



GLLEP MANUFACTURING BOARD
17th January 2022 at 10.00am
Via MS Teams

Paper 0 - Agenda

| Item and brief description | Indicative timings | Lead | Access / Circulation |
|--|------------------------------------|-------------------|--|
| 1. Welcome, Introductions and Apologies 2. Declarations of Interest | 10.00 - 10.05am | Darren Joint | |
| 3. Minutes from Meeting held on 12 th October 2021 | 10.05 - 10.10am | Samantha Harrison | Paper 1 |
| 4. Inter-Board working and the Year Strategies and Priorities | 10.10 - 10.25am | Darren Joint | Verbal |
| 5. IOT Presentation Q&A on IOT presentation | 10.25 - 10.40am 10.40 - 10.50am | Mick Lochran | Verbal |
| 6. Made Smarter Update | 10.50 - 11.05am | Samantha Harrison | Verbal |
| 7. GLLEP Update - Including structures and update on the Defence Board | 11.05 - 11.20am | Ruth Carver | Verbal |
| 8. GLMN / GLEAM Update | 11.20 - 11.35am | Charlotte Kirton | Paper 2 & Verbal |
| 9. Covid Recovery Plan Update | 11.35 - 11.40am | Jeannine Thornley | Paper 3 |
| 10. Manufacturing Growth Programme & Barometer | 11.40 - 11.45am | Neil Harriman | Verbal & Reports G Lincs MGP Insight Report_12 2021 MGP LEP Insight Report_12 2021 - MGP-EAST-MIDLANDS- Barometer-Q2-2021 |
| 11. Covid-19 Intelligence Gathering | 11.45 - 11.55pm | Amy O'Sullivan | Verbal |
| 12. Date of next meeting 19 April 2022 - 9.00am - 11.00am | 11.55 - 12.00pm | Darren Joint | Verbal |

Attendees: Amy O'Sullivan to advise
LEP Officers: Amy O'Sullivan to advise

Apologies: Amy O'Sullivan to advise
Tentative: Amy O'Sullivan to advise

Paper 1 - Minutes

Present:

Darren Joint (Chair, Viking Signs), Ruth Carver (GLLEP), Samantha Harrison (GLLEP), Charlotte Horobin (Make UK), Garry Wilkinson (NatWest Bank), Neil Harriman (Economic Growth Solutions), Jeannine Thornley (LCC), David Earnshaw (Parkinson Harness Technology), Neil Main (Micrometrics), Michael Hague-Morgan (Autocraft Drivechain Solutions Ltd), Robert Willey (Househam Sprayers), Ahmed Elseragy (Enterprise School of Engineering), Kevin Ross (NAMRC), Edward Tong (Tong Engineering), Mark Kempton (Dynex), Sam Pask (Grantham Engineering), Stevie Joynson (North Lincs Council), Amy O'Sullivan (GLLEP), Paul Burrows (KryptoCloud Cyber Security Presentation),

Apologies and Declarations of Interest:

Apologies: Justin Brown (LCC), David Caddle (Economic Growth Solutions), David Talbot (HCF CATCH Ltd), Helen Doughty (SHD Composites), Nick Broom (Siemens), Ray Newell (Oakwell Management Services Ltd)

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) - Samantha Harrison

Matters arising

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

Link to the Spark Education Pack for new attendees can be found as below: -

Link to the SPARK Education Pack - <https://www.dropbox.com/t/ZtwkSUtQQiwyA95H>

Password - SPARKTHEEBP2021

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. **ACTION ALL**

Community Renewal Funding - there has been further delay - currently uncertain when we will receive an update.

Made In Lincolnshire Brochure - Jez from Shooting Star has been commissioned to approach MIL featured businesses to capture if they have had any success directly from being featured in the brochure.

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

Cyber Security in Manufacturing - Paul Burrows - KryptoKloud

PDF presentation distributed with minutes.

Paul Burrows | CEO | KyrptoKloud Limited

T: 01522 437123

E: paul.burrows@kryptokloud.com

Link to free risk audit tool - [COBRA Lite \(cognitofrms.com\)](https://cognitofrms.com) - please see email content for the password.

CH - Link in chat - [Cyber Resilience: The Last Line of Defence | Make UK](#)

Made Smarter - Review and Update - Samantha Harrison

1st East Midlands Growth Hub working group meeting has taken place between GLLEP, D2N2 and Leicester and Leicestershire LEP to work up an East Midlands proposal to be considered for the next Made Smarter roll-out.

BEIS officials have asked for national roll out the Made Smarter programme as part of their request to Comprehensive Spending Review - outcome due 27 October.

The East Midlands model will look similar to the other MS pilot programmes currently running, the programme includes Digital Transformation specialist support, project scoping, workshops, digital roadmap, technical internship funding support.

Currently, all East Midlands cluster LEP's are pulling their supporting evidence together. Next meeting on 19 October - CH will be joining from MakeUK.

The meeting after this will then involve the wider group including MHM, DJ and representatives from the Universities.

Additionally, GLLEP/D2N2 LEP's as part of their spending review asks have also put forward a £5.9m East Midlands bid for a 2-year programme - 800 SME's beneficiaries focusing on food sector.

Therefore, we have a 2-pronged approach - one through the LEP and one by lobbying directly, aligned with the Midlands Engine and Make UK.

It was noted that the West Midlands and Humber model operate differently - **invite representatives to speak at the next meeting to inform the board and shape the direction of travel**. KR has a contact in the West Midlands. **ACTION SH**

[Made Smarter: Funding set to boost 'smart' manufacturing across the Humber » Humber LEP](#)

Largest North West recipient is Barry Leehey from Playdale Playgrounds - Charlotte to approach for a presentation at a future Board Meeting. **ACTION CH**

<https://www.madesmarter.uk/resources/case-study-playdale-playgrounds/>

Just as a note - this bidding activity is via a competitive tender approach.

GLMN Update - Ahmed Alseragy and Darren Joint

PDF presentation distributed beforehand.

Next event on 30 November 2021 on the theme of Skills - current and into the future.

Event No 6 in 2022 will hopefully form part of the Manufacturing Conference agenda, using a blended approach of face to face and online. Date and venue to be confirmed - late Q1. **ACTION Business Lincolnshire Team and GW**

Dedicated Project Manager appointed - Sarah Eyre - seyre@lincoln.ac.uk - 1 day a week.

GLMN need to do more to capitalise on the relationship with MakeUK. Appoint someone from the internal UOL to attend affiliate partner group meetings and cascade relevant information to GLMN members.

SJ is happy to disseminate all information on the GLMN membership and events to her Manufacturing businesses via dedicated newsletters etc. Stevie to be added to the mailing list. **ACTION JPT**

Discussion on membership - What are the benefits? Who can be members? Can non-members attend events? Forming a definitive offer has been a challenge remotely as part of the benefit was seen as forming a cohesive group of manufacturing businesses and specialist support to share ideas, best practice and intertrade. Industry tours and speakers are valued by members of this sector, and collaboration. The word 'membership' puts people off - and they prefer not to be spoken 'to', they prefer a discussion. These ideas for the vision should be taken forward into year 2 to shape the network.

A mandate for Year 2 needs to be worked up with clear expectations and targets. **ACTION - GLMN Steering Group**

Covid Recovery Plan Update (Paper 2) - Jeannine Thornley

JPT referred to Paper 2 and asked that everyone cascades information on the support programmes to their networks. **ALL TO ACTION**

Particular highlights

Manufacturing Peer Networks is recruiting for Cohort 2. Phase 1 received some great accolades.

Made In Lincolnshire - we are actively capturing success stories through Jez at Shooting Star. Particularly interested in Inter-trading and supply chain successes attributed to the brochure.

Date for your diary - GLMN - 30 November - online - [Meeting Registration - Zoom](#)

GLMN LinkedIn profile - please give it a follow - [\(5\) GLMN - Greater Lincolnshire Manufacturing Network: Overview | LinkedIn](#) **ALL TO ACTION**

Manufacturing Growth Programme & Supply Chain Programme - Neil Harriman

MGP

Demand for consultancy grants remains very high - despite clients being extremely busy. Because of a shortage of capital grants available, Oxford Innovation have pulled some monies forward from next year as several clients were looking at re-shoring and we didn't want to miss the opportunity - capped at 43% intervention rates.

The regional Manufacturing Barometer was included with the meeting's papers for information. Along with the G Lincs and national insight reports.

SCIP

See paper 2 for full information on the programme.

Supply Chain Final Programme PDF report distributed beforehand.

Supply Chain Evolution exercise - most clients put themselves between stage 1 and stage 2. Which means that there is a huge opportunity for improvement.

Recommendations - fundamental business issues

- Data, ICT integration, implementation of basic KPI's and metrics, focus on upstream and downstream aspects, standard operating procedures, material stock and inventory

SH - Rutland as an area will be embedded into any future bids for support provision.

GLLEP Update - Verbal - Ruth Carver

Quick recap over the 4 priority areas for the GLEP team

- Game Changing Sectors - UK Food Valley, Freeport's, Defence and Clean Growth
- Economic Recovery

- International Trade and Reputation
- Strengthening the core LEP

Darren, Samantha, and Jeannine presented at the LEP Board last month - this is an annual occurrence to talk about what the Board has achieved and to present an action plan and discuss what resources may be needed for future plans.

GLEP Conference - 2 November - at the EPIC Centre - [The Greater Lincolnshire LEP Annual Conference 2021 Tickets, Tue 2 Nov 2021 at 08:30 | Eventbrite](#) DJ was keen to encourage participation from the Board to work with the GLEP to shape the content for next year's conference from a manufacturing business perspective.

Big in-tray items: -

- Labour market shortages, in the country and in Greater Lincolnshire. Please feed in directly to the team (RC, SH, JPT, AOS) what your challenges are in the labour market currently
- Energy costs
- HGV drivers
- We are continuing to gather rich local intelligence to feed into government. And to look at our own resources to see what innovative solutions there are across GL.
- Co-ordination and opportunity around NetZero - energy infrastructure, clean growth energy, supporting businesses with their net zero journey

Comprehensive Spending Review on 27 October as part of the budget - and potentially a speech on levelling-up which sets the direction for Business support organisations.

FE Technical Provision Discussion - Darren Joint

DJ - Are you training people using FE provision? What experiences are you willing to share?

KR - AMRC Training Centre is a great example of how to train apprentices - [AMRC Training Centre | AMRC A good blueprint model.](#)

[SP - We have used Grantham College apprenticeship provision and had a lot of success in the past. However, we have seen a decline in the success in more recent times. We have looked further afield at Derby UTC - however, there is the problem with transport for young people. We have branched out to 18-20 yr. olds who have their own transport, but fundamentally - as a business we want to support Apprenticeships.](#)

[DE - Boston College is actively engaging with employers and achieving good levels of success - this is being co-ordinated by George Bell.](#)

The success started with EMAT - followed on with investment in IOT and we also have a digital logistics and transport specialist area - and having made that investment, there is a real drive to achieve a return on that investment.

IOT has helped us steer it - and help create and keep the momentum.

Manufacturers on the Board have asked questions about what is the curriculum plan that is backing up all the CapX.

Existing customers / consumers of apprenticeships and skills training have input and attend the regular employer engagement events - voicing what the business community wants out of the college and are very much engaged. The college also recognises that they are the people putting money in - customers come first.

GW - Early engagement is key - limited careers advice in schools. How do we engage and make young people aware of what is available in the sector? Does the Board have a responsibility with the future workforce? Do we have any / or enough engagement with the UTC?

NM - Governor of Lincoln UTC. The provision is for local young people - as travel is a barrier for attendance. Around 20 Lincoln companies that work with young people on tours, work placements for example 1 day a week for a whole term.
It was always a priority for Lincoln UTC to engage with the business community.
Lincoln UTC is now full, with a waiting list for next year.

RC - The challenge is Employer Engagement - is there an offer from this Board to make an offer and get involved? Happy to facilitate.

Give an hour initiative - across 107 senior schools - [Give An Hour | Greater Lincolnshire LEP](#)

Enterprise Advisor Programme - [Enterprise Advisers | Greater Lincolnshire LEP](#)

The Careers Hub - New initiative - currently being recruited - [Greater Lincolnshire Granted Careers Hub Status by Department for Education | Greater Lincolnshire LEP](#)

11 out of 70 Enterprise Advisors are manufacturing companies - -so that is a good representation.

The IOT is only 1 dimension - with a small employer engagement group.

SJ - In North Lincolnshire - there are 2 generations being targeted - school leavers is one but also working with currently employed staff to transition them to have the skills to fill the current vacancies. Benefits and career progression is important when looking to attract new talent.

GW - In the post pandemic world - employee expectations have changed, and employers in the manufacturing sector need to keep up with need for flexibility and work / life balance e.g., parental shifts.

IOT Presentation - Julian Free

We were unable to secure a speaker. Carried forward for the next meeting. **ACTION JPT**

Board Make-Up - Samantha Harrison

Pleased to see several new businesses joining us today to see how the board operates and whether they are interested in joining.

Still open for new members - particularly for Rutland, North and North-East Lincolnshire, food manufacturing, renewables and clean growth areas.

Any other recommendations please forward through to SH, DJ or JPT - **ACTION ALL**

Any Other Business

KR - Nuclear AMRC Manufacturing Summit - 16 / 17 November - [Nuclear Manufacturing Summit - Nuclear AMRC \(namrc.co.uk\)](#)

HVMC - Has a new CEO - Katherine Bennett who has a very positive SME agenda.

The meeting was closed.

Date of next meeting

Tuesday 18 January 2022 - 10.00am to 12.00pm - **On MSTeams**

Noted Agenda Items for next meeting

IOT Presentation - Julian Free

Update on the Defence Board

EM Digital Industrialisation & Manu Support Framework outline

Paper 2

Greater Lincolnshire Manufacturing Network: Updates January 2022

- **Operations Team at UoL**
 - Project Manager: Charlotte Kirton, Marketing Manager for Industrial Contracts, Research & Enterprise
 - Project Co-ordinator: Sarah Eyre, College of Science
 - Senior project sponsor: Ahmed Elseragy, Acting Head of School of Engineering

- **Event 5 - Manufacturing a Skilled Workforce, Tuesday 1st March 2022**

Speakers:

- Christopher Pett, General Manager at Mastenbroek
- Mike Lochran, Institute of Technology and Chief Executive of DN Colleges Group

Facilitator TBC.

Event will follow previous format of two keynotes and interactive breakout sessions. To finish by highlighting opportunities and resources on offer to the businesses.

- **Marketing and Business Engagement**

- **Rebrand: "GLEAM"**

- "Greater Lincolnshire Engineering And Manufacturing" – new logo to be finalised
- A more positive sounding acronym and an opportunity to refresh the brand ahead of 2022, with a more minimalist and modern approach.
- As well as a new logo and colour pallet, this rebrand will include:
 - New design assets for the webpage and social media
 - Branding guidelines for sponsors, partners, media and members
 - Information PDF
 - Welcome pack for members (TBC)

- **Business engagement:**

- Our aim is to renew focus on the network as a business-led initiative, with UoL and Business Lincolnshire acting as facilitators.
- Working closer with the Research & Enterprise department, GLEAM can tap into the University's initiatives for SMEs, such as the Productivity Programme for Greater Lincolnshire, "The Bridge", Productivity Hubs etc.
- Collaborating with Make UK – Charlotte to attend Affiliate Partner Meetings and is connecting with Emily Lawrence from Make UK on 11th Jan to discuss ways to promote GLEAM to membership base.
- Sarah and Charlotte will be meeting with representatives from NMN and NAAME to discuss the respective networks' successes and challenges, to learn from for GLEAM.

Other Marketing Activities:

- Paid social media advertising – direct and organic reach is a challenge for a new network, so we are allocating budget to reaching new audiences
- Video content: promotional videos and interviews will be key – in progress
- Pipeline opportunities pending budget and resource: merchandise, dedicated GLEAM website, members “chatroom” or forum, GLEAM sponsored “expo”, member spotlights and dedicated social media posts etc. – there are many possibilities for the network once we build momentum.

Actions for 17th January Meeting:

- **Membership framework – how to proceed?**

We would like to request the Board’s feedback on how GLEAM “membership” should proceed.

Context: Initially membership was required to attend the events. We found this limited attendance numbers and added an extra step in the registration process. We therefore opened the events to all, which increased attendance but devalued membership. We would like to agree on how best to proceed, with three proposed options:

1. Events and resources only available to GLEAM members
2. No official membership – events and resources open to all on our mailing lists and networks
3. 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.

Our recommendation is to go with option 3, on the understanding that the scope of the membership will develop over time. We would benefit from the support and advice of Business Lincolnshire, the GLLEP and the Manufacturing Board in helping to shape what these additional opportunities might be.

- **Interviews and video content support:**

- While we understand that now is a difficult time for manufacturing businesses to welcome a film crew to their premises, we would welcome any volunteers or suggested businesses in Lincolnshire to approach when a suitable time arises.
- Additionally, we 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

Paper 3 - Covid Recovery Plan Action Update

| | | | | | | |
|---------------|-----------------------------------|--|----------|--|-------------|-----|
| Publication | Public Paper (published) | | | | | |
| Meeting date: | 17 January 2022 | | | | | |
| Agenda Item: | 9 | | | | | |
| Item Subject: | Covid Recovery Plan Action update | | | | | |
| Author: | Jeannine Thornley | | | | | |
| For: | Discussion | | Decision | | Information | Yes |

1) Manufacturing Transformation Programme

Latest update

MTP is currently oversubscribed, with 20 businesses progressing through this programme - with a waiting list of 7 expressions of interest. We plan to contract to deliver another phase of this programme, as the interest has been high and the businesses are expressing real tangible benefits from this personalised 1-2-1 intervention.

Mentoring and support 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

- In the last quarter Oct- Dec, demand for the Manufacturing Growth Programme continues unabated with job creation ongoing.
- Our most recent quarterly survey across East Midlands reported that Manufacturers are still experiencing significant supply chain challenges and respondents told us they are having to commit an average of two FTEs (full-time equivalents) in order to manage suppliers and customers at this time.
- As a result respondents have taken the following actions to protect profits...70% have Extended Lead Times, 68% have Increased Product Prices, 57% Increased Stockholding of Key Products, and 57% have Purchased Larger Quantities/Bulk Orders
- Staff retention and recruitment struggles are causing substantial problems for many SME manufacturers who are seeing heightened demand but lack the people power to meet it. In fact, over 72% of respondents have lost skilled staff since the beginning of the COVID-19 pandemic, and 30% said they are unable to replace these employees. This points to a significant skills gap that could drastically impact recovery and growth for the manufacturing sector.

Attached supporting documents:

- MGP-EAST-MIDLANDS-Barometer-Q2-2021
- G Lincs MGP Insight Report_12 2021
- MGP LEP Insight Report_12 2021

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

- An end of programme report with key findings was discussed at the Manufacturing Board Meeting 12 October 2021
- Due to some of the findings in the report, we plan to contract to deliver another phase of this programme, as the interest remains high, and the businesses that have completed the programme have really benefitted from the help and guidance and insight into their business.

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

- Phase 1 was delivered between Oct 2020 - March 2021. 33 Manufacturing businesses split into 3 cohorts completed the programme with very positive feedback.
- Phase 2 is underway and is delivering a further 3 cohorts specifically for Manufacturing businesses. Feedback from participants continues to be excellent, and manufacturing businesses are very well represented on the programme, both in the three dedicated manufacturing cohorts, and also on more general cohorts. However, 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 longer-term 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 one-to-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

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 facilitation (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 completed Phase 1 of delivery and is gearing up to deliver Phase 2 - with marketing and recruitment already underway. Phase 2 has been modified slightly to reflect the intelligence gathered through Phase 1 delivery.

General Programme Overview - Phase 2

The Business Resilience Programme - Growing Stronger Businesses

Resilient businesses with flexible delivery models have thrived during lockdown, now is the time to learn from these businesses and your own experiences, to grow your business beyond the pandemic, by strengthening your organisational model, approach, staff and processes and procedures.

Responsiveness, agility, and knowing how to respond quickly are vital. Having a plan and tools to help either when a customer demands a change, or a crisis happens can help to make dexterity intuitive and strengthen your business.

We are also finding that supply chains and insurers are now asking businesses to demonstrate resilience and evidence they have plans and procedures in place. This programme will help you to do just that.

This interactive, innovative and highly enjoyable five-month programme, brought to you through the Business Growth Hub will arm you with the knowledge and tools you need not to move beyond the end of lockdown, and to emerge from the crisis as a stronger and more resilient business, able to respond more quickly than your competitors and with a clear resilience roadmap in place.

This programme is for both online and physical businesses based in the East Midlands who would benefit from a strategic and yet practical review of their business and who are strengthen their business resilience and develop a resilience plan

With only twelve places available per cohort - and 7 cohorts in total, if you're an ambitious business leader with a hunger to learn and meet other likeminded business owners and can commit to an intensive 5-month programme where you would need to commit one day a month to attend, we would welcome an application as soon as possible.

Eligibility Criteria

SME located in the East Midlands

Fit into one of the seven cohorts

Cohorts

Cohort 1 - Agri and HortiBusinesses

Cohort 5 - Construction

Cohort 2 - Young Entrepreneurs

Cohort 6 - Creative and Cultural

Cohort 3 - Tourism and Hospitality Sectors

Cohort 7 - Green and renewable

Cohort 4 - Female led Businesses

Time Commitment

Five-month programme of support - initially virtual hopefully with some live events later in the year

One topic a month based around the six factors of resilience

Workshop sessions:

2 x three hour slots per month where online or 1 day workshop when live

One to one support

Historically no Manufacturing organisations have accessed this support initiative, therefore there is no dedicated cohort for Manufacturing. If this trend alters then we will address the need at the time.

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 - December 2021 version - [PowerPoint Presentation \(businesslincolnshire.com\)](#)
- The brochure launched in May with 73 business, now **104** businesses currently feature.
- A press release was sent out 06/12 as the brochure had broken the 100 mark.
- The concept is to use this document as a tool to promote Manufacturing in Greater Lincolnshire and to encourage inter-trading between local manufacturers.
- We have recently emailed businesses who feature, to capture positive success stories of business done between featured businesses as a way of promotion - whilst all businesses were happy to feature, none were able to confirm they had received any new business as a DIRECT result of being featured. All were very complimentary of the brochure and the concept and considered it to be an asset to the local manufacturing community.
- Below is a quick summary of the most popular sections accessed by website users on the Business Lincolnshire website for November 2021 - the Made In Lincolnshire unique page views is constantly in the top 10 - placing 8th in November.

| Area | Unique page views |
|---|-------------------|
| Grant and support finder | 1,374 |
| Events | 749 |
| News | 140 |
| Find a business | 127 |
| Local success stories | 108 |
| About | 95 |
| Business resilience: COVID-19 support | 61 |
| Made in Lincolnshire | 57 |
| My account | 29 |
| Online tools and resources | 17 |
| Industry support: digital | 0 |
| 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**

We are planning 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**

Plans are coming together for a 'hybrid' approach to the Manufacturing Conference.

Date and venue - Friday 22 April at the Brackenborough Arms Hotel, Louth

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.

Breakfast networking to be sponsored by the GLEAM network

10) **Business Lincolnshire Live Event**

Tuesday 25 January 12-1245pm - 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.

11) **Oct - Dec 2021 Case Studies / Good news**

- Video case studies commissioned 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).

- Made in Lincolnshire Press Release sent out 06/12.

MANUFACTURING barometer

SPECIAL FOCUS: RESOURCES AND RECRUITMENT

EAST MIDLANDS REPORT FOR Q2 2021/22

JULY, AUGUST, SEPTEMBER 2021 - SURVEYED IN OCTOBER 2021

SWMAS 

IN PARTNERSHIP WITH
Manufacturing
Growth Programme









INTRODUCTION

Welcome to the East Midlands Manufacturing Barometer Report for Q2 2021 (covering July, August, and September 2021).

This quarterly survey is exclusively for small and medium-sized manufacturing businesses in the UK. The findings uncover past performance and future expectations in four key areas; sales, profits, investment, and staff numbers, allowing us to map these core trends over time. Each quarter, a 'special focus' also explores a current topic in greater depth to reveal how this is affecting SME businesses across the UK manufacturing industry.

This report will be shared with national and local government representatives to provide a critical insight into small and medium-sized businesses across the manufacturing sector. Thank you to all the businesses who contributed to this quarter's report - every response is vital to help ensure that future support addresses the specific needs highlighted.

CONTENTS

-  **Survey Demographics.....04**
-  **Core Trends06**
-  **Trading Through Current Conditions 16**
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-  **Conclusion27**
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To be directed to the relevant page, please click on the page numbers.
To return back to the Contents Page, please click on the Barometer logo in the footer of each page.

KEY FINDINGS

CORE TRENDS

This report shows positive predictions, with the **majority** of respondents expecting **increases** over the next six months...



For the second quarter running, the percentage of respondents **trading at increased levels** is **higher** than the percentage who have reported reduced trade!



Manufacturers are still experiencing significant **supply chain challenges** and respondents have taken the following actions to protect profits...



Respondents have also cited **recruitment struggles** in the following key areas...



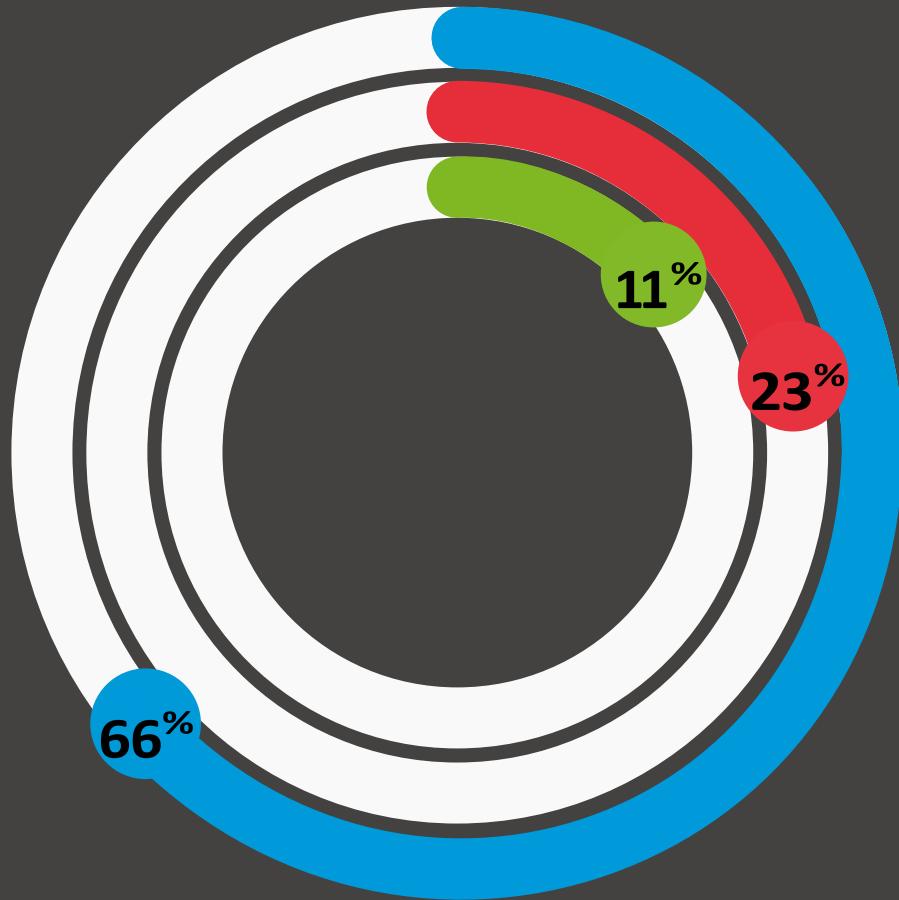
believed to be caused by the following factors...



Manufacturing is recovering, but current supply chain and recruitment issues are making it hard for businesses to meet heightened demand. Read on to learn more...

EAST MIDLANDS

SURVEY DEMOGRAPHICS



89%
OF RESPONDENTS ARE:

> MANAGING DIRECTORS & CHIEF EXECUTIVE OFFICERS OR DIRECTORS

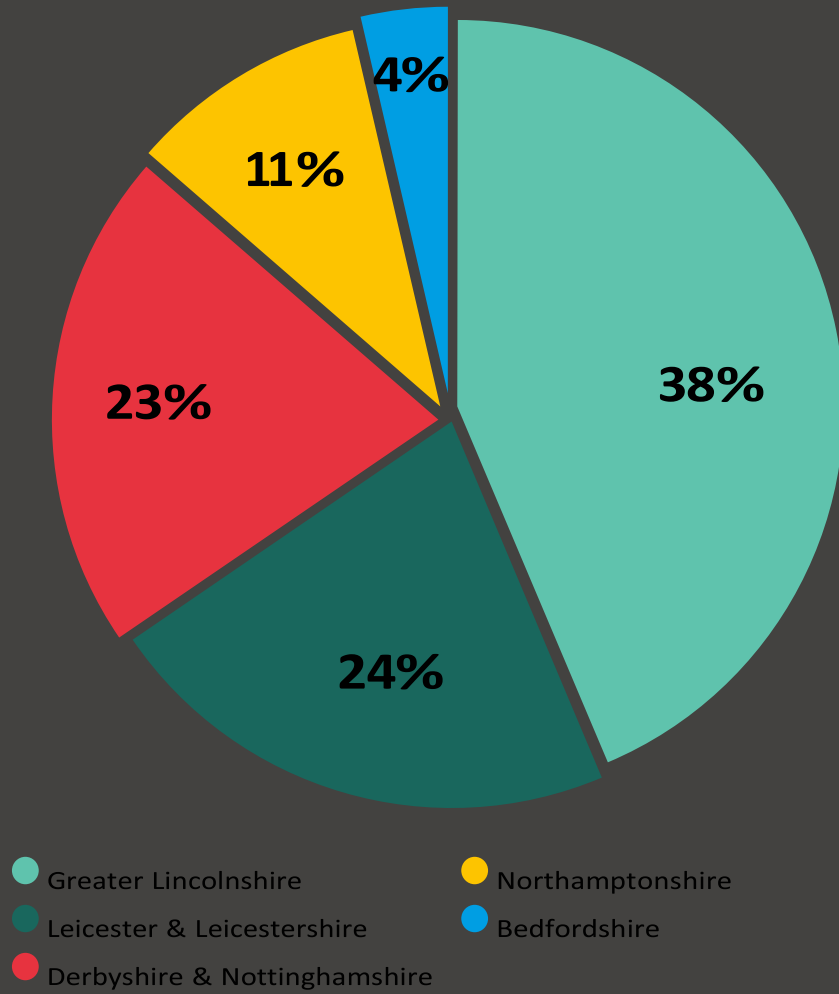
Individuals with the highest level of strategic responsibility across their business.



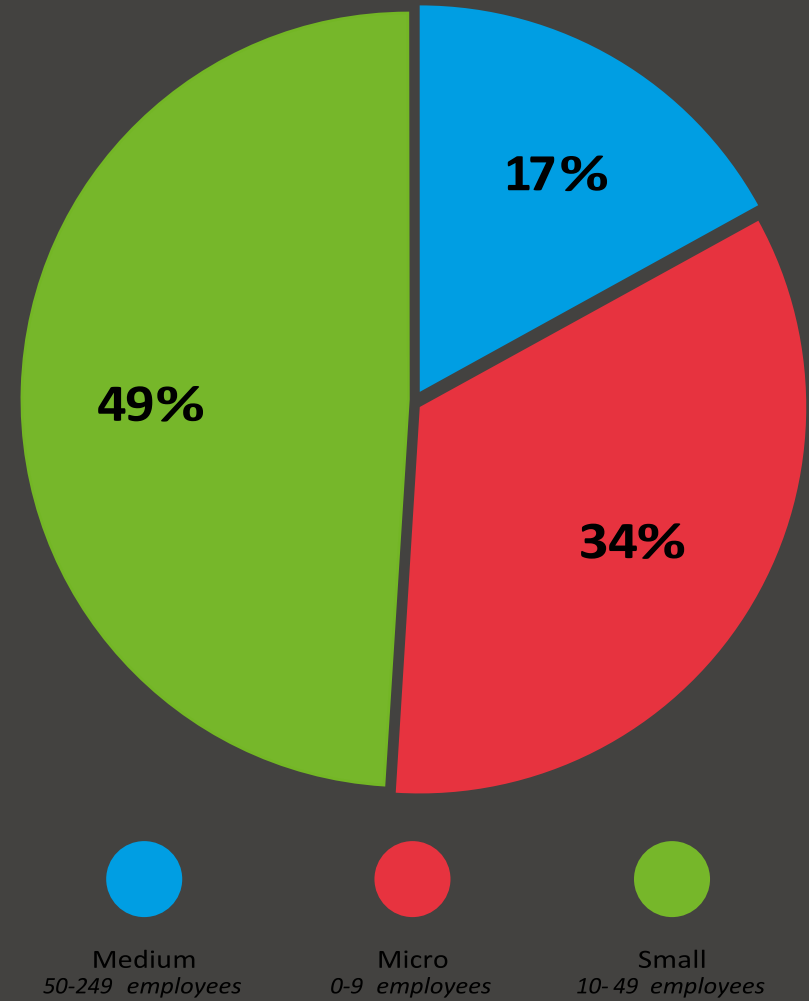
EAST MIDLANDS

SURVEY DEMOGRAPHICS

LOCATION



SIZE



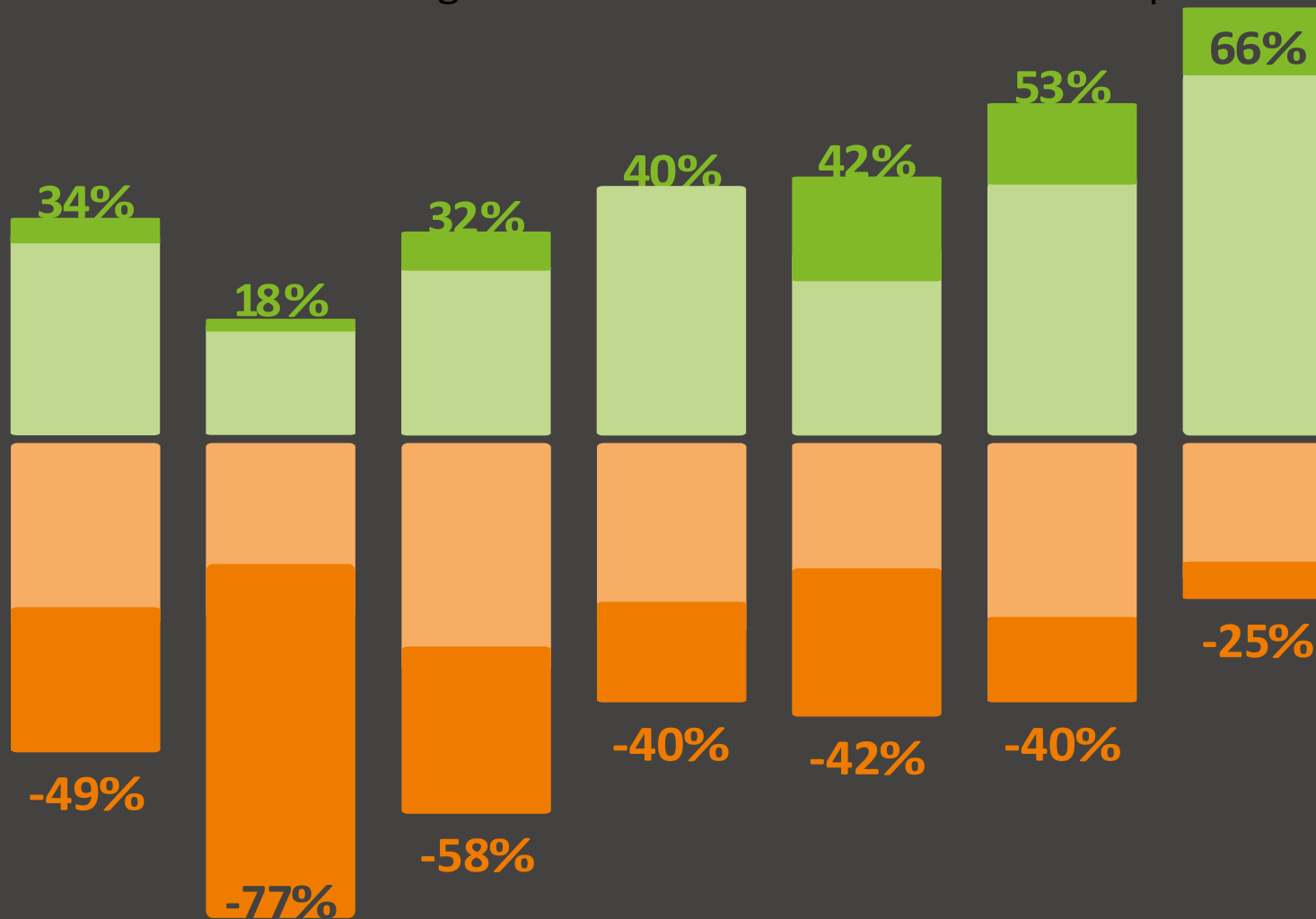
EAST MIDLANDS SURVEY DEMOGRAPHICS

We asked respondents to tell us which of the below key sectors they currently operate in...



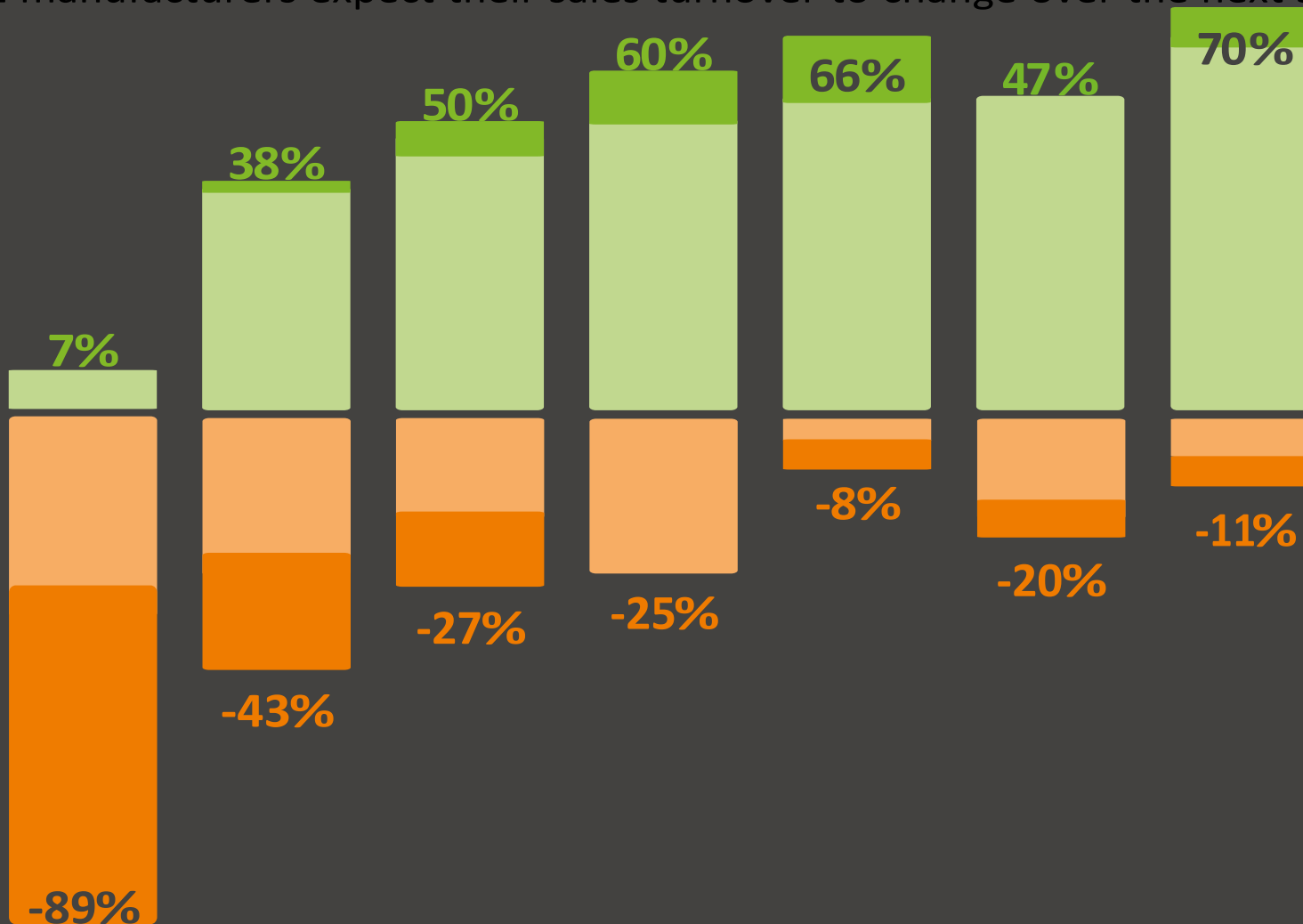
EAST MIDLANDS PAST SALES

How sales turnover has changed for SME manufacturers over the past six months...



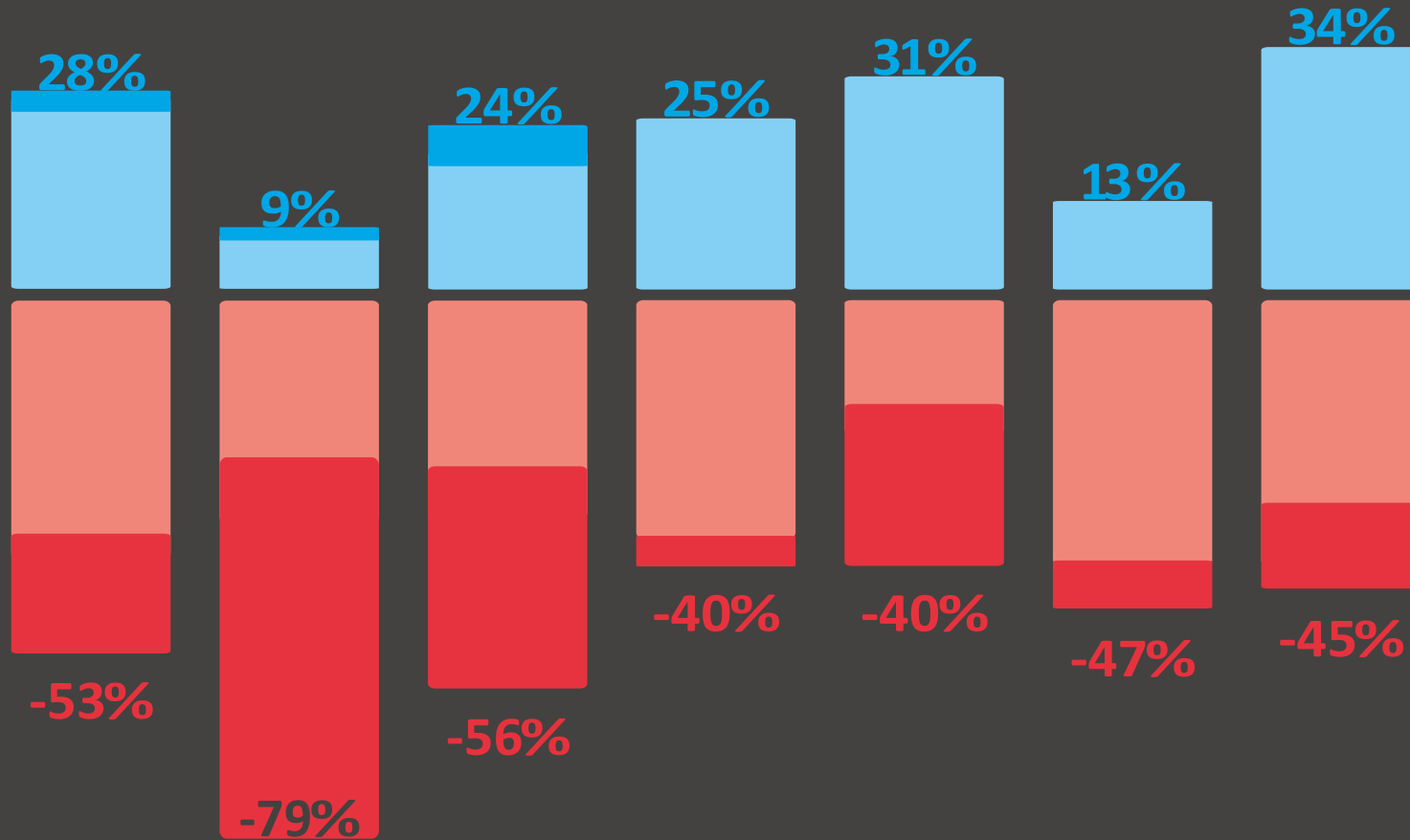
EAST MIDLANDS FUTURE SALES

How SME manufacturers expect their sales turnover to change over the next six months...



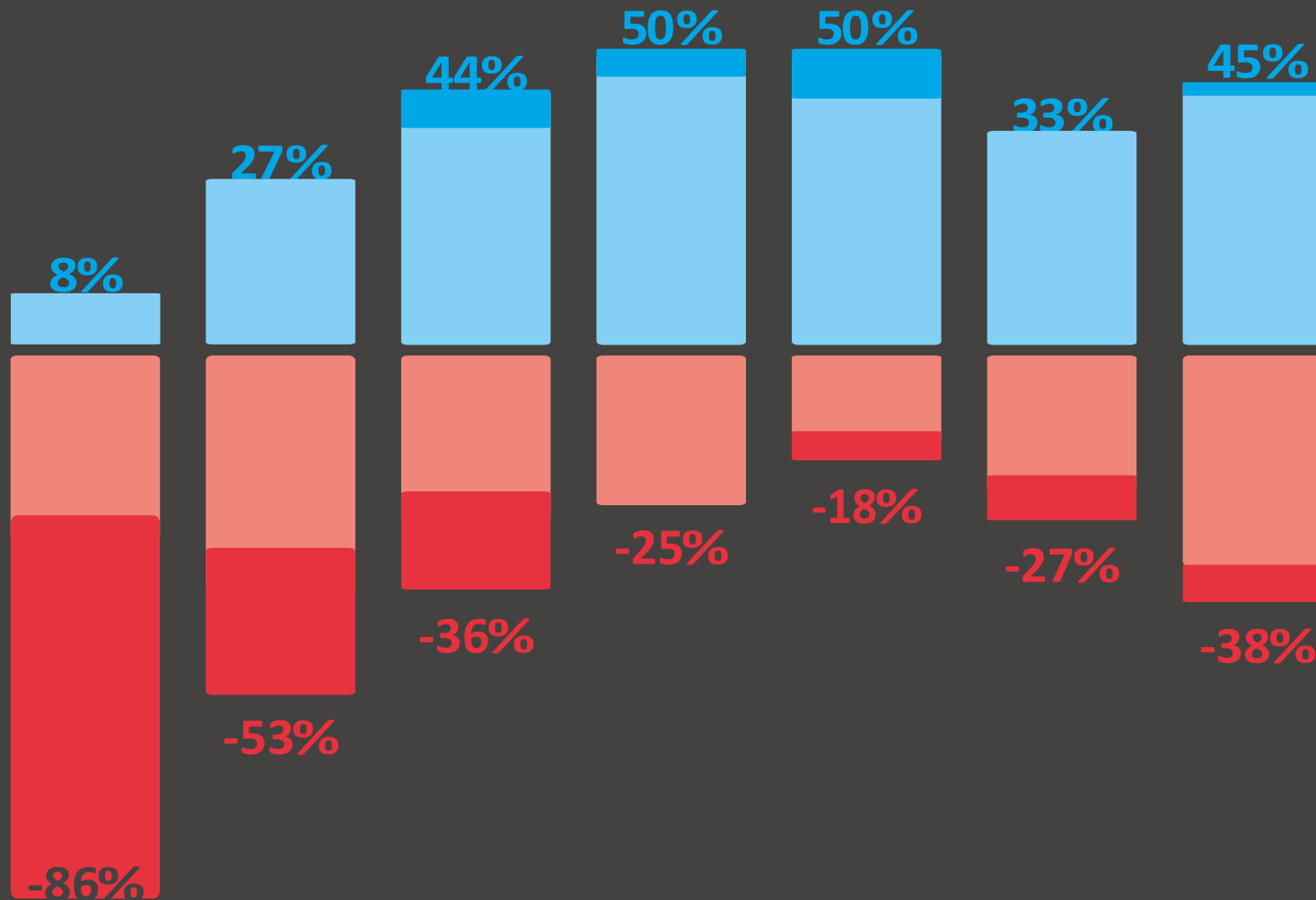
EAST MIDLANDS PAST PROFITS

How profit has changed for SME manufacturers over the past six months...



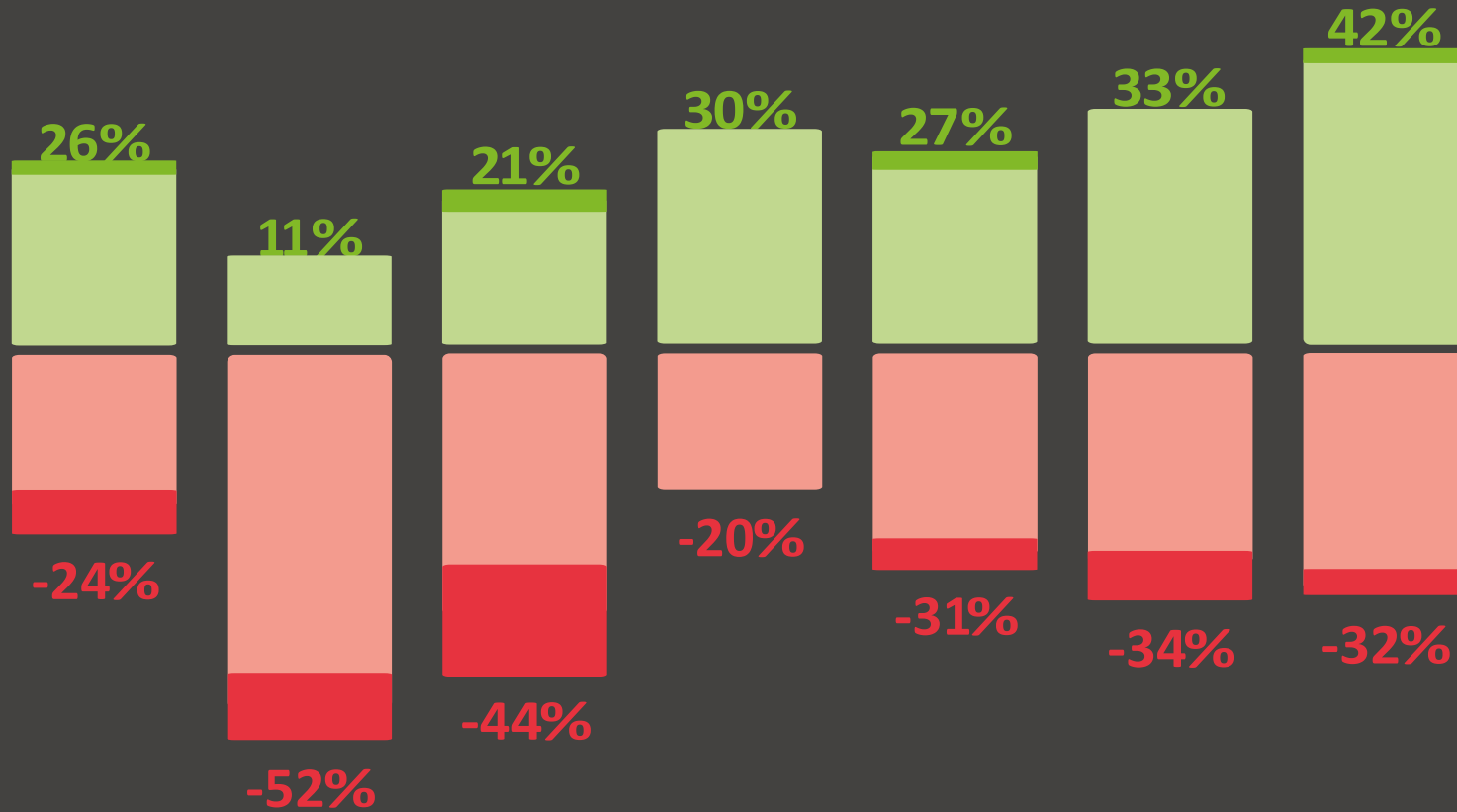
EAST MIDLANDS FUTURE PROFITS

How SME manufacturers expect their profit to change over the next six months...



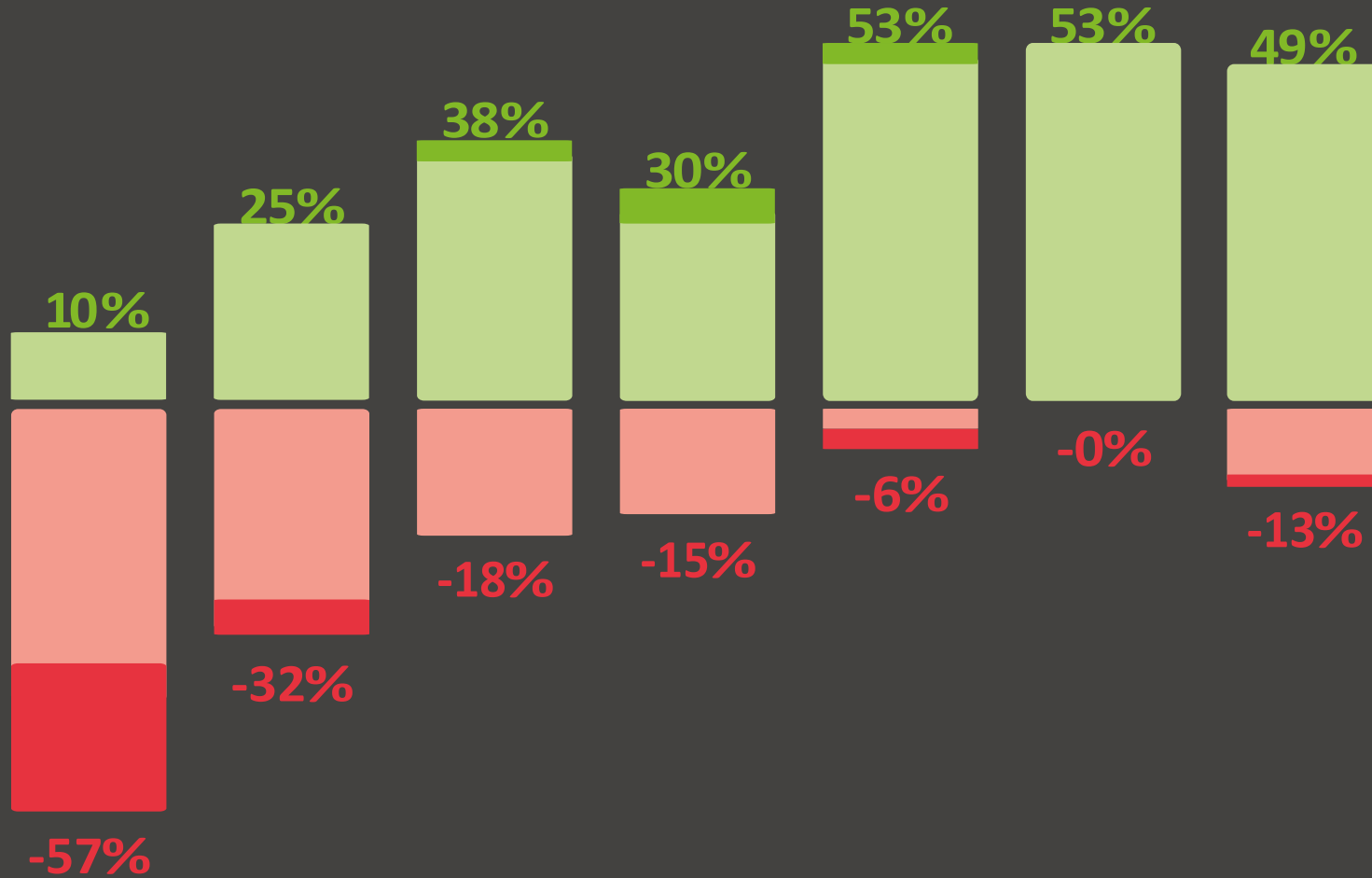
EAST MIDLANDS PAST EMPLOYMENT

How staff numbers have changed for SME manufacturers over the past six months...



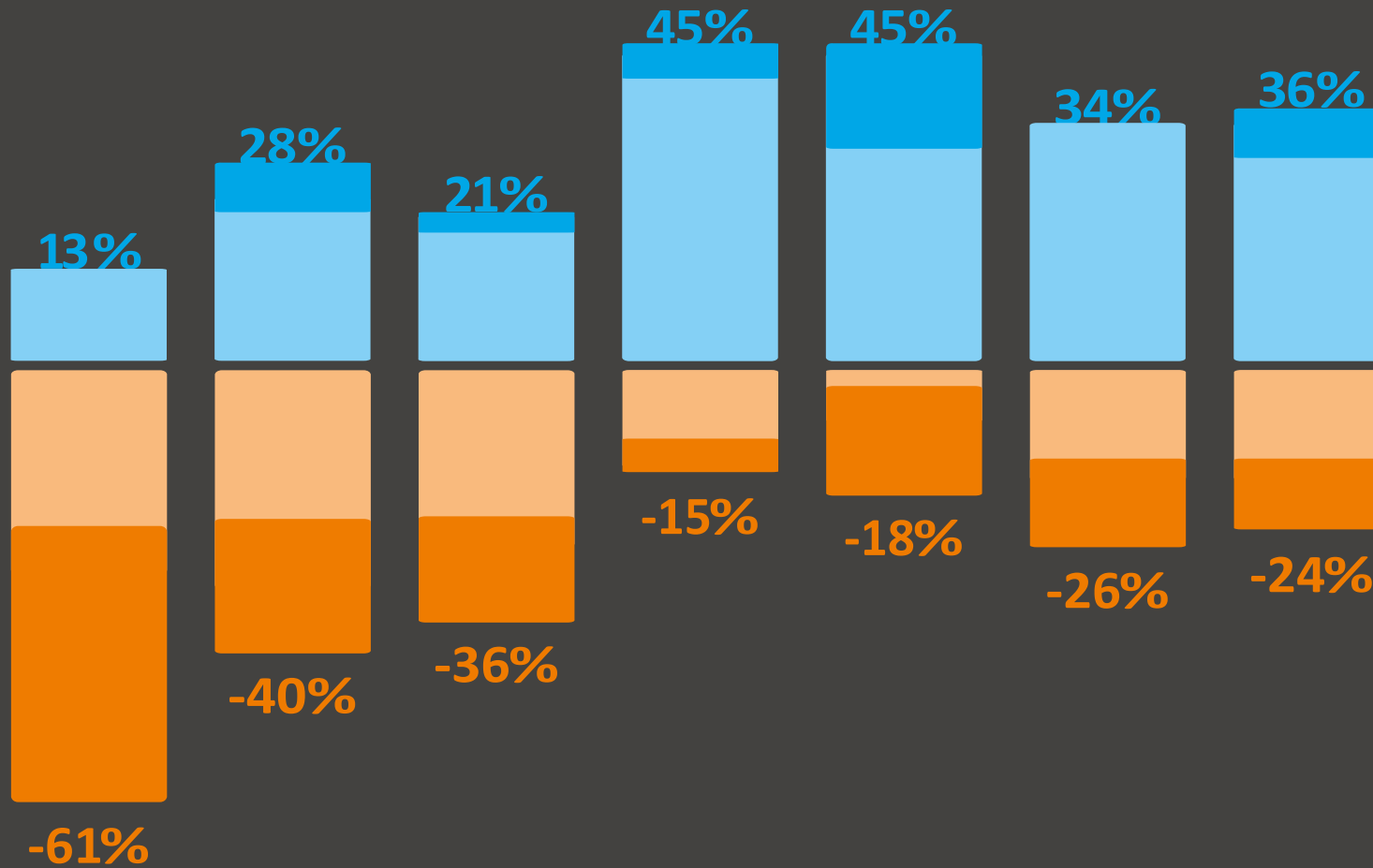
EAST MIDLANDS FUTURE EMPLOYMENT

How SME manufacturers expect staff numbers to change over the next six months...



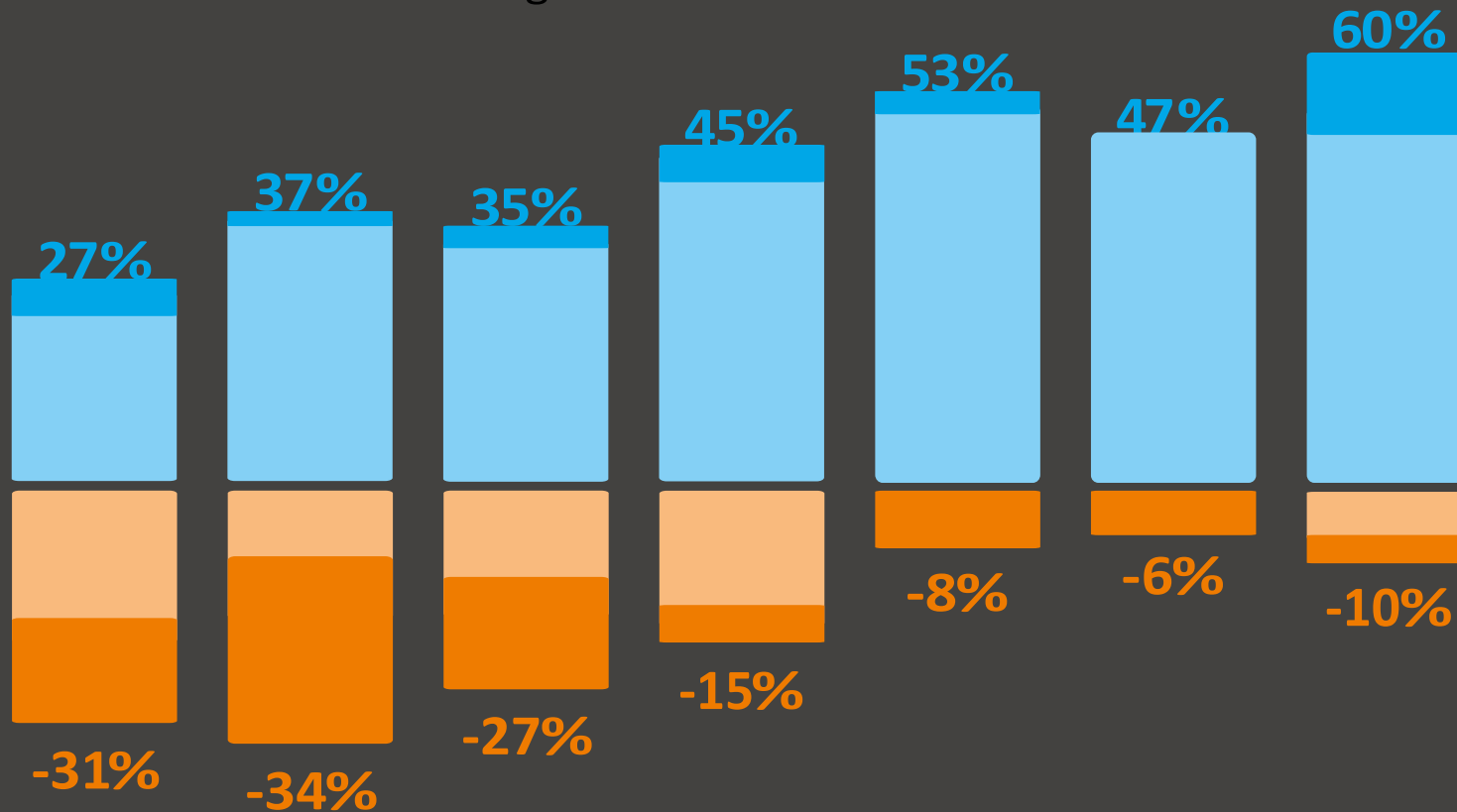
EAST MIDLANDS PAST CAPITAL INVESTMENT

How investment in new machinery/premises has changed for SME manufacturers over the past six months...



EAST MIDLANDS FUTURE CAPITAL INVESTMENT

How SME manufacturers expect their investment in new machinery/premises to change over the next six months...



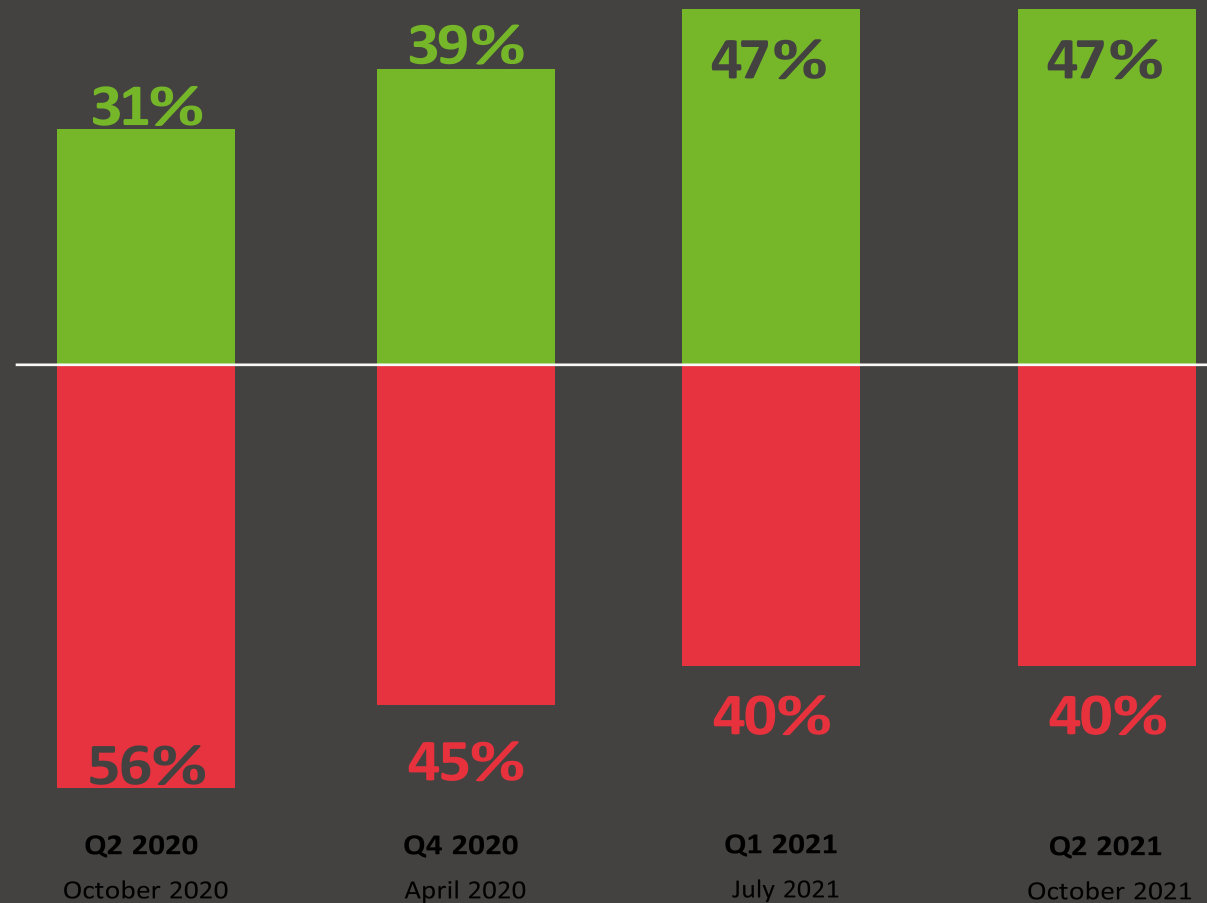
OVERALL CORE TRENDS

A summary of changes over the past six months and expected changes over the next six months...

| | Much Reduced | Reduced | No Change | Increased | Much Increased |
|---------------------------------|--------------|---------|------------|------------|----------------|
| Sales turnover: past six months | 6% | 19% | 9% | 55% | 11% |
| Sales turnover: next six months | 5% | 6% | 19% | 64% | 6% |
| Profit: past six months | 13% | 32% | 21% | 34% | 0% |
| Profit: next six months | 6% | 32% | 17% | 43% | 2% |
| Staff numbers: past six months | 4% | 28% | 26% | 40% | 2% |
| Staff numbers: next six months | 2% | 11% | 38% | 49% | 0% |
| Investment: past six months | 11% | 13% | 40% | 28% | 8% |
| Investment: next six months | 4% | 6% | 30% | 47% | 13% |

TRADING THROUGH CURRENT CONDITIONS

To understand the ongoing impact of COVID-19, throughout the past year we have been asking respondents to tell us whether their business is trading at increased or reduced levels when compared to their pre-pandemic position...



For the second quarter running, the percentage of respondents trading at increased levels is

higher

than the percentage who have reported reduced trade

Increased

Reduced

Approximately 13% have consistently responded to say they have not been affected by the Covid-19 pandemic

TRADING THROUGH CURRENT CONDITIONS

The Job Retention Scheme

32% of respondents said they were still utilising the furlough scheme when it ended on 30th September...

40% have had to **reduce** staff numbers in line with current demand

60% said all previously furloughed staff **have returned**
(employee numbers haven't changed)



CORE TRENDS

WHAT DOES THIS DATA TELL US?

Results this quarter paint a positive picture, with the majority of respondents reporting increased sales over the past six months. 42% said staff numbers have grown since April, which is the highest percentage to report this in over two years, but existing staff returning from furlough could be contributing to this increase. 45% of respondents reported a reduction in profits over the last six months.

This indicates that, despite an uplift in sales, current conditions in the marketplace could be squeezing cashflow and profit margins for SME manufacturers. Two contributing factors that could also affect future growth are current recruitment and resource challenges. See this quarter's Special Focus (Page 18) for more on these issues, and the actions SME manufacturers are taking to overcome them.

A SUMMARY OF CURRENT TRADING CONDITIONS: COVID-19 IMPACT

This quarter's data suggests that the ongoing impact of the COVID-19 pandemic is continuing to have a diverse effect on small and medium-sized businesses across the manufacturing sector.

It is encouraging to see that the percentage of respondents trading at increased levels is higher than the percentage who have reported reduced trade, however 32% of respondents were still using the furlough scheme when it ended. Although 60% of these businesses have now brought all furloughed staff back to the workplace, 40% have had to permanently reduce their headcount.



RESOURCES & RECRUITMENT

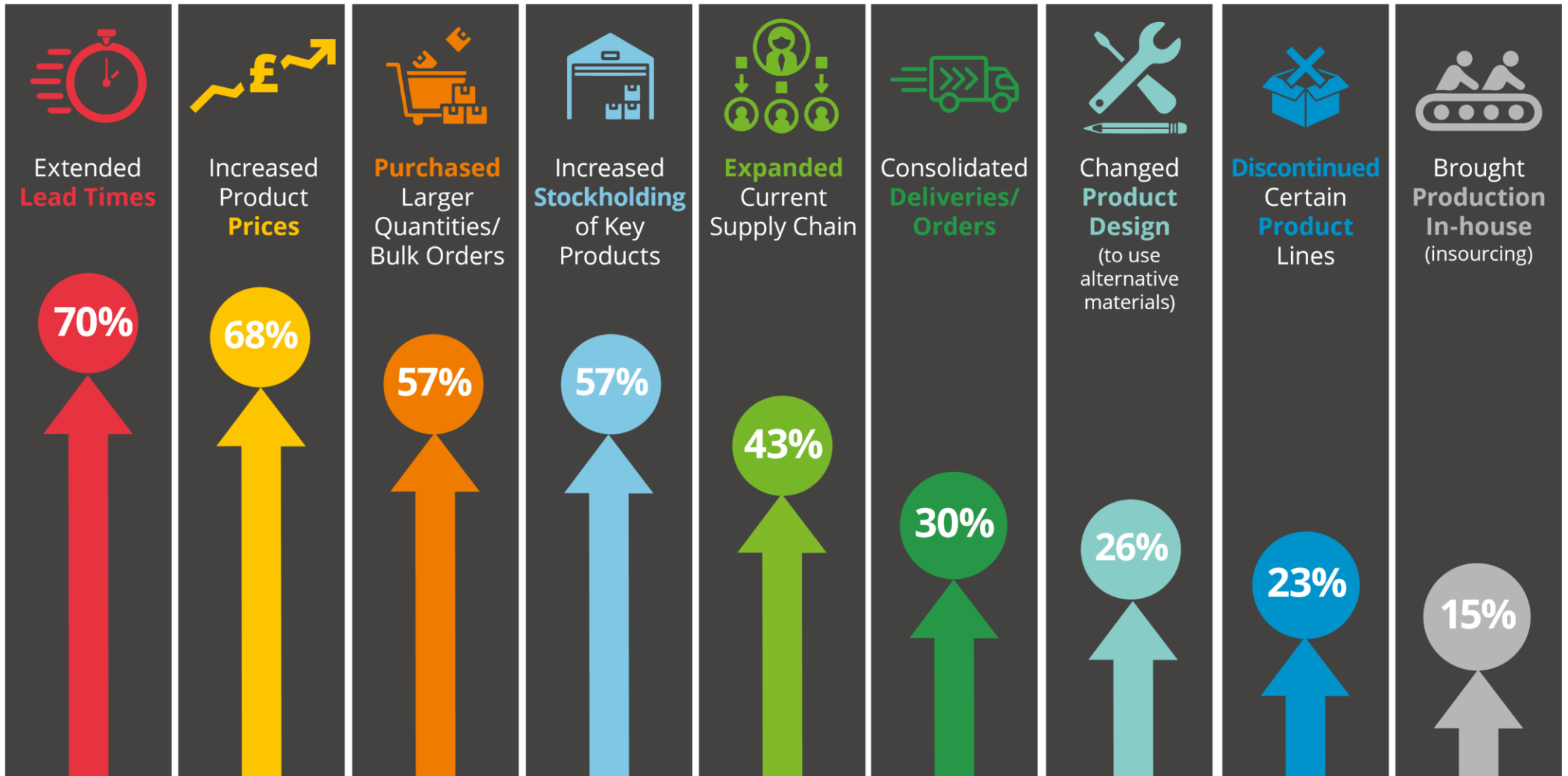
SPECIAL FOCUS:

RESOURCES AND RECRUITMENT

Supply Chain: Logistics and Transport

We asked respondents what action they have taken to overcome current supply chain challenges...

SPECIAL FOCUS:

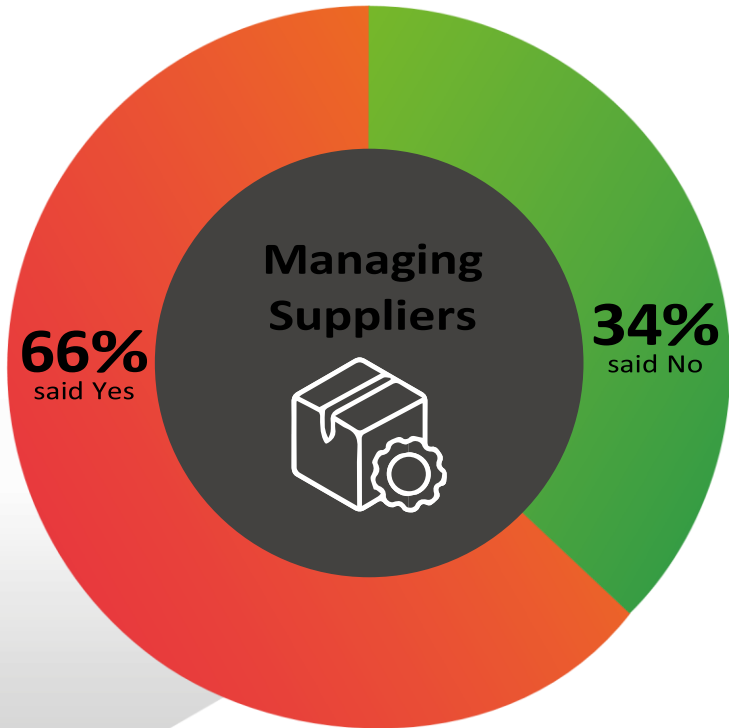
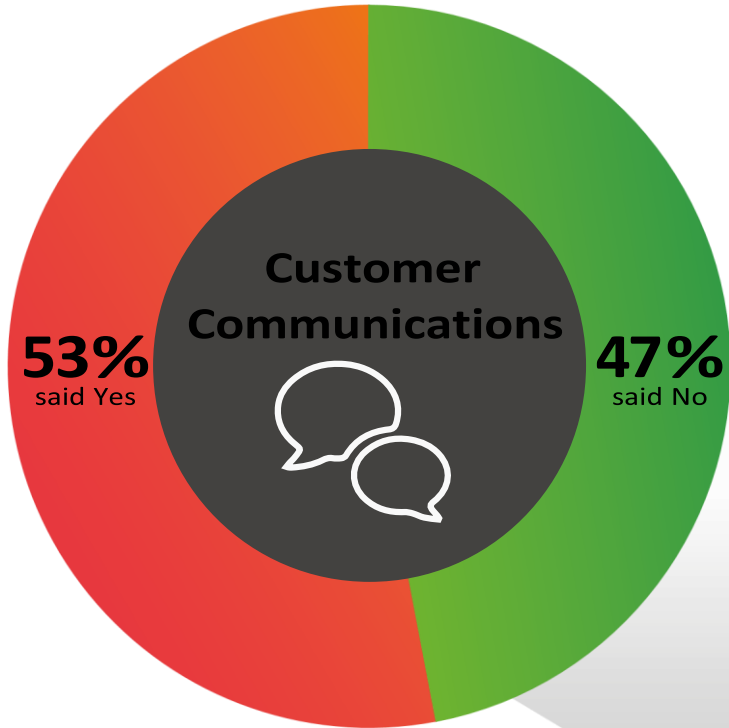


SPECIAL FOCUS:

SPECIAL FOCUS: RESOURCES AND RECRUITMENT

To address current **supply chain challenges**, we asked respondents if they currently need to commit **additional resources** into the following areas...

SPECIAL FOCUS:



Respondents told us they are having to commit an average of **two FTEs** (full-time equivalents) in order to manage suppliers and customers at this time.

SPECIAL FOCUS:

RESOURCES AND RECRUITMENT

Staff Retention: the percentage of respondents who have **lost staff** in the following areas over the past 18 months...

SPECIAL FOCUS:

SKILLED STAFF

(including managers and leaders)

72%

UNSKILLED STAFF

38%

ADMINISTRATION/ OFFICE STAFF

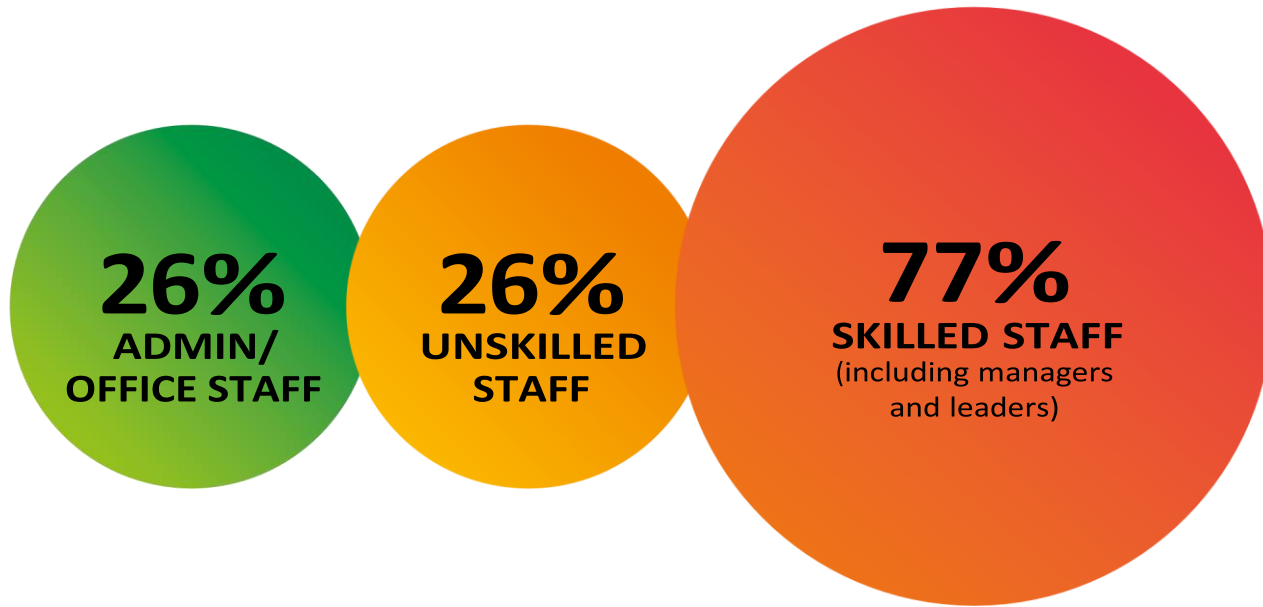
28%



Only
20%
of respondents
said they have
been able to
replace all staff
lost over the
past 18 months

SPECIAL FOCUS:

RESOURCES AND RECRUITMENT



SPECIAL FOCUS:

Staff Recruitment: the percentage of respondents who said they are **unable to recruit** staff in the following areas...

The **top factors** believed to be contributing to recruitment challenges are:

Shortage of **relevantly skilled staff** (lack of specialist training available)

55%

Increasing **salary expectations**

49%

Shortage of **available labour** (lack of people)

38%

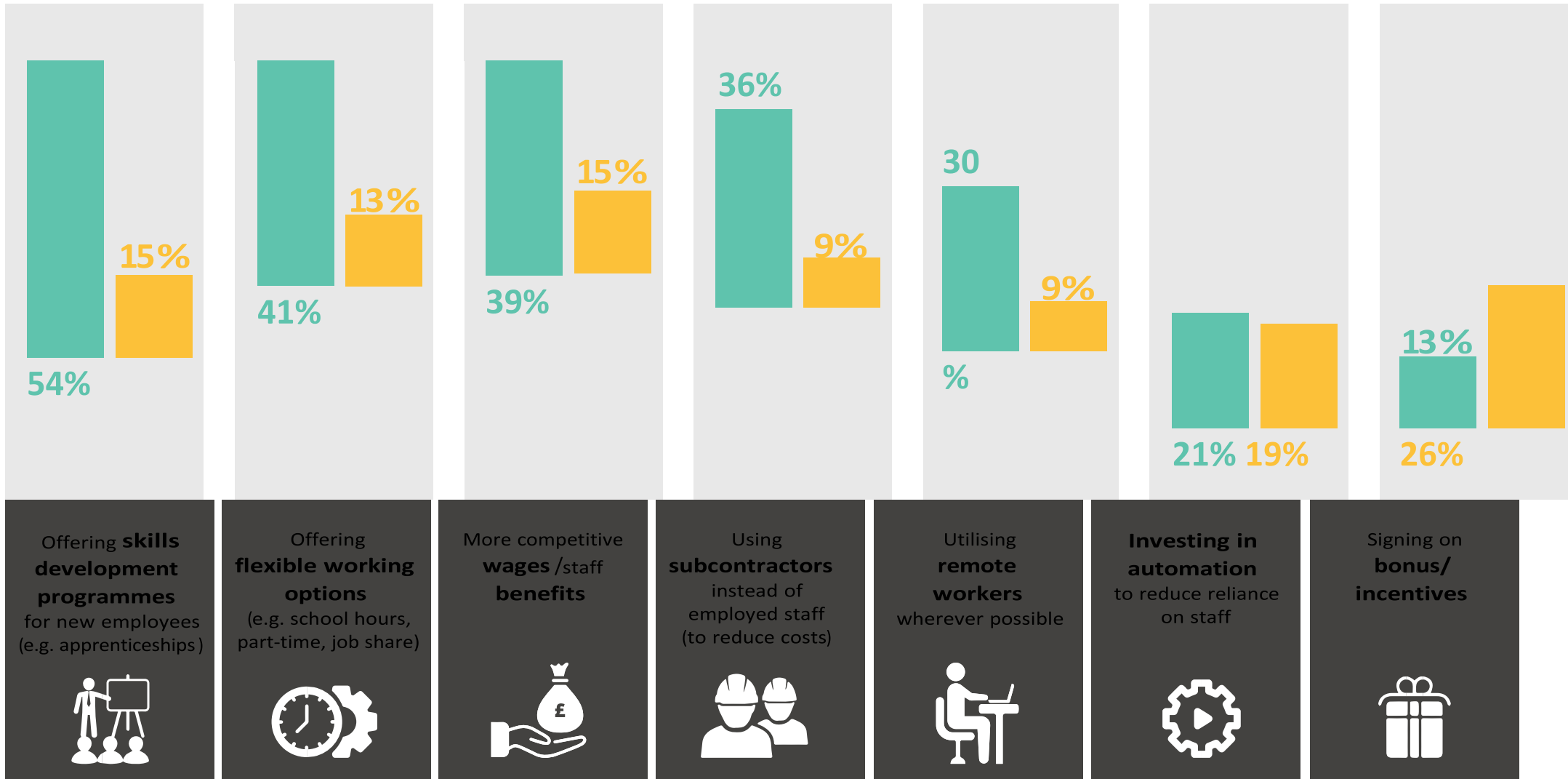
Removal of **labour from the EU**

34%

SPECIAL FOCUS:

RESOURCES AND RECRUITMENT

Actions SME manufacturers have taken, or would consider, to help overcome potential recruitment challenges...



SPECIAL FOCUS:

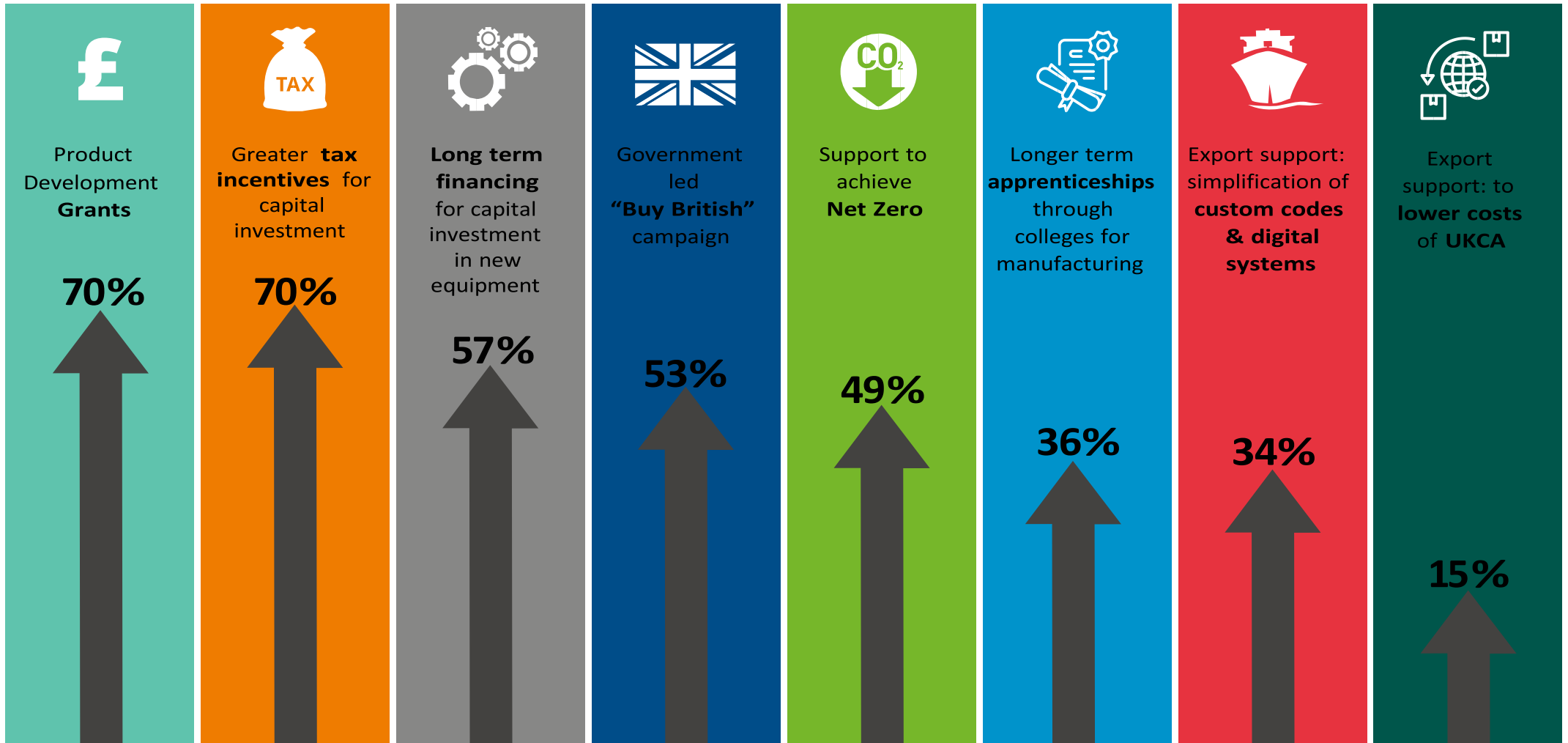
Yes, already taken action or plan to

Maybe, but we require support in this area

SPECIAL FOCUS:

RESOURCES AND RECRUITMENT

Last quarter, we asked what types of government support would be most beneficial to help address current challenges



SPECIAL FOCUS:

We categorised these results to uncover which of the identified options are considered most valuable by SME manufacturers...

EAST MIDLANDS

BUSINESS ASPIRATIONS

“

Short term - to try and reduce back log of orders catching up from COVID.

Medium term - maintain support of our customer to meet demands.

Long term - train and employ new staff relocate to new premises.

“

Relocation to new premises with greater capacity for growth. Continuous training of workforce at all levels. Extending scope of services with inception of a new division starting with additional senior manager to form new team.

“

We expect to extend our factory and increase staff numbers to increase output to meet demand.

“

We want to invest in a new plant and equipment to grow and improve our business, we are also investing in a new staffing structure to deliver a higher quality product/service.

“

We are looking to increase our output by 300% over the next 5 years.

SME MANUFACTURERS MAKE YOUR VOICE HEARD!

[Click here](#) for your invitation to participate in next quarter's Barometer survey.

SPECIAL FOCUS RESOURCES AND RECRUITMENT IN SUMMARY...

This quarter's results tell us that, although the manufacturing sector is continuing to recover and grow, supply chain issues are still causing problems.



Despite the increased sales shown in the core trends section (page 6), 53% of those questioned have been forced to commit extra resources to customer communications to manage their expectations, and 66% said staff are having to spend additional time liaising with suppliers.

To address these difficulties, many businesses are needing to re-allocate both priorities and resources. As illustrated on Page 19, companies have already taken significant steps to successfully meet current customer demand, such as:

Committing extra resources

Buying in additional stock

Extending lead times

 68% of the businesses surveyed have also had to increase product prices to recover some of their additional supply chain costs and protect their profits.  These actions are likely to be adding pressure on resources and limiting cashflow, as well as impacting the profitability of these businesses.

Staff retention and recruitment struggles are causing substantial problems for many SME manufacturers who are seeing heightened demand but lack

the people power to meet it. In fact, over 72% of respondents have lost skilled staff since the beginning of the COVID-19 pandemic, and 30% said they are unable to replace these employees. This points to a significant skills gap that could drastically impact recovery and growth for the manufacturing sector.

In addition, 28% of respondents have lost office staff over the past 18 months, and 38% have lost unskilled workers. Similar recruitment struggles have also been reported in these areas, with 38% of respondents identifying a shortage of available labour (see page 22).

Although skills and staff shortages are believed to be the main reasons for current recruitment challenges, almost 50% think that high salary expectations are a contributing factor. This could be a consequence of the jobs market being so strong, with tough competition from other employers looking to recruit from the same pool of potential staff.

To compete, 54% of respondents have already increased wages, or plan to do so in the future. This has the potential to put further pressure on inflation in the wider economy, whilst limiting profitability for affected businesses in the manufacturing sector.

CONCLUSION

Throughout COVID-19, the manufacturing sector has had to adapt and come up with creative solutions to a number of significant challenges. Overall, the outlook appears to be positive for many of the businesses surveyed. It's encouraging that the majority of firms have indicated that they are trading at a higher sales position than they were prior to the pandemic. However, with over 30% of firms still utilising the furlough scheme when it ended on 30th September, the negative impact of COVID-19 is ongoing for some manufacturing companies.

Although current challenges of inflation and sourcing materials are being overcome, it does appear to be having an impact on the profitability of businesses. SME manufacturers are also facing substantial problems recruiting the staff they need to keep up with current demand. These

factors could impact the future growth of their business, and in turn, the UK manufacturing sector.

Business leaders across the sector are already proactively addressing recruitment issues. Many respondents have recognised a need to offer more competitive wages and/or benefits to attract the staff they need in such a competitive market, and the majority have either already actioned this, or plan to in the future. Similarly, 69% are open to offering apprenticeships to train the next generation of their workforce, but they may struggle to find the specific subjects they require if there is a shortage of relevant training available.

As part of their continued recovery and future growth plans, 40% have, or plan to, invest in automation, which could help to reduce reliance on staff. This may be indicative of the future direction of manufacturing, presenting an innovative solution to one of the challenges highlighted by SME manufacturers this quarter.

If you would like to hear more about funded support available, or discuss your individual business needs with one of our Manufacturing Specialists, please click here to get in touch:



MANUFACTURING barometer

WHAT IS THE MANUFACTURING BAROMETER?

The UK's largest survey of SME manufacturers; delivered quarterly to capture the views and challenges of small and medium-sized businesses, who account for over 95% of UK manufacturing. The reports generated from these findings have informed both government industrial strategy and the national debate on manufacturing.

Run by SWMAS (South West Manufacturing Advisory Service) in partnership with the Manufacturing Growth Programme (MGP), the Manufacturing Barometer has been recording trends in employment, turnover and investment for over a decade. Each quarter, a 'special focus' explores topical issues in greater depth, such as productivity, overseas production, and energy efficiency.

WHAT ARE THE BENEFITS?

- The Manufacturing Barometer is exclusively for SMEs, offering them a platform to make their voice heard, in a sector that is often dominated by larger corporations
- SME manufacturers can highlight the specific support they require from Government on a local and national level
- The results can be utilised by respondents to compare their challenges and expectations against those of others across the industry
- It offers vital intelligence to Government to help them plan future industrial strategies that adequately support the needs of SME manufacturers for future sector growth

WHO ARE SWMAS AND MGP?

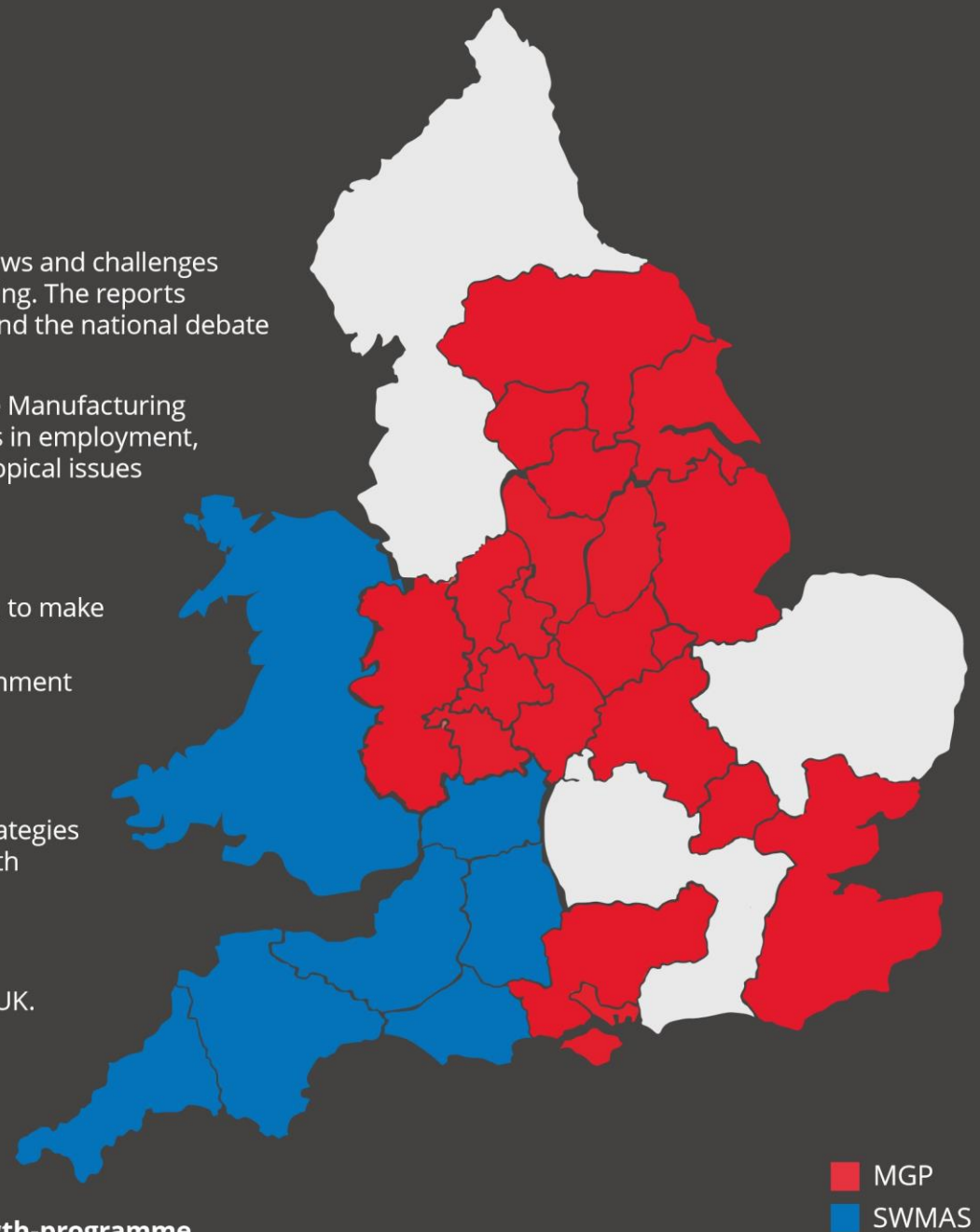
SWMAS and **MGP** are experts in productivity and growth and provide fully funded, bespoke support to SME manufacturers across 23 LEP areas in seven regions of the UK.

If you would like one of our team to help you identify opportunities in your business, or for more information on this report, please get in touch:

enquiries@egs.live | 01664 501304

www.manufacturinggrowthprogramme.co.uk

Follow us: [@MfgGrowthP](https://twitter.com/MfgGrowthP) | [in linkedin.com/company/manufacturing-growth-programme](https://www.linkedin.com/company/manufacturing-growth-programme)



■ MGP
■ SWMAS

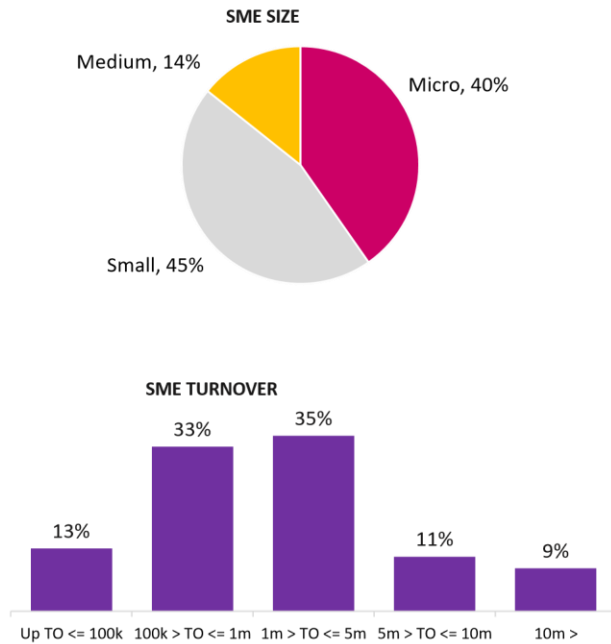
MANUFACTURING
barometer



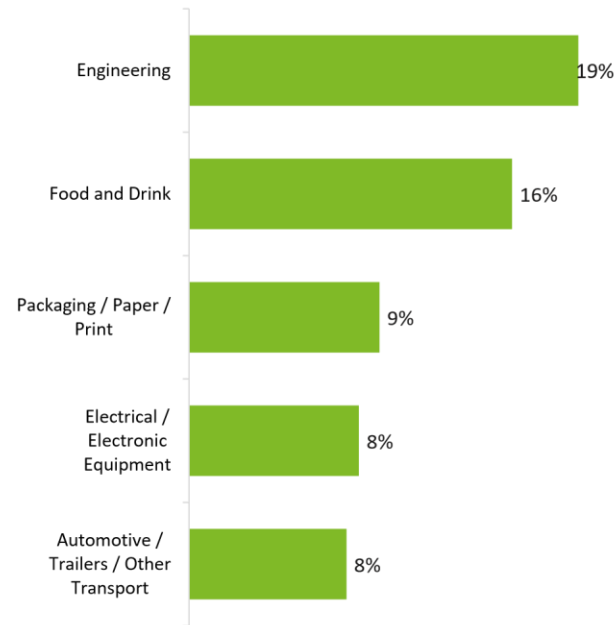
MANUFACTURING GROWTH PROGRAMME



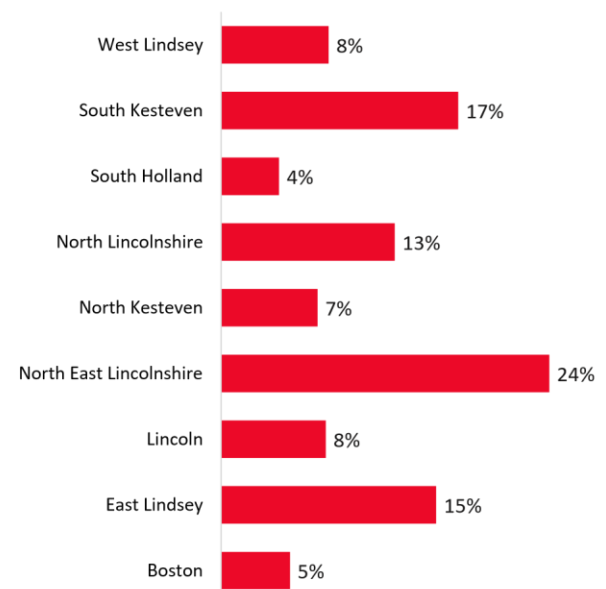
SME ENGAGEMENT



SME SECTORS



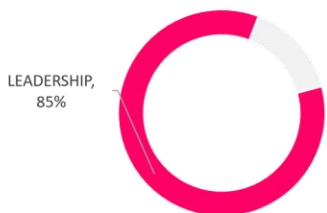
ACTIVITY BY LOCAL AUTHORITY



GROWTHMAPPER

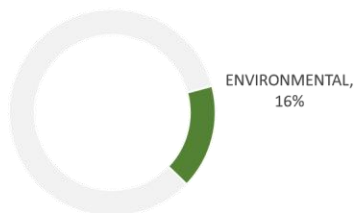
A FAMILY OF COMPLEMENTARY COACHING TOOLS COVERING ALL THE KEY ASPECTS OF ESTABLISHING AND GROWING A SUCCESSFUL BUSINESS

MATURITY LEVEL A IS WHERE BUSINESSES BELIEVE THAT THEY ARE WELL ON TOP OF THE ISSUE



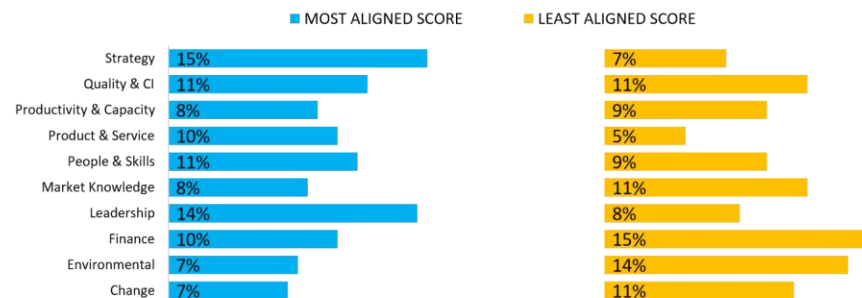
85% OF BUSINESSES BELIEVE THAT LEADERSHIP IS WHERE THEY ARE ON TOP OF THE ISSUE

MATURITY LEVEL C IS WHERE BUSINESSES ACKNOWLEDGE THEY HAVE SOME WAY TO GO



16% OF BUSINESSES ACKNOWLEDGE THAT THEY HAVE SOME WAY TO GO WITH ENVIRONMENTAL

COMPANY ALIGNMENT



■ STRATEGY IS THE AREA WHERE THE MANAGEMENT TEAM MAINLY AGREE

■ FINANCE IS THE AREA WHERE THE MANAGEMENT TEAM HAS MARKED DIFFERENCES OF OPINION

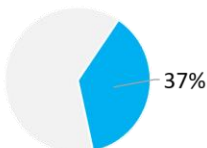
FOCUS OF IMPROVEMENT PROJECTS

GRANT TYPE

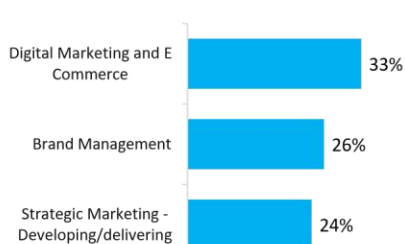
Intensive Projects - 41%
Standard Projects - 26%
Capital Projects - 33%



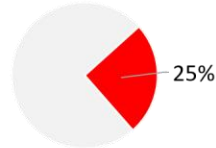
MARKETING & MARKET KNOWLEDGE



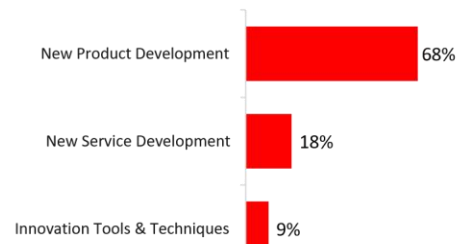
MARKETING & MARKET KNOWLEDGE



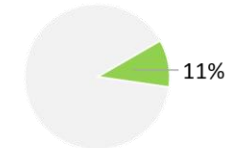
PRODUCTIVITY & CAPACITY



PRODUCTIVITY & CAPACITY



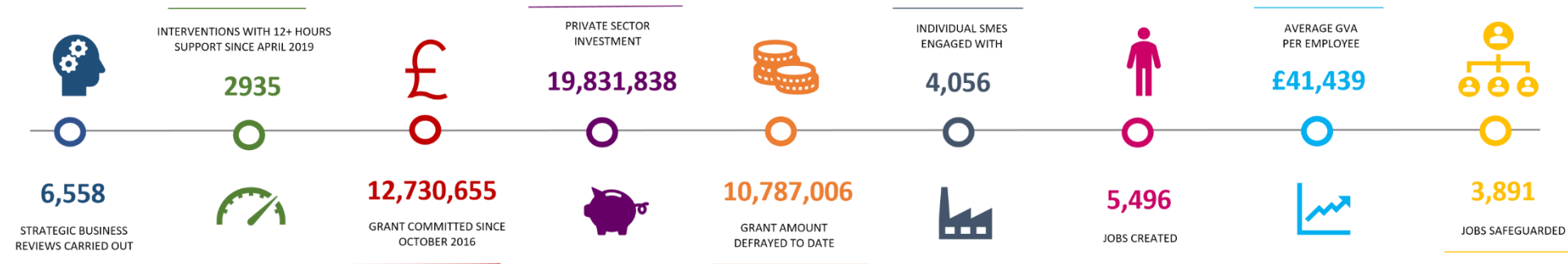
QUALITY & CONTINUOUS IMPROVEMENT



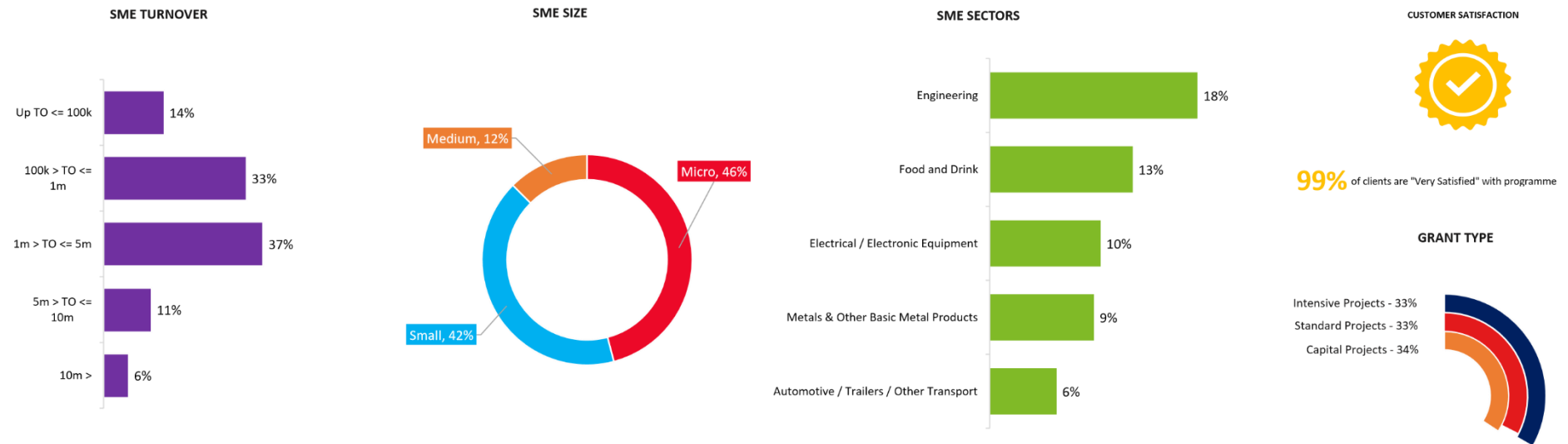
QUALITY & CI



MANUFACTURING GROWTH PROGRAMME



SME ENGAGEMENT



MANUFACTURING GROWTH PROGRAMME



SME ENGAGEMENT

