

Thinking about...

Volunteering

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1 Introduction

The Heritage Lottery Fund (HLF) was set up in 1994 to distribute money raised by the National Lottery to heritage projects throughout the UK. In our first 12 years we awarded over £4 billion in grants to over 26,000 projects, from multi-million-pound investments in well-known sites and buildings to small grants making a big difference to community groups. We have a range of grant programmes for projects of different types and sizes – see the Appendix for more information.

We have designed this guidance to help you think about creating new opportunities for volunteers in your project.

We can offer advice **before you apply**, but first please use our website www.hlf.org.uk to:

- read the guidance in the application materials for the grant programme you are interested in;
- decide broadly what you want to do and roughly how much money you are likely to ask us for;
- fill in a pre-application enquiry form online or in hard copy; and
- send it through our website or send it to your country or regional HLF team who will then contact you to offer advice on your project.

2 Our aims

HLF gives grants to support a wide range of projects involving the local, regional and national heritage of the United Kingdom.

We have three main aims which relate to learning, conservation and participation.

To receive a grant your project must:

- help people to learn about their own and other people's heritage.

Your project must also do either or both of the following:

- conserve the UK's diverse heritage for present and future generations to experience and enjoy;
- help more people, and a wider range of people, to take an active part in and make decisions about heritage.

2.1 Meeting our aims

There are a number of ways you can meet the two aims that focus on people. We have described these below with a link to the guidance on each.

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Help people to learn about their own and other people's heritage

We call this our **Learning** aim. There are three main ways you can meet this aim:

- provide information about your heritage and interpret it for people – for further information see *Thinking about interpretation*;
- create opportunities for people to gain new or increased skills – for further information see *Thinking about training*; and
- hold events or activities to help the general public or particular groups of people learn about your heritage – for further information see *Thinking about learning*.

Your project might do one of these things or a combination of them depending on its size and scope.

Help more people, and a wider range of people, to take an active part in and make decisions about heritage

We call this our **Participation** aim. There are three main ways you can meet this aim:

- create opportunities for people to volunteer in your project – the rest of this guidance will help you think about volunteers in heritage projects;
- help your community to take an active part in your project, including helping people make decisions about heritage – for further information see *Thinking about community participation*; and
- develop new and/or wider audiences for your heritage – for further information see *Thinking about audience development*.

Your project might do one of these things or a combination of them depending on its size and scope.

Although you do not have to meet our Participation aim if you are carrying out conservation work to your heritage, we encourage you to think about how the public can take an active part in your project, for example in the conservation itself.

3 What do we mean by volunteering?

A range of definitions of volunteering exists in the UK. HLF adopts the definition published in the Volunteering Compact Code of Practice:

'Volunteering is ... an activity that involves spending time, unpaid, doing something that aims to benefit the environment or individuals or groups other than (or in addition to) close relatives.'

People volunteer for many different reasons. They may choose to volunteer to develop skills, or to gain experience by putting existing skills to use that were developed in a different context, or to add interest to a CV. Some people want to

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put something back into an organisation that has helped or inspired them and others want to support an organisation whose ideals they identify with. Others may want to meet people, keep active, experience a new sense of independence or do something worthwhile with their spare time.

Volunteers vary widely in the commitment they are able to give. Some volunteers are happy to join an organisation indefinitely and keep their contribution flexible while others would prefer to volunteer on specific projects with a beginning and an end. Some volunteers want to work outdoors and like physical labour; others might prefer to complete tasks from home. You should offer a variety of opportunities in your project to appeal to the widest number of people.

Research by some large organisations that rely on volunteers has shown that a heritage volunteer group is rarely fully representative of the local population. We are keen to help broaden the range of people who volunteer and so we welcome applications for volunteering projects which aim to:

- increase opportunities for heritage volunteering by people of all ages, abilities and backgrounds to increase diversity in your organisation;
- increase the quality of heritage volunteering opportunities;
- match important tasks in the heritage sector with the right people;
- provide tailored training and support for volunteers; and
- offer taster sessions as a way to encourage new volunteers.

Volunteers from all walks of life have a vital role in securing the future of the heritage in the UK. Heritage volunteering can include for example:

- young people giving their time as consultants to a museum to help create a child-friendly experience or to curate an exhibition;
- skilled professionals offering fundraising, learning, business planning or IT skills to heritage organisations;
- older people testing out easy access routes in historic buildings and landscapes;
- local people giving their time to run an oral history project including interviewing others to collect their memories;
- unemployed people involved in the restoration of historic steam engines;
- adults with disabilities providing guided tours in local nature reserves; or
- anyone involved in decision-making as a Trustee, member of a Friends group or project management team.

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4 Why encourage volunteering?

Volunteering is a vibrant expression of active citizenship. It is a powerful force for social change, both for those who fulfil their potential through volunteering and for the wider community. Volunteers can offer support, expertise and innovation to any organisation, enhancing impact and adding value.

Volunteering can:

- help an organisation achieve its aims and objectives;
- enable more tasks to be completed;
- allow services to be extended beyond the core or help to respond to short-term demand;
- give access to new skills and enhance a project with wider experience and an external perspective;
- create important links with the community and provide powerful ambassadors for an organisation;
- promote user involvement and keep the organisation in touch with grass roots feelings and perceptions; and
- provide partnership funding for external grants.

5 Barriers to volunteering

There can be a number of factors or barriers that stop people from volunteering. They may include physical barriers, the attitudes of individuals, or access to opportunities in society.

Examples include:

- opportunities to volunteer being located far from where potential volunteers live or where transport is poor;
- the cost to the individual of volunteering;
- physical barriers at your building or site for people with disabilities; and
- the culture of organisations themselves, which do not seem welcoming to people who do not fit their current volunteer profile.

We expect you to meet your obligations as a service provider under the Disability Discrimination Act as part of your everyday business. We can consider the costs of reasonable adjustments to overcome barriers which would stop disabled people volunteering (such as improvements to physical access or providing auxiliary aids and services) where these are part of a wider project and you intend to reach out to disabled people to be volunteers. See our guidance *Thinking about improving your project for disabled people* for further information.

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We encourage you to think about possible financial barriers to volunteering and to include reasonable costs to overcome these barriers; see Section 7 for further information on what we fund.

6 Planning your volunteer activity

You need to tell us how volunteers will take part in your project and help you to meet your aims. In your first-round Heritage Grants application you need to provide an outline description of what volunteers will do, what benefits they will bring to heritage and what benefits your project will bring to them.

If you are awarded a first-round pass, your activity plan must include full details of all aspects of volunteering in your project. This includes:

- what you will do to recruit any new volunteers;
- what volunteers will do in the project;
- your targets for volunteering;
- how you will manage your volunteers;
- how you will train and develop your volunteers; and
- how you will evaluate what they achieve.

At both rounds you will be asked to provide us with the costs associated with this volunteering activity. This section and the next sets out some of the costs you might want to consider when planning the creation of volunteering opportunities in your project.

Volunteers give their time freely and are excellent value for money, but they are not cost free. When putting your project together we will expect you to balance the level of voluntary activity against the cost of managing it. For instance, where continuity, reliability and consistent quality are critical to the project's success, it might be more effective or better value for money to take on a new salaried member of staff than recruit, train and manage a number of volunteers over the life time of the project.

Before involving volunteers in your project you should consider all of the costs involved, including:

- **Recruitment**
If you intend to recruit new volunteers through your project you will need appropriate publicity materials and/or adverts that are designed to encourage the people you want to target.
- **Training**
Volunteers will need a full induction to your organisation in addition to any training linked to individual tasks. For example, volunteers may require health and safety training or a course in dry stone walling.

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- **The opportunity to claim expenses**
Volunteers should not be out of pocket. The main expenses are likely to be reasonable travel costs to and from the place of volunteering, any travelling they need to do as part of the task they are involved with, and basic meal costs. Some volunteers may need to claim childcare and other expenses.
- **Space and equipment**
Depending on the role, volunteers may need a desk, access to a telephone and computer, or specialist clothing, tools or equipment. Volunteers with disabilities may need special adjustments to the workplace, such as ergonomically designed keyboards or new computer software, in order for them to volunteer.
- **Management**
Like staff, volunteers perform best when they are effectively managed and you will need to allocate staff, time and resources appropriately.
- **Insurance cover**
All organisations which involve volunteers should have an insurance policy that covers volunteers. Volunteers should be covered either under employer's liability insurance or public liability insurance and depending on the type of work involved your organisation may need professional indemnity insurance as well. Policies should explicitly mention volunteers because they may not automatically be covered.

The experience of volunteering can go badly wrong if organisations use volunteers to avoid having to pay staff, or lack the resources to support and train them properly. If people have a bad volunteer experience their talents may be lost to the heritage sector for good. They may tell friends and family about their bad experiences so that other potential volunteers are put off. Poorly trained volunteers could do damage to your heritage.

7 What we fund

Some organisations ask us to fund projects whose focus is on increasing and diversifying volunteer opportunities. Other organisations include volunteers as part of a wider capital or activity project, for example, major works to a museum or landscape or a community oral history project. We will only fund costs relating to volunteers who are directly involved in delivering your HLF project.

We will expect you to differentiate clearly between volunteers and other people taking part in, or benefiting from, your project and explain why you want to involve volunteers in specific tasks. For example, if your project involves making oral history recordings, we will fund the time of volunteer recorders but we would not expect the interviewees' time to be added to your project costs. If your project includes an event involving a historical re-enactment society such as the Sealed Knot, we will fund the time of volunteer stewards and organisers but not the time of the society members, even when they are taking part in a voluntary capacity. In a biological recording project, we will fund the time of trained volunteer recorders, but we would not expect to fund the time of those who are

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learning to record on just one occasion, for example at a family open day or drop-in session, even when these people are adding records to the overall project targets.

Here are some examples of the things we will fund in a project involving volunteers:

- out of pocket expenses to include transport and any meals away from home, where necessary. You can build reasonable expenses into your application (we would normally expect you to have a claim-with-receipt procedure in place);
- childcare costs, where these are a barrier to volunteers from a particular social group;
- training and the production of related training resources for volunteers (see Section 9, below);
- essential equipment such as tools, protective/visible clothing or IT;
- a new staff post to recruit, manage and co-ordinate volunteers where volunteer numbers are high enough to warrant it;
- the refurbishment of a space to accommodate volunteers and their equipment, where this is essential for the wider project; and
- reasonable adjustments in order to overcome barriers to people with disabilities volunteering, where these are part of a wider project targeting disabled volunteers.

We will expect you to provide a detailed breakdown of any costs you include in your budget as part of your second-round Heritage Grants application.

8 Volunteer time as a non-cash contribution to your project

We are able to count the time that volunteers give to your project as a non-cash (or an 'in kind') contribution to the costs of your project. This applies to all our grant programmes and means that community and voluntary groups can, for example, apply to our Your Heritage grant programme for an award of up to £50,000 without having to make a contribution in cash.

For larger projects we expect the non-cash contribution to be proportionate to the size of the grant. For example, in projects delivered under our Heritage Grants programme, we do not allow **all** partnership funding to be in the form of voluntary time and we expect you to provide cash from your organisation or from other sources.

We have set three levels for costing volunteer time:

- unskilled tasks can be costed at up to £50 per day. This might include basic gardening in a park, stewarding at a community heritage event or general maintenance work;

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- skilled tasks can be costed at up to £150 per day. This might include training in dry stone wall building techniques, verifying data in a species identification project or planning and leading an education workshop; and
- professional tasks can be costed at up to £350 per day. This might include providing architectural plans, writing a business plan or creating an interpretation strategy or learning activities.

If you are building in volunteer time as part of the partnership funding for your project, you will need to be able to justify the value of these contributions with relevant documents when claiming your grant. We will ask you to produce volunteer time sheets, signed by an authorised person.

9 What kinds of activities can volunteers do in heritage projects?

This section gives an idea of the kinds of activities we will support in a project but is not exhaustive. We have split the section into different heritage sectors but in reality many of the ideas listed under one sector will be transferable to another.

Museums, libraries and archives:

- compiling loan boxes and leading workshops as part of a project to broaden the outreach of a museum service;
- helping a staff or a Friends group research and curate an exhibition;
- conservation of textiles and the creation of period costumes to be part of a dressing up experience in an interactive gallery;
- helping young people access heritage collections in a local library and creating a web resource;
- helping to meet the needs of a more diverse range of visitors as front of house volunteers;
- organising a series of talks;
- conservation tasks such as stamping, labelling boxing and repackaging as part of an archive redevelopment project; or
- describing, indexing, transcribing and translating records as part of a project giving wider access to a local archive.

Historic buildings:

- conducting access audits;
- making a house come alive for visitors by dressing in period costumes and interpreting its history through role play;

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- demonstrating conservation skills so that visitors can see and understand how people lived or worked in the past and how historic properties are maintained today;
- leading garden walks;
- recording and maintaining monuments in local burial grounds;
- demonstrating traditional rural skills;
- forming a Trust and applying to HLF to rescue and give a sustainable use to a redundant church, barn or other property;
- digging at archaeological sites; or
- creating websites and/or films as part of a wider learning project.

Industrial, maritime and transport:

- joining a Trust to take forward a fishing boat restoration project and helping to interpret it for the public once seaworthy;
- organising training for fellow volunteers to help make a site or collection more accessible;
- restoring steam locomotives and passing on the necessary skills to young people as part of accredited training;
- skippering canal boats for a series of living history days;
- touring a mobile forge to demonstrate how people lived and worked in the past;
- helping to redisplay transport collections to bring them up to date and make them more accessible;
- interviewing former transport workers, for example, those from former British colonies, as part of an oral history and interpretation project; or
- providing family activity events for visitors to a historic railway.

Community heritage:

- delivering a reminiscence outreach project for a museum, visiting the elderly in care homes with items from the collection;
- organising a historical re-enactment to encourage family learning at a heritage site;
- delivering an oral history project, for example, based on a local social history theme;

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- organising community events and fundraising initiatives; or
- contributing to an exhibition by researching local language and dialects.

Land and biodiversity:

- bringing a community together to restore a local nature reserve;
- recording various habitats and species and feeding into Local Biodiversity Action Plan targets;
- building a fit-for-purpose pond dipping area on a wetlands site;
- leading woodland walks;
- reed-cutting, footpath construction and other landscape maintenance;
- demonstrating or teaching traditional craft skills; or
- teaching young people how to monitor and record marine environments.

Parks:

- helping with a summer play scheme in a local authority run park;
- serving in a community run café or shop; or
- helping to create accessible nature trails in a county park.

10 Training volunteers and volunteer managers

The training you offer to volunteers will depend on the kinds of tasks they will be doing, the number of volunteers you need to train and the resources you have available. There are three main ways of delivering training:

- **on-the-job-training**, where a member of staff or another volunteer shows the volunteer how to do the task and supervises them as they do it. This is low cost and appropriate when you have small numbers of volunteers and the tasks they will be doing are relatively straightforward.
- **in-house training programme**, where in-depth knowledge about issues or tasks is necessary. For example, volunteers working with vulnerable people might need detailed training on setting boundaries and protection of children. This requires some resource to develop a course and the associated materials as well as people who are confident communicators and are up-to-date on current thinking about learning styles/training techniques. It is most appropriate when you are taking on new volunteers in groups and it is helpful to draw on specific examples and case studies relevant to your heritage.

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- **external training**, where volunteers attend an open public course or you buy in a trainer to run a course for your organisation. This can be an expensive way to provide training but it might be worth it if your volunteers need to learn complex or specialist skills. You will need to source appropriate courses in your local area – your Volunteer Centre, Further Education college or adult education centre might be able to help. There might be ways you can share the costs of providing training with other organisations in your area.

Some organisations give their volunteers an opportunity to gain accreditation or formal recognition for their training. Individual volunteers might prefer not to take up these opportunities, but for some volunteers, including many young people, accreditation will be an incentive to volunteer, increasing the likelihood of gaining paid work from voluntary experience. Possible awards include:

- National Vocational Qualifications and Scottish National Vocational Qualifications (S/NVQ);
- Open College Network credits (OCN);
- professional or industry awards such as the Construction Skills Certification Scheme or the Professional Accreditation of Conservator-Restorers (PACR);
- the Certificate in Community Volunteering awarded by the Award Scheme Development and Accreditation Network (ASDAN); and
- schemes that encourage young people to volunteer such as 'v' programmes, the Youth Achievement Award, the Prince's Trust Volunteer programme and the John Muir award.

Proper management and support for volunteers is crucial and is a resource intensive exercise. In addition to training and supervision, volunteers often need additional encouragement and support to ensure satisfaction in their role. Even if your organisation does not have a volunteer manager, it is good practice to have someone who is specifically designated to coordinate and deploy volunteers as part of their role. We can help fund any training that this volunteer coordinator might need in order to make sure your project is delivered.

Accredited awards for volunteer management training are available through a number of organisations. There may be opportunities to link with other volunteer schemes which offer accreditation, or to link with organisations such as the British Trust for Conservation Volunteers (BTCV), which can offer training (see Section 12 for more information). You will find more information on heritage training and skills in our guidance *Thinking about training*.

11 What do we look for in a project with volunteers?

We are looking for well planned projects which are likely to deliver high quality volunteering opportunities. If your project is primarily focussed on training current volunteers and/or recruiting new ones, we expect you to address some of the questions in the table below when you plan your project. Working through all the questions will lead you to best practice in the field of volunteering. We expect

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applicants for Heritage Grants to strive for best practice when writing second-round activity plans and we encourage you to include costs for volunteer support activities where these will help to move your organisation forward and/or provide individuals with a better experience.

If you represent a small voluntary group, you will find useful tips within the table below but we appreciate that you are unlikely to build all of these elements into your project.

Your policy for delivering volunteering opportunities

Organisations that involve volunteers need a Volunteering Policy.

- Do you have a Volunteering Policy?
- Does your policy have clear and inclusive aims to promote volunteering?
- Is your policy endorsed by your Chief Executive and Board of Trustees?
- How is your policy promoted, reviewed and developed?
- Are paid staff aware of and supportive of the policy?
- How will the project make a difference or plug gaps in provision or target excluded or under-represented groups?
- How does the proposed project help your organisation deliver its volunteering policy?

The quality of your project planning

Pre-application consultation and detailed planning will increase the chances of your project being funded.

- Have you carried out a needs assessment of your project? Why do you need volunteers to carry out your project?
- Have you consulted the groups and organisations you want to work with, including your current volunteers?
- Do you have partnerships with community organisations that will allow you to recruit a diverse range of volunteers?

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- Do you have a project timetable which identifies activities, content and the roles people will fulfil? For example, giving details of what kinds of people or community groups will be involved and selected for tasks, the training approaches that will be used, the milestones that you have identified and the outcomes that you are aiming to achieve.
- In your application we will expect you to give quantified targets for the numbers of volunteers you will involve and/or train.

Volunteering expertise and management issues

Tip: Criminal Record Bureau checks are free for volunteers but are only available for those who have sole charge of children or vulnerable adults. Remember that the process can take some time so plan ahead.

Tip: Some organisations have a volunteer forum so that volunteers can feed their perspectives into organisational structures.

Organisations need structures and systems that properly integrate and support volunteers.

- Who will manage the volunteers?
 - Are the staff who will recruit and manage your volunteers trained and experienced? Is managing volunteers in their role description?
 - If you are recruiting a new salaried volunteer manager as part of your project, have you provided a job description?
 - Are volunteers, including elderly and young people, covered by your insurance?
 - Who will ensure that risk assessments for tasks involving volunteers are written and kept up to date?
 - How do volunteers fit into your overall management structure?
 - Do you have a volunteer handbook, which provides useful information for staff and volunteers on your organisation's policies and procedures, including health and safety, lone working, child protection, vulnerable adults policies etc?
 - Do you provide an induction day with input from senior staff?
 - Do you have procedures in place to regularly review volunteer tasks and performance?
 - Do you provide measurable goals tailored to individual volunteers?
 - Do you enter into volunteering agreements with volunteers?
-

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Budgets

Volunteers are not cost free.

- Do you have a budget for recruiting, training and managing volunteers?
- Do you have a budget to pay expenses should they be required?
- Do you encourage volunteers to claim and have clear procedures in place?

Meeting your volunteers' needs

Someone in your organisation should have the responsibility to help volunteers develop their skills to fulfil their duties within your organisation and as part of their personal development.

- Are the volunteering opportunities offered by your project likely to appeal to your target audience?
 - Does your project offer content, activities and training methods appropriate to the needs and abilities of all those at whom it is aimed?
 - How will the project tackle issues of disadvantage, social exclusion, cultural diversity, or special educational needs, if appropriate?
 - Do you have a flexible range of tasks, including the opportunity for people to volunteer from home?
 - How will you ensure that expenses incurred by volunteers are not a barrier to access? Will you reimburse out-of-pocket expenses (against receipts or other evidence)?
 - Are you aware of benefit rules on volunteering in order to advise volunteers? Are your expense payments structured so that volunteers in receipt of social security will suffer no reduction in benefits?
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Volunteer recruitment

Tip: Lengthy application forms can be a barrier to lots of potential volunteers. Keep any forms simple.

In recruiting and sustaining volunteers it is important to match their skills, constraints and aspirations with the activities and responsibilities of the tasks involved and to review these regularly.

- Do you have publicity materials that are inclusive and likely to appeal to the people you would like to encourage to volunteer?
- Are these materials in the right format/language and displayed in the right places to encourage your target audience?
- Do you define tasks in terms of results to encourage volunteers?
- Do you have a structured recruitment procedure so that applicants can tell you about why they want to volunteer, what they want to do and the time they can give?
- Do you interview candidates and ask for references?
- Do you provide taster sessions and trial periods as a safety net for the volunteer and your organisation?

Volunteer spaces

If you are expanding your volunteer force you may need to expand the facilities available to them.

- If you are proposing a new or refurbished space for volunteer activity, can you show that it is necessary and that the needs of users have been taken into account in its design?
- Is the accommodation large enough and 'fit for purpose'?

Rewarding and retaining volunteers

Motivating and thanking volunteers is important.

- Do you offer training that is tailored to individuals' needs?
 - Do you offer accreditation or formal recognition for this training?
 - Do you organise events for your volunteers to thank them for their effort?
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Evaluating volunteers' contribution

Evaluating the impact of volunteering on your project can help promote volunteering inside and outside the organisation and improve the way volunteers are involved.

- How will you monitor the targets in your activity plan? For example, how will you know if you have reached new volunteers?
- How will project outcomes be monitored?
- How will you ensure that evaluation takes place throughout your project not only at the end?
- Do your evaluation strategies use an appropriate range of quantitative and qualitative methods?
- Will everyone involved in the project, for example, partner organisations, be included in its evaluation?
- How will you ensure that the results of any evaluation are fed into your current project and future practice?

Securing lasting benefits

- Have you explained how the project will secure lasting benefits? For example, through continued partnerships, the ongoing use of a new volunteer hand-book, or through work continued by better trained volunteers?

'Investing in Volunteers' standard

Working towards this standard will provide your organisation with the opportunity to review current policies and practices against a recognised benchmark.

Note: HLF will expect your organisation to fund the achievement of this standard. Fees will vary depending on the size of your organisation.

Have you considered working towards this nationally recognised benchmark so that your volunteers and external organisations will have confidence in your organisation's ability to provide a good standard of management?

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12 Sources of advice and information

This section lists organisations, groups and websites which provide useful information and can help you plan and carry out volunteering projects. It is divided into six sections: Volunteering organisations; Sources of good practice; Breaking down barriers; Training; Heritage sector organisations; and General.

12.1 Volunteering organisations

England

Volunteering England

www.volunteering.org.uk

Helpline and textphone (free of charge and open Mon–Fri 9.30am–5.30pm): 0800 028 3304; Email: information@volunteeringengland.org

Volunteering England is the national volunteer development organisation for England. It works strategically across the voluntary, public and private sectors to raise the profile of volunteering as a force for change. It provides support systems to assist anyone involved with volunteers, including a helpline and an email bulletin on latest developments. *Volunteering* magazine is available to members.

Volunteer Centres (England only)

www.volunteering.org.uk/finder

Volunteer Centres are one-stop shops where people interested in volunteering can access information, advice and support. There are over 350 volunteer centres (formerly volunteer bureau) in England. They support individual volunteers and volunteer-involving organisations at a local level and are an invaluable source of information on recruitment and training issues.

Institute for Volunteering Research

www.ivr.org.uk

The Institute for Volunteering Research aims to develop knowledge and understanding of volunteering and the policy context in which it operates.

Student Volunteering England

www.studentvolunteering.org.uk

A network that promotes student volunteering as a unique opportunity for students: to increase their knowledge, skills and abilities, to understand and appreciate the diversity of our society, and to work in partnership with communities for mutual benefit.

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The 'v' charity (England)

www.wearev.co.uk

A charity supported by funds from the Treasury and corporate sponsorship that is tasked with delivering a national framework for youth action and engagement. The website gives details of regular grant rounds aimed at organisations that want to create new opportunities for young people to volunteer. 'v' took over the activity of Millennium Volunteers in 2007.

Youth Action Network (England)

www.youthactionnetwork.org.uk

A membership organisation that supports the development of youth volunteering projects across England. It publishes a regular newsletter *Activate*.

Scotland

Volunteer Development Scotland (VDS)

www.vds.org.uk

VDS works strategically and in partnership to promote, support and develop volunteering in Scotland. Its mission is to serve as the National Centre of Excellence to maximise the positive impacts of volunteering on individuals, groups, organisations, communities and society. VDS was a partner in producing the *Scottish Executive's Volunteering Strategy*, Edinburgh, 2004 (ISBN 0 7559 4131 4).

Volunteer Centre Network Scotland (VCS)

www.volunteerscotland.org.uk

Volunteer Centres are one-stop shops where people interested in volunteering can access information, advice and support. Volunteer Centres also provide advice and training to volunteering involving organisations. There is Volunteer Centre coverage in each local authority area in Scotland – 42 in all – and each centre is a locally managed independent voluntary organisation.

Wales

Wales Council for Voluntary Action (WCVA)

www.wcva.org.uk

WCVA is the voice of the voluntary sector. It represents, supports and campaigns for voluntary organisations, volunteers and communities in Wales. Improving the quality of volunteer management is a major function of WCVA Volunteering. Information sheets, publications, training courses and conferences can be found on the website.

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Volunteering Wales

www.volunteering-wales.net

Offers information about specific volunteering opportunities in Wales.

Northern Ireland

Northern Ireland Volunteer Development Agency (NICVA)

www.volunteering-ni.org

The Volunteer Development Agency provides support, training and information on volunteering, volunteer management, child protection and voluntary management committees. Its mission is 'strengthening communities through the promotion and development of volunteering'.

Voluntary Service Bureau (VSB)

www.vsb.org.uk

As the Volunteer Bureau for Belfast, Castlereagh, North Down and Ards, VSB provides the support mechanisms to enable individuals to access voluntary opportunities. Its website links to information about targeted programmes, publications and the other Bureaux in Northern Ireland.

12.2 General volunteering information and organisations

The Compact (England only)

www.thecompact.org.uk

A site devoted to the Compact, the agreement between the Government and the voluntary and community sector in England, devised to improve the relationship between the two. Published in 1998, it sets out: shared vision and principles; undertakings from both sides; Government's commitment to respect the independence of the sector; and systems to help make sure that the agreement works. The Compact is supported by five codes of good practice including Compact Code of Good Practice on Volunteering which can be downloaded from the website.

do-it.org

www.do-it.org.uk

An award winning website managed by YouthNet UK which helps people find volunteering opportunities in their local area. UK charities can post the opportunities they can offer free of charge. The site provides general information about all aspects of volunteering.

Thinking about... Volunteering

Community Service Volunteers

www.csv.org.uk

CSV works to reconnect people to their community through volunteering and training. Its campaign to promote volunteering, CSV Make a Difference Day (every October), is the biggest day of direct volunteering in the community in the UK. CSV is one of the largest providers of employee volunteering, helping businesses to get involved in the community and one of the major deliverers of the Millennium Volunteers programme for young people. It runs weekend volunteering projects for all.

The Prince's Trust

www.princes-trust.org.uk

The Prince's Trust is a charity that helps disadvantaged young people aged 13–30. Since 1990, the Trust has run a volunteers programme across the UK giving 16–25 year olds the opportunity to develop their confidence, motivation and skills through teamwork in the community.

TimeBank

www.timebank.org.uk

TimeBank is a communications organisation dedicated to volunteering. It runs PR, marketing and online volunteer recruitment campaigns for a wide range of organisations. Mind the Gap is an initiative from TimeBank to encourage more Black and minority ethnic people to volunteer.

12.3 Sources of good practice

Getting started

Get it Right from the Start. Volunteer policies – the key to diverse volunteer involvement

National Centre for Volunteering (now Volunteering England), 2002
Download from: **www.volunteering.org.uk**

This free guide explains what a volunteer policy should include in order to be effective and workable.

Download information sheets from: **www.volunteering.org.uk**

A range of valuable information sheets is available on the Volunteering England website, on topics including accreditation, health and safety, sample volunteer agreements, screening and police checks, insurance and volunteering and state benefits.

Thinking about... Volunteering

The Volunteer Recruitment (and Membership Development) Book

By Susan J Ellis

Energize, 2002, ISBN 0-940576-25-2

Topics include thinking about why your organisation wants to include volunteers as well as tips on recruitment.

Risk Management

By Kathryn Dickie

Order online from: www.volunteering.org.uk

A user-friendly guide to the assessment, analysis and management of risk for volunteer-involving organisations.

A Choice Blend: what volunteers want from organisation and management

Institute for Volunteering Research, London, June 2003

Download from: www.ivr.org.uk

This report focuses on volunteers' own views. Through investigating what makes for a satisfying and enduring volunteering experience, it proposes a model of progressive volunteer involvement with eight pressure points which can influence a person's likelihood of becoming and staying a volunteer.

From the Top Down

National Centre for Volunteering (now Volunteering England), summary of a book published in 1996.

Download from: www.volunteering.org.uk

Guide on how to encourage senior managers to support volunteering.

Volunteer management

The Good Practice Guide

By Kate Bowgett, Kathryn Dickie and Mark Restall

National Centre for Volunteering, 2nd edition, 2002

Recommended guide for volunteer managers which covers everything from criminal records screening to benefits rules, and from insurance to expenses.

Thinking about... Volunteering

Essential Volunteer Management

By Steve McCurley and Rick Lynch

User-friendly advice covering issues such as creating motivating volunteer talks, recruiting and retaining volunteers, training and volunteer-staff relations.

Turn your organisation into a volunteer magnet

Edited by: Andy Fryar, Rob Jackson and Fraser Dyer

Download free from:

www.volunteering.org.uk/Resources/publications/freeguides.htm#magnet

An e-book written by volunteer managers for volunteer managers and contains 18 short articles about different ways of getting and keeping volunteers, each by a different author from the UK, the US or Australia.

UK Volunteer Programme Managers Group (UKVPMs)

www.groups.yahoo.com/group/ukvpms

UKVPMs is a participative networking and communication group for all Volunteer Programme Managers working in the UK. UKVPMs' mission is to increase the scope, scale and quality of both voluntary activity and the management of volunteers. UKVPMs seeks to achieve this by bringing Volunteer Programme Managers together in a virtual community to develop their skills and knowledge for the purpose of taking action towards our common goals.

Voluntary Sector Skills

www.voluntarysectorskills.org.uk

Offers information on skills development in the voluntary and community sector – for paid staff, volunteers and trustees.

Volunteer Fundraising Code

Download from: **www.institute-of-fundraising.org.uk**

A best practice code for volunteer fundraising. The code is relevant to the managers of volunteer fundraisers and trustees.

Investing in Volunteers

www.investinginvolunteers.org.uk

Investing in Volunteers is a UK-wide standard that recognises excellence in volunteer management. The standard is externally assessed and accredited and is only awarded to organisations that can demonstrate that they manage their volunteers in line with best practice.

Thinking about... Volunteering

Volunteer Management Professional Training Programme

www.amtraining.co.uk

This programme delivered in partnership by Volunteering England and AM Training is designed to meet the needs of paid workers whose responsibilities include managing volunteers.

Volunteering Impact Assessment Toolkit

Institute for Volunteering Research, 2005

www.ivr.org.uk

A toolkit that can help your organisation show what difference volunteering makes to individuals, organisations and communities.

Legal issues

Volunteers and the Law

By Mark Restall

Volunteering England, July 2005

Order from: **www.volunteering.org.uk**

A readable overview of legal issues for anyone who works with volunteers

A brief guide to recruiting people with criminal records

Nacro, London, September 2002

Download from: **www.nacro.org.uk**

A leaflet giving information on recruiting ex-offenders. It provides brief guidance on weighing up risk, the relevance of offences, the Rehabilitation of Offenders Act 1974, and how to find out about criminal records.

Criminal Records Bureau (CRB)

www.crb.gov.uk

The CRB is an Executive Agency of the Home Office set-up to help organisations make safer recruitment decisions. There are two levels of CRB check currently available; called Standard and Enhanced Disclosures. Standard Disclosure is available to people working in sole charge of children or vulnerable adults, as well as certain other occupations. They show current and spent convictions, cautions, reprimands and warnings held on the Police National Computer. Enhanced Disclosure is the highest level of check available to anyone involved in regularly caring for, training, supervising or being in sole charge of children or vulnerable adults. Enhanced Disclosures contain the same information as the Standard Disclosure but with the addition of any relevant and proportionate information held by the local police forces.

Thinking about... Volunteering

Central Registered Body in Scotland

www.crbs.org.uk

Under the Protection of Children (Scotland) Act 2003 it is an offence for an organisation to take on a volunteer to work directly with children without checking his or her name against a list of individuals disqualified from working with young people. Checks are carried out by Disclosure Scotland and are free of charge to voluntary organisations through the Central Registered Body in Scotland.

The Department of Health, Social Services and Public Health,
Northern Ireland (DHSSPH)

www.dhsspsni.gov.uk/child_protection_children_order

The DHSSPH is responsible for implementing The Protection of Children and Vulnerable Adults (NI) Order 2003 (POCVA).

Volunteering whilst receiving benefits

Jobcentre Plus, Department for Work and Pensions, June, 2008

Download from: **www.jobcentreplus.gov.uk/JCP/stellent/groups/jcp/documents/websitecontent/dev_015837.pdf**

Guidance aimed at people receiving benefits, which explains the rules on volunteering and when benefits could be affected.

12.4 Breaking down barriers

From Barriers to Bridges

National Centre for Volunteering (now Volunteering England), 2001

Download from: **www.volunteering.org.uk**

A guide to overcoming barriers to volunteer involvement.

Volunteering for All? Exploring the link between volunteering and social exclusion

Institute for Volunteering Research, London, May 2004

Download from: **www.ivr.org.uk**

Summary of research looking at barriers to volunteering and solutions.

12.5 Targeting particular age groups

Generation V: Young People speak out on volunteering

Institute for Volunteering Research, London, 2004

Order online from: **www.volunteering.org.uk**

Thinking about... Volunteering

This report of research for the Russell Commission looks at the attitudes of young people in England towards volunteering and the extent of their involvement in voluntary activities.

Involving older volunteers: a good practice guide

By Alan Dingle

Institute for Volunteering Research, 2001

Order online from: www.volunteering.org.uk

This guide looks at the barriers that prevent older people from volunteering and shows what organisations can do to overcome them.

Active ageing in active communities: Volunteering and the transition to retirement

By Justin Davis Smith and Pat Gay

The Policy Press (for the Joseph Rowntree Foundation), 2005

Download from: www.jrf.org.uk

This research looks at 'what works' in the involvement of older people as volunteers.

Age discrimination and volunteering

Institute for Volunteering Research, London, 2001

Download from: www.ivr.org.uk

A research report examining the operation of upper age limit policies in voluntary organisations. It finds such policies actively discriminate against people on the grounds of age and are a waste of potential talent.

Targeting Black and Minority Ethnic communities

My Time, My Community, Myself – Experiences of Volunteering within the Black Community

By S Bhasin

National Centre for Volunteering, London, 1997

Order online from: www.volunteering.org.uk

The result of a year-long study of fifteen Black and ethnic minority organisations, this looks at the context of Black volunteering, motivation and successful involvement strategies. It also sets out recommendations for both Black and mainstream organisations.

Thinking about... Volunteering

Targeting refugees and asylum seekers

The A-Z of Volunteering and Asylum: A Handbook for Managers

By Ruth Wilson

Volunteering England, 2003

Available in printed form (£12) or on a pay to view basis (£8) from:

www.volunteeringengland.org.uk/publications

A practical guide to involving asylum seekers in your volunteering project.

Refugee Volunteering. Integration in Action?

Evelyn Oldfield Unit, London, November 2004

Download from: **www.evelynoldfield.co.uk/publications/index.shtml**

A useful report based on a national conference, which was the culmination of the Volunteering Development Project by the Evelyn Oldfield Unit. The project focussed on supporting volunteer involvement in refugee community organisations.

Targeting people with disabilities

Access to Volunteering – shaping the experiences and opportunities for disabled people: A 'how to' resource manual for volunteering organisations

Skill: National Bureau for Students with Disabilities, 2005

Order online from: **www.skill.org.uk**

The manual, which is a result of Skill's two-year project on access to volunteering for disabled people, will help voluntary organisations feel confident in supporting disabled volunteers.

Disability Equality in Volunteering

By Rachel Wilson

Skill: National Bureau for Students with Disabilities, 1998

Order online from: **www.skill.org.uk**

Shows how involving disabled volunteers and, by extension, disabled employees can be easy. Suggests effective ways of involving disabled volunteers and addresses the most common questions about disabled volunteers.

Thinking about... Volunteering

Time to get equal in volunteering: tackling disablism

Scope, London 2005

Price: £4 for individuals; £10 for organisations. To order

Email: publications@scope.org.uk

This report finds that disablism continues to be a major problem in the voluntary sector, based on research with disabled people themselves, and highlights areas of good practice.

Volunteering for everyone. A short guide to show the things an organisation might need to think about when recruiting volunteers who have a learning disability

Mencap, London September 2005

Download from: www.mencap.org.uk

Volunteering for mental health

Institute for Volunteering Research, London, October 2003

Download from: www.ivr.org.uk

Findings of a survey of volunteering by people with experience of mental ill health, including barriers, incentives and impacts.

You cannot be serious! A guide to involving volunteers with mental health problems

By Sherry Clark

National Centre for Volunteering (now Volunteering England), 2003

Order online from: www.volunteering.org.uk

Giving practical information and case studies, this guide is based on a two-year project investigating the challenges facing people with mental health problems in accessing volunteering opportunities.

12.6 Training

ASDAN (Award Scheme Development and Accreditation Network)

www.asdan.org.uk

ASDAN offers the Level 2 Certificate in Community Volunteering (CCV). The qualification recognises the general skills and good practice that volunteers need to show to work effectively in the community. Over 3000 centres are registered to deliver ASDAN programmes. For example, the City of Bristol College offers the CCV as a distance learning on-line course.

Thinking about... Volunteering

Directory for Social Change (DSC)

www.dsc.org.uk

DSC provides practical and affordable information and training to meet the needs of the voluntary sector as a whole, rather than just volunteers.

Excellence in Volunteer Management

www.volunteering.org.uk

A programme of support, training and profile-raising for those who manage volunteers, run by Volunteering England.

Lampeter University Distance Learning Courses

www.volstudy.ac.uk

Email: enquiries@volstudy.ac.uk

A range of individual courses offered, including 'Managing Volunteers' and 'Training in the Voluntary Sector' which can be studied alone or combined to gain a diploma or BA in Voluntary Sector Studies. The University also offers a Certificate in Interpersonal Skills for Volunteers.

Lantra Awards

www.lantra-awards.co.uk

Email: awards@lantra.co.uk

Lantra is the sector skills council for the environmental and land-based sector. Lantra Awards offers an Advanced Certificate in Volunteer Management, a vocationally related qualification positioned at Level 3. It is suitable for anyone who manages, supervises or leads volunteers. Assessment is through a written case study.

Practice Development Seminars on Supported Volunteering

www.volunteering.org.uk/hsc

These seminars, run by Volunteering England, aim to develop and share practice in supporting volunteers with learning disabilities or mental health problems.

Volunteer Development Scotland

www.vdslearningzone.org.uk/welcome/home.html

This is an online learning resource for volunteer managers in Scotland.

Thinking about... Volunteering

Voluntary Sector Skills

www.voluntarysectorskills.org.uk

This National Occupational Standards for Managing Volunteers can be downloaded free of charge from this site. They address issues such as developing policy, promoting volunteering, involving and induction, management, development and support of volunteers and management of yourself and your relationship to volunteers.

Youth Achievement Awards

www.ukyouth.org

UK Youth has been providing Youth Achievement Awards (a framework through which young people's learning is accredited and recognised) to young people since 1997 in a range of settings such as schools, youth groups, local authority youth services and voluntary sector.

12.7 Heritage sector organisations

This section provides information on just a selection of the many volunteer-involving organisations in the heritage sector.

Heritage Link

www.heritagelink.org.uk

Heritage Link was set up in 2002 by national heritage groups to promote the central role of the voluntary movement in the sector and to make their voice heard collectively and coherently. It now has 80 members – national organisations including the National Trust and The Society for the Protection of Ancient Buildings (SPAB) as well as many smaller and more specialised heritage groups. Heritage Link provides a forum for members to formulate and promote policy on core issues as well as a support and information network. Heritage Link research on heritage volunteering was published in 2003 as *Volunteers and the Historic Environment*. Download from: www.heritagelink.org.uk/publications.asp

Association of Independent Museums

www.aim-museums.co.uk

A membership organisation for museums operating outside of local authority control. It produces occasional AIM Focus papers on issues facing independent museums. See Focus 18: *Working with Volunteers – an introduction to good practice*, February 2005.

Thinking about... Volunteering

Association for Industrial Archaeology (AIA)

www.industrial-archaeology.org.uk

The AIA is the national organisation for people who share an interest in Britain's industrial past. It brings together people who are researching, recording, preserving and presenting the UK's industrial heritage. Industrial architecture, mineral extraction, heritage-based tourism, power technology, adaptive re-use of industrial buildings and transport history are just some of the themes investigated by volunteers.

Black Environment Network (BEN)

www.ben-network.org.uk

BEN promotes equality of opportunity for ethnic communities in the preservation, protection and development of the natural environment. It offers training and advice to organisations seeking to increase the participation of Black and minority ethnic people in their work.

British Association of Friends of Museums (BAFM)

www.bafm.org.uk

BAFM is an independent organisation established in 1973 for Friends, volunteers and supporters in museums, galleries and heritage sites. It offers a network of support from people with first-hand experience of running Friends organisations, acts as a clearing house for common problems and their solutions, and is a central source of information about Friends for Friends. BAFM holds events, provides a 'Handbook For Friends', a 'Handbook for Heritage Volunteer Managers & Administrators' and a range of Information Sheets. A newsletter is produced three times a year, and an Insurance scheme is available for members.

British Trust for Conservation Volunteers (BTCV)

www.btcv.org

BTCV is the UK's largest practical conservation charity involving thousands of volunteers annually in projects to protect and enhance the environment. BTCV's activities include conservation projects and working holidays, training programmes and the Green Gym[®] initiative.

The Council for British Archaeology (CBA)

www.britarch.ac.uk

The CBA is an educational charity working throughout the UK to involve people in archaeology and to promote the appreciation and care of the historic environment for the benefit of present and future generations.

Thinking about... Volunteering

Countryside Recreation Network (CRN)

www.countrysiderecreation.org.uk

CRN is a UK-wide organisation that facilitates the exchange and sharing of information to develop best policy and practice in countryside recreation. See its seminar proceedings, *Volunteering: Strategies and Practice for Engaging Volunteers in Countryside Recreation Management*, 2006.

The National Association of Decorative and Fine Arts Societies (NADFAS)

www.nadfas.org.uk

NADFAS has over 300 local societies in the UK. The Association promotes voluntary work to maintain historic buildings and collections and trains volunteers to provide non-specialist but vital support by caring for collections, recording documents, guiding and stewarding.

The National Trust

www.nationaltrust.org.uk/main/w-trust/w-volunteering.htm

The National Trust relies on the contribution of thousands of volunteers each year and offers a range of volunteering opportunities, from full time placements to weekend 'tasters'. The Trust has a small central volunteering team as well as area- and property-based volunteer groups.

The National Trust for Scotland

www.nts.org.uk

The National Trust for Scotland involves 3000 volunteers in its work each year; the website points to the range of volunteering opportunities that are available for a range of audiences.

The Royal Society for the Protection of Birds (RSPB)

www.rspb.org.uk

The RSPB is the UK charity working to secure a healthy environment for birds and wildlife. Founded in 1889, it has since grown into Europe's largest wildlife conservation charity with more than a million members. A volunteer unit is based at the UK headquarters of the RSPB in Bedfordshire. It provides assistance and advice to RSPB staff working with volunteers and has produced an internal handbook.

Thinking about... Volunteering

The Wildlife Trusts

www.wildlifetrusts.org.uk

The Wildlife Trusts' partnership is the largest voluntary organisation working in the UK on all aspects of nature conservation. Volunteers are the foundation upon which The Wildlife Trust movement has been built and a huge range of local and national volunteering opportunities are available.

12.8 General

Volunteers' Week

www.volunteersweek.org.uk

Email: volunteersweek@volunteeringengland.org to receive regular updates

Volunteers' Week is the UK's annual celebration of the work that volunteers do, organised in June each year by Volunteering England. The website provides a range of resources and tools to celebrate Volunteers' Week and the contribution volunteers have made.

Voluntary Action, The Journal of the Institute for Volunteering Research

www.ivr.org.uk/voluntaryaction.htm

Produced three times a year, this journal makes links between research and policy and practice.

Appendix

Our grant programmes

General programmes

Heritage Grants (above £50,000)

This is our main programme for grants over £50,000 for all kinds of heritage, and is open to all not-for-profit organisations. All applications go through two rounds (unless you are unsuccessful at the first round) and you can apply for development funding to help develop your project to the second round. Assessment takes three months at each round and the outcome of your application will then be decided at the next available decision meeting.

Your Heritage (£3000–£50,000)

This is our general small-grants programme for all types of heritage project. It is a flexible programme, open to all not-for-profit organisations, but is particularly designed for voluntary and community groups and first-time applicants, with a much simpler application process and a shorter assessment timetable (10 weeks).

Targeted programmes

Young Roots (£3000–£25,000)

Young Roots is a targeted programme for 13–25-year-olds who want to explore their heritage and develop skills. Young Roots projects stem directly from young people's interests and ideas, harnessing their creativity and energy, building their confidence and helping them work with others.

Parks for People (£250,000–£5 million)

Parks for People supports the regeneration of existing public parks, garden squares, walks and promenades across the UK.

Townscape Heritage Initiative (£500,000–£2 million)

Through our Townscape Heritage Initiative we make grants to help communities regenerate the historic parts of their towns and cities. The programme is designed for areas of particular social and economic need throughout the UK. Partnerships are funded to carry out repairs and other works to a number of historic properties within a defined area, some of which may be in private ownership, and improve the quality of life for all those who live, work or visit there.

Appendix

Landscape Partnerships (£250,000–£2 million)

Landscape Partnerships is our primary vehicle for promoting heritage conservation as an integral part of rural regeneration, delivered by partnerships representing a range of heritage and community interests to tackle the needs of landscape areas that may be in different ownerships. Each scheme is based round a portfolio of smaller projects, which together provide a varied package of benefits to an area, its communities and visitors.

Repair Grants for Places of Worship (£10,000 upwards)

Through this programme we help conserve and sustain heritage at risk through urgent repairs to places of worship. The UK-wide scheme is delivered through four programmes in England, Northern Ireland, Scotland and Wales. Repair Grants for Places of Worship in England and Scotland are awarded up to £250,000 and in Northern Ireland and Wales up to £100,000.

You can get more information by:

- downloading application materials from **www.hlf.org.uk**;
- emailing **enquire@hlf.org.uk**;
- phoning our helpline on **020 7591 6042**;
- contacting us by textphone on **020 7591 6255**; or
- using Text Direct **18001 020 7591 6042**.

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Fax: 0115 934 9051

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Phone: 020 7591 6000
Fax: 020 7591 6001

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Fax: 0191 255 7571

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Fax: 028 9031 0121

Scotland

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