

SUBJECT: UK SHARED PROSPERITY FUND UPDATE - REGIONAL

INVESTMENT PLAN/ALLOCATION OF MONMOUTHSHIRE FUNDING

MEETING: CABINET

DATE: 27th July 2022 DIVISION/WARDS AFFECTED: ALL

1. PURPOSE

1.1 To update Cabinet on progress of the UK Government Shared Prosperity Fund (UK SPF) as part of the UK Government's Levelling Up Programme and to seek approval to proceed as detailed in the recommendations that follow.

2. **RECOMMENDATIONS:**

That Cabinet:

- 2.1 Consider the three investment priorities of the UK SPF and the opportunities for investment which contribute significantly to the Council's strategic aims of the 'Plan on a Page' Looking Ahead, Delivering Now: Our Strategy to Summer 2022, which are namely:
 - Communities and Place:
 - · Local Businesses; and
 - People & Skills
- 2.2 Agrees that Rhondda Cynon Taff County Borough Council (RCTCBC) acts as the Lead Local Authority for the UK SPF for the ten Local Authorities across the South East Wales Region. RCTCBC, will therefore have overall accountability for the funding and how the fund operates.
- 2.3 Endorses submission of the Regional Investment Plan, by RCTCBC, which incorporates Monmouthshire County Council's (MCC's) outline Local Investment Plan, to UK Government in readiness for the submission deadline of 1st August 2022.
- 2.4 Agrees to enact a 'Monmouthshire People and Place Partnership' to inform and assess the appropriateness of MCC's outline Local Investment Plan, and monitor progress over the funding period.
- 2.5 Delegates powers to the Chief Officer Communities and Place, in consultation with the Head of Legal Services and the Cabinet Member for Sustainable Economy, Deputy Leader, to agree the legal agreements associated with the UK SPF, with RCTCBC, on behalf of the Council.

- 2.6 Extends the contracts of NEET (Not in Education, Employment and Training) related staff who are currently at risk of redundancy in December 2022, due to the cessation of the European Social Fund programmes Inspire2Achieve, Inspire2Work and Skills@Work. Staff will be funded via UK SPF until March 2025 by taking a locally delivered, regionally coordinated approach. Should confirmation of UK SPF be delayed beyond December, and the statutory three month's notice period required, a further report will be brought to the Chief Officer Communities and Place, in consultation with the Cabinet Member for Sustainable Economy, Deputy Leader, to seek approval to extend the staff contracts to March 2023.
- 2.7 To agree to utilise up to 4% of the funding for financing the administration of the Monmouthshire element of the Fund to establish a delivery team from within the existing Economy, Employment and Skills Team.

KEY ISSUES:

3.1 Approval Progress to Date

- 3.1.1 In June 2021 <u>Cabinet</u> endorsed the selection process of projects to be submitted to the UK Government Community Renewal Fund (UK CRF). The UK CRF was designed to help areas prepare for the launch of the UK SPF in 2022, the programme replacing the European Union Structural Funds ending in 2023, following the UK's exit from the European Union. The purpose of the UK CRF was to pilot new projects to tackle challenges and trial new approaches/ideas at a local level, supporting people and communities most in need across the UK. UK CRF invested in skills, community and place, local business, and supporting people into employment.
- 3.1.2 In December 2021, <u>Cabinet</u> approved the principle of a locally delivered, regionally coordinated approach to employability post-EU funding, providing a Framework for Future Employability in South East Wales. As a result, Connect, Engage, Listen Transform (CELT) was approved for funding via the UK CRF, to enhance the current Employment and Skills service with Torfaen County Borough Council (TCBC) as the Lead Authority). This has enabled Council to;
 - Develop a Triage system –to ensure clients are referred to the right support:
 - Employ a Wellbeing Engagement Worker;
 - Enhance Digital and Outreach Engagement;
 - Source employment opportunities in Construction and Digital and Target employment for homeless/at risk of homelessness.

This project has been further developed for the UK SPF South East Wales Regional submission, under the People and Skills Investment Priority with TCBC continuing to be the Lead Authority.

- 3.1.3 In January 2022, <u>Cabinet</u> were informed of the final list of approved UK CRF projects. Since then, the UK CRF projects have been extended and will now end in December 2022 as opposed to the original June 2022 end date.
- 3.1.4 In March 2022, <u>Cabinet</u> were provided with an update on the UK Government Levelling Up White Paper and details of the UK SPF Pre-Launch Guidance. Approval was also given to establish a citizen focussed, Local Partnership to inform the development of a Monmouthshire Investment Plan now termed the 'Monmouthshire People and Place Partnership'.

3.2 The UK Shared Prosperity Fund

- 3.2.1 The UK SPF is a central pillar of the UK Government's Levelling Up agenda and a significant component of its support for places across the UK. It provides £2.6 billion of new funding for local investment by March 2025, with all areas of the UK receiving an allocation from the Fund via a funding formula rather than a competition.
- 3.2.2 The UK SPF will support the UK Government's wider commitment to level up all parts of the UK by delivering on each of the 'levelling up' objectives to:
 - Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging;
 - Spread opportunities and improve public services, especially in those places where they are weakest;
 - Restore a sense of community, local pride and belonging, especially in those places where they have been lost; and
 - Empower local leaders and communities, especially in those places lacking local agency.

The primary goal of the UK SPF is therefore to build pride in place and increase life chances across the UK.

- 3.2.3 Underneath the overarching Aim of building pride in place and increasing life chances, there are three UKSPF investment priorities: Communities and Place; Supporting local business; and People and Skills:
 - The Communities and Place investment priority will enable places to invest to restore their community spaces and relationships and create the foundations for economic development at the neighbourhood-level. The intention of this is to strengthen the social fabric of communities, supporting in building pride in place;
 - The **Supporting local business** investment priority will enable places to fund interventions that support local businesses to thrive, innovate and grow;
 - The **People and Skills** investment priority will provide funding to help reduce the barriers some people face to employment and support them to move towards employment and education. This theme can also target funding into skills for local areas to support employment and local growth.
- 3.2.4 Within the context of the Fund's aims, each place will have the flexibility to invest across a range of activities that represent the right solutions to improve local pride in place,

- increase life chances, to help spread and create opportunity, and a sense of community and belonging. The balance of priorities should reflect local need and opportunity.
- 3.2.5 All places in the UK will receive a conditional allocation from the UK SPF. Monmouthshire County Council has a conditional allocation of £5,919,533 and an allocation of £1,235,631 for *Multiply (*UK Gov Adult numeracy programme). Details of the breakdown for each of the Local Authorities in South East Wales is included in Table One below:

Table One: A breakdown of each Local Authorities SPF allocation in S E Wales.

Individual	Core UKSPF	Multiply	Total	% of SEW
authorities	£	£	£	allocation
Blaenau Gwent	23,301,572	4,863,920	28,165,492	10.11
Bridgend	19,116,296	3,990,295	23,106,591	8.3
Caerphilly	28,272,298	5,901,499	34,173,797	12.27
Cardiff	34,587,594	7,219,740	41,807,334	15.01
Merthyr Tydfil	22,698,977	4,738,136	27,437,113	9.85
Monmouthshire	5,919,533	1,235,631	7,155,164	2.57
Newport	27,177,563	5,672,986	32,850,549	11.79
Rhondda Cynon	37,320,994	7,790,305	45,111,299	16.2
Taf				
Torfaen	20,431,241	4,264,774	24,696,015	8.87
Vale of	11,606,505	2,422,717	14,029,222	5.04
Glamorgan				
Total	230,432,573	48,100,003	278,532,576	

3.2.6 Monmouthshire's allocation is 2.57% of the total allocation for the South East Wales region. The total funding is broken down to a yearly allocation; 12% in Year 1 (22/23), 24% in Year 2 (23/24) and 64% in Year 3 (24/25) as detailed in Table Two below.

Table Two: UK SPF allocation per year for Monmouthshire

Total SR (UKSPF core)	22-23 (UKSPF core)	23-24 (UKSPF core)	24-25(UKSPF core)
£5,919,533	£718,390	£1,436,780	£3,764,363
Total SR (Multiply)	22-23 (Multiply)	23-24 (Multiply)	24-25 (Multiply)
£ 1,235,631	£373,563	£ 431,034	£ 431,034

3.2.7 The local split of capital and revenue for the Fund in Scotland, Wales, and Northern Ireland is detailed in Table Three below as follows:

Table Three: UK SPF Capital/Revenue Split

Year	Core UKSPF: revenue	Core UKSPF: capital	*Multiply: revenue
2022-23	89.6%	10.4%	100%
2023-24	87.5%	12.5%	100%
2024-25	82.1%	17.9%	100%

- 3.2.8 The ten Local Authorities in South East Wales have a combined conditional allocation of £230,432,572 and £48,100,003 for *Multiply. Note: Up to 4% of the funding can be used for financing the administration of the Fund. This 4% does not need to be spent wholly by the Lead Authority, a proportion of the administration budget can be allocated to individual authorities as appropriate.
- 3.2.9 Local authorities within South East Wales have been invited to collaborate and feed into one Regional Investment Plan. As part of this process there is a need to appoint one Local Authority to assume the role of the 'Lead Local Authority' for the UK SPF, and it is proposed that Rhondda Cynon Taff CBC performs this role.
- 3.2.10 The Regional Investment Plan will need to be submitted to UK Government by RCTCBC during the investment plan window between 30 June and 1 August 2022. The anticipated date for the first investment plans to be approved and payment awarded to Lead Local Authorities by UK Government thereafter is October 2022 onwards.
- 3.2.11 As the 'Lead Local Authority', RCTCBC will have overall accountability for the funding and how the Fund operates and some flexibility over how they deliver the Fund. If a specific Local Authority within the region takes lead responsibility for a particular UK SPF intervention or policy for the wider geography (for example Torfaen CBC is leading on People and Skills), the Lead Authority can allocate a proportion of the 4% administration budget to them.
- 3.2.12 Cardiff Capital Region City Deal Office, are coordinating the regional allocation element for the South East Wales Region and are engaging with regional partnership groups to effectively develop the Regional Investment Plan. To this end, several workshops have been held throughout May/June to engage with a diverse range of partners, all regional MPs and Constituent MS's have also been engaged in the process.
- 3.2.13 The Council is not required to develop its own local investment plan for submission to UK Government. However, it is required to provide an outline of proposed local activity that it wishes to undertake, to achieve specific interventions, targets and outputs with its UK SPF funding allocation, which will be used to inform the Regional Investment Plan.
- 3.2.14 In developing its outline of local activity, the Council has taken a soft approach due to the very short timescales and the limited funding availability impacting on deliverability. The team therefore contacted the Monmouthshire UK CRF projects, who had been trailing new approaches in advance of the UK SPF, who provided 'Declaration of Interest' forms outlining their proposed projects. These projects have been developed into an outline plan which is being used to inform Monmouthshire's Investment Plan which will feed into the South East Wales Regional Investment Plan.
- 3.2.15 Over the summer months, the team will instigate the Monmouthshire 'People and Place Partnership' which will assess the appropriateness of MCC's outline Local Investment Plan with a view to developing detailed local interventions in partnership with local stakeholders and monitoring progress over the funding period.
- 3.2.16 As indicated the Fund can support investment in interventions that start from 1 April 2022, in advance of UK Government approval, however any such interventions will be

- at risk, albeit the Council needs to ensure that the 2022/23 allocation is fully utilised, regardless of the date that UK Government approval is given.
- 3.2.17 Lead Local Authorities can also incur administrative and preparatory costs from 1 April 2022. This is subject to provisions on the use of the Fund for administration and all other fund requirements, including but not limited to branding and publicity, and reporting.
- 3.2.18 Once approval is given, funding is confirmed for three financial years: 2022-23, 2023-24 and 2024-25 providing a predictable baseline element of local growth funding. All interventions should end by March 2025 or have a break clause allowing for closure by March 2025 if required (for example, yearly renewable funding).
- 4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):
- 4.1 The Equality and Future Generations Evaluation Assessment detailed in Appendix One, anticipates that the projects detailed within this report will have a positive impact on peoples' social, emotional, health and wellbeing, education, and skills. This will develop resident's resilience and improve their life chances.

5. OPTIONS APPRAISAL

5.1 An options appraisal has been undertaken in Table Four that follows:

Table Four: Option Appraisal

Option	Benefits	Risks
Work with the ten Local Authorities within the Cardiff Capital Region to develop a Regional Investment Plan.	Investment at a regional and local level to reflect Monmouthshire's priorities focused on the three UK SPF themes and the Levelling Up objectives.	the Regional Plan. Therefore, working in partnership with the Lead Authority the Team will ensure the
	Local priorities reflected within the Interventions selected.	Limited investment compared to other local authorities in Southeast Wales, therefore essential investment for greater impact and results.
	Local Engagement Plan developed to ensure stakeholder commitment and community focused engagements for accountability against the interventions.	engagement activity, further consultation to be undertaken over

6. REASONS:

- 6.1 The UK SPF's three Investment Priorities Communities and Place, Supporting Local Businesses and People and Places, align with the Council's, Strategic Aims of its 'Plan on a Page' Looking Ahead, Delivering Now: Our Strategy to Summer 2022:
 - Communities and Place investment will strengthen social fabric, sense of community and pride and develop capacity to drive grassroot change.
 - Supporting Local Business investment will support local productivity, local business development alongside providing sector specific support.
 - People and Skills investment will improve opportunities for our citizens to gain sustainable employment to those furthest away from the labour market; contributing towards helping citizens to upskill to meet labour market demands.
- 6.2 Development of the UK SPF South East Wales Regional Investment Plan has provided a tangible opportunity for regional collaboration, working as ten Local Authorities, to maximise the impact of UK Government investment for wider benefit.

7 RESOURCE IMPLICATIONS:

- 7.1 All places in the UK will receive a conditional allocation from the UKSPF. Monmouthshire County Council has a conditional allocation of £5,919,533, and an allocation of 1,235,631 for *Multiply (*UK Gov Adult numeracy programme).
- 7.2 The ten LAs in South East Wales have a combined conditional allocation of £230,432,57 and £48,100,003 for *Multiply. Note: Up to 4% of the funding can be used for financing the administration of the Fund. This does not need to be spent wholly by the Lead Authority, a proportion of the administration budget can be allocated to individual authorities as appropriate.
- 7.4 As Lead Authority for South East Wales, RCTCBC will have overall accountability for the funding and how the Fund operates.

8 CONSULTEES:

- DMT Communities and Place:
- Cabinet;
- Strategic Leadership Team;
- Local MPs and MS's;
- Local communities and businesses

9 BACKGROUND PAPERS

Appendix One - Equality and Future Generations Evaluation Assessment

10 AUTHOR:

Frances O'Brien, Chief Officer Enterprise

Lead officers

Cath Fallon, Head of Enterprise, and Community Animation Hannah Jones, Head of Economy Employment and Skills

11 CONTACT DETAILS:

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Integrated Impact Assessment document

(incorporating Equalities, Future Generations, Welsh Language and Socio-Economic Duty)

Name of the Officer Hannah Jones	Please give a brief description of the aims of the proposal
Phone no: 07738 430418 E-mail: hannahjones@monmouthshire.gov.uk	 To approve RCT being the Lead Authority for the CCR under the SPF funding. To approve RCT submitting the Regional Investment Plan by the 1^{st of} August with our local offer To agree to enact a Monmouthshire People and Place Partnership to inform and assess MCC's outline Local Investment Plan and monitor progress over the funding period
Name of Service area: Enterprise	Date 11 th July 2022

1. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Yes: The primary goal of the Shared Prosperity Fund is to build pride in place and to increase life chances across the UK.	There are therefore no negative impacts anticipated.	
Disability	Yes: As above	None identified	
Gender reassignment	Yes: As above	None identified	
Marriage or civil partnership	Yes: SPF Monmouthshire investment will ensure fairness and equity	None identified	
Pregnancy or maternity	Yes: Monmouthshire SPF investment will help to address any perceived barriers that might impact on residents' participation in their community and routes into employment.	None identified	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic		What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Race	Yes: Monmouthshire SPF investment will ensure equity of opportunity regardless of race	None identified	
Religion or Belief	Yes: Monmouthshire SPF investment will offer opportunities that will consider peoples' religion and religious beliefs	None identified	
Sex	Yes: Monmouthshire SPF investment will offer opportunities that will consider individual needs regardless of sex.	None identified	
Sexual Orientation	Yes: Monmouthshire SPF investment will offer opportunities that will consider individual needs regardless of sexual orientation.	None identiified	

2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Socio- economic Duty and Social Justice	Spreading Opportunities, improving public	Not applicable	Not applicable

3. Policy making and the Welsh language.

How does your proposal impact on the following aspects of the Council's Welsh Language Standards:	Describe the positive impacts of this proposal	Describe the negative impacts of this proposal	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts
Policy Making Effects on the use of the Welsh language, Promoting Welsh language Treating the Welsh language, no less favourably	The delivery team will ensure that they adhere to the Council's Welsh Language Standards.	None identified	n/a
Operational Recruitment & Training of workforce	Where new posts are required, the need to communicate through Welsh and English as part of the recruitment process and any necessary training offered as needed.	None identified	n/a
Service delivery Use of Welsh language in service delivery Promoting use of the language	Any advertising about the projects will promote the fact that people can deal with the Council in Welsh by phone, email, twitter, Facebook, letters, forms, website transactions etc.	None identified	n/a

4. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The proposal strongly supports the Prosperous Wales wellbeing goal: - The UK SPF will enable noticeable investment in the places people live, as well as support individuals. - Supporting local businesses Investment will support local productivity, local business development alongside sector specific support. - People and Skills Investment to support to residents will lead to improved labour market positions for those in employment; will lead to employment, and increased income for those who are currently seeking work and will lead to improved productivity and growth for companies in the region. SPF investment is due to end of European Union for the Uk.Post Brexit investment for previously EU funded programmes	There is a strategic imperative to maximise our economic growth and wealth creation capability and increase our productivity to increase the GVA for the county and the country.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g., climate change)	Non applicable	
A healthier Wales People's physical and mental wellbeing is maximised, and health impacts are understood	Communities and Place Investment to contribute toward citizens health and wellbeing at a grass roots level to improve their resilience and ability to take part in their community and work life.	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The primary goal of the UK Shared Prosperity Fund is to build pride in place and increase life chances across the UK. Levelling Up communities for a better future The proposal strongly supports the A Wales of cohesive communities' wellbeing goal: - Investment to support community and social resilience within communities and encourage greater levels of community interaction. Investment to focus on building sustainable employment within communities, reducing inequalities between communities.	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	People and Skills Investment will work closely with priority industries to help steer the labour market towards those growing industries. Many of these industries focus on developing products that will support global health (medtech, life science etc) or reduce greenhouse gas emissions (e.g. e-mobility)	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Investment for local arts and culture interventions to create a sense of pride and community cohesion	Not applicable
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Investment focus on building sustainable employment within communities, reducing inequalities between communities.	Not applicable

5. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable		Does your proposal demonstrate you have	Are there any additional actions to be taken to	
Development Principle		met this principle? If yes, describe how. If	mitigate any negative impacts or better contribute to positive impacts?	
		not explain why.	communication positive impactor	
	Balancing	The local investment Plan is intended to balance	None identified	
	short term	short term need with long term and planning for		
	need with	the future for the duration of the plan and SPF		
	long term	investment until March 2025.		
	and planning			
Long Term	for the future			
	Working	The development of Monmouthshire People and	None identified	
	together	Place Partnership will encourage a range of		
	with other	partners to work collaboratively to the benefit of		
-00	partners to	their community, local business, local		
	deliver	employment, and skills opportunities at a local		
Collaboration	objectives	and regional level.		
	Involving	Following UK SPF guidance, we have sourced	None identified	
	those with	approval from our local MPs and MSs for the		
	an interest	regional investment plan to be submitted to UK		
	and	government by 1 st August.		
	seeking			
Involvement	their views			

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
Putting resources into preventing problems occurring or getting worse	The purpose of the UK SPF funding is to empower each place to identify and build on their own strengths and needs at a local level, focused on pride in place	None identified
Integration Considering impact on all wellbeing goals together and on other bodies	.As part of the local engagement process all aspects of the Well-Being of Future Generations Act will be embedded in our local investment plan	

6.	Council has agreed the need to consider the impact its decisions has on the following important responsibilities:
	Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Not applicable		
Corporate Parenting	Not applicable		

7. What evidence and data has informed the development of your proposal?

When submitting the County's Investment Plan Officers will evidence strategic fit and link activities to local social, economic and business need. Strategies to be referenced will include Monmouthshire NEET Reduction Strategy 2018 – A Great Start for All Vision Monmouthshire 2040: Economic Growth and Ambition Statement; the Digital Infrastructure Action Plan; the MCC Apprenticeship, Graduate and Internship Strategy alongside alignment with UK Government Investment Priorities and Cardiff Capital Region regional priorities.

8. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

.This section should summarise the key issues arising from the evaluation. This summary must be included in the Committee report template

It is anticipated that the UK SPF will have a positive impact on peoples' social, emotional, health and wellbeing, education, and skills. This	is will
develop resident's resilience and improve their life chances.	

9. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible
Cabinet	27 th July 2022	Frances O'Brien, Chief Officer for Enterprise

10.VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision-making process. It is important to keep a record of this process to demonstrate how you have considered and built-in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Enterprise DMT	13 th June 2022	
2	SENIOR LEADERSHIP TEAM	14 th June 2022	