**THIS MEMORANDUM OF UNDERSTANDING** (which expression shall include the Annexes) ("**MoU**") is between the following parties (the "**Parties**"):

- (1) Joint Nature Conservation Committee SUPPORT CO. of Monkstone House, City Road, Peterborough, PE1 1JY ("JNCC")
- (2) The Secretary of State for Environment, Food and Rural Affairs of 17 Smith Square, Nobel House, Defra, SW1P 3JR ("**Defra**")

# **Background and Status of MoU**

- A. JNCC and Defra have agreed to work together on the Project, as defined in this MoU.
- B. This MoU establishes the responsibilities of the Parties and the general principles for their cooperation.
- C. This MoU is not intended to be legally binding or to create legal obligations or legal rights between the Parties. However, the Parties enter into this MoU intending to honour all their obligations.

The Parties have agreed to cooperate under this MoU as follows:

# 1. Interpretation

- 1.1. Unless the context otherwise requires:
  - 1.1.1. references to this MoU must be construed as a reference to this MoU as varied or amended in accordance with its terms;
  - 1.1.2. reference to a person includes a legal entity; and
  - 1.1.3. words importing a gender include all genders and words importing the singular include the plural and vice versa.
- 1.2. "Confidential Information" means any information which has been designated as confidential by either Party in writing or that ought to be considered as confidential (howsoever it is conveyed or on whatever media it is stored) including information the disclosure of which would, or would be likely to, prejudice the commercial interests of any person or trade secrets or Intellectual Property Rights of either Party and all personal data within the meaning of the GDPR but does not include information which:
  - 1.2.1. was public knowledge at the time of disclosure (otherwise than by breach of clause 12 (Confidential Information));
  - 1.2.2. was in the possession of the receiving Party, without restriction as to its disclosure, before receiving it from the disclosing Party;
  - 1.2.3. is received from a third party (who lawfully acquired it) without restriction as to its disclosure: or

- 1.2.4. is independently developed without access to the Confidential Information.
- 1.3. "Data Protection Legislation" means (i) the GDPR, the Law Enforcement Directive (Directive (EU) 2016/680) and any applicable national implementing Laws as amended from time to time, (ii) the DPA 2018 to the extent that it relates to processing of personal data and privacy; and (iii) all applicable Law about the processing of personal data and privacy.
- 1.4. "DPA 2018" means the Data Protection Act 2018.
- 1.5. "GDPR" means the General Data Protection Regulation (EU) 2016/679) and "Controller", "Personal Data" and Processor" have the meaning given to them in the GDPR.
- 1.6. "Intellectual Property Rights" means patents, utility models, inventions, trade marks, service marks, logos, design rights (whether registrable or otherwise), applications for any of the foregoing, copyright, database rights, domain names, plant variety rights, know-how, trade or business names, moral rights and other similar rights or obligations whether registrable or not in any country (including but not limited to the United Kingdom) and the right to sue for passing off.
- 1.7. "Key Objectives" means the key objectives of the Project as set out in Annex A.
- 1.8. "Law" means any law, subordinate legislation within the meaning of Section 21(1) of the Interpretation Act 1978, bye-law, enforceable right within the meaning of Section 2 of the European Communities Act 1972, regulation, order, regulatory policy, mandatory guidance or code of practice, judgment of a relevant court of law, or directives or requirements with which the relevant Party is bound to comply.
- 1.9. "MoU Representatives" means the lead representatives of each Party (one to be provided by each Party), as described in clause 5.
- 1.10. "Principles" has the meaning set out in clause 3.
- 1.11. "Project" means the project as described in Annex A.
- 1.12. "Project Board" means the boards described in clause 0.

# 2. Key Objectives for the Project

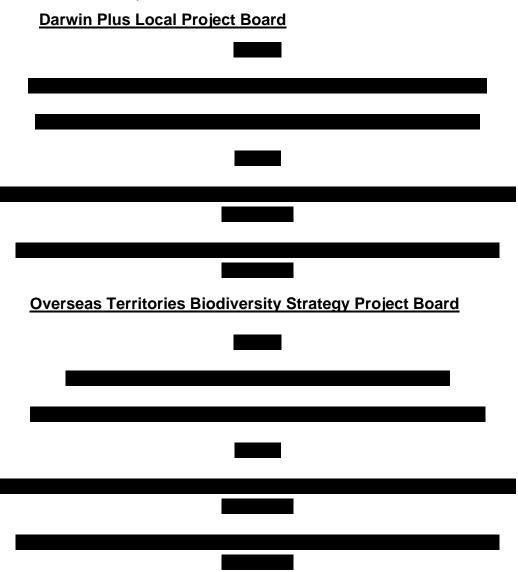
- 2.1. The Parties shall undertake the Project to achieve the Key Objectives.
- 2.2. The Parties acknowledge that the current position with regard to the Project and the contributions already made (financial and otherwise) are as detailed in Annex C to this MoU.
- 2.3. Each Party must use its best endeavours to secure any permissions, licences, consents or approvals needed for the Project.

# 3. Principles of collaboration and the Parties' responsibilities

- 3.1. The Parties agree to adopt the following principles ("**Principles**") when carrying out the Project:
  - 3.1.1. to collaborate and co-operate with each other. Establish and adhere to the governance structure set out in this MoU to ensure that activities are delivered and actions taken as required;
  - 3.1.2. to be accountable to each other for performance of their respective roles and responsibilities as set out in this MoU;
  - 3.1.3. to learn, develop and seek to achieve the full potential of the Project;
  - 3.1.4. to share information, experience, materials and skills to learn from each other and develop effective working practices, work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost;
  - 3.1.5. to adhere to all statutory requirements and best practice (including any relevant Governmental protocols such as the Ministerial and Civil Service Codes). Comply with applicable laws and standards including EU procurement rules, Data Protection Legislation and freedom of information legislation.
  - 3.1.6. to act in a timely manner;
  - 3.1.7. to carry out the Project in such a manner (where relevant) so as to facilitate the delivering of sustainability objectives for Government:
  - 3.1.8. to agree a strategy for managing communication with stakeholders;
  - 3.1.9. to ensure sufficient and appropriately qualified employees and other necessary resources are available and (in the case of employees) authorised to fulfil the responsibilities set out in this MoU. In particular, the Parties agree to make the contributions detailed in Annex C (Contributions) to this MoU; and
  - 3.1.10. to act in good faith to support achievement of the Key Objectives and compliance with these Principles.

# 4. Project Governance - General Structure

- 4.1. The Parties shall establish two Project Boards, one for Darwin Plus Local and one for the Overseas Territories Biodiversity Strategy. The Boards shall:
  - 4.1.1. be responsible for providing overall strategic oversight and direction to the Project (including by way of jointly-agreed input to the MoU Representatives); and
  - 4.1.2. consist of an equal number of representatives from each of the Parties:
- 4.2. The initial Project Board members are:



4.3. The Project Boards shall meet at least monthly and act, in accordance with the Principles, as it considers necessary to ensure that the Key Objectives are met.

**5.** At the commencement of this MoU, the MoU Representatives are: **JNCC**:

Defra:

- 5.1. The MoU Representatives are responsible for:
  - 5.1.1. managing the Project at workstream level;
  - 5.1.2. providing assurance to the Project Boards that the Key Objectives are being met and that the Project is proceeding in accordance with any directions given by the Project Boards; and
  - 5.1.3. the creation and execution of the project plans and deliverables.
- **6.** Project reporting and management is to be undertaken as set out at B.
- **7.** The Parties agree to undertake the following roles and responsibilities to deliver the Project:

Activity	The Board	Defra	JNCC
Review the programme tracker, as the Programme's main reporting tool	Assure	Lead	Assure
Discuss and evaluate project pipeline and opportunities	Lead	Assure	Assure
Identify key areas of progress made and potential risks, in order to escalate to the Biodiversity in the Overseas Territories Programme Board, as appropriate	Lead	Assure	Assure
Assume overall responsibility for delivery of the project and ensure coherence with Defra and HMG objectives		Lead	
Provide scrutiny and approval of all required programme documentation and spend, in line with Defra internal processes	Assure	Lead	
Represent the Programme at the Biodiversity in the Overseas Territories Programme Board,	Assure	Lead	Assure

highlighting progress made and flagging any emerging risks			
Develop the programe tracker	Assure	Assure	Lead
Develop and maintain a Framework for the delivery of Darwin Plus Local	Assure	Assure	Lead
Develop and deliver a communications plan for Darwin Plus Local	Assure	Assure	Lead
Recommend suitable Darwin Plus Local projects for funding, as set out in Annex A	Assure	Assure	Lead
Develop and maintain a Framework for the delivery of Overseas Territories Biodiversity Strategy and Biodiversity Action Plans	Assure	Assure	Lead
Develop and deliver a communications plan for Overseas Territories Biodiversity Strategy and Biodiversity Action Plans	Assure	Assure	Lead
Deliver the Overseas Territories Biodiversity Strategy and Biodiversity Action Plans, as set out in Annex A	Assure	Assure	Lead

#### 7.1. For the purpose of the table above:

- 7.1.1. Lead: means the Party that has principal responsibility for undertaking the particular task, and that will be authorised to determine how to undertake the task. The Lead must act in compliance with the Key Objectives at all times, and consult with the other Party in advance if they are identified as having a role to Assure the relevant activity;
- 7.1.2. Assure: means the Party that will defer to the Lead on a particular task, but will have the opportunity to review and provide input to the Lead before they take a final decision on any activity. All assurance must be provided in a timely manner. Any derogations raised must be limited to raising issues that relate to specific needs that have not been adequately addressed by the Lead and/or concerns regarding compliance with the Key Objectives and Principles.
- 7.2. Within 3 months of the date of this MoU the Party with the lead role for any aspect of the Project shall develop a delivery plan for that part of the Project in order to identify the following:

- 7.2.1. the key milestones for the delivery of the Key Objectives;
- 7.2.2. what employees (other than employees already identified in this MoU) will be required to work on the project;
- 7.2.3. whether any staff will need to be seconded from one Party to the other.
- 7.3. Each delivery plan shall be approved by the Project Board prior to being implemented.

## 8. Charges and liabilities

- 8.1. Except as otherwise provided in this MoU, the Parties must each bear their own costs and expenses incurred in complying with their obligations under this MoU.
- 8.2. The Parties agree to share the costs and expenses arising in respect of the Project between them in accordance with the Contributions Schedule set out in Annex C to this MoU.
- 8.3. Both Parties remain liable for any losses or liabilities incurred due to their own or their employees' actions and neither Party intends that the other Party shall be liable for any loss it suffers as a result of this MoU.

## 9. Intellectual Property Rights

- 9.1. All pre-existing Intellectual Property Rights or Intellectual Property Rights developed independently of this MoU ("Background IPR") remains the property of the owning Party.
- 9.2. Any Intellectual Property Rights that arise or are developed in carrying out the requirements of this MoU ("Foreground IPR") are vested in and owned by the Party creating or developing those rights (or, in the case of any Intellectual Property Rights created jointly by employees of both Parties, in the Party that is Lead Party noted in clause 7 for the part of the Project to which the Intellectual Property Right relates).
- 9.3. Each Party grants the other party an irrevocable, royalty free, non-exclusive licence of all jointly developed Intellectual Property Rights owned by it pursuant to clause 9.2 for its own use and exploitation.
- 9.4. Each Party licenses to [the other/each other Party] on an irrevocable, royalty-free, non-exclusive basis its Foreground IPR and Background IPR to the extent necessary for implementing the Project.

# 10. Freedom of Information and Communications to the Public

- 10.1. Each Party will:
  - 10.1.1. provide to the other Party any information in its possession that may be reasonably requested by the other, subject to necessary confidentiality constraints, safeguards and statutory rules on disclosure:

- 10.1.2. consult the other Party before making to any third party any significant disclosures of information under the Freedom of Information Act 2000 and/or the Environmental Information Regulations 2004 or Code of Practice on Access to Government Information; and
- 10.1.3. seek the approval of the other Party before externally publishing any information resulting from the use of exchanged data received from the other Party, such approval not to be unreasonably withheld.
- 10.2. The obligations in clause 10.1 and clause 11 (Confidential Information) are subject to any government requirements as to transparency which may apply to either or both Parties from time to time.

#### 11. Confidential Information

- 11.1. Each of the Parties understands and acknowledges that it may receive or become aware of Confidential Information belonging to the other Party whether in the course of the performance of this MoU or otherwise.
- 11.2. Except to the extent set out in this clause or where disclosure is expressly permitted elsewhere in this MoU, each Party must:
  - 11.2.1. treat the other Party's Confidential Information as confidential and safeguard it accordingly;
  - 11.2.2. not disclose the other Party's Confidential Information to any other person (except their employees, agents and professional advisers to the extent to which such disclosure is necessary for the purposes contemplated under this MoU, and subject to procuring that such persons are made aware of, and comply with, these obligations of confidentiality).
- 11.3. The obligations of confidentiality imposed by clauses 11.1 and 11.2 do not apply to any Confidential Information to the extent that it is required to be disclosed by a requirement of law placed upon the Party making the disclosure (including any requirements for disclosure under the Freedom of Information Act 2000 and/or the Environmental Information Regulations 2004 or Code of Practice on Access to Government Information).
- 11.4. The obligations of confidentiality in clauses 11.1and 11.2 continue in force notwithstanding termination of this MoU.
- 11.5. The Parties must not use data or information exchanged under this MoU for commercial purposes without the prior written agreement of the supplying Party.

#### 12. Dispute Settlement

- 12.1. It is the responsibility, in the first instance, of the MoU Representatives to attempt to resolve any dispute between the Parties arising out of or in connection with this MoU and, if no resolution is reached within a reasonable period of time, the dispute should be referred to the Project Board for resolution.
- 12.2. If the Project Board is unable to resolve the dispute within a reasonable period of time, the dispute shall then be escalated the Heads of Department or other senior officials of both parties for resolution.

## 13. Term and Termination

- 13.1. This MoU commences on [Commencement Date] and (subject to earlier termination on the terms of this MoU) continues in force until 31 March 2025, which may be extended by the mutual written agreement of the Parties.
- 13.2. Either Party may terminate this MoU:
  - 13.2.1. for any reason by giving 6 months' notice in writing to the other Party;
  - 13.2.2. by giving 3 months' notice in writing to the other Party in the event that it reasonably concludes following a review pursuant to clause 15.1 that the MoU no longer represents a valuable use of resources in the pursuit of its objectives;
  - 13.2.3. forthwith by giving notice in writing in the event of material breach by the other not remedied within 30 days of written notice from the terminating Party; or
  - 13.2.4. forthwith by giving notice in writing to the other Party if events, circumstances or causes beyond its reasonable control (and arising without its fault or negligence) result in it being unable to comply with its obligations under this MoU.

#### 14. Consequences of Termination

14.1. On termination of this MoU (either as a whole or by one Party, individually), the Parties will endeavour to ensure that all assets contributed by each Party (as detailed in Annex C) and which remain unused for the Project will, so far as possible, be transferred back to that Party.

#### 15. Review and audit of the MoU

- 15.1. This MoU is to be reviewed:
  - 15.1.1. annually; and

- 15.1.2. whenever substantial changes occur to the policies, external relationships and structures of the Parties.
- 15.2. Any changes to this MoU will only be effective if set out in writing and signed by both Parties.
- 15.3. Each Party must:
  - 15.3.1. keep and maintain until six (6) years after termination of this MoU full and accurate records of the Project and all sums received from the other Party; and
  - 15.3.2. on request afford the other Party or their representatives such access to those records as may be requested in connection with the MoU or as otherwise required in connection with audit requirements (including, without limitation, audit by the National Audit Office).

#### 16. Miscellaneous

- 16.1. This MoU does not:
  - 16.1.1. confer any rights on any third party;
  - 16.1.2. limit, supersede or otherwise affect any Party's normal operations in carrying out its statutory, regulatory or other duties;
  - 16.1.3. limit or restrict any Party from participating in similar activities or arrangements with other entities.
- 16.2. Except as otherwise expressly provided, this MoU constitutes the entire agreement between the Parties with respect to its subject matter and this MoU supersedes all prior agreements, communications and representations, whether oral or written, concerning its subject matter.
- 16.3. Nothing in this MoU:
  - 16.3.1. creates or is intended to create a partnership or joint venture between the Parties;
  - 16.3.2. constitutes one Party as the agent of another Party nor the employees, contractors or consultants of one Party as those of another Party;
  - 16.3.3. gives either Party authority to enter into any contract, warranty or representation as to any matter on behalf of the other Party
  - 16.3.4. causes one Party to be bound by the acts or conduct of the other Party.

#### 17. Governing Law and Jurisdiction

17.1 This MoU shall be governed by and construed in accordance with English law and, without affecting the Dispute Settlement procedure set out

in clause 12, each Party agrees to submit to the exclusive jurisdiction of the courts of England and Wales.

# **SIGNATORIES**

The duly authorised representatives of the Parties affix their signatures below.

Signed for and on behalf of JNCC Signature: Name: Position: Date:	Finance and Procurement Business Partner 18 October 2022
Signed for and on behalf of Defra Signature: Name: Position: Date:	
CONTACT POINTS  JNCC  Name: Office address:	
Tel No: E-mail Address:	

Defra	
Name:	
Office Address:	
Tel No:	
E-mail Address:	

## Annex A. The Project

## **Project Overview**

The Darwin Plus programme ("Darwin Plus") aims to improve the natural environment in all 14 of the UK's Overseas Territories through the provision of grants and fellowships that fund environmental projects. It is funded by a mixture of ODA and non-ODA funds and represents an investment of £30million over three years.

The Project as defined in this MoU represents two components of the Defra's Biodiversity in the Overseas Territories work. It will be funded by £1,158,955.48 (see Annex C) between 1<sup>st</sup> April 2022 and 31<sup>st</sup> March 2025. It is intended to develop and deliver:

- The development and delivery of a new Darwin Plus Local Tier of grant funding.
- The development and publication of the Overseas Territories Biodiversity Strategy and Biodiversity Action Plans.

The Project, as outlined by this MoU, represents a key strand of this wider Darwin Plus programme and Biodiversity in the Overseas Territories work. The Project will be delivered with the Joint Nature Conservation Committee (JNCC).

## The Key Objectives

Darwin Plus Local Tier Development and Delivery

- JNCC will Lead on developing a framework for the delivery of Darwin Plus Local Tier by 31<sup>st</sup> March 2023. JNCC will:
  - Agree with Defra in writing the scope and extent of the Darwin Plus Local Tier by 31<sup>st</sup> December 2022 before commencing its delivery.
  - Liaise with the Darwin Plus Fund Manager (NIRAS/LTS International) to ensure that the delivery framework is feasible and compatible with their roles and responsibilities.
    - JNCC will agree with Defra and the Fund Manager in writing a communication plan for the Local Tier scheme by 30<sup>th</sup> December 2022.
  - Provide recommended projects for at least one round of grant applications and funding before the end of the first financial year (31st March 2023).
    - JNCC, supported by the Fund Manager and Defra, will lead on publicising the Local Tier to potential applicants.
    - JNCC will provide expert and technical advice in relation to each application window in a timely manner to Defra.

- After 31<sup>st</sup> March 2023, when the framework is complete, Defra and JNCC would agree in writing implementation of future funding rounds in financial years (April to March) 2023-24 and 2024-25.
  - Defra require at least three application windows advertised for organisations to apply for funding during each of these financial years. The timetable for these will be developed in collaboration between the Parties.

Overseas Territories Biodiversity Strategy (OTBDS) and Biodiversity Action Plans

- JNCC will Lead on developing a framework for the publication of the Overseas Territories Biodiversity Strategy by 31<sup>st</sup> December 2023.
   JNCC will:
  - Agree with Defra in writing the scope and extent of the OT Biodiversity Strategy by 30th September 2022 before commencing its delivery.
- JNCC will agree with Defra in writing a programme of virtual and in territory workshops by 30th October 2022.
- Provide recommended structure and format of the OTBDS, including statements of aspiration, by the end of the first financial year (31st March 2023).
- By 31<sup>st</sup> January 2024, JNCC will develop a framework for the development of the Overseas Territories Biodiversity Action Plans.

## **Annex B. Project Reporting and Management**

#### Remit:

- MoU Representatives will require approval from the relevant Project Board for the following actions:
  - The establishment or modification of key Project milestones or deliverables
  - Any changes to the Project workplan
  - Any changes to budget forecasts related to the Project
  - Any changes to delivery methods related to the Project

## Decision-making:

- This section sets out the decision-making structures for the Project, as defined by this MoU. The main management mechanism for the the Project is the relevant Project Board.
- The Project Board sits beneath the main management mechanism for the wider Darwin Plus and Biodiversity in the Overseas Territories programme. The main management mechanism for the wider programme is the Darwin Plus and Biodiversity in the Overseas Territories Programme Board, attended by: the Darwin Plus SRO, the Darwin Plus Policy Team, the Fund Manager and the Division Lead Economist, along with other stakeholders as required.
- The Darwin Plus and Biodiversity in the Overseas Territories Programme Board is separate to the Project Boards, and its remit covers the Darwin Plus and Biodiversity in the Overseas Territories programme as a whole. In contrast, the Project Boards only make decisions relevant to the Project, as defined by this MoU, such as the activities set out in Annex A and the actions requiring approval listed above.
- If a Project Board cannot come to a consensus decision on any of these issues, then it will be put to a vote. Votes will be taken on a one member, one vote basis.
- o If members of a Project Board cannot come to a majority decision via a vote, then the issue will be elevated to a Darwin Plus and Biodiversity in the Overseas Territories Programme Board meeting for further discussion. The Darwin Plus SRO will have the ultimate authority on decision-making.

#### Meetings:

 JNCC must establish two Governance Boards for the delivery of this Project, one for Darwin Plus Local and one for the Overseas Territories Biodiversity Strategy; this must meet via Microsoft Teams on a quarterly basis and will include representatives from Defra, the Fund Manager (for Darwin Plus Local) and the Chair of Darwin Plus Advisory Group (DPAG). This is to provide progress reports and data, reports, claims, website traffic; flagging up any potential risks/problems and reporting on Key Performance Indicators (KPIs) as indicated below.

# Reporting:

 Following each Governance Board, JNCC will report to the Darwin Plus and Biodiversity in the Overseas Territories Programme Board on a quarterly basis. They will provide on request: progress reports and data on applications, reports, claims, website traffic; flagging up any potential risks/problems and reporting on KPIs.

#### KPIs will include:

- Staff costs to date as a percentage of total annual contribution (Annex C)
- Programme milestone completion in line with Key Objectives (Annex A)
- An annual report to Defra by the end of April each year, or later by mutual agreement, providing a detailed report of the previous funding round including:
  - Synthesis of lessons identified including recommendations for strengthening delivery
  - o Breakdown of applications and list of successful projects
  - A review of closed projects and a summary of their outcomes and impacts
  - Project portfolio breakdown, including an overview of projects by location, approach and theme
  - Communications overview (including usage of the grant funding portal, response to publications, social media and networking)
  - Financial reporting (including project requested changes to logframes or payment profiles)
  - Workshops and webinars
  - Review of fraud and subsidy control measures
  - Review of whether the "Local Tier" structure is the best vehicle for delivering small-scale projects in the UK Overseas Territories.

#### **Conflicts of Interest**

- There must be no unresolved conflicts of interest; JNCC must notify Defra in writing of any actual or perceived conflicts of interest in the Project, with particular consideration for the relationship between the development of Darwin Plus Local Tier and the Biodiversity Strategy.
- Any potential conflict of interest in relation to JNCC's other potential interests in the wider Darwin and ODA programme will be appropriately managed through Darwin Plus programme's existing procedures around potential conflicts of interest, including but not limited to creating a 'firewall' between the JNCC Darwin Plus Local team and other parts of JNCC, and leaving meetings or boards when an item with a potential conflict of interest is discussed

#### Annex C. Contributions/Resources

Defra will initially provide the JNCC with £121,085.48 (inc. VAT) to support their role in the Darwin Plus Local, and £348,710.40 (inc. VAT) to support their role in the OT Biodiversity Strategy. The transfer will take place for Q1 2022/23. JNCC will be transferred the full amount via a risk and opps transfer, with known underspends returned to Defra via the risk and opps process for Quarter 3 of the financial year (FY: April to March), and in Quarter 4 as an underspend by JNCC. The money provided to JNCC will facilitate the delivery of two work packages, with the support of Defra.

Further transfers of £110,507.03 in Quarter 1 of FY23/24 and £110,507.03 in Quarter 1 of FY24/25 for the continuation of the work packages for Darwin Plus Local and further transfers of £250,695.53 in Quarter 1 of FY23/24 and £217,450.05 in Quarter 1 of FY24/25 for the continuation of the work packages for the OT Biodiversity Strategy – outlined below. Underspends in the subsequent years will be returned to Defra via the Risk and Opps process in Quarters 2 and 3 and in Quarter 4 treated as an underspend by JNCC.

**Darwin Plus Local Tier**: JNCC will manage the Darwin Plus Local scheme, working with in-territory partners to design the programme and application, determine local environmental and conservation needs and recommend funding awards to Defra. Darwin Plus Local's administration will be supported by the Fund Manager, including due diligence and dispensing funds.

Overseas Territories Biodiversity Strategy (OTBDS): In 22/23 and part of 23/24, JNCC will update and refresh the OTBDS, working with Overseas Territories governments and stakeholders to understand local priorities and set out HMG's priorities for OT Biodiversity funding in the medium- and long-term. In FYs 23/24 and 24/25, JNCC will work with each OT to develop a Biodiversity Action Plan to set the groundwork for implementing the OTBDS.

Darwin Plus Local Tier	and OT Biodiversity Strate	gy JNCC Costs				
	Standard FTE costs			FTE	Allocation	
					_	
<u> </u>						

Total Costs 1,158,955.50

\*This includes all workshop costs excluding staff costs.

