

# North Lincolnshire UKSPF Programme

Guidance for applying for funds

## THE NORTH LINCOLNSHIRE UKSPF PROGRAMME

The Towns Fund Board is responsible for delivering the UKSPF Programme in North Lincolnshire.

The UKSPF Programme aims to support local delivery of projects across North Lincolnshire to support the levelling up agenda. A total fund of circa £5.4 million is available until March 2025.

### This guide tells you: -

- who can apply
- what projects will be supported
- how the application process works
- how to complete the Application Form

If you have questions or communications needs (such as Braille or large print; screen reader; audiotape; sign language or a community language) please either:

- call the UKSPF Team on 01724 297329
- send us an email to: [ukspf@northlincs.gov.uk](mailto:ukspf@northlincs.gov.uk)

## WHEN & WHO CAN APPLY?

You can apply to the North Lincolnshire UKSPF Programme if you are a:

- voluntary or community organisation
- charity
- public sector organisation
- parochial church council
- other not-for-profit organisation with a bank account and constitution
- private businesses and companies
- social enterprises
- profit-making organisations

There will be 3 formal yearly calls for projects with submission deadlines. However, you can submit your application as soon as the call opens. Additional calls for projects may be added depending on the allocation of funds.

## WHAT PROJECTS WILL BE SUPPORTED?

Projects will be supported that:

- deliver improvements to place creating a vibrant and safe environment for residents and visitors
- provide access to arts, leisure, sports and heritage
- support and grow the volunteer base and local ownership and delivery of initiatives
- support both generic and specialist advice to North Lincolnshire businesses
- provide access to training and development programmes
- deliver a grant programme that is determined by gaps and analysis of local need
- support the development and growth of green and decarbonisation businesses in North Lincolnshire
- deliver individual progression (eg unemployment to work, progression in skills, new business creation)

- secure positive progression of young people, provide advice and guidance and support to make choices

In addition projects must also: -

- Be able to complete work and spend the project money within the financial year applied for
- Be able to provide an element of the funds required for the project costs either from their own funds or from other funding sources eg external grants, loans, awards, business match funding, etc

Within your application you will need to tell us exactly what the grant will be spent on. However, UKSPF cannot pay for: -

- Costs incurred before the start date of the grant (unless agreed in advance)
- Items that may benefit individuals
- Loans or interest payments
- Activities or services that the state has a legal obligation to provide
- Provision of a public sector organisation's statutory obligations

You must meet at least one of the following investment priorities from the list below. Although you can apply for more than one priority within your application it is recommended that you do not apply for more than two different priorities.

### **Community and Place**

- Strengthening our social fabric and fostering a sense of local pride and belonging.
- To build resilient and safe neighbourhoods.

### **Supporting Local Business**

- Creating jobs and boosting community cohesion by supporting local businesses.
- Promoting networking and collaboration and stimulating innovation and growth.
- Targeted support to help businesses grow - eg innovation, productivity, energy efficiency, low carbon and exporting.

### **People and Skills**

- Boosting core skills and support adults to progress in work.
- Supporting disadvantaged people to access the skills they need.
- Funding local skills needs and supplementing local adult skills provision.
- Reducing levels of economic inactivity and supporting those furthest from the labour market.

## HOW THE APPLICATION PROCESS WORKS

### **You read this guide**

This allows you to check that your organisation and project are eligible to apply for funding and lets you learn more about the process



### **You complete and return a full Application Form**

The completed form and the additional information you will provide will enable the assessment of your application. The Programme Team will support and assist you throughout this stage



### **We assess your application**

The Towns Fund Board's Decision Making Panel (DMP) and the Programme Team will meet on a scheduled basis to assess all eligible applications received and recommend which ones will receive funding from the Programme. This recommendation is then put forward for a formal decision (approval or rejection) by the full Towns Fund Board



### **You are informed of the decision**

We aim to inform applicants about our decision within two weeks of the Towns Fund Board meeting date. The decision is final and there is no appeals process



### **An offer letter is written, signed and returned**

The Programme Team will work with you to agree the conditions of the award. Once this agreement is reached work can start on delivering your project, claiming the grant and generating publicity

## HOW TO COMPLETE THE APPLICATION FORM

The application form has been designed to be as simple as possible. However, completing application forms can be a daunting experience. The most important things are to read these guidance notes carefully and to make use of the support given by the Programme Team. Their role is to support you through the application process until the final form is complete. Their contact details are given at the start of this Guide for Applicants.

### Section 1 – Contact Details

**Organisation:** Ensure that the name of your organisation is the same as the name on your bank account

**Contact name:** The contact names you provide should be people whom, if need be, can discuss your project in detail. They should also be authorised by the applying organisation to sign the application on its behalf.

**Organisation type:** Please indicate what type of organisation you are. You will also need to send us a copy of your organisation's governing document (eg constitution, trust deed, terms of reference, articles of association, etc)

**Organisation's main purpose:** Please tell us briefly about the history of your organisation, what its aims and objectives are, why was it set up and what it does.

### Section 2 – Your Project

**Project title:** Provide a short title for your project. This is the name that will be used in correspondence.

**Project location:** This must be the location of where the project is actually taking place. Include the road name and main postcode, if your project is situated on land that has no postcode provide a grid reference and the postcode of the nearest building. If it is in more than one location please indicate locations or if it is North Lincolnshire wide.

**Local authority ward:** All projects making an application for funds must be based in North Lincolnshire. If the applicant is based outside the area but the project will be delivered within North Lincolnshire you may still apply, however, priority may be given to North Lincolnshire applicants where funds are over subscribed.

**Start and end date:** When do you expect the project to start and finish? The Programme is unable to retrospectively fund any projects started before an application is completed.

**Project description:** In order to assess your application we require a description that provides a resumé of your project including its aims. This should ideally be no longer than around 250 words.

**Programme Priorities:** Please identify the priority that best meets your project. Explain how your project contributes this priority. If you are unsure about how your project contributes to a priority then please contact us for further guidance.

**Programme funding:** Your project may include several different elements. Provide details of exactly what you require UKSPF funding for eg which parts of the overall project UKSPF funding will be spent on.

**Community benefit:** It is important to identify the benefits and difference your project will make to the local community or environment. Describe what impact you hope to have in your local community.

**Evidence of local support:** Explain what you have done to find out about the needs of the people who will benefit from your project. For example, tell us if you have consulted with current and/or future users of the facility. Have you carried out other work to show that your project is both needed and appropriate? These could include; petitions, community consultations, open days, letters of support, official data sources, etc.

### Section 3 – Project Details – CAPITAL PROJECTS ONLY

#### ONLY COMPLETE SECTION 3 IF YOUR PROJECT IS FOR CAPITAL FUNDING

**Who owns the land and/or building:** We need to know if you or a different organisation owns the land and/or building that the project will be based at.

**If your organisation does not own the land:** Please let us know the details of your lease including when it expires and information on general public access (if applicable).

**Planning permission/other form of consent:** Permissions and consents: Many projects will require various permissions in order to go ahead. Detail these in this section where relevant and confirm that the appropriate paperwork is in place. This includes leases, tenure issues, planning permissions, consent from landowners etc. Copies of these will need including as part of your application. If applicable please provide details and attach a copy of your permission. If you have not yet received consent/permission please state when you expect to hear the decision.

**Sustaining your project:** It is important that any improvements we fund are maintained appropriately after the period of funding has finished.

**Project management:** Please provide details of who will project manage your project to completion. It could be a member of your committee or organisation or you may have a volunteer with relevant knowledge who will be acting on your behalf. Please be aware that this person will have a legal responsibility for ensuring that all expenditure is appropriately accounted for.

**Main beneficiaries:** Explain who the main beneficiaries of your project will be eg all local residents, members of your organisation, visitors to the area, etc.

**Value for money:** Describe why your project offers good value for money. This might include your approach to getting quotations for work and why the project has a high local impact for the amount invested

**Current activities:** Detail what services or activities currently take place within your facility or group.

**Future activities:** Detail what services or activities you plan to deliver within your facility or group once the project has been completed.

**Without UKSPF funding:** If funding was not awarded to your project what other funding routes are available to you, would this cause significant delays in delivery or would the project simply not go ahead

**Green Issues:** Give details about the considerations you have made on the environmental impact of your project. Will you be using recycled materials? Have you considered the environmental

impact of your project and taken steps to reduce it? Is your project wildlife friendly or are you using energy efficient and water saving devices?

**Enabling services:** If new services can be delivered as a result of your project please clarify why these services are not already being delivered. If these services are statutory then UKSPF will not be able to fund the project.

#### Section 4 – Project Details – REVENUE PROJECTS ONLY

#### ONLY COMPLETE SECTION 4 IF YOUR PROJECT IS FOR REVENUE FUNDING

**Salaries and running costs:** How will you maintain salaries and running costs after UKSPF funding has ended? It is important that any projects we fund are maintained after the period of funding has finished.

**Training and learning activities:** We need to know why the training and learning activity you request is not covered by mainstream funding.

**Enabling services to be delivered in the North Lincolnshire area:** Please let us know what this service is and why it is not already available. What will happen to the service once UKSPF funding ceases?

**Project management:** Please provide details of who will project manage your project to completion. It could be a member of your committee or organisation or you may have a volunteer with relevant knowledge who will be acting on your behalf. Please be aware that this person will have a legal responsibility for ensuring that all expenditure is appropriately accounted for.

**Main beneficiaries:** Explain who the main beneficiaries of your project will be eg all local residents, members of your organisation, visitors to the area, etc.

**Value for money:** Describe why your project offers good value for money. This might include your approach to getting quotations for work and why the project has a high local impact for the amount invested.

**Current activities:** Detail what services or activities currently take place within your facility or group.

**Future activities:** Detail what services or activities you plan to deliver within your facility or group once the project has been completed.

**Without UKSPF funding:** If funding was not awarded to your project what other funding routes are available to you, would this cause significant delays in delivery or would the project simply not go ahead.

**Green Issues:** Give details about the considerations you have made on the environmental impact of your project. Will you be using recycled materials? Have you considered the environmental impact of your project and taken steps to reduce it? Is your project wildlife friendly or are you using energy efficient and water saving devices?

**Enabling services:** If new services can be delivered as a result of your project please clarify why these services are not already being delivered. If these services are statutory then UKSPF will not be able to fund the project.

## Section 5 – FUNDING & FINANCIAL DETAILS

**Total cost:** Provide an exact figure of the WHOLE project cost.

**VAT:** Indicate whether your project includes irrecoverable VAT. If your application is successful you will need to complete a VAT form to confirm your answer to this question.

**Fund request:** Indicate exactly how much funding you are looking for from the UKSPF Programme. If there are difficulties with part of the form please contact the Programme Team for guidance.

**Breakdown of costs:** Provide a breakdown of all elements of your WHOLE project with their costs and indicate which elements you will require UKSPF to fund or part-fund. This should be based upon any quotations you have obtained. We require you to obtain at least 2 quotations for any items up to £2,500 and 3 quotations for items costing more than £2,500 up to £50,000. Any costs over £50,000 must have 4 to 6 competitive quotes/tenders.

All applications must contain a detailed budget of expenditure. You should give as much detail as possible under all headings relevant to your project, if your application is successful, this information will be used to check against your statements of expenditure.

**Funding from other sources:** Provide a breakdown of project funding that is either secured (including your own funds) or that you are intending to apply for. Ensure that you include the funding organisation name, how much you have applied for, when the application was submitted (or when you plan to submit it), when you are hoping for a response (or when you received it) and the decision you received eg funding secured. Applicants should provide evidence of any funding that has already been secured.

### **Can in-kind match be used for UKSPF?**

In-kind match funding can be used as match for UKSPF but this must be formally recorded and evidenced. The Programme Team will give further advice on this.

### **Can volunteer time be used as in-kind match?**

Volunteer time can be used as match funding but this must not exceed 30% of the overall project costs. Beneficiaries cannot be treated as volunteers. Volunteer time must be formally recorded and evidenced and calculations methodology agreed with the Programme Team. Volunteers must be made aware at the beginning if their time is being used on the project and this must be evidenced. Volunteers must confirm and evidence that they are helping the project in their own private time. If a volunteer does the same role as paid staff, the rate allowed will be either the notional rate or the salary paid employee, whichever is the lower.

### **When does the match funding have to be confirmed and in place?**

Match funding will need to be confirmed and in place before an organisation signs a UKSPF funding contract with North Lincolnshire Council (the Accountable Body). Applicants submitting bids with unsecured match would only receive a conditional offer, which would be withdrawn if the match was not subsequently confirmed.

### **Can staff-time be used as match funding?**

Yes.

## Section 6 – STATE AID/GOVERNMENT SUBSIDY

The Programme must abide by Government Subsidy rules. Any grant fund or business advisory project must therefore be compliant with the Government's Subsidy rules. Any project that provides



the potential for businesses to benefit must ensure that they investigate, ensure compliance and record this information and report this through the monitoring process.

### Section 7 – STATISTICAL INFORMATION

Please provide as much statistical information about your project as you can. We need this information to decide how much ‘value for money’ your project will be. The more people/businesses that are assisted, the better value your project will be. Please note that if your application is successful you will be monitored on these outputs/results. You will also have to provide more detailed information on your outputs/results in the statistical information spreadsheet provided to you alongside the application form. Please fill in a separate spreadsheet per Priority you are applying to.

### Section 8 – ADDITIONAL INFORMATION

Please remember to attach supporting documents as listed on the application form. Failure to provide the requested items may lead to a delay in assessing your application.

Please tick to state what additional information (documents, photographs, letters of support, quotations etc) you are including to support your application.

### Section 9 - DECLARATION

The declaration is very important and no application can be assessed until a signed declaration has been received. In this section remember to include the total grant being applied for from the UKSPF programme.

**The declaration must be signed by at least one authorised signatory of the applying organisation.**

### PROCUREMENT REGULATIONS

National Procurement Rules are designed to achieve sound financial management of public funds and to open opportunities up to competition. You will need to consider your procurement policies and any other applicable requirements relating to value for money.

This table explains the process of what procedures are required in order to ensure compliance with the public procurement regulations whilst ensuring value for money is achieved.

Contract Value	Minimum Procedure	Advertising Required
£0-£5,000	Direct Award Ideally 3 quotes required	None required
£5,001 - £25,000	Direct Award 3 written quotes required	None required
£25,001 - £200,000 (services) and £4.5m (works)	The advert needs to incorporate or direct any interested party to the following information: <ul style="list-style-type: none"> <li>• Details of the opportunity</li> <li>• What is required from all interested parties</li> </ul>	Advertise the opportunity on the grant recipients/or other appropriate website for 10 days

	<ul style="list-style-type: none"> <li>• How successful candidate will be chosen</li> <li>• Deadline and details of how to apply</li> <li>• Justification will also be required to demonstrate that the contract award is in line with the advert</li> </ul>	
£25,001 – £200,000 (supplies)	<p>3 written quotes or prices sought from relevant supplies against a clear specification.</p> <p>Justification that a reasonable decision has been made on the basis of the quotes/prices</p>	None
Over £200,000 (services and supplies) and £4.5m (works).	<p>The advert needs to incorporate or direct any interested party to the following information:</p> <ul style="list-style-type: none"> <li>• Details of the opportunity</li> <li>• What is required from all interested parties</li> <li>• How successful candidate will be chosen</li> <li>• Deadline and details of how to apply</li> </ul> <p>Impartially assess each bid against the same criteria and demonstrate this through use of a score/evaluation sheet.</p> <p>Provide evidence to demonstrate that the winning bidder has been selected on merit – as a minimum this should include a rationale behind the decision o award.</p>	Advertise the opportunity on the grant recipients/or other appropriate website for 10 days

### Quotes Requirements

If applicable, all quotes will be scrutinised to make sure that they are genuine and independent of each other. The submission of fraudulent information is a criminal offence and could result in prosecution.

All submitted prices, whether catalogue listings, webpages or quotes must come from: different suppliers that trade as standalone businesses and are not linked through shared ownership; and a business that's independent from the applicant or their business.

They must be:

- for items that are comparable to each other in terms of quality, size, quantity, units and specification;
- from the last 6 months and still valid; and

References to catalogue listings or web pages should be print-outs or photocopies. They should include:

- the date when they were printed or copied;
- the item description and the price;
- the name of the company or catalogue; and
- the page number or webpage address

Quotes must include:

- a detailed and itemised breakdown of costs;
- the supplier's address, telephone number;
- the supplier's company registration number (if they are a limited company).

It is also preferable for quotes from VAT registered suppliers to include the VAT number. If this isn't possible then applicants will be asked to provide the VAT number separately.

Quotes must be:

- put together by suppliers within an identified timeframe and follow a detailed and itemised specification provided by the applicant
- made out to the applicant business - online quotes should also be addressed to the business.

The UKSPF Programme requires applicants to get the best value for money for any equipment, so applicants will need to give a detailed justification if they haven't used the cheapest quotes. Quotes may be checked against market rates.

The following reasons will not be accepted as sufficient justification for why the applicant has not used the cheapest quote:

- the location of the supplier;
- the fact they have bought from a supplier before; or
- any offers the supplier makes about future service or maintenance of equipment.

If applicants provide fewer than the number of quotes specified in the table above, they will need to demonstrate that there are no other alternative suppliers available, either domestically or globally and that the quote selected represents value for money and is fit for the purpose of the project.

## GENDER EQUALITY AND EQUAL OPPORTUNITIES POLICY AND ACTION PLAN

All organisations involved in delivering UKSPF projects must be committed to promoting equal opportunities and non-discrimination in all areas of their work. This must ensure full compliance with current legislation, most notably the Equality Act 2010.

You should have or develop a project-specific gender equality and equal opportunities policy and action plan. This could be provided within your project plan, or as a separate document submitted as an appendix.

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The policy should:

- Have a clear title linking it to the project
- Have a clear general statement which recognises the importance of the Equality Act 2010 and the related Public Sector Equality Duty and commits the project to meeting the aims of the Act and advancing equality
- The public commitment should be endorsed by the chief executive of the lead organisation (or a similar senior figure within the organisation), reflecting commitment from a high level within the organisation

- Have a clear revision history – indicating when the plan was agreed and who approved it, and any changes as the project progresses to reflect changes in legislation and best practice
- The policy should cover the nine protected characteristics of the Equality Act. Public authorities also need to have due regard to the need to eliminate unlawful discrimination against someone because of their marriage or civil partnership status.
- Explain how the organisation will ensure that any partners and subcontractors will operate within the policy and action plan
- Give a commitment to communicate the policy to staff, participants, partners and subcontractors as necessary
- Give a commitment to monitoring of progress towards key objectives, including monitoring representation and performance of different groups (sex, race, disability, age).

The plan should address the following five aims:

**Aim 1:** to understand the different needs and challenges of the people who will benefit from the project

You need to be able to understand the different types of need of your participants and the potential challenges they may face. Which groups face particular disadvantages and what is the nature of this advantage? You could obtain this information in a number of ways such as:

- Evidence gathered from previous projects you or your partners have delivered
- Evidence gathered through your own research and consultation with potential beneficiaries and other local projects
- Statistics about your catchment area and its population
- Research from other organisations
- Feedback from those who do not use your services at the moment – you should consider how you can locate and find out about their needs

This research should be undertaken during the planning and development stage of your project but should also be revisited throughout as your participants' needs may change.

**Aim 2:** to address any difficulties people may have finding out about the project

You need to make sure that the people who could benefit from the project know about it. You should consider:

- What sorts of marketing will reach your intended participants – press, leaflets, social media, events, posters in local venues, word of mouth, use of community partners?
- What sorts of publicity material will be welcoming – consider what are appropriate images and messages, use of plain English, do you need any translations into community languages?
- All marketing and branding materials for the project should promote positive messaging to address potential stereotypes.

**Aim 3:** to ensure that the project is accessible by those hardest to reach

You need to make sure that your intended participants are able to fully participate in the project. You should consider:

- Undertaking a needs assessment with each participant to make sure that you fully understand each individual's specific needs and aim to meet these as far as is possible



- Whether your services should be accessible for the whole community, including disadvantaged groups (inclusive approach) or whether it is more appropriate to offer a specialist targeted service aimed at particular disadvantaged group(s)
- What support services you need to provide to meet participants' childcare and other caring responsibilities, transport needs, language, communication (such as signer, induction loop) or any other identified support need
- What reasonable adjustments are required to make sure that disabled participants can access the project: consider the physical accessibility of your premises, what equipment disabled participants require and what other support needs they have
- What support is required for participants to deal with low basic skills (literacy, numeracy, IT) or out of date qualifications
- Where your services are located (safe and served by public transport) and the timing of provision (consider holidays, religious festivals, office hours) to make sure that it is sufficiently flexible to meet participants' needs
- The costs of participating (such as travel, childcare, equipment etc.) to make sure that this is not a barrier for those with the greatest needs
- What specific food and dietary needs you need to cater for (for cultural, religious or health reasons)
- What barriers you need to be aware of in relation to culture, language, faith or age and how to accommodate them. An example could be the desire to see workers from the same gender or ethnic/religious background or to use informal teaching methods for young people.

Aim 4: to ensure people's barriers are overcome and needs are met in taking part in the project

You need to make sure that your participants can fully benefit from the project and that they are treated fairly. You should consider:

- How participants will be informed of the project's equality policy, and related policies such as anti bullying and harassment.
- How will you make sure that they learn about the importance of good relations?
- Developing personal learning plans and using these to meet the needs of individual participants as far as is possible
- How you will gain feedback from participants
- How participants will be involved in planning services
- How participants can submit grievances and complaints and how these will be dealt with

Aim 5: To ensure that equalities are integrated in how the project is managed and run

You need to make sure that your project's management policies and practices fully take account of gender equality and equal opportunities. You should consider:

- Undertaking equality impact assessments to make sure that your services do not disadvantage certain groups of participants, particularly the hardest to reach
- How you ensure that the make-up of your board of trustees/management committee/senior management team/directors reflect the people you are trying to serve
- How you ensure that your partners and subcontractors operate within your equality policy and action plan
- How participants are involved in the running of your project
- Your staff, partner and subcontractor recruitment and employment policies and processes fully incorporate good practice in equalities
- How you ensure you provide support and make reasonable adjustments for staff/trustees

- Putting in place staff/trustee equality training and ensuring that staff have equality objectives in their personal development and appraisal processes
- Annual monitoring of staff/trustees by equality characteristics
- How you will communicate the plan to staff and participants and where necessary, partners and subcontractors.

## SUSTAINABILITY CHECKLIST

Projects should have and be committed to sustainable development practices. The minimum requirement is that your organisation should have an environmental/sustainability policy and implementation plan that it puts into practice in delivery of services, and which you monitor and report on.

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All organisations involved in delivering projects must be committed to sustainable development practices. The minimum requirement is that your organisation should have an environmental/sustainability policy and implementation plan that it puts into practice in delivery of services, and which you monitor and report on.

To help you assess how sustainable your project will be please complete the checklist below.

There are no right or wrong answers, but answering these questions should help you identify ways of improving your project so that you are working towards creating a more sustainable community. Your project should aim to gain benefits or improvements in all four areas – environment, economic, social, and community involvement and raising awareness.

Rather than writing a yes or no answer try to give a reason for your answer.

If you think your project will have a negative impact, consider how you could reduce this. If you do not know the impact, think about how it could be assessed. If you still do not know, think about how you could find out more information about it. Write any relevant information in the comment/answer column.

PROTECT & ENHANCE THE ENVIRONMENT	COMMENT/ANSWER
Does our project:	
Maintain and enhance the quality and distinctiveness of the local area?	
Increase people's understanding of their local environment and sustainable development?	
Maintain and enhance local biodiversity?	
Reduce the effect on climate change by minimising energy use, reducing pollution and using natural resources more efficiently?	
Minimise waste through reuse and recycling?	
Reduce the need to travel and encourage walking, cycling or the use of public transport?	
Protect buildings or open spaces considered important by the local community?	
Allow any new or refurbished buildings to be used for different use in the future?	
PROMOTE ECONOMIC SUCCESS	COMMENT/ANSWER

Does our project:	
Provide local employment and training opportunities?	
Encourage the production and provision of local goods and services?	
Encourage and support the developing of new and existing community enterprises?	
Acknowledge the value to people's well-being of unpaid family work, caring, parenting, volunteering and other informal livelihoods?	
Encourage investment in the local area (for example, by creating infrastructure, local assets and improving liveability)?	

MEETING SOCIAL NEEDS	COMMENT/ANSWER
Does our project:	
Tackle factors that contribute to people feeling isolated in the community?	
Increase community safety and sense of security?	
Promote the value of diversity, local identity and culture and the positive elements of local distinctiveness?	
Provide equal opportunities for all individuals to use the service or facility and meet the diverse needs of the community?	
Promote healthy lifestyles and reduce factors that contribute to illness?	
Meet a local need for a service or facility?	

Throughout the form filling process the Programme Team will be able to assist you and talk you through the next steps.

Once completed online you will receive an acknowledgement from the Programme Team within 3 working days.