

Appendix E - Mapping of actions from East Midlands LEPs Sector Reports – Transport and Logistics

D2N2	LLEP	SEMLEP	NEP
	Promote the importance to the national economy of logistics & distribution activity in the LLEP area and adjoining LEP areas in the region (regional group)		
Maintain the sector group	Create the LLEP Logistics & Distribution Business Group (LDBG).		
			<p><b>1. Business Support Issues – Actions</b></p> <p>Clarify what services are available and promote them especially to micros and SMEs</p> <p>Ensure service providers collaborate and coordinate with one another over the services offered and signpost businesses to the appropriate providers</p> <p>Reduce bureaucracy when support is sought (eg exporting)</p> <p>Strengthen services with more focused / specialist</p>

			<p>provision (eg innovation support)</p> <p>Increase the overall level of sector support (ie for innovation for product / service development and general business management)</p> <p>Improve access to debt finance (especially loans and overdrafts) and liaise with the banks to help achieve this</p> <p>Reduce business rates for SMEs</p>
			<p><b>2. Improve Business Practices – Actions</b></p> <p>Encourage staff training and development</p> <p>Encourage the take-up of quality assurance schemes</p> <p>Encourage environmental management practices</p> <p>Improve innovation and product / service development</p>

			<p>Encourage collaboration and cluster development activities</p> <p>Encourage the use and membership of trade associations and forums</p> <p>Raise awareness, and the use, of external business support</p>
Link with Better Business regulation work to address the burden of compliance		LLCNs will also bring together organisations to form partnerships that can aid recruitment into the sector. The case study below demonstrates how partnerships can work together to ease entry routes into the sector in the area of driving.	
Ensure Local Authorities understand the changes in logistics and consequent requirements such as local aggregation points and delivery requirements	Identify public policies – parking, roadside facilities, etc – which may hinder growth		
Promote the Growth Hub to the sector as the place for assistance for grants and funding	Link the sector into the Business Gateway – including access to finance		
Ensure the sector is consulted on infrastructure			

proposals			
Prioritise road improvements			<p><b>3. Transport Issues – Actions</b></p> <p>Improve road – rail interchanges</p> <p>Secure A14 improvements: widening, better junctions, upgrading</p> <p>Encourage road widening and better hard shoulders especially on the roads leading to the A14</p> <p>Improve lorry parking facilities (eg A14, A43, A45)</p> <p>Improve the major road junctions</p> <p>Improve public transport in more rural areas</p> <p>Improve east – west rail links</p>
Review roadside facilities			
Develop links with schools and colleges to promote the sector for careers	Provide support for the sector to engage with schools and work with colleges and training providers. Help promote existing training courses to the	Employer networks are seen to be an effective route to securing greater employer investment in training. Skills for Logistics has already established five Local Logistics Community	

	<p>sector. Sector group to provide information on training needs and promote trailblazer apprenticeships The sector group to work with DWP, colleges and training providers in the LLEP area to develop programmes to increase flow of work ready candidates for the sector, including LGV drivers.</p>	<p>Networks (LLCNs) across the UK. The concept can be adapted across newly identified hotspots, using our experience to ensure best practice and value for money. These LLCNs consist of employers, local authorities, training providers and other organisations that are focused on skills development and employment opportunities. One role of the LLCN is to connect the logistics sector to the local community, thereby increasing its attractiveness amongst local talent pools and establishing itself as a career of choice. The LLCNs also promote the benefits and encourage skills development. Through the LLCNs, the barriers of accessing suitable training provisions can be overcome. Skills for Logistics will be able to engage both employers and training providers. This will ensure that employer demands are articulated and</p>	
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		<p>relevant training is available through a local network of quality assured training providers.</p> <p>To support the LLCN in its work, Skills for Logistics has developed a number of engagement tools that aim to help business improve its engagement with talent pools, such as schools and to assist in raising the awareness of the Logistics Sector and the careers it can offer. These include the Logistics Locker, Delivering your Future, Made in China and Job Clubs.</p>	
		<p>Employer networks have been shown to be beneficial on a number of levels.</p> <p>Employer decision making may benefit from persuasive narratives, where employers can gather first-hand accounts of the benefits of training from other employers. Furthermore, providing information on sources of training may also be important in influencing the training decision. They can also help employers</p>	

		gain access to information about training and funding when accompanied by a brokering mechanism (Stanfield, 2009). The LLCNs will provide opportunities to share information and best practice. Through research, with the groups, the quality of information about the benefits of training can be increased. This local relevant information can then further be disseminated in locally focused newsletters. This can then enable managers, wider than the LLCNs, to make informed decisions about investing in training.	
Work with HEIs to develop innovative solutions	Access to advice for the sector from universities through the Business Gateway		
Promote a collaborative approach to delivery and collection	Promote collaboration on collection consolidation centres		
	New sector group to develop action plan relating to workforce Develop apprenticeships and link with the Apprenticeship Hub		<p><b>4. The Supply of Labour and Skills – Actions</b></p> <p>Upgrade intermediate manual skills to higher levels</p>

	<p>The LDBG work with LLEP Apprenticeship Hub and regional networks to provide evidence to Skills Funding Agency of: • the true cost of training apprentices in logistics occupations • the inappropriate nature of the 16-19 focus for the sector</p>		<p>Improve elementary skills</p> <p>Improve English language skills (primarily for migrants)</p> <p>Provide more training courses for the young unemployed in the growth sectors</p> <p>Provide specialist apprenticeships for high tech vehicle maintenance</p> <p>Develop schemes to increase the supply of HGV drivers</p> <p>Improve the skills of drivers and warehouse staff</p> <p>Provide higher quality jobs at major urban centres to improve skills retention within the county</p> <p>Encourage more high quality employment opportunities to prevent out-migration of staff (including encouragement for inward investment)</p>
	<p>Provide advice on local sourcing of material</p>		
	<p>Key account approach for major businesses</p>		



	Promote the area as a location for L and D		
	Collaboration between employers, Las and travel providers to find solutions to travel to work requirements		
	Work with key businesses to promote take up of local services and materials		
	Las to collaborate on sector land and premises requirements		<p><b>5. A Shortage of Adequate Sites and Premises – Actions:</b></p> <p>Improve the availability of land / sites (especially for logistics, warehousing, storage and distribution):</p> <ul style="list-style-type: none"> <li>- Provide more diverse sites</li> <li>- Improve availability of larger sites</li> <li>- Provide more modern sites (eg ICT infrastructure)</li> <li>- Encourage land for lower cost sites</li> </ul>

			<ul style="list-style-type: none"><li>- Improve site access</li></ul> <p>Improve the availability of premises (especially for logistics, warehousing, storage and distribution):</p> <ul style="list-style-type: none"><li>- Ensure that a range of premises by size are available for businesses as they grow</li><li>- Encourage larger warehouses / storage units</li><li>- Ensure premises are located in better / more accessible positions</li><li>- Improve the accessibility to premises and parking available for lorries and cars</li><li>- Improve security at sites</li></ul>
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			<ul style="list-style-type: none"> <li>- Improve warehousing facilities</li> <li>- Improve the quality of premises with more modern buildings and facilities</li> <li>- Improve the environment at warehousing sites / estates</li> <li>- Encourage the take-up of vacant premises</li> <li>- Provide some form of business tax relief</li> </ul> <p>Encourage more affordable units (either through the councils or developers)</p>
Provide Information on Radio Frequency identification			
Provide advice on using low emission vehicles	Reduce environmental impact/advice through the Business Gateway on local carbon measures		

Support training in fuel efficient driving	Support training of drivers in fuel efficient driving techniques		
Support alternative fuel trial project	Review availability of alternative fuels		
Provide advice to sector on software/ICT solutions			
	Promote the sector to older entrants		

Appendix F - Comparison of Actions in East Midlands LEPs sector reports – Advanced Manufacturing and Engineering  
(for LEPs that have published action plans)

D2N2	LLEP	NEP
	<p>Ensure that AME in the region is promoted appropriately as part of the overall promotional activities for the LLEP and Leicester/shire:                      Ensure different messages for different products/ markets                      Promote capabilities/ capacities of AME sector, both in terms of products and manufacturing capabilities                      Promote Leicester/shire on a collective AME basis rather than individual companies</p>	
<b>Ensure OEMs/Primes have local needs met</b>		
Maintain effective local liaison with Prime/OEM senior representatives to ensure that any local issues are identified and addressed and opportunities realised		
Ensure local awareness of national support schemes that Primes/OEMs sponsor as part of local business support arrangements and that D2N2		

firms are encouraged to participate		
<p>Continue to support supply chain development to help Primes/OEMs develop new suppliers to ensure that business critical components can be sourced and where feasible, from local firms</p>	<p>Consider how LEs can be made more aware of SME pressures in supply chains and how payment terms may be improved:          Form local business groups to discuss issues such as these and to raise awareness          Introduce meetings for supply chains of larger businesses          Introduce an 'Investors in People' type approach where businesses are externally rated on their performance on issues such as this          Introduce cash flow funding to tide businesses over poor payments</p>	
<b>Enhance supply chain development</b>		
<p>Develop and fund programmes to ensure that SME potential to participate in supply chains is maximised and their business capabilities enhanced by making these firms aware of opportunities and then support them with consulting ,workshops/events and training to help them get to the point where they are able to bid and win work ,with a</p>	<p>Consider introducing a programme similar to, or a subset of, AMSCI to improve networking in AME:          Establish programme via BIS and programme managers          Learn from operation of programme in West</p>	

focus on Advanced Manufacturing and Engineering,(AME) in recognition that many SMEs work in other sectors	Midlands Learn from supply chain development programmes in other countries – particularly Germany Consider other good practice programmes in UK – for example iNet and ENCITE	
Run Meet the Buyer events and annual tech-exchange for companies to pitch their technology developments to help local firms understand entry requirements for becoming suppliers		
Provide support to improve SME tendering/sub-contracting skills		
Work with other LEPs to support integrated programmes on supply chain developments within the East Midlands and wider		
Assess extending the delivery model used by NATEP in aerospace to other sub sectors		
<b>Develop Business Support that works for Business</b>		
Develop specific provision appropriate to AME businesses linked to the proposed Business Growth Hub, that features high value and bespoke support to individual companies, including next day information		Work with Solutions for Business, East Midlands Business and others to identify an approach that provides

<p>problem solving; face to face contact with informed business advisors where desired; marketing support; and the ability to develop bespoke packages of support, including practical help with securing funding</p>		<p><b>tailored business support</b> and business support packages for HPE in Northamptonshire</p>
<p>Aim to transform the capacity, delivery performance and capability of existing SMEs by supporting management and leadership development programmes</p>		<p>NEP's strategy also aims to <b>support graduate start-ups</b>. This is relevant for HPE graduates and the potential for spin-offs from research centres and universities should be supported.</p>
<p>Design and implement a programme to enhance capacity in manufacturing engineering</p>		
<p>Support seed corn funding for business led peer learning networks that help business managers to share experiences and collaboratively address challenges</p>		<p>Other affordable ways to provide new entrepreneurs with relevant technical expertise is to set up a <b>peer support group</b> and / or a <b>mentoring scheme</b> with more established firms.</p> <p>📍<b>Business networking</b> events in small groups and</p>



		<p>structured around a topic / presentation to enable discussion and communication of what other businesses do.</p> <p>Develop a <b>central place</b> (website / LinkedIn group) <b>for communication</b> across the sector and information sharing (job vacancies, company profiles, trends, chat room).</p> <p>A third strand of business support for new business resides with the planned <b>Business Angels Network</b>. As well as sector expertise, they can offer access to finance for start-ups.</p>
<p><b>Address challenges in access to finance</b></p>		
<p>Develop a portfolio of financial support that has certainty and</p>		

<p>longevity, so that a full escalator of growth funding is available, including equity finance, integrated with business support where possible and seek to extend common provision across D2N2, where feasible</p>		
<p>Explore if it is possible to provide loans secured against grant offers, to cover advanced payments of deposits for capital equipment and non-recoverable VAT to help speed up investment in growth</p>		
<p>Review best practice across public sector grant schemes with a view to streamlining any paperwork and avoiding unnecessary complexity from the businesses perspective</p>	<p>Improve the clarity of grant application and management processes and consider ways in which it may be applied at crucial business stage:          Improve the understanding of grants eligibility and the application process          Speed up the process of grant application, vetting and award          Define maximum timescales/targets and monitor them using external reviewers          Cater for different needs/speeds at different stages of business development</p>	

	Better understanding of business and its needs Justify on key business performance indicators as well as job creation	
Explore developing programmes with other LEPs to create economies of scale and impact		
		NEP can also <b>help businesses be informed of relevant trends</b> , emerging markets and national policy through a newsletter or regular seminars. <b>Regular communication</b> across the sector. The database produced as part of this work will be a key tool to implement this.
<b>Realising Opportunities to attract inward investment</b>		
Ensure that the inward investment teams and Local Authority partners articulate a common understanding of the attributes and distinctiveness of the D2N2 offer by working collectively and ensuring that they link effectively		

to UKTI activity		
Make TEM/AME a key priority for D2N2 inward investment and develop an active local programme of events attendance and lead generation in conjunction with national initiatives to secure new investment		
Seek to fund a marketing programme to work with UKTI to explore potential overseas investor leads for the TEM/AME sector appropriate to key strategic sites in D2N2		
Build co-ordination of Trade Show attendance into the work of the Business Growth Hub (sector support) so that SMEs can collaborate and have a presence on a larger D2N2 or relevant branded stands, sharing costs and increasing impact		
	Review present and future allocations of land for industrial development to ensure sufficient is, and will be, available. Similarly, establish a system to help businesses identify sites in order to attract/ retain them: Review the local authority rules which restrict the industrial use of warehousing	Programme of <b>work with key business parks</b> across the county – focused on improving strategic centres of employment and business activity and solving barriers to growth issues. In the case of HEP, this must take into account the specific needs of these

	<p>Compulsory purchase of empty buildings which are being retained in 'land banks' – the message, 'develop or sell'</p> <p>Introduce car sharing and time restrictions to ease congestion</p> <p>Gain a better appreciation of the sites available and planned</p> <p>Introduce more sites assigned for manufacturing</p> <p>Ensure sufficient power, water, drainage, etc. to cope with industrial needs – especially high speed broadband</p>	<p>businesses, in particular the quality of the buildings and security.</p> <p>Local authorities have a key role to play in making sure the <b>planning system</b> does not hinder the delivery of developments. There may also be some existing <b>sites in public ownership</b> which could be developed and bridge the current gap in quality floorspace.</p> <p><b>Transport</b> is another key part of the economic infrastructure and continued improvement to strategic links should be supported.</p>
<p><b>Creating more opportunities for innovation</b></p>		
<p>Develop a grant aid/financial support</p>		

programme to overcome cost barriers for D2N2 SME access to Catapult Centres		
Provide direct innovation support to SMEs across D2N2, through grant aid and advice and also actively linking them to the most relevant part of the knowledge base i.e. University or Research & Technology Organisation, irrespective of geographical location, to reduce the risk of investing in unproven technologies.		Encourage synergies and <b>linkages between the research centres</b> in and around the county. Stronger <b>links between businesses and research centres</b> also need to be developed to boost the potential for technology transfers. Including members of academia on business boards and vice versa could be a good way to foster knowledge transfer and joint projects.
Develop a programme for innovation mentors to help business owners/managers tackle challenges and seize opportunities for innovation		
Seek to establish a TSB Launchpad programme focussed on the TEM sector and related AME businesses		
Encourage support for long term relationships between SMEs and Universities beyond by designing		

support activity beyond 2 day assists		
Assess the case for local provision of centres of excellence that can help SMEs to develop new products and processes eg the proposed Low Carbon Transport Technology Centre		
Develop programmes with other LEPs to create economies of scale and maximise impact		
	<b>Attract and retain skilled people as graduates</b>	
	Identify and recruit potential employees through conventional routes such as job and recruitment fairs where graduates can be matched to specific opportunities •	
	Also utilise novel means such as graduate visits to manufacturing companies to persuade them into employment, and inducements such as subsidised housing in 'walk to work' areas, cash payments on taking up and holding positions, competitive employment packages, etc.	
	Develop clearer picture of which skills are available	

	and which are in demand so that any gaps in provision may be identified	
	Instill importance/ benefits of sector in schools by persuading businesses to engage more and get them to bring out the more glamorous aspects of the sector – linked to promotion of LLEP area	
	Provide subsidised housing in 'walk to work' areas	
	<b>Improve training to be more directly related to employer needs and relevant to the workplace</b>	Establish <b>employers' skills needs</b> and have regular discussion with FE / HE institutions about what the curriculum is missing and what can be done to improve it.
	Develop the 'study schools' principle to get students more engaged	
	Encourage employers to engage more with schools with a view to attracting students into the sector	<b>Promote high performance engineering and develop awareness of the</b>



		<p><b>career opportunities available to young people.</b> There is a need for a coordinated approach across the county between the schools and employers. Career days or school roadshows should be considered to provide businesses with the opportunity to present what they do to young people across the district.</p>
	<p>Encourage the use of work experience in the final school year when students are thinking more seriously about training for employment</p>	<p><b>Better communication with teachers and careers advisers</b> in school to explain the range of careers available in HPE. Establish a <b>clearer picture of education pathways</b> into the sector for use by teachers and career advisers. A <b>match-making service for work</b></p>

		<b>placements</b> to boost opportunities for young people to gain work experience.
	Introduce post education (re)training for the AME sector	
	Businesses to work more with universities and colleges to help define what should be in courses and to consider different forms of degrees within the overall structure	
	Work with trainers to develop more, non-traditional routes to learning and qualifications	
	<b>Improve the relevance of apprenticeships to business needs and extend funding to cover a longer period of training and a wider age group</b>	
	Ensure that people offered as apprentices have a good standard of literacy and numeracy with developed skills in communication	
	Endeavour to get	

	apprentices more enthused and willing to learn through a better appreciation of what a career in AME can ultimately provide	
	Make wider use of the STEM network in this respect	
		Explore ways to <b>address gender imbalance</b> , possibly by learning from other sectors or other countries
		Work closely with Engineering UK and Sector Skills Council to build on their expertise and experience around the UK.