



# GROUNDWORK UK RECRUITMENT PACK

## Partnership Coordinator (volunteers)

**CLOSING DATE: 12 noon Monday 18<sup>th</sup> July**

Groundwork UK | Charity Registration number 291558  
Suite B2, The Walker Building, 58 Oxford St, Birmingham, B5 5NR  
0121 236 8565 | [info@groundwork.org.uk](mailto:info@groundwork.org.uk)  
[www.groundwork.org.uk](http://www.groundwork.org.uk)





# Help us change places and change lives



Thank you for your interest in applying for a position at Groundwork UK. This is a challenging time for society, but a hugely rewarding time for our organisation. Groundwork's origins lie in the economic recession of the 1970s and our organisation was established as a radical experiment in bringing together public and private resources to support communities to tackle social and environmental challenges.

Over the last four decades we've learned what works to help community organisations become more resilient.

This learning has enabled us to adapt our services and programmes to support communities through the Covid-19 crisis – providing emergency grants to local organisations, helping young people stay connected and finding innovative ways to encourage people to enjoy the natural world.

The experimental approach and entrepreneurial spirit that characterised our early years needs to be at the forefront as we apply ourselves to the challenges ahead. Our aim is to support a recovery that is both green and fair, that puts communities in control of the decisions that affect them and that helps to create a society that promotes healthier and more sustainable lifestyles.

Groundwork UK sits at the heart of a wider community – managing programmes, campaigns and networks that improve the lives of tens of thousands of people each year.

We're a small team with a busy and diverse workload, which means there is huge scope to collaborate, learn and grow. We offer excellent working conditions and benefits and are committed to helping all of our employees develop their careers.

I hope you'll want to join us as we set out on the next exciting phase of our organisational journey.

Graham Duxbury, Chief Executive

## ABOUT GROUNDWORK



Groundwork is a charity working locally and nationally to transform lives in the UK's most disadvantaged communities.

We help people to carry out thousands of diverse projects each year. Projects that tackle climate change and help people out of fuel poverty. Projects that bring out the best in young people by helping them to improve their local area. Projects that build stronger communities by improving green space or creating jobs.

Last year Groundwork accessed £96 million of funding to support our mission and distributed £29 million in grants to help local groups improve their neighbourhoods.

This contributed to the following outputs and outcomes.

- ✓ More than **9,100** community organisations supported
- ✓ Learners of all ages supported to achieve nearly **6,000** qualifications
- ✓ **50,000** days of social action unlocked
- ✓ **25,750** people helped to achieve new goals in education, training or employment
- ✓ **7.4 million m<sup>2</sup>** of land improved and nearly **59,000** trees planted
- ✓ **5.9 million kg** of CO<sub>2</sub> and **1.4 million kg** of waste prevented

You can read more about the impact our work has [here](#).

Our strategy for 2020 – 2023 sets out our ambition to build our visibility, our reputation and our resource base so that we can be a significant, radical, national force for driving change in attitudes, behaviours, places and prospects in the local communities that need it most.

Our strategy document has been provided with this information pack.

## GROUNDWORK UK

Groundwork UK is the national body of the Groundwork federation, supporting, championing and representing the work of Groundwork Trusts across the country.

This includes building national relationships with funders and policymakers, securing resources to support local delivery and acting as a managing agent for programmes and contracts delivered by Groundwork Trusts and other partners.



# WORKING FOR GROUNDWORK UK

# 01

## VALUES

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Our values inform what we do and how we do it.

We are **environmentally aware** and focused on **communities in need**.

We are **collaborative**, show **integrity** and strive for **quality** in everything we do.

### INTEGRITY

- We are open, honest and transparent
- We are polite and professional
- We demonstrate our integrity in all our dealings with colleagues, customers and partners

### QUALITY

- We monitor all our work to make continuous improvement
- We train and develop ourselves and inspire others
- We encourage and welcome feedback
- We value the opportunities for personal and career development

### COLLABORATIVE

- We actively engage with colleagues to find innovative solutions to problems and tasks
- We celebrate success together
- We work closely with partners to develop joint initiatives

### ENVIRONMENTALLY AWARE

- We respect the local and global environment
- We strive to minimise our own environmental impacts
- We ensure environmental impacts are considered in all our work

### COMMUNITIES IN NEED

- We put communities at the centre of our planning
- We encourage staff volunteering to help communities in need
- We place vulnerable people at the heart of all our work



# 02

## EQUALITY AND DIVERSITY

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We are fully committed to eliminating discrimination and promoting equality and diversity in our workforce and employment practices, in the work we undertake, and in the provision of all our services.

We value diversity and flexibility in our workforce as we think it gives us access to a wider range of skills. We therefore strive to be an equal opportunities employer. This means that decisions concerning recruitment, promotion or any other aspect of employment will be based on the needs of the organisation and not any assumptions based on sex, race, age, disability, gender reassignment, sexual orientation, married or civil partnership status, pregnancy or maternity, religion or belief (these are known as 'protected characteristics'). This is an important commitment, which all employees are expected to share.

# 03

## SAFEGUARDING

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We commit to doing everything we can to ensure the safety of those involved in our projects, programmes and services. Our safeguarding team ensures that our safeguarding policy and practices are rigorously implemented and continually reviewed and improved.

Our safer recruitment practices help us to ensure that we recruit colleagues who share our high standards and expectations. All job offers are conditional on the receipt of satisfactory references. Where appropriate, we ask our workers to complete a Disclosure and Barring Service (Criminal Records Bureau) check. We are also obliged to confirm your identity and obtain proof of your right to work in the UK. We ask all staff to undertake safeguarding training when they join us.



# 04

## SUSTAINABILITY

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Groundwork UK is committed to minimising its environmental impact and promoting positive environmental behaviour among its employees, service users, suppliers and partners. Our sustainable development policy sets out how we will manage our assets and activities in a way that's consistent with our values and demonstrates our commitment. The policy relates to all areas of our work and contains responsibilities for all employees.



## Partnerships Coordinator (volunteers)

We are recruiting for a coordinator in the Partnerships team within our national team in Birmingham. This is a new role which will manage and shape the delivery of our corporate volunteering.

The ideal candidate will be an experienced individual, with substantial experience of working in the third sector, managing partnerships with businesses. They will work within a wider team of partnership and programmes, alongside the partnership manager and an experienced programme officer to ensure the smooth running of high profile partnerships.

You will have a proven record of accomplishment of working in a similar role with the confidence to manage your own workload, and that of the delivery partners.

You will have experience of working on a variety of partnerships, contracts and programmes involving a range of stakeholders, alongside a track record of managing your workload in a busy team. The partnership coordinator will be responsible for ensuring performance targets are achieved, ensuring that activity meets the funder's expectations

You should have a good knowledge of best practice within the voluntary sector and want to continually strive for excellence within your role, and the partnerships that you oversee.

### Benefits

- Starting salary £ 32,310
- 29 days holiday entitlement
- Flexi-time arrangements
- Enhanced paid maternity leave
- 7.5% pension contribution
- Travel loan scheme
- Health cash plan through BHSF
- Salary sacrifice benefits including childcare vouchers and cycle to work scheme



# RECRUITMENT PROCESS

Closing date:

**12 noon Monday 18<sup>th</sup> July 2022**

In order to apply for this role please send the following to [recruitmentUK@groundwork.org.uk](mailto:recruitmentUK@groundwork.org.uk)



## **An up-to-date CV**

Note: Your name and any information that could be used to identify your age, gender or ethnicity will be removed by our recruitment team before shortlisting



## **Supporting statement**

This should be a maximum of two pages of A4 setting out why you wish to apply for the position, and how your knowledge, skills, experience and values Meet the requirements of the role.



## **Signed GDPR Statement acknowledgment**

This document will be removed by our HR team prior to shortlisting\*



## **Completed Equal Opportunities Monitoring Form**

This document will be removed by our HR team prior to shortlisting\*



## **Completed Self-Disclosure form**

This document will be removed by our HR team prior to shortlisting\*



## **A completed Referees form**

This document will be removed by our HR team prior to shortlisting\*.

This should contain contact details of 2 referees, one of which should be your most recent employer if you have one.

Please note referees will not be contacted unless you are successful at interview stage.

## **INTERVIEWS**

We will contact you to let you know whether you have been shortlisted for interview.

We expect to conduct interviews (by telephone or video call):

**During the week beginning 25<sup>th</sup> July 2022**





# JOB DESCRIPTION

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## Partnerships Coordinator (volunteers)

**Responsible to:** Partnership Manager  
**Location:** Central Birmingham (remote working considered)  
**Term:** Permanent

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### JOB SUMMARY

The Partnership Coordinator will be within the Partnerships team, leading the development and delivery of high profile UK wide corporate volunteering programme. The coordinator will take an active role in the management cycle, including end to end corporate volunteering application process, liaising with businesses and local Groundwork Trust staff, financial payments & monitoring, supporting learning, evaluation and events. Managing workloads to ensure funder requirements are achieved.

### MAIN DUTIES

- Developing and maintaining effective relationships with partners, funders, delivery partners, offering a high level of customer service. Representing Groundwork UK at relevant external events and meetings.
- Coordinate programme management processes including, manage and monitor the delivery of partnership activities using Raisers Edge CRM
- Manage programme budgets, raising purchase orders, paying suppliers.
- Coordinate volunteer events including briefing sessions, learning events and celebration activities
- Coordinate the production of case studies and reports on programme activity and impact to support the management of funder relationships.
- Liaison with PR & Communication team to ensure that funder and programme communications requirements are met.
- Leading on the continued development of best practice in volunteering to ensure that corporate volunteering is impactful and relevant to local communities



- Contribute to Groundwork UK's partnership development, including supporting business development, and fundraising activity.
- Line management of partnership staff supporting high performance and professional development if required
- Support the Partnership manager in the provision of information and advice to the Federation Executive Team and Federation Board.
- Deputising for the Partnership Manager as required.

### MISCELLANEOUS

- The post holder will need to have internet connectivity and potential for home working.
- The role will involve travel (potentially including out of office hours) to engage with partners and key stakeholders across the UK. This may include some overnight stays.
- The post holder will be expected to fulfil all duties in adherence with Groundwork UK's values (environmentally aware, focused on communities in need, acting collaboratively, with integrity and striving for quality) and in accordance with our sustainable development policy.
- Carry out any other duties as deemed appropriate by the Director of Partnerships and Programmes.
- Undertake training and development deemed necessary for the pursuance of the post.
- *Groundwork UK is committed to being an inclusive employer and offers flexible working arrangements, job share opportunities and supportive, family friendly policies. **Part time/Job share arrangements considered.***

# Person Specification

Specification	Essential	Desirable
<ul style="list-style-type: none"> <li>Knowledge and understanding of the corporate volunteering, fundraising and charitable activity</li> </ul>	✔	
<ul style="list-style-type: none"> <li>Proven experience of coordinating programmes</li> </ul>	✔	
<ul style="list-style-type: none"> <li>Ability to manage competing demands from multiple internal and external stakeholders</li> </ul>	✔	
<ul style="list-style-type: none"> <li>Proven experience of successfully of building and manage relationships with colleagues, delivery partners, funders, and other stakeholders</li> </ul>	✔	
<ul style="list-style-type: none"> <li>Proven experience in financial processes, and budget management</li> </ul>	✔	
<ul style="list-style-type: none"> <li>Experience of supporting monitoring and evaluation processes</li> </ul>	✔	
<ul style="list-style-type: none"> <li>Ability to solve problems and make decisions</li> </ul>	✔	
<ul style="list-style-type: none"> <li>Experience of Management information or CRM systems such as Raisers Edge</li> </ul>		✔
<ul style="list-style-type: none"> <li>Resource/ workload planning for self and the wider team</li> </ul>	✔	
<ul style="list-style-type: none"> <li>Knowledge of thematic areas relevant to Groundwork</li> </ul>		✔
<ul style="list-style-type: none"> <li>Experience of Line management, proactive communication and team-working</li> </ul>		✔
Alignment with Groundwork UK's values: <ul style="list-style-type: none"> <li>Environmentally aware</li> <li>Focused on communities in need</li> <li>Collaborative</li> <li>Show integrity</li> <li>Strive for quality</li> </ul>	✔	
Flexibility and responsiveness to change	✔	



# Equal Opportunities Monitoring Form



**Please complete this form.**

At Groundwork UK we want to ensure everybody has an equal opportunity, and is not treated differently or discriminated against because of their characteristics.

We need your help to develop our work to promote equality and fairness for all. We would like you to respond to the following questions so as we can ensure our services meet your needs, and there is equality of opportunity for all.

All questions are optional. You are not obliged to answer any of these questions but the more information you supply, the more effective our monitoring will be. All information supplied will be treated in the strictest confidence. It will not be placed on your personnel file.

**Please answer each question in turn by choosing one option only, unless otherwise indicated. If you do not wish to answer the question please choose the option “Prefer not to say” rather than leaving the question blank.**

**Please place an ‘X’ in the appropriate box/ boxes.**

## 1. Age

16 - 18		65 – 69	
19 – 24		70 - 74	
25 – 34		75 – 79	
35 – 44		80 – 85	
45 – 54		85+	
55 – 59		Prefer Not to Say	
60 – 64			



## 2. Gender and Sexuality:

Which of the following best describes your gender?

<b>Male</b>	<input type="checkbox"/>
<b>Female</b>	<input type="checkbox"/>
<b>I prefer to self-describe (include below)</b>	<input type="checkbox"/>
<b>Prefer not to say</b>	<input type="checkbox"/>

Do you identify as Trans? (Trans is an umbrella term for people whose identity differs from what is typically associated with the sex they were assigned at birth. People under the Trans umbrella may describe themselves using one or more of a wide variety of terms – including transgender).

<b>Yes</b>	<input type="checkbox"/>
<b>No</b>	<input type="checkbox"/>
<b>Prefer not to say</b>	<input type="checkbox"/>

Which of the following do you identify as?

<b>Bi</b>	<input type="checkbox"/>
<b>Gay man</b>	<input type="checkbox"/>
<b>Gay woman/ lesbian</b>	<input type="checkbox"/>
<b>Heterosexual / Straight</b>	<input type="checkbox"/>
<b>I prefer to self-describe (include below)</b>	<input type="checkbox"/>



3.

#### 4. Ethnicity:

Asian/Asian British - Indian		Mixed - White and Asian	
Asian/Asian British - Pakistani		Mixed - any other mixed background	
Asian/Asian British - Bangladeshi		Other Ethnic Group - Arab	
Asian/Asian British - Chinese		Other Ethnic Group - Any other ethnic group	
Asian/Asian British - Any other Asian background		White – British (English/Scottish/Welsh)	
Black/Black British - African		White - Irish	
Black/Black British - Caribbean		White - Gypsy or Irish Traveller	
Black/Black British - Any other Black background		White - Any other White background	
Mixed - White and Black Caribbean		Prefer Not To Say	
Mixed - White and Black African			

#### 4. Disability

I consider myself to have a learning difference and/or disability, and/or limiting health condition:

Yes	
No	
Prefer not to say	

If yes, please outline the primary nature of your disability or health condition:

Visual impairment		Autism spectrum disorder	
Hearing impairment		Asperger's syndrome	
Disability affecting mobility		Temporary disability after illness (for example post viral) or accident	
Profound complex disabilities		Speech, Language and	



		<b>Communication Needs</b>	
<b>Social and emotional difficulties</b>		<b>Other physical disability</b>	
<b>Mental Health difficulties</b>		<b>Other Specific learning difficulty (e.g. Dyspraxia)</b>	
<b>Moderate learning difficulty</b>		<b>Other medical condition (for example epilepsy, asthma, diabetes)</b>	
<b>Severe learning difficulty</b>		<b>Other learning difficulty</b>	
<b>Dyslexia</b>		<b>Other disability</b>	
<b>Dyscalculia</b>		<b>Prefer not to say</b>	

## 5. Religion

I would describe my religion as:

<b>Buddhist</b>		<b>Non-religious (Atheist / Humanist)</b>	
<b>Christian (including Catholic, Church of England, Protestant and all other Christian denominations)</b>		<b>Sikh</b>	
<b>Hindu</b>		<b>Other (please describe)</b>	
<b>Jewish</b>		<b>Prefer Not to Say</b>	
<b>Muslim</b>			

## 6. Marital Status

<b>Co-habiting</b>		<b>Separated</b>	
<b>Divorced</b>		<b>Widowed</b>	
<b>Married / In a civil partnership</b>		<b>Prefer Not to Say</b>	
<b>Single</b>			

## 7. Caring Responsibilities

Do you have caring responsibilities? (Please tick all that apply).



<b>None</b>		<b>Primary carer of older person/people (65 and over)</b>	
<b>Primary carer of a child/children (under 18)</b>		<b>Secondary carer</b>	
<b>Primary carer of disabled child/children</b>		<b>Prefer not to say</b>	
<b>Primary carer of disabled adult (18 and over)</b>			





# General Data Protection Regulation (GDPR) Privacy statement



## Our Commitment

Groundwork UK has a consistent level of data protection and security across the organisation. We are committed to the principles inherent in the Data Protection Act 2018 and the GDPR and particular to the concepts of privacy by design, the right to be forgotten, consent and a risk-based approach. We are a Data Controller this means we hold the decision on how we process your information about you.

## Our contact details are as follows:

- Registered office: Lockside, 5 Scotland Street, Birmingham, B1 2RR
- Tel: 0121 236 8565
- Email: [info@groundwork.org.uk](mailto:info@groundwork.org.uk)
- Charity registration number 291558
- Company registration Number 1900511
- Website [www.groundwork.org.uk](http://www.groundwork.org.uk)

If you need to contact us on any data protection matter, please use the email address above.

## Data protection principles

In collecting and processing your personal information, we will comply with the data protection law in force at the time. This requires that the personal information we hold about you must be:

1. Used lawfully, fairly and in a transparent way.
2. Collected only for valid purposes that we have clearly explained to you and not used in any way that is incompatible with those purposes.
3. Relevant to the purposes we have told you about and limited only to those purposes.
4. Accurate and kept up to date.
5. Kept only as long as necessary for the purposes we have told you about.
6. Kept securely.



## The kind of information we hold about you

- We currently collect and process the following information:
- Personal identifiers, contacts and characteristics (for example, name and contact details)
- Employment History, Qualifications/Skills, Right to work in UK
- Special Category data (ethnicity/age/religion/sexual orientation/health/ - delete or add to as appropriate) - this will be removed/anonymised from the recruitment making decision and only used for monitoring purposes
- Whether or not you have a disability for which the organisation needs to make reasonable adjustments during the recruitment process.

Where permitted by law, we may hold information from criminal record checks.

## How is your personal information collected?

We collect personal information about our employees, workers, contractors, volunteers and clients through the application and recruitment, registration and telephone enquiry process, either directly from candidates or sometimes from a 3rd party organisation, employment agency or background check provider.

Most of the personal information we process is provided to us directly by you for one of the following reasons:

- For the purposes of applying for a role within our organisation
- For the purposes of monitoring equality, diversity and inclusion to ensure our employment opportunities are accessible to all

We also receive personal information indirectly, from the following sources in the following scenarios:

Applications received from 3rd party recruitment agencies

We use the information that you have given us in order to: Shortlist prospective employees for interview

Under the General Data Protection Regulation (GDPR), the lawful bases we rely on for processing this information are:

- We have a **legitimate interest** for the purposes of running the recruitment process
- Contract – to process your Personal Data to take steps at your request, prior to entering into a potential employment contract with you.
- Legal Obligation - in some cases, the organisation needs to process data to ensure that it is complying with its legal obligations. For example, it is required to check a successful applicant's eligibility to work in the UK before employment starts.



## Do we need your consent to use particularly sensitive information?

We do not need your consent if we use your personal information in accordance with our written policy to carry out our legal obligations or exercise specific rights in the field of employment/care law. In limited circumstances, we may approach you for your written consent to allow us to process certain special category data. If we do so, we will provide you with full details of the information that we would like and the reason we need it, so that you can carefully consider whether you wish to consent. You should be aware that it is not a condition of your contract with us that you agree to any request for consent from us.

## Why might we share your personal information with 3<sup>rd</sup> parties?

We may share your personal information with third parties where required by law, where it is necessary to administer the working relationship with you or where we have another legitimate interest in doing so.

## Data retention

Your information is securely stored on a secure, restricted access drive on our server. We will only retain your personal information for as long as necessary to fulfil the purposes we collected it for, including for the purposes of satisfying any legal, accounting, or reporting requirements. In some circumstances we may anonymise your personal information so that it can no longer be associated with you, in which case we may use such information without further notice to you. For unsuccessful applications, we will only hold information for six months.

We will then dispose your information by deletion of electronic files and any hard copy information we hold about you.

## What are your data protection rights?

Groundwork would like to make sure you are fully aware of all of your data protection rights. Every user is entitled to the following:

1. **The right to access** – You have the right to request Groundwork for copies of your personal data.
2. **The right to rectification** – You have the right to request that Groundwork correct any information you believe is inaccurate. You also have the right to request Groundwork to complete the information you believe is incomplete.
3. **The right to erasure** – You have the right to request that Groundwork erase your personal data, under certain conditions.
4. **The right to restrict processing** – You have the right to request that Groundwork restrict the processing of your personal data, under certain conditions.
5. **The right to object to processing** – You have the right to object to Groundwork's processing of your personal data, under certain conditions.



6. **The right to data portability** – You have the right to request that Groundwork transfer the data that we have collected to another organization, or directly to you, under certain conditions.

## Complaints to the ICO

You have the right to make a complaint at any time to the Information Commissioner's Office (ICO), the UK supervisory authority for data protection issues.



# Declaration

Under the General Data Protection Regulation (GDPR), Groundwork is required to notify applicants and prospective employees on how their data will be processed and used. All of this application form apart from the equal opportunities monitoring form will be retained by Groundwork for a maximum of six months, unless you are the successful applicant for the post, in which case the application form will become part of your employee record. Some of the data you provide is considered to be Sensitive Personal Data under the GDPR i.e. gender, race. This information will be used to assist us with recruitment monitoring. It will be held separately from application forms.

It will also be held in computer format.

By signing this form you are giving consent to Groundwork to use this data in the way described above.

I confirm that the information I have given on this form is correct and complete and that misleading statements may be sufficient for cancelling any agreements made. I confirm I am not subject to immigration control (Asylum and Immigration Act 1996).

Signed.....

Date.....

Please ensure that you have read and checked this statement thoroughly prior to submission ensuring that you have followed the instructions carefully.



# Referees



Please give details of two people (not relatives) that we could approach for references, **one of which should be your current or most recent employer.**

Please ensure that you have obtained their permission prior to submission. By completing this section we will assume you have given these referees permission to disclose information about you to us.

**Referees will only be contacted for successful candidates.**

<b>Name:</b>	<b>Name:</b>
<b>Job title:</b>	<b>Job title:</b>
<b>Address:</b>	<b>Address:</b>
<b>Mobile Tel No:</b>	<b>Mobile Tel No:</b>
<b>Email address:</b>	<b>Email address:</b>



<p><b>Capacity in which you are known to the referee:</b></p>	<p><b>Capacity in which you are known to the referee:</b></p>
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# Self- Disclosure Form



This form must be completed by all applicants. The information disclosed on this form will not be kept with your application form during the application process.

## **Policy statement on recruiting applicants with criminal records**

We recognise the contribution that ex-offenders can make as employees and volunteers and welcome applications from them. A person's criminal record will not, in itself, debar that person from being appointed to this post. Suitable applicants will not be refused posts because of offences which are not relevant to, and do not place them at or make them a risk in, the role for which they are applying.

All cases will be examined on an individual basis and will take the following into consideration:

- Whether the conviction is relevant to the position applied for
- The seriousness of any offence revealed
- The age of the applicant at the time of the offence(s)
- The length of time since the offence(s) occurred
- Whether the applicant has a pattern of offending behaviour
- The circumstances surrounding the offence(s) and the explanation(s) offered by the person concerned
- Whether the applicant's circumstances have changed since the offending behaviour

It is important that applicants understand that failure to disclose all unspent convictions could result in disciplinary proceedings or dismissal.





<b>Surname:</b>		<b>Forename:</b>	
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This post is not exempt from the Rehabilitation of Offenders Act 1974. We only ask applicants to disclose convictions which are not yet spent under the Rehabilitation of Offenders Act 1974.

Do you have any unspent convictions?    Yes                                   No

If you have answered yes, you now have **two** options on how to disclose your criminal record.

**Option 1:** Please provide details of your criminal record in the space below.

**Option 2:** You can disclose your record under a separate cover provided you confirm this is your intention by stating 'YES' below. The file should be marked **CONFIDENTIAL** and state your name and the details of the post.

I have attached details of my conviction separately: YES/ NO/ NA (delete as appropriate)



## DECLARATION

I declare that the information provided on this form is correct. I understand that the declaration of a criminal record will not necessarily prevent me from being offered this role at Groundwork UK

Signed: \_\_\_\_\_

Date: \_\_\_\_\_