

Greater Lincolnshire Manufacturing Board

TERMS OF REFERENCE

Background

The LEP's manufacturing plan was approved in autumn 2016, a copy can be found on our website. https://www.greaterlincolnshirelep.co.uk/assets/documents/Manufacturing_Plan_Final.pdf. A manufacturing board is required to steer the strategy and activities of the LEP and influence other partners to influence future manufacturing within Greater Lincolnshire.

"Greater Lincolnshire has a vibrant and successful Manufacturing sector. In 2016 the value of the sector has reached £3.4bn or 20% of total economic value employing 57,000 people equating 14% of all employment. In the Strategic Economic Plan (SEP) for Greater Lincolnshire it is identified alongside agri-food, visitor economy as one of the best opportunities for growth. Manufacturing can make a real and positive change to Lincolnshire's economy. It can deliver growth, safeguard and create jobs, drive investment and have positive impact on the quality of life for Lincolnshire residents"

Strategic Aim

The remit is for the Manufacturing Board to be the expert and leadership group that support and accelerates the growth, productivity and competitiveness of the manufacturing economy in the Greater Lincolnshire Region.

The Manufacturing Board will be a high level leadership group, bringing together private and public sector partners from the wider 'Manufacturing community' which it will support and facilitate.

The Board will;

- Lead, influence and champion the manufacturing agenda across Greater Lincolnshire
- Develop a vision and action plan for a dynamic, competitive and sustainable Manufacturing Sector which can contribute to the UK's competitiveness
- Co-ordinate, facilitate and oversee delivery of action and investment to support the vision and plan; and report on progress and key issues to the LEP
- Working with the growth hub governance board, ensure that the manufacturing support products are coordinated and aligned to provide manufacturing businesses with a clear route to products and expertise that will help them fulfil their growth potential
- Forge strong connections and influential relationships with the national level (particularly Department for Business, Innovation and Skills and the Technology Strategy Board) and with the EU
- Co-ordinate and broker collaborative relationships around key opportunities for Manufacturing within and, in conjunction with the LEP
- Facilitate networking and inter-action between specialist sectoral and other Manufacturing groups, agencies and programmes
- Ensure that the LEP is advised of progress, key issues and any material changes which are likely to affect the LEP's overarching Business Plan and that any necessary corrective action is taken

The Greater Lincolnshire LEP is a company limited by guarantee, established to provide strategic leadership to set out local economic priorities for Greater Lincolnshire. There will be a two-way relationship between the Greater Lincolnshire LEP and the Manufacturing Board, and each will give advice and be asked for advice on matters where a manufacturing perspective is required.

Roles and Responsibilities

- Review the Greater Lincolnshire Manufacturing Plan, and the outcomes (which will identify what works and measure impact) and endorse recommendations
- Identify gaps or underperformance in existing support
- Develop new activities and programmes to accelerate business formation and growth
- The Manufacturing Board will act as an advisory body for the LEP on all matters within the scope of its remit
- The Manufacturing Board will identify all issues of major importance including strategy, key strategic objectives and targets and key decisions involving the prioritisation of support for Manufacturing growth and productivity
- The Manufacturing Board will work closely with other senior Boards of the LEP, including the Employment and Skills Board and any new groups with a directly relevant remit, that the LEP may establish
- The Chair of the Manufacturing Board will agree the most appropriate forms of joint working with the Chairs of the other senior Boards and these might include reciprocal membership or regular attendance of each other's' Boards
- The Manufacturing Board will build close working relationships, through means to be agreed, with other key partners. These include the Councils of the Local Authorities; EEF, FSB, IOD, CBI, Chambers of Commerce, and other appropriate organisations including Manufacturing Business Networks
- The Manufacturing Board will promote the recommendations in the published "Plan of Manufacturing in Lincolnshire" to the private sector

Accountability

- The Manufacturing Board will be one of the LEP's sector advisory boards
- It will be chaired by a private sector LEP Board Director, who is also the Manufacturing champion.
- The board will be recruited through an open recruitment process. All appointments will be approved by the LEP's appointment committee
- The Manufacturing Board members will have a term of office for three years with a view to renewal for a further three years in order to provide continuity.
- The Manufacturing Board will approve an annual Work Plan and make recommendations to the LEP board for endorsement.
- The Manufacturing Board will report regular progress to the LEP board on its delivery.
- As members of the board resign or reach term of office, the Manufacturing Board will make recommendation to the Manufacturing Board Chair for replacements.

Membership

The Manufacturing Board will have sub sector and geographical representation and be predominately private sector. The Board shall be no less than 10 members and no more than 15 members.

Membership of the board will also include representatives that can provide a level of specialist support and knowledge that will be required to successfully deliver the agreed priorities within the work programme.

Ideally all board members will work or live in the Greater Lincolnshire area.

The Chair of the Manufacturing Board will be represented on the main LEP Board to ensure the sector is integrated with the activities of the GLLEPs other identified growth priorities and to ensure the interests of the sector are represented in decision making and policy formation.

Meetings

The Board will meet at least twice a year. Members are expected to provide apologies if they cannot attend and no substitutes will be allowed.

An annual calendar of meetings and venues rotating between Manufacturing Board members will be agreed at the outset.

The Greater Lincolnshire LEP will provide the initial secretariat and executive support for the board.

ROLE DESCRIPTIONS: CHAIR, AND MEMBERS

The role descriptions for the Manufacturing Board and its Members have been developed to provide initial guidance, drawing on best practice from similar organisations. As the Manufacturing Board develops in its role, this body of guidance will be the subject of review and adjustment to reflect collective lessons and experience. In the intervening period, the following will be brought into use in the establishment and operations of the revised Manufacturing Board.

The Manufacturing Board (MB)

As well as attending Board meetings, members may be asked to attend other meetings as a representative for the LEP and Manufacturing, and will be required to read background papers and documents and input into plans.

The specific role of a Board Member is to:

- **Use experience and knowledge to help shape strategy and policy**
- **Influence the prioritisation, planning and investment in the manufacturing to support provision and the shape of delivery**
- **Support the strategic aims of the Greater Lincolnshire LEP**
- **Represent a range of people, organisations or views, not their own or that of their own organisation**

The role of Manufacturing Board members is to proactively drive, challenge and influence the GL Manufacturing sector to ensure that its growth objectives are realised and there is integration, as appropriate with the GLLEP other identified growth sectors.

In so doing, the Manufacturing Board will advise the LEP and its constituent members, on all matters within the scope of its remit and to act within any guidance and direction from the LEP. The Manufacturing Board will identify all issues of major importance including strategy, key strategic objectives and targets, and key decisions embodied in the Business Plan.

In carrying out these responsibilities, the Manufacturing Board Members will look across all sectors of the areas manufacturing to identify key opportunities and priorities for growth, and to ensure appropriate marketing and promotional activity take place to support their achievement.

Manufacturing Board Members will have collective responsibility, under the leadership of the Chair, to ensure that the Manufacturing Board fulfils the remit set by the LEP. The Manufacturing Board Members will collectively and individually provide leadership, support and generally work to build and maintain a vibrant and dynamic manufacturing in the region which is well connected to national and international markets. The Manufacturing Board Members will support close working between the private and public sectors.

The Manufacturing Board will partake in one stakeholder event per year with the LEP constituent members of the Manufacturing and other appropriate organisations.

These events will have two principal roles,

- i) To received feedback and views of the constituent members of the region in order to inform the Manufacturing Board on progress and give insight to priorities,
- ii) To update constituent members on activity driven by the Manufacturing Board and results of that activity along with and overview of performance of the sector.

In pursuance of the Manufacturing Board's remit, Board Members shall:

- (a) Establish the overall strategic direction for the manufacturing in the LEP area through the development and periodic review of the GLLEP Manufacturing Plan.
- (b) Support, engage with and otherwise facilitate activity by the manufacturing membership to deliver priority activities and campaigns and require, receive and review information on activity and campaigns from key partners responsible for delivering activity.
- (c) Ensure that the LEP is advised of progress, key issues and any material changes which are likely to affect the LEP's overarching Business Plan and that any necessary corrective action is taken.
- (d) Maintain high standards of governance at all times.

Members of the Manufacturing Board are appointed for their skills, expertise and influence and are expected to bring these to bear in support of the Manufacturing Board's objectives together with commitment to deliver any specific actions within the Manufacturing Board's Manufacturing Sector Plan for which their organisation has lead responsibility.

Individual members of the Manufacturing Board shall act in accordance with their responsibilities as members of the Manufacturing Board, being mindful of any specific requirements or values which the LEP may from time to time decide. The Manufacturing Board as whole and individual Members shall in particular be mindful of and respect the commercially confidential and sensitive nature of some activities. Individual Members shall at all time act in the best interests of the agreed collective objectives and in good faith. In the event of any conflicts of interest, Individual Members shall declare these to the Chair.

Individual Members will commit to attending at least one out of the two meetings of the Manufacturing Board as a condition of membership and will make their facilities available for meetings of the Manufacturing Board.

Members should be senior decision makers and able to influence at local and potentially national level to support the delivery of priorities. They should also be advocates of the sector, able to commit the time to attend board meetings and exert influence as is required.

The Chair

The Chair of the Manufacturing Board is responsible for advising the LEP Board and reporting to it on all matters within the remit of the Manufacturing Board.

The Chair will provide leadership to the Manufacturing Board, ensuring that it works as a coherent and effective leadership team, that it provides wider leadership and support to the LEP area Manufacturing and that the Manufacturing Board's work is informed by the views of its membership/constituents.

The Chair shall act as the spokesperson for the Manufacturing Board, building and maintaining influential relationships and close working with international, national, regional and local institutions and key players in Governmental, private sector and public sector arenas concerned with manufacturing.

The Chair will also be the LEP Board's Manufacturing champion and will work closely with the Vice-Chair of the Manufacturing Board; the Chairs of the LEP's senior Boards and with the chairs of other senior groups within the LEP area in pursuance of the GLLEPs accelerated economic growth objectives.

The Chair will advise, and bring into play the collective expertise of the Manufacturing Board and its membership to advise senior regional groups and players on the matters for which the Manufacturing Board is responsible. S/he will represent the views of the Manufacturing Board to the LEP, membership, partner and stakeholder organisations and the general public.

The Chair shall ensure that the Manufacturing Board is provided with regular advice, intelligence and reports on the development and delivery of the Manufacturing Board's destination management plan and related objectives and targets.

The Chair will encourage high standards of collective working and governance.

The Manufacturing Board Chair: Expertise, Skills and Influencing Requirements

The Chair of the Manufacturing Board will have wide ranging and extensive high level experience and knowledge of, and well developed connections and working relationships in the Manufacturing, in national and international arenas.

S/he will have highly developed leadership, strategic and organisational skills, developed in international, national or regional executive roles, and a track record of operating effectively in, and with, Governmental and major corporate spheres.

Observers (non-members)

The Secretariat will also be represented at all meetings.

Members of the GLLEP, Business Lincolnshire Growth Hub and Lincolnshire County Council will be invited to attend Board meeting as observers from time to time to provide continuity between the Board and The Growth Hub Board; by request to the Chair.

Specialists may be invited by the Chair to attend specific Board meetings or Agenda items where particular expertise is required.

Occasional observers may request to attend a meeting through the Chair.

Administration

The Manufacturing Board will be supported by a professional secretariat hosted by Lincolnshire County Council. The meetings and the papers of the Board will be prepared by Lincolnshire County Council, and be in the same format as the LEP Papers, with members subject to the same conditions of operation, shared values and code of conduct.

Specific Contributions

Whilst this list is not exhaustive, the key areas of specialist expertise required within the Manufacturing Board are as follows:-

- i. HR Employment and Skills
- ii. Advanced Manufacturing
- iii. Manufacturing Exporter
- iv. Manufacturer of Agri -food
- v. Manufacturer of Chemicals
- vi. Manufacturing Business Support
- vii. University
- viii Manufacturer - Electrical/electronic

The way we do business

The Board will adopt good practice and its Members will act within the General Duties and Obligations set out in this document and adopt the following values:

- Championing to influence and lead by example
- Enterprising solutions that are creative
- Partnership working across the private, public and the third sector
- Sharing best practice
- Being inclusive of each locality and community across Greater Lincolnshire

A Code of Conduct and Register of Interest is in place and all Board members and observers are required complete a declaration.

Reference 11: Manufacturing Board Terms of Reference
Reviewed: July 2017
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Policy Lead Officer: Samantha Harrison