Tender Writing
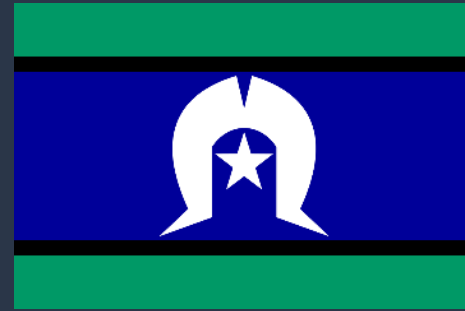
Your toolkit for crafting a great grant application

QCOSS acknowledges Aboriginal and Torres Strait Islander people as the original inhabitants of Australia and recognises these unique cultures as part of the cultural heritage of all Australians. We pay respect to the Elders of this land; past and present.

Please share your…

- Name

- Organisation

- Whether you've submitted a SQW application before

Outline

Background to SQW

R2D2
A methodology for applying for funding

C3PO
Crafting responses to assessment criteria

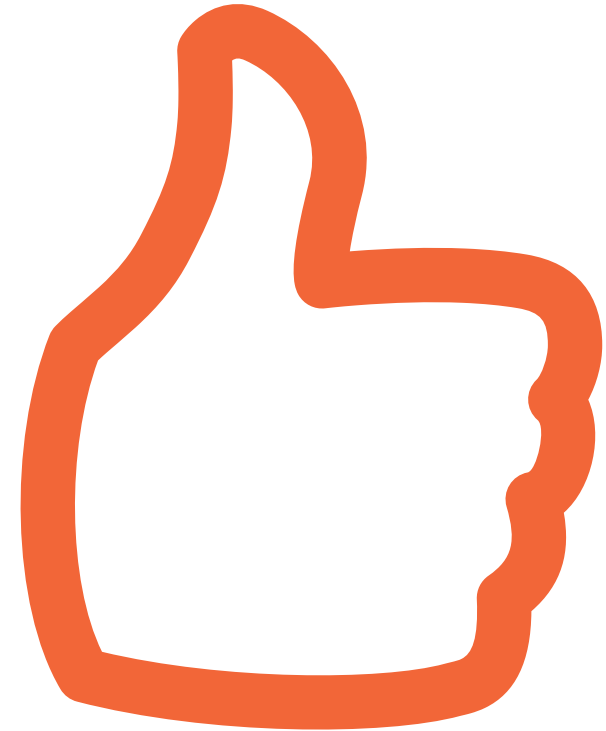**Human rights + child safe responsibilities**
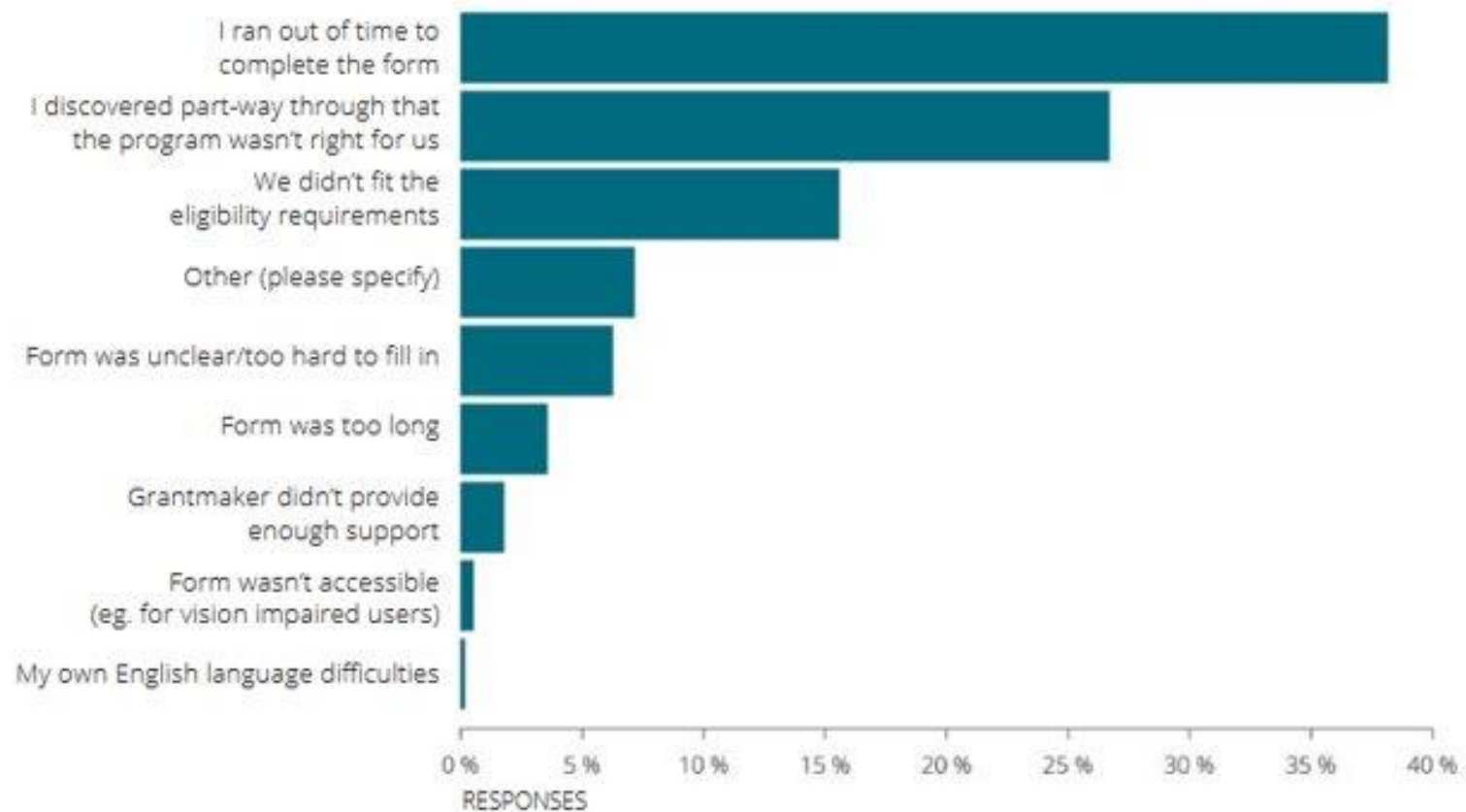
Image credit: The Conversation

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Purpose

To help you…

- Prepare effectively for a grant application

- Write clearly and persuasively

- Avoid common mistakes in funding applications

- Leave with the start of a project plan!

Cliché alert! Failing to plan is planning to fail

Main reason for starting, but not submitting, grant applications

Grants in Australia Report, Our Community, July 2017

Grant on a page

GRANT ON A PAGE   **DATE:**

Project team	Participants	Activities
Roles and responsibilities	*Who? Where?* Who's our cohort? How will we reach them?	*What? How will we deliver?*

Resources		Impact
What resources do we have and what do we need? Have: Need:	**Project idea:**	*Why?* Key objectives: Short-term outcomes: Long-term outcomes:

Our value-add	Key partners	Evaluation
What value do we bring? What is unique about what we offer? What do we already do well?	*Who do we have strong relationships with?* *What other partnerships do we need to build?* *What letters of support do we need?*	*How will we measure success?*

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What is SQW?

- Annual investment of $80 million to support up to 15,000 Queenslanders into work

- Commitment to increasing **workforce participation**, **job growth**, **economic strength** and **community-led projects**

- 8 programs aimed at skill development and work opportunities for disadvantaged Queenslanders

- Founded on partnerships between community-based organisations (CBOs) and local employers

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Quick poll

- Have you submitted a SQW funding application before?

- If yes, what were your key learnings?

What are funders looking for in funding applications?

Intent of the SQW Programs

- Develop skills of disadvantaged Queenslanders

- Help those who need support to enter and stay in the workforce

- Support disadvantaged learners

- Employer engagement

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Community-based organisations who approach projects with the intent to provide genuine support and assistance to participants (DESBT)

Overall, the Department is looking for …

Evidence that you understand your community/cohort and will

1. Recruit appropriate participants

2. Provide the assistance participants need to overcome barriers to employment

3. Link participants with employers who can provide jobs

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R2D2 and C3PO:

A winning methodical approach to tender writing!

Image credit: The Conversation

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Methodology for tenders

Prepare with R2D2

- Reference library

- Review requirements

- Develop plan

- Draft responses

Write with C3PO

- Clearly

- Concisely

- Comprehensively

- Persuasively

- On-point

Image credit: The Conversation

R2D2 – Step 1:

Reference library

Your reference library should include…

- Audited financial statements

- Insurance details

- ABN, bank details, proof of NFP status

- Resumes of key staff/PDs of key roles

- Brief descriptions of your organisation

  - 25-50 word version

  - 100-200 word version

- Summary of organisational capability and history

  - Key areas of experience and accomplishments

  - Current evidence of organisational success and capability (including evaluations and positive feedback)

- Copies of past grant applications and feedback

Grant on a page: Reference library check-list

Checklist – before you start

What information do we need?

Grant reference library

Audited financial statements

Insurance details

ABN, bank details, proof of NFP status

Resumes of key staff

Brief description of our organisation – 25-50 word version and 100-200 word version

Summary of our organisational capability and history, including experience and accomplishments

Up-to-date evidence of your organisation's success and capability including awards, evaluations and feedback from clients and partners

Copies of past grant applications with feedback

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R2D2 – Step 2: Review requirements
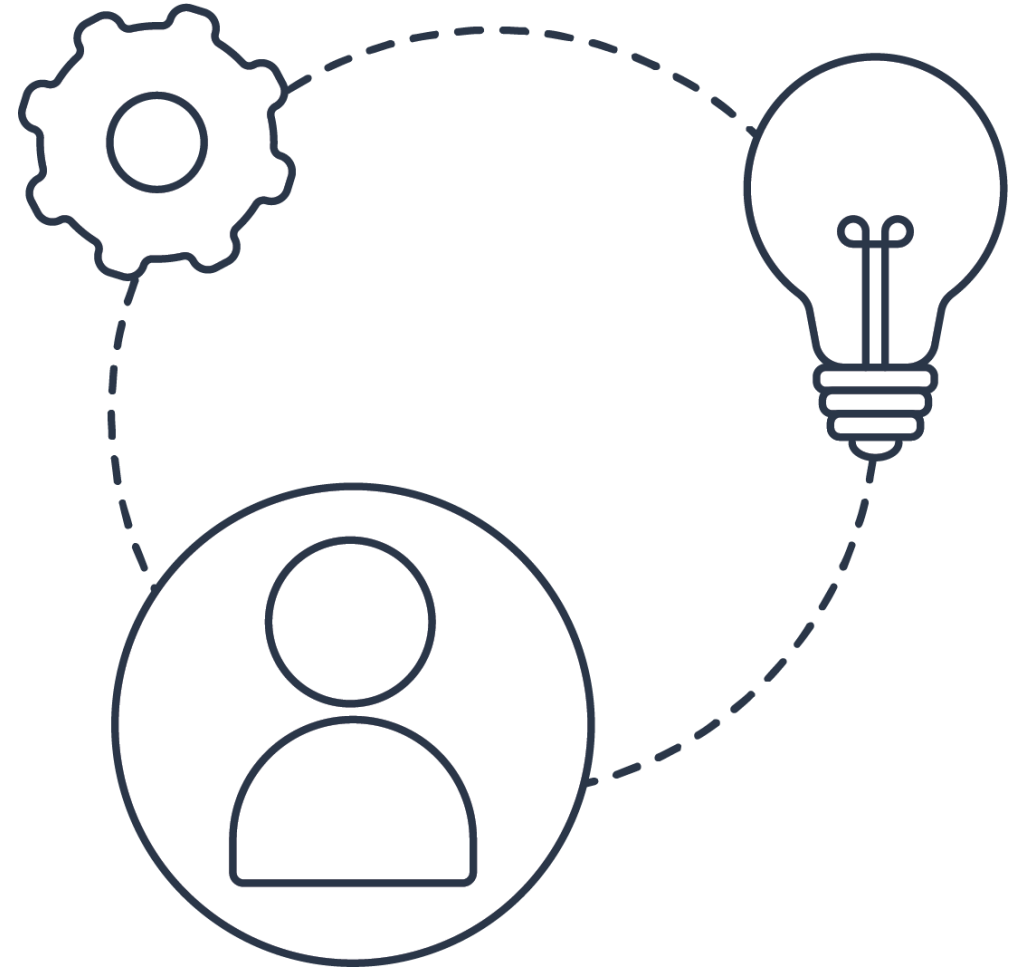
Think about who you work with on a daily basis and develop projects to support your own clients (SQW Assessor)

Grant on a page:

Project idea

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Finding grants

- QCOSS Grants page

- Community Door

- Pro Bono Australia

- Philanthropy Australia

- Our Community

- Queensland Government Grants Finder

- GrantConnect

Find grants that match your idea, not ideas to match a grant … funders can tell!

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Make sure that you …

- Have alignment between purpose/core business and program

- Are servicing a community/cohort among the program's target

- Understand what you will need to do if the application is successful

- Have existing relationships with potential participants **and** RTOs/employers/other services to meet program requirements

- Have or can quickly recruit appropriately skilled and experienced staff

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Grant on a page:

Participants

Grant on a page:

Impact
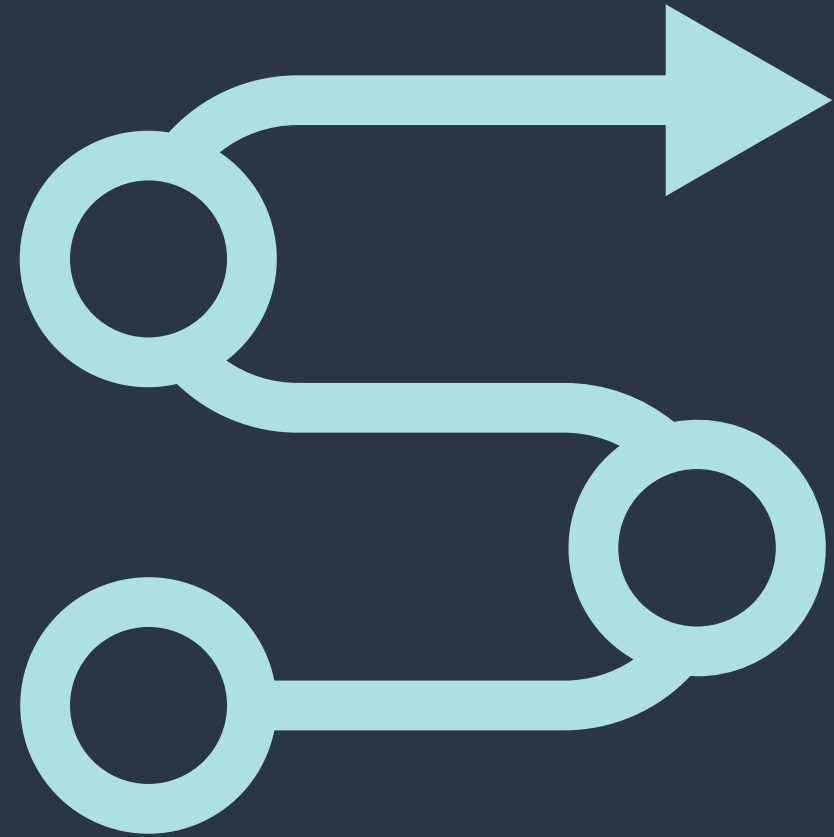
Grant on a page:

Value-add

Ability to meet assessment criteria

Capacity to manage

Servicing community and industry needs

Strategies to assist participants

Outcomes

Cost/value for money

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Grant on a page:

Resources

R2D2 – Step 3:

Develop plan

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Re-read the guidelines

- Funding guidelines and fact sheets

  - Program purpose

  - Assessment criteria

  - Inclusions and exclusions

  - Expected outcomes/KPIs

- Sample services agreement

- Application portal

- User support guides

- Frequently asked questions (FAQs)

Department of
Employment, Small Business and Training

Skilling Queenslanders for Work

Guide to applying for funding

This application guide provides additional information and tips for completing a *Skilling Queenslanders for Work* application for funding. It is strongly recommended that all applicants read the relevant program guidelines for funding and the *Skilling Queenslanders for Work* Services Agreement before completing and submitting an application.

**Queensland
Government**

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Key elements of your project – SQW

- What is the project?

- How will it benefit the community?

- Who is your cohort?

- How will you reach and recruit them?

- How will you address their barriers?

- What jobs will participants be eligible for?

- Who will you be working with?

- What level of industry involvement will there be?

- Who are the local employers who support the project?

- How are you going to evaluate the success of the project?

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Contact funders – SQW

- Visit the SQW webpage

- Contact your local regional office to discuss your proposal
  https://training.qld.gov.au/about/contact/regional

- Contact the SQW team
  - 1300 369 935
  - sqwapps@desbt.qld.gov.au

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Build strong working relationships

Start early

Be proactive

Share ideas

Talk to funders
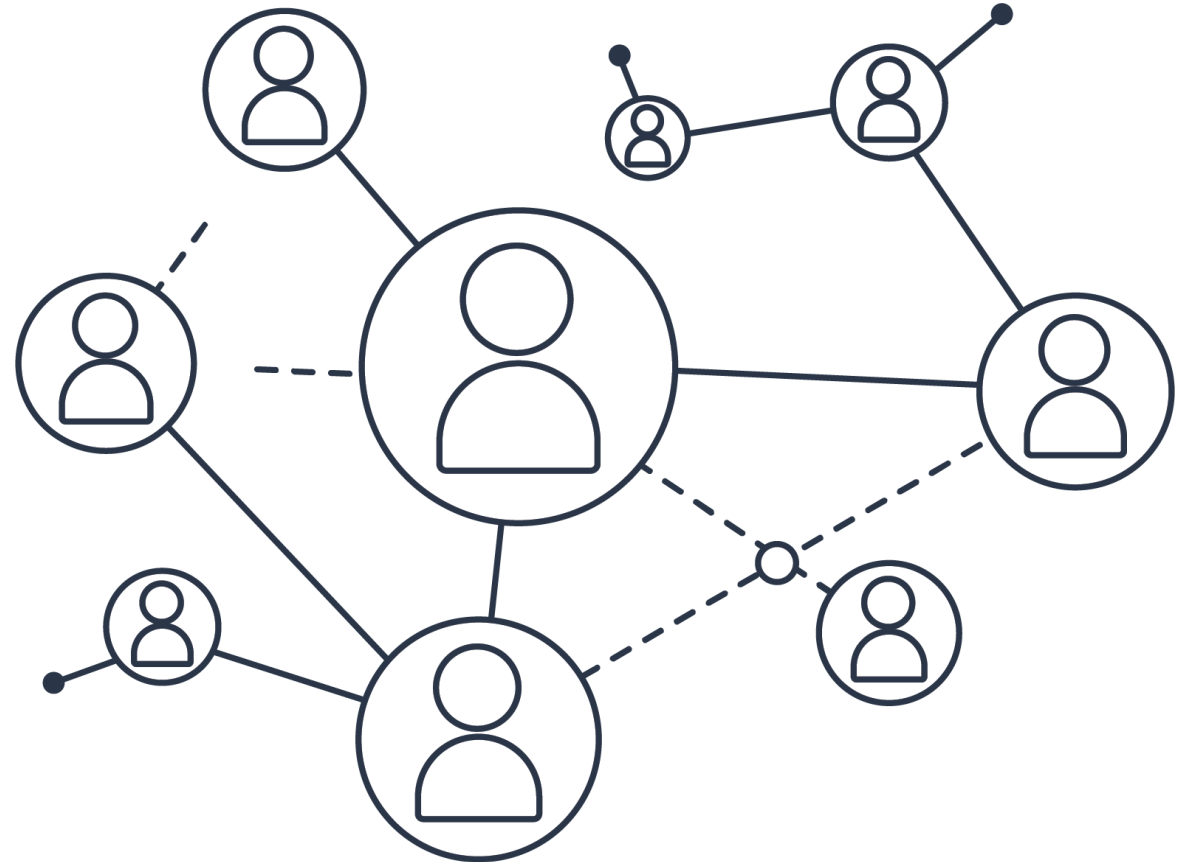
Grant on a page:

Key partners

Establish your tender team – key questions

Who needs to have a role in the grant application?

- Sources of application info, administrative and finance staff, managers and governance

- Internal reviewers/approvers

- External stakeholders

What are the key responsibilities if the application is successful?

- Internal staff and management

- Referrers

- Additional service providers

- Community members (e.g., employers)

Grant on a page:

Project team
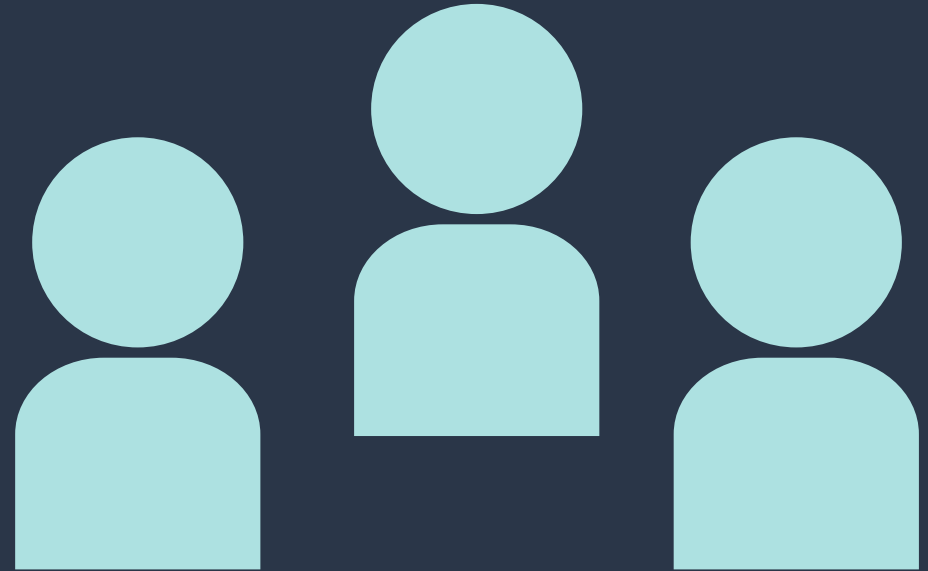
Your tender team – the kickoff meeting

- Get everyone on the project team together

  - Make introductions

  - Clarify work roles, experience/expertise and boundaries

- Establish shared values/purpose/commitment

- Assess the requirements again **as a team**

- Clarify roles and expectations

- Decide on meeting/review frequency

- Determine next steps
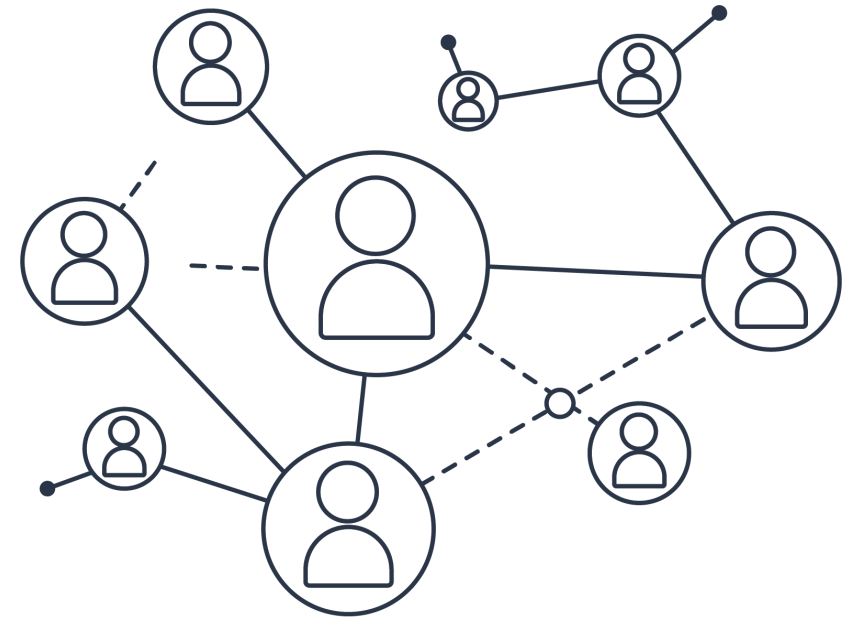
- Assign jobs to team members – think in detail about all tasks, e.g.
    - Service model/program development
    - Documentation (drafting, editing, formatting, etc.)
    - Inter-agency work, partnership management, approvals
    - Evaluation
- Work back from the due date and mark out time in your calendars for key tasks
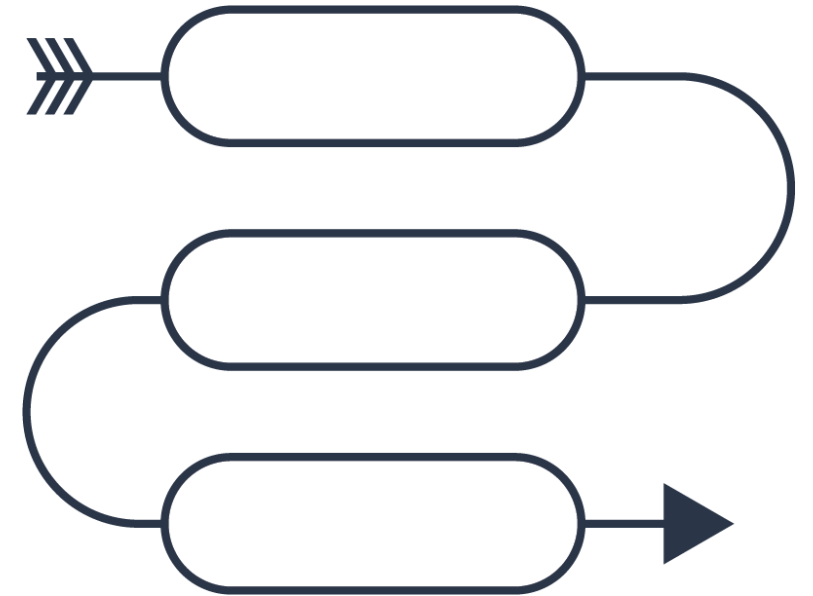
Grant on a page:

Activities
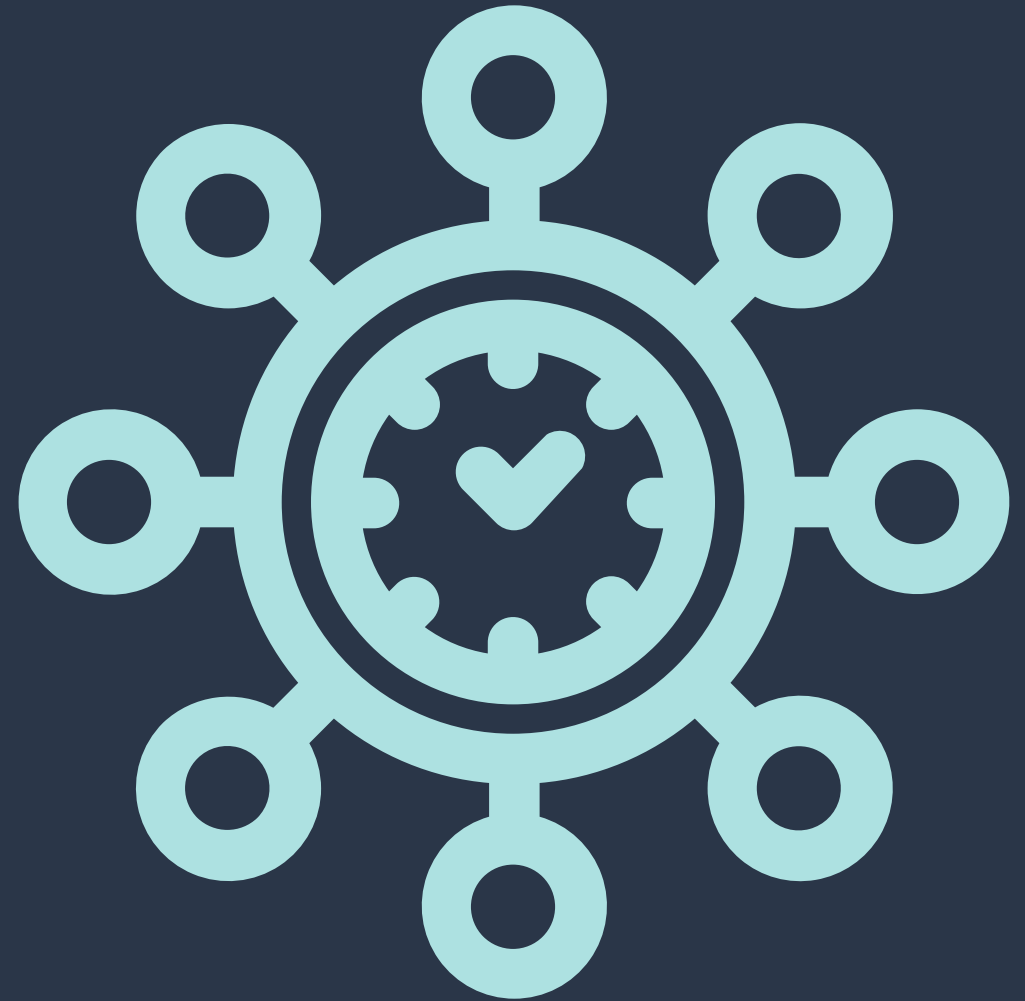
Evaluation planning

- How will you know if your project works?

- Can you deliver what you say you will?

- Do you need to build evaluation into your budget?

Make sure evaluation is not an afterthought!

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Grant on a page:

Evaluation

Plan checklist

Milestones and key dates

Outcomes sought/KPIs

Key requirements

Tender team and roles

Checklist of inclusions

Refer to

Grant-on-a-page

checklist

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R2D2 – Step 3:

Draft responses

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You're not writing a novel

Establishing the context: characters, scene

Storyline, plot

Twists, mystery, conflicts

Climax
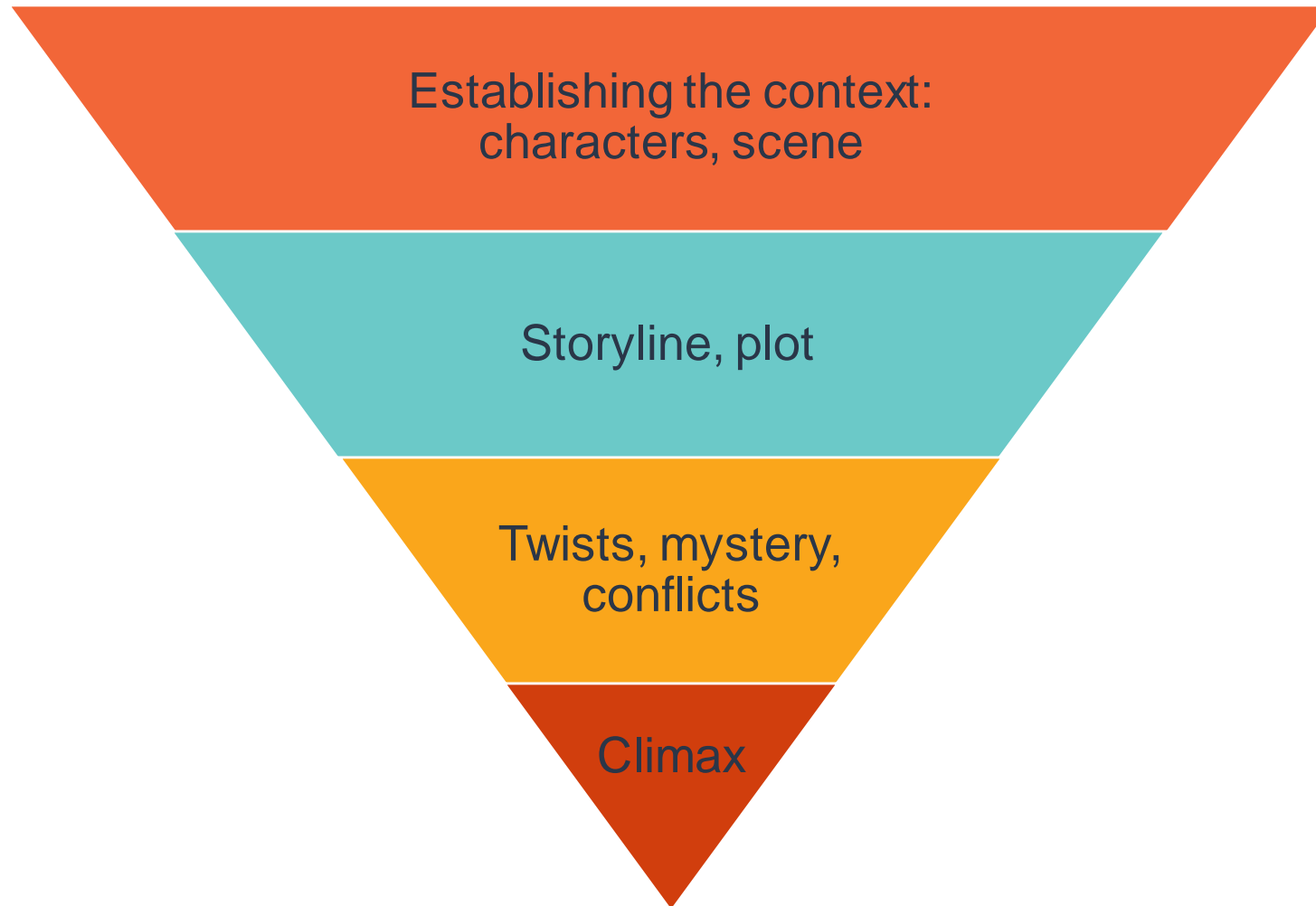
You're not writing a novel
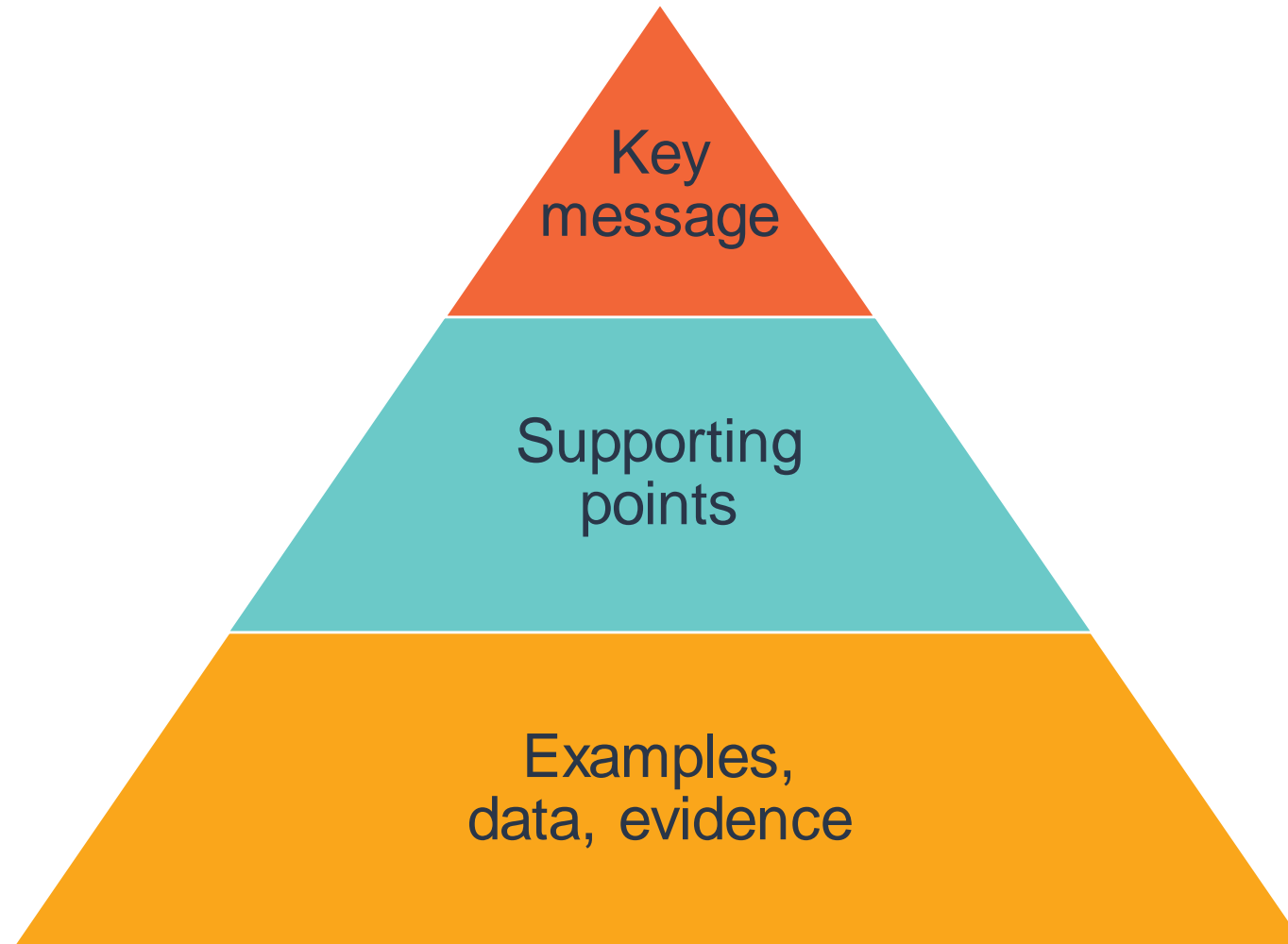
SQW assessment criteria (in brief)

Capacity to manage	• Financial, operational and governance viability
Servicing community and industry needs	• Current community needs and how the project will address them
Strategies to assist participants	• General and participant-specific strategies (e.g., learning plans)
Outcomes	• Course completion, entry to further education or employment
Cost-value for money	• Cost-effectiveness and in-kind contributions

SQW example – servicing community and industry needs

How will the training **address local industry skills and labour needs**?

Is there any **impact on the wider community**?

Outline **how the project is responsive** to local community and regional needs and conditions.

SQW Advisory Committees will look for responses that **demonstrate local community support**, outline how the project will **link with other local initiatives or other services** within the community and identify **links to local industry stakeholders/employers**
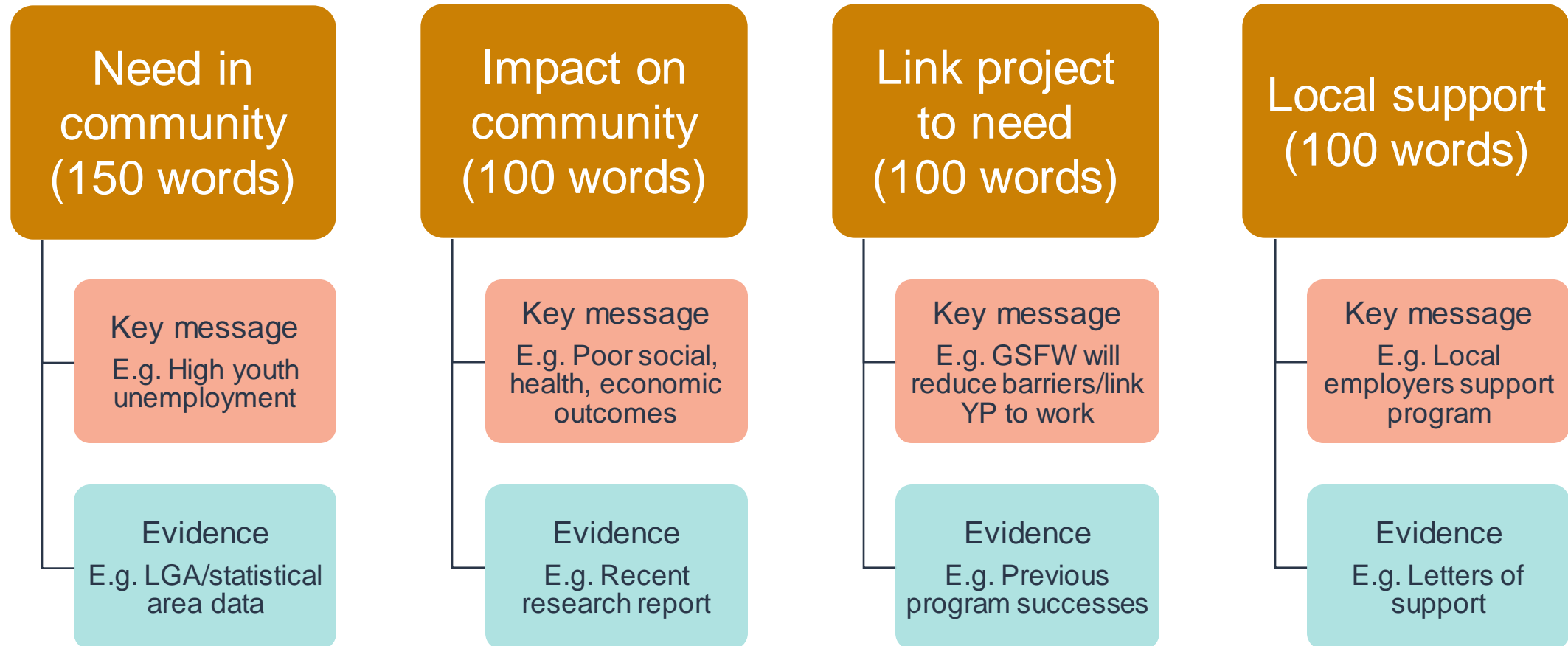
SQW example – servicing our community's needs

How could this be improved?

'Super Hot' has been delivering accredited early childhood education training programs since 2009. This program involved partnership arrangements between childcare centres and registered training organisations.

In 2012 we expanded our program to include cultural competency training for working with Aboriginal families as there is a large population of Aboriginal families in the region. In 2017 we added a new training program specifically targeting migrant and refugee women as there has been a very significant increase in migrant families in the local community.

Trained staff are a requirement of the Early Childhood Education and Care national regulations and there is currently a shortage of qualified staff in Utopia.

Unemployment and underemployment is significantly higher for Aboriginal and migrant women in the region so these programs are helping to deliver employment opportunities. There is also a growing number of families moving into the area so demand for childcare is increasing.

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SQW example – servicing our community's needs

Local need:

With a growing population of young families in the Utopia region there is more demand for childcare and kindergarten places (*Utopian Data 2010-2020*, Utopian Bureau of Statistics, 2022). Trained staff are a requirement of the Early Childhood Education and Care national regulations and there is a shortage of qualified staff in Utopia (*Paradise Childcare Framework*, Utopian Childcare Authority, 2021). There are five childcare services in the town of Paradise with a new service planned in the next year on the Paradise Housing Development. It is estimated that there will be demand for 50 more qualified childcare workers over the next two years *(Paradisical Planning*, Department of Utopian Futures, 2023).

Detail + references

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Impact on community:

It is important that childcare workers have appropriate cultural competency training to support culturally and linguistically diverse (CALD) families and encourage greater participation in early childhood education (*Utopian Early Learning Framework*, UCA, 2020). With over 40% of the Utopian population being CALD, including Aboriginal people, migrants, and families with primary languages other than English (Utopian Bureau of Statistics, 2019), providing childcare workers with relevant cultural training is vital. There is also a shortage of workers with relevant language skills with fewer than 10% of early childhood educators speaking a language other than English (Utopia Childcare Authority, 2021).

Evidence

qooss

SQW example – servicing our community's needs

Link project to need:

Unemployment and underemployment are significantly higher for Aboriginal and Torres Strait Islander and migrant women in the region compared to the regional average, at 10% and 12% respectively compared to 5.5% (Utopian Bureau of Statistics, 2022). This project will expand on the work we have done over the last ten years in the community to develop employment opportunities for Aboriginal, migrant and refugee women, while providing qualified and culturally competent staff to meet the shortage of appropriate early childhood educators.

Evidence + rationale

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SQW example – servicing our community's needs

Local support:

We will continue to work with the local council and Paradise Multicultural Women's Centre (MWC) to connect with Elders and community role models. All five local childcare centres have agreed to provide mentors to work one-to-one with trainees and provide work placement opportunities. Letters of support from MWC and the five childcare centres are attached.

Evidence

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Assessment criteria

Tell you what is most important in your application

Opportunity to show understanding of requirements

Opportunity to demonstrate unique value proposition

Assessment process – SQW example

- Stage one
  - Criterion 1 – Capacity to manage

- Stage two

  - Criterion 2 – Servicing community and industry needs

  - Criterion 3 – Strategies to assist participants

  - Criterion 4 – Outcomes

SQW

Guide to Applying

for Funding

Assessment criteria – getting started

- Be clear about what is being asked and what needs to be included

- Put key messages up front

- Be clear, concise and comprehensive
  - Avoid answering one criterion by referring to information in another criterion (different people may assess different criteria)

- Provide evidence to back up your claims

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SQW example – criterion 1: capacity to manage

- In your response, describe

  - Your organisation's financial viability

  - Experience managing grants

  - Experience delivering relevant programs

  - Core business and how this will allow you to support participants

  - Nominated RTO

  - Participant recruitment and screening

  - Staff qualifications, skills, experience

- Documentation

  - Audited income and expenditure statements for past 2 years

  - Staff resumes/PDs for SQW program roles

SQW example – criterion 1: capacity to manage

What is being asked about

- Financial viability, reporting, governance, risk management, experience

- Can your organisation deliver what you say you are going to deliver?

What you need to address

- Your organisation, track record, staff experience

- Experience working with the identified cohort, understanding of cohort's barriers to employment, and how you are going to address these

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4.1 Capacity to Manage

Describe your organisation's experience in managing government funding to deliver training, skills development or other services in a community setting to disadvantaged target groups. Outline your staff's qualifications, skills and experience. How will participants be recruited and selected for the project and how will you ensure that eligibility criteria are met by program participants? What is your working relationship with the nominated RTO? The Regional Priority Jobs Committees will look for projects developed and driven by the community sector.

Capacity to manage (maximum 2,800 characters)*   200+

Attach audited income and expenditure statements for the past two years.

Attachments

Drag new attachments here   •••   + Add

Attach staff resumes or background information, and/or relevant position descriptions.

Attachments

Drag new attachments here   •••   + Add

qcoss

SQW example – criterion 2: servicing community and industry needs

- In your response, describe
  - Community benefits from the project
  - Evidence of your organisation's community presence and support
  - Evidence of collaborations/partnerships
  - Project alignment to community labour needs and employment trends
  - Links that will support SQW delivery

- Documentation
  - Letters of support from employers
    - Focused on the proposed project
    - Commitment to providing employment
    - Dated no more than 3 months before application submission
  - Letters of support from community organisations that will support participants
  - Letters of support from referral agencies

Letters of support must be on business/ organisation letterhead

What is being asked about

- How your project fits into the local community and meets the community's needs
- How your organisation's operations and linkages will address community needs

What you need to address

- Individual work and community labour needs
- Your links to local employers
- Project links to other initiatives

4.2 Servicing community and industry needs

How will the training address local industry skills and labour needs? Is there any impact on the wider community? Outline how the project is responsive to local community and regional needs and conditions. The Regional Priority Jobs Committees will look for responses that demonstrate local community support, outline how the project will link with other local initiatives or other services within the community, and identify links to local industry stakeholders/employers.

Servicing community and industry needs (maximum 2,800 characters)*   200+

Attach letters of support from local employers and/or industry groups.

Attachments

Drag new attachments here   •••   + Add

SQW example – criterion 3: strategies to assist participants

- In your response, describe
  - How you will identify needs/barriers
    - Strategies/mechanisms to address barriers/challenges
  - Direct provision and referral pathways
  - Intake scheduling and progression plans
    - How your program will be tailored to group and individual participant needs
  - Outcomes for participants

- Documentation
  - Training and support plan template/sample
    - Activities, outcomes, timeframes
    - Strategies to address barriers
  - Anti-cyberbullying policies

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SQW example – criterion 3: strategies to assist participants

What is being asked about

- How you will address participants' challenges, especially barriers to gaining and maintaining employment

What you need to address

- Barriers in your community

- Cohort learning needs and appropriate goals

- Job placement and post-placement support

Tip: find appropriate training strategies

Consider

- Cultural safety

- Days and time of day for participation

- Accessibility and transport

- Language and learning resources

- Resume support, interview training

- Psychosocial needs

Just some of the things to think about!
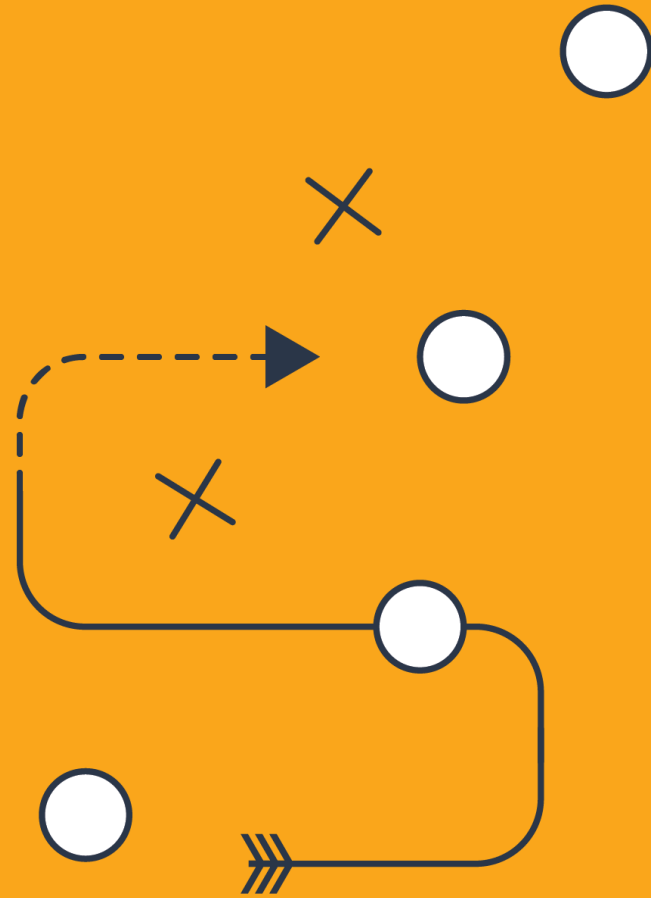
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⌄ 4.3 Strategies to Assist Participants

What processes and strategies will be used to identify and address the barriers to learning and employment of individual participants? How will additional training needs be identified and supported to maximise progression towards the completion of qualifications and transition to employment? Outline what skills participants will develop? The Regional Priority Jobs Committees will look for responses that detail training delivery methods and assessment measures that suit the needs and requirements of disadvantaged target groups and also, the level of job search activities that prepares participants for finding and maintaining employment.

Strategies to assist participants (maximum 2,800 characters)*   200+

⌄ **Attach a sample/template of a Training and Support plan. Plan must include strategies to address barriers to training and employment.**

Attachments

⬆ Drag new attachments here   •••   + Add

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SQW example – criterion 4: outcomes

- In your response, describe
  - How activities/qualifications will help participants gain employment
  - How activities/qualifications relate to community labour needs
  - How your organisation has achieved similar outcomes previously

- Documentation
  - No mandatory requirements
  - Letters of support may be useful

SQW example – criterion 4: outcomes

What is being asked about

- How you will help participants get jobs!

What you need to address

- Qualification/activity matches

- Employer support for your project

- Relevant past (or current) outcomes

⌃ 4.4 Outcomes

How will the proposed qualifications and/or job preparation training help participants gain employment? Describe the likely training and employment outcomes? Provide details of past performance and outcomes achieved. The Regional Priority Jobs Committees will look for responses that demonstrate a capacity to deliver services that support disadvantaged learners, the objectives of the program and provide quality outcomes.

Training and employment outcomes (maximum 2,800 characters)*   200+

Applicants need to show their connections to the community and to local employers and explain how they will move people to employment (SQW Advisory Committee Member)

SQW example – criterion 5: cost/value for money

- Detail costs and in-kind contributions
  - Staffing, administration, materials and equipment, etc.
  - How costings were estimated
  - Nature of in-kind contributions
  - Commitment to provide in-kind contributions (evidenced in letters of support) from other agencies

- Demonstrate cost-effectiveness

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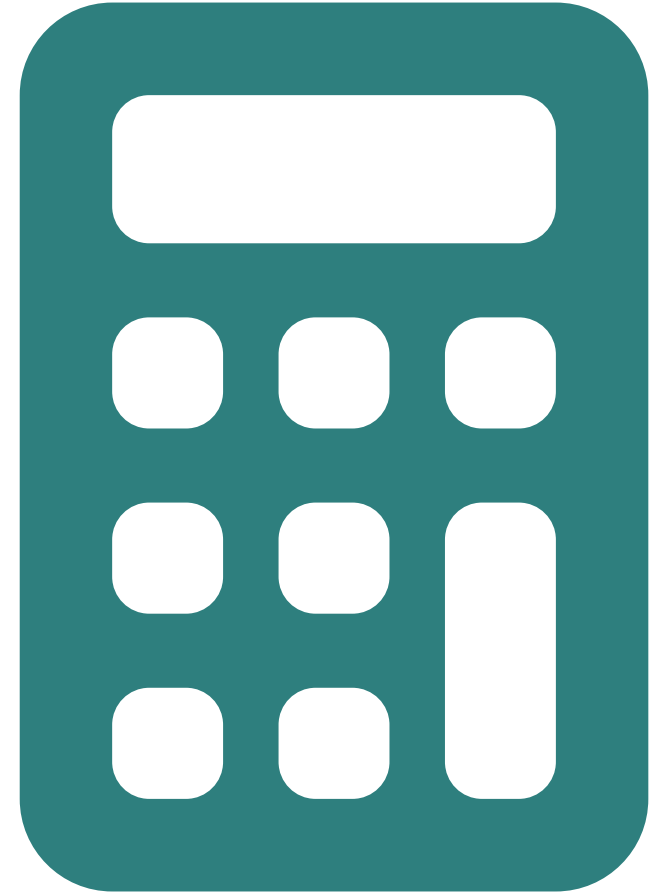
SQW example – criterion 5: cost/value for money

Staff wages

Include award and hours and factor in award increases

Do **not** include organisational or recurrent wages

Admin costs

Include all line items and expenses

Do **not** include routine expenses, rent, interstate travel, staff training, RTO materials

Materials/ equipment

Full breakdown of all line items and expenses

Do **not** include assets/capital equipment purchases

Other costs

Full breakdown of all line items and expenses, e.g.
- participant support expenses
- non-accredited training of participants

Adapted from Queensland Government

A solid budget

- Be honest, open and realistic

- Include volunteer labour and in-kind support
  for your organisation and partners

- Read the guidelines to make sure your costs are eligible
  for funding

- Think about how are you going to acquit your grant

- For more information see http://www.fundingcentre.com.au/help/writing-grant

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Top budgeting tips for SQW

Check eligible and ineligible costs

Include staffing costs

Spend locally

Include detail

Make sure it adds up

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Review: Providing supporting evidence

- Map out what you need

  - Audited financial statements

  - Letters of support from the community, local council and/or businesses

  - Partnership agreements

  - Project budget

- Most required/helpful documents should already be in your reference library

- Ensure letters of support are current and specific

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Image credit: The Conversation

C3PO: Crafting your responses

Clear

Concise

Comprehensive

Persuasive

On-Point

C3PO – writing clearly

When writing is easily understood, it is more likely to be believed

Use simple language
- Intricately wrought application information may not be efficacious
- *Use* instead of *utilise, need* instead of *require*, etc.

Lose adverbs
(and other words that don't add value)
- It is actually, seemingly, really, very hard to write a grant application
- *Period* does the work of *period of time* but only costs 1/3 of its word count!

Be specific
- *Multiple complex needs* or *x% unemployment, x% underemployment*, etc.?
- *We have provided ABC training from 2018 to 2023* instead of *for a number of years*

Avoid jargon, cliches, euphemisms
- Limit technical, sector-specific and vague terms
- Could a friend or family member understand your meaning?

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C3PO – writing concisely

- Less is often more

  (but make sure it's enough!)

- Get to the point

- Use your best examples

- Use acronyms and abbreviations wisely

- Avoid irrelevant examples – even if they are good examples of good work

Perhaps you could try to reduce word count by looking to see if it is possible maybe to attempt to remove indecision

Perhaps you could try to reduce words count by looking to see if it is possible maybe to attempt to removeing indecision

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C3PO – writing comprehensively

- Answer all questions

- Address all elements in each question

- Avoid:
  - Vague or unsubstantiated claims
  - Lacking or irrelevant examples

Example: 4.1 Capacity to manage

Describe your organisation's experience in managing government funding to delivery training, skills development or other services in a community setting to disadvantaged target groups. Outline your staffs' qualifications, skills and experience. How will participants be recruited and selected for the project and how will you ensure that eligibility criteria are met by program participants? What is your working relationship with the nominated RTO? The Regional Priority Jobs Committees will look for projects developed and driven by the community sector.

C3PO – writing comprehensively

SQW applications must cover

- Experience managing government funds in *relevant program delivery*

- Staff qualifications, skills and experience: resumes or position descriptions for each relevant role

- Participant recruitment and selection strategies

  - Recruitment methods and referral pathways

  - Evaluation and inclusion based on selection criteria

- Partnership with RTO

- Community/sector interest in proposed project – letters of support

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C3PO – writing persuasively

- Demonstrate credibility

  - Use specific claims and provide evidence for **each** claim you make

  - Refer only to authoritative, current sources

  - Attach current and specific letters of support

- Use specific examples of your organisation's program successes

- Use the same language as the funder
  (shows your familiarity with them and their requirements)

Authoritative sources include

- ABS and government publications

- ABS and local level data

- Reports from Australian universities and research bodies

Try to use data/research from the last few years – the more recent the better

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C3PO – staying on point

Keep things relevant

Link to requirements

Focus on benefits

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Summary – common pitfalls

Not addressing all assessment criteria (or lacking evidence)

Unclear or inaccurate project summaries/insufficient information

Inadequate demonstration of local knowledge/understanding of cohort

Cutting and pasting from previous applications

Budget with inadequate detail or incorrect numbers

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Writing and editing – need extra help?

- A fresh set of eyes will pick up more writing and content issues
  - Ideally, have a person not involved with the application review it

- Otherwise, editing apps such as Grammarly or Hemingway can be helpful
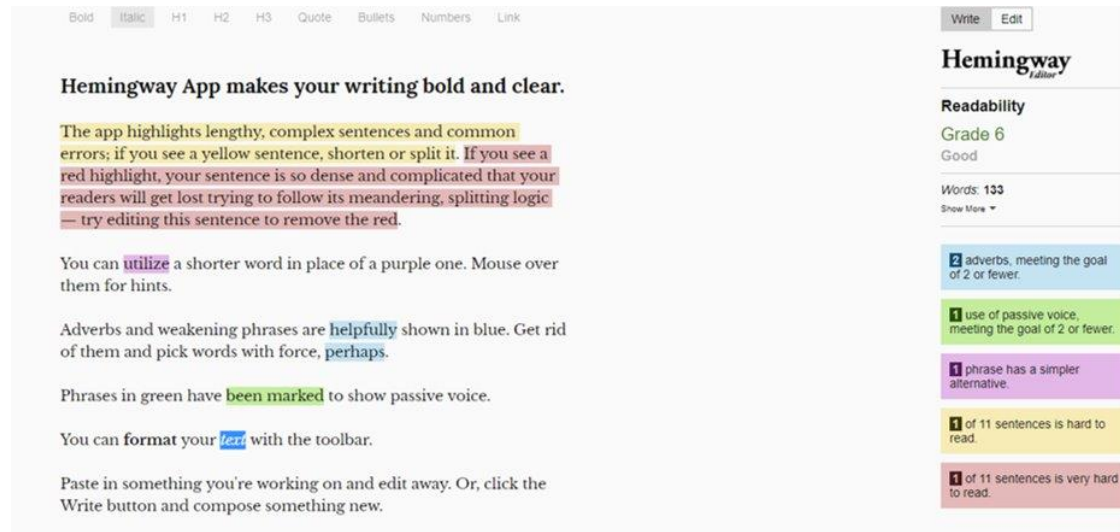
Writing and editing – to AI or not to AI?

- AI tool proponents claim it can help with idea generation, providing 'starter' responses to application questions, and editing/polishing their responses

- Users must be mindful of ethical considerations, such as

  - All material given to AI tools is no longer confidential and may be re-used by the AI – putting confidential information into AI is a **breach of confidentiality**

  - AI algorithms 'learn from' inputs, including false and biased information, which then inform its responses which can lead to sexist, racist or otherwise discriminatory/offensive and inaccurate output

  - AI output may breach copyright, which the user is then responsible for

  - AI generated text often includes inaccuracies - for example, ChatGPT regularly refers to 'reports' and 'studies' that do not exist

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Writing and editing – to AI or not to AI?

If you use AI in your grant writing, you need to

- Input organisational and proposal information

- Give the tool specific instructions for the text you want it to generate

- Protect all confidential/sensitive information

- Remember that **you** bear responsibility for what you submit

  - Carefully review and re-work the content generated for clarity, relevance and accuracy

- Consider the possibility that reviewers will use tools to detect AI tool use

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Grant on a page:

Checklist

Checklist – before you submit

Yes, we have….

Downloaded the guidelines and followed them

Talked to all our key partners – including RTOs, local employers

Discussed our application with the funder – DYJESBT regional representative

Answered all the questions comprehensively – don't rely on using a previous grant application

Provided evidence of the need for the project

Provided evidence that we can deliver this project, in this region

Shown that we understand the objectives of the funder

Highlighted our unique point of difference

Checked our answers are clear, concise and simple

Checked spelling and grammar

Checked for copying and pasting errors – particularly if you have applied across more than one region

Cross-checked our numbers – make sure figures in the budget summary match the budget tool

Proof read the whole application including headings and our organisation's name.

Had someone else proof read it – it's a good idea to have someone who is a bit removed from the application proof read it.

Included **all** the attachments required, including letters of support

Made sure that our application is ready to submit well before the deadline - don't leave it to the last minute!

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Submit your application…

and breathe

qcoss

After the funding decision is made…

- Get feedback on what went well for next time (whether the application was successful or not)

- Before you accept funding for a successful application, consider: the funding conditions, such as

  - The costs involved in meeting the requirements

  - Whether you will need to comply with additional legal requirements

  - Whether the conditions are consistent with your core business, purpose, values, etc.

For more guidance, see NFPLaw

Shifting gears…

The Human Rights Act, 2019

Three main objects of the Act are to

(a) to protect and promote human rights

(b) to help build a culture in the Queensland public sector that respects and promotes human rights

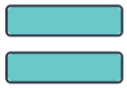(c) to help promote a dialogue about the nature, meaning and scope of human rights

Queensland

Human Rights Act 2019

Current as at 25 May 2020

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- Queensland recognises 23 rights

- **All individuals** in Queensland have human rights

- **Only individuals** have human rights

- Resources and information on the Queensland Human Rights Commission website

The Human Rights Act, 2019

- Applies to **public entities**: organisations/bodies performing public functions in/for Queensland

  - **Core** public entities: government entities

  - **Functional** public entities: considered public when performing a public function

    - Includes organisations funded by Queensland government to provide services!

  - **Opt-in** public entities: a body can request they be made a public entity

- All public entities in Queensland must

  - Act compatibly with human rights

  - Properly consider a person's human rights when making a decision/taking action

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What do child safe organisations do?

- Create environments where children's safety and wellbeing is the centre of thought, values and actions

- Emphasise genuine engagement with and valuing of children

- Create conditions that
  - Reduce the likelihood of harm to children and young people
    - E.g. Through designing spaces so that children cannot be together or with a worker/ volunteer/visitor unobserved
  - Increase the likelihood of identifying any harm to children/young people
    - E.g. Genuine engagement/valuing → children/young people are encouraged to disclose abuse and raise other concerns

- Respond appropriately to all concerns, disclosures, allegations or suspicions

Child Safe Organisations National Principles

National Principles for Child Safe Organisations

An initiative of the Council of Australian Governments

Thank you and good luck!

Keep an eye out for our follow up email

Please let us know what you thought of the workshop