

RESPONSE #108669014 SUBMITTED ON 28/03/18 17:13:37

WEF Voluntary Action Fund Online Application Form

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[Click here to name this section](#)

1.1 Legal name of your organisation

Legal name of your organisation **Women's Enterprise Scotland**

1.2 Registered address for your organisation

Address 1 **120 Bothwell Street**

Address 2 *No answer given*

Address 3 *No answer given*

Town / City **Glasgow**

Postcode **G2 7JT**

Email 

Website Address **www.wescotland.co.uk**

1.3 Main contact for this application

First Name **Carolyn**

Last Name **Currie**

Position **Chief Operating Officer**

Telephone 

Mobile *No answer given*

Email 

1.4 Bank account details

Name of Bank 

Account Name 

**REDACTED -
OUT OF
SCOPE**



Bank Account Number

[REDACTED]

Sort Code

[REDACTED]

Number of signatories

[REDACTED]

<p>REDACTED - OUT OF SCOPE</p>
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1.5 The legal status of your organisation

Legal Status **Community Interest Company**

Other *No answer given*

Charity No. **SC406892**

Is your organisation a branch of another charity/body? **No**

Company No. *No answer given*

In what year was your organisation established? **2011**

1.6 Is your organisation a Social Enterprise?

Is your organisation a Social Enterprise? **Yes**

1.7 Annual income

What was the income of your organisation in its last financial year? **154,395**

No answer given

1.8 Geographical area

In which local authority area is your registered office based? **Glasgow**

1.9 What are the main aims and activities of your organisation?

What are the main aims and activities of your organisation? **Women's Enterprise Scotland (WES) is a research-led not-for-profit organisation which focuses on unlocking the economic potential of women. WES aims to create an environment where more women can achieve their business potential and thrive. WES co-founded the Strategic Framework and Action Plan (the 'framework') on Women's Enterprise along with the Scottish Government. The framework is the first of its kind in Europe and is known as the 'Scottish model'.**

WES has a has developed a number of global leading gender-specific products and services



to complement the Framework. This includes training women in boardroom governance, to give evidence to parliamentary committees and in leadership skills. Participants have gained board positions, given evidence to parliamentary committees and delivered increased business results - including growing business turnover, recruiting more staff and moving to larger premises. WES also delivers training on the provision of women-specific support to business professionals including bankers and business advisors. Participants learn about the benefits of gender equality and commit to delivering actions to unlock the economic benefit of gender equality on return to their workplace. WES also provides gender consultancy for digital platforms. The language of business is traditionally male oriented and this service ensures that digital platforms also work well to engage women, boosting inclusion.

WES works with international partners and has just been invited to join the T20, the think-tank of the G20 which will focus on women's economic empowerment under the Argentinian presidency this year. Our work will feature in the think-tank outputs.

1.10 Who are the people involved in your organisation?

How many Board members do you have?	6
How many volunteers are involved?	No answer given
How many full-time staff are employed?	2
How many part-time staff are employed?	3

1.11 Describe the make up of your Board of Trustees/ directors.

Briefly tell us about their skills and experience.

Chair - Lynne Cadenhead. Lynne Lynne has over 20 years investment experience, investing in, mentoring nurturing and starting up a range of early stage technology and retail companies throughout the UK. She has worked with a wide portfolio of technology companies – from pharmaceuticals and polymers, to prosthetics and optics – and has also managed two early stage technology venture capital funds, served on over 30 boards and started up her own games company. She is the Chair of UNICEF in Scotland and visiting Professor in Governance and Enterprise at Edinburgh Napier University.

Vice Chair - Jackie Brierton - Jackie is the co-founder and Vice-Chair of WES. She has established a number of businesses in a variety of sectors and has been CEO of three enterprise development agencies, including the UK's first women's enterprise centre (Wellpark). She has been influential in women's enterprise development, policy and advocacy for 20 years in the UK and internationally, and was appointed UK expert for the European Commission's DG Justice initiative on 'Encouraging Female Entrepreneurship' in 2014. Other previous roles include Director of the Young People's Enterprise Centre of Expertise (YPECOE) in the West Midlands and Policy Director of Prowess, the UK national association for women's enterprise between 2001 and 2009. Jackie is CEO of GrowBiz the acclaimed rural enterprise organisation and non-exec Director of K-Space Ltd.

Board Member - Bonnie Clark - Bonnie is the Client Relationship Director for Re:markable. She is a graduate in the Psychology of Human Communication and French, and worked in the recruitment sector for over 15 years. Bonnie is passionate about personal and team development. In a previous role as Director for Scotland for Badenoch & Clark, Bonnie responsible for a diverse range of business sectors and specialized in HR, Executive Search

and Senior Interim roles. She has been Co-Chair of Changing the Chemistry and Chair of Women onto Work.

Board Member - Sara Carter - Sara Carter BA, PhD, OBE, FRSE is Professor of Entrepreneurship and Associate Principal (Learning & Teaching) at the University of Strathclyde. Her research focuses on the effect of business ownership on individual lives and she has conducted many studies of women as business owners. Sara was a member of the UK Government's Women's Enterprise Task Force, and is currently a member of the Council of Economic Advisors to the First Minister of Scotland, a member of the Scottish Government's Strategic Group on Women and Work and co-chair of the British Banker's Association Diversity & Inclusion Business Council.

Board Member - Charles Beattie - Charles is a qualified accountant with over 25 years of experience in both accounting and management, up to and including at Board level and covering the for and not for profit sectors. He trained with KPMG before moving into the banking and financial services sector where he held both finance and non-finance roles. Charles left banking in 2007 and held the position of FD and Deputy Chief Executive Officer of CSG until 2010 when he joined Maclay Murray and Spens as Finance Director. Charles is currently COO of Maclay Murray and Spens. He acts as an independent examiner in the Charities sector and is a Governor of the Glasgow School of Art. Charles was a member of the Glasgow 2014 Commonwealth Games Audit and Risk Committee and he is the creator of the "Santa in a Spin" Board Game and the immediate past captain of Strathaven Golf Club, where he coaches the club's Juniors.

Board Member - Clare English - Clare is an experienced radio presenter who has undertaken a variety of roles ranging from politics and current affairs to mental health issues, arts, culture and food journalism. She covered Westminster politics during the transition from Conservative to New Labour governments, interviewing senior politicians, peers and political commentators. She also worked across news and current affairs for BBC Radio 4 presenting the drive time PM programme. Clare's BBC Scotland years included work on special projects such as an ambitious recent initiative for mental health which she co-designed along with a BBC colleague. She's presented BBC Scotland phone ins and reported across a broad range of issues such as the sex industry and eating disorders. Since 2014 Clare has hosted the International Women's Day event with Glasgow City Council at the City Chambers and in the run up to Glasgow's Commonwealth Games she worked with Glasgow Life, designing and delivering a digital story telling project which involved training/ inspiring Glasgow Life staff across a range of departments.

1.12 Independent Referee

Name	[REDACTED]
Position	[REDACTED]
Organisation	[REDACTED]
Address 1	[REDACTED]
Address 2	[REDACTED]
Address 3	[REDACTED]



Address 4

No answer given

Town

[REDACTED]

Postcode

[REDACTED]

Telephone

[REDACTED]

Email

[REDACTED]

Relationship to your organisation

[REDACTED]



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2.1 Name of project WES100

2.2 Project start/end date

Start date (dd/mm/yyyy) 07/05/2018

Project end date (dd/mm/yyyy) 28/02/2019

2.3 Briefly describe your proposed project WES100 is a programme which will bring 100 men and women together to unlock the economic benefit from greater gender-balance in the workplace. The programme will deliver training in leadership and boardroom governance to 20 women in the technology (including fintech) sector in Scotland. The training will empower participants to progress their career via boardroom insight and experience, in addition to boosting individual leadership capability. The programme will be based on 4 single day sessions over 9 months, hosted by ██████████ in George Square, Glasgow. Research shows that Glasgow is the biggest employment area for tech at 29%.

In between the sessions, participants will hold a round table discussion with workplace colleagues (male and female, including senior staff) to identify one action they can collectively deliver to improve diversity and inclusion in their workplace. An action plan will be prepared and delivered collectively. At the final session of the course, each participant will present their action plan and delivery. A networking celebration event will be held at the end with each participant inviting 4 of their round table colleagues to attend.

In total, 100 people will benefit from experience of identifying and delivering change to progress diversity and inclusion in their workplace. 20 women will boost their career prospects through leadership training, boardroom training and growing their network of contacts. Workplaces will benefit from a clear action plan devised by staff to progress diversity and inclusion. Staff from Technology Scotland member organisations including ██████████ will attend the programme.

2.4 Participant Groups Women, Older Workers (Those Aged Over 50)

2.5 Please describe the need or issue that your project will address, including evidence of need Research undertaken by Skills Development Scotland shows that women represent just 18% of all tech sector roles which compares poorly to other professional roles at 39% and the overall workforce at 48%. With the tech sector predicted to experience continued growth, it is critical to take action now to address the significant gender gap. Research by Mackinsey, Catalyst and the International Monetary Fund, consistently show that gender-balanced boards and senior leadership teams produce better business results. Yet according to research by Close the Gap, just 10% of senior managers in science, engineering and technology are women. We have spoken to Technology Scotland, the industry body for emerging technologies and they say that achieving greater diversity and inclusion - and specifically retaining and growing numbers of women in the tech sector - is a priority for them and their member organisations. The value to the economy of inclusion, including gender-diversity, is acknowledged in the Programme for Government and also in the Economic Strategy, in addition to the Fair Work Convention.

Retaining women in the tech sector is crucial in order to avoid brain drain and to further deplete already low levels of women in the sector. Role models are a crucial resource in encouraging more women to join the sector as acknowledged by programmes supported by

Skills Development Scotland and Girl Geeks. You "cannot be what you cannot see" and so retaining women in the sector is critical in order to 1. encourage more women to follow suit and start to tackle the overall sector gender gap and 2. to achieve more women in leadership roles. Addressing the significant gender gap and leadership gender gap in the tech sector and progressing inclusion. Research that we have undertaken has pointed to the value of leadership training and access to networks as key resources to support women in the tech sector. This fits with research undertaken by other organisations including Girl Geeks. We know that the leadership and boardroom training helps women to progress their careers, as we have already successfully delivered the training to women in a variety of sectors including both tech and construction where women are in the significant minority. By combining the leadership training and the boardroom governance training, we aim to deliver a robust new pilot programme capitalising on all the learnings to date. Participants will gain new leadership skills and have the opportunity to apply those skills in the workplace by leading round table discussions, or by gaining a board role and applying their new skills in that way. Many organisations, including third sector organisations, would welcome a board member with tech skills and we will provide support to identify board opportunities.

Crucially, participants will gain access to like-minded peers and have the opportunity to extend personal networks to assist with resilience and access to best practice when tackling workplace issues which may emerge as careers progress. We will support this via a members only digital platform to build relationships in between course sessions and aid sustainability.

2.6 Please show how your project would pay due regard to the principles within the Fair Work Framework, namely Effective Voice, Opportunity, Security, Fulfilment, Respect.

In terms of the Fair Work Framework, voice is effective where workers have scope to say what they feel, are listened to and where their voice can make a difference. The WES100 round tables will empower workers to have their voice heard, to identify an area for improvement and to progress action for change. Working with colleagues (including senior staff) will help to ensure voices are heard and change is addressed and effectively embedded. Opportunity will be supported through the delivery of training to build leadership capability and the extension of individual networks of tech sector contacts. Women we have spoken to have highlighted access to networks as a specific barrier. Training on boardroom governance and support to find a board role will offer opportunity for participants to apply leadership skills gained outside the workplace. Building confidence and growing experience to utilise for future career promotions and opportunities. Fulfilment will be addressed through the provision of leadership training and also through the round table discussions and the ability to identify issues and deliver improvements. Respect is a key value in workplace culture and the leadership training will address workplace culture and creating an environment where staff can thrive. Participants will also have the opportunity to address any workplace cultural issues, including respect, via the round table discussions. Security may also form part of the round table discussions. Pay levels are less of an issue in the tech sector, but job insecurity and access to flexible working can be issues. Such issues can be addressed through the mechanism of the round tables. The programme will also aid the building of peer support networks inside the workplace (via round tables) and outside the workplace (via the programme and the board role opportunity) to help individual resilience and best practice in tackling issues.

2.7 Will your project have a national or local remit?

National



3.1 Fund Outcomes

- Outcome 1 Employment opportunities and progression in the workplace are improved for participant groups and consideration is given to how this can be embedded into the workplace to ensure lasting change

- Outcome 2 Knowledge, skills, policies and practices are improved in order to address employment inequalities, discrimination and barriers/challenges within the workplace

- Outcome 3 A more inclusive working environment is created and continued through employees and employers working in partnership

3.2 Describe the project activities to be carried out and any targets for these

The WES100 programme will consist of four single day training sessions delivered over a nine month period, supported by a website and a private members only digital forum. 20 women from the tech (including fintech) sector will be targeted to attend the training sessions which will include training in leadership and boardroom governance. Training modules will include Styles of Leadership, Managing Change, Effective Communication, Boardroom Governance and Vision and Values and delivery will be via a blended learning approach. Participants will have the opportunity to hear first hand from senior men and women on their leadership experiences in the tech sector and other sectors. §

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

After the first course session, participants will be tasked with holding a round table discussion within their workplace to discuss diversity and inclusion and fair work practices with the objective of identifying one area to improve gender-diversity. An action plan will be agreed with colleagues (including senior staff) and progressed during the following nine months to achieve a specified outcome/s. Recruitment for the course will start in May and the first course session will be held in June. The remaining sessions will be held in September, November 2018 and February 2019. The February session will include the presentation of the round table action plans and the outcomes and a celebration event. Each participant will be targeted to invite 4 round table participants to the celebration event (total 100 participants) which will include a summary of all the round table activities delivered and the opportunity to network and share learnings.

In between the four face to face course sessions, participants will receive digital based support via a private members group. Questions can be asked and experiences shared as learnings are absorbed and round table activities progressed. This approach assists in maintaining momentum during the sessions and with building peer to peer support and relationships.

The four face to face course sessions will be held in [REDACTED] offices, George Square, Glasgow as Glasgow has the greatest percentage of tech companies. The location is close to Queen Street Station so participants from other areas across Scotland will have the opportunity to travel to join the course.

Total outputs will include 20 women trained in leadership and boardroom governance and



with access to a digital based, members-only peer support group. 100 men and women participating in round table events to discuss diversity and inclusion and identify action to improve gender balance in the tech sector. 20 action plans to tackle specific issues in the tech sector to improve gender balance. 20 outcomes from the action plan delivery and 100 men and women coming together to network and mark the delivery of the round table action plans. Providing an ongoing network of contacts in the tech sector for all participants. 20 women supported through our network of contacts to find a boardroom role to assist with gaining further skills to progress careers and to apply leadership skills gained. 20 women with ongoing access to the members only digital platform to aid sustainability and access to peer support.

3.3 How will you measure that the activities you plan to carry out are being achieved?

The programme will be managed by our Chief Operating Officer who is a qualified project manager. We will use our in-house digital project management system to record key tasks and project milestones. We will then manage the project delivery to those key dates using a RAG reporting methodology for timescales and risks. The project tasks and milestones will be reviewed weekly as part of our in-house project management framework, ensuring that any issues are quickly identified and remedial action taken. We will use google analytics to gain insights on the course website access and content accessed, in addition to monitoring engagement manually through the members only digital platform.

We have used this methodology successfully in the delivery of our previous leadership and boardroom governance courses.

3.4 What difference/change will take place for the beneficiaries as a result of your project activities?

The following differences/changes will be achieved through the delivery of this project:

- 20 women will be trained in leadership, improving their career progression opportunities (outcome 1)
- 20 women will be trained in boardroom governance, improving their career progression opportunities (outcome 1)
- 20 women will gain an extended network of contacts across the tech sector, improving access to career opportunities (outcome 1)
- 20 women will improve their workplace contacts through holding round table discussions with colleagues and senior management, improving access to career opportunities (outcome 1)
- 100 people will participate in workplace round table discussions, spreading awareness of diversity and inclusion and fair work practices and their own understanding and awareness (outcome 2)
- 100 people will have their voice heard with peers and senior management on changes to facilitate better working practices around diversity and inclusion and fair work practices (outcome 2)
- 100 people will contribute to identifying areas for action to improve gender balance in the tech sector and see their own experiences harnessed to achieve improvements (outcomes 1 and 2)
- 100 people will support delivery of one action area to improve gender diversity in the tech sector, actively improving their own insight and awareness while progressing tangible workplace benefits/improvements supported by senior management (outcomes 1 and 2)
- 100 people will develop improved working relationships through discussion at the round table events (outcome 3)
- 100 people will actively contribute to creating a more inclusive working environment by progressing the round table actions (outcome 3)
- 100 people will create a more inclusive working environment by coming together to mark the delivery of the round table activities, share learnings and best practices and create an ongoing network of like-minded people to assist with sustainability and future initiatives (outcome 3)

3.5 How will you measure progress towards achieving the changes/difference made?

Progress towards achieving the changes and difference to be made by WES100 will be measured as follows:

- numbers of organisations spreading awareness of the course opportunity [REDACTED]
- numbers of participants registering interest in the course
- numbers of participants signing up for the course
- numbers of round table events held
- numbers of participants in round table events
- Evaluation questionnaires after each of the four course sessions
- Space in feedback Questionnaires for anecdotal/unprompted feedback
- numbers of participants in the final session to mark the delivery of the round table events
- final summary of all measures and feedback

We have previously used questionnaires during our leadership and boardroom governance course delivery to measure impact and to gain feedback and identify any improvements/gain suggestions from participants.

3.6 What will be the challenges of this project and how will you overcome them?

We know from experience that challenges will include identifying suitable participants who stand to benefit from the course delivery. To overcome this challenge we work with local and/or sectoral partners to effectively reach into the market, spread awareness and gain participants. In this case, we have secured the support of [REDACTED] [REDACTED]. They have acknowledged diversity and inclusion as one of their priorities and are keen to work with us in the project to assist their members to improve gender diversity. They have an excellent reach across the market and member companies including [REDACTED] have expressed interest already.

Finding a suitable venue is also an issue as we anticipate interest from across Scotland in addition to the Glasgow area. [REDACTED] have already offered us use of training space in their Glasgow office on George Square minutes from Queen Street station and their Edinburgh office is also available to us. Extending the accessibility of the training to more areas across Scotland.

Building participant confidence to hold the round tables may be a challenge but we find that the digital members only group helps to share best practice and boost do-ability. In addition, by working with technology Scotland, member companies will already be supportive of the aims of the course and will offer senior management support and buy-in. Boosting participant confidence and providing workplace support to assist with the round table.

3.7 How will your organisation work in partnership with other public, private and third sector organisations to achieve greater outcomes?

As outlined above, we will be working with [REDACTED] their member companies [REDACTED] reach into the technology sector and reach women who will benefit from the training available. In addition, by working with [REDACTED] industry body, we already know that members have identified diversity and inclusion, including gender balance, as a priority issue to address. This means that we have buy-in from senior staff of member organisations which will provide participant support and sponsorship within the workplace. In turn this will increase the reach and support the actions of the round table workplace events.



4.1 How many staff will be employed on this project?

Staff Details

4.2 Tell us about the key duties, relevant skills and experience of staff to be funded by this project.

Jennifer Lindsay-Finnan - Training Manager

Jennifer is IPD qualified and has extensive experience in developing and delivering women-specific training courses. Working in conjunction with our Policy Manager, Jennifer applies the latest gender techniques and best practice drawn from local and international research and best practice to develop the course. These techniques and best practices strengthen course delivery and outcomes. Jennifer will develop this new leadership course based on the research we and others have undertaken on the tech sector and in consultation with the industry body Technology Scotland. Jennifer will deliver the course along with our Chief Operating Officer and Jennifer will also moderate the digital members only participant platform in between the face to face course sessions. Jennifer will also have responsibility for partnership management, designing and delivering the feedback questionnaires and measuring the course deliverables and outcomes.

Jennifer has already designed and delivered our successful women's leadership courses in partnership with Fife Economic Partnership and the course will be rolled out in Edinburgh during 2018.

Anne Meikle - Policy Manager - Anne has over 30 years' experience working in the field of equality, human rights and women's enterprise. She has undertaken extensive research across all these areas. Her work has been presented at a number of international policy symposiums and has influenced policy formation. Anne has managed equality projects at local authorities in Scotland, Save the Children Fund and at the Equal Opportunities Commission. Anne has also co-authored numerous publications including, guidance on economic development and equal opportunities; the contribution of childcare to economic development and best practice in equality.

Anne will work to identify the latest appropriate research and best practice from which to develop the course content and associated gendered delivery and learning techniques. The research will be collated from a variety of sources including Anne's own qualitative work undertaken with women working in the tech sector last year. Anne will also provide an expert resource during the delivery of the course to respond to any questions and assist with input to round table event delivery.

Carolyn Currie - Chief Operating Officer - Carolyn is a global expert in gender and has extensive expertise in financial services working with a variety of client groups from large corporates to the SME and not for profit sector. Carolyn co-founded the Women in Business programme in NatWest and the Royal Bank of Scotland and led the initiative from an initial 12 Ambassadors to over 200 specialist Business Relationship Managers across the UK. Helping thousands of women to start up and grow their own business and supporting scores of female banking staff to progress their careers in financial services. Since joining WES in 2015, Carolyn has led the design and delivery of new products and services including the women's leadership course and the digital consultancy. In 2018 Carolyn will participate in the T20, the think-tank of the G20, which will be on the economic empowerment of women and held in Buenos Aires, Argentina.

Carolyn will support Jennifer in the design and delivery of the women's leadership course,



pulling from her own experiences of increasing gender-balance at senior leadership level in the male dominated financial services industry. In addition to the insights of the tech sector gained from her role on the Group Value Scotland Innovation Board. Carolyn will also support with initial market outreach work to work with partner organisations and identify suitable course participants. In addition to supporting with participant tools to manage and run round table discussions and facilitate delivery of the actions. Plus the overall project management of this programme.



5.1

Staff Costs (excluding Volunteer costs) [REDACTED]

Volunteer Costs *No answer given*

Direct Project Costs [REDACTED]

Contribution To Overheads *No answer given*

Total Grant Requested [REDACTED]

5.2 Please tell us if there is anything we should know about the figures in the budget, include an explanation or breakdown to show how main costs were calculated. [REDACTED]

5.3 Is this project part of a bigger project? [REDACTED]

5.4 Can the project go ahead without other funding if the project is part of a bigger project? *No answer given*

Please provide details: *No answer given*

5.5 When this funding ends how will the grant continue to have a lasting impact? [REDACTED]

State Aid

5.6 It is a requirement of public funding bodies to ascertain the State aid risk in any award of public funding. Are you currently in receipt of any awards or have you received an award in the past two fiscal years? [REDACTED]

Please list below any awards (include fiscal year, funder, amount, date of award) received [REDACTED]

by your organisation under the European Commission's De Minimis Regulation. This should cover awards received in your current and last two completed fiscal years.

[REDACTED]

Other funding

5.7 Do you currently receive funding from another Scottish Government Fund?

[REDACTED]



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6.1 Will your project mainly benefit people from a particular ethnic background?	No
A. White	<i>No answer given</i>
B. Mixed or Multiple Ethnic Groups	<i>No answer given</i>
C. Asian, Asian Scottish or Asian British	<i>No answer given</i>
D. African	<i>No answer given</i>
E. Caribbean or Black	<i>No answer given</i>
F. Other ethnic group	<i>No answer given</i>
6.2 Will your project mainly benefit people from a particular age group?	Yes
If yes, which age group? (Please select all that apply)	25-44 years,45-54 years
6.3 Will your project mainly benefit disabled people?	No
6.4 Will your project mainly benefit people of a particular gender?	Yes
If yes, which? (Please tick all that apply)	Women (including trans women)
6.5 Will your project mainly benefit people who identify as transgender?	No
6.6 Will your project mainly benefit people who are lesbian, gay or bisexual?	No
6.7 Will your project mainly benefit people of a particular religion or belief?	No
If yes, which specific religion or belief?	<i>No answer given</i>
6.8 Where did you hear about this fund?	Word of mouth



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Name	Carolyn Currie
Position	Chief Operating Officer
Date (dd/mm/yyyy)	28/03/2018
Has this application been authorised by a Senior Management Committee member or a Trustee/Director of the Board?	Yes
Name of management committee member:	Lynne Cadenhead
Position:	Chair



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A copy of your Memorandum and Articles of Constitution, or other governing document, signed and dated

[REDACTED]

Most recent independently examined or audited accounts, or verified statement of income and expenditure (if a new organisation, most recent bank statement)

[REDACTED]

A copy of your Equality and Diversity Policy if available *No answer given*

A copy of your vulnerable adult policy if your project is working with vulnerable adults *No answer given*

Excel Budget Form (from section 5)

[REDACTED]

Attached Files

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



