, from curriculum design to the buildings and facilities. Claire has made it a priority to build strong, purposeful partnerships with communities and businesses in the region to secure exciting collaborative opportunities including the Towns Deal for Boston. Boston College has also secured over £12 million in additional funding over the last two years to invest in state-of-the-art spaces and resources, inspiring learning for all and benefiting the wider infrastructure for skills. She is also the Vice Chair of the Greater Lincolnshire Federation of Colleges and a Director of the Lincolnshire IoT, both organisations having a remit to work collectively, securing high quality life chances in the county through education.

Q & A 12:30 PM - 12:35 PM

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THE Q&A**



PART 2

INNOVATION ROUTEMAP

Today we are delighted to be launching our Innovation Routemap. This has been led by the Greater Lincolnshire Innovation Commission, bringing together leading local and regional expertise from the private sector, academia, and national agencies, and has been convened by the Greater Lincolnshire LEP and the University of Lincoln.

Innovation is a catalyst for growth, and this Routemap sets out our approach to accelerate innovation-led growth across Greater Lincolnshire. We want to create an environment where problem solving and creative thinking thrive, and a culture of innovation permeates businesses of all sizes and sectors. We will target the opportunities which build on our existing assets and expertise and will bring together the right partners to access funding and investment, and build connections across different sectors, innovation assets and supply chains. We seek to increase the overall capacity of our region to innovate, ensuring that more businesses can engage with and benefit from innovative practices and technologies.

LAUNCH 12:35PM - 12:45PM

JAMES PINCHBECK

**INNOVATION COMMISSION CHAIR /
CHIEF MARKETING OFFICER,
STREETS CHARTERED ACCOUNTANTS /
CHAIR, BUSINESS SUPPORT ADVISORY
BOARD, LEP**

James is a highly experienced marketer with over 25 years' experience in leading on strategic development of marketing in line with growth strategies. He is lead Director of SBC Global Alliance and - as part of his wider interest in enterprise and education - is a non-executive director and Chair of the regional enterprise agency NWES/NBV Enterprise Solutions Ltd, a Fellow of the Institute of Directors, a past Branch Chairman for Greater Lincolnshire, and currently Regional Ambassador in the East Midlands for Governance and Policy Voice.

He is Chair of the University of Lincoln International Business School Advisory Board, and also chairs the Greater Lincolnshire Local Enterprise Partnership Growth Hub Business Advisory Panel.

In 2012 he joined Lincoln College Board of Corporation, and from 2017 to 2023 he was Board Chair. James was also awarded IoD Non-Executive Director of the Year for the Midlands in 2020.

Most recently, James has been leading the Innovation Commission through the creation of the Innovation Routemap, which will be launched at the LEP Conference 2024.



DEMONSTRATION ARENA

DEMONSTRATION ZONES



BARCLAYS EAGLE LAB ZONE

www.labs.uk.barclays/locations/Lincoln

Barclays Eagle Labs has partnered with the University of Lincoln to open an Agri-tech hub focusing on the future of farming. Located at the Riseholme campus, the Eagle Lab in Lincoln houses state-of-the-art facilities, including a robotics lab, a demonstration packhouse and a model refrigerated supermarket aisle. These are complemented by traditional facilities, including 80 beef cattle and 160 sheep to develop cutting-edge

Agri-tech research, and helping UK agriculture to become the most digitally enabled farming industry in the world.



FruitCast uses advanced AI algorithms to analyse crop data and provide actionable insights, enabling farmers to optimise their yield, reduce waste, and improve overall farm efficiency. They observe and report (rather than estimate) based on a combination of historical, weather and intuition, allowing users to make informed decisions based on their data. They will be showcasing some of the early prototype handheld devices and the software farmers can use with a simple mobile phone camera.

fruitcast.co.uk



SmartFert Ltd specialise in marketing a wide range of renewable fertilisers and excel at transforming low-value residues into high-performing agriculture fertilisers and will be showcasing samples of the products they are working on.

www.smartfert.co.uk

HEALTH TECH ZONE

The Lincolnshire Health Tech Zone aims to enhance healthcare through technology. It brings together healthcare providers, tech companies and academic institutions, highlighting improvements to patient outcomes and healthcare efficiency, and positioning Lincolnshire as a leader in health tech innovation.

Research and Innovation Hub

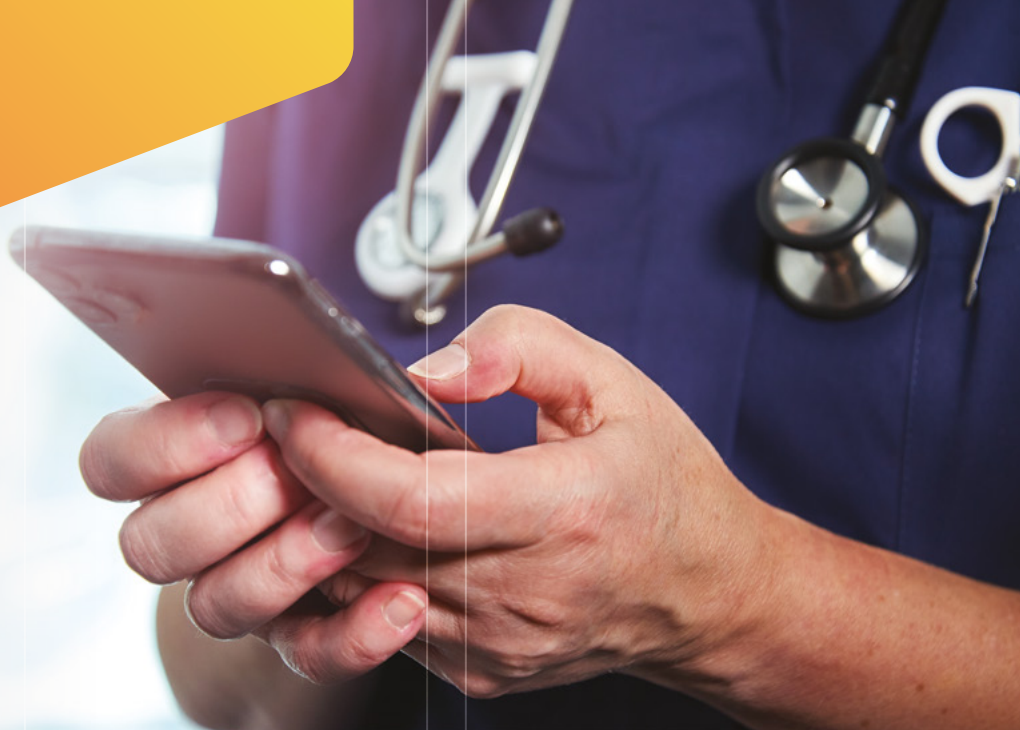
Lincolnshire ICS is growing research and innovation to improve the services that are delivered in our county, and as part of the progress to grow research and innovation, has launched a Research & Innovation Hub. The hub is a virtual place to bring together the public, health and care staff, university colleagues and other partners to grow research and innovation in our county for everyone's benefit.

lincolnshire.icb.nhs.uk/lincsrhub/lincolnshires-health-and-care-research/

LIVES. EXPERT TRAINING /

LIVES is a Lincolnshire charity dedicated to providing emergency care in critical medical situations. Their mission is to reach people in need quickly and protect lives, achieved through a unique Community First Responders concept who respond to 999 calls and who are on scene first 85% of the time. LIVES treat patients and teach responders with new technologies. Their quick response can make the difference between life and death, ensuring that those in need receive crucial care as swiftly as possible.

lives.org.uk



Lincolnshire Care Association

LinCA is a not-for-profit organisation supporting adult care providers of Domiciliary Care, End of Life Care, Learning Disabilities, Mental Health, Nursing Homes, Residential Care Homes and Supported Living within the independent and voluntary sectors in Lincolnshire. They will be showcasing Digital technology relevant to the adult care sector.

LinCA's response to the future is to ensure that there is quality and choice in the provision of care services within Lincolnshire, and they aim to do this through easily accessible information, advice and support, and to encourage care providers to respond to need through the provision of quality services and to work in partnership with other agencies and organisations.

www.linca.org.uk

STREETS HEAVER | Compucare®

Streets Heaver is a healthcare technology company based in Lincoln. Founded in 1986, they specialise in providing innovative software solutions for private healthcare organisations. Their flagship product, Compucare, is a comprehensive hospital management system designed to centralise patient information, streamline scheduling, and improve billing processes.

Compucare is widely used in both the private healthcare sector and the NHS, helping healthcare providers manage patient data more efficiently and enhance overall patient care. Streets Heaver is known for its customer-centric approach, constantly innovating to meet the evolving needs of healthcare professionals.

streets-heaver.com

LINCOLN SCIENCE & INNOVATION PARK

Lincoln Science and Innovation Park is a hub for science, technology, and research businesses located in the heart of Lincoln. Established in 2012 through a partnership between Lincolnshire Co-op and the University of Lincoln, the park aims to create a world-class environment for innovation and collaboration. It brings together a community of science and technology businesses, university researchers, and startups in a flexible and dynamic space designed to foster growth and development.

The park offers a range of facilities, including purpose-built office spaces, laboratories, and research centres like the Boole Technology Centre and the Joseph Banks Laboratories. It also supports larger businesses through its recent Phase Two expansion, which has added significant commercial space to accommodate growing companies and supply chains.

www.lincolnsiencepark.co.uk

FEDERATION OF COLLEGES ZONE

The Federation of Lincolnshire Colleges is a collaborative group of colleges in the Greater Lincolnshire area. With a combined annual turnover of £200 million, the federation is well-positioned to support local employers through flexible and responsive skills, education, and training programs.

The federation includes nine colleges, each offering a variety of courses and opportunities for students.



The Air & Space Institute (ASI) offers world class training for the air and space industry. Further Education industry and technology-driven courses and Higher Education HNC/HND courses are delivered at a brand-new, industry standard facility. Education and training programmes have been co-designed by the air and space industry using the job roles as the blueprint for the qualifications, and ASI operates in partnership with industry leaders like the RAF to fill job roles for pilots, engineers and ground-crew in airlines, the military, airports and logistics companies in the UK and abroad.

asi-newark.co.uk



Grimsby Institute, part of the TEC Partnership, is a leading provider of Further and Higher Education in North-East Lincolnshire. The institute offers a broad curriculum that includes full-time and part-time courses for students aged 14 and above.

The campus features state-of-the-art facilities such as the Engineering and Renewable Energy Centre, a £6-million Sports Centre, and the Grimsby School of Art. Additionally, the £20-million University Centre Grimsby provides higher education programs in partnership with the University of Hull and Teesside University.

grimsby.ac.uk



Grantham College has been providing education and training for over 70 years. The college offers a wide range of courses, including vocational programs, apprenticeships, and Higher Education courses through its University Centre.

The campus features impressive facilities such as a three-storey Arts Centre with design studios and a Performing Arts Studio, an Animal Care Centre with realistic habitats, and a full-scale replica air cabin for Travel & Tourism students. Grantham College is dedicated to ensuring that all students achieve their true potential in a supportive and welcoming environment.

grantham.ac.uk



Boston College is a prominent further education institution offering over 250 courses, including full-time, part-time, higher education, apprenticeships, and distance learning. With campuses in Boston, Spalding, and Horncastle, it serves approximately 4,500 students annually, including around 1,700 full-time students. The college is known for its strong connections with employers, ensuring its curriculum meets industry needs, and has received positive Ofsted recognition for its quality education and student support.

boston.ac.uk





Lincoln College Group (LCG) is an employer-led organisation, producing a highly skilled and productive local workforce. LCG encompasses Lincoln and Newark colleges, which deliver technical training courses, apprenticeships, T Levels, A Levels, Higher Education degrees and commercial training to around 12,000 students and apprentices every year.

lincolncollege.ac.uk



Riseholme College is a Further and Higher Education college specialising in land-based subjects such as Agriculture, Equine and Animal Management, as well as Sport, Business, and Early Years' education. It is a part of Bishop Burton College and is based across two campuses - the Riseholme Park campus and the Lincolnshire Showground campus. Specialist facilities, study spaces, student accommodation, a cafe and a sports centre are available to students.

riseholme.ac.uk



Skegness TEC, part of the TEC Partnership, is a further and higher education institution located in Skegness, Lincolnshire. The college focuses on providing individuals with the skills, knowledge, and qualities needed for successful careers. It offers a wide range of courses, including full-time vocational courses, apprenticeships, and adult learning programmes.

skegnesstec.ac.uk/



Stamford College offers a wide range of courses tailored to cater to a variety of educational requirements including a wide range of A-Level, apprenticeship, T-Level and diploma courses. They are also a thriving community dedicated to nurturing academic growth and personal development focused on extensive course selection and exceptional support to play a crucial role in enriching local education.

stamford.ac.uk



Peterborough College, part of the Inspire Education Group (IEG), is a prominent educational institution offering a wide range of courses designed to meet diverse educational needs. The college provides state-of-the-art facilities and emphasises practical and technical skills development alongside academic knowledge. Located in Peterborough, it serves both full-time and part-time students, with around 3,500 full-time and 12,000 part-time students enrolled.

peterborough.ac.uk



North Lindsey College, located in Scunthorpe, North Lincolnshire, is a Further Education institution offering a wide range of courses. Established in 1953, the college is an associate of the University of Lincoln and provides both Further and Higher Education programs. The college's mission is to enhance participation and achievement in North Lincolnshire by focusing on high-quality education and training. It provides a supportive environment for students, with a strong emphasis on practical skills and employability.

northlindsey.ac.uk



UNIVERSITY OF LINCOLN ZONE

Situated in the heart of a historic city, the University of Lincoln is committed to transforming lives and communities through teaching and research. They are listed in the world's top 150 universities in the Times Higher Education's (THE) Young University Rankings 2024 and hold a five-star score overall in the QS Stars rating system of global universities. The University of Lincoln is one of a select group of universities to achieve the top Gold rating overall and in both aspect ratings for student experience and student outcomes in the national Teaching Excellence Framework (TEF) 2023. They were awarded the Queen's Anniversary Prize for Further and Higher Education in 2023 for their excellence in agri-tech.



LINCOLN INSTITUTE OF AGRI TECH

The Lincoln Institute for Agri-Food Technology (LIAT), based at the University's Riseholme Campus, is home to a working farm with specialist research facilities. LIAT's multi-disciplinary team brings together sector-leading expertise in a diverse range of areas, such as: artificial intelligence, robotics, engineering, crop science, environmental sustainability, food manufacturing, product development and supply chains. LIAT's goals include supporting and enhancing the future of food and agriculture productivity.

www.lincoln.ac.uk/liat



NATIONAL CENTRE FOR FOOD MANUFACTURING

The National Centre for Food Manufacturing is dedicated to helping food industry employees advance their careers and understand the demands of studying while working in this fast-moving, dynamic industry and balancing family commitments. Their part-time apprenticeships and distance-learning provisions enable flexible study for those working across a range of areas.

NCFM is also committed to helping the sector innovate, and works with employers and partners towards this goal, aided by partnerships with leading equipment suppliers and their outstanding specialist facilities, food factory, and cutting-edge automation.

www.lincoln.ac.uk/holbeach



SCHOOL OF HEALTH & SOCIAL CARE

The School of Health and Care Sciences at the University of Lincoln provides a comprehensive range of academic programs designed to prepare students for careers in healthcare and social care sectors. The curriculum encompasses various disciplines including nursing, pharmacy, and social work, aiming to equip graduates with requisite knowledge and competencies for their chosen fields.

The School is presenting two advanced technologies that are currently influencing patient care and educational practices. The first is the NAO robot, a programmable interactive device capable of creating animations and engaging in dialogue with students and service users.

The second is the PARO therapeutic robot seal, which has been implemented in care facilities globally, contributing to patient engagement and providing psychological benefits. It has shown particular efficacy in dementia care, palliative care, and in supporting children and adolescents with developmental disorders.

www.lincoln.ac.uk/hcsci/

MAIN ARENA



APK INDUSTRIES (APKI)

www.apkindustries.com/

APK Industries is a designer and manufacturer of Zero Emission Generators (ZE-Gens), also known as Portable Power Units (PPUs), and provide reliable outputs for critical and demanding applications, where access to power would otherwise be limited. APKI strive to be a catalyst for positive change in the energy sector.

Through cross-industry collaboration, extensive testing, and innovative product design, their engineers have created state-of-the-art technology to facilitate reliable clean energy outputs in even the most demanding conditions. From lights-out to life-or-death scenarios, these units have been used to combat electricity outages and power emergency medical equipment and general welfare appliances around the globe, ensuring sustainable and equitable energy provision for everyone, regardless of their location.



AQUA BIO CULTURE

www.aquabioculture.co.uk

Aqua Bioculture Ltd, an startup from the University of Lincoln, is developing a Micro-Modular Recirculating Aquaculture System (MM-RAS) Hatchery, to support fish breeding in Eastern England. Funded by an Innovate UK New Innovators award, this scalable, plug-and-play system aims to diversify aquaculture by producing fingerlings of less common table fish. The MM-RAS features a modular design for easy expansion, innovative technology, and high animal welfare standards, contributing to the UK's sustainable aquaculture goals. Aqua Bioculture aims to support the growth of seafood processing and aquaculture investment in the UK Food Valley.



BIOTECH4

www.biotech4.co.uk

Biotech4, the UK's leading Anaerobic Digestion operator, is dedicated to transforming food waste for good. With vast industry expertise, they possess the knowledge and capacity to manage food waste from a wide range of sectors across seven strategically located sites throughout the UK.

As a trusted partner for local authorities and the commercial sector, they offer a cost-effective solution to the pressing challenge of food waste management. Their commitment to sustainability drives Biotech4 to deliver both economical and environmentally friendly solutions for food waste recycling needs, not just managing waste but creating sustainable renewable energy that can have a positive impact on the future.



BISHOP GROSSETESTE UNIVERSITY

www.bgu.ac.uk

LORIC at BGU - Lincolnshire Open Research and Innovation Centre and Knowledge Transfer Partnerships Provider, who supports innovation and research for businesses and the VCSFE sector with a focus on Social Sciences, Humanities, and Arts for People and the Economy (SHAPE) through; Bespoke Research and Consultancy, Data Analysis, Knowledge Exchange, Knowledge Transfer Partnerships (KTPs), Digitisation Services.



DYNEX SEMICONDUCTOR LTD

www.dynexsemi.com

Dynex has a rich history in the design, development and production of High Power Semiconductor modules and Power Assemblies, including products have been applied in projects that vary from transportation, power grid, renewables, industrial, equipment and specialist applications for customers in Europe, US and Far Eastern markets.

Dynex will showcase their heritage and journey across transformational projects throughout its existence with HVDC projects, such as the Channel tunnel, through development of EV / Renewable energy solutions, and concluding with supporting the new Fusion energy generation players.



EYRE TRAILERS

www.eyretrailers.com

After securing government funding from the Eastern England Launchpad programme (managed by Innovate UK which offers small and medium enterprises (SMEs) grants for R&D and innovation projects that focus on agrifood), Eyre Trailers will be showcasing a high-tech agricultural harvester.

Eyre Trailers are developing and demonstrating a fully automatic machine for harvesting blueberries - one of the UK's most important soft fruit crops. The proposed machine will be fully automatic and will feature new berry removal and bush gripper systems, designed to remove berries from the bush through innovative shaking systems. This should be available for widescale deployment by UK growers in 2025.



FSB (FEDERATION OF SMALL BUSINESSES) www.fsb.org.uk

As experts in business, FSB offers members a wide range of vital business services including advice, financial expertise, support and a powerful voice heard in government. FSB's mission is to help smaller businesses achieve their ambitions. The 5.8 million small businesses in the UK make up 99.3% of all private sector businesses who contribute a huge amount to the UK's economy, as well as being a major source of employment. FSB helps busy small business owners to work smarter with a range of innovative digital and remote-access tools that save time, money and stress. Visit the stand to explore all that FSB members benefit from, available at the click of a finger.



KRYPTOKLOUD www.kryptokloud.com/

KryptoCloud is a cybersecurity company established in 2016, dedicated to providing top-tier cybersecurity solutions and services. They focus on monitoring and mitigating digital risks, including cyber threats, data leakage, and reputational risks, both within and beyond an organisation's boundaries. KryptoCloud combines advanced technology with human expertise to ensure comprehensive cyber resilience for businesses of all sizes. Their UK-based cyber operations office supports clients in safeguarding their digital assets effectively.



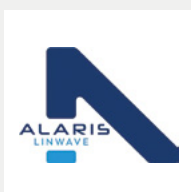
INNOVATE UK ukri.org/councils/innovate-uk

Innovate UK, part of UK Research and Innovation, is the UK's innovation agency. Our mission is to help companies to grow through their development and commercialisation of new products, processes and services, supported by an outstanding innovation ecosystem that is agile, inclusive and easy to navigate.



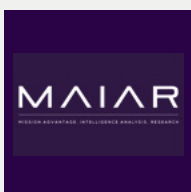
LINCOLNSHIRE CHAMBER OF COMMERCE www.lincs-chamber.co.uk/

Lincolnshire Chamber of Commerce is a not-for-profit organisation and has been supporting local businesses in Lincolnshire for over 130 years. Support is provided through a variety of events and networking opportunities, PR and marketing support, signposting, International Trade, and much more, and is further enhanced by being part of a worldwide network. It is one of the British Chambers of Commerce (BCC) Accredited Chambers, the largest and most powerful network for business in the UK.



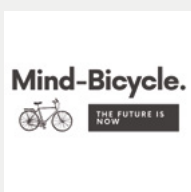
LINWAVE TECHNOLOGY linwave.alaris.tech

Alaris Linwave is a specialist in the supply of custom microwave integrated modules for harsh environments. Operating to 100GHz, they are active in defence, avionics, marine, satcom, medical, and industrial markets. Linwave's engineered integrated solutions provide top tier customers with options to add functionality and performance for key SWaP advantages (size weight power). They excel at close collaboration to ensure project scope is understood and can be delivered effectively, allowing customers to utilise External Enterprise Engineering (E3) solutions with minimal risk.



MAIAR www.maiar.co.uk

MAIAR Ltd is a small company working primarily in defence and government. Their plans are to expand to include whole government cross-department work, with new geospatial intelligence services with wide accessibility and shareability. These services are also available to wide aperture of clients which could include commercial entities, NGOs, agencies, and international partners. MAIAR pride themselves on their defence connections and history, with most employees hailing from military and civil servant backgrounds. Much of their focus is in assisting the UK MOD in bring new capabilities into service, and forging relationships that support our military colleagues wherever they are in the world. MAIAR are signatories of the Armed Forces Covenant; have team members who are active reservists, cadet adult instructors, and serving civil servants (part time).



MIND BICYCLE mind-bicycle.co.uk

Mind Bicycle is redefining how work, learning, and leadership are approached in the digital age. Built on the principle of combining the analytical power of AI with the depth of human emotional intelligence, this solution aims to create a more productive, innovative and emotionally intelligent workforce using the transformative power of AI.



METIS AEROSPACE

metisaerospace.com/

Metis was established in Lincoln in 2013 by former RAF personnel who recognised a gap in the market to provide cost-effective, cutting-edge solutions to the UK MoD and partner nations, and has been providing services and solutions to the Home Office, Royal Air Force, international airports and militarise across Europe and the Middle East ever since.

SKYPERION is Metis' leading product and is a Signals Intelligence (SIGINT) system capable of Counter - Unmanned Air Systems (C-UAS) activity, optimised to detect, track and identify drones, ground control stations and controllers. Utilising the quad enables SKYPERION to be highly mobile and rapidly deployable to support dismounted troops deployed on dynamic operational landscapes, which provides Commanders with real-time information regarding the threats facing their units and providing a battle winning advantage. Metis continues to evolve, providing innovative defence technology and services within the UK and to NATO Partners abroad.



NORTRAK

www.nortrak.co.uk

Nortrak is a leading provider of GPS tracking solutions, specialising in battery-powered GPS trackers that can be used for commercial, industrial, or specialised use cases. Each device is engineered specifically to improve operational performance, and the data is delivered via secure cloud-based telematics software (SAAS) which is also able to integrate seamlessly into systems via an extensive API. Nortrak's mission is to supply only the best equipment, service and support and they have provided a range of Battery-powered GPS trackers together with expert solutions to existing clients throughout Europe, USA and the Middle East. Nortrak are exhibiting their range of battery-powered tracking devices, sensors and telematics platform.



ORE CATAPULT

ore.catapult.org.uk

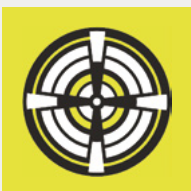
ORE Catapult is the UK's leading technology innovation and research centre for offshore renewable energy. They enable innovation and accelerate the development of offshore renewable energy, growing businesses and creating jobs throughout the UK. Established in 2013, ORE exists to accelerate the development of offshore wind, wave and tidal energy technologies in the UK. Working across four key areas: Research; Engineering; Testing & Validation; and Supply Chains, through their world-class testing and research programmes and unique centres of excellence, ORE works with industry, academia and government to improve technology reliability and enhance knowledge, directly impacting the cost of offshore renewable energy.



STEP (UK ATOMIC ENERGY AUTHORITY)

step.ukaea.uk

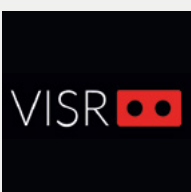
STEP is building a prototype fusion powerplant by 2040 at Retford, Nottinghamshire, on the Lincolnshire border. They are a government-funded industry partnership programme, designed to scale a consistent fusion energy supply, sponsored by the Department for Energy and Net Zero, part of the Government's Major Projects Portfolio, and is the UK's flagship fusion programme.



SOUTH LINCOLNSHIRE FOOD ENTERPRISE ZONE

southlincolnshirefez.co.uk

The South Lincolnshire Food Enterprise Zone (FEZ) is a national hub for innovation and collaboration, providing bespoke business spaces, cutting-edge R&D facilities, and unparalleled support services to drive the future of food production forwards. The FEZ's ecosystem is dedicated to advancing the UK's food industries and is made up of The Hub business and innovation centre, the Centre of Excellence in Agri-Food Technology, and the National Centre for Food Manufacturing and has support services designed specifically for the agri-tech and food manufacturing sectors.



VISR

stage.online

VISR Dynamics is known for innovative work in extended reality (XR) and immersive learning technologies. Stage allows educators to create interactive and engaging 3D learning experiences without the need for coding skills and is a self-authoring curriculum support tool, allowing educators and students to create engaging, immersive content. The exhibition will demonstrate how local colleges and universities use Stage to deliver engaging material to aid students' development, in a break from observer-centric approaches, allowing students to participate in learning. Demonstrations will include: construction, offering familiarity with site operations; health and safety, to include tasks like Mortar Mixture Ratios; and other experiences such as employability, Agri-tech, Animal Management, and Functional Skills.



FURTHER CONTACTS & SUPPORT

T: (0) 1522 550540

WWW.GREATERLINCOLNSHIRELEP.CO.UK

M: (0) 7799 074247

WWW.UKFOODVALLEY.CO.UK

WWW.BUSINESSLINCOLNSHIRE.CO.UK

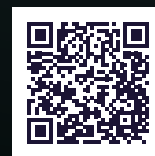
WWW.TEAMLINCOLNSHIRE.CO.UK

WWW.GREATERLINCOLNSHIRERDSC.COM

INNOVATION

🔊 (I-NE-YAI-SHEN)

NEW IDEA, METHOD,
OR DEVICE



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