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**SPECIFICATION**

**INVITATION TO TENDER - 30054**

**Employees Support in Skills**

* **10-003-00-01**: Skills Support for the Workforce, Intermediate/Higher Skills Provision.
* **10-003-00-02:** Skills Support for Redundancy
* **10-002-00-03:** IAG supporting skills development of the workforce to enable growth of SMEs

**LEP Area - Enterprise M3**

**DATE: May2016**

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| **EUROPEAN SOCIAL FUND – SPECIFICATION: Employees Support in Skills*** **10-003-00-01**: Skills Support for the Workforce, Intermediate/Higher Skills Provision.
* **10-003-00-02:** Skills Support for Redundancy
* **10-002-00-03:** IAG supporting skills development of the workforce to enable growth of SMEs
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| BACKGROUND |
| **General**The contracting authority is the Secretary of State for Business Innovation and Skills acting through the Skills Funding Agency (SFA), an executive agency of the Department for Business Innovation and Skills exercising functions to fund adult education and skills.The SFA, acting as an Opt-In Organisation for the European Social Fund (ESF), is procuring education and training services to meet priorities identified by Local Enterprise Partnership (LEP) area European Structural and Investment Funds Sub–Committees. As an Opt-In Organisation the SFA provides match funding at Priority Axis level utilising sources of public funding as match for ESF funded activity.This Invitation to Tender (ITT) is for Priority Axis 2 and for Investment Priority (IP) 2.1, enhancing equal access to lifelong learning. Where the need has been identified both in the LEP area and European Structural and Investment Fund Strategies. The IP 2.1 supports equal access to lifelong learning for all age groups in formal, non-formal and informal settings, upgrading knowledge, skills and competences of the workforce, and promoting flexible learning pathways including through career guidance and validation of acquired competences. Resources are being focused through this IP on people in the workforce who lack basic skills or qualifications needed for their career progression and for business growth and innovation in the knowledge economy. The themes in 2.1 are:* Skills Support for the Workforce, Intermediate/Higher Skills Provision
* Skills Support for Redundancy
* IAG supporting skills development of the workforce to enable growth of SMEs

The SFA is looking to procure an organisation to deliver education and training that best support the needs of local employers and employees in the LEP area set out below. **Enterprise M3 Local Enterprise Partnership Background**Enterprise M3 stretches from the hinterland of London to the New Forest and covers major urban centres but also smaller towns and villages and significant rural areas, as well as highly successful education and innovation clusters and corporate HQs, military sites and sites of outstanding natural beauty and heritage.Enterprise M3 is one of the strongest and most resilient local economies in the country. Certain broad sectors of the economy such as information & communications, pharmaceuticals, and distribution withstood the recession well supporting our recovery bolstered by a bedrock of knowledge-based businesses, traditional and high value manufacturing and services, and world class higher-level skills.The area is home to around 100,000 SMEs but also global businesses such as AXA Wealth, Motorola, BP and Novartis.  It is a location that offers success and opportunities for growth to newly created businesses, whilst acting as a key workforce artery to London’s economy.The Enterprise M3 area sits at the heart of a transportation hub that connects businesses in the UK and to the rest of the world. In addition to proximity to Heathrow, Gatwick and Southampton airports, within the area lies Farnborough Airport - one of Europe’s premier business aviation airports. Road and rail connections include stretches of the M25 and much of the M3 along with the A3 and 75 railway stationsThis is balanced with an excellent environment and a high quality of life. The area is packed with country parks, heritage sites and visitor attractions with easy access to both major urban areas and the countryside. |
| **DEFINITION OF TERMS** |
| **At risk of Redundancy:** means Employees identified by the employer as at risk or redundancy and/or commenced formal consultation with staff representatives on the need to make redundancies**Candidate:** means an organisation who has been invited to take part in this restricted procurement procedure**Disability**: A person who has a physical or mental impairment that has a substantial and long-term adverse effect on the ability to carry out normal day-to-day activities.**Eligibility:** Only people who are eligible to work in UK are eligible for this EU programme. **Employed**: People are employees if they perform work for pay, profit or family gain. People are self-employed if they work in his/her own business for the purpose of earning a profit, even if they are not making a profit or are just setting up. **Micro Businesses:** This relates to organisations employing less than 10 Employees **Qualifications:** Qualification means a formal outcome assessment and validation process which is obtained when a competent body determines that an individual has achieved learning outcomes to given standards. Regulated qualifications/aims are those listed in the Learning Aims Reference Service as being regulated. Non-regulated aims are those listed in the Learning Aims Reference Service as being non-regulated.  Regulated and non-regulated aims must be planned to be delivered within budget. Qualification rates are based on the published LARS rates at the start of the contract.**Services:** The provision of education, training or support delivered to individuals.**Small and Medium sized Enterprises**: This applies to organisations employing less than 250 employees **Start Date:** Employment status and age are determined on the date of starting on the Services.**Survey**: Where applicable, long term sustained outcomes over 6 months will be monitored separately. Some ESF indicators will be collected by survey by the ESF Managing Authority directly from the participants.**Unemployed:** Unemployed are persons usually without work, available for work and actively seeking work. Persons considered registered unemployed would be included. Full time students are considered as inactive but not eligible for this provision as they are not available for work. Long term unemployment is greater than 6 months for under 25 years old and greater than 12 months for 25 years old or more. |
| **SERVICE REQUIREMENTS** |
| **General Service Requirements**All activities must complement and avoid duplication with other provision, thereby adding value to Department for Work and Pensions/Big Lottery, Education Funding Agency, Skills Funding Agency, local authority, National Careers Service and the new Careers Enterprise Company funded provision. Successful candidates will be required to ensure that ESF provision will clearly add value and not duplicate any provision that can be arranged locally through existing mainstream institutions.***Capacity and readiness to deliver***Candidates must have:* The resources to offer locally tailored solutions and flexible delivery to meet the skills and Apprenticeship priorities of employers and employees in the defined geographical area of delivery. If the LEP area also has a ‘transitional’ area defined in addition to the ‘more developed’ area, delivery locations will have to be available *in each locality*
* The capacity to deliver provision immediately upon commencement of the contract and that delivery should not be delayed in any way by any recruitment processes or other processes or relationships that need to be established.
* Candidates must be able to demonstrate the ability to undertake robust initial assessment of eligible individuals. Vocational training delivered must be regulated units and qualifications on the Qualifications and Curriculum Framework and be able to support individuals into higher levels of training and workplace progression

***Track record***The ability to deliver the required activity, based on a track record in the successful delivery and management of this type and size of programme***Information, Advice and Guidance***Where the activity requires effective Information, Advice and Guidance successful applicants and/or subcontractors delivering this element will either hold or be working towards the Matrix standard.***Management and quality assurance***Candidates will need to have effective management arrangements in place to ensure all of the requirements of this specification are fulfilled. The Services must be delivered to a high quality and successful tenderers will need to have in place quality assurance and improvement processes.The Service needs to be flexible and responsive to the changing economic and political landscape and take into consideration that the approach and associated processes may change during the life of this contract. Therefore Candidates will be expected to be able to change the delivery of the Services accordingly. ***Partnership working***Candidates will be required to work in partnership with other organisations delivering education and training in the area to ensure the Service is complementary to and not in competition with other funded provision.The Service must be able to respond to changing local needs and opportunities, as well as policy changes. Candidates will be required to establish linkages with and have an understanding of, local stakeholder needs and develop strong links with the key stakeholders. Candidates will be required to work with employers to identify the skills gaps and needs to drive employer growth. Where the Service works with Jobcentre Plus clients the Candidates will be required to co-operate effectively with Jobcentre Plus making them aware of candidates who fail to attend training and notifying them of any instances where individuals leave training due to starting work. Candidates will be required to establish links with Jobcentre Plus and visits to public or private sector employers should be made in conjunction with Jobcentre Plus and National Careers Service wherever possible to ensure a smooth, efficient, and joined up approach to arranging benefit claims, offering new employment opportunities and training for all eligible individuals. ***Market intelligence and local knowledge***The delivery of the Services must take into account the current and future social and economic indicators including labour market intelligence. Candidates must be able to demonstrate a comprehensive understanding of the current employment market and the current and future social and economic indicators including labour market intelligence for the geographical area being supported. Candidates must also have an understanding of local skills shortages and gaps and any existing skills support structures within the LEP area. ***Management information and reporting***Candidates will develop management information systems to enable it to submit data to the Skills Funding Agency via the Individual Learner Record (ILR) and put in place robust arrangements for ensuring that the evidence required to support payments is collected and retained. Candidates will be required to share with LEPs and the Skills Funding Agency ongoing performance management data as well as additional intelligence to improve the effectiveness of Skills Support projects in the LEP area in the future.**Specific Service Requirements****Skills Support for the Workforce, intermediate and higher level skills provision theme**The aim of the Services is to provide individuals with the opportunities to develop the skills that will enable them to progress in employment. The Services will provide support to employers to take on and develop individuals to fill intermediate, technical and higher level skills gaps and shortagesThe Services must deliver a responsive skills programme that is tailored to the needs of the Enterprise M3 LEP area in order to stimulate a growth in the skills base for businesses that will give the best opportunity to grow the economy and create more and better jobs. The Services must deliver highly responsive skills provision to meet business and industry needs. Employers must be engaged to shape and direct the Services.The Services must support individuals to start on higher level skills and apprenticeships by providing taster units of relevant vocational training; work-based access training and work shadowing opportunities related to higher skills/paid jobs.The Services must drive up skills levels, focusing on the skills being sought by employers and supporting the Enterprise M3 LEP’s priority sectors. The Services must result in an increase the number of businesses who are actively planning to address skills issues as a part of their growth. The Services must encourage employers and/or employees to participate in an apprenticeship.The Services must support employers, in particular SMEs, including Micros (defined as a business employing 1-249 employees), to grow the workforce. The Services must provide a Training Needs Analysis to all employers engaged, to develop appropriate programmes of support for employees.The Services should focus on higher level skills to meet employer demands for a well-qualified labour market. Units and modules of higher level qualifications should be used as a stepping-stone to re-engage, motivate and build confidence to achieve full qualification(s). An enhancement payment is available where Individuals successfully achieve 12 credits or more at Level 3 or above.The Services should focus on the Growth and Niche Sectors (80% of all activity), as defined in the Enterprise M3’s Strategic Economic Plan (SEP) (<http://www.enterprisem3.org.uk/strategic-economic-plan>). Enhancements are aimed to focus on these sectors. Learning activity directly linked to these sectors are important to support the technical skills requirements. An additional enhancement is available where qualifications within these specific sector subject areas are delivered and achieved. These sectors may be refined with the refresh of the SEP, the successful Candidate will be notified of any changes and the Services must meet the new requirements. * Growth Sectors:
	+ ICT and Digital Media
	+ Pharmaceuticals
	+ Aerospace and Defence
	+ Professional Business Services
* Niche Sectors:
* 5G telecommunications
* satellite technologies
* cyber security
* advanced materials and nano-technology
* photonics
* advanced aerospace / automotive manufacturing
* animal health
* computer games and entertainment technologies

No more than 20% of the activity delivered by the Services should be in the following sectors.* High employment sectors
* Construction
* Health and social care
* Tourism
* Retail

The Services should provide innovative learning/delivery methods to meet demands of individuals and employers The Services will cover the whole of the LEP area, with specific focus on our Growth Towns (Guildford, Woking, Farnborough and Basingstoke) and Step-up Towns (Camberley, Staines-upon-Thames, Andover, Aldershot and Whitehill & Borden). The Services must provide a joined-up innovative approach across the Enterprise M3 area.The activities provided by the Services should lead to a progression within work, in further education or to an apprenticeship. A progression within work will be measured by a promotion, increased duties or an increase in wages. There must be an assessment of the current skills profile of the individual and how it relates to the sector in which they are Employed and the employer’s needs and to develop the appropriate training option or provide access to it.The Services must provide advice and guidance, personal development planning, skills development and learning and mentoring on an individual basis. The Services must deliver skills provision which offers both accredited and non-accredited skills training which is innovative, responsive to local skills needs and increases participation by employed adults in education or training (including Apprenticeships) Provision will normally be accredited but where suitable accredited provision does not exist, bespoke packages may be delivered. The skills provision must reflect the needs of the business and should be tailored to fit working practices and demands. It must be delivered on business premises and other appropriate venues.Where demand requires, the Services should develop and support the delivery of new advanced vocational provision where mainstream provision is not available (not including tuition fees) and where a gap can be demonstrated.Accredited units of learning at Level 3 and above in subject areas may also be funded where these do not lead to a full qualification. The Candidate must ensure that the activity does not duplicate or undermine national policy, including policy on grants and loans, As well as intermediate, technical skills and higher level skills provision the Services should also support individuals to take up Apprenticeships in the key sectors listed below, including Higher Apprenticeships.The Services must develop and deliver bridging programmes to enable individuals to progress from Further or Higher Education to Higher Level Apprenticeships.The successful Candidate must conduct exit interviews with employers to assess the impact of the activity. Employer satisfaction is essential and the Services should meet employer expectations, it is expected that the feedback will achieve 90% 'Excellent' or 'Good'. Testimonials from SMEs including how the Services have positively impacted on their business will be required**Skills Support for Redundancy theme**The Services must support businesses which are undergoing industrial restructuring by providing skills and employability support for their employees at risk of redundancyThe Services should focus on the Growth and Niche Sectors (70% of all activity) set out below as defined in the Enterprise M3’s Strategic Economic Plan (SEP) (<http://www.enterprisem3.org.uk/strategic-economic-plan>). Enhancements are aimed to focus on these sectors. These sectors may be refined with the refresh of the SEP and the Services must meet the new requirements. * Growth Sectors:
	+ ICT and Digital Media
	+ Pharmaceuticals
	+ Aerospace and Defence
	+ Professional Business Services
* Niche Sectors:
* 5G telecommunications
* satellite technologies
* cyber security
* advanced materials and nano-technology
* photonics
* advanced aerospace / automotive manufacturing
* animal health
* computer games and entertainment technologies

No more than 30% activity delivered by the Services should be in the following sectors.* High employment sectors
* Construction
* Health and social care
* Tourism
* Retail

The Services will cover the whole of the LEP area, with specific focus on our Growth Towns (Guildford, Woking, Farnborough and Basingstoke) and Step-up Towns (Camberley, Staines-upon-Thames, Andover, Aldershot and Whitehill & Borden). There are some transport / travel / outreach issues in rural parts of the LEP area. The successful Candidate(s) would be expected to work with rural partners to identify innovative ways to address these challenges. The Services must provide a joined-up innovative approach across the Enterprise M3 area. The Services must support newly unemployed individuals where initial contact through previous employers has not been possible. The Services should support the retention and retraining of skills workers within the locality particularly within the LEP’s priority sectors.The Services must support Employees facing redundancy to remain in the labour market by providing them with the enhanced skills to make them competitive.The Services must be respond quickly to announcements of redundancies. The successful Candidate will be required to attend meetings, including any arranged by BIS Local, with the relevant employers and/or trade unions to respond to major redundancies. Where required the Services will be expected to support a ‘task force’ to address the major redundancy and define and subsequently support those being made redundant.There must be an assessment of the generic employability skills which Employees will require to successfully obtain alternative employment within the local labour market. The Services must provide targeted information advice and guidance (IAG) for Individuals to identify potential career changes as well as suitable progression into a successful outcome. The Services must provide employment and careers coaching, mentoring, job brokerage along with re-skilling and up-skilling training support. The Services should also provide self-employment support that reflects the needs of the employees being supported.The Services must provide high quality bespoke training opportunities and skills interventions to employees at risk of redundancy to meet the needs of employers offering recruitment opportunities. Training should be provided which updates skills needed for a specific employment sector, including pre-employment training to provide skills to enter a different occupation or sector where required. The Services must be delivered in conjunction with Jobcentre Plus, employment agencies and other local partners, ensuring that activities are closely aligned with other public and private sector investment programmes to optimise growth opportunities wherever possible.The Services must support the retention of skills within the Enterprise M3 LEP area, particularly specialist and high level skills, by providing a skills and vacancy matching facility that matches the transferable skills of at risk workers to vacancies in other companies or industries within the locality. The vacancy matching facility will assess and diagnose employees existing skills and skills gaps in relation to employer requirements and/or opportunities for self-employment. Individuals supported by the Services must be encouraged to engage with the vacancy matching facility. The Services must be provided within the pre-redundancy or closure period, where the employer is willing to allow Employees at risk of redundancy to access to this support to help them re-enter employment quickly. The Services must be provided flexibly to support individual employability and social mobility including roll on, roll off, year round responsive delivery which accommodates current benefit restrictions/rules where participants are also claimants. The Services must deliver support on employer’s sites at times which suit shift patterns as well as at central locations across the Enterprise M3 LEP area and by phone / web.The Services must be provided so as to ensure, wherever possible, that any support and training activity is successfully completed before employees at risk of redundancy leave employment. Where this is not possible individuals must be supported to complete any outstanding activity after leaving employment where necessary. Where an individual finds work part way through their training the Services should promote continued skills development to the new employer. The Services must deliver solutions to meet the identified skills gaps/needs, and will focus on the provision of basic skills to allow career progression, and to drive employer growth. The Services must work with employers to develop opportunities for individuals to include a core set of employability skills, knowledge of how business works and acquire more vocationally specific work experience and qualifications alongside core qualifications. Individuals who gain positive outcomes from the Services should receive continuous support. . The Services will provide ongoing support/job matching for any individual who did not gain a positive outcome from the Services until a successful outcome has been achieved up to 4 weeks post completion of activity end date. Positive outcomes are Progression to Employment, Progression to Education and Progression to an Apprenticeship.**IAG supporting skills development of the workforce to enable growth of SMEs theme** The Services must not duplicate the service delivered under the National Careers Service contract but must add value to those services.  The Services must support the growth and skills barriers of SMEs in the Enterprise M3 area.  The Service will target growth of the business through the strategic development of its workforce.  Assessment of the employees training requirements to address growth and skills needs, including leadership and management skills.The Services will be linked to the Enterprise M3 Growth Hub (<http://www.enterprisem3growthhub.co.uk>).  The Growth Hub role is to identify and engage businesses in the Enterprise M3 area showing high innovation and growth prospects and provide support to enable and enhance that growth.  Development of the workforce identified by the Growth Hub service as key to business growth, will be able to be refer the SME to this Service.The Services must be offered to the employees of SMEs. The SMEs should be cross referred to the Growth Hub if additional growth requirements are found. A detailed business needs assessment is required initially to identify and plan workforce growth potential.  The Services that will be offered to the workforce is a quality, meaningful and in depth information advice and guidance (IAG).   A detailed training plan will be agreed with the individual and the employer, linking into overall SMEs business plan.  The Service will support training to be put into place for individuals, sourced from a wide range of training solutions.Referrals to training e.g. other ESF or ERDF programmes and Apprenticeships etc. to be implemented where appropriate for the employees.  Only one referral outcome per individual. Employer satisfaction is essential and delivery should meet employer expectations, it is expected that the feedback will achieve 90% 'Excellent' or 'Good'. Testimonials from SMEs including how the project has positively impacted on their business will be required.The provision should focus on growth and niche sectors (70% of all activity), as defined in the Enterprise M3’s Strategic Economic Plan (SEP) (<http://www.enterprisem3.org.uk/strategic-economic-plan>).  Qualifications directly linked to these sectors are important to support the technical skills requirements.  These sectors may be refined with the refresh of the SEP, the successful Candidate will be notified of any changes and delivery is expected to meet the new requirements. * Growth Sectors:
	+ ICT and Digital Media
	+ Pharmaceuticals
	+ Aerospace and Defence
	+ Professional Business Services
* Niche Sectors:
	+ 5G telecommunications
	+ satellite technologies
	+ cyber security
	+ advanced materials and nano-technology
	+ photonics
	+ advanced aerospace / automotive manufacturing
	+ animal health
	+ computer games and entertainment technologies

It is recognised that there are high employment sectors in the Enterprise M3 area, no more than 30% activity under this contract should be in the following sectors.* High employment sectors
* Construction
* Health and social care
* Tourism
* Retail

Candidates should make reference to Enterprise M3 Growth Hub (<http://www.enterprisem3growthhub.co.uk>) and the activity should look to support employers engaged with the Growth Hub.The Services will cover the whole of the LEP area, with specific focus on our Growth Towns (Guildford, Woking, Farnborough and Basingstoke) and Step-up Towns (Camberley, Staines-upon-Thames, Andover, Aldershot and Whitehill & Borden). Candidates must provide a joined-up innovative approach across the Enterprise M3 area. Delivery through consortia or other partnership that underpins collaboration and positively encourages differing partners e.g. smaller providers, universities, social enterprises etc. It is essential that the Candidate understands the specific local issues and has the network to work with local employers, in particular SMEs.It is not expected that a lead organisation will implement large management fees and this should be discouraged wherever possible to ensure the funding impact is not diluted***.*** |
| ELIGIBILITY |
| **General**General eligibility requirements are set out in : the European Social Fund Programme for England 2014-2020 National Eligibility Rules which can be found here: <https://www.gov.uk/government/publications/european-structural-and-investment-funds-programme-guidance> Delivery needs to be within the Enterprise M3 area and at employers premises or local to Employment Individuals must be at least 17 years old, and be employed.Please note LEP Specific requirements are subject to the National Eligibility Rules detailed above.In delivering the Services, the successful Candidate must take into account and support the targets for the following groups where this is consistent with the other Services requirements for addressing the needs of groups identified as priority and meeting the Services deliverables. Over 50s min 20%Ethnic groups                          min 18%Female                                    min 49%Disability/health issues            min 8%Lone parents                           min 5%No basic skills                         min 18% |
| **GEOGRAPHY / AREA OF DELIVERY** |
| **LEP Specific**The Services will be delivered within the Enterprise M3 Local Enterprise Partnership area. |
| **FUNDING AND DELIVERABLES** |
| **LEP Specific**Currently £1,750,000 will be available for the period from August 2016 to March 2018. This may be increased if additional funding becomes available.The table below shows the initial planned outcomes, but performance management may change the volumes and mix during the life of the contract.  From the funding available on the regulated and non-regulated lines, the provider must plan to deliver the appropriate education & training for each participant to enable them to progress. The minimum service deliverables, values and volumes for which evidence must be provided are as follows.**Skills Support for the Workforce theme (£750,000)**

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| **Description** | **Volumes** | **Unit Cost Total Value Average per Intervention** | **£** |
| ST01 Learner Assessment and Plan  | 750 | £25 | £18,750 |
| SD01 SME (<250 employees) organisational/company training needs analysis | 128 | £25 | £3,200 |
| SD02 Incentive payment for SMEs in Growth or Niche sector uplift on completion of learning | 100 | £125 | £12,500 |
| RQ01 Regulated Learning |  |  | £540,000 |
| NR01 Non Regulated Activity |  |  | £37,500 |
| SD03 Incentive payment for achieving at least 12 credits at Levels 3 and above | 250 | £100 | £25,000 |
| SD04 Incentive payment for completing learning activity in growth or niche sector specific subject area | 570 | £145 | £82,650 |
| SD05 Progression within Employment | 150 | £85 | £12,750 |
| PG03 Progression Education (EDU) | 90 | £85 | £7,650 |
| PG04 Progression Apprenticeship (EDU) | 100 | £100 | £10,000 |
| Total |  |  | £750,000 |

**Skills Support for Redundancy theme (£500,000)**

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| **Description** | **Volumes** | **Unit Cost Total Value Average per Intervention** | **£** |
| ST01 Learner Assessment and Plan  | 500 | £25 | £12,500 |
| RQ01 Regulated Learning |  |  | £360,000 |
| NR01 Non Regulated Activity |  |  | £25,000 |
| SD01 Incentive payment for engagement in Growth or Niche sector uplift | 350 | £50 | £17,500 |
| PG01 Progression Paid Employment (EMP) | 250 | £160 | £40,000 |
| PG03 Progression Education (EDU) | 50 | £90 | £4,500 |
| PG04 Progression Apprenticeship (EDU) | 100 | £130 | £13,000 |
| SU01 Sustained Employment 3 Months | 225 | £100 | £22,500 |
| SD02 Ongoing support/job matching up to 4 weeks post completion of activity for those not successfully achieving a progression | 100 | £50 | £5,000 |
| Total |  |  | £500,000 |

**Information, advice and guidance theme (£500,000)**

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| **Description** | **Volumes** | **Unit Cost Total Value Average per Intervention** | **£** |
| ST01 Learner Assessment and Plan  | 2,500 | £70 | £175,000 |
| SD01 SME (<250 employees) organisational/company training needs analysis | 600 | £140 | £84,000 |
| SD02 Completed company individual training plan linked to business objectives | 2,400 | £50 | £120,000 |
| SD03 Referral to training | 2,100 | £30 | £63,000 |
| PG04 Progression Apprenticeship (EDU) | 100 | £100 | £10,000 |
| SD04 Employer satisfaction completed | 480 | £100 | £48,000 |
| Total |  |  | £500,000 |

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