



# Small grants application form guidance notes for the Summer Intervention Fund

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## 1. Introduction to Belfast City Council small grants

- The general purpose of this fund is to help pay for projects that match our targets.
- In each financial year there will be two application rounds for small grants. However, not all of the small grants will be available every time as they will be subject to availability of funds. For example, the Summer Intervention Fund will not open for tranche 2.
- If you are applying for more than one of these grants, the projects you are applying for must be different from each other.
- Each grant fund is limited. Even if an application scores highly, we cannot guarantee funding.

**Please note that applying for a grant is a competitive process and awards are subject to the availability of funds and may be subject to change.**

## 2. Applying for Belfast City Council small grants

It is important to remember that we assess your application on the information you provide. We will not take into account any information that you do not include in this application.

For some questions we have set a maximum number of words you can have in your answer. The word limits are not just for guidance. We will not consider any words over the word limit, unless the help notes state that extra information can be included.

Your responses should be well structured and clearly linked to the question. We recommend you use bullet points and headings where possible.

Our grant scheme has been carefully designed to make the application process as easy and straightforward as possible. We do not think any paid help is necessary and we do not act with or endorse the services of any supplier or consultant and will not pay any costs, commission or fees that they may charge you to make

an application. Officers can meet with you to give advice and guidance on your application and/or project plan. It is important that you complete the form yourself, and apply directly to us.

Please do not try to influence the decision by lobbying Belfast City Council, directly or indirectly.

The following list is basic eligibility criteria that your organisation must meet to be able to apply for any of these small grants. If your organisation does not meet the eligibility criteria, we will not consider your application for funding.

**We do not fund the following.**

- Organisations that are:
  - not formally constituted, in other words, they do not have a constitution or memorandum and articles of association;
  - not operating on a not-for-profit basis (taken from the constitution or memorandum and articles of association) as we cannot support commercial projects or projects that could be carried out commercially. If, in the reasonable opinion of the Council, the Organisation applying for funding is a de facto commercial Organisation, whatever the legal make-up of the Organisation, then the Council shall not fund that Organisation. The decision of the Council shall be final in this regard;
  - able to share out profits (taken from the constitution or memorandum and articles of association);
  - not prepared to share learning from their project with us and other relevant groups;
  - Local authorities or public-sector organisations;
  - Schools, except where there is a clear need demonstrated that the project being funded will serve the community and this need is not being met by another organisation. Please contact us before applying for funding if you fall into this category and please note schools are not eligible for any community development grants;
- Individuals, unless they have been nominated by an appropriate organisation for either Support for Sporting Individuals Grant or a bursary for Good Relations practitioners to attend a conference through the Good Relations Grant.
- Projects that:
  - have no significant benefit to the Belfast City Council area;
  - provide no potential benefit to the public, either in the short or long term;
  - could be carried out on a commercial basis;
  - have already taken place or are already under way at the time of the assessment;
  - duplicate what already exists;
  - are charity or fundraising events or activities;
  - are of a party political nature;
  - promote a particular religion; or
  - are against Belfast City Council policy. For example, we do not allow balloon or Chinese lantern releases as they are against our environmental policy.

Applications that are not complete or do not provide a detailed project budget are also not eligible.

We are unlikely to fund an organisation that is in poor financial health or cannot show effective financial control.

Individuals involved in the delivery of the project, that is, staff, volunteers or board members of the applicant organisation, cannot benefit personally from the award of this grant. This means that they cannot be paid for the provision of goods or services from the grant.

It is also unlikely that you will receive funding if you have previously received a grant from us that was not managed satisfactorily or was not completed. This includes if you did not send us the monitoring and evaluation forms within the agreed timescales or if you did not seek approval for changes to your project. As well as the above, your project or organisation must also meet the specific eligibility for any of the small grants applied for.

If you are not sure whether your organisation and project meets the eligibility criteria, or you need more guidance on the application form, please contact one of our grants officers. You can find contact details at the end of these guidance notes.

You can also get a glossary of key terms at [www.belfastcity.gov.uk/funding](http://www.belfastcity.gov.uk/funding).

### 3. Application and assessment

#### Application process

The dates for the current round of funding are shown below.

Applications open	Closing date	Notice to applicants with our decision	Proposed activity begins	Proposed Activity ends
24 October 2016	12 noon Friday 13 January 2017	March 2017	From 1 July 2017	By 31 August 2017

Projects **must** occur between 1 July 2017 and 31 August 2017, any activity outside these timescales will not be eligible for funding, see further information on page 5.

We will not accept applications we receive after the closing date and time.

You must use the correct form, which can be completed at [www.belfastcity.gov.uk/funding](http://www.belfastcity.gov.uk/funding). If you would like an application emailed or posted to you, please contact the Central Grants Unit at 9027 0513 or email [cgugrants@belfastcity.gov.uk](mailto:cgugrants@belfastcity.gov.uk). We are committed to making sure that our services are available to all sections of the community. We will consider providing this form and the application form in other formats if you ask, if this is practical.

#### Assessment process

1. We will log all applications when we receive them.
2. We will check your application to make sure it meets the eligibility criteria (both the basic grant criteria and specific criteria of the grant). If we find that there is information missing at this point, we will contact you and give you five days to send it to us. If you fail to send the missing information to us in this period, or if the application fails to meet other eligibility criteria, your application will fail at this stage and not go forward for further assessment.
3. We will forward eligible applications to the relevant unit for scoring against the specific criteria of the grant applied for.
4. Based on the confirmed scores, we may make an offer of funding.

### 4. Filling in your application form

All organisations must complete sections Organisation, Legal, Staff and Financial and the relevant form for the grant or grants they are applying for. If an organisation is applying for multiple grants, these sections should only be completed once, along with the 'Submit application' section and an Equality section for each grant you are applying for.

If you any problems filling in your application please call the Central Grants Unit on 9027 0513.

## **Organisation, Legal, Staff and Financial**

This section gathers information about how your organisation is set up and managed. It asks for financial information and about procedures your organisation uses to manage money on a day-to-day basis. We will not consider an application made by one organisation on behalf of another.

## **Summer Intervention Grant**

### **Funding Limits**

Maximum award: £5,000

### **Purpose of the fund**

Belfast City Council is managing and administering this Summer Intervention grant on behalf of the Executive Office.

This funding is to enable community organisations to provide appropriate youth and community activities to address the needs of young people living at or near interface areas in Belfast over July and August 2017. The programme will support direct interaction and intervention activities with young people and encourage their involvement in programme development and delivery. It seeks to promote and build on working partnerships within and across communities.

The aims and objectives of the fund are as follows:

- To provide communities with resources to engage with young people on issues in and around interface areas at key times of heightened tension over the summer period.
- To support activities that will be timed to match with identified events and locations where tensions are likely to be high
- To provide funding for projects that will work with young people over the period of tension
- To support and fund programmes that will divert young people at risk of becoming involved in conflict during times of heightened tension which in turn will make a significant contribution to reducing tensions in an area
- To support intervention programmes that are, where practicable, cross community
- To provide funding for progression in programmes from previous years. This seeks to enable previous participants on summer intervention programmes to engage in more educational and developmental activities that are more than just about diversion.

### **Summer Intervention Grant Themes**

Projects which are funded by the Summer Intervention Grant must clearly link to at least one of the following themes. These are:

1. Children and young people: To continue to improve attitudes amongst young people and to build a community where they can play a full and active role in building good relations.
2. Our shared community: To work towards the creation of a community where all areas are open and accessible.
3. Safe community: To create a community where people can live, learn, work and socialise in safety.
4. Cultural expression: To create a community which promotes the positive expression of cultural heritage and identity.

Projects funded under this grant must have impact on reducing tensions in key areas during times of heightened tension. The types of projects that generally score well under this funding stream are those that seek to work with young people to divert them away from any potential of getting caught up in conflict during times of heightened tension. All successful applications will be those

that are happening on those key dates over the summer months: 1<sup>st</sup> July, 10<sup>th</sup>/11<sup>th</sup>/12<sup>th</sup>/13<sup>th</sup> July, 7<sup>th</sup>/8<sup>th</sup>/9<sup>th</sup> August. It is not the purpose of this fund to fund summer scheme type activities.

Applications should contain a significant level of engagement between groups of participants. Activities generally include sporting, leisure and other activities, educational activities, cultural activities, arts based activities, trips/excursions and other relevant activities that can be used to divert young people during key times of heightened tension.

If you have an idea for a project, please speak with the Good Relations Unit in advance of submitting an application. You can contact us on 028 90 320 202 Ext 6031

### Eligible Project Costs

1. The scheme is aimed primarily at specific intervention and diversionary projects involving children and young people from communities in and around interface areas who are affected by heightened tension over the summer period.
2. This fund will not be open to any EA (Education Authority) registered club / group. The Education Authority will have a specific fund for summer intervention activities which will be available to these groups.
3. Facilitation costs when shown to be central to the delivery of the project.
4. We will not give funding for the following costs:
  - Ongoing revenue costs
  - Language Classes
  - Buying or leasing of music instruments, uniforms or sporting equipment
  - St. Patrick's Themed Events
  - Research costs
  - Groups applying to do repeat work with the same participants unless there is a clear rationale demonstrated for doing so
  - Projects such as re-imaging and mural art work
  - The commissioning of plays, music or artistic works as well as sporting events and festivals and carnivals. However, the fund will continue to support good relations workshops and outreach activities associated with the delivery of such projects.

### Capped Rates

- Activities such as 'fun days' will be capped at £500
- For events lasting less than three hours, there is a basic cost for refreshments which is capped at £2.50 for every person present.
- Refreshment fees are available for events that continue for more than five hours at a capped rate of £6 for every person present.
- For a residential, **which is referenced as essential to the project**, fees are capped at £80 for every person for every 24 hour period. This includes dinner, bed, breakfast and refreshments. Activities must be listed and costed separately.
- If you are using a facilitator, mediator, consultant or project evaluator you must provide names and organisations and a detailed breakdown of the rates.

## Criteria for making our decision

If your organisation has met all of the eligibility criteria, we will use the following criteria to score your application:

Criteria	Weighting (%)
1. Respecting and valuing diversity and difference: Enabling participants to engage in programmes that challenge stereotypes, respect and value differences all within the context of good relations.	15
2. Challenging and Progressive: Demonstrating a significant level of challenge and new learning, while maintaining the safety and well being of all involved. We will also support projects which challenge people within communities to widen their perspectives.	20
3. Inclusion, safety and purpose: Having clear and agreed purposes and where applicable, a commitment to deliver between partners. There should be agreed measures to ensure safety, engagement and quality in the programme.	15
4. Youth Engagement around key dates: Involving young people who have experienced social exclusion, segregation or conflict and who are at risk of becoming involved in conflict during key times of heightened tension	20
5. Reflective practice and innovation: Showing evidence of continuous engagement, improvement and good practice.	15
6. Organisation, management and value for money The group must demonstrate their ability to manage the project and must demonstrate that this project represents value for money.	15

## Participants and Partners

The Summer Intervention fund exists to support programmes and projects that involve young people in activities to divert them away from becoming involved in conflict during key times of heightened tension. You should apply for a project that you have already has plans to deliver. You must list the proposed participants or named groups from which you will draw participants.

Outcomes and impact can only be assessed if the right participants are involved in the project, for example, if you simply say you are working with 20 young people from different ethnic/religious backgrounds, that is not sufficient detail for us to assess the application. You must provide detail of exactly who the participants are or the partners you are linking in with to engage participants.

You will be asked in your evaluation form how the programme that you had delivered achieved the impact it said it would do, on the basis that the participants involved were the right participants. Please think about the impact you want your project to have and therefore the participants that need to be included in order to achieve this impact. Please feel free to speak to a good relations officer about identifying partners across Belfast

If you are applying for a grant to work with other groups it is essential that you talk to your partner groups before you apply for funding, you must also submit evidence demonstrating their support and level of involvement.

**If you do not provide this information, it is unlikely that you will achieve a score high enough to be awarded funding**

## Completing your budget for small grants

You must show that all costs are **reasonable** and **necessary** to complete the project, and you should give us enough detail to assess this. For example, you should give us the unit costs and quantities needed, 10 artists x £50 = total cost £500.

We will not consider your application as eligible if you do not provide a detailed project budget.

### • Ineligible costs for all grants

- Overheads allocated or apportioned at rates in excess of those used for any similar work you carry out.
- Building/capital costs
- Costs which are not clearly linked to the project.
- Costs that are associated with filling in the small grants application form.
- Costs that are poor value for money, or that are bought from outside of Belfast City Council procurement guidelines.
- Costs that are already covered by other funding or income sources.
- Costs related to private or unfunded pensions.
- Amounts for gifts and donations including vouchers
- Reclaimable VAT.
- Money for buying flags and bunting.
- Alcohol
- Prizes and trophies (except for Policing and Community Safety Small Grants, Community Development grants and Support for Sport grants)
- Equipment costs unless they have an ongoing use throughout the project and are essential and necessary to complete the project.

### Restricted costs:

- Costs must be proportionate to the overall cost of your project and essential for delivering it. If we do not think that the amount you have asked for is good value for money, we may also offer you less than the amount you applied for. To make sure you provide value for money, we can cap any project costs we are funding. If you are successful, these costs will be shown in the letter of offer, for example, facilitators, residentials, catering, and so on.
- We will only fund costs for using your own facilities or internal charges within an organisation (notional costs), for example, internal room hire, pitches, theatre spaces and so on, if you normally use them for commercial activity (in other words, hired at a charge to outside organisations). And, if we do fund them, we will do it at a rate lower than you would charge to the general public. Policing and Community Safety Small Grants and Summer Intervention Grants would prefer that, where possible, local community facilities are used. Where eligible we will only give funding for catering, hospitality or refreshments if these are clearly detailed in your application form, your budget and are essential to the project. If you need to provide catering, hospitality or refreshments, you must explain why it is essential.
- You must clearly list any costs for facilitators, mediators, consultants or project evaluators clearly in the budget. You must also describe the work they intend to carry out and how it is reasonable and necessary to your project.
- Any item or service bought for £3,000 or over must have at least three written quotes for it.
- Any item or service bought for £8,000 or over must have at least four written quotes for it. Please contact the Central Grants Unit if you intend to purchase any items or services over £8,000 with Belfast City Council money.
- Staff time claimed for the project:
  - Any staff time charged to the project will only be paid at the normal hourly rate of the post and only where the post is not funded from another source.

- If you have an appropriate paid member of staff in post (funded from another source) who could deliver all or part of the project we will not provide funding for that part of the project. If you cannot use your member of staff, we will pay external/sessional rates, but you must explain why your own member of staff cannot work on the project, and provide appropriate information. For example, this might be that another project already has a claim on the member of staff, with evidence of the dates and times of the two projects clash or confirmation that your member of staff doesn't have the skills needed and so on.
- If your organisation owns its own minibus, we will not pay commercial hire rates for its use in the project. We will pay a maximum mileage rate based on local government rate which includes insurance, maintenance and fuel use. If you cannot use your own minibus, we will pay hire rates, but you must explain why you cannot use your bus and provide appropriate information, for example, that another project already has a claim on the bus, with evidence that the dates and times when the two projects clash.

## Submitting your application

You must tick the boxes to confirm that your organisation:

- meets the basic eligibility criteria;
- meets the specific eligibility criteria for the grant or grants you are applying for;
- has enclosed the documents we have asked for;
- has or will arrange enough appropriate insurance for the activities. Where you are holding an event on Belfast City Council property - a risk assessment, proof of public liability insurance up to £5 million and an event management plan **must** be given by your organisation to the Open Spaces and Active Living Officer (for a Parks event Grant) or the relevant Belfast City Council property manager (for all other grants) at least 4 weeks before your event. Failure to do so will result in the withdrawal of the grant offer. Templates of a risk assessment and an event management plan are available at [www.belfastcity.gov.uk/usingparks](http://www.belfastcity.gov.uk/usingparks); and
- has or will get any licences or permission you need from any authority to carry out your activities.
- Access NI checks completed on all staff, coaches and volunteers where appropriate.

## Policy requirements

To be eligible for funding, you must have the following policies in place.

- Child protection: If your project involves, or may involve, children or young people under the age of 18, your organisation must have a child-protection policy in place before we will release funding. This includes events targeted at adults. For example, those attending may choose to bring along their children or young people, or the event may attract young people although it is targeted at adults. For advice on developing a policy, we recommend you contact Volunteer Now at: [www.volunteernow.co.uk](http://www.volunteernow.co.uk).
- Equal opportunities – Only if you employ staff.
- Specific grants may have further policy requirements. Please read the full notes for the grants you plan to apply for.
- While we do not yet need you to have adopted a vulnerable adults policy, we would recommend you begin to consider adopting one as this may be a future requirement. For advice on this, we recommend you contact Volunteer Now at: [www.volunteernow.co.uk](http://www.volunteernow.co.uk).

We do not require you to submit copies of your policies with your application. However we may ask to see these if your application for funding is successful.

If you are awarded a grant, Belfast City Council does not provide insurance for any activity you undertake. We strongly advise you to consult an insurance broker or advisor about the possible insurance requirements for your proposed activities.



If you are applying online you must type 'I agree' before you submit the application. If you are emailing or submitting the application by hand or post, the declaration must be signed by your organisation's chair, treasurer, secretary or most senior member of staff or trustee. If you are returning this form by email, it must have a full and true electronic signature. This means a scanned copy of the handwritten signature in the box on the declaration page. We will not accept a typed name instead of a signature.

If you are emailing your application and other documentation, the maximum size we can accept is 10MB. If you need to send your application and documents in multiple emails please clearly label each email and request delivery receipts.

## **Equal opportunities monitoring**

We must promote equal opportunities. We must also promote good relations between people of different religious belief, political opinion or racial group. We will treat as anonymous all of the information you provide in this questionnaire. We do not consider it in the assessment of your application. Please complete a 'Your beneficiaries' section for each grant you are applying for.

## **5. What happens next?**

### **Letter of offer**

If your organisation is successful, we will send you a letter of offer outlining:

- the general conditions of the grant;
- any special conditions;
- the stages we will pay the grant in; and
- your project and its targets.

If the grant we offer your organisation does not correspond with the amount you have asked for, you will need to resubmit a project budget reflecting the amount we have awarded.

Before we can release any grant payments, you must:

- sign the letter of offer to say you accept it. At the latest, this must happen within six weeks of the date of the letter of offer or we will withdraw the offer of the grant.
- come to a mandatory training session as part of the terms and conditions of funding. The session will give you guidance on the funding and monitoring requirements. For this round of funding training sessions will be held in April 2017.

We will not fund any project costs you pay or agree to pay before you have signed and returned the letter of offer.

You must get our approval before you make any changes to the project or the budget.

If you receive a grant offer and no longer want to take it up, please tell us in writing as soon as possible.

The Council's decision on whether to award funding is final, however if your application is unsuccessful you can contact an officer from the relevant council unit for feedback and advice on future funding applications.

### **Paying the funds**

We will pay 80% of your grant when we receive your signed letter of offer and you have attended the training session. We will pay the other 20% once we have received a satisfactorily completed monitoring booklet within six weeks of completing your project.

## Monitoring and reporting

As you are receiving public funding, you must answer for what you do with this money. Because of this, we will expect you to complete a monitoring booklet based on information provided in the small grants application. We will also choose a number of organisations to audit to check how the grant was spent and that the terms and conditions of the funding were met.

If your project does not meet its targets and outcomes, we can review and reduce the amount of funding awarded.

## Marketing and promotion

You must acknowledge our support by including our logo on all printed materials associated with your programme of work.

Occasionally you may be asked to make appearances and assist us with launches and photo shoots.

If you receive funding from us, it does not mean we endorse your project. When you display the council logo on published material, you must include the following sentence: "This publication is grant-aided by Belfast City Council. The views expressed are not necessarily shared or endorsed by the council. The council does not accept any responsibility for these views."

We will give you more information about logos if your application is successful. For information on Belfast City Council branding and logos please refer to [www.belfastcity.gov.uk/brand](http://www.belfastcity.gov.uk/brand).

## 6. Useful contacts

Advice on	Contact	Contact Details
General advice about the application process or on filling in the first sections or budgets in the application.	Central Grants Unit	Tel: 9027 0513 Email: <a href="mailto:cgugrants@belfastcity.gov.uk">cgugrants@belfastcity.gov.uk</a> Website: <a href="http://www.belfastcity.gov.uk/funding">www.belfastcity.gov.uk/funding</a>
Community Festivals Fund and Arts and Heritage Project Grant	Tourism, Culture, Arts and Heritage Unit	Tel: 9050 0512 Email: <a href="mailto:culture@belfastcity.gov.uk">culture@belfastcity.gov.uk</a> Website: <a href="http://www.belfastcity.gov.uk/culture">www.belfastcity.gov.uk/culture</a>
Policing and Community Safety Small Grant	Community Safety Unit	Tel: 9027 0469 Email: <a href="mailto:pcsp@belfastcity.gov.uk">pcsp@belfastcity.gov.uk</a> Website:
Good Relations Grant and Summer Intervention Fund	Good Relations Unit	Tel: 9027 0663 Email: <a href="mailto:goodrelations@belfastcity.gov.uk">goodrelations@belfastcity.gov.uk</a> Website: <a href="http://www.belfastcity.gov.uk/community/goodrelations">www.belfastcity.gov.uk/community/goodrelations</a>
Parks Event Grant	Open Spaces and Active Living Unit	Tel: 90918 768 Email: <a href="mailto:parksevents@belfastcity.gov.uk">parksevents@belfastcity.gov.uk</a> Website: <a href="http://www.belfastcity.gov.uk/parks">www.belfastcity.gov.uk/parks</a>
Support for Sport: Sports Event Grant	City Events Unit	Tel: 90 270 345 Email: <a href="mailto:events@belfastcity.gov.uk">events@belfastcity.gov.uk</a> Website: <a href="http://www.belfastcity.gov.uk/events">www.belfastcity.gov.uk/events</a>
Support for Sport: Large Development Grant, Small Development Grant, Hospitality Grant and Sports Individual Grant	Sports Development Unit	Tel: 9027 0515 Email: <a href="mailto:supportforsport@belfastcity.gov.uk">supportforsport@belfastcity.gov.uk</a> Website: <a href="http://www.belfastcity.gov.uk/supportforsport">www.belfastcity.gov.uk/supportforsport</a>
Community Development -	Community	Tel: 9027 0513

Project Grant	Services	Email: <a href="mailto:oliverj@belfastcity.gov.uk">oliverj@belfastcity.gov.uk</a> or <a href="mailto:caldwells@belfastcity.gov.uk">caldwells@belfastcity.gov.uk</a> Website: <a href="http://www.belfastcity.gov.uk/community">www.belfastcity.gov.uk/community</a>
Community Development – Community Summer Scheme Grant	Community Services	Tel: 9027 0513 Email: <a href="mailto:oliverj@belfastcity.gov.uk">oliverj@belfastcity.gov.uk</a> or <a href="mailto:caldwells@belfastcity.gov.uk">caldwells@belfastcity.gov.uk</a> Website: <a href="http://www.belfastcity.gov.uk/community">www.belfastcity.gov.uk/community</a>

## 7. Other Contacts

Entertainments Licences	Building Control	Tel: 90 270 650 Email: <a href="mailto:buildingcontrol@belfastcity.gov.uk">buildingcontrol@belfastcity.gov.uk</a> Website: <a href="http://www.belfastcity.gov.uk/buildingcontrol-environment/licences-permits/entertainmentlicence.aspx">www.belfastcity.gov.uk/buildingcontrol-environment/licences-permits/entertainmentlicence.aspx</a>
Refuse Collection	Cleansing	Tel: 9027 0230 Email: <a href="mailto:refusecollection@belfastcity.gov.uk">refusecollection@belfastcity.gov.uk</a> Website: <a href="http://www.belfastcity.gov.uk/bins-recycling/bins/bins.aspx">www.belfastcity.gov.uk/bins-recycling/bins/bins.aspx</a>
Safeguarding Children	<p>Keeping Children Safe training is free to <b>community groups</b> so please take advantage of this opportunity to ensure staff and volunteers are trained before the summer scheme begins.</p> <p><b>Belfast Trust:</b> Officer: Sheina Rigg Tel: 028 90504 6717 Email: <a href="mailto:sheina.rigg@belfasttrust.hscni.net">sheina.rigg@belfasttrust.hscni.net</a></p> <p>Officer: John Barnes Tel: 028 9504 6684 Email: <a href="mailto:john.barnes@belfasttrust.hscni.net">john.barnes@belfasttrust.hscni.net</a></p> <p><b>South Eastern Trust (Lisburn)</b> Officer: Ian MacPherson Tel: 028 9268 3609 ext 240 Email <a href="mailto:ian.macpherson@setrust.hscni.net">ian.macpherson@setrust.hscni.net</a></p> <p><b>Standards for safeguarding policies for children</b> – down load from Volunteer Now’s website: <a href="http://www.volunteernow.co.uk/fs/doc/publications/getting-it-right-2011.doc">http://www.volunteernow.co.uk/fs/doc/publications/getting-it-right-2011.doc</a></p>	