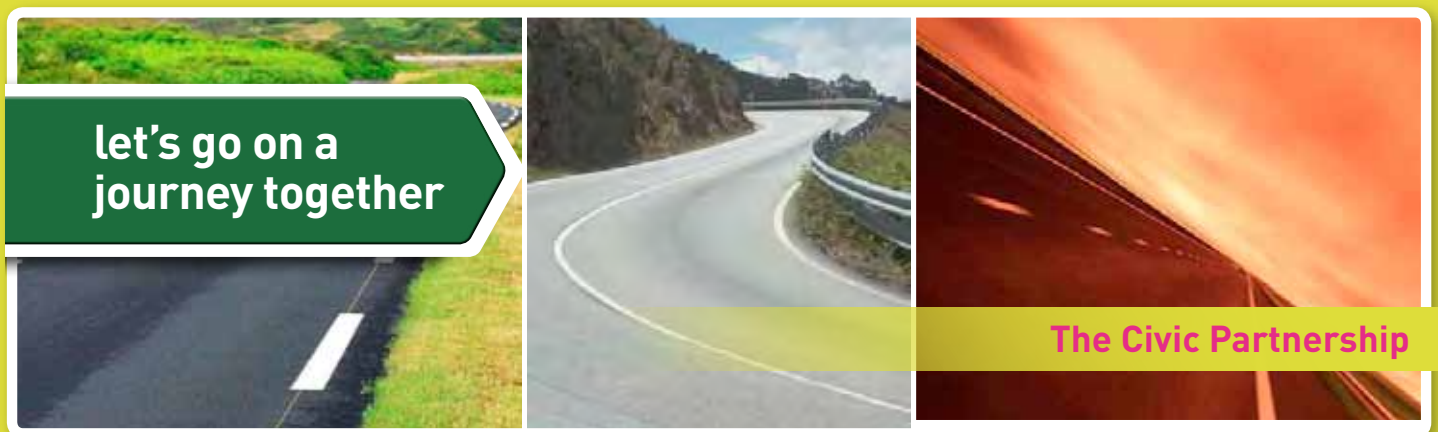


Making it Personal

An exciting programme of free training and development for the Voluntary and Community Sector in Kirklees

13 January to 24 February 2010

Helping your organisation to build for a strong and vibrant future



Kirklees
PARTNERSHIP

Featuring -
The Association of Chief Executives of Voluntary Organisations,
Directory of Social Change, In Control, new economics foundation - and many more.

Making it Personal

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Introduction and overview

Welcome to a unique training programme sponsored by The Civic Partnership*. The **Making it Personal** programme aims to help voluntary and community sector organisations (VCO's) in Kirklees build their understanding, skills and confidence in a range of key areas. The sessions on offer – all free of charge – will help VCO's as they work towards becoming more resilient and sustainable in a fast changing operating environment. The programme has a practical focus and aims to give participants the confidence and motivation to turn theory and practice into real action for their organisation.

The reason behind the programme is that public services – whether funded by grants or through commissioning – are in a state of transition. As services become more person centred, with individuals directing their own support or holding their own budgets – the marketplace in which VCO's operate is likely to change dramatically. Individuals will be exercising more choice and control on how their needs are met (starting with health and social care – but eventually moving into all other areas of people's lives).

VCO's will need to change the way they think about what type of service they offer, what difference it makes to people's lives, how they market their organisation and that the internal business systems and processes within are future proof and fit for purpose in a changing environment.

It's not just about adapting to a more personalised approach to services – it's about VCO's gearing up to be more sustainable in the light of the more general changes ahead. These include the shift to evidencing the impact and outcomes of services, an increasing pressure on public funding, the emergence of a more competitive operating market and new models of working such as collaboration, social enterprise and new income streams such as loans.

The Making it Personal training programme offers an introduction to the type of areas that VCO's need to think about to ensure that systems, processes, staff and services are looking to the future and confident about their capacity to respond in a changing environment.

Hopefully the programme offers something for everyone – no matter how large or small your organisation or how new or experienced you are in delivering services. The programme offers a menu of options for you to select from. Ideally you will chose one or more sessions that are the priority issues for your organisation or that will help you continue to improve services for the individuals, families and communities you work with.

Finally, there are also some half day mentoring support sessions available, offering professional advice on a 1:1 basis. Sessions are offered by fit4funding or West Yorkshire Community Accounting Services (WYCAS). Unfortunately these sessions cannot be booked until the places on the fit4funding and WYCAS sessions are filled. Priority will go to VCO's who have attended the training as follow up support.

The programme has been developed in consultation with Voluntary Action Kirklees, Kirklees Council and NHS Kirklees.

***The Civic Partnership:** Kirklees has been successful in securing funding from H.M. Treasury through its Invest to Save Programme to encourage new and joined up working between the public sector and the Voluntary and Community Sector. The Civic Partnership has set out to overcome barriers – such as complex processes and rules and different standards and systems which operate in different parts of the public sector – to make things better for people who access services and voluntary and community organisations. The programme comes to an end in March 2010.

Booking information

Course booking forms are available from Voluntary Action Kirklees (VAK).

They can be downloaded from the website at:

www.voluntaryactionkirklees.co.uk

or posted to you by calling 01484 518457.

You can also find the forms on the Civic Partnership website at:

www.kirkleespartnership.org/civicpartnership

Please use a separate booking form for each session you wish to attend.

Completed booking forms should be emailed to Michelle Richardson at

michelle.richardson@voluntaryactionkirklees.co.uk,

or posted to The Civic Partnership Training Programme, c/o Voluntary Action Kirklees, 15 Lord Street, Huddersfield, HD1 2QB or faxed to 01484 518457.

Places are free of charge to organisations which operate on a not for profit basis in Kirklees. Please note places are limited to two per organisation. Please identify on the booking form if you require further places – This will only be possible if places are still available nearer the time.

Once we receive your booking form we will send you a letter or email confirmation and a map of the venue location. No other information will be sent before the training day.

If you are unable to attend please give as much notice as possible so that your place can be given to another organisation. Groups whose representatives do not attend, and have not given notice, will be charged an administration fee of £25.

Refreshments

Lunch is provided for full day courses. Light refreshments are provided for half day sessions. Please identify any special dietary requirements on the booking form.

Further information

If you would like any further information on the 'Making it Personal' Training Programme please contact:

Trudi Wright
Civic Partnership Project Manager
Telephone: 01484 518457 / 07980 911 654
Email: trudi.wright@kirklees.gov.uk

or

Michelle Richardson
Administrator at Voluntary Action Kirklees
Telephone: 01484 518457
Email: michelle.richardson@voluntaryactionkirklees.co.uk

Calendar of training courses – at a glance

Date	Course	Trainer
13 January	Improving your use of evidence and data, impact awareness and research tools	fit4funding
15 January	Business and strategic planning in a changing environment	DSC
19 January	Planning for the future – making it personal - the transition to individual budgets	ACEVO with In Control and Demos
21 January repeated 22 January	Prove your added value - capture the journey for people who access support	new economics foundation and Triangle Consulting
27 January	Budgeting and cash flow forecasting in a fast changing environment	WYCAS
28 January	Developing an enterprising Kirklees - trading models for social enterprise	SESC
2 February	Introduction to evidencing outcomes and your impact	fit4funding
3 February	Financial controls and risk management in a fast changing environment	WYCAS
8 February	Organisational change and building for the future	DSC
10 February	Working the SMART way... how to identify and use SMART measures	fit4funding
11 February	Building your unit costs in a fast changing environment	WYCAS
23 February	Costing for personalisation – the implications for your organisation	ACEVO
24 February	Developing an enterprising Kirklees - good governance for social enterprises	SESC

The training courses

The training courses on offer have been built around 7 key themes:

1. evidencing outcomes and your impact
2. commissioning for results – not just outcomes
3. service transformation – personalisation and implications for VCO's
4. developing strong financial management
5. building your organisation's business and capacity in a changing world
6. developing an enterprising Kirklees
7. mentoring and 1:1 support.

The themes range from helping improve your understanding of new and emerging issues such as personalisation to developing your skills in winning new business and building your confidence in managing your organisation on behalf of your members or people who access your support or services.

The programme offers an introduction to the type of areas that VCO's need to think about to ensure that systems, processes, staff and services are looking ahead to the future and confident about their capacity to respond.

Theme 1: Evidencing outcomes and your impact

The following three workshops are brought to you in association with fit4funding.

fit4funding is nationally recognised as a quality provider of training on all aspects of fundraising and commissioning involving third sector organisations. It is the link between national and local in funding advice and works across the UK, although its main focus is in West Yorkshire. Originally established in 1981 as The Charities Information Bureau, it provided coordinated funding advice, training and information across West Yorkshire. As the range of services and activities expanded, the name fit4funding, was adopted in 2006. It is a registered charity and Company Limited by Guarantee with national objectives.

Establishing the evidence of need, impact awareness and research methodologies	
Wednesday 13 January 2010	
The Chestnut Centre, Deighton	10.00 am to 3:30 pm
Suitable for: Organisations that are looking to demonstrate the need for their activities.	
Overview: This full day training will help organisations intending to prepare tender submissions to demonstrate that they have researched needs, have considered how the activity to be undertaken will meet that need and can describe how the impact of their activity can be demonstrated.	
Objectives: Participants will learn how to: <ul style="list-style-type: none">• access local and national statistics and reports and use them to maximum effect• research client needs using a range of research methodologies• consider the impact of the activity.	
Trainer: Paul Barrett Paul came to fit4funding as a European Funding Adviser, bringing a wealth of practical experience of working in the voluntary sector and as a funder. As well as being a qualified trainer, he is an active trustee of his local development trust and is currently developing expertise for fit4funding in effective project planning and asset transfer.	

Introduction to evidencing outcomes and demonstrating the impact of your activities	
Tuesday 2 February 2010	
Room G4, Brian Jackson House, Huddersfield	10.00 am to 3:30 pm
<p>Suitable for: Organisations that have little experience of outcomes based work and that wish to develop their expertise in this area.</p>	
<p>Overview: This full day training will help organisations new to tendering to identify suitable outcomes for their activities, consider whether the outcomes identified meet tender requirements and develop methodologies for evidencing outcomes and impacts.</p>	
<p>Objectives: Participants will learn how to:</p> <ul style="list-style-type: none"> • identify appropriate outcomes related to objectives • use a range of methodologies to evidence outcomes and impact of activities • use evidence collected to maximum effect. 	
<p>Trainer: Kaye Wilson</p> <p>Kaye is a senior trainer at fit4funding and has a wealth of training experience and knowledge of funding issues in the voluntary sector. She is currently working with Charity Bank on increasing awareness of alternative methods of income generation and has extensive experience on course development, assessment and verification.</p>	

Working the SMART way ... how to identify and use SMART outcomes to track wider impact	
Wednesday 10 February 2010	
Meeting Room 3 Huddersfield Town Hall	10.00 am to 3:30 pm
<p>Suitable for: Organisations that have some experience of outcomes based work and that wish to develop their expertise in this area.</p>	
<p>Overview: A full day's training to support organisations that have some experience in working on outcome based delivery. It will help develop a structured approach to identifying SMART outcomes and link to ways in which they can be monitored and impact measured.</p>	
<p>Objectives: Attending this session will help participants to:</p> <ul style="list-style-type: none"> • recognise why outcomes are important • distinguish between inputs, outputs and outcomes • understand the relationship between the above • identify indicators for measuring wider impact of outcomes • construct SMART outcomes for their organisation. 	
<p>Trainer: Judy Yacoub</p> <p>Judy was appointed as specialist in commissioning and procurement for fit4funding. With a Masters in Urban Regeneration, experience of working in a local authority and as Chief Executive of a community organisation, Judy brings a wealth of practical and theoretical experience to the project.</p>	

Theme 2: Commissioning for results – not just outcomes

The following two workshops are brought to you in association with the new economics foundation (nef) and Triangle Consulting (developers of the outcomes star tool).

nef is an independent 'think and do tank' that inspires and demonstrates real economic, social and environmental well being. They are collaborating with the Civic Partnership on an ambitious case study to develop a tool for measuring and accounting for a much broader concept of value – sometimes called 'added value'. It incorporates social, environmental and economic costs and benefits and will inform future decision making in Kirklees, providing a fuller picture of how value is created or destroyed.

Triangle Consulting helps organisations demonstrate and learn from their achievements. Triangle Consulting are outcomes experts. They pride themselves on being able to 'measure the immeasurable' and enable value driven organisations to count what really counts. Beyond outcomes they offer a rare mix of analytical skills and human understanding. Their approach is that when people bring both the head and the heart to bear on what seem like intractable problems, creative new solutions emerge.

Commissioning for results and introduction to the outcomes star	
Thursday 21 January repeated Friday 22 January 2010	
Brian Jackson House	10.00 am to 4.00 pm
<p>Suitable for: Commissioning Managers in the public sector and third sector service providers experienced at evidencing outcomes but interested in stretching their learning on outcomes to look at new and innovative approaches to evidencing the impact of services.</p>	
<p>Overview: The session will offer an introduction to commissioning for results (not just standard reporting on outcomes). This draws on the importance of capturing the experience of people who access support.</p> <p>One tool for drawing out the 'testimony' of people who access support is the use of the outcomes star. So the session will cover an introduction to the star from Triangle (what it is, how it can be used, the context for the star, its values, potential and limitations).</p> <p>The session will also cover the importance of co-production in commissioned services. This approach pools different kinds of knowledge and skills as people who access support and commissioners working together to design and deliver improved services:</p> <ul style="list-style-type: none"> • recognising that people have assets, not just problems • redefining work so that unpaid activities are valued and supported • building reciprocity and mutual exchange • strengthening and extending social networks. 	

Theme 3: Service transformation – personalisation and the implications for Voluntary and Community Organisations (VCO's)

The following two sessions are brought to you in association with the Association of Chief Executives of Voluntary Organisations (ACEVO), In Control, Demos and Partners in Support.

The two workshops are part of ACEVO's national training programme – customised for us in Kirklees to help build a shared understanding and consensus about the emerging agenda around personalisation and service transformation.

ACEVO is the professional body for the third sector's chief executives, with over 2000 members. It aims to connect, develop and represent the sector's leaders, with a view to increasing the sector's impact and efficiency.

In Control is a social enterprise, set up in 2003 to transform the current social care system into a system of Self Directed Support. It was established at first as a project of Mencap with the support of the Department of Health's Valuing People Support Team. In Control sketched out a seven step model of Self Directed Support which was tested and improved by individuals, families and local authorities. In 2008, more than three quarters of local authorities in England were involved.

Demos focuses on ideas that give people more power to shape their own lives. The Independence programme at Demos is a three year programme of research focussing on how our public services and other organisations can create the conditions for people to live independent and free lives. Currently underway is work on efficiency, personal budgets, commissioning and social care. Jamie Bartlett is head of the independence programme at Demos.

Partners in Support have been developed in partnership with Hertfordshire County Council and Hertfordshire's NHS Partnership Trust, with support from Paradigm, the leading national learning disability consultancy organisation, and the Government's Valuing People Support Team. The organisation provides high quality and intensive support to individuals with learning disabilities or Autism living, or wanting to live, in Hertfordshire. Partners in Support have a particular interest in working with people who are currently in specialist health settings or people living in "out of county" placements, many of whom have experienced support by traditional services that has failed to work for them. They have 'hands on' knowledge of personalisation by delivering services to people directing their own budgets. They will share their experiences with us and suggest ways VCO's in Kirklees can get 'match fit' for the new environment.

<p>Planning for the future – making it personal and making the transition to adjust to individual budgets.</p>	
<p>Tuesday 19 January 2010</p>	
<p>Room G3, Brian Jackson House, Huddersfield</p>	<p>10.00 am to 4.00 pm</p>
<p>Suitable for: Chief officers or representatives from the senior management team. We will aim to create a learning environment where all perspectives can be shared and all contributions maximised. You will work alongside other voluntary and community organisations and build a network of like minded practitioners to bounce ideas off and share examples of good practice with regard to person centred services.</p>	
<p>Overview: The Government is committed to rolling out personal budgets across all of social care and some health care by 2011. The implications for the 30,000 organisations that currently provide social care will be unprecedented. This highly practical one day workshop for third sector providers and infrastructure supports providers will be delivered by ACEVO in partnership with Demos, In Control and Partners in Support.</p>	
<p>Topics Covered: The current state of play in the social and long term health care reform, market projections and predictions of how this reform is likely to affect the sector:</p> <ul style="list-style-type: none"> • the strengths and weaknesses of the sector to prepare for the change • presentation of third sector leaders and case studies of the organisations that are making the transition • guidance for the providers on how to set prices; engage their users; change their back office • how to move forward with the local authority and other providers. 	
<p>Learning Outcomes: Delegates will develop a clear understanding of the individual budgets scheme, how it will impact third sector organisations and how their organisations can best prepare for the change. Delegates will also learn how to engage with users and local authorities under the new individual budgets scheme and how to put self directed support at the heart of an organisation.</p>	

Costing for individual budgets - the implications of public service transformation and personalisation for your organisation'	
Tuesday 23 February 2010	
Room G3, Brian Jackson House, Huddersfield	10.00 am to 4.00 pm
<p>Suitable for: All who work delivering commissioned public services, particularly those working in health and social care sector (but not exclusively). No prior knowledge of third sector budgets or full cost recovery required.</p>	
<p>Overview: This one day session explores the challenges of personal and individual budgets in the context of full cost analysis. By ensuring your overheads and direct costs are appropriately allocated to each service, your organisation will be more sustainable, and prepared for the changes individual budgets will bring to the sector.</p>	
<p>Topics Covered:</p> <ul style="list-style-type: none"> • how to fully cost your services for individual budgets • analysis of alternative models used to deliver personal care budgets • case studies and group based activities. 	
<p>Learning Outcomes: This one day course will provide you with an understanding of the implications of costing for individual budgets and the ability to accurately cost and price your services based on full cost analysis.</p>	

Theme 4: Developing strong financial management

The following three sessions are brought to you in association with West Yorkshire Community Accounting Service (WYCAS).

WYCAS is a small charitable company operating mainly though not exclusively in West Yorkshire. Its overall aim is to develop the ability of voluntary and community sector organisations with charitable aims to manage their money more efficiently and effectively, enabling those organisations to better attain the objectives that they were set up to achieve.

Budgeting and cash flow forecasting in a fast changing environment	
Wednesday 27 January 2010	
Room G4, Brian Jackson House, Huddersfield	10.00 am to 4.00 pm
Suitable for: Anyone who needs to prepare or understand the mechanics of preparing a budget and cash flow for their organisation.	
Overview: The aim of this session is to enable you to understand: <ul style="list-style-type: none">• what the purpose of a budget is• why organisations need a budget• who should be involved in the budget process• when the budgeting process should begin.	
Outcomes: At the end of the session you will be able to: <ul style="list-style-type: none">• plan and prepare an income and expenditure budget• layout a budget• manage the budgeting process• prepare a cash flow statement and identify the risky times.	

Building your unit costs in a fast changing environment	
Thursday 11 February 2010	
Meeting Room 3, Huddersfield Town Hall	10.00 am to 4.00 pm
<p>Overview: The aim of this session is to enable you to understand:</p> <ul style="list-style-type: none"> • how to calculate the full cost of your organisations projects • how to allocate overhead costs and on what basis • how to assess whether your funding covers these costs • how to calculate unit costs. 	
<p>Outcomes: At the end of the session you will be able to:</p> <ul style="list-style-type: none"> • identify direct and overhead costs • assess what projects/ services your organisation is responsible for • allocate costs to various projects/ services • calculate the unit cost for a project. 	
<p>Who is it for: Anyone who can prepare a budget but needs to calculate the true cost of their projects to ensure all costs are covered when applying for funds.</p>	

Financial controls and risk management in a fast changing environment	
Wednesday 3 February 2010	
Room G4, Brian Jackson House, Huddersfield	10.00 am to 1.00 pm
Suitable for: Anyone who needs to draw up financial controls for their organisation.	
Outcomes: The aim of this session is to enable you to understand: <ul style="list-style-type: none"> • what financial rules and safeguards should be in place • why these safeguards are necessary. 	
Outcomes: At the end of the session you will be able to: <ul style="list-style-type: none"> • draw up rules and procedures to avoid mistakes, prevent fraud, and crucially, protect individuals and the organisation from suspicion of wrongdoing. 	

Theme 5: Building your organisation's business and capacity in a changing world

The following two sessions are brought to you in association with Directory of Social Change (DSC).

DSC is the leading source of information and training to voluntary and community sectors worldwide. It runs over 300 courses and training events for the charity and voluntary sector throughout the UK.

Trainer: Alan Lawrie

Alan has been an independent consultant for 14, years. He is an approved consultant with NCVO. Before moving into consultancy he worked as a manager, trainer and development worker in the voluntary and public sectors. He has had five books published including The Complete Guide to Business and Strategic Planning and Surviving Contracts.

The importance of business and strategic planning in a changing environment	
Friday 15 January 2010	
Room G3, Brian Jackson House, Huddersfield	10.00 am to 4.00 pm
Suitable for: Managers and trustees interested in how to plan and manage their organisation's future direction and develop useful, practical and realistic strategic plans.	
Overview: Increasingly organisations need business plans to guide their future development and also to make the case for future funding investment. This one course introduces a business planning framework, demystifies the jargon and gives participants a tool kit to help them analyse their own organisation and agree how to move forward.	
Course content includes: <ul style="list-style-type: none">• what do we mean by strategy• developing a process and framework• putting the plan together – tools and techniques• developing a strategy• costing the plan• developing a future income model• making it happen – keeping the plan alive.	

Organisational change and how to prepare for change and uncertainty	
Monday 8 February 2010	
Room G5, Brian Jackson House, Huddersfield	10.00 am to 4.00 pm
<p>Suitable for: Managers and trustees interested in how to plan and manage their organisation's future direction and sustainability in a fast changing environment with increasing uncertainties.</p>	
<p>Overview: Voluntary organisations operate in constantly changing times. This practical course looks at the kind of change voluntary organisations face and will introduce a range of tools and techniques that managers can use to identify, plan for and manage change. The course will also identify some of the key challenges and trends facing voluntary organisations and suggest how they can best be managed.</p>	
<p>Course content includes:</p> <ul style="list-style-type: none"> • identifying different types of change at work • planning ahead – strategic management • overcoming common blocks and barriers to change • supporting people through change • building strong and flexible organisations. 	

Theme 6: Developing an enterprising Kirklees

The following two sessions are brought to you in association with the Social Enterprise Support Centre (SESC).

SESC is a small, dynamic organisation delivering support services to the social enterprise sector through its networks, events, communications, workshops and consultancy.

SESC specialise in providing support in: business planning and strategic development, market development, tendering for contracts, marketing, sales and branding and SROI (SESC is the home of Selling Added Value).

Not all social enterprises are interested in contributing to public service delivery, either because their particular service isn't appropriate, or because they do not want to grow beyond an optimum size for their customers.

Trainer: Paula Dennison

Paula is the Managing Director of SESC. Paula and her team respect these organisational views and seek to support organisations' particular business and social aims.

Trading models for social enterprise	
Thursday 28 January 2010	
Room G4, Brian Jackson House, Huddersfield	1.30 pm to 4.00 pm
Suitable for: Board members and managers of community organisations looking to trade. A must for anybody developing a social enterprise idea.	
Overview: What should your organisation look like if you are changing the way your money is made? An opportunity to learn for the first time or reinforce previously introduced ideas around business planning and trading models for your social enterprise. This workshop will cover all aspects of new trading models in a supportive classroom type environment.	

The Good Governance Guide for social enterprises	
Wednesday 24 February 2010	
Room G4, Brian Jackson House, Huddersfield	1.30 pm to 4.00 pm
Suitable for: Board members and managers of community organisations looking to trade.	
Overview: The workshop takes an overview of governance requirements for social enterprises. It looks at skills auditing across your Board for a healthy mix of abilities. It explores optimum models for managing the business: sales, contracting, mixed income. Choosing the appropriate legal structures and governance models is a major part of establishing a social enterprise. This half day workshop provides a basic understanding of the legal forms available to social enterprises. It will help you think about the key issues you need to cover when setting the rules and regulations and the legal structure that will govern the way you operate the business.	

Theme 7: Mentoring and 1:1 support

As well as the published programme, the Civic Partnership is offering the opportunity to access mentoring and 1:1 support, tailored to fit your requirements and delivered where and when you need it most. Two options are available and will be provided by fit4funding and WYCAS.

Please note: Access to these sessions is only available once the publicised training sessions from fit4funding and WYCAS have been fully booked. Priority for booking will go to those VCO's attending the courses – as a follow up session. Any additional capacity/sessions will then be available on a first come, first served basis.

What support can I receive?

Option 1: fit4funding (20 half day sessions available):

- Have you researched the need for the service you offer?
- Are there aspects of your organisation that you feel will let you down when you come to completing tenders?
- Is the information you provide on the SCMS website ensuring you receive the correct notifications?
- Does your business plan let you down?
- Are your project management skills up to standard?
- Do you need support in developing monitoring and evaluation strategies?
- Are you thinking about working with a partner but not sure where to start?

A half day's mentoring support is available which involves a visit to your organisation and development of an action plan in the area you prioritise. Provided by fit4funding and funded by the Civic Partnership you will focus on one of the key issues facing your organisation.

Please book directly with fit4funding:

fit4funding
The Charities Information Bureau
93 Lawefield Lane
Wakefield
West Yorkshire
WF2 8SU

Telephone: 01924 239063
Email: info@fit4funding.org.uk

Option 2: WYCAS (20 half day sessions available)

WYCAS can provide support and training for key finance staff and treasurers of voluntary and community organisations in Kirklees on a 1 to 1 basis at your own premises, in the following areas of financial management.

Financial planning

Looking ahead and planning how your organisation will raise and spend its money is crucial to the viability of your organisation. WYCAS can give you support and training in the following areas:

1. producing a budget for the organisation
2. costing a funding bid or a business plan
3. cash flow forecasting
4. full cost recovery.

Book keeping

Are your book keeping systems as efficient and detailed as they should be, so that you can pull out all the information that you need? WYCAS provide support and training in how to set up and maintain good book keeping systems. WYCAS can also help you to assess whether you should computerise your accounts; and then can work with you to set up a computerised accounting system and train you in how to use it.

Internal Financial Procedures and Controls

Financial procedures and controls are the financial rules of the organisation; having a set of rules which are implemented enables staff, management committees, funders and other stakeholders to feel that they can have confidence in the organisation, and that its financial management is sound. WYCAS can assist you with devising a set of rules appropriate for your organisation and then support you in implementing them.

Finance Reports for the Committee

The committee is ultimately responsible for the management of the organisation. In order to make sound decisions they need financial information set out in a way that is understandable. WYCAS can provide you with models for doing this, and training in how to use them.

Please book directly with WYCAS:

Alison Wolfenden
Community Accountant for Kirklees
PO Box 69, Brighouse, HD6 3WH

Telephone: 01484 716590
Email: alison.wolfenden@wycas.org.uk