



The European  
Agricultural Fund  
for Rural  
Development:  
Europe investing in  
rural areas

LODDON & TEST  
LEADER Programme



## Rural Development Programme for England (2014 – 2020) LEADER Three year rolling Delivery Plan

Name of Local Action Group (LAG)	Loddon and Test
Name of Accountable Body (AB)	Hampshire County Council
Date of LAG endorsement of this delivery plan	28 <sup>th</sup> July 2015
Signature of LAG Chair (please also print name)	Robert Benford (Chairperson)
Three year period covered	2015/2016 (in detail) 2016/17 and 2017/18 (in outline)
Your total LEADER funding allocation notified by Defra in Euros	€1.922m

This Delivery Plan which comprises this form and the associated annexes is one of the key tasks LAGs have to undertake annually in order to meet the requirements of their funding agreement. The Plan must be agreed by the LAG and recorded in the minutes of the meeting before submission.

The LAG's Accountable Body must submit the first Delivery Plan on or before **31 July 2015** with the evidence of support for it from the LAG membership. The financial and output spreadsheets should be submitted by **30 June 2015** as these will form part of the Funding Agreement. LAG ABs must then submit an updated Delivery Plan by **15 April** each subsequent year to the Rural Payments Agency. The submission of the Delivery Plan alongside a signed Annual Attestation certificate from the Accountable Body will form the Annual Attestation required as part of the formal delegation arrangements.

Your completed Delivery Plan must be submitted in electronic format and you must send a signed hard copy to the address notified to you by the Rural Payments Agency. This Delivery Plan includes the accompanying financial spreadsheet for completion. Please note that several questions require the submission of supporting documents and these are summarised at the back of this form.

We will use the information in this form, the financial spreadsheet and any supporting information to establish a formal offer agreement and to carry out an appraisal of progress. On receipt of a satisfactory Delivery Plan, we will issue the Accountable Body with a letter of Delegated Authority giving the LAG and Accountable Body the authority to proceed with their

plans to develop and approve projects (as outlined in the LEADER Operations Manual) for one year.

The LAG will not be able to make any new investment decisions or recommend claims without a valid and updated letter of Delegated Authority. We aim to issue these by 31<sup>st</sup> August 2015 in year 1 and 30th April in subsequent years. You should therefore plan your decision making meetings accordingly.

**FOR Rural Payments Agency USE ONLY**

Date Received – Electronic Copy

Date Received – Hard copy signed delivery plan

**1. Review of Progress (not required year 1) since the last report**

1.1 Date of previous 3 year Delivery Plan	
1.2 Please outline any LAG wide research or evaluations undertaken during the preceding period	
N/A	
1.3 Please summarise actual progress against intended delivery in the last period.	
N/A	

**2. Investment Plans**

2.1 Have there been any changes to the long term objectives and priorities as set out in the LDS?
No changes have been made, only the update to the budget and consequent updating of the outputs as a result of the budget change since the LDS was submitted.
2.2 Please describe the calls for projects that will be issued in the next 12 months or summarise the type of activity that you will be prioritising
We will not be making official calls for projects, this will be an ongoing process and applicants will be invited to make applications at any time. We intend to hold Decision Making Panels every 3 months, so applicants will need to understand time frames if they are to make a particular panel date. We will carry out ongoing marketing activity and look at this as the programme proceeds. Marketing will either be scaled up or down accordingly and to

specific priorities.

2.3 In headline terms only, what kind of activity do you intend to support/calls do you intend to issue for the following 2 years?

We will not be issuing calls. We intend to invite applications as an ongoing process. We will hold decision making panels every 3 months.

**Before answering sections 3 and 4 you will need to complete the financial and output spreadsheet**

Your programme allocation is in Euros (€) and will be subject to change over the programming period, depending on the relevant exchange rate. We will assist you in resource planning to enable you to complete the three year rolling plan each year.

**3. Budget profile**

LEADER groups should manage and profile budgets carefully to avoid too much spend falling to the end of the programming period. The spend target within the RDPE Programme document performance framework is for 30% of the budget to be spent by 2018 so you should ensure that your profile reflects this target.

3.1 Please explain your initial budget profile and the rationale for this.

We will not be spending any funds in financial year 2015/2016, this is simply because of the delay in the start of the LEADER Programme. We have decided to split the spend evenly by year for the remaining 5 years of the programme. This is because we are confident we can spend this split from the first year as we have had a great deal of interest. However if the programme is delayed further, this may have to be reviewed.

3.2 Please highlight any significant change in the budget profile from previously submitted 3 Year Delivery Plan (year 2 onwards).

N/A

**4. Milestones and Output profile**

4.1 Please highlight any change in the profiled outputs from the submitted Local Development Strategy (year 1) or previously submitted 3 Year Delivery Plan (year 2 onwards) and explain the reasons for the change.

No changes from LDS other than budget changes made after strategy was submitted and actual budgets were allocated by the RPA. Outputs were altered in line with the budget change.

4.2 Please highlight any changes in the profiled milestones from your previously submitted Delivery Plan (year 2 onwards)

N/A

## 5. Accountable Body Arrangements

### 5.1 Separation of Duties

Listed below are the key tasks associated with a project delivery. Please complete the table indicating who will be responsible for each task ensuring that the separation of duties requirements will be met.

You must provide this information even if the arrangements are the same as those reported in your LDS or previous delivery plan. Do ensure that all sections are addressed. If staff are not yet appointed include in the 'name' column 'vacancy 1' or 'vacancy 2' etc. to identify differing roles.

Task	Name(s)	Organisation	Proportion of FTE time spent on task
Project development (advising prospective applicants on how to submit an application)	Emily Preston & Jennie Pell	HCC	0.5
Appraising outline application including scoring	N/A		
Outline application decisions	Emily Preston & Jennie Pell	HCC	0.15
Appraising full applications	Not yet appointed	External consultant	0.1
Full application decisions	Decision Making Panel (LAG)	The LAG	0.1
Signing funding agreements to project beneficiaries	David Fletcher	HCC	0.01
Processing of project claims including checking and recommending	Emily Preston & Jennie Pell	HCC	0.1
Final check off before sending to RPA	Andrea McCallum	HCC	0.05
Authorising claims for payment	Rural Payments Agency		
Undertaking once in a lifetime Inspections	Emily Preston	HCC	0.05
Please explain if these arrangements include 'buddying' with other LEADER groups	No 'buddying' will be undertaken		

### 5.2 Organogram

Using information from question 5.1 please provide an organogram showing the above information and taking the following in to account;

- the journey of a project application from development to final payment including all persons involved in either processing or authorizing
- an indication of line management and reporting arrangements

- an indication as to office location of those working on the programme

This could be in the form of a separate document annexed to this delivery plan if necessary.

See attached separate documents.

If Emily Preston is undertaking the role of project sponsor, she will not take on any claims processing for that project or other roles on that project that are not permitted under the division of duty matrix. If Jennie Pell is undertaking the role of project sponsor, she will not take on any claims processing for that project or other roles on that project that are not permitted under the division of duty matrix.

### 5.3 Conflict of Interest

LEADER groups must maintain a Register of Interest for all persons involved in processing an application (and LAG partnership members – see Q6.6). Whilst this must be updated when a change in interest arises, we expect a copy to be submitted with your annual Delivery Plan.

Please explain how the Accountable Body will manage any conflict of interest issues relating to individual projects, including what records will be kept and how they will be updated? (Please note that DORA will also have specific entries relating to 'Conflicts of Interest')

Please find attached a Conflict of Interest Policy and also a more detailed Code of Conduct.

Please also find attached a Register of Interest.

### 5.4 Changes to Accountable Body arrangements

Please highlight any intended alteration to staffing or structures since you submitted your LDS (for year 1) or the previous Three Year Delivery Plan (year 2 onwards). You must include any differences between the answers to questions 4.2 and 4.3 which you gave in the last Delivery Plan

No alterations to staff structure since LDS

### 5.5 Recruitment

Identify plans for recruiting staff (if necessary) including the methods of recruitment and the selection process.

An external appraiser will be recruited once further information has been provided by DEFRA

on the appraisal process. This will be a consultant via a 3 quote process via the HCC procurement procedure. All other staff are already in place.

**5.6 LEADER Delivery Team training**

Please complete the following register of training (not including LAG members). The register needs to capture the people, their role and the relevant courses attended in the previous review period, together with planned courses for the forthcoming year.

The RPA will provide training on compliant processes and procedures including the use of DORA (Database of Online RDP Applications) for reporting purposes.

**a) Training completed to date**

Name	Role	Name of course	Date of course	Delivered by
Emily Preston & Jennie Pell	Project Development, admin & Claims Processing	Roles, responsibility and Governance	05/05/15	DEFRA
Robert Benford	LAG Chair	Roles, Responsibility and Governance	05/05/15	DEFRA
Emily Preston	Project Development, admin & Claims Processing	Application Procedure	12/05/15	DEFRA
Emily Preston & Jennie Pell	Project Development, admin & Claims Processing	Irregularities and Fraud	19/05/15	DEFRA

**b) Planned training for the upcoming year**

Name	Role	Name of course	Date of course	Delivered by
Emily Preston & Jennie Pell	Project Development, admin & Claims Processing	Appraisal Training	Unknown	DEFRA
Emily Preston	Project Development,	DORA training	Unknown	DEFRA



<b>&amp; Jennie pell</b>	<b>admin &amp; Claims Processing</b>			
<b>c) Further training requirements; please describe any further staff training requirements</b>				
<p>It may be necessary to hold a subsequent more localized Application Appraisal training course. This could be for all LAG members to attend and the approved consultant. We are unable to hire a consultant until we know more in order to complete a full job specification.</p>				

**5.7 Risk Management and Issue Resolution**

a) Do you have Business Continuity arrangements in place to prepare for a potential emergency or crisis? We would expect the plan to identify:

- the critical functions and activities of the team
- an analysis of the risks to the team
- a prioritised and timetabled checklist in preparation for an emergency situation
- the key roles, responsibilities and contacts to respond to an emergency.

Yes, there is a Business Continuity Management (resilience) Strategy that has been prepared by Hampshire County Council (the Accountable Body). A copy of this can be provided if required.

b) Do you have a Risk Management Strategy; a corporate approach to managing risks to the programme?	Yes
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c) Please provide a summary of how you capture and actively manage/mitigate risks

**Risk Management Policy Statement**

The County Council is already committed to the challenge of managing the risks and uncertainties related to its business. Its approach is founded on the following principles, which are critical success factors for effective risk management:

Cabinet, Audit Committee, all Members of the County Council and senior management to

support, own and lead on risk management.

Risk management policies and the benefits of effective management to be clearly communicated to all staff.

Risk management is the responsibility of every person in the organisation. All staff are effectively risk managers. Managing risk should be firmly embedded in everyone's thinking, behaviour and actions.

Managing risks to be closely linked to the achievement of business objectives.

Risk management is a key element of the Council's corporate governance and performance management framework. Managing risk should be firmly embedded in all core management processes including policy-making, service improvement plans and business planning, project management, operational management and decision making. It should be consistently applied.

Regular monitoring and reporting of risk on a constructive basis, including early warning of risks likely to have a significant impact on the achievement of the County Council's objectives, to be carried out by departments, the Risk Management Board and Cabinet.

Risks and risk treatment progress is regularly reviewed.

Risk taking, innovation and exploitation of opportunities are encouraged within a well-managed environment, where risks are identified and appropriate mitigation measures are taken.

Decisions about risk should be grounded in evidence (facts and measurements) whenever possible and a record kept of what factors were taken into account in making the decisions in order to provide an audit trail.

Departments are responsible for identifying, evaluating, and managing their own risks, contributing towards the management of corporate and cross-cutting risks and explicitly assessing and managing risks associated with working with other partner organisations to realise a common understanding of risks, agree a proper means for handling them and co-ordinating responses.

Ownership is assigned to a specific person at an early stage for each risk identified. Mitigation measures introduced to control and reduce risks should be effective, appropriate, proportional, affordable and flexible.

d) Do you have procedural mechanisms to resolve issues, changes to the programme, strategy and delivery mechanisms? How do you capture and actively manage/mitigate programme issues?

## Priorities

**Priority 1 – Develop capacity across the organisation for handling risk and responding dynamically to uncertainty by:**

- Maintaining Streamlined, Dynamic Processes and Infrastructure
- Building confidence in handling risk
- Demonstrating Value for Money
- Learning from success and failure

**Priority 2 – Maintain acceptable Health and Safety standards across the organisation, whilst increasing consistency of practice and behaviour against those standards and driving those standards into the organisation's supply chain by:**

- Competence
- Achieving consistent standards
- Driving safe systems of work into the supply chain
- Effectively managing workforce related risks

**Priority 3 – Ensure that risk management effectively supports Outcome Delivery, Structural Transformation, Efficiency and Effectiveness by:**

- Managing the risks to successful outcome delivery
- Enabling Structural Transformation
- Supporting innovation and reducing costs

**Priority 4 – Develop and maintain the County Councils role in terms of community engagement in specific risk areas (e.g. flood management & resilience across partners and supply chain)by:**

- Driving resilience throughout partners & the supply chain
- Providing Community Resilience Leadership

There will be internal audits which will take place to ensure correct procedures are being carried out. These audits will cover finance, working practices, any programme issues, reporting etc. HCC will also carry out 6 monthly staff appraisals to ensure that work is being delivered as per LDS. Financial risks will be taken on by HCC if there are to be any cuts to the programme.

e) Are you accredited or aligned to ISO 27001 standards? Please provide details. If you are accredited please provide a copy of your current certificate.

Hampshire County Council has Information Security and IT Security policy, rules and guidance available to all staff.

The HCC Information Security Management system (ISMS) states how important areas are to be controlled in policy documents. These policies have been approved by The IT Management Group (ITMG) and are reviewed on an ongoing basis by the Support, Quality and Security Manager.

HCC is accredited to ISO 27001 standards, see certificate attached.

## 6. Partnership information

### 6.1 LAG structure

Please describe the LAG structure including the proposed arrangements for making project decisions and how the strategic overview will be managed. For example some LAGs may use a dedicated approval panel. How will this be appointed? How will you maintain the public/private split? How will quorum be achieved?

Please see attached Terms of Reference.

All members of the LAG will be able to vote at Decision Making Panels if they live/work within the LAG area. Organisations working across the area but located outside may not become a DMP member. The Decision Making Panel is formed from a subset of the Local Action Group and it's members are selected by the Accountable body one month before a selection panel. DMPs will be held every 3 months. Panel members may differ from panel to panel and will reflect the projects that will be assessed at any one particular panel. The AB will select members that have the necessary skills and experience to judge the projects. There will be a minimum of 3 to 4 members at any one panel, ensuring the appropriate public/private split.

e.g:

1 x public sector – interest group: business development – 33%  
 1 x private sector – interest group: farming – 33%  
 1 x third sector – interest group: rural services – 33%

The LAG members selected to attend the DMP will elect a chair at the beginning of the meeting to represent the panel on that day.

## 6.2 LAG Membership

Please list the LAG members (include all members during the reporting period or part of the period) – add rows as necessary

Name	Organisation	LEADER priority theme(s) covered*	Role on the LAG**	Public, Private or Third Sector
Alan Read	Country Watch	Rural Services	Member	Third Sector
Alison Cross	Hampshire & Isle of Wight Wildlife Trust	Farm Productivity, Culture and Heritage, Tourism, Environment.	Member	Third Sector
Tracy Nash	Hampshire Fare	Tourism, Business Development	Member	Third Sector
William Hamer	Woodfuel Cooperative	Forestry	Member	Private
Robert Benford	Down Farm	Farm Productivity, Business Development	Chairperson	Private
Sandra Nichols	NFU	Farm Productivity	Member	Third Sector
David Gleave	Test Valley BC	Business Development, Tourism, Culture and Heritage, Rural Services	Member	Public
Debbie Jones	Hildon Water	Business Development, Rural Services	Member	Private
Ed Beckmann	Interweave Now Ltd	Business Development	Member	Private
Andrew Fergusson	Dummer Farm	Farm Productivity, Tourism, Rural Services, Culture and Heritage	Member	Private
Jonathan Rau	Forestry Commission	Forestry	Member	Public
Katie Bailey	Hart District Council	Business Development, Tourism, Culture and Heritage, Rural Services	Member	Public

Andrew Dowling	Basingstoke and Dean BC	Business Development, Tourism, Rural Services, Culture and Heritage	Member	Public
Amanda Ingham	Hampshire & Isle of Wight Wildlife Trust	Farm Productivity, Environment	Member	Third Sector
Fergus Hodge	Simmons and Sons	Farm Productivity, Business Development	Member	Private
Jo Dixon	Action Hampshire	Rural Services, Culture and Heritage, Tourism, Business Development	Member	Third Sector
Daniel Garnier	Basingstoke and Deane BC	Business Development, Rural Services, Culture and Heritage	Member	Public
Zac Cogan	Corporate Asset Solutions	Business Development	Member	Private
Andrea McCallum	Hampshire County Council	Business Development, Tourism	Member	Public
Richard Gueterbock	Clearfleau	Renewable energy, Culture and Heritage, Tourism, Business Development	Member	Private
Andrew Thomas	Wild Trout Trust	Culture & Heritage, Tourism, Environment	Member	Third Sector
Chris James	Odiham parish	Business Development, Rural Services, Culture and Heritage	Vice Chairperson	Private
Caroline Winchurch	Hart Voluntary Action	Rural Services, Culture and Heritage, Social Enterprises	Member	Third Sector
Paul Denning	JDB Contractors	Forestry, Business Development	Member	Private
Emma Boyles	Little Grey Sheep	Farm Productivity, Tourism, Business Development, Craft Industries	Member	Private
Sandy Rose	Two Hoots Cheese	Business Development	Member	Private
Paul Cook	National Trust	Tourism, Business Development, Forestry	Member	Third Sector

Antony Williams	Propeller Associates	Business Development	Member	Private
Simon Clarke	Propeller Associates	Business Development	Member	Private
*Farm Productivity, Business Development, Tourism, Culture & Heritage, Rural Services, Forestry **Include decision making roles (i.e. chair, vice chair, executive/approvals panel member)				
<b>6.3 LAG Training</b>				
Please identify any intended LAG training to be undertaken over the next year relevant to the delivery of LEADER.				
Training will be carried out as and when this is organised by the RPA RDT. It will also be undertaken by the Programme Manager at LAG meetings informally every 3 months until the LAG are fully conversed with the new rules and regulations of the coming LEADER Programme.				

<b>6.4 Terms of Reference</b>
Please provide a copy of your most up to date Terms of Reference that are in place which should include the split of responsibilities between the LAG and the AB. A template for what the TOR should include can be found in the operating manual.
Copy attached

<b>6.5 Engagement with LEPs</b>
Please summarise the arrangements that are in place to engage with the LEPs in your area. What has been the level of any LEP engagement/involvement of the LEADER activities and approval process?
There are 2 LEPs that cover the Loddon and Test area. The Enterprise M3 LEP and the Thames Valley LEP.
In terms of the Thames Valley LEP, there has been full engagement with regards the development of the Loddon and Test Local Development Strategy and several meetings have been attended to discuss coordinated approaches to budget spending. The Loddon and Test LEADER Programme Manager will also be attending the next rural group meeting on the 18 <sup>th</sup> August 2015. This will look at allocation of spending and also how this aligns with the LEADER budget and spending allocations.
In terms of the Enterprise M3 LEP, several events and workshops have been attended by the Loddon and Test Programme Manager and regular quarterly meetings are held. These look at programme alignment, spending and programme updates. This is to ensure coordination between the LEADER and LEP and ensure that calls for funding are clear and that they complement each other. The next meeting is set for November 4 <sup>th</sup> 2015. The LEADER groups also have a representative sitting on the Enterprise M3 Rural Group, this

representative should feed back up to date discussions held at the Rural Group and feed in the views of the represented LEADER areas covering the LEP geography.

#### **6.6 Conflict of Interest**

LEADER groups must maintain a conflict of interest register for LAG partnership members (and for staff – see Q5.3).

Please explain how the LAG will manage the conflict of interest for meetings including what records will be kept and how they will be updated?

Please see attached separate documents – Conflict of Interest Policy and Code of Conduct for LAG members.

**6.7 Meetings** Please list the dates of project decision making meetings that are scheduled for the next year - if not yet arranged identify the frequency of the meetings.

Dates have yet to be arranged. However, the LAG will hold Decision Making Panels every 3 months. We hope to hold the first meeting in April 2016 (subject to the start date of the launch of the LEADER Programme).

## **7. Communication, Co-operation and Engagement**

### **7.1 Publicity**

Please explain your arrangements in the next 12 months for publicising the programme and how any associated costs will be met. Please also explain how your publicity will be targeted both geographically and thematically including how you intent to engage with hard to reach beneficiaries.

The Loddon and Test LAG have undergone a refresh branding exercise in line with the new LAG geography. The branding had been developed to give a clear fresh look to the publicity material that will be developed and should therefore provide a more professional approach.

The new branding will be used on a new website that is currently being developed. This website will help publicise LEADER and it will provide clear transparent information about the next programme in plain English. It will be a useful tool for applicants.

The Loddon and Test LAG now has both a twitter account and a facebook page.

Marketing will be in the form of a postcard that will be produced and distributed. An e-news document will also be produced for each priority and this will be sent out in a targeted way to those businesses and organisations that are relevant.

The LAG has a large database of over 200 businesses, these will be emailed with

information about the opportunities LEADER has to offer

Press releases will be issued and distributed via our networks

All parish councils in the LEADER area will be contacted

Most publicity will be electronic e-news letters and these will be sent out via our networks and targeted to specific businesses/organisations

Any costs of marketing, including the website and branding and any printing costs unable to be met as part of the M&A will be met by in-kind contributions from our partners.

**7.2 Cooperation**

What are the LAG plans for co-operation and networking with regional partners, other projects / programmes of activity and other Local Action Groups?

The Loddon and Test LAG will look at co-operation between neighbouring LAGs to share best practice, facilitate learning and develop cross-boundary projects. We already are looking at potential ideas with both New Forest and North Wessex Downs LAGs, however they are both very early stage.

We have also developed good networks with our regional partners, the Forestry Commission, and hope to look at ways to develop woodfuel hubs after their initial creation through LEP funding schemes. It is hoped that LEADER can further the businesses by allocating funding to machinery required after initial set up.

The Loddon and Test LAG has also develop ongoing discussions with the Local Nature Partnership and hopes to look at ways to enhance Natural Capital through improved use of ecosystem services.

The Loddon and Test LAG also outlined within the LDS that it will seek to develop international co-operation, focusing on local food and drink, including production, harvesting, storage, packaging, marketing and supply chains and links to tourism. European countries considered for this include Greece and the Greek Islands where food and wine co-operatives are supported through tourism.

**8. Monitoring and Evaluation**

- a) Identify any on-going monitoring and evaluation arrangements you have
  - Frequency and method of reporting progress to the LAG partnership.
  - Any evaluation arrangements you have in place for the programme
  - Monitoring and evaluation that you have in place to assess trends in project irregularities etc.

The LAG will receive monthly updates as to progress and project enquiries. This will include number and type of new enquiries.



Evaluation will be based on the same principle used in the transition period. The projects will be expected to complete an evaluation form 6 months and then every year after the project has been completed. This will look at outcomes and how they have been met. Project applicants will also have to demonstrate the long term sustainability of the project to show that it is not just a quick fix. Monitoring will assess what impacts the project has had on identified and/or new beneficiaries. The outcomes of individual projects will be recorded centrally to look at the progress of the programme as a whole and will be used to monitor the identified programme outcomes. This will also identify trends in project irregularities.

The evaluation will also identify economic gain from each individual project, whether that is direct or indirect and what impacts that has had on other businesses, either positively or negatively.

The programme manager will report back to the LAG and accountable body on overall programme performance, so any problems can be identified and sound resolution and budget forecasts made accurately. Monitoring will be a standing agenda for all LAG meetings.

**b) How will the results of any monitoring and evaluation be used?**

The results will be used to determine overall programme performance and will help to identify budget profile spending and enable the LAG to re-evaluate where spend should be distributed if appropriate. It will enable the LAG to assess the demand and enable more effective targeting of marketing and publicity efforts. The programme manager will also check procedures, appraisal processes, approval/rejection of projects and the management of conflict of interest within both the accountable body and the LAG.

**c) How will progress be monitored to ensure that at least 70% of all projects deliver direct economic growth, and that the remaining 30% make a contribution to rural economic growth?**

All projects will be expected to demonstrate that they can meet certain outcomes at the time of application. As part of the evaluation process, these projects will need to demonstrate that these outcomes have been met and therefore that they meet the requirements of the programme and targeted outputs.

**Supporting documents checklist**

Where applicable, please submit the following documents with this 3 Year Delivery Plan

Document	Supporting Notes	LEADER group comments
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Terms of Reference for LAGs	RPA do have a standard terms of reference document available to assist	Terms of Reference attached
Budget Profile	See spreadsheet	Already submitted
Output profile	See spreadsheet	Already submitted
Milestones	See spreadsheet	Already submitted
Register of Interest	See attached template	Attached
Asset register	See attached template	No assets have been purchased using EU funds.
Organogram	If this has not been provided at Q5.2	Attached – one showing staff structure, the other outlines the processes.