

DEVELOPING YOUR SPORTS ACTION PLAN?

What is development
& why should I plan?

If you would like to attend a workshop, organise a workshop for a group, or simply purchase or download another resource from the Running Sport series, visit the following website for further information:

www.sportengland.org/runningsport

Sport England is an organisation committed to creating opportunities for people to start in sport, stay in sport and succeed in sport.

Sport England is the strategic lead for delivering the Government's sporting objectives in this country, and we distribute both Lottery and Exchequer funds to sport.

Our vision is to make England an active and successful sporting nation.

This resource forms part of the Running Sport series

Running Sport
SPORT
ENGLAND

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Glossary of terms

Pathways: A planned route by which an individual player is able to progress from participation to elite athlete. This pathway will include the club/organisation, development centre and elite squad involvement depending upon the performance structure of your sport.

Child centred learning: Child centred learning is a series of activities that allows the young person to gain core skills through participating in that activity.

Governing body: The club/organisation that oversees the governance, administration and development of your sport.

Sports development partners: These are the agencies who share your objectives in promoting and developing your sport and will support your club/organisation in fulfilling its sports development action plan.

Action plan: A time-framed document which lists a club's or sports club's/organisation's future objectives in all areas.

Sports equity: This is the principle through which sport is offered to all, regardless of gender, ability, race or cultural beliefs.

Partnership Development Manager and School Sport Co-ordinator: These are the job titles of key individuals within the local education sector who may support your club or organisation.

Volunteers: Any individual who offers time within the club/organisation without receiving financial payment.

Monitoring: This is the process which allows any club/organisation to check progress and achievement against their action plan. Monitoring can take many forms including observed, questionnaires and opinion polls.

Welcome

Welcome to this Running Sport resource. This forms part of Sport England's education & training programme that provides recognition, information and learning resources aimed at supporting volunteers in relation to the administration and management of their sporting organisation, club, group, team, or governing body.

I hope that you find the information of use in your sporting role and that you will continue to contribute to helping people participate in sport in England. Through you, a valued resource, one of 5.8 million – we know that we are on our way to achieving our goal of making England an active and successful sporting nation!

Thank you for all your support and good luck for your volunteering future – long may you continue!

Roger Draper
Chief Executive
Sport England

What is development?

Support performers to:

- Get started
- Keep going
- Get better
- Become the best

Think of a world-class sports performer whom you admire – maybe an Olympic rower, a Masters golf champion or a Great Britain hockey player. They have all made it to the top of their sports through:

- Natural talent
- Hard work
- Training
- Financial hardship
- Dedication
- Determination to be the best

Now think of that performer as a seven or eight year old child. Maybe he or she was dreaming of success even then. Perhaps he or she enjoyed participating in many different sports and games. Whatever that person's dreams or activities during early childhood, he or she followed a pathway towards world-class success.

The pathway probably had many diversions along the way and perhaps the route was often not clear. The performer may have had to overcome barriers on the way to the top. Many other people will have set out along the same path without reaching the top. They may still have gained great satisfaction, fun and enjoyment while remaining involved in their sport.

This resource introduces you to the sports development pathway. It will help you explore each stage so you can find ways of creating the pathway for future performers. You will probably identify more readily with its initial stages but you will need to look at the whole pathway to appreciate the importance of each stage.

The sports development pathway

	GETTING STARTED	KEEPING GOING	GETTING BETTER	BEING THE BEST
What do performers need?	Safe, accessible facilities which have child-friendly equipment & have child centred focus, teachers, leaders and coaches	Accessible accredited junior clubs, child-centred leaders and coaches, and child-friendly equipment	Specialist coaching, specialist facilities, transport, balancing of school work and sport, well-managed competition and training programmes	Specialist facilities, equipment, high-level coaching, lifestyle management
Where do they need them?	School, home, clubs, after-school clubs, leisure centres, play schemes	School, home, after school clubs, local sport-specific accredited clubs	School, sport specific accredited clubs, local academies or centres of excellence	Specialist sport specific accredited clubs, centres of excellence, regional or national training centres, colleges and universities
Who can help?	Parents, teachers, leaders, coaches, County Sports Partnerships, local authorities, National Governing Bodies (NGBs), leisure centre staff, play leaders, youth leaders, School Sport Co-ordinators	Parents, teachers, leaders, coaches, County Sports Partnerships, local authorities, NGB development officers, School Sport Co-ordinators	Specialist PE teachers, club and district coaches, parents, local authorities, local, regional or national governing bodies, sports scientists and medics, County Sports Partnerships, School Sport Co-ordinators	Specialist NGB coaches, personal coaches, sports scientists and medics, NGBs, funding agencies
What types of sports or activities?	Simple games and skill-based activities, adapted games and mini-games with an emphasis on fun and enjoyment	Skill sessions, mini-games, progress into team games, friendly competition, fun, social interaction	Fitness training, mental skills training, skill development, transition to the full game, competition, travel away from home, training camps, opportunities to involve themselves in organising their clubs	Full-time training, regional, national and international competition, travel, lifestyle management

What is your role?

If you are a parent, your involvement might be at every stage, rather like supporting your child along the education pathway. As a teacher or sports leader, you may see your role as providing the core sporting skills – like teaching the alphabet so that children learn to read and write. Perhaps you see your role further along the pathway, developing the skills and applying them to specific sports.

As a school, club coach or volunteer you may see your role as providing the expertise, facilities and equipment, and creating opportunities for young sport participants to enjoy sport in a safe environment. As a group of clubs/organisations working cooperatively, maybe as a local sports development group, you may identify your role at the 'getting better' stage. The opportunity exists to pool the expertise and maximise the use of local resources.

The challenges at this stage include ensuring the quality and level of coaching is appropriate to the performers, and the performers attend the clubs/organisations that best meet their needs.

Whatever your role, you will see that you are part of a bigger team. That team needs to work together to provide quality opportunities for young people to move along the sports development pathway.

Consider the following:

- Where do you or your club/organisation fit into the sports development pathway?
- What clubs/organisations form your sports development network?
- What expertise or resources do you have to contribute to the sports development process?



Who can help?

You may not be aware of all the agencies that can influence your local sports development pathway.

County Sports Partnerships (CSPs) and most local authorities and governing bodies employ Sports Development Officers (SDOs) who support clubs/organisations, schools and local community groups in the creation of opportunities for people to participate in sport and move along the performance pathway. Some SDOs work across several sports while others specialise in one.

Contact your County Sports Partnership or National Governing Body (NGB) to identify your local and regional SDO contacts.

To contact your NGB:

Visit the relevant NGB website to view their list of contacts.

For NGB contact details use the following Sport England link:

www.sportengland.org

Then click on the 'Get resources' link / then 'useful links' / then 'governing bodies of sport'.

You can then choose whichever sports are applicable and it will link you to the relevant website.

To contact your CSP:

For CSP contact details use the following Sport England link:

www.sportengland.org/csp

These SDOs can help you find information on a variety of topics including:

- Volunteer training and development opportunities
- Coach education courses
- Club/organisation development
- Sports leaders courses and support
- Sport specific courses
- Sports administration support
- Financial support
- Local sports development networks

Sports development networks

Below lists just some of the people and clubs/organisations that may be linked at different stages along the sports development pathway:

Consider the following:



Can you think of any more?

Why plan?

With so many individuals and clubs/organisations involved along the sports development pathway, it makes sense to plan. A planned and coordinated approach to sports development ensures:

- that everyone knows their starting point, where they are going, and how they are going to reach their goal. It brings together all the people and clubs/organisations who have an interest and role to play in achieving the goal
- the best use of resources. It avoids the duplication of effort and helps to bridge gaps in the pathway so that one step dovetails neatly into the next

A sports development plan does not have to be long and complicated. The plan should simply answers the questions:

- Where are we now?
- Where do we want to be?
- How are we going to get there?

A County Sports Partnership, Local Authority or Governing Body Sports Development Plan might provide answers to these questions for many sports. A Sport Development Officer will usually coordinate the plan by consulting with all the interested and relevant individuals and clubs/organisations in the area.

A sport specific development plan is likely to involve all the individuals and clubs/organisations who can help develop one specific sport in the area e.g. a town, a rural community or a local authority area. A local development group may co-ordinate this plan (e.g. clubs/organisations and other providers).

An action plan describes the way in which a school club or after-school sports club, for example, might put its part of the larger sports development plan into action.

What are the planning principles?

Whatever your involvement in sports development planning, some common principles exist that will help you produce a realistic, achievable and meaningful plan.

- Know your starting point
- Have a clear, agreed vision of your future or final destination
- Break the vision down into specific aims or goals
- Set a challenging but achievable timescale
- Keep the plan simple
- Involve the right people and encourage everyone to own the plan
- Use the plan as a living management tool to guide its implementation
- Check progress to ensure you are on course, but do not be afraid to change the plan as it comes to life – some things may happen more quickly than you had originally planned
- Use your experience to influence the development of the next plan

Consider the following:

Think of a plan in which you have been involved, not necessarily in sports development but maybe at school or at work. Was the plan's implementation successful?

If yes, what helped it to be successful? Which of the principles contributed to the plan's success?

If no, what factors contributed to its failure? Which principles might have helped to make it a greater success?

The planning process

Planning ahead is the easiest way to help any club/organisation develop. A development plan provides a framework that will require the co-operation of all those within the club. A simple development plan can also open up potential grant aid opportunities that will allow you to ensure you have the finances to put the plan into action. For further details see the 'Fundraising, Grants & Sponsorship' resource, another of the downloadable Running Sport series on this website.

The planning process can be broken down into six stages:

Step one

Whose plan is it?
Who are the people you wish to involve?

Step two

What is the starting point?
Gathering information

Step three

Where are you going?
Agreeing a shared vision of the future

Step four

How are you going to get there?
Setting aims and objectives

Step five

Turning objectives into action
Producing actions plans for each objective

Step six

How are you getting on?
Using the plan to monitor progress

Sports equity

Sport England is committed to providing opportunities for everyone to participate in sport regardless of their age, ethnicity, ability or gender. Sports Equity is about fairness and respect for ALL people; ensuring opportunities are equally accessible to all members of society.

It is recommended that all clubs/organisations consider the following:

- Adopting an equal opportunities policy or sports equity policy
- Adopting an anti-discrimination policy
- Codes of conduct for players, coaches, volunteers, parents, spectators and clubs/organisations

- Benefits of attending sports equity training courses e.g. 'A Club For All' or 'Equity In Your Coaching'
- Disability Discrimination Act (DDA) legislation www.sportengland.org/disability_discrimination_legislation

Consider the following:

Before you look at the development of your club/organisation, take time to review your surrounding community. What are their needs, and what activities are appropriate to meet these needs?



Step one: Whose plan is it?

The first question to ask is:

Who needs to be involved in developing the plan?

The fastest way is for one person to write it, however, this method usually leads to failure! No individual has the expertise, knowledge and experience to write a sports development plan on his or her own.

A plan's success depends on several people bringing it to life. You should identify people with specialist knowledge and expertise and involve them early in the process, so they can help to shape the plan. This does not necessarily mean that you need to form a large planning committee. A small planning group can work together effectively and seek advice from other people and clubs/organisations as appropriate.

Over the next few sections follow a 'sample club' through its planning process and then think how you might apply the process to your school, organisation or club.

The club might choose to form a planning committee of just three or four people e.g.

- Chairperson
- Volunteer Co-ordinator
- Junior Co-ordinator
- Local Sports Development Officer

The list of people whom they may wish to consult, however, might include 30 or more individuals or clubs/organisations, e.g.

- County Sports Partnership Club and/or Coach Development Officer
- Partnership Development Manager/School Sport Co-ordinator
- Regional Sport specific development officer
- School to club link officer
- Other local sport specific clubs
- Members
- Parents of current members
- Lapsed members
- Children from different age groups within the club
- Volunteers
- Coaches

Consider the following:

- Who should form the planning group for your club, school or organisation?
- List the key individuals and clubs/organisations that you would wish to consult for advice

Step two: What is the starting point?

Having identified the people you wish to involve in the plan, the next stage is to ask the question: **Where are we now?**

You may wish to audit your club/organisation so that you can identify and agree a clear starting point. If you do not have this starting point, you may find it difficult to gauge your progress - you could use the coaches, parents and players review forms – Templates 3, 4 & 5 – to help you.

For example, how will our club know it has increased the number of junior members if it doesn't know how many it had to start with?

The information the club may wish to gather could include:

- Number, qualification and skills of current coaches, leaders and volunteers
- Capacity of current volunteers/coaches to do any additional work
- Nature of the equipment
- Facilities available for use (e.g. where and when)
- Number and ages of children who attend sessions regularly
- Potential participants (e.g. the number of children in the district)
- Reasons why some children decide not to maintain their participation
- Strengths of the school, club or organisation
- Weaknesses of the school, club or organisation
- Schools in the area that currently provide and play the sport
- Other clubs competing with you

Consider the following:

Can you think of any other information that might provide a starting point for your plan?

Step three: Where are you going?

Every club and organisation needs a clear vision of what it wants to achieve over time and yours is no exception. An example for our club might be:

Our vision is that by the end of 2006 the club will provide quality sport sessions for young children (from Tiny Tots) through a progressive programme that provides recreational sport or develops a level of performance for entry into a Centre of Excellence.

The rest of the plan unfolds from this clear vision statement, so it is important that everyone shares the same vision. The club clearly sees its strength and role in the 'Getting Started' and 'Keeping Going' stages of the sports development pathway. The club helps its talented performers to move along the pathway to the 'Getting better' stage.

Consider the following:

Write a short vision statement for your school, club or organisation.

Do you think other people would share this vision for your school, club or organisation?

Step four: How are you going to get there?

Aims:

The next stage is to determine how you will achieve your vision. You can establish several aims. These are specific goals that the club/organisation can achieve on its way towards its vision. For example, an aim for our club might be:

- To build a team of eight qualified, Level 2 coaches to run the club's sessions by April 2006

This is a very specific aim that is measurable (have we recruited 8 Level 2 coaches?) and time-bound (by April 2006). The club should have checked that this aim is realistic and achievable.

Consider the following:

- Write an aim for your school, club or organisation that links to your vision
- Remember the acronym SMART to check that your aims are:

Specific
Measurable
Achievable
Realistic
Time-bound

Objectives

An aim describes **what** it is we do; objectives describe **how** we are going to do it. For example, the aim (the '**What**') described above for our club might break down into several objectives ('**How**' statements):

Objective 1

Hold a meeting by the end of October with all the Level 1 coaches to recruit 10 onto the Level 2 Coach Education Course

Objective 2

Contact the NGB in November and organise a Level 2 course at the club during January and February

Objective 3

Explore possible sources of funding by December

Consider the following:

- Write objectives that would describe how you are going to achieve your aim. Check that the objectives are SMART

You will probably find you can group most of the objectives under main headings. For example, in our club, the headings might be:

- Coaching & Coach education
- Volunteer recruitment, deployment and co-ordination
- School Clubs Links
- Juniors
- Finance & Administration
- Recreational activities
- Competition

These headings often match up with the committee or working groups you later form to run the club. The objectives can help to provide a focus for each committee or working group.

Consider the following:

- List the main headings for your club, school or organisation.

Step five: Turning objectives into action

In producing a development plan your club will need to identify:

- What are the main aims of the club within the plan
- What are the objectives of the club within the plan
- What methods will be used
- Who will be responsible
- The timescales in which objectives can be achieved
- The financial resources required

Before your club writes a plan you need to identify

- Where are we now?
- Where do we want to be?
- How do we get there?

To ascertain what stage your club is at, have a go at completing the 'Building a quality club worksheet (Template 1)

An action plan is helpful when several clubs/organisations are implementing the sports development plan. You may think this step is unnecessary if the objectives are written clearly and an individual has responsibility for ensuring each objective's completion. For example, an action plan for our club is shown in (Template 2)

Step six: How are you getting on?

Monitoring progress through the plan's implementation is essential to ensure its success. Too often, very well produced plans end up gathering dust or sitting in filing cabinets with the projects unfinished. You have spent time and effort producing your plan, so now you should use it.

Use the plan:

- As a working document to manage the creation of your club's sports development pathway
- To inform your local sports development network of your intentions
- At club, school or organisation meetings to gauge progress, identify areas of rapid progress, and identify areas that require greater assistance
- As a publicity tool to inform your local community and seek support from funding agencies (see the 'Fundraising, Grants & Sponsorship' resource; another of the downloadable Running Sport series on this website)
- To review your progress periodically and help you decide where you want to go next

Finally,

Remember that planning is an **ongoing** process...

Template 1 - Worksheet for building a quality club

QUESTION	YES	NO	PLANNING TO DO THIS	NEED ASSISTANCE
1 Does your club/organisation have a written constitution? Does it make reference to: <ul style="list-style-type: none"> • Affiliation • Management Committee • AGM/Additional Meetings • Accounts • Membership Procedures • Child Protection • Codes of Conduct • Disciplinary Procedures • Equity 				
2 Do you have Child Protection Policy and Procedures?				
3 Do you implement the Policy?				
4 Do you have a designated Child Protection Officer and have they attended a specific training course?				
5 Would all your coaches and volunteers complete a screening form?				
6 Are all of your managers and coaches in receipt of at least a Level 1 qualification?				
7 Would a representative of your club/organisation attend at least one in-service training event a year?				
8 Does your club/organisation have a Code of Conduct? Does it include: <ul style="list-style-type: none"> • Coaches/managers • Players • Spectators/parents Does it make reference to: <ul style="list-style-type: none"> • Fair play • Equity • Respect • Behaviour • Expectations 				
9 Does your club/organisation have a Development Plan? If yes, does it include? <ul style="list-style-type: none"> • Recruitment/retention policy • Links with schools • Staff development programme • Development of new age groups/teams • Exit routes 				

Template 2 - Action plan template

Aim: To increase the number of high quality coaches within the club/organisation

OBJECTIVE	METHOD	RESPONSIBILITY	TIME SCALE	COSTINGS
To recruit 10 Level 1 coaches onto a Level 2 course	Hold a meeting with all the Level 1 coaches to recruit 10 on the Level 2 Coach Education Course	Sam Higgins to coordinate the meeting Elaine Ryan to book the venue	Meet by the end of October	N/A
To coordinate a Level 2 Coaching Course for club/organisation coaches	Contact NGB to organise a Level 2 course	Elaine Ryan to contact NGB Brian Austen to organise the venue Sam Higgins to provide Level 1 coaches with the course information	By the end of November	£200 venue £35 each candidate
To access funding to subsidise the coaches attending the course	Contact Sport England regional office regarding funding	Mark Jarvis to contact Sport England All to complete the application form and return to Sport England	By the end of December	N/A

Template 3

ANNUAL REVIEW FORM – PLAYERS

Another season has come and gone. Firstly we would like to thank every one of the players, coaches, managers, officials, volunteers, administrators, parents and supporters for all of their hard work this season.

In order for the club/organisation to continue to develop, the Committee would appreciate five minutes of your time to complete this form.

Players

1. Age group and coach

2. Did the coach help you to learn any new skills/techniques at training? (If not, why not?)

3. Were the training sessions enjoyable? (If not, why not?)

4. What did you enjoy the most about the training sessions?

5. What would you most like to change at training?

6. Did you play competitive sport this season? (If not, why not?)

7. Do you want to play competitive sport next season? (If yes, which age group?) (If not, why not?)

8. Have you any new ideas to help improve the club/organisation?

The club/organisation would like to thank you for completing this form.

Please return to: _____

Template 4

ANNUAL REVIEW FORM – COACHES

Another season has come and gone. Firstly we would like to thank every one of the players, coaches, managers, officials, volunteers, administrators, parents and supporters for all of their hard work this season.

In order for the club to continue to develop, the Committee would appreciate five minutes of your time to complete this form.

Coach Name: _____

1. What age group did you coach? _____

2. Did you have sufficient:

Space? _____ Equipment? _____ Support? _____ Time? _____

If no, how could this be improved?

3. Do you feel your players learned new skills/techniques this season?

4. What aspects of your training sessions were you pleased with?

5. What areas would you like to improve?

6. Did your team have sufficient competitive opportunities at the right level this season? (If not, why not?)

7. Are there any training courses you would like to attend? (If yes, do you have any specific courses in mind?)

The club would like to thank you for completing this form.

Please return to: _____

Template 5

ANNUAL REVIEW FORM – PARENTS OR GUARDIANS

Another season has come and gone. Firstly we would like to thank every one of the players, coaches, managers, officials, volunteers, administrators, parents and supporters for all of their hard work this season.

In order for the club to continue to develop, the Committee would appreciate five minutes of your time to complete this form.

Parent/Guardian: _____

1. Age group and coach of child? _____

2. Do you feel your child learned any new skills/techniques at training?

3. Did your child enjoy coming to sport training sessions/competitive games? (If not, why not?)

4. Does the coach have a good rapport with (a) your child (b) the team? (If not, how do you think this could be improved?)

5. Are you happy to leave your child in the care of your child's coach? (If not, why not?)

6. Have you any ideas to help improve the club?

The club would like to thank you for completing this form.

Please return to: _____

Useful contacts

Central Council For Physical Recreation

Francis House
Francis Street
London
SW1P 1DE
Tel: 020 7854 8500
Fax: 020 7854 8501
Email: info@ccpr.org.uk
Website: www.ccpr.org.uk

Child Protection In Sport Unit

NSPCC National Training Centre
3 Gilmour Close
Beaumont Leys
Leicester
LE4 1EZ
Tel: 0116 234 7278/7280
Fax: 0116 234 0464
Email: cpsu@nspcc.org.uk
Website: www.thecpsu.org.uk

Clubs For Young People

371 Kennington Lane
London
SE11 5QY
Tel: 020 7793 0787
Fax: 020 7820 9815
Email: office@nacyp.org.uk
Website: www.clubsforyoungpeople.org.uk

English Federation Of Disability Sport

Manchester Metropolitan University
Alsager Campus
Hassall Road
Alsager
Stoke On Trent
ST7 2HL
Tel: 0161 247 5294
Fax: 0161 247 6895
Email: federation@efds.co.uk
Website: www.efds.net

Running Sport Hotline (general enquiries)

Tel: 0800 363373
Running Sport Support Team (workshop & resource enquiries)
3rd Floor, Victoria House
Bloomsbury Square
London
WC1B 4SE
Tel: 0207 404 2224
Fax: 0207 383 5740
Email: runningsport@coachwise.ltd.uk
Website: www.sportengland.org/runningsport

Sport England

3rd Floor, Victoria House
Bloomsbury Square
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WC1B 4SE
Tel: 0845 850 8508
Fax: 0207 383 5740
Email: info@sportengland.org
Website: www.sportengland.org

Sporting Equals

Commissions for Racial Equality
3rd Floor Lancaster House
67 Newhall Street
B3 1NA
Tel: 0121 710 3014
Fax: 0121 710 3022
Email: sportequal@cre.gov.uk
Website: www.cre.gov.uk/sportingequals/about.html

sports coach UK (general enquiries)

114 Cardigan Road
Headingley
Leeds
LS6 3BJ
Tel: 0113 274 4892
Fax: 0113 275 5019
Email: coaching@sportscoachuk.org
Website: www.sportscoachuk.org

sports coach UK Business Support Centre (workshop enquiries)

Sports Development Centre, Loughborough University
Loughborough
Leicestershire
LE11 3TU
Tel: 01509 226 130
Fax: 01509 226 134
Email: bsc@sportscoachuk.org
Website: www.sportscoachuk.org

Sports Leaders UK

Clyde House, 10 Milburn Avenue
Oldbrook
Milton Keynes
MK6 2WA
Tel: 01908 689180
Fax: 01908 393744
Email: info@sportsleaders.org
Website: www.bst.org.uk

Women's Sports Foundation

3rd Floor, Victoria House
Bloomsbury Square
London
WC1B 4SE
Tel: 020 7273 1740
Fax: 020 7273 1981
Email: info@wsf.org.uk
Website: www.wsf.org.uk

Youth Sport Trust

Sir John Beckwith Centre for Sport
Loughborough University
Loughborough
Leicestershire
LE11 3TU
Tel: 01509 226600
Fax: 01509 210851
Website: www.youthsporttrust.org

Volunteering England (London)

Regents Wharf
8 All saints Street
London
N1 9RL
Fax: 020 7520 8910

Volunteering England (Birmingham)

New Oxford House, 16 Waterloo Street
Birmingham
B2 5UG
Fax: 0121 633 4043

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Tel: 0845 305 6979
Email: information@volunteeringengland.org
Website: www.volunteering.org.uk