



**Made Smarter  
National Organisational Structure**

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## 1.0 Purpose and Introduction

Made Smarter is a government-industry partnership and is the UK's key industrial digitalisation programme. It is the brand promoting the digital transformation of the Industrial sector, sometimes referred to as the 4th Industrial revolution or Industry 4.0.

The Made Smarter profile continues to rise in the UK and internationally. This is only possible through the time and resources committed by both industry and government to promote and progress the Made Smarter aims and ambitions. We want to further shape and develop Made Smarter as a movement that UK industry, business bodies, institutions and local partners, can rally behind and reflects the breadth and diversity of the sector across the whole of the UK.

Made Smarter is the result of an Industry led review commissioned by the UK government, as part of the Industrial Strategy. It set out the significant opportunities of Industrial Digital Technology (IDT). The study provided 4 key recommendations supporting the 3 strategic pillars of **leadership, innovation, adoption** (underpinned by skills) and these influence the governance and delivery structures of the programme.

This document provides an overview of the Governance and organisational structures needed to steer and drive the Made Smarter movement forward, so it becomes the national movement for enabling UK's 4<sup>th</sup> Industrial Revolution. It sets out the associated Terms of Reference to deliver the key themes and recommendations of the Review. The Governance structures have been designed to:-

- Be enduring over time
- Provide clear responsibilities for delivery of each of the Made Smarter review recommendations
- Ensure a high level of cross working and integration
- Create scale, national reach and local ownership in order to gain support from as many national and local bodies (working in the space of industrial digital technology & manufacturing) as possible.



Strategic Theme	Made Smarter Review Recommendation	Key Delivery Organisation & Accountability
<b>Innovation &amp; Adoption</b>	<b>Create a much more visible and effective digital ecosystem to accelerate the innovation and diffusion of Industrial Digital Technologies (IDTs)</b>	<b>ISCF Steering Board (UKRI)</b> responsible for driving Innovation through the Made Smarter ISCF Industry / Government investment programme. Commission will be represented on this board.  <b>North West Adoption Pilot</b> Providing strategic oversight, promotion, guidance and support to prove the opportunities of adoption / diffusion through the regional pilot.
	<b>Upskill a million industrial workers to enable digital technologies to be successfully exploited</b>	<b>Skills Strategic Implementation Group (SSIG)</b> Co-ordination and leverage of current and emerging skills initiatives to ensure focus on upskilling of the existing manufacturing workforce
<b>Leadership</b>	<b>Inspire the UK's next Industrial Revolution with stronger leadership and marketing of the country's ambition to be a global pioneer in Industrial Digital Technologies</b>	<b>National Commission</b> Focal point for industry to provide strategic direction and advice to government and industry on the opportunities of digital manufacturing technology and how the Government and industry should maximise the opportunities it offers to the UK  <b>Communications &amp; Marketing sub Group</b> Developing the narrative, messaging and Stakeholder Charter that will promote the vision and adoption of IDT  <b>Expert Panel</b> 'Horizon scanning' to provide evidence based recommendations on the importance of emerging, strategic technologies, regulatory and intervention policies

In addition to the above bodies, we have established a Strategic Implementation Group, which is an agile group who regularly meet (largely via phone conference), to ensure coordination between the groups and activities and support progress with regard to the above objectives and recommendations.

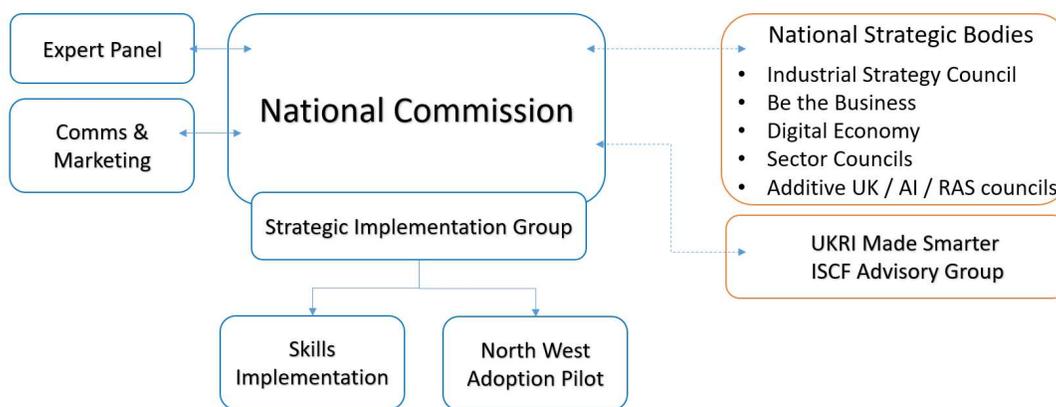
## 2.0 Organisational Summary

The Made Smarter organisation comprises a structure of independent non-statutory groups to provide the vision and national voice for the future of UK manufacturing in the 4th Industrial Revolution. It provides both the catalyst for the UK movement and engine with sufficient reach and depth to cover the UK manufacturing and associated technology sectors with account for in-excess of 5m workers and 10% GDP. The framework is fully inclusive of a wide range of stakeholders, including employers and employees, academics, local and national government bodies, research and trade associations.

The National Commission has overall governance responsibility for the programme of activity.

### 2.1 Organisation Structure diagram

## Made Smarter UK



### 3.0 Detailed Terms of Reference

#### 3.1 Made Smarter National Commission

- Focal point for industry to provide strategic advice to government on the opportunities of digital manufacturing technology and how the Government and industry should maximise the opportunities it offers to the UK.
- To provide linkage to other strategic productivity, manufacturing and technology councils.
- To provide overall strategic direction for the UK to achieve the goals of the Made Smarter Review and oversight and support to the implementation of the recommendations

##### 3.1.1 Organisation

Attendees			
SoS BEIS (Co Chair)	GE Digital	Lambert Engineering	Rolls Royce Plc
Siemens UK (Co-chair)	Royal Academy of Engineering	Confederation of British Industry (CBI)	Jaguar Land Rover Ltd
Make UK	ICW	ABB Limited	Accenture
GSK	Renishaw Plc	Food & Drink sector member TBC	Airbus UK
BAE SYSTEMS Plc	A TEC Solutions	TUC	

### 3.1.2 Meeting Frequency

Quarterly

### 3.2 Strategic Implementation Group

To ensuring a consistent approach to the implementation of the review recommendations and support the achievement of the Made Smarter Review goals

#### 3.2.1 Organisation

Attendees			
Siemens (co-chair)	Accenture	Scottish Manufacturing Advisory Service	HVM Catapult
CISCO (co-chair)	NW Pilot Team (The Growth Company)	SME	Digital Catapult
BEIS	Mondelez International	MTA	Make UK

*NB. Membership likely to evolve based on Make Smarter roll out.*

#### 3.2.2 Meeting Frequency

Monthly (largely phone/web conference)

### 3.3 Expert Panel

- To provide advice on strategic direction to ensure the Made Smarter strategy remains topical and focused in the context of the rapidly changing digital innovation, manufacturing and skills landscape;
- Through 'Horizon scanning' to provide evidence-based recommendations on the importance of emerging, strategic technologies, regulatory and intervention policies providing advice on what works and successful approaches from other sectors and international approaches.
- To gather evidence and undertake reviews or studies to support the work of the Commission and evaluation of its effectiveness;
- To promote the work of the Commission within the wider expert and professional community, including internationally.

#### 3.3.1 Organisation

Brings together a coalition of UK experts from Industry, consultancy and academia to form the Expert Stakeholder Panel, with due regard to representation of diversity, expertise and sector coverage.

Attendees	
RAE (Chair)	CBI
HVM Catapult	WMG
Digital Catapult	Accenture
BEIS	IfM/ National Additive Manufacturing

*NB. Membership still under development.*

### 3.3.2 Meeting Frequency

Quarterly

### 3.4 Communications & Marketing

- Development of the central messages to engage businesses, employees, supply chains and next generation innovators in a fourth industrial revolution.
- To create a Charter of Understanding between employees and employers, laying the foundations for an inclusive digital industrial revolution.
- Developing the associated Made Smarter Brand and the strategy for its subsequent management and use.
- Communication and promotion of Made Smarter both nationally and Internationally promoting UK industry as a leader in 4<sup>th</sup> Industrial revolution and an attractive place to invest.

#### 3.4.1 Organisation

Sub-group of the Commission comprising delegated representatives with additional representation from the SME community and Government Productivity programme

Attendees			
Make UK (Chair)	CBI	Be the Business	ATEC Solutions
TUC	Siemens	BEIS	Accenture
Airbus	Value Chain	RAE	NW Pilot Team (The Growth Company)

#### 3.4.2 Meeting Frequency

Bi Monthly

### 3.5 Skills Strategy Implementation Group

- To maximize the opportunities offered by reskilling existing workers through the coordination of the numerous organizations making up the education ecosystem.
- To promote good practice and innovation in skills development through an open partnership of employers and their representatives (e.g. professional institutions), universities, private training providers, experts in online learning delivery, and professional bodies.
- Work, in collaboration with regional and local agencies (e.g. Local Enterprise Partnerships, Skills Development Scotland).
- To act as a focal point for the engagement of industry.
- Synchronise and focus existing initiatives across established bodies and stakeholders
- Ensure quality and consistency through a “kitemarking” mechanism to clarify which resources and requirements are relevant and reliable.

The key activities would include:-

- Providing the mechanism for the early identification of emerging skills requirements and feeding these into the education/ skills system
- Working with Industry and training providers to ensure the dynamic development of training to address current and future needs
- Ensuring quality and relevance for users through an industry led kitemarking program
- Mapping and guiding users to the resources available by simplifying the engagement process
- Signposting existing capabilities, e.g. apprenticeships, Institute of Coding, Institutes of Technology, national Colleges, and employer provided capabilities
- Sharing best practice, through coordination of stakeholders and contributors

### 3.5.1 Organisation

Comprises a wide group including government bodies (DFR, DCMS), Local authorities, academia, skills providers and Industry with a focus on co-ordination and signposting.

Attendees			
Cisco (Chair)	NW Pilot Team (The Growth Company)	DFE	NRS
IOC	Coventry Uni	HVM Catapult	SEMTA
BEIS	Accenture	Lancaster Uni	Work foundation
DCMS	Be the Business	RAE	CBI
National Numeracy	LCR	Cambridge Manufacturing	Make UK

### 3.5.2 Meeting Frequency

Monthly

### 3.6 North West Pilot Steering Board

- To oversee the successful development, and operational delivery against the project KPI's
- Provision of strategic oversight, promotion, guidance and support to the joint NW LEP's accountable delivery organisation.
- To steer and review pilot progress.
- To evaluate intervention approaches and identify the lessons learned from the pilot to inform a national roll out of the programme.

#### 3.6.1 Organisation

Comprises a broad base of both large and SME North West Engineering and Manufacturing companies and Regional administrative, and Industry bodies.

Attendees			
BAE SYSTEMS (Chair)	Crane Payment Innovations	Lambert	NWBLT
JLR	Oxley Group	ABB	NW Pilot Team (The Growth Company)
Brainboxes	NIS Ltd	Cheshire LEP	Accenture
Red Ninja	BCW Manufacturing Group	Siemens	
Mettler Toledo	AT Engine Controls	Pilot Group	

#### 3.6.2 Meeting Frequency

Bi Monthly