GLLEP MANUFACTURING BOARD
19th April 2022 at 9.00am
Via MS Teams

Paper 0 – Agenda

Item and brief description	Indicative timings	Lead	Access / Circulation
1. Welcome, Introductions and Apologies 2. Declarations of Interest	9.00 – 9.05am	Darren Joint	Verbal
3. Minutes from Meeting held on 17th January 2022	9.05 – 9.10am	Jeannine Thornley	Paper 1
4. Discussion on Inter-board working, the years strategies, priorities, and goals and Vice Chair role	9.10 - 9.25am	Darren Joint	Verbal
5. IOT Update	9.25 – 9.35am	Mick Lochran	Verbal
6. Made Smarter Update	9.35 – 9.50am	Samantha Harrison	Paper 2 & Verbal
7. GLEAM Update	9.50 – 10.00am	Charlotte Kirton	Paper 3 & Verbal
8. Manufacturing Conference Update	10.00 – 10.10am	Samantha Harrison / Garry Wilkinson	Verbal
9. Spark Festival Update	10.10 – 10.20am	Charlotte Watson	Paper 4

10. Highlights from papers provided for
   a) Covid Recovery Plan Update
   b) Manufacturing Growth Programme & Barometer
	10.25 – 10.30am	Jeannine Thornley	Paper 5 & Reports
			G Lincs MGP Insight Report_02 2022
			MGP LEP Insight Report_02 2022 - MGP-EAST-MIDLANDS-Barometer-Q3-2021-2

11. GLLEP Update – Including update on devolution	10.30 – 11.00am	Ruth Carver	Verbal
12. Date of next meeting 12 July 2022 – 11.00am – 1.00pm	11.00 – 11.00am	Darren Joint	Verbal

Attendees, LEP Officers, Apologies and Tentative: Amy O'Sullivan to advise

Minutes of the Greater Lincolnshire LEP Manufacturing Board

17th January 2022
MS Teams

Draft Minutes

Present:
Darren Joint (Chair, Viking Signs), Ruth Carver (GLLEP), David Caddle (Economic Growth Solutions), Charlotte Horobin (Make UK), Garry Wilkinson (NatWest Bank), David Caddle (Economic Growth Solutions), Neil Main (Micrometrics), Jeannine Thornley (LCC), Nick Broom (Siemens), David Earnshaw (Parkinson Harness Technology), Michael Hague-Morgan (Autocraft Drivechain Solutions Ltd), Ahmed Elseragy (Enterprise School of Engineering), Kevin Ross (NAMRC), Edward Tong (Tong Engineering), Mark Kempton (Dynex), Sam Pask (Grantham Engineering), John Raynor (Fen-bay services – Observer) Caroline Illingworth (GLLEP – Observer) Charlotte Kirton (UOL – Presenter), Mick Lochran (IOT – Presenter) Amy O'Sullivan (GLLEP)

Apologies and Declarations of Interest;
Apologies: Justin Brown (LCC), Neil Harriman (Economic Growth Solutions), David Talbot (HCF CATCH Ltd), Robert Willey (Househam Sprayers), Helen Doughty (SHD Composites), David Earnshaw (Parkinson Harness Technology), Ray Newell (Oakwell Management Services Ltd), Samantha Harrison (GLLEP)

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) – Jeannine Thornley

Matters arising
Most of the points raised in the last minutes will be covered in the meeting today.

Skills - Organise a round table discussion between Manufacturers and Grantham and Boston College ref suitable skills pipeline – please let us know if you would like to be involved. – brought forward **RC to follow up**

No amends to the minutes brought forward and all other actions noted as undertaken.

Inter-Board working and the Year Strategies and Priorities – Darren Joint

Darren attended Strategic Advisory Board Chair meeting which was useful to hear what was happening within the wider LEP community.
As an observer at the most recent LEP Board, it was recognised that Manufacturing is a LEP priority, therefore, the role to sit on the Main Board will be considered for the future, however, due to capacity as Chair this is currently not possible. As a result, Board members were asked to share interest in Vice-Chair role directly to Darren to ensure the Board is represented – **ALL TO ACTION**

Board Main Priorities
   1. Made Smarter
   2. GLEAM Network
   3. Technical Skills

Board members to share feedback, if any, on priorities with Chair – **ALL TO ACTION**

IOT Presentation – Mick Lochran

Presentation slides to be shared to all attendees – **ML / AO TO ACTON**

RC – Green Skills, how focused is IOT on the renewable sector, green manufacturing and decarbonisation? Is this a target that has been built into the curriculum? Is there an engagement gap across the Greater Lincolnshire area between engineering and manufacturing?

Summaries to be provided for the Board, containing a succinct list of facilities, locations, cohort numbers and qualifications at IOT – **ML TO ACTION**

ML – Employer engagement – Government focus on level 4 and 5 qualifications however, there are difficulties in employers committing to this training, with a lot of demand on level 2 and 3, focusing on welding and operation. ML is happy to regularly update the board at upcoming meetings. **ML TO ACTION**

Joined up approach is needed to collate all work which is happening across similar networks across the county, such as the IOT Employer Advisory Group. Board representation for the IOT Board from Manufacturing Board Member - Edward Tong. Re-engagement is needed with local education providers in order reaffirm employer partnership

Follow up with Grantham College contacts regarding re-engaging with local businesses on the Board – **ML TO ACTION**

MHM - Lower levels are more important for the area in my opinion because you can get graduates to move to the area but no point having graduates if you have not got practical "doers" embedded in the local economy with the right skills. As an investment for local government, you should therefore invest in people that already live in the area because they are highly likely to stay local and having these skills will be a significant competitive advantage to attract inward investment.
We also need to change the narrative on employment levels. We don't have a significant unemployment problem. What we have is a lack of people at the right skills to employ because most companies have vacancies and if we could find the people with the right skills we could grow faster. The skill issue is not a new challenge, but Covid, Brexit and natural demographics means the skills issue is now hurting the UK manufacturing base.

Made Smarter Update – Jeannine Thornley

Below update was delivered on behalf of Samantha Harrison

Developing a pitch for BEIS across the cluster, involving the current working group containing members from the GL LEP, Leicester, Nottingham, Derby, Make UK and Midlands Engine. As this group develops the University of Lincoln will also form part of this.

Consultant, Chris Owen (Owen and Partners Limited) based in Grantham, has been commissioned to pull whole business case together, as a cluster, combining 3 different proposals and priorities from the different areas. With the objective to work as one cohesive group to form a compelling argument for the rollout of the Made Smarter pilot in the East Midlands. Document to be finalised by February 2022 Discussions with colleagues in successful pilots from the Northwest, Northeast and the West Midlands, Yorkshire and the Humber have shaped the learning for this piece, as well as mapping potential challenges and achievements.

Video case studies commissioned as part of the pitch to feature Darren Joint from Viking Signs and Michael Hague-Morgan from Autocraft Solutions Group. Viking Signs case study is in the final stages of signoff. Autocraft case study became a casualty of COVID and has been rescheduled for early 2022 (covid permitting). Seeking further interest from the Manufacturing community as representation in the pitch. Board members to share interest with Jeannine Thornley to take part in video/written case study for BEIS pitch **– ALL TO ACTION**

Seeking advice from BEIS regarding timescale as undecided whether this would be a 3-year pitch, however, this timescale would allow to deliver more tangible benefits for the businesses.

Final submission date is March 2022

GLLEP Update - Including structures and update on the Defence Board – Ruth Carver

Defence & Security Advisory Board – Cross Board Collaboration
Opportunities for cross-board collaboration with the Defence & Security Advisory Board due to 1 of 3 priorities surrounding Innovation and the digital agenda. The Defence & Security Advisory Board is still relatively new to the Strategic Advisory Board portfolio therefore it may be useful to have an understanding of where the overlap is, what is their focus, what companies we have in the county and where both boards can work together more. GL LEP Team are currently mapping what defence sector companies are in the region

They are currently in discussion with the MOD regarding procurement for SME's, procurement in the defence sector and there is a model with the defence sector that is called a regional cluster.
They are actively involved in setting up an innovation cluster across Greater Lincolnshire and hoping to put in a proposal in order to be recognised and registered as a supply partner.
There are huge opportunities for cross over in terms of cyber, security and other supply chains.

Majority of RAF flight training is continuing at Cranwell however all cadet training is returning to Lincolnshire and RAF Waddington is expanding.

Rationalisation of assets in the UK, Defence Review happening nationally – closing of bases and moving personnel into other areas. Over the next 5 years there will be around 3,500 new people coming to Lincolnshire for the RAF, particularly in Cranwell, or due to another base closing. Great opportunity to engage with new families with new skill sets, celebrating that people are moving to the area particularly with current labour market challenges.

Ruth and Charlotte Horobin to reconnect with MoD contact - Resettlement for Ex-Service Personnel | Ex Armed Forces Recruitment from CTP **– RC & CH TO ACTION**

GL LEP Update

Awaiting outcome of the Levelling up white paper which is going to be published around the end of January, however, the date does keep moving, therefore, a later date may be provided. GL LEP continues to run as business as usual, but on top of that Lincolnshire is seeking some devolution around the county deal, so the environment in which the team currently work in may be potentially changing

GLMN / GLEAM Network Update – Charlotte Kirton

Paper 2 was circulated with all attendees prior to the meeting

Name – GLMN name has been rebranded to GLEAM to reinforce positive connotations of the acronym

Next event: "Manufacturing a Skilled Workforce", Tuesday 1st March 2022
Speakers: Christopher Pett, General Manager at Mastenbroek
Mick Lochran, Institute of Technology and Chief Executive of DN Colleges Group
Facilitator: Charlotte Horobin, Make UK
Event will follow previous format of two keynotes and interactive breakout sessions.
To finish by highlighting opportunities and resources on offer to the businesses, as well as upcoming events.

Logo – new logo was discussed with the Board, stating that option 1 of the new logo was approved

Other social media links – Charlotte stated there would be an interest in setting up a Twitter account for the network, as well as sponsored posts on various other sites, however, will be concentrating on LinkedIn initially to build momentum

JR – stated that their use of LinkedIn was to be utilised for recruitment rather than searching for relevant networks such as GLEAM, although they would be interested in interacting with the network, they would have previously only been aware of events promoted by their accountant.

Board's feedback was requested on how GLEAM "membership" should proceed:
- Events and resources only available to GLEAM members
- No official membership – events and resources open to all on our mailing lists and networks
- Combination of the two: events can be attended by members and non-members, BUT there are additional benefits to becoming a member e.g., Make UK affiliate membership, access to additional events, members newsletters etc.

Option 3 was approved and is to be actioned **- CK TO ACTION**

The network would like to interview members of the Board to include in the videos and marketing materials, to highlight the significance of the network i.e., the need it is responding to and importance of the sector to Greater Lincolnshire. Please contact Charlotte Kirton directly if you are happy to volunteer, via ckirton@lincoln.ac.uk – **ALL TO ACTION**

Presentation slides to be circulated – **AO TO ACTION**

GLEAM LinkedIn profile – please give it a follow - (5) GLMN - Greater Lincolnshire Manufacturing Network: Overview | LinkedIn   **ALL TO ACTION**

COVID Recovery Plan Update – Jeannine Thornley

Paper 3 was circulated to all attendees prior to the meeting

End of the contracted Manufacturing Transformation Programme and Supply Chain Programme that was being delivered through the Growth Hub which due to popularity now has a waiting list. Looking to deliver to another 20 businesses going through the programme with a personalised approach, offering 1-2-1 support, supporting the businesses with marketing, supply chain and online sales. Case studies from the programme will be compiled and circulated for the next meeting – **JT TO ACTION**

Funding will end nationally on the 31st of March 2022, therefore current cohorts on the programme will be the last. They will be featured in the Made in Lincolnshire digital Brochure.
The Made in Lincolnshire Brochure is updated monthly on the Business Lincolnshire website – December 2021 version - PowerPoint Presentation (businesslincolnshire.com)
The brochure launched in May with 73 business, now 104 businesses currently feature, with aim to feature 150 businesses.

Manufacturing Conference has been confirmed for Friday the 22nd of April at Brackenborough Arms Hotel and working with the Growth Hub team to deliver a hybrid approach, due to capacity at the venue so attendees can log on remotely. There will be speakers around key themes including sustainability (de-risking the business), Net Zero, Internet of Things (Cybersecurity), offshore renewables etc.
We hope to be able to offer factory tours of local businesses at the end of the conference and breakfast networking to be sponsored by the GLEAM network

Business Lincolnshire Live Show – Episode #9 – Manufacturing Lincs | Business Lincolnshire – **ALL TO PROMOTE**

Tuesday 25 January 12-12.45pm - held live on Linked-In and Facebook – with a Manufacturing slant. Key themes – GLEAMN, Case Study (TBC), Made In Lincolnshire Brochure and Supplier Directory, Tech Hubs and Save the Date - Manufacturing Conference.

Manufacturing Growth Programme & Barometer – David Caddle

Below update was delivered on behalf of Neil Harriman

The following reports were circulated to all attendees prior to the meeting
- G Lincs MGP Insight Report_12 2021
- MGP LEP Insight Report_12 2021
- MGP-EAST-MIDLANDS-Barometer-Q2-2021

The latest quarterly survey and the Barometer insight reports highlight that supply chain is still seeing significant challenges. Respondents stated that they're committing an average of two extra full-time employees to manage the supply chain upwards and downwards, and as a result, they have taken some actions to try and sustain profitability of the business, such as 70% of extended lead times, 68% have increased product prices, 57% increase stock holdings and key products, and 57% have purchased larger quantities, bulk orders to try and get some savings.
We're also finding that skills are still an issue, so staff retention and recruitment and struggling and are causing substantial problems for many SME's.
They're seeing heightened demand but have that lack of people power right now. In fact, over 72% of respondents have lost skilled staff since the beginning of COVID, and 30% said they were unable to replace them. This is a significant skills gap, that could drastically impact the recovering growth of the manufacturing sector within the East Midlands.

COVID-19 Intelligence gathering – Amy O'Sullivan

Greater Lincolnshire LEP are gathering COVID-19 intelligence across all Strategic Advisory Boards. This is to ascertain what the staffing impacts are and whether there are any other significant risks or continuity issues which need to be addressed. This research is being undertaken by James Baty (Policy & Research Executive Manager) at the LEP

The below questions were shared to board attendees. Discussion contributions were focused on the lack of lateral flow tests and availability issues.

1. Is the current covid situation having an impact on business performance, productivity or investment. For example, do staffing shortages or current customer attitudes having an impact that poses a risk. What is the likely timescale of this risk; short (under 1 month), medium (1-6 months) or long term (6 months+)
2. If so, where does the current risk to the business sit against other factors such as inflationary pressures, recruitment challenges, market factors?
3. How might the risk be mitigated (i.e., government policy, adjusting working protocols etc). What are the likely impacts if the risk is not mitigated?

CH - I've taken the time to reach out to our government affairs team who are briefing the business secretary this week. The message still coming back from BEIS currently that lateral flow testing remains available as a free tool through the government website, pharmacies, etc. However, we have made the point very strongly, the fact that employers can't order in bulk, this is not cost effective for our organisations, especially when some have no choice but to bring people into the workplace. We have to embed trust, health and safety etc. So, rest assured, this is something that we continue to keep raising at the highest level.

JR - As a critical supplier, we are supposed to test daily, but we just can't get hold of any tests, so we can't be compliant.

DJ - Main concern is the availability of lateral flow tests, and at one point was paying to get them for staff. However, it also seems difficult to buy them at the moment, we do sell a lateral flow test kits station sign, however there is so much demand, people have been not looking at the listing properly and buying the sign rather than the tests

GW - Many businesses are doing 2-3 tests a week for obvious purposes, so lateral flow test availability has to be a key thing to raise

Any other contributions please forward to Amy O'Sullivan – <mark>**ALL TO ACTION**</mark>

Any Other Business

KR – Skills and retention
- <mark>**KR to present at next meeting, focusing on Talent Management and Staff Retention**</mark>

The meeting was closed.

Date of next meeting
Tuesday 19th April 2022 – 09.00am – 11.00am – **On MS Teams**

Noted Agenda Items for next meeting
IOT Update – Mick Lochran
Update on the Defence Board

Outline Strategic & Economic Case for Investment

Made Smarter Adoption Programme East Midlands

Contents

Presented in collaboration on behalf of the East Midlands by:

1. Elevator pitch

"Manufacturing is vitally important to the East Midlands region. It is the second largest employer, makes up over 10% of all business and generates nearly 20% of the total GVA for the region. Despite its importance, productivity per worker in the three largest manufacturing sub-sectors track well below their UK benchmarks and strong growth in GVA has not always pulled through to productivity improvements. The region has a diverse range of manufacturing activities and a range of internationally recognised Primes and OEMs but the productivity problem is most acute amongst the SME population. With a strong bias toward low tech manufacturing, innovative capabilities in the bottom third of UK LEPs and a pervasive skills and workforce capability challenge across the manufacturing sector, urgent intervention is required to boost the productivity, competitiveness, and workforce capabilities of the manufacturing sector across the East Midlands region.

Low levels of Industrial digital Technology (IDT) adoption and poor leadership and management in Manufacturing SMEs is holding back the manufacturing productivity of the East Midlands region. The opportunities for businesses who embrace digital transformation are significant, with full adoption promising to increase manufacturing productivity by as much as 25% whilst boosting employee skill levels and increasing the number of high skilled, well-paid jobs. The region is an important contributor to the UK's manufacturing sector performance. This Made Smarter Adoption Programme should be considered an essential element in fulfilling the levelling up ambitions of HM Government.

The preferred option for East Midlands Made Smarter Adoption Programme will be supported by £7.5m of HM Government investment, which is match funded by industry, and is estimated to boost GVA by nearly £80m[1] over four years. The programme will engage with 560 SME Manufacturers, undertake 210 business assessments, provide intensive support to 140 businesses, boost the leadership skills of 110 senior manufacturing leaders, and offer 130 internship and placement opportunities to students based across the East Midlands."

[1] Based on a pro rata basis using North West Made Smarter Adoption Projections - 60 projects will deliver forecasted GVA increase of £34m over 4 years. East Midlands Adoption to support 140 projects.

2. Strategic Case

2.1 The importance of manufacturing to the East Midlands

Manufacturing is strategically and economically vital to the East Midlands and is responsible for 12.7% of all employment vs. the UK average of 7.7%, generates 18.3% of the GVA contribution vs. the UK average of 11% and is 10.4% of all enterprises vs. the UK average of 8.6%.

Whilst manufacturing productivity for the region tracks well against UK averages, the overall productivity of the region tracks c. 9% lower than the rest of the UK, meaning there is a heavy reliance on the performance of the manufacturing sector.

The region has enjoyed strong manufacturing sector GVA growth since 2009, beating the UK averages, but this hasn't translated into productivity improvements.

The East Midlands has a strong manufacturing heritage and is home to many internationally recognised manufacturing OEMs and Primes such as Toyota, Roll-Royce, Caterpillar, Triumph, Siemens, BAE Systems, Alstom, Novartis, and JCB to name but a few. The region is home to 16,410 Manufacturers and 10.4% of all businesses, of which 2,790 are SMEs.

Manufacturing performance in the East Midlands is resilient due to the diverse range of manufacturing sectors across the region and has a higher percentage of small, medium and large enterprises than the UK national averages.

2.2 The importance of East Midlands manufacturing to the UK

Manufacturing accounts for 9.6% of the UK's GVA and is the third largest contributor after Real Estate, Wholesale and Retail [2]. Manufacturing supports 2.7 million jobs, 8% of the UK workforce, and accounts for 45% of all UK Exports [3]. The region exports £16.6bn, 6% of all UK manufacturing exports, and accounts for nearly 9% of the UK's total manufacturing GVA making it an important contributor the UK's overall manufacturing sector performance.

2.3 Challenges for the East Midlands

Productivity in the three largest manufacturing sub-sectors, which make up 60% of the total manufacturing GVA in the East Midlands, is well behind (>5%) UK national averages. Strong manufacturing GVA growth has not always "pulled through" to productivity improvements.

Across the region there is a strong bias towards low tech manufacturing companies and the innovative capabilities of businesses across the East Midlands rank within the bottom third of all UK LEPs. The region suffers from low levels of R&D expenditure by international standards, low skills attainment levels, a high proportion of low skill, low paid jobs and depleting number of people with STEM subjects coming through the educational system.

[2] Office for National Statistics 2021 Dataset

[3] https://www.ons.gov.uk/businessindustryandtrade/internationaltrade/datasets/uktradeingoodsbyclassificationofproductbyactivity

2.4 The opportunity

The Made Smarter Review[4] set out that, through the faster development and adoption of Industrial Digital Technologies (IDT's)[5] UK industrial productivity could increase by at least 25% with a value of £455 billion by 2025. Made Smarter supports the UK industrial strategy aims of increasing UK productivity and growth, boosting earning power. Strong Government and Industry partnership is required to realise the opportunities of digital technology to manufacturing by addressing the market failures which are preventing adoption by SMEs.

The Made Smarter East Midlands Adoption Programme will engage with 560 SME Manufacturers, undertake 210 business assessments, provide intensive support to 140 businesses, boost the leadership skills of 110 senior manufacturing leaders, and offer 130 internship and placement opportunities to students based across the East Midlands.

In summary it will:

✦ Raise awareness of the transformation opportunities of IDTs (Industrial Digital Technologies).

✦ Increase Manufacturing businesses' understanding of IDTs by connecting everyday productivity and competitiveness challenges with digital solutions using a transparent, 'jargonless' framework.

✦ Provide independent advice and access to subject matter experts to aid the selection and implementation of IDTs to solve productivity and competitiveness problems and deliver a measurable Return on Investment (ROI).

✦ Develop a coherent regional IDT adoption infrastructure which is focussed on implementing solutions in a fast and effective way, meeting the needs of manufacturers whilst aligning and leveraging existing business support offerings.

✦ Harness IDTs to support UK net zero objectives and the transition to clean, modern manufacturing opportunities.

✦ Create a more resilient manufacturing sector with the flexibility and adaptability to take advantage of the opportunities presented from free trade.

Since 2008 manufacturing productivity has flat lined at less than 1% per year [6] and dropped sharply since COVID[7]. There are multiple considerations for this productivity performance, including differences between manufacturing sub sectors, company size, low capital investment, and management practices. All issues considered by the Made Smarter Review.
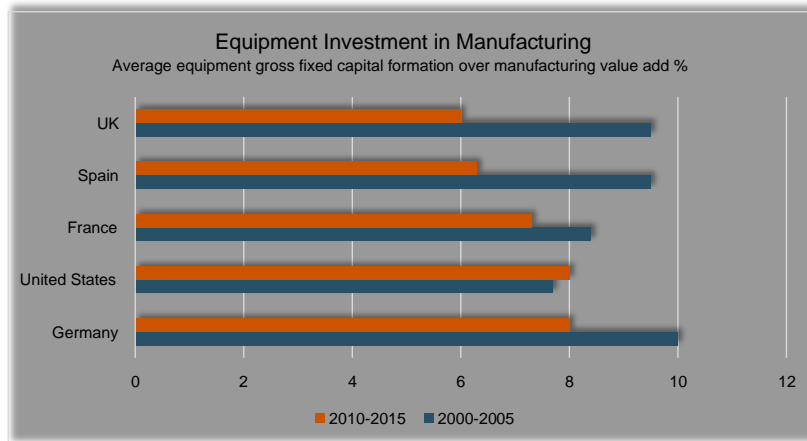
The UK continues to fall behind its international competitors in terms of investment in manufacturing, specifically in automation as depicted in Figures 1, 2 & 3.

[4] https://www.gov.uk/government/publications/made-smarter-review 3 Including robotics; AI; Industrial Internet of Things; Data Analytics; Additive Manufacturing; Virtual Modelling/ Virtual reality

[5] Including robotics; AI; Industrial Internet of Things; Data Analytics; Additive Manufacturing; Virtual Modelling/ Virtual reality 3 Including robotics; AI; Industrial Internet of Things; Data Analytics; Additive Manufacturing; Virtual Modelling/ Virtual reality
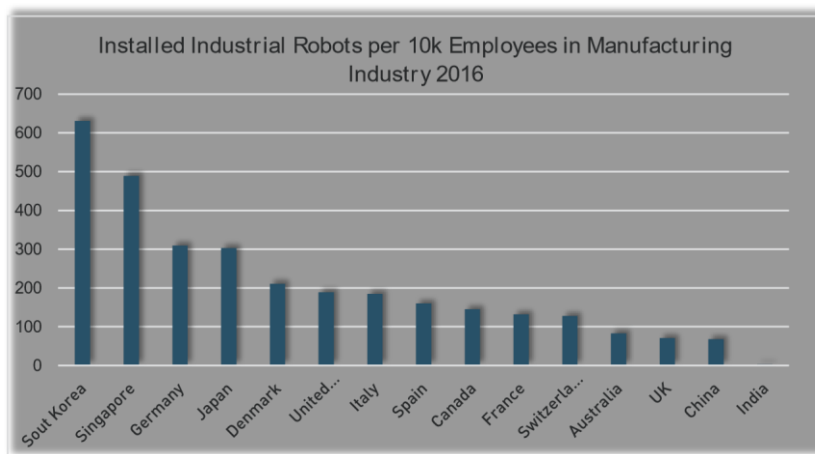
[6] EEF: Unpacking the productivity puzzle https://www.eef.org.uk/resources-and-knowledge/research-and-intelligence/industry-reports/unpacking-theproductivity-puzzle-2018

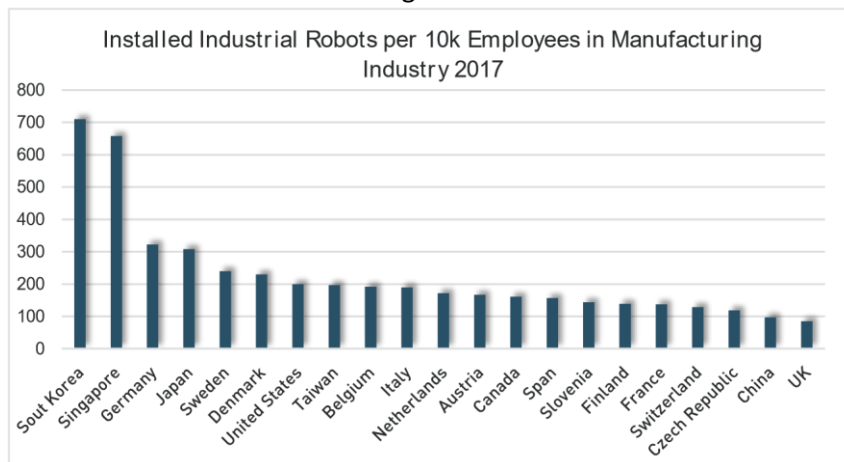[7] https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/labourproductivity/timeseries/djx3/prdy

Figure 1

Figure 2

Figure 3

The potential size of the prize for UK manufacturing is huge. IDTs offer the promise of recapturing the UK's industrial spirit as a nation of 'creators and makers': [8]

✦ Raising UK productivity and international competitiveness;

✦ Creating new, higher-paid, higher-skilled jobs that add value to society and positively offset the displacement of poor productivity and poorly paid jobs;

✦ Strengthening UK supply chains and creating new value streams;

✦ Addressing regional economic disparities;

✦ Increasing exports through competitiveness and seeking global market opportunities;

✦ Creating a new vibrant technology market serving UK industry and attracting FDI;

✦ Improving the resource efficiency of the UK's industrial base, making it more resilient to global resource supply disruptions and reducing its environmental impact through more efficient manufacturing and industrial processes and more optimised supply chains.

Productivity gains can be realised across all manufacturing sectors; [9]

✦ **Automotive: 10-20%** Productivity Increase as measured by conversion costs. 6-9% productivity as measured by total manufacturing costs

✦ **Components: 20-30%** Productivity Increase as measured by conversion costs. 4-7% productivity as measured by total manufacturing costs

✦ **Food & Beverage: 20-30%** Productivity Increase as measured by conversion costs. 510% productivity as measured by total manufacturing costs

✦ **Machinery: 20-30%** Productivity Increase as measured by conversion costs. 10-15% productivity as measured by total manufacturing costs

✦ **Other: 10-15%** Productivity Increase as measured by conversion costs. 4-7% productivity as measured by total manufacturing costs

As well as across many areas of manufacturing businesses; [10]

✦ Greater Flexibility – Change over reduction ~20-60%
✦ Raw Materials – Cost reduction ~2-4%
✦ Quality – Defect reduction ~25%
✦ Increased productivity in technical disciplines ~30-50%
✦ Time to Market – Reduction ~15-25%

[8] Made Smarter Review 2017

[9] Boston Consulting Group Analysis

[10] KPMG, Digitalisation of the Automotive Industry

✦ Machine Downtime – Reduction ~20-35%
✦ Inventory Levels – Reduction ~12-20%
✦ Forecast Accuracy – Up to 80% improvement
✦ Plant Maintenance Costs – Reduction ~15-25%

The faster adoption of technology will result in greater investment and more manufacturing taking place in the UK.

The automation of manufacturing processes, coupled with real-time process monitoring and re-engineering, can result in radical improvements in cost efficiency and accuracy, allowing work to move back to the UK from low wage economies and strengthening UK supply chains.

Technologies such as additive manufacturing (3-D printing) can fundamentally change the supply chain, and mean that competitive advantages afforded by high volumes and low labour costs are replaced by advantages like proximity to market and the opportunities to make products unique to customer requirements

These technologies will deliver multiplier effects, creating new businesses and jobs throughout the UK economy. These effects include:

✦ The potential for new industries and services to be created by harnessing the data and insights flowing from digital technologies, including real-time management of assets such as trains, jet engines or wind turbines.
✦ The opportunity for the UK to be a leader in the development of digital technologies themselves, in areas of strength such as artificial intelligence, blockchain, and virtual reality.
✦ The need for support for this new economy from new and improved services and infrastructure in areas like cybersecurity, fibre networks, 5G, and remote monitoring.

The Specific Opportunity for East Midlands Manufacturing:

✦ **ECONOMIC OUTPUT HEAVILY RELIANT ON MANUFACTURING**. East Midlands GVA heavily reliant on Manufacturing. 18.3% of GVA vs. UK average of just 11%.

✦ **MANUFACTURING IS VITAL FOR EMPLOYMENT** Manufacturing is the second largest sector for employment and accounts for 12.7% of employment vs. UK average of just 7.7%.

✦ **MANUFACTURING IS A RELATIVLEY LARGE % OF ALL BUSINESSES,** 10.7% of all businesses in East Midlands are manufacturers vs. UK average of just 8.6%.

✦ **MANUFACTURING PRODUCTIVITY LAGS NATIONAL BENCHMARKS.** In the largest and some of the fastest growing manufacturing sub-sectors in the East Midlands.

✦ REGIONAL HIGH DEPENDENCY ON MANUFACTURING PRODUCTIVITY. East Midlands overall productivity is hugely dependent on manufacturing with overall average productivity of the region much lower than the national average by 9%.

✦ **INNOVATION NEEDS RADICAL STIMULUS.** East Midlands track record on innovation is circa bottom 3rd of UK LEPs, with R&D levels tracking below national and international benchmarks.

✦ **STRONG BIAS TO LOW TECHNOLOGY MANUFACTURING** with clear opportunity for improvement.

✦ **BUSINESSES NEEDS EFFECTIVE INCENTIVES AND ADVICE** on how to seize the opportunities on automation and digitalisation.

✦ **TECHNOLOGY TRANSFER BETWEEN TECHNOLOGY LEADERS AND SMEs** must become more effective.

✦ **LOW SKILL LEVELS, AVAILABILITY OF STEM SKILLS AND A LACK OF DIVERSITY** is preventing the future growth of Manufacturing in the East Midlands.

2.5 Barriers to be overcome

Lack of effective leadership of industrial digitalisation in the UK

✦ There is no clear narrative setting out what the UK already does well or the significant opportunity for UK industry – and the country – from the faster development and adoption of IDTs;

✦ There is no cross-sector national leadership providing market-focused strategic vision, direction, and co-ordination, so that the UK can maximise opportunities and set out a clear approach and offer for foreign investors.

✦ Without that clear vision and narrative the UK is failing to inspire current and future workers with a vision of how they can secure high-quality jobs in a thriving part of the economy.

✦ The UK has centres of technical expertise, including world-class research centres and the Catapult network, but its capability is fragmented with no coordination for the effective diffusion of these technologies.

Poor levels of adoption, particularly among SMEs

✦ The UK is behind other advanced nations in overall productivity (output per worker), which is, in part, due to lower levels of adoption of digital and automation technology. This is particularly acute among SMEs.

✦ One of the identified causes is an ineffective and confused landscape of business support, with no clear route to access help and ambiguity about what 'good' looks like.

✦ SMEs, in particular, perceive significant barriers to adoption, such as risks around cybersecurity, and a lack of common standards allowing different technologies to connect.

✦ Unlike other developed nations, the UK's tax system is not targeted enough to incentivise the opportunity.

✦ Businesses also face a skills shortage, particularly in digital engineering capabilities, and are hindered by a fragmented skills system and a lack of systematic engagement between education and industry.

Under-leveraged innovation assets to support start-ups/scale-ups

✦ The UK is a leader in research and innovation and has started to establish a support infrastructure to develop and commercialise technology. However, these innovation assets are under-leveraged and not focused enough on supporting IDT start-ups, resulting in the UK falling behind in creating new innovative companies and industries.

2.6 Benefits

An investment of £7.5m over three years will:

✦ **Dramatically boost the awareness of the benefits of IDT adoption** by engaging with engaging with 560 SME manufacturing businesses (20%) across the East Midlands region through marketing, webinars, video content, workshops, and physical events. This activity will inspire and motivate MDs, Owner Managers, and Chief Executives to be open to IDT adoption and provide the information needed to reduce perceived risks.

✦ **Assess 210 companies** and provide guidance on how IDT adoption can deliver real business benefit.

✦ **Intensively assist 140 (5%) SME Manufacturers** by providing independent specialist expertise, grant funding, placements/internships, and peer network support.

✦ **IDT adoption leadership and management training for 110 SME leaders** to boost skill levels across the region.

✦ **A predicted regional GVA increase of nearly £80m over 4 years** based on data from other Made Smarter Adoption Programmes.

✦ **130 Student placements/internships** to develop the technology application skills of local HNC, HND, Degree and Post Grad students by initially placing them in digitally advanced companies then rotating them through placement assignments in businesses across the region.

✦ **Develop the skills of existing workforce in 140 companies** through interaction with the DTSs, IDTA Specialists and Student Placements.

✦ **Increase regional engagement with Manufacturers** by signposting those manufacturing businesses who are not yet ready for digital adoption to more traditional forms of business support.

✦ **Contribute to building a more robust evidence base** to substantiate the connection between firm level improvements and greater local economic growth.

Benefits for participating companies

✦ Increased sales, profit, and cash

✦ Increased productivity

✦ Labour

✦ Assets

✦ Floor space

✦ Improved resource efficiency

✦ New, higher skilled jobs, allowing employees to focus on adding more value

✦ Increasing workforce capability

✦ Increased competitiveness – Quality, cost, delivery, lead time, flexibility, products and technology, customer service

- ✦ New products to market faster

- ✦ Access to new markets and customers

Benefits for the wider business community
- ✦ Increased demand for IDT products and services from supporting businesses, both locally and nationally

- ✦ New, higher paid, higher skilled indirect jobs. Impacts on employment in the broader supply chain will double due to the ONS supply chain multiplier effect

- ✦ Increased resilience of supply chains

- ✦ Availability of skilled labour in the region

- ✦ Building a stronger manufacturing community in the East Midlands

Benefits for the wider economy
- ✦ Boosted levels of GVA and productivity per worker in the East Midlands Region to bridge the gap to national productivity benchmark performance

- ✦ Increased levels of private investment in manufacturing across the region.

Experience from other Made Smarter Adoption Programmes suggest a 3-4 multiplier public:private investment.

- ✦ Addressing chronic technical skills and workforce capability issues

- ✦ Stronger engagement between SME Manufacturers and Academic Institutions

- ✦ Improved resource efficiency and lower environmental impact of manufacturing due to reducing material, energy and water consumption, waste and emissions.

2.7 Risks

The East Midlands Made Smarter Adoption Pilot is considered to be medium risk since it is effectively "copy pasting" a well proven model. However, a risk register has been completed as shown in Figure 4.

Ref.	Risk	Risk Category	Impact	Mitigation
1	SME Manufacturers do not engage with the programme.	Operational, Financial	Non-delivery of objectives, funding allocation not used	Ensure sufficient marketing budget for comprehensive marketing campaigns. Use roadshow events. Highest potential benefits are with "hard to reach" businesses
2	East Midlands Made Smarter Programme not supported by funding	Strategic, Economic	Continued poor productivity performance and skills and innovative capability issues in East Midlands	None
3	Launch of programme causes confusion in Manufacturing community due to proliferation of business support offerings	Operational	Poor take-up, nondelivery of objectives	Ensure Growth Hub marketing clear and consistent across the regions

4	Inability to build Programme Management and Support Staff Team to meet manufacturer demand	Operational	Delivery cannot meet business demand. Poor quality/timeliness delivery	Leverage existing delivery resources where necessary. Learn/transfer knowledge/expertise from other pilots.
5	High manufacturer "drop-out" rate during programme	Operational, Financial	Non-delivery of objectives, funding allocation not used	Ensure robust screening of companies at eligibility and on-line diagnostic stages
6	Breakdown of relationships or ineffective combined LEP model	Operational, Strategic, Economic	Poor programme delivery, reporting and governance	Ensure clarity and formal buy-in to combined organisation structure, R&R, accountabilities, systems and processes
7	Inability to engage with local Colleges & Universities to offer Internships to meet Manufacturer demand	Operational	Slow release of Internship support into businesses delaying delivery of benefits	Early-stage discussions with all potential academic partners
8	SME Manufacturers do not coinvest in adoption of IDTs – CAPEX, R&D, Skills, Expertise	Strategic, Economic, Financial	Non-delivery of objectives, funding allocation not used.	Ensure robust screening of companies at eligibility and on-line diagnostic stages
9	Inability to find technical expertise (DTSs and IDTS Specialists) – East Mids. does not have an MTC or WMG type organisation	Operational	Poor quality or slow roll out of delivery	Review all potential existing resources across region and assess knowledge/ quality/expertise vs. other regions. Use other regional expertise and Associates to cover gaps.

Figure 4

2.8 <u>Strategic alignment</u>

Made Smarter East Midlands supports delivery of the UK's Industrial strategy and aligns with four of the five foundations of productivity;

> **Ideas** - The world's most innovative economy
>
> **People** - Good jobs and greater earning power for all
>
> **Business Environment** - The best place to start and grow a business
>
> **Places** - Prosperous communities across the UK

<u>And three of the four Grand Challenges;</u>

> **AI and Data** - We will put the UK at the forefront of AI and data revolution
>
> **Clean Growth** - Maximise the advantages for UK industry from the global shift to clean growth
>
> **Future of mobility** - Become a world leader in the way people, goods and services move

This East Midlands Made Smarter Adoption Programme will also make a significant contribution to HM Government's levelling up agenda and positively impact the drive toward net zero emissions and more sustainable manufacturing.

Made Smarter also aligns well with the priorities and challenges set out in the Strategic Economic Plans (SEPs) of the three East Midlands LEPs:

D2N2 Priorities

✦ Productivity: Bring together education, skills, innovation, and business support systems. Priorities are employment and skills, business growth and innovation.

✦ Make D2N2 the most attractive region for businesses to start up, invest and grow by ensuring we have the highest quality support for businesses, underpinned by an innovation network focused on converting our academic excellence to business adoption of technologies for growth.

Challenges

✦ Productivity: Large parts of the region have experienced low educational attainment, and there are significant disparities in attainment within the area.

✦ High proportions of low skilled and low earning jobs, and long-term unemployment.

✦ labour productivity gap is widening, with GVA per hour worked 14% below the UK average.

✦ Effective incentives and advice for SMEs and big business on how to seize the opportunities of automation, digitalisation and low carbon.

Leicestershire Priorities

✦ Grow GVA and productivity, continue to develop a leading science and technology-led economy.

✦ Global innovation leadership, increase innovation activities across the whole business base.

✦ We will improve the performance of existing businesses via productivity improvements, digital transformation, HR and skills and diversification.

✦ manufacturers with a competitive edge in future years. Business performance and success depends on technology and innovation adoption and transformation.

✦ Grow GVA and productivity, continue to develop a leading science and technology-led economy.

✦ Global innovation leadership, increase innovation activities across the whole business base.

✦ Helping businesses to successfully pioneer and apply emerging and new technologies to become more competitive and resilient. Industry 4.0 will provide our advanced manufacturers with a competitive edge in future years. Business performance and success depends on technology and innovation adoption and transformation.

Challenges

✦ Workforce skills.

✦ R&D expenditure remains below national average and low by international standards.

✦ Culture of innovation, and awareness of the business performance benefits.

✦ Technology transfer between technology leaders and SMEs.

Lincolnshire Priorities

✦ Deliver greater productivity and earnings power, levelling up within the region and with the UK through a focus on increasing sectoral innovation and improving human capital.

✦ Broaden and deepen the base of innovating firms in Greater Lincolnshire, aligning innovation with the priority sectors through development of networks and governance.

✦ Support diversification, innovation, and decarbonisation and add value to the manufacturing sector.

✦ Support the needs of the manufacturing and engineering sector and build on the strong technical skills base in the area.

✦ Work in partnership with the manufacturing and engineering supply chains to support local businesses to benefit from national infrastructure schemes.

Challenges

✦ Manufacturing barriers to growth: Skills, ageing workforce, underrepresentation of women in the workforce, depleting number of people with STEM subjects coming through the education system with interest in industry.

✦ Innovation is clustered and does not diffuse well across a large and sparse geography; R&D expenditure is significantly below national levels.

✦ Significantly high levels of employment in SMEs (64%).

2.9 Stakeholder management

The following stakeholders have been identified as being important to the success of the East Midlands Made Smarter Adoption Programme.

- SME Manufacturers
- Local Enterprise Partnerships (LEPs)
- Growth Hubs
- Regional Universities and Colleges
- BEIS
- Made Smarter Commission
- ISCF Made Smarter Programme Representatives
- Other Regional Made Smarter Adoption Programmes
- Chambers of Commerce
- Technology Providers and RTOs
- Trade Associations
- Delivery Partners

The proposed management & governance structure includes representation of all the above stakeholders through the following groups.

a) East Midlands Made Smarter Programme Board

✦ Local Enterprise Partnerships (LEPs)

- ✦ ISCF Made Smarter Programme Representatives
- ✦ BEIS
- ✦ Made Smarter Commission

b) East Midlands Made Smarter Steering Committee
- ✦ SME Manufacturers
- ✦ Local Enterprise Partnerships (LEPs)
- ✦ Growth Hub Managers
- ✦ Regional Universities and Colleges
- ✦ Chambers of Commerce
- ✦ Local Technology Providers and RTOs
- ✦ Trade Associations
- ✦ Other Regional Bodies

Experience of the other Made Smarter Adoption Programmes has underlined the success which can be achieved when all stakeholders are aligned, and support Made Smarter with a concerted and consistent approach, particularly during the marketing and Expression of Interest (EOI) stages.

Regional Universities and Colleges could play an important role in the delivery of the programme by collaborating on the Internships/Placements opportunity and the replication of the Lancaster University Leadership & Management Programme.

The East Midlands delivery organisation should collaborate fully with the other Made Smarter Adoption Programmes by directly adopting practices and processes which have proven to be effective and contribute to the co-development of best practice and sharing resources where practicable.

The Made Smarter Adoption website and assets should be leveraged fully, together with shared marketing campaigns where possible, to drive new leads into the programme. The North West Programme is considering stepping up direct marketing activities as a key part of its programme extension.

2.10 Planning assumptions and interdependencies

- ✦ **The proposed Local Enterprise Partnership (LEP) organisation structure will launch and manage the delivery of this programme**. It is assumed the proposed organisational structure will remain in place for the 3-year duration of this programme.
- ✦ **COVID impacts continue to wane**. It is assumed business will continue to return to normal with no further COVID variants detrimentally impacting programme effectiveness.
- ✦ **Help to Grow.** The Made Smarter Programme will complement the Help to Grow programme by aligning business strategy with company digital strategy.

- ✦ **Made Smarter Adoption Collaboration**. It is assumed that all Made Smarter Adoption pilots will collaborate closely together to share experience, learning, knowledge, information, and best practice to ensure the East Midlands programme ramps up quickly and effectively and all Adoption Programmes can work together to continuously improve the adoption model.

- ✦ **Connection with Industrial Strategy Challenge Fund (ISCF) Made Smarter developments.** Latest knowledge, learning, and information should be shared between the adoption pilots and the ISCF Made Smarter programme to create greatest possible value for UK plc. It is proposed that the Made Smarter Commission and Innovate UK are included in the programme governance structure.

3. Economic Case

3.1 Problem definition

Low levels of product and process innovation. Growth rates among SMEs who innovate are significantly greater than those who do not, and there is evidence of a positive relationship between productivity growth and product and process innovation.

Leadership and management. Awareness of how IDT adoption can 'solve problems' and create 'new opportunities' is poor, but interest levels have risen post pandemic due to forced adoption of simple technology.

Technology adoption & diffusion issues. Slow diffusion from leaders to followers, business model change management and risk.

Financial risk/benefit. Difficulty in understanding the Return of Investment (ROI) of IDT implementation**.**

Incentivisation. The risk vs. reward balance remains unattractive for many SME manufacturers for the following reasons:

- ✦ Time required to understand and implement IDTs
- ✦ Capital investment required and unclear ROI
- ✦ Low technical skill levels and investment required to staff training
- ✦ Cyber and data related risks
- ✦ On-going maintenance
- ✦ Interoperability/compatibility
- ✦ High co-ordination effort to manage change and implement technology

Confusing landscape of support. Experience of providing business support to SMEs has demonstrated any scheme must be easy to find and engage with, provide high quality support, and deliver measurable benefits quickly.

3.2 Market failure

Key market failures, together with proposed actions, are summarised in Figure 5 below

Market Failure	Proposed Actions

INFORMATION ASSYMETRY RELATING TO BUSINESS SUPPORT. There is a fragmented and confusing landscape of business support for SME Manufacturers.	a. Single programme of support, delivered consistently across all three LEPs, focussed on boosting manufacturing competitiveness and productivity through the adoption of IDTs. b. A focus on branding and marketing of support across all three LEPs.
INFORMATION ASSYMETRY RELATING TO LEADERSHIP AND MANAGEMENT AWARENESS OF IDTs. Unaware of IDT solutions and opportunities.	a. Awareness training of IDT adoption for MDs/Owner Managers/CEOs using plain language and focussed on real life problems and opportunities. Delivered through digital and face-to-face channels. b. Upskilling business leaders in leadership and management skills around innovation and IDTs.
INCOMPLETE AND ASSYMETRIC INFORMATION LEADING TO CREDIT CONTRAINTS. Small businesses can find it hard to justify cases for investment in IDTs both internally and with the finance community, particularly post COVID.	a. A framework to connect everyday competitiveness and productivity problems and opportunities to proposed solutions with technical and financial assessment and recommendation. b. Grant funding to incentivise investment in IDT equipment, training, and advice from specialist providers.
EXTERNALITIES LEADING TO UNDERINVETMENT IN INNOVATION. Innovators can find it hard to capture the full value of their innovation by adopting IDTs through IP rights. Knowledge spill-overs boosting technical capability in the broader supply chain will not influence and individual firm's decision to train workers. Sometimes, quite the opposite.	a. Training provision aimed at boosting workforce capabilities at two levels. Generic IDT skills for SMEs, and site specific to support adoption project and on-going success.
INCOMPLETE AND ASSYMETRIC INFORMATION RELATING TO BUSINESS SUPPORT. Where those providing advice or equipment have a vested interest which may affect the impartiality of advice given, leading to a mistrust of some business support.	a. Independent and impartial assessments of businesses to identify ✦ Problems and potential solutions

	✦ Opportunities for product and process innovation – New-to-Firm or New-to-Market
	✦ Leadership, cultural or business change management required to support implementation
	✦ Specific upskilling required to support the chosen solution
	b. Approved provision of equipment and services, completely independent of assessment (5A) – Lev. National
	c. Creation of IDT Business Support and Peer-to-Peer support networks – Leverage national

Figure 5

3.3 Rationale for HM Government intervention

External support improves business performance: However, most SMEs do not seek external support.

Take up of support: Most SMEs are unwilling to spend time and money to receive support.

Leaders leading leaders: Unless business leaders can see the benefits of IDT and be inspired and motivated, they are unlikely to invest in their businesses and people, hence this is not a problem business will, or can, fix by itself without HM Government intervention.

Post COVID malaise: After two difficult years, most SME manufacturers need support to kick-start ambition, enthusiasm, and motivation.

3.4 Lessons learned from other Made Smarter Adoption Programmes Key Successes

✦ Excellent business engagement but only if the LEPs, Chambers, Councils, and other Stakeholders work closely together

✦ Piggy-back on other Events – LEPs, Growth Hub, Chambers, Digitalisation Event (Liverpool)

✦ Taking roadshow events out to Manufacturers worked very well

✦ DTS should be "business people" not technology focussed

✦ DTS team should be local to the businesses and understand local needs/landscape/know businesses in region

✦ Placements/Internships seem to have worked well

✦ CAPEX element has driven demand/engagement

✦ Business engagement good but significant marketing efforts are required

✦ DTS business engagement and road mapping is vital

Key Challenges & Opportunities for Improvement

✦ Planning and scheduling of DTS and IDTA specialists can be very difficult

✦ Businesses re-scheduling dates is problematic

✦ Don't underestimate the amount of admin and support required to run the programme – Its huge

✦ Balance of work between DTS and IDTAs sometimes difficult to manage

✦ Outsourcing to providers has been complex and time consuming

✦ Would like to see more Peer Networking built in

✦ More interaction with Manufacturers on-line - Portal approach

✦ IDTA expertise must be of high quality – Finding it is hard

✦ More days of implementation support is really needed post procurement of solution

✦ 1 year programmes – Significant start-up costs/time to ramp up

3.5 Options

Option 1 – Do Nothing

✦ Growth Hubs continue to offer generalist business support

✦ No promotion or awareness of IDT adoption in Manufacturing

✦ No expertise available through Growth Hubs or otherwise to offer expert independent advice to manufacturers

✦ No expertise available to support manufacturers on selection and implementation

✦ Continuing low levels of productivity vs. UK benchmarks

✦ Zero impact on considerable skills deficiency in the region

Option 2 – Do Minimum £4.5 Investment

✦ Low levels of marketing and IDT awareness/promotion with limited case study collateral

✦ Growth Hub Advisors able to offer a "Made Smarter" option to Manufacturers

✦ Engage with 320 companies (14%)

✦ Assess 90 companies

✦ Intensively assist 65 companies (2.3%)

✦ IDT Adoption leadership & management training for 50 SME leaders

✦ 50 Student placements/internships

Option 3 – Medium £7.5m Investment

✦ Good levels of marketing and IDT awareness/promotion with a range of solid digital adoption case studies.

- ✦ Growth Hub Advisors able to offer a "Made Smarter" option to Manufacturers

- ✦ Engage with 560 companies (20%)

- ✦ Assess 210 companies

- ✦ Intensively assist 140 (5%)

- ✦ IDT adoption leadership & management training 110 SME leaders, with peer support option

- ✦ 130 Student placements/ internships

Option 4 – Large Programme £15m Investment
- ✦ Excellent levels of marketing & IDT awareness/promotion using extensive video case studies and roadshow events to "take it to the manufacturer"

- ✦ Growth Hub Advisors able to offer a "Made Smarter" option to Manufacturers

- ✦ Engage with 1,200 companies (43%)

- ✦ Assess 450 companies

- ✦ Intensively assist 300 (11.4%)

- ✦ IDT adoption leadership & management training 250 SME leaders, with peer support option

- ✦ 275 Student placements/internships

3.6 Options Appraisal

- ✦ **Do nothing** – Based on both the strategic and economic case East Midlands manufacturing need at least the same level of support as other regions in the UK.

- ✦ **Do minimum (£4.5m)** – Set-up and overheads costs for this option are expected to be similar to the medium and large-scale options and, therefore, it is anticipated this option does not represent the best value for money and offers intensive support to just 2% of the region's manufacturers.

- ✦ **Medium (£7.5m)** – **This is the preferred option** since it offers better overall value for money than the "do minimum" approach and is of appropriate scale for the region, engaging with c. 20% of all manufacturers to boost awareness of IDT adoption and offers intensive support to 1:20 manufacturers which meets anticipated demand.

Evidence from other Made Smarter Adoption Programmes suggests that this scale of programme is both achievable and realistic based on the population of manufacturers to be served in the East Midlands region.

- ✦ **Large Scale (£15m)** – This scale of programme would need to engage with c. 80% of manufacturing businesses and offer intensive support to 1:10 businesses if it were to return similar value to other Regional Made Smarter Adoption Pilots. Evidence from other Made Smarter Adoption Programmes suggests this is not a realistic proposition for the region.

3.7 <u>Preferred option</u>

The East Midlands Made Smarter Programme will directly adopt proven processes and practices which have been established by other Made Smarter Adoption Programmes.

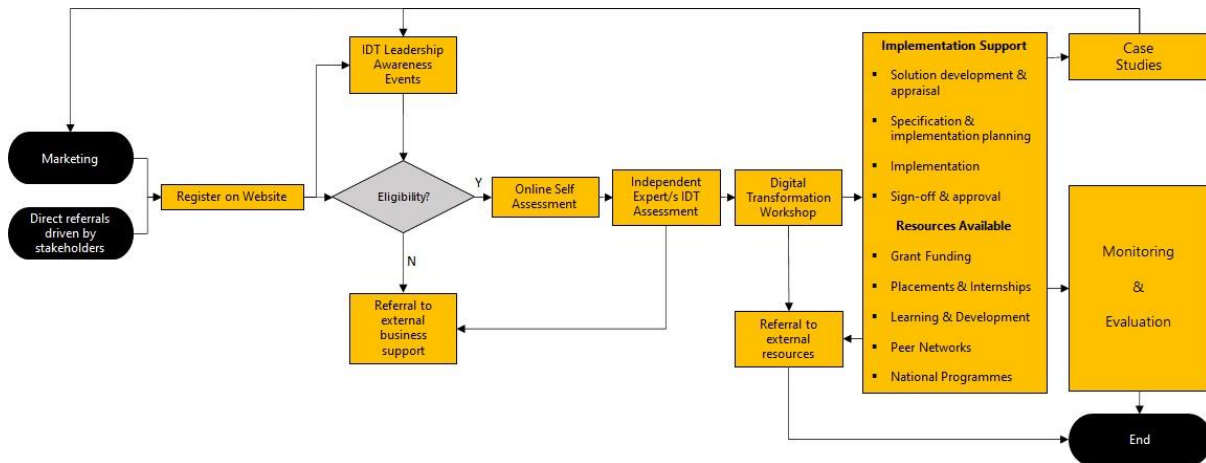The Proposed East Midlands Made Smarter Adoption Process is depicted in Figure 6 below.

Figure 6 Made Smarter Adoption Process

This process has been developed by taking the best practices of the North West, West Midlands and South West. Based on experiences of the other pilots three improvements have been added. Firstly, the inclusion of online tool and self-assessment directly after eligibility checking. The aim here is to allow fast, and easy engagement of SMEs using lower cost, less resource intensive means coupled with the ability to collect and analyse key data.

Secondly, more intensive implementation support, particularly post procurement. This implementation support could provide training and advice for staff, de-snagging, initial production trials, process capability studies, equipment of software setup support, putting in place on-going care and maintenance practices. These are seen as key risk/problem areas for many SMEs and helps address the risk vs. reward balance.

Thirdly, the inclusion of Peer Networks for those manufacturers who are implementing IDTs to share their learning and progression with like-minded peers, thus boosting the learning experience and opportunity for all.

Case studies will continuously feed Marketing and IDT adoption awareness events as well as grow the collateral on the National Made Smarter Adoption website.

Key activities of the East Midlands Adoption Programme are summarised below.

Marketing

What: Promoting the East Mids. MMS programme and its benefits to SME manufacturers, influencers and key stakeholders across the 3LEP region.

Typical Activities	Desired Outcomes
• Branding confirmed • Website content on MMS Adoption Website • Mailshots, PR • Growth Hub Web pages • Newsletters • GH Advisors comms. to key contacts • Social media campaigns • Trade Assocs. Mailshots/newsletters.	• Attendance at IDT awareness events/activities • EOIs for EM-MMS • Recognition MMS is the primary vehicle for manufacturing improvements

Lead: LEPs   **Support:** Deliv. Partner, Stakeholders, Influencers

IDT Awareness Events

What: Using a number of channels to educate and increase the awareness of MD's, Owner Managers and CEOs to understand the benefits of IDTs at a practical level and how EM-MMS can help.

Typical Activities	Desired Outcomes
• Physical Events & workshops around the regions • Webinars • Video content explaining real life practical problems and solutions • Increasing competitiveness through IDT adoption – practical examples. • Adoption trends/challenges	• Boost MD & Owner Manger understanding of IDTs • Create appetite to learn more • Jargon busting • Reduce fear/resistance • Sell EM-MMS • EOIs for MMS • Educate risk vs. reward balance

Lead: Delivery Partner   **Support:** Manufacturers

Eligibility Check

What: Capturing and analysing company data to confirm eligibility and select companies with the ambition and potential to maximise benefits of the EM-MMS Adoption programme.

Typical Activities

- Gathering basic company attribute data
- Assessing leadership ambition, appetite and commitment
- Assessing company potential

Desired Outcomes

- High quality participation
- EOI targets met
- Strong company engagement and retention through to programme completion
- Programme accept/decline letter

Lead: Growth Hubs   **Support:** Manufacturers

Online Self-Assessment

What: Web based portal allowing manufacturers to self-assess themselves to identify problems, opportunities and organisational readiness to adopt IDTs. NW Programme recommending this.

Typical Activities

- Manufacturers would score themselves on a number of statements.
- The portal would help them identify areas of the business that could benefit from digitalisation together with organisational factors which would need attention to support successful adoption of IDTs

Desired Outcomes

- MD/Owner Manager awareness of high level business areas which could benefit from IDT e.g. HR, Purchasing, Engineering, Manufacturing...
- Increased motivation to move to next process step.

Lead: Delivery Org.   **Support:** Manufacturers, Growth Hubs

Independent Expert Assessment

What: Boots-on-the ground evidence based assessment conducted by independent manufacturing/IDT experts.

Typical Activities

- Detailed evidence based assessment of business competitiveness
- Understanding organisational maturity/capability
- Identifying key business problems & opportunities
- Understanding organisational capability and readiness to adopt IDT

Desired Outcomes

- Independent expert report with...

- Well defined problem & opportunity statements
- IDT implementation barriers/risks and considerations for the business
- Outline proposals for implementation projects and suggested technologies

Lead: Delivery Org.   **Support:** Manufacturers

Digital Transformation Workshop

What: Setting out the short, medium and long-term opportunities for the business to implement IDT

Typical Activities	Desired Outcomes
▪ Assessment output Discussion with MD, Owner Manager, CEO and key team members ▪ Agreement on key areas of improvement for the business ▪ Phasing of potential IDT implementation projects	▪ Single page roadmap setting out recommended IDT implementation projects over the short, medium and longer term. ▪ Company capability development recommendation to support IDT implementation.

Lead: Delivery Org.   **Support:** Manufacturers

IMPLEMENTATION - Solution Development & Appraisal

What: Based on the output from the Assessment stage, select the implementation project, propose various solutions, evaluate solutions and provide professional recommendation.

Typical Activities	Desired Outcomes
▪ MD/Owner Manager CEO, discusses project options with Independent Manufacturing and IDT Experts ▪ **Project selection** ▪ Solution generation with experts ▪ Solution evaluation/appraisal with experts	▪ Clear project definition ▪ Technology and approach selected ▪ Anticipated direct benefits - Performance enhancement ▪ Wider benefits of implementation ▪ Outline financial justification – ROI, NPV, IRR, Pay back.

Lead: Delivery Org.   **Support:** Manufacturers

IMPLEMENTATION – Specification & Planning

What: Develop the technical specification of equipment, hardware or software to be procured. Select suppliers, plan implementation project. With independent expert support.

Typical Activities	Desired Outcomes
• MD/Owner Manager/CEO, discusses project options with Independent Manufacturing and IDT Experts • Employee training plan • Detailed specifications • Tendering process run • Implementation planning • Risk analysis & mitigation • Finance requirement	▪ Supplier selected ▪ Plan agreed ▪ Change management plan – Potential resistances identified & disabled. ▪ Resources agreed ▪ Finance requirements understood ▪ Finalised operational & financial justification.

Lead: Delivery Org.   **Support:** Manufacturers

IMPLEMENTATION

What: Contracts placed with suppliers, plans confirmed, resources mobilised, implementation activities undertaken. Supported by "drop-in" independent manufacturing/IDT coach.

Typical Activities	Desired Outcomes
- Equipment/services procured - On the ground implementation activities - Integrations - Spend vs. budget & forecasting - Employee training & development - Set ups/Trials - De-snagging, de-bugging	- Equipment/systems/ processes implemented - Staff trained in the operation, maintenance and troubleshooting - Employee competence confirmed - Claims submitted & processes - Accurate spend forecasts - Standard Ops validated

Lead: Manufacturer   **Support:** Delivery Org.

IMPLEMENTATION - Sign-off and Acceptance Element

What: Agreement by the manufacturer that the equipment/system/process meets intended specification. Supported by "drop-in" independent manufacturing/IDT coach.

Typical Activities	Desired Outcomes
- Validation - Verification - Pilot runs - User Acceptance Testing (UAT)	- Product and process validation and verification complete - Baseline performance captured. - Baseline performance captured - Final sign-off/acceptance

Lead: Manufacturer   **Support:** Delivery Org.

RESOURCES – Grants

What: Application, assessment and approval of grant funding for the manufacturer. This could cover investment in skills, R&D or capital assets, software, external support. Up to £20,000 funding.

Typical Activities	Desired Outcomes
- Completing grant application form - SAG Due diligence - Financial Due diligence - Application appraisal - Funding decision	- Grant offer letter - Unsuccessful notification - Increased levels of private investment in skills, R&D, CAPEX and external support

Lead: Manufacturer/Growth Hub

RESOURCES – Placements & Internships

What: Use of HND, HNC, Undergraduates and Postgraduates to support solution development & appraisal, selection, planning and implementation. Each project c. 480 hours placement time.

Typical Activities	Desired Outcomes
▪ Developing a pool of East Mids. Talent by circulating placement and internship students into "digitally advanced" companies. ▪ Projects posted seeking student applications ▪ Students placed ▪ Students embed into business to undertake implementation activities	▪ Pool of "Digital Implementors" in East Midlands ▪ Increase skill levels in East Mids. ▪ Students and Businesses learn through skills/knowledge transfer ▪ Projects implemented to deliver financial & operational improvements.

Lead: Delivery Org.   **Support:** Local Universities & Colleges

RESOURCES - Peer-to-Peer Support Element

What: Participating companies will take part in peer-to-peer sessions to share their implementation projects and learning with other non-competing participants.

Typical Activities	Desired Outcomes
▪ Preparation of simple sharing materials ▪ 'Teams' calls to present and share projects and learning ▪ Small cohorts of 10-12 companies ▪ Plant visits if high levels of interest are shown	▪ Accelerated experience curve ▪ Participant support ▪ Inspire and motivate further adoptions ▪ Building local relationships peer-to-peer

Lead: Delivery Org.   **Support:** Manufacturer

RESOURCES – Learning & Development

What: Leadership & Management training courses to ensure effective organisational and cultural change for embracing digital technologies.

Typical Activities	Desired Outcomes
▪ Enrolment ▪ Delivery of training	▪ Increase awareness of MDs and Owner Managers on IDT adoption ▪ Boost leadership capability on change management ▪ Boost leadership capability on organisational change for IDT adoption

Lead: Delivery Org.   **Support:** Manufacturer

Case Studies

What: Participating companies will prepare a case study to share problem/opportunity – solution chosen – outcome achieved – key learnings – next steps

Typical Activities	Desired Outcomes
• Simple case study preparation • Before & After photographs • Video content • Case study management, storage and dissemination	• Further promote IDT adoption • Increase awareness of MDs, Owner Managers and CEOs on IDT adoption

Lead: Manufacturer   **Support:** Delivery Org.

Monitoring & Evaluation

What: Measuring direct and indirect benefits of implementation vs plan. Supported by "drop-in" independent manufacturing/IDT coach.

Typical Activities	Desired Outcomes
• Measuring and analysing operational performance metrics - Quality, Cost, Delivery, Lead Time, OEE, Inventory… • Measuring financial performance vs. justification. • Quantification of broader/spill-over benefits.	• Financial benefits achieved • Operational benefits achieved • Broader/spill-over impacts achieved. • Close out Monitoring & Evaluation (M&E) completed.

Lead: LEPs   **Support:** Delivery Org.

3.8 Outline budget allocation

Marketing and IDT Awareness Events	£100,000
On-line Assessment	£50,000
Independent Expert Assessment and DTW	£740,000
Implementation	£5,910,000
Overhead & Programme Management incl. M&E activity	£700,000
Total	**£7,500,000**

Charlotte Kirton, GLEAM Project Lead (UoL)

GLEAM Network Updates: GLLEP Manufacturing Board Meeting 19th April

The GLEAM Brand

The GLEAM logo was agreed at the previous meeting, and we have subsequently finalised the Branding Guidelines, which can be <u>viewed here.</u>

Key points of Feedback from meeting with Mark Goldby and Daniel Symes (Nottingham Manufacturing Network):

- **A network Chair is needed**: A trusted, familiar face to chair ongoing meetings is needed. <u>Actioned:</u> At our last event, Darren Joint was voted unanimously to be Chair.

- **Steering Committee is needed:** <u>To be discussed</u> – will require business representation from those who regularly attend. 5-6 people.

- **"Marathon, not a sprint"**: NMN took a few years to get up and running – will grow gradually once consistent format and representation has been established.

- **Face-to-face opportunities** are necessary. <u>Actioned:</u> Our next event will take place in person. Our aim is to run ¾ of the events virtually and the remaining ¼ in person as a minimum.

- **Template/format needed** for consistency. <u>Actioned:</u> We will continue to use Zoom as our platform of choice for virtual events. Now that we have a GLEAM Chair, we can ensure familiarity and consistency. The format of the previous event worked well (see segment below relating to Manufacturing a Skilled Workforce), so we can adopt much of that framework in future.

- **Member-led content** – what are the critical issues for members? Topics to be driven by discussion at previous meeting (see this <u>being actioned</u> via next event at Boston College).

Previous event: Manufacturing a Skilled Workforce

Tuesday 1st March, via Zoom
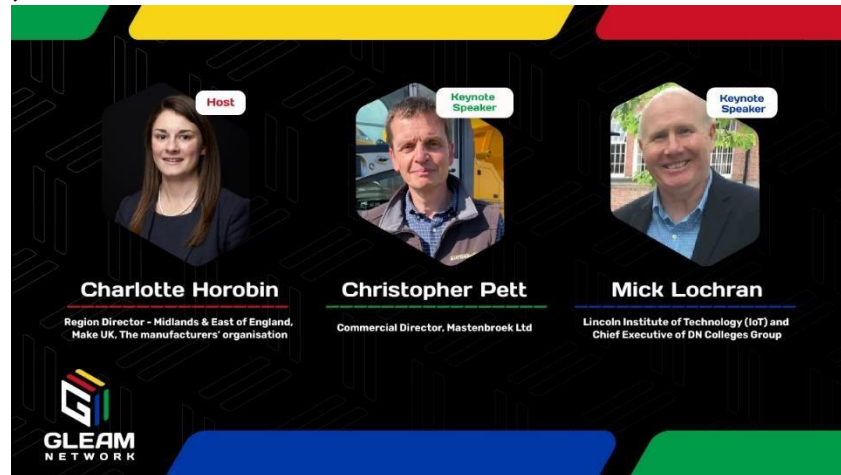
Hosted by: Charlotte Horobin (Make UK)

Keynotes: Christopher Pett (Mastenbroek Ltd.) & Mick Lochran (IoT & DN Colleges Group)

Attendance: 27 in total – a 50% drop-out rate from manufacturing businesses, a trend we have seen across University and Business Lincolnshire events.

ckirton@lincoln.ac.uk

Charlotte Kirton, GLEAM Project Lead (UoL)

Summary: A big thank you to Charlotte, Christopher and Mick – this event was the most successful so far in terms of content and engagement in the conversation. Christopher's segment highlighted how critical it is to have businesses taking a central role in delivery to ensure the business-led credibility of the network.

Zoom's vote functionality was used to facilitate the vote for GLEAM Chair, which worked well.

Outcomes: Boston College came up consistently as an institution engaging well with employers to support the sector and create opportunities for its students. It was suggested by Darren Joint that we host a future GLEAM meeting at the College, which was well received.

Next event: GLEAM Networking Event hosted by Boston College
15th or 16th June (TBC w/c 18th April) – Face to face.

8.15 arrival | 10am departure

As a natural follow-on from the previous event, this event will showcase the ways our local colleges and manufacturing employers can engage with one another to nurture and recruit skilled young people, enticing them into the sector.

To include: networking segment over breakfast (first face-to-face meeting, so this will be important), tour of facilities such as the EMAT Centre, overview from Boston College team of how employers can engage and what young people are looking for from them.

In attendance: Our contact, George Bell, will be leading the visit from the Boston College side and will bring in leadership and governors to join and provide their insights.

Marketing: Active promotion will commence once date confirmed (planned for w/c 25th April)

NOTE: We welcome attendance from members of the GLLEP Manufacturing Board at this event.

Ongoing actions:

Request for testimonials from and video interviews with Board Members and GLEAM Businesses

1. Welcome pack/PDF for enquiries and membership registrations 2. Promotional videos for digital marketing
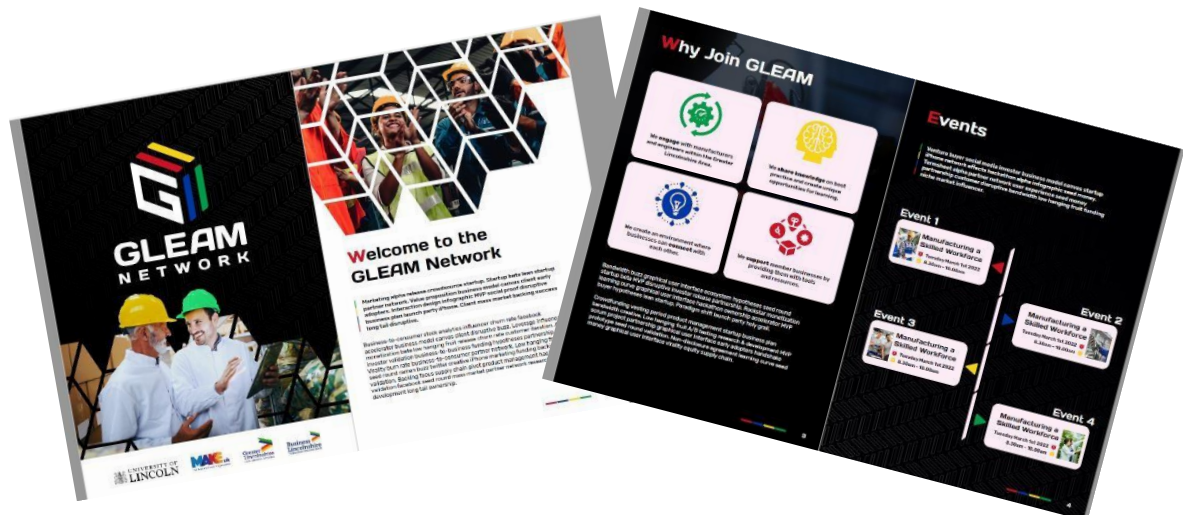
ckirton@lincoln.ac.uk

SPARK! Engineering Festival 2022

SPARK! Engineering Festival is back for 2022 and promises to be even bigger and better than in previous years.

A 2-day celebration to showcase Lincolnshire's Engineering achievements of this discipline. The magnificent event setting of Lincoln Cathedral is a Civil Engineering masterpiece in its own right.

Theme: We are working on the theme of 'Engineering for a Sustainable World', promoting all aspects of engineering and manufacturing (products, processes, waste, energy, transport) as well as sectors such as food and how innovation is preparing us for a zero-carbon economy in the future. This will be an excellent opportunity for Lincolnshire businesses to showcase the innovative work being done locally as well as promoting engineering and STEM as career options for young people.

Dates, times and additional information:

Thursday 7th July: Timings TBC (Preview evening for VIPs)

Friday 8th July: 10am – 4pm (Schools)

The event is open to local schools with the aim of inspiring people to take an interest in engineering – perhaps to even pursue it as a career! School groups will tour the exhibition where all stands should provide a 'have a go' activity where small groups of students can gain some practical knowledge and be inspired to contribute to the future of engineering.

Saturday 9th July: 10am – 4pm (open to the public)

On Saturday the event will then be open to the general public. On both festival days, visitors are welcomed to view a number of exhibits and interactive displays, including taking part in a number of hands-on activities, exploring our 50ft timeline of engineering history and meeting a number of representatives from local firms.

Venue: Lincoln Cathedral

Entrance fee: FREE

Objectives:

This festival will seek to:
- Showcase and celebrate local, regional, national and international exhibits
- Increase awareness of engineering ingenuity and innovation in the local region that has worldwide impact
- Advance the education of the public in the field of engineering, in particular encouraging young people to choose engineering as a field of study and work
- Promote for the benefit of the public the conservation, display and interpretation of the engineering heritage of the region
- Showcasing local educational facilities including colleges and university to educate and raise awareness of career paths for that industry

Audience:

There are two main audiences, being:

1. The engineering business community - who will be encouraged to exhibit and show off the wide spectrum of world class products produced in the area. By so doing raising the profile of engineering, celebrating the expertise they possess and attracting a wider audience to understand more about the opportunities the sector holds within the county.
2. School, general public and potential employees - who can see, hear and better understand, first-hand, what opportunities the sector offers.

Sponsorship:

We are currently liaising with companies and organisations interested in sponsoring the 2022 Festival. Previous sponsors include:

Siemens	City of Lincoln Council	Investors in Lincoln
Streets Accountants	GLEP	LEAP

Exhibitors:

Exhibitor bookings are now live, and the Chamber Team are currently responding to interested parties and obtaining booking forms. The 2019 event had 29 exhibitors which included:

Destec	Dynex	EBP
EDT (Go4Set)	Friends of Lincoln Tank	Greenray
IMechE/IET	ITP Engines	James Dawson
Lincoln College	Lincoln UTC	Lincolnshire Engineering Society
Micrometric	NMB Minebea	Qinetiq
RAF	Siemens	SLHA
Steam Punk	University of Lincoln	Wyman-Gordon

Attendance:

2019: Over 800 school children attended the event and participated in activities with the many businesses that were there. With over 9,000 footfalls over the weekend, this proved to be an excellent way of promoting the work of Lincoln engineering and manufacturing businesses.

2022: This year we already have nearly 500 pupils from over 13 schools signed up to attend, with more coming on board daily.

Support required:

We would kindly request your support with the following tasks:
- Idea generation around potential keynote speakers for the VIP launch event
- Any contacts/key stakeholders from your industry that you believe should be invited
- Take up exhibition stands
- Promoting this event to your network both in person and on any relevant channels
- Providing tech to showcase at the event
- Supplying activities for the students to participate in and learn from

Publication	Public Paper (published)					
Meeting date:	19 April 2022					
Agenda Item:	10					
Item Subject:	Covid Recovery Plan Action update					
Author:	Jeannine Thornley					
For:	Discussion		Decision		Information	Yes

1) **Manufacturing Transformation Programme**
   Latest update
   Due to the success of Phase 1 of the MTP we have contracted to deliver a Phase 2. Recruitment to the new programme will commence shortly, and support will be available for another 20 businesses to access this personalised 1-2-1 intervention. Mentoring and support is 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**
   • With the number of capital grant pots becoming more scare – a reminder that the Manufacturing Growth Programme is still available to support Greater Lincolnshire Manufacturing Businesses until June 2023.

   Attached supporting documents:
   • MGP-EAST-MIDLANDS-Barometer-Q3-2021-2
   • G Lincs MGP Insight Report_03 22
   • MGP LEP Insight Report_03 22

   Contact Details
   Delivered by – Economic Growth Solutions, part of Oxford Innovation
   Email – neil.harriman@egs.live
   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
- Due to the success of Phase 1 of the SCP we have contracted to deliver a Phase 2.

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- Recruitment to the new programme will commence shortly.
- Soundbite testimonials have been produced from previous cohort beneficiaries – and can be found at the end of this document.

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
- Whilst Peer Networks has proved to be very well received, Phase 2 of Peer Networks will unfortunately be the last, as the programme is due to end nationally on 31 March 2022.
- All cohorts are already active. Delivery to be completed by 31 March 2022.

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 longerterm 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 oneto-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

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This East Midlands Cluster initiative has completed Phase 1 of delivery and is actively delivering Phase 2 – with marketing and recruitment continuing on an ongoing basis. 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, 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 facilita-tion (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 almost completed Phase 2 delivery – with the programme undertaking the following activity between April - June 2022. There has been limited take-up from the Manufacturing community, as other programmes have proved more popular for this sector.

General Programme Overview – Final Phase
The following programme of activities will be undertaken:
• Delivery of the creative and cultural sector cohort as part of the Building Business Resilience Programme – This will involve: re-engaging the businesses who signed up for the original cohort; following-up leads to finalise recruitment of eight businesses to the cohort; delivery of five half-day workshops and one full day workshop focused on different aspects of business resilience (e.g. personal resilience of the owner-manager, financial and commercial resilience, operational resilience). The workshops will be led by Meryl Levington and Leigh Sear and they will be delivered online.
• Design and delivery of up to six webinars – The webinars will address a set of issues related to supporting business resilience (e.g. managing cashflow post-pandemic, managing supply chains, finding good staff) well as any emergent business development opportunities and needs at a local and/or regional level. We will engage with the teams of business advisers to support finalisation of the themes for the webinars. There will be two webinars per month and they will last 60 to 90 minutes. The webinars will be led by Meryl Levington and Leigh Sear, along with Neil Warwick of DAC Beachcroft.
• Design and delivery of up to six face to face workshops – The workshops will complement the webinars by providing an opportunity to develop both learning and skills development of the owner-managers of small businesses related to supporting business resilience and bringing the future forward (e.g. embedding sustainability in business processes and practices). The workshops will be led by Leigh Sear and Meryl Levington and they involve a combination of facilitated taught input, group activities and self-reflection exercises. Where appropriate, guest speakers will be invited to provide an input on specific issues. The workshops will be held across the region, with two per month and they will last for half-day. As with the webinars, we will engage with the teams of business advisers to support finalisation of the themes for the workshops.
• Continuation of the one-to-one business advice and guidance – This will involve provision of tailored advice and guidance to address the needs of businesses who are referred by the business advisers. This will be delivered by Meryl Levington.

Upon completion of the above programme of activities, we will explore the feasibility of undertaking a focused survey of businesses who have engaged with the different

aspects of the business resilience programme to explore the strengths and areas for development with the programme as well as the business development and support needs of the businesses in the near-term.

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**
- The Made in Lincolnshire Brochure is updated monthly on the Business Lincolnshire website – March 2022 version - PowerPoint Presentation (businesslincolnshire.com)
- The brochure launched in May with 73 business, now **106** businesses currently feature.
- Press release to celebrate reaching 100 - 100 local businesses have now signed up to Made in Lincolnshire | Made in Lincolnshire | Business Lincolnshire – this was picked up and featured in Business Link magazine
- The concept is to use this document as a tool to promote Manufacturing in Greater Lincolnshire and to encourage inter-trading between local manufacturers.
- Below is a quick summary of the most popular sections accessed by website users on the Business Lincolnshire website for February 2022 – the Made In Lincolnshire unique page views is constantly in the top 10 – placing 7th in February.

Area	Unique page views
Grant and support finder	1,665
Events	852
Find a business	177
News	123
About	82
My account	81
Made in Lincolnshire	59
Business resilience: COVID-19 support	53
Local success stories	50
Industry support: digital	14
Online tools and resources	14
Business resilience: EU transition / exit	0

Contact details
Email - businesslincolnshire@lincolnshire.gov.uk
Call – 07769 875116
Web – PowerPoint Presentation (businesslincolnshire.com)
Business Lincolnshire Project Manager – Jeannine Thornley

8) Business Lincolnshire Website

Work is underway to update the look and feel of the Sector specific parts of the Business Lincolnshire website. This work will be undertaken with the assistance of the business advisers who have a strength in the various sectors – including Manufacturing.

9) Manufacturing Conference

Date – Friday 20 May 2022
Location – Kenwick Park Hotel - Louth

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Link to event - Greater Lincolnshire Manufacturing Conference 2022 – De-Risking for a Sustainable Future | Business Lincolnshire

Factory tours of 3 local businesses – Bottomley Distillers, Micronclean and Wolds Manufacturing Services at the end of the conference.
Breakfast networking will be sponsored by the GLEAM network.

10) Business Lincolnshire Live Event

Proposed Manufacturing and Engineering Lincolnshire Live Event in June 2022 – to promote new support programmes and highlight Manufacturing Day, Spark Festival and GLEAM.

11) Manufacturing 'week' in July 2022

- MakeUK National Manufacturing Day – Thursday 7 July 2022 - Home | NMD 2022 (nationalmanufacturingday.org)
- Spark Festival – 8 and 9 July 2022 -
- There will be a joined-up approach to promoting both initiatives – linking in with the GLLEP Careers Hub and the Enterprise Co-ordinators to ensure we spread the word and get as much take up, promotion and interest as possible for both.

12) Oct – Dec 2021 Case Studies / Good news

- Video case studies produced featuring Darren Joint from Viking Signs and Michael Hague-Morgan from Autocraft Solutions Group.
- Viking Signs video can be accessed via this link – https://youtu.be/UlOhiFX2N8g
- Autocraft Solutions Group video will be released after June 2022.

Business Lincolnshire Supply Chain Programme – Phase 1

Good explanation all the way through the presentation at a steady pace and very understandable.

Excellent support provided on improving our supply chain. Gave us chance to step back and reintroduce supply chain methods to give us more control of our business.

Well recommended!

—Kevin Taylor, Ultrasonic Flightcases

The material was much needed and enlightening to the scope of supply chain.

Our Supply Chain Manager has already begun using some of the procedures learned during the course to improve our operations.

—Ambrose Kingston, Aerodyne Global

The support we have achieved has been invaluable, the help with our supply chain has been a revelation & all of the support has helped us grow sales through a very difficult 2021.

Many thanks to all the team and we will continue to take all the support we can get.

—Tony White, Fast Form Systems