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Appendix C

Big Lottery Fund Corporate Plan 2006-07

1. Introduction



Our Strategic Plan 2006-09 sets out our strategic framework including our Destination Statement describing what a successful Big Lottery Fund will look like in 2009. We have identified corporate objectives, corporate performance indicators and the resources required in the Corporate Plan 2006-07 in order to work towards realising our Destination Statement. The Corporate Plan covers the period from April 2006 to March 2007 and is updated annually, reflecting our priorities and resources. We will report on our annual performance in our published Annual Report and Accounts.

2. Strategic context

The Big Lottery Fund during 2006/07 will continue to operate under intense political and media scrutiny. The organisation must respond to conflicting demands – the expectations of the voluntary and community sector, the legitimate interests of government and constant media interest.

Involving the public in Lottery decisions continues to be a key theme and as the largest of the Lottery distributors, the Big Lottery Fund has assumed a leadership position on this issue.

The context for all our programmes is our mission to bring real improvements to communities and the lives of people most in need. The programmes to be launched in 2006/07 are set out in the next section. Nine new programmes were launched in 2005/06 and we expect to launch the rest in this financial year. These are a mix of demand-led, strategic and transformational programmes. This funding round will continue until 2009 and all existing commitments will be met.

The National Lottery Act 2006 establishes the Big Lottery Fund as a statutory body in its own right. There will be a new Board of 12 members including a Chair and four Board members who will chair the country committees being set up under the legislation. The target date for the new Board to be in place and when the Big Lottery Fund will become a body in its own right, is 1 December 2006. Until then, the current Board, which is responsible for both the Community Fund and the New Opportunities Fund, will remain in place.

So far, we have successfully integrated and restructured the three country offices, opened the Newcastle operations centre and refocused the regional offices with emphasis on outreach and partnership working. We expect the Birmingham operations centre to open by the end of 2006. Moving some of the functions currently based in London will begin from mid-2006.

3. Corporate governance

Our Board is responsible for the overall strategy, policy, finance, grant-making and administration of the Big Lottery Fund. It meets at least every two months. Currently the Board is a 'co-terminous' Board of the New Opportunities Fund and Community Fund, comprising a Chair and 16 non-executive members. During 2006-07, a new Board and Chair will be appointed as mentioned in the previous section.

The Audit and Risk Committee meets every three months. It approves the internal audit programme, endorses the risk register and scrutinises the outcome of internal and external audit reports.

The Resources Committee meets every three months. It approves the annual budget and oversees expenditure.

The Remuneration Committee meets as needed (at least once a year) to consider the performance and remuneration of the Chief Executive and Directors.

There are a number of grant-making committees chaired by Board Members.

There are also advisory panels considering equality issues (in relation to our funding) and evaluation and learning. This shows our commitment to these important areas of our work.

All Board and Committee members are required to declare any relevant interests under our Code of Conduct. The Board and Committee members' declarations of interest are held by the Board Secretariat and are available for public inspection by writing to the Chief Executive.

The Senior Management Team has clear terms of reference and defined membership. It meets every month to consider our plans and operations of the Big Lottery Fund. Every three months the Senior Management Team receives progress reports on performance against corporate objectives. Senior Management Team delegates monitoring and decision making on a range of operational matters to two Management Boards, the Grant Programme Board and the Organisational Management Board. They meet every month and are attended by senior managers and divisional heads.



Risk management

During 2005-06, a new approach to risk management was developed integrating corporate planning and risk more closely. In January 2006 the Big Lottery Fund Board agreed a new Risk Management Policy Statement setting out the approach for risk identification and management for April 2006 onwards. The 2006-07 corporate objectives were risk-assessed by the Senior Management Team in March 2006 and these are documented in the corporate risk register, which in turn informs the organisation's annual audit plan. The Audit and Risk Committee will receive regular reports on both of these areas during the year.

The programme development framework requires us to assess the main risks for each new grants programme, which in turn are reported to the Grant Programme Board. Every month, a summary of the key risks associated with the portfolio of new grants programmes is reported to the Senior Management Team.

Grant assessment and grant management procedures require that each grant is allocated a risk rating, which informs the level of intervention in grant management.

4. Corporate objectives and corporate performance indicators 2006–07

The financial year 2006–07 is the first year of our new three year strategy. We have identified six outcome-focused corporate objectives for 2006–07 to take us toward our 2009 Destination Statement. They represent the priorities that we need to focus on in 2006–07. Our progress towards achieving these corporate objectives will be measured by a set of corporate performance indicators.

As this is the first year of our strategic plan, most of our corporate performance indicators are new to the organisation. We will be collecting data throughout 2006–07 in order to establish baselines and targets. We will report the progress made in our Annual Report and Accounts. We hope that useful comparisons can be made in the future by collecting similar data in following years to show that we are delivering our mission of bringing real improvements to communities and the lives of people most in need.

Corporate objective 1. We are an excellent funder and make good grants

The aim is to improve the Big Lottery Fund's image as an excellent funder with a powerful strategic and policy base. The audience for this is our stakeholders in all sectors, including the public, private and Voluntary and Community Sector (VCS). The outcomes will be a clearer external understanding of our role, responsibilities, mission and values, a reduction in criticism and misrepresentation, better working relations with key stakeholders and an increase in public recognition / approval.

We use the following corporate performance indicators to monitor our progress towards achieving this outcome objective:

- public polling – approval rating
- parliamentary confidence in BIG
- stakeholder satisfaction
- evaluation and research of our grant making
- level of balances
- media coverage.



Corporate objective 2. Funding is making a difference

The aim is to ensure that our funding: (a) fully accounts for sustainability; (b) builds on internal and external learning and best practice; (c) meets the needs of our internal and external stakeholders; (d) has the most impact possible and meets our overall mission and values and helps to deal with disadvantage.

We use the following corporate performance indicators to monitor our progress towards achieving this outcome objective:

- overall impact of programmes
- dissemination of outcomes and learning.

Corporate objective 3. We provide the right strategic fit working in partnership with key stakeholders

The aim is to ensure that: (a) we build effective working relationships across the public, private and Voluntary and Community Sector; (b) Voluntary and Community Sector partners help us to effectively promote our funding programmes and wider evaluation/learning/best practice; (c) Voluntary and Community Sector organisations apply for relevant funding programmes and deliver high quality projects; (d) partnerships are established which allow BIG to influence policy and delivery.

We use the following corporate performance indicators to monitor our progress towards achieving this outcome objective:

- effective monitoring of expenditure to all stakeholder groups
- collaboration with key partners
- influencing policy-making and delivery.



Corporate objective 4. We have increased public awareness of the benefits of Lottery funding

The aim is to improve understanding of the benefits of Lottery funding by Government Departments, key sectoral stakeholders and the public. The input to this will be more consistent corporate messages and increased positive public support for the Lottery and BIG and better relations with Government Departments and the stakeholders' umbrella bodies.

We use the following corporate performance indicators to monitor our progress towards achieving this outcome objective:

- external communication activities
- visibility of Lottery signage/wider branding
- public involvement in decision-making.

Corporate objective 5. We provide excellent customer service and are a model public sector body

The aim is to achieve excellence: (a) in customer service across the organisation and meeting our customer Charter by having efficient processes to deal with all applications and other involvements with the public; (b) in delivery and management of our programmes; (c) in corporate governance.

We use the following corporate performance indicators to monitor our progress towards achieving this outcome objective:

- customer satisfaction
- customer complaints
- effectiveness of new programme development and grant management
- supporting equality and diversity
- effectiveness of embedding a performance management culture
- recruitment and establishment of new Board and Country Committees.

Corporate objective 6. We run an effective and efficient business

The aim is to improve efficiency and effectiveness of our grant making to contribute to overall cost savings of 10-20 per cent against the 2003-04 baseline. This will require the refinement of our business processes, grant applicant and holder relationships, staffing structure, property portfolio, and work practices. Thus we have lower operating costs and a rationalised property portfolio.

We use the following corporate performance indicators to monitor our progress towards achieving this outcome objective:

- savings on baseline costs
- efficiency of administering new programmes
- staff integration and satisfaction.

5. New programmes to be launched in and managed from 2006–07

The Big Lottery Fund awards half of Lottery good causes funding, which is equivalent to 14p from every £1 Lottery ticket. Billions of Lottery tickets are sold each year and this gives us an annual grant-making budget of between £630 million and £650 million. Since we were set up in 2004, we have considered carefully how we can best distribute these substantial sums of money.

In 2004, we ran a UK-wide consultation on how we should work. Following this consultation, in 2005, we announced a series of measures to help communities access our funding. We will:

- 1.** Adopt a mixed portfolio approach to funding, with no less than one third of our funding going to lightly prescribed, demand-led funding.
- 2.** Introduce more flexibility to the length of our funding.
- 3.** Adopt the principle of full cost recovery by allowing all legitimate overhead costs to be recovered by voluntary and community organisations.
- 4.** Ensure that 60–70 per cent of our funding goes to voluntary and community organisations.
- 5.** Strengthen our regional offices to increase the emphasis on policy development, outreach, partnership and external relations.

6. Establish two operational centres in Birmingham and Newcastle to ensure a strong unified funding policy and to make it easier to access funding.

7. Make efficiency savings of 10–20 per cent on running costs to be ploughed back into funding of projects.

This initial consultation was followed by a second phase of consultation run separately in each UK country to help determine what our priorities should be and what programmes and projects we should fund.

This second phase of consultation, in particular, helped to finalise our overall funding framework. This framework comprises three UK-wide funding themes and three to four national outcomes.



UK-wide themes

- supporting community learning and creating opportunity
- promoting community safety and cohesion
- promoting well-being.

National outcomes England

People having better chances in life, including being able to get better access to training and development to improve their life skills.

Stronger communities, with more active citizens, working together to tackle their problems.

Improved rural and urban environments, which communities are better able to access and enjoy.

Healthier and more active people and communities.

Scotland

People have better chances in life.

Communities are safer, stronger and more able to work together to tackle inequalities.

People have better and more sustainable services and environments.

People and communities are healthier.

Wales

People of all ages equipped with the skills and learning to meet the challenges of a modern society.

People working together for stronger communities, social justice and better rural and urban environments.

Healthier and more physically active people and communities.

Northern Ireland

People have the opportunity to achieve their full potential.

People can actively participate in their communities to bring about a positive change.

Community ownership of better and safer rural and urban environments.

Improved physical and mental health for all people.

New programmes

To achieve these outcomes in England, Scotland, Wales and Northern Ireland, we have developed a range of new funding programmes and, in Scotland, a portfolio of investment areas. There are also a small number of programmes that will be run across the whole of the UK. The full range of these new programmes is set out in Table 7 below.

Table 7 New programmes

Programme Name	Launch date
UK-wide	
People's Millions	June 2005
Living Landmarks	June 2005
International Grants programme	March 2006
Tsunami – long-term reconstruction funding	March 2006
Research Grants	Spring 2007*
Breathing Spaces	June 2006
England	
Awards for All – England	April 2006 – programme relaunch
Reaching Communities	December 2005
Community Libraries	September 2006*
Family Learning	September 2006*
Building and Sustaining Infrastructure Services (BASIS)	March 2006
Community Buildings	June 2006
Young People's Fund (2007)	February 2007*
Advice Plus	June 2006
Parks for People	January 2006
Changing Spaces	November 2005
Well-being	April 2006
Children's Play	March 2006

* expected launch date

Programme Name	Launch date
Scotland	
Awards for All Scotland	April 2006 – programme relaunch
Young People's Fund Scotland	August 2005
Scotland Investing in Ideas	January 2006
Scotland Investing in Communities Portfolio	May 2006
Other programmes	
Wales	
Awards for All Wales	April 2006 – programme relaunch
People and Places	November 2005
Healthy Families	April 2006
Stepping Stones	June 2006
New Approaches to Mental Health	February 2007*
Young People's Fund	January 2005
Northern Ireland	
Awards for All Northern Ireland	April 2006 – programme relaunch
Active Lifestyles	September 2004
Young People's Fund	September 2005
Reaching Communities Northern Ireland	April 2006
Live and Learn	October 2006
Healthier and Safer Communities	November 2006
Improving Community Buildings	September 2006
Big Trust Fund	January 2007*
Strategic Fund	(to be announced)

* expected launch date



6. Grant budgets 2006-07

6.1 This section sets out the funding available for grant awards in 2006/07.

6.2 The Board has discussed and approved grant budgets for a number of new programmes based on forecast available funds for the period to 31 March 2009. The context and income assumptions used to calculate available grant budgets are set out in our Strategic Plan.

6.3 We have estimated the pattern of grant commitments by Financial Year. Table 8 below summarises by country the grant budget for 2006/07.

6.4 The majority of proposed grant commitments will be made through new grants programmes; these figures are based on best expectations. A number of these programmes are in the early stages of development and, through better understanding of the delivery of these programmes, the phasing of these budgets across financial years may change.

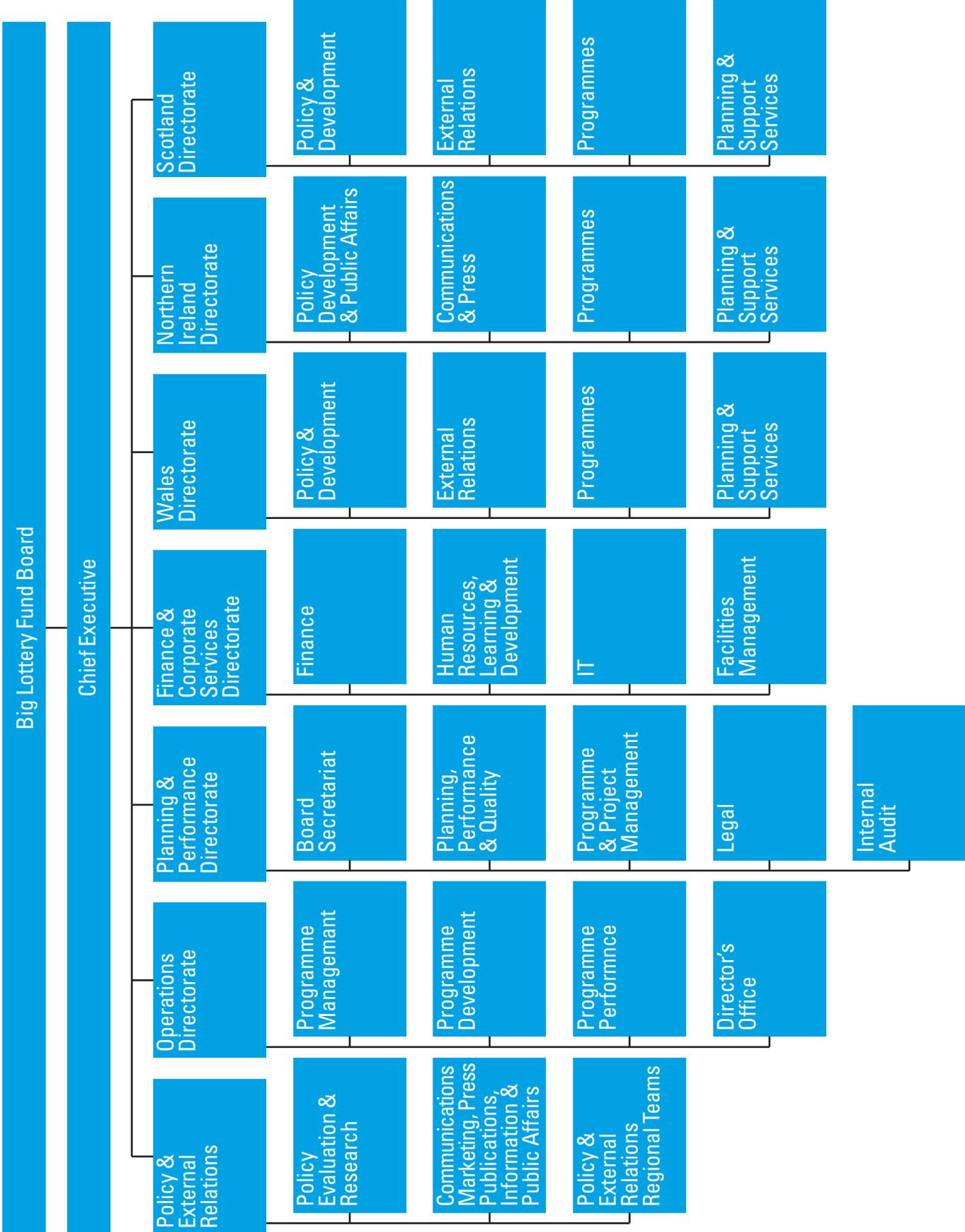
Table 8 Grant budget for 2006-07 – by country

2006/07	£M
UK programmes	
International (UK wide)	30.67
Research (UK wide)	5.00
People's Millions (UK wide)	
– Small grants	4.50
– Large grants	1.50
Living landmarks (UK wide)	20.00
Breathing Spaces	5.00
	66.67
England programmes	
Awards for All	40.00
Reaching Communities	100.00
Community Libraries	10.00
Advice Plus	16.60
Young People's Fund	
– School sports co-ordinators	19.00
– new programme	10.00
Children's Play	68.64
Environmental programmes	
– Parks for People	15.00
– Changing Spaces	234.00
Building and Sustaining Infrastructure Services (BASIS)	50.00
Family Learning	80.00
Wellbeing	35.00
	678.24

2006/07	£M
Scotland programmes	
Awards for All Scotland	7.50
Young People's Fund Scotland	6.37
Investing in Ideas	1.15
Scotland Investment Portfolio:	35.00
– Dynamic Inclusive Communities	
– Community Assets	
– Life Transitions	
– Supporting 21st Century Life	
Other programmes	1.00
	51.02
Wales programmes	
Awards for All Wales	2.02
People and Places	14.00
Children's play and Healthy Eating and Exercise	1.00
Young People's Fund Wales	
– Make in happen	0.40
– Reaching out	4.00
Other programmes	6.00
	27.42
Northern Ireland programmes	
Awards for All Northern Ireland	3.50
Active Lifestyles	0.46
Young People's Fund	
– Award partner	0.50
– Change UR future	2.00
Reaching Communities Northern Ireland	6.00
Strategic Fund	1.00
	13.46
Total grants budget	836.81

7. Structure and functions

7.1 Big Lottery Fund – structure
Chart 1 Structural chart



Note: this chart shows the functions carried out by each Directorate. They are not shown as a hierarchy.

7.2 Functions

Policy and External Relations Directorate

Role

1. To develop organisational policy, advocate policy change and good practice and to support this with internal and external learning through research and evaluation.
2. To interpret and reflect surrounding political and policy context for an internal audience. To represent the organisation to external audiences and manage relations with key stakeholders.
3. To ensure that the whole organisation provides clear and consistent messages externally.
4. To support and lead on external communications (including media, public relations, marketing and events, information provision and publications).
5. To enable the organisation to understand the impact of its interventions, share learning and contribute to an internal and external evidence base of what works.

Structure

The Directorate is divided into three teams:

Policy and partnerships (including evaluation and research, strategic policy and partnerships, and programme policy and development).

Communications (including public affairs, media relations, publications, marketing and events and information).

England Regions (who focus on policy and communication work in the nine England Regions).

Main functions include:

- ▶ Policy and programme design and development.
- ▶ Management of research and evaluation activity.
- ▶ Management and co-ordination of relations with key partner organisations (on a programme and cross organisational basis).
- ▶ Management of public affairs work (MPs inquiries etc).
- ▶ Management of media, publications and marketing events activities.
- ▶ Management of the intranet and website.
- ▶ Promotion of branding and funding acknowledgement.
- ▶ Management of an information and enquiries function.

Operations Directorate

Role

Operations is charged with delivering much of our business, ensuring we use the right mechanisms for our many grant programmes, that we manage risks, and that we deliver good customer service. Our bottom line, however, is very simple – to make grants that deliver great outcomes. The Directorate has, broadly, two main objectives:

1. To deliver grants through assessing applications, and managing and monitoring awards
2. To support delivery of grant making through programme, procedures and systems development, programme management, performance planning and monitoring and central administration.

Structure

The Directorate is made up of four teams:

Programme management

- ▶ Managing the overall delivery of a portfolio of grant programmes in England and UK-wide.
- ▶ Ensuring that targets are met for key performance indicators and service standards, reporting monthly by exception.
- ▶ Ensuring that payment forecasts are met, thereby maintaining NLDF balances at an appropriate level.

- ▶ Planning the workflow and resource needs effectively and within budget.
- ▶ Contributing towards developing new programmes in conjunction with other business units.

Programme development

- ▶ Leading the operational development of new programmes.
- ▶ Providing directorate expertise in project management and change control.
- ▶ Developing the Capital Centre of Excellence with specialist expertise in the development and delivery of capital programmes.
- ▶ Maintaining and developing grant-making systems and processes.
- ▶ Delivering a single front door for all Lottery projects, under auspices of the Lottery Forum.

Programme performance

- ▶ Improving the performance of grant programme teams – including the sharing and replicating of good practice, compliance and quality assurance, and supporting managers.
- ▶ Developing and implementing a strategic framework for operational training.
- ▶ Quarterly reporting on cumulative progress against programme key performance indicators and Senior Management Team.

Director's office

- ▶ Co-ordinating the implementation of Structural Review decisions.
- ▶ Implementing a directorate-wide approach to developing, implementing, monitoring and reporting our business plan.
- ▶ Overseeing programme staffing models and staff complement, and development of a resource strategy for programme management teams.
- ▶ Overseeing the directorate's operating budget and supporting senior managers with forecasting, monitoring and reporting through liaison with Finance.
- ▶ Influencing and implementing HR policies and monitoring adherence to agreed practice across the directorate.
- ▶ Supporting senior managers with HR or finance related issues or queries.
- ▶ Ensuring commonality of administrative systems, processes and communication channels across all sites.
- ▶ Proactively promoting internal communications to and from the Director.

Finance and Corporate Services Directorate

Role

The Directorate is responsible for finance, facilities management (including property and strategic procurement), HR, learning and development and IT.

Structure

Facilities management

The facilities management teams are responsible for all aspects of our offices, from leasing buildings to office layouts. Facilities management also deals with strategic property matters, including office moves, and offers a procurement service to give assistance in the purchase of all goods and services.

Finance

The finance team is responsible for providing effective financial management services, management accounting and systems. The team is made up of three units:

- ▶ The management accounts unit is responsible for statutory reporting and producing information on operating cost budgets and grant activity. This unit will also take the lead in producing budgets and forecasts and will support management throughout the organisation by supplying financial costs for business proposals.



- ▶ The expenditure unit is responsible for paying valid and authorised supplier invoices, staff travel and expense claims. The unit also manage the procurement card contract, petty cash accounting and reporting to the Inland Revenue.
- ▶ The grants unit is responsible for reconciling of financial reporting to Merlin and Magic grant systems, paying valid and authorised grant claims, payments to award partners and accounting for third party grant programmes including Awards for All.

Human resources

The team provides advice and guidance to staff and managers across the organisation on a variety of human resource issues.

Learning and Development

The team provides in-house training and support to all staff members. They run courses, events and away days but are also available to advise staff on their development needs.

IT

The IT team provides the systems and technology which enable all members of staff to do their jobs. They service the infrastructure and network which link together all our offices. They also provide the grant-making systems.

Planning and Performance Directorate

Role

The Directorate is responsible for the strategic, corporate and business planning of the Big Lottery Fund to support the successful delivery of the organisational mission, values and corporate objectives.

Structure

The Directorate is divided into four teams:

Projects, planning and quality

This team is responsible for strategic, corporate and business planning, risk, internal communications, customer care, equalities, project development and management frameworks and for running the two monthly Management Boards.

Board secretariat

The Board/Committee Secretariat team is responsible for managing the Board and its committees as well as facilitating Senior Management Team meetings. It is responsible for ensuring efficient and effective support is provided to the Board, its Committees and to individual Board members and for ensuring high standards of corporate governance. It also provides secretariat services to the Lottery Forum.

Legal team

The team is available to give advice and support on all our activities either directly or through our legal representatives in Northern Ireland and Scotland. The legal team is also responsible for corporate information, namely under the Freedom of Information Act and the Data Protection Acts.

Internal audit

Internal audit has a statutory responsibility to provide the Accounting Officer with annual assurance about the adequacy and effectiveness of internal controls. It supports initiatives to streamline, simplify and standardise operations by offering professional advice on corporate governance, risk management and internal controls, also development of systems and procedures.

About our country offices in Scotland, Wales and Northern Ireland

The country offices in Scotland, Wales and Northern Ireland are responsible for delivering all aspects of the business of the Big Lottery Fund within their respective countries. There is a similar structure in each office with individual teams covering the following responsibilities:

Policy development:

- working across funding programmes, assessing and communicating the impact of policy change to the organisation
- managing political sensitivities that affect programmes
- leading on the Big Lottery Fund's Statutory Duty to promote equality of opportunity and good relations.

Programmes:

- the delivery of funding programmes through grant assessment and management processes
- developing new programmes in conjunction with other business units.

External relations:

- raising our profile with the media and other key stakeholders
- enhancing our reputation
- managing external relationships with key stakeholders, including event management
- the interface with members of the public, applicants and potential applicants.

Planning and support services:

- all administrative support services, managing facilities, finance, corporate and business planning, IT and HR.

8. Operating cost budget 2006-07

8.1 In this section we set out the operating cost budget for 2006/07 as approved by the Board in March 2006.

8.2 The medium term budget context is:

The Fund is expected to deliver administrative savings of between 10-20 per cent by 2007/08 as a result of the merger. This target will be measured from the baseline position of the 2003/04 budgets for the New Opportunities Fund and the Community Fund, adjusted for one off non-recurring costs – that is, a reduction in annual running costs of between £6.2 million – £12.3 million.

8.3 For 2006/07 there has been concerted effort to deliver the required savings against a background of significant and continuing organisational change. Savings, however, have had to be balanced with the need to ensure that the Fund has sufficient resources to deliver successfully the two major change programmes currently being undertaken – that is, the Structural Review and the launch of the new portfolio of programmes. Costs associated with these change programmes have been separately identified as “transitional or one off”, as they will not form part of our core ongoing activity.

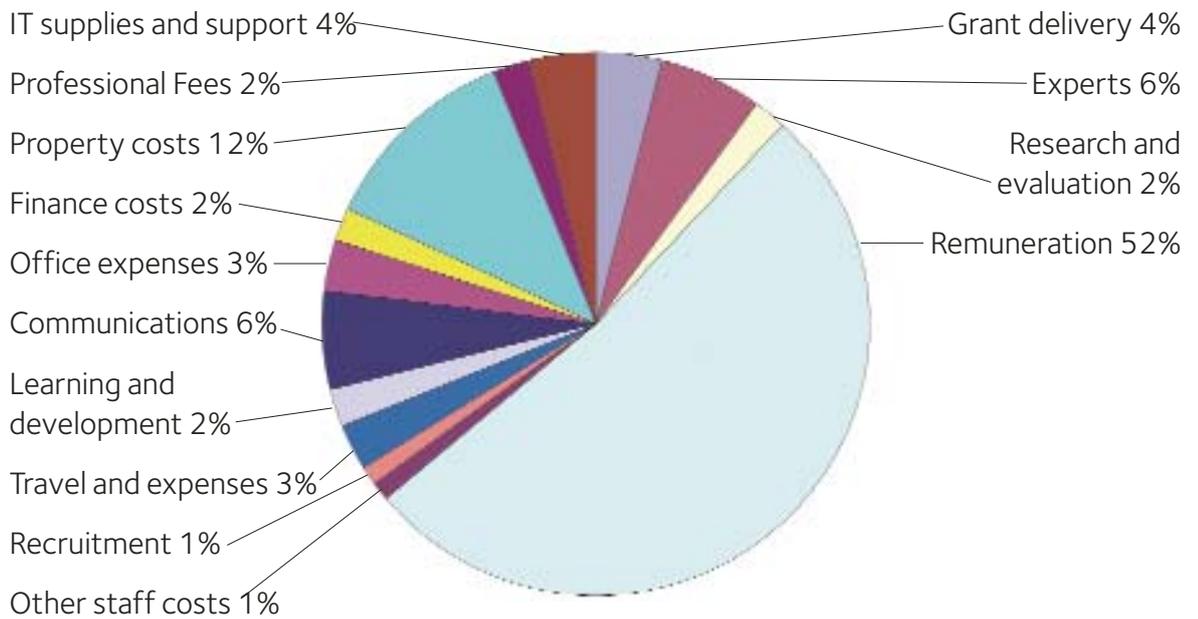
8.4 The operating cost budget for 2006/07 totals £68.5 million. This represents 10.2 per cent of forecast annual income. This budget is £5.5 million (8.7 per cent) higher than the 2003/04 baseline. The increase in expenditure is made up of:

- £3.6 million investment in delivery of new activities not included in the baseline
- £7.8 million of one off and transitional costs to be incurred in delivering relocation and delivery of new programmes
- offset by £6.0 million savings incurred through assimilation of the two organisations and efficiency savings. These savings are achieved after absorbing two years' pay inflation and significant increases in employer's contributions to the PCPS pension scheme.

8.5 Excluding one off and transitional costs the operating cost budget for 2006/07 is £60.7 million representing 9 per cent of forecast annual income. This is £2.4 million (3.8 per cent) less than the 2003/04 baseline and incorporates £3.6 million of re-investment into new activities.

8.6 Figure 1 shows the analysis of the “core” 2006/07 budget by expenditure heading – that is, excluding transitional and one off costs.

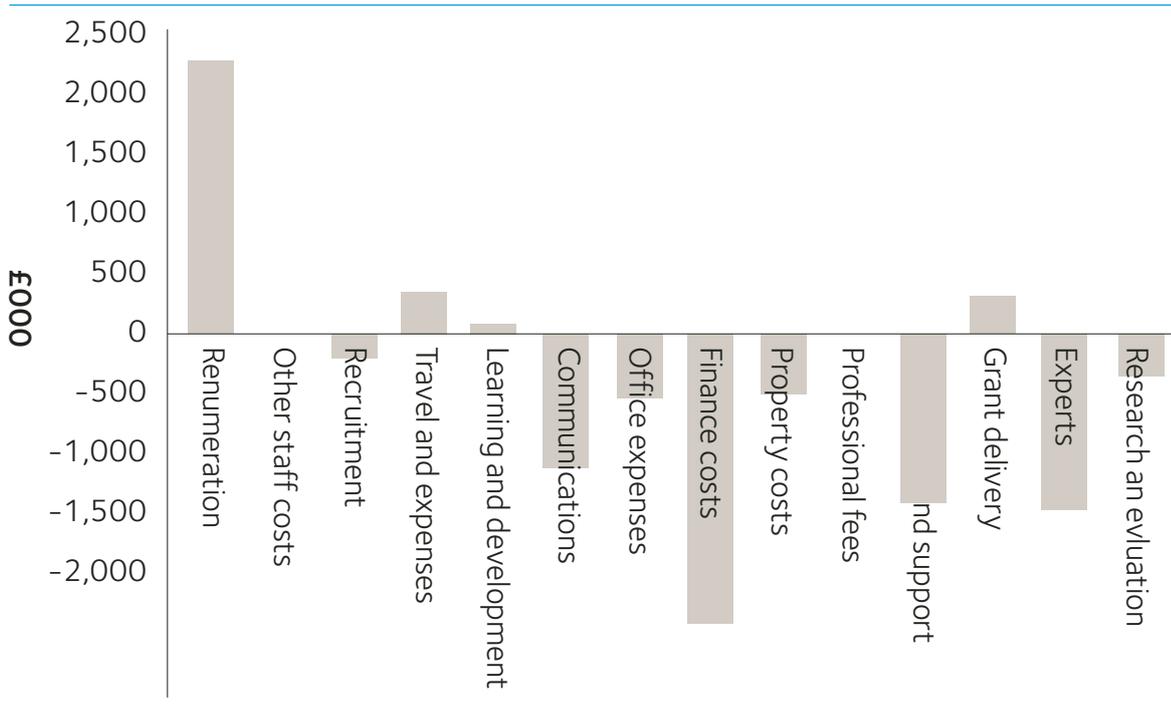
Figure 1 Core costs by expenditure type 2006-07



8.7 Figure 2 shows the changes between “core” budget and baseline in £'000. Absolute savings have been made against baseline across the majority of budget headings except staff costs £2.1 million, grant delivery (£299,000), travel (£328,000) and learning and development (£71,000). These increases followed the move in-house of certain IT, grant assessor and communications functions, the increased resource investment in the Awards for All

programme to support the increase in budget and grant value, inflationary increases that cannot be absorbed and planned investment on the management development programme. Significant savings have been achieved across all other headings, including 12.6 per cent on staff remuneration offset by two years of pay increases of 6.6 per cent and pension contribution increases of 5.4 per cent in 2005/06 (a net saving of 0.3 per cent prior to the investment in Awards for All).

Figure 2 Difference between core costs budget and baseline





Capital expenditure

8.8 The Big Lottery Fund capitalises expenditure on assets costing more than £2,000. This includes costs of fitting out leaseholds, new servers and large pieces of furniture. Software development is not capitalised.

8.9 Budgeted capital expenditure for 2006/07 is as follows:

Table 9 Capital expenditure for the year ended 31 March 2007

	Purchase cost £000
IT hardware	1,010
Leasehold improvements	4,800

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London Centre

1 Plough Place
London
EC4A 1DE
Tel: 020 7211 1800
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Newcastle Centre

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Birmingham Centre

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Regional Office**

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12-22 Newhall Street
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Tel: 0121 200 3500
Fax: 0121 212 3081
Textphone: 0121 212 3523
Email: enquiries.wm@
biglotteryfund.org.uk

from December 2006:
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Tel: 0121 345 7700

**Yorkshire and Humber
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