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Juggling on a unicycle: a handbook for small voluntary agencies

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I THE DISTINCTIVENESS OF SMALL VOLUNTARY AGENCIES

Running a small voluntary agency requires some very special skills. It calls for the ability to keep a number of balls in the air at the same time. It also needs a highly developed sense of balance to cope with a variety of pressures and pulls on your time and energy. And you have to manage with very limited resources that give little room for manoeuvre. In fact, managing and leading a small voluntary agency is very similar to juggling whilst riding a unicycle.

This guide to juggling on a unicycle looks at the basic principles of managing small voluntary agencies and suggests some ways of improving their effectiveness.

It is based on the findings of the Building the Capacity of Small Voluntary Agencies project carried out by LSE's Centre for Voluntary Organisation 1997-99. We defined 'small voluntary agencies' as those having at least one paid member of staff but no more than the equivalent of four full-time workers.

Small is valuable

Some of the agencies we studied were keen to grow, but most felt that their size was about right. They gave two reasons for this:

- **Their size was appropriate to the nature and scale of their activities.** For example, the manager of a day centre could acquire a detailed knowledge of each user that would have been impossible in a larger organisation.
- **Small agencies are different.** Rather than being simply underdeveloped versions of big agencies, they are distinctive entities with a contribution to make in their own right, and they therefore need a management approach that takes account of this distinctiveness.

Small is problematic

There are, however, some difficulties arising from smallness:

- **Small voluntary agencies are vulnerable.** They often depend upon an inner circle of a few key people – paid staff, board members and volunteers – who do most of the work. Members of this inner circle enjoy their involvement and willingly put in long hours. But the costs, both for them and the agency, can be high. Some of them may burn out and leave, with serious consequences for the agency.
- **Small agencies are financially fragile.** They often rely on funding from a single source, perhaps the local authority. This funding may be short-term and subject to annual re-negotiation. Lacking financial reserves, small agencies operate on a knife-edge. This uncertainty about future funding discourages them from taking a long-term view of their work.
- **Small agencies have a small staff.** They can deploy only a restricted range of expertise – and they usually lack the resources to employ specialists or to access external information, advice and training.
- **Small agencies can suffer from isolation.** Maintaining contact with other agencies, the statutory sector and funders is a time-consuming activity that must often take second place to delivering services. To be effective and efficient, voluntary agencies must have a clear idea of what they are trying to do. Managers must be explicit about the needs they intend to meet and the methods they intend to employ. But to do this with confidence, an agency needs to make time to review how well it is performing – and small agencies rarely have that time.

Because they have no margin for inefficiency, small voluntary agencies must make the best possible use of their resources. This handbook will explore the distinctive organisational challenges that small agencies face and how they have responded to them in practice. Real life is messy, and many of the problems we discuss cannot be 'solved'; agencies need to find ways of living with them.

II KEY PRINCIPLES OF SMALL AGENCY ORGANISATION

Four key principles are the secret of effective management in the small voluntary agency:

1. **Balancing the informal and the formal**
2. **Balancing the day-to-day and the long-term**
3. **Spreading the load**
4. **Accessing external sources of information, advice and support**

1. Balancing the informal and the formal

One of the strengths of a small voluntary agency is its informality. Managers are given space to exercise flexible and imaginative leadership, rather than being tied down by detailed job descriptions. Members of the team are treated as equals; there are minimal differences in status between paid staff, board members and other volunteers. The agency is held together by trust and mutual respect.

Unfortunately, this informality cannot protect agencies against inadequate performance or inappropriate behaviour by individuals. They may therefore find it useful to inject a measure of formality into the way they organise their work. There are three ways in which they can do this. They can:

- **Set boundaries.** For the sake of both the organisation and the individual, it is helpful to have an agreed definition of where roles and responsibilities end and what time commitment is expected.
- **Clarify authority.** Informality can sometimes mean that people's responsibilities are ill-defined. Areas which may need clarification include:
 - how far the committee has delegated authority to paid staff;
 - the division of responsibility between members of staff;
 - the point at which volunteers should refer problems to their paid colleagues.

■ **Introduce procedures and policies.** These help to ensure that:

- straightforward tasks such as record keeping are carried out consistently; and
- the agency observes the standards of behaviour it has set itself (for example, through its equal opportunities policy).

The correct balance between the informal and the formal is critical for small agencies. Excessive informality can mean that the agency pursues unrealistic goals or uses its resources inefficiently. Excessive formality may stifle initiative and erode job satisfaction.

2. Balancing the day-to-day and the long term

In small agencies, managers often spend as much time in direct service delivery as in managing. This is usually because agencies cannot afford to let staff concentrate on just one task, and managers enjoy the hands-on involvement. It does mean that managers can monitor the work of staff and volunteers, lead them by example and take immediate action when things go wrong.

There are, however, activities crucial to a small agency's survival that require senior staff to tear themselves away from face-to-face work. For example:

- understanding the nature of need and demand;
- developing services in response to changing needs;
- budgeting;
- fundraising;
- recruiting and training paid staff and volunteers ;
- making links with key people and agencies in the field ;
- devising policies and procedures.

Small agencies can seldom spare the time for these long-term investments of time and effort as they are too busy meeting day-to-day demands. But without these investments they will be condemned to a precarious hand-to-mouth existence. One way of dealing with the problem is to prepare a 'time budget' which earmarks

periods of time at regular intervals (perhaps monthly) when these investment activities can be undertaken.

3. Spreading the load

Members of the inner circle of a small agency often find themselves in a vicious circle as well. The size of the workload involved may scare away potential recruits to the inner circle; so if a member leaves, those remaining have to share out their responsibilities – which leaves them with even less time to seek new recruits. So the members may struggle on until they burn out.

This cycle of a diminishing number of people taking on an increasing share of the workload is not inevitable – but it is easy to drift into. Agencies need strategies to spread the load. For example:

- breaking down activities into manageable sets of tasks that can be delegated;
- forming task groups to share work on a given issue among a number of people;
- mentoring of newcomers by experienced board members or volunteers;
- ‘securing the succession’ by appointing understudies to key workers;
- ‘talent spotting’ by noting the skills and experience people already have and matching them to tasks that need to be done.

4. Accessing external sources of information, advice and support

To make up for its lack of in-house expertise, a small agency needs to draw upon external sources for information, advice and other forms of support. But too often the staff have no time to do so, and the agency lacks the funds to do so.

Resources that can be particularly useful to a small voluntary agency include:

- **Local Development Agencies (LDAs)** - organisations providing services to voluntary organisations in a specific geographical area. Some, like Councils for Voluntary Service (CVS), meet a range of needs for all the organisations in their area. Others, like Community Care Forums, concentrate on the needs of certain

types of organisation. A third category, like Volunteer Bureaux, concentrates on specific needs.

- **National voluntary organisations.** Many small agencies are branches or affiliates of national associations that provide a range of services to their members.
- **Specialist providers of training and consultancy.** These include national and local voluntary and private sector organisations, as well as freelance consultants.

The services they provide include:

- **Information.** For example, newsletters, seminars, advice about funding, training, legislation, etc;
- **Advice.** LDAs and national voluntary organisations are particularly valuable sources of advice.
- **Training.** There are innumerable training courses for people who manage voluntary agencies (see Part IV). Their quality and cost vary enormously; LDAs and national organisations can help you pick the right one.
- **Consultancy.** The same is true of consultancy. Some national voluntary organisations and some LDAs provide consultancy.
- **Direct services.** Some LDAs provide services, such as the payroll, for small agencies.

Much advice can be obtained informally by joining an 'umbrella' organisation and talking to your fellow members.

Small agencies should regularly review their contacts with the outside world. They should allocate time for these contacts in their 'time budget' and be prepared to seek funding for the services they need.

III ORGANISATIONAL CHALLENGES AND HOW TO MEET THEM

The first group of challenges concern the internal organisation and management of the agency:

- 1. Leadership**
- 2. Managing staff**
- 3. Involving volunteers**
- 4. Developing an effective governing body**
- 5. Financial management**

The second group concerns the agency's relationship with the external world:

- 6. Obtaining funding**
- 7. Accountability and regulation**
- 8. Competition**
- 9. Partnership**
- 10. Change**

1. Leadership

The challenge

The survival of small voluntary agencies often depends on the quality of their leadership. Usually, this is provided by the manager. The agencies we studied thought the key qualities for a manager were:

- strong commitment to the work of the agency;
- a sense of vocation;
- the ability to create a productive atmosphere;
- extreme flexibility – and a measure of opportunism;
- the ability to do several different things at once;

- good communication skills;
- the ability to acquire new skills, such as budgeting or marketing.

There are, however, some drawbacks to this recipe:

- it does not specify any limit to the commitment expected of the manager;
- it says nothing about the absence of delegation in agencies where the manager feels indispensable;
- it fails to mention the emotional burdens and the isolation often experienced by managers.

The response

Small agencies should set limits to their expectations of their managers and create systems to prevent them burning out. For example, by:

- ensuring that board members regularly sit down with the manager to review her or his workload;
- spreading the load by entrusting tasks to board members and other volunteers;
- seeking extra funding to provide the manager with support staff;
- finding support for the manager outside the organisation: e.g. counselling or networking;
- offering respite from the pressures of leadership through training courses, sabbaticals or exchanges.

Effective leadership in small agencies, then, is based on two foundations:

- recruiting managers with the commitment and the ability to provide a personal style of leadership.
- protecting these managers from the consequences of their identification with the agency.

2. Managing staff

The challenge

Paid staff sometimes experience difficulties in small voluntary agencies:

- because they are few in number and have the same status as other workers, the agency feels little need to introduce proper employment policies;
- because they are usually expected to carry out a wide range of activities whatever their job title.

As a result, the agency's expectations of its staff tend to be unclear. Job descriptions are vague; staff are neither monitored nor appraised; and they do not receive regular support and supervision.

The lines of authority within the agency can be equally confused. The manager may have problems in switching from being a colleague of the inner circle of staff and volunteers to being their supervisor (this is even harder if some of them are board members).

A small staff also means that problems with one member of the team will have an immediate effect on colleagues.

The response

An approach to staff management that builds on the distinctive features of the small agency might have some or all of the following elements:

- the manager will define work priorities by articulating a clear vision of what the agency is and where it is going;
- the manager will set a personal example of performance;
- the work of the team will be monitored at regular (weekly or even daily) meetings;
- staff will be encouraged to develop their skills and knowledge and grow into new roles in the agency;
- good work will be visibly rewarded.

Another response is to acknowledge that the small agency is an environment in which some people will thrive and others will flounder. Hence care should be taken to recruit only those who can cope.

Managing staff in a small agency involves judging how far formality – precise job descriptions, clear lines of accountability, regular appraisal – needs to be softened by informality. Help with the formal aspects is readily available from LDAs, national voluntary organisations and publications (see Part IV). For the informal aspects, the best advice will come from other small agencies.

3. Involving volunteers

The challenge

Volunteers make a major contribution to most small agencies, but their role varies considerably:

- in some agencies they do most of the work, while paid staff and board members recruit, train, deploy and support them;
- in other agencies, the volunteers support the work of paid staff;
- in yet others, volunteers and paid staff do the same kind of work.

The principal challenges are:

- **Recruitment.** The declining popularity of volunteering has disproportionately affected small agencies, which seldom have a high public profile.
- **Retention.** Many volunteers leave because of a mismatch between their expectations and the work they were asked to do, or because the work was poorly organised.
- **Involvement.** Agencies are keen that volunteers should expand their commitment.
- **Support.** Many small agencies cannot spare the time and resources to offer the support and supervision volunteers need.

The response

There are two broad approaches to involving volunteers:

- the 'workplace model' treats them as unpaid employees, giving them job descriptions, formal training, one-to-one supervision, etc. It is particularly suited to agencies that involve volunteers as front-line workers or to support paid staff.
- the 'active members' approach is demonstrated by agencies that recruit volunteers to work alongside paid staff in roles determined by the interests and capacities they demonstrate 'on the job'. These agencies welcome anyone who wants to contribute.

The two approaches have the following implications for volunteers:

- **Recruitment.** The workplace model targets people interested in doing particular kinds of work or in using or acquiring certain kinds of skill. Because tasks can be clearly specified, adverts in the local press, leaflets and posters can be effective but a direct personal approach to groups and individuals is probably the most successful. Active members are attracted to the cause the agency represents. A role is found for anyone who wishes to help. The main method of recruitment is word of mouth, supplemented by open days and other events to raise the organisation's profile.
- **Retention.** The workplace model uses a formal appointment procedure (including an interview, references and a written agreement) to identify the people most likely to make a long-term commitment. Then it ensures that the work is well organised and well managed. Agencies using the active member approach retain their volunteers by creating a welcoming atmosphere, fostering team spirit and encouraging volunteers to develop new skills.
- **Involvement.** In the workplace model, volunteers may be offered further training or asked to take on additional roles, such as supervising others. In the active member model, the volunteer is part of a team of paid staff, volunteers and board members who negotiate between themselves the allocation of tasks.
- **Support and supervision.** This can be provided one-to-one or in groups, or by a combination of the two. Group meetings encourage social interaction and are cost-effective in staff time, but are less effective at dealing with the concerns of

individual volunteers. Other ways of keeping in touch include regular telephone calls and working alongside volunteers.

Small agencies can draw upon both the formality of the workplace model and the informality of the active member model to devise a volunteer strategy appropriate to their circumstances. They can obtain valuable help with this from their local Volunteer Bureau.

4. Developing an effective governing body

The challenge

Maintaining an effective board presents special problems for small agencies:

- **Recruitment.** Small agencies find it difficult to recruit board members, and those they do recruit often lack expertise and experience.
- **Retention.** If some board members work alongside staff on service delivery, this busy minority may become over-committed while the uninvolved majority may become bored and leave.
- **Involvement.** Board members often seem to lack motivation; some do not even bother to attend meetings. This could be because no one has explained to them the work of the agency and the role of its committee.
- **Informality.** The boards of small agencies often adopt an informal style that can make it difficult to use formal mechanisms like timetables, targets and written policies.
- **Relations with staff.** Boards are highly dependent upon the servicing they receive – but staff may be too busy to do this adequately.

The response

When recruiting board members, agencies could target groups most likely to be committed to the cause: for example, past or present service users, relatives or carers, volunteers or staff from other agencies.

Another approach is to recruit people who can perform the roles the agency most needs at specific stages of its development. In its early years, for example, it may

need board members who can persuade other bodies that the new agency deserves public funding.

These approaches tend to produce a more homogeneous board whose members share common values and experiences.

- effective boards have to be created; they do not develop naturally. This may involve giving new members an initial briefing about the agency and mentoring by an experienced member;
- a planned cycle of meetings will ensure that key items (such as the budget) are discussed at the right time;
- meetings should be carefully prepared: only important items should be put on the agenda, and the information needed to make a decision about them must be available;
- boards should be businesslike in making decisions and reviewing progress, but not at the expense of amicable relationships within the group;
- people who serve on boards have the same need for support and reassurance as any other volunteer.

The boards of small agencies are often accused of not working; but this is usually because no one is trying to *make* them work. The governing body should be firmly based upon formal principles, but needs a more personal approach to function effectively. Staff and current board members should sit down and decide, with the help of an outside facilitator, the kind of board they need and how they can obtain it.

5. Financial management

The challenge

Many small agencies have difficulties in managing their finances, as it is a large task that may require specialised accountancy skills. The two main problems are:

- **Recruiting and keeping a treasurer.** Small agencies usually rely for their financial management on a volunteer treasurer – but finding a volunteer with the skills to meet the increasingly demanding requirements for charity accounting is difficult.

- **Treasurer's role.** The volunteer treasurer usually concentrates on the everyday maintenance of the agency's accounts and rarely has time to help with longer-term financial strategies.

The response

Employing a specialist finance worker is not likely to be possible for most small agencies. But there are other options:

- **Contracting out.** Specialist LDAs offer accountancy services that small agencies can buy into; other LDAs and some larger voluntary organisations provide payroll and other basic financial services.
- **A joint appointment.** A group of small agencies could combine resources to employ a finance worker who would work for all of them.
- **Making better use of existing resources.** Another board member could become assistant treasurer and do the bookkeeping, leaving the treasurer free to take a more strategic view.
- **Changing the system.** Agencies could ask their accountant or an LDA to recommend a more user-friendly financial system.

6. Obtaining funding

The challenge

Small agencies face specific problems with funding:

- ignorance of funding sources;
- lack of time to research and write applications;
- lack of time to get to know the administrators of funding bodies;
- lack of skill and confidence in presenting the kind of applications funders want;
- inability to estimate the cost of the work to be funded.

The response

Successful fundraising is a planned, long-term process that involves:

- **Identifying the necessary human resources.** Fundraising is usually entrusted to the manager or to board members with relevant expertise. Alternatively, agencies can 'head hunt' people experienced in raising funds, or they can train

existing staff to tackle it themselves. They could even hire a professional fundraiser, though this can have its problems.

- **Acquiring appropriate knowledge and skills.** There is no shortage of training courses and printed and electronic guides to funding; and agencies can learn much from informal contacts with other organisations and LDAs. But the best way to learn how to apply for funding is to do it (most grant-making bodies give detailed guidance).
- **Identifying the agency's needs.** Make a realistic assessment of what your agency needs the money for and how it would spend it.
- **Choosing sources of funding.** Small agencies should avoid labour-intensive methods such as special events and street collections. Their likeliest sources of funds will be charitable trusts and foundations or business.
- **Targeting trusts and corporate donors.** There are many potential funders, so you must target those most likely to be interested. This will require extensive research. Use the Funderfinder database (accessible via many LDAs) to make a shortlist of possibles, then consult the major reference books for fuller details of their grant-making policies.
- **Designing the application.** Your application must clearly tell the funder where the money will be used and how it will help service users. You also need to prove that your agency is effective and reliable.
- **Keeping records.** Make a careful note of who you approached and what happened. Few applications succeed first time around and you should learn from your failures.
- **Maintaining contact with funders.** Persuade donors to become long-term supporters of your agency. Send them detailed reports on how their money has been spent.

7. Accountability

The challenge

Voluntary agencies are under pressure to be more accountable:

- funders (especially local authorities) are demanding more information as a condition of their funding;
- the Charity Commission is asking more searching questions about charity accounts;
- government has imposed more stringent conditions on how voluntary agencies meet their responsibilities to their users, their staff and the public.

But regulatory measures designed for large-scale service providers with many paid staff are rarely appropriate for small agencies, with the result that:

- the time needed to meet demands for reporting forces small agencies to divert effort from delivering services;
- the performance indicators demanded by funders often fail to measure the *quality* of the service such agencies provides;
- many small agencies feel they lack the skills to meet the demands of funders, the Charity Commission or legislation.

The response

Small agencies have responded by:

- **Seeking additional resources of time and expertise.** Some agencies have, for example, trained committee members to monitor health and safety; others have sought advice from LDAs or specialist agencies;
- **Campaigning for change.** Agencies have successfully lobbied funders to reduce their requirements for accountability;
- **Making a virtue of necessity.** Some agencies have found that the new demands have made them look more critically at their monitoring systems and budgetary controls.

8. Competition

The challenge

Central and local government is encouraging competition between voluntary agencies. Small agencies are worried about this because:

- they find it difficult to compete with larger organisations in terms of cost-effectiveness;
- competition cannot be reconciled with the friendly relations small agencies need to foster if they are to gain access to external sources of advice and support;
- agencies believe that they can best maintain the quality of their services by working with, not against, other organisations.

The response

If they are right, their response will be twofold:

- to acknowledge that their strength lies in the fact that they meet a specific need; bigger agencies enjoy no advantage in a niche market;
- to form alliances with other small agencies to protect their mutual interests and challenge the competitive ethos.

9. Partnership

The challenge

The idea of regenerating communities by building partnerships between government, business and the voluntary sector is dear to the heart of New Labour. But though these partnerships enable the voluntary sector to get involved in some high-profile projects, they can spell trouble for small agencies:

- participating in a regeneration programme is time-consuming and diverts resources from the agency's other activities;
- exerting any real influence on what partnerships do is difficult when the other partners are so much more powerful.

The response

Small agencies face a dilemma: to join in regeneration partnerships and risk seeing their aims submerged by other people's agendas – or to stay outside and be marginalised? There are two possible solutions:

- to form a coalition representing the small agencies within the partnership;
- to recognise that, because of their limited sphere of action, they are already on the margins and might just as well stay there.

10. Change

The challenge

Managing a small agency is made even more difficult by the radical changes occurring in the outside world. For example:

- successive reorganisations of local government and the NHS have created an unstable funding situation;
- the relationship between the voluntary sector and the statutory services has radically altered: the latter have now become purchasers and regulators;
- many small agencies have seen the identity (and volume) of their users and the nature of their work change at the behest of funders;
- some agencies are having to cope with growth. Employing more staff can change the culture of an agency.

The response

Small agencies that conscientiously apply the four principles on page 4 and respond to the challenges discussed above are unlikely to drift into change without first having considered its consequences. They will know where they are going, who is coming on the journey and how they are going to get there.

IV SOURCES OF FURTHER INFORMATION AND HELP

Books

Among the plethora of books and pamphlets aimed at people working in the voluntary sector are two classic texts that have served many voluntary agencies well over a number of years and several editions. Essential works of reference, they are both available from the London Voluntary Services Council (see below for details of publishers):

Just About Managing by Sandy Adirondack is a guide to effective voluntary sector management.

Voluntary But Not Amateur by Duncan Forbes, Ruth Hayes and Jacki Reason is a guide to the law for voluntary organisations and community groups.

Other useful publications are:

The Hallmarks of A Well-Run Charity – a short pamphlet setting out the criteria used by the Charity Commission to define good practice in running a charitable organisation (Reference CC60)

The Good Governance Action Plan for small voluntary organisations by Sandy Adirondack, published by NCVO, is designed to enable governing bodies 'to conduct a comprehensive review of their performance'.

Volunteers on Management Committees: a good practice guide by Rodney Hedley and Colin Rochester is available from the National Centre for Volunteering. Its aim is to improve the way governing bodies go about their business and to make the volunteer role of management committee member more satisfying.

Writing Better Fundraising Applications, a good introduction to developing a key skill, is available from the Directory of Social Change.

Voluntary Matters: Management and Good Practice in the Voluntary Sector

edited by Paul Palmer and Elizabeth Hoe and published by the Directory of Social Change. Much of its contents are aimed at larger organisations but it can be used selectively to cover a lot of useful ground.

Organisations

Action with Communities in Rural England (ACRE) is the national association for Rural Community Councils and can provide contact details for your Local Development Agency if your agency is based in a rural area.

Somerford Court, Somerford Road, Cirencester, Gloucestershire, GL7 1TW

Tel: 01285 653477

Fax: 01285 654537

Internet: www.acreciro.demon.co.uk

The Charity Commission provides some useful publications for charity trustees as well as giving advice about charitable status and related matters.

Harmsworth House, 13-15 Bouverie Street, London EC4Y 8DP

Tel: 0870 333 0123

Fax: 020 7674 2309

Community Matters is the national federation for community organisations. It publishes some valuable books and pamphlets on various aspects of managing small volunteer-led organisations.

8-9 Upper Street, London N1 0PQ

Tel: 020 7226 0189

Fax: 020 7354 9570

The **Directory of Social Change** offers training courses on fundraising and related matters. These are not cheap but are highly recommended. Also produces useful publications including authoritative guides to funding sources.

24 Stephenson Way, London NW1 2DP

Tel: 020 7209 4949

Fax: 020 7209 4130

London Voluntary Service Council (LVSC) provides a range of services to voluntary agencies in the capital including information and advice, training and consultancy.

356 Holloway Road, London N7 6PA

Tel: 020 7700 8107

Fax: 020 7700 8108

The **National Association of Councils of Voluntary Service (NACVS)** is the umbrella organisation for these LDAs and can put you in touch with your local CVS.

3rd Floor, Arundel Court, 177 Arundel Street, Sheffield S1 2NU

Tel: 0114 278 6636

Fax: 0114 278 7004

The **National Association of Volunteer Bureaux (NAVVB)** is the central point of reference for LDAs which specialise in providing support and services to local agencies which involve volunteers in their work.

New Oxford House, 16 Waterloo Street, Birmingham B2 5UG

Tel: 0121 633 4555

Fax: 0121 633 4043

The **National Centre for Volunteering** produces a range of publications including a monthly magazine and runs training courses on volunteering.

Regent' s Wharf, 8 All Saints Street, London N1 9RL

Tel: 020 7520 8900

Fax: 020 7520 8910

Internet: www.volunteering.org.uk

E-mail: centrevol.@aol.com

The **National Council for Voluntary Organisations (NCVO)** is the main representative body for the voluntary sector in England and provides advice, information, training and publications on various subjects including governing bodies and quality standards. Much of this is, however, geared to the needs of larger agencies.

Regent's Wharf, 8 All Saints Street, London N1 9RL

Tel: 020 7713 6161 or 0800 279 8798 (HelpDesk)

Fax: 020 7713 6300

The Wales Council for Voluntary Action (WCVA) represents the interests of and campaigns for voluntary organisations, volunteers and communities in Wales and provides advice, information and training on a range of issues and topics.

Crescent Road, Caerphilly CF83 1XL

(from July 2000, Baltic House, Mount Stuart Square, Cardiff CF10 5FH)

Tel: 029 2085 5100

Fax: 029 2085 5101

Internet: www.wcva.org.uk