

How To

Remunerate and reward children and young people's involvement

Any remuneration or reward given to children and young people should make them feel that their contribution is appreciated, that they are valued, that they are not being exploited and that further involvement is encouraged.

This guide will introduce some practical examples of how to remunerate and reward children and young people and look at issues surrounding the development of a remuneration and reward policy.

Introducing the issues

Rewards are often used to acknowledge the contribution made by children and young people. They can take various forms: tangible rewards (which can include cash), incentives or recognition. Remuneration is financial reward. And in this guide we will focus on financial reward as one-off payments rather than formal employment.

Each organisation will have different ideas on how best to reward children and young people, depending on the type of projects they are involved in, the resources available and the approach favoured by the organisation. Providing choices to children and young people is key when considering using any form of reward. The options should be presented in advance to the children and young people and, ideally, there should be agreement as to the most appropriate form of reward.

While there is no right or wrong way of rewarding children and young people, considerations that will have an impact on your policy include:

- the age of the children and young people
- their tax and benefits situation, particularly if they are disabled
- their status as either volunteers or as employees.

A policy should underpin any method of reward.

Children and young people lead busy lives too!

It is worth remembering that children and young people already face considerable time pressures in their lives, such as school, college, employment, commitments as young carers and so on. When deciding how best to reward children and young people for their involvement it is necessary to look at the level of responsibility and commitment required from them. It is also important to plan for any training needs: training and development that might act as an incentive to get involved.



How to: remunerate and reward

Rewards

Children and young people should be given a fair, equitable and tangible reward that reflects their efforts, contributions and time commitment.

Rewards might include:

- a meal out
- tickets for an event
- mobile phone top-ups
- a group leisure activity
- access to other developmental activities
- high-street gift vouchers
- cash.

(You and the children and young people you work with might have other ideas too!)

Check regularly with children and young people what they think are appropriate rewards for their contributions. Voting as a group can offer a first-hand demonstration of a decision-making process! Rewards for very young children should also be agreed with parents and carers if they involve more than a straightforward 'thank you'.

Be clear and consistent about when rewards will be offered and keep the children and young people informed of when and how they will receive the rewards. Keeping records of achievement and progress can demonstrate to children and young people how far they have come in their involvement. The records are also a useful tool (and often a prerequisite) when approaching funders.

Incentives

For children and young people, a major outcome of an incentive for getting involved is the opportunity to learn new skills and meet new people and groups. Other incentives might include building self-confidence, having the opportunity to take part in debates, learning about decision-making processes and seeing some of their ideas come to life.

In order to encourage greater participation by children and young people, it is important to make sure that activities are planned and budgeted for in such a way that all children and young people are able to make a

contribution and to have fun while doing so. Training should also be available and relevant to the particular task or activity in which the children and young people are involved.

Recognition

Formal and informal recognition of children and young people's contributions will help make them feel valued and also provide evidence of what they have achieved through their involvement.

Just saying 'thanks' can go a long way towards making people feel valued for their efforts.

Giving prompt, regular feedback on the children and young people's contributions means everyone can clearly see the outcomes of their involvement.

Certificates detailing the skills gained by the children and young people also demonstrate that their contributions are recognised as valuable. Be careful not to overuse certificates though as too many can appear tokenistic and unimaginative.

Recognition of their involvement can be valuable to children and young people as they progress through their education and into the world of work. References should therefore be made available to employers, colleges, universities, etc. on request. Quoting the names of children and young people in publications such as your annual report is a form of concrete recognition, which can be a source of personal pride and be used as evidence of work completed. Nominating individuals or groups for any appropriate award schemes provides the opportunity for greater reward.

Accreditation is an excellent means of encouraging children and young people to become involved in a project and recognising their achievement at the end of their contribution. Accreditation in interview skills or workshop presentations, for example, can provide evidence of valuable transferable skills.

Remember too that parents, carers and teachers may also be interested to hear about children and young people's involvement.

How to: remunerate and reward

Remuneration

Remuneration indicates that money and, sometimes, an employment contract is involved. The issue of making cash payments to children and young people as part of recognising their contribution is a contentious one with no right or wrong answers. It throws up various ethical issues that organisations should consider before developing a policy on the subject. See page 7 for information on legislation related to the employment of children and young people.

It is essential that children and young people are involved in discussions about how their involvement will be recognised from the very beginning. If a project is externally funded then these discussions should inform the budget of any funding bids. Before embarking on any project, those working with children and young people as well as the children and young people involved should ask themselves the following questions when deciding how their contributions might be recognised. Having a clear 'job' or 'task' description should help with answering the questions:

- Is this something an adult would be paid for?
- Is this piece of work mainly about children and young people being trained? If this is the case, accreditation may be more relevant than payment.
- How much will children and young people get out of the participation opportunity? For example, does the opportunity include personal development, activities and fun that might be considered rewards in themselves?
- Will the children and young people be paid for any preparation work and/or reading time ahead of a meeting? Will travel time be paid for?
- Are there different elements to this piece of work? If so, do only parts of the work warrant payment?
- How will you ensure consistency in terms of situations that warrant payment?
- Should children and young people be encouraged to expect reward for their involvement?

- How does the status of children and young people compare with any unpaid volunteers within the organisation?
- How will you ensure that the method of reward you choose is fair for all members of the group (for example, young people on benefits, use of vouchers, group outings etc.)?

In some instances, saying 'thank you' and providing children and young people with prompt and informative feedback about the impact of their involvement may be more important than cash payments, a voucher or a meal. Having fun, developing new skills and gaining ownership over the project or organisation are key to children and young people's reasons for getting involved and are particularly effective at keeping them involved.

What activities might be rewarded?

Here are some examples of activities that children and young people might be involved in:

- attending conferences and events
- speaking at conferences and events
- facilitating workshops
- attending residential events
- recruitment, including interview panels
- consultations
- developing and delivering training
- website development
- mystery shopping and inspections
- administrative tasks
- strategic planning and development.

The types of activities that you are asking children and young people to become involved in will affect your organisation's policy on remuneration and reward. You may decide that different activities warrant different types of reward and that some require no reward at all. Before starting work on a policy, you should also look at the rewards that you currently offer and, of course, look at how children and young people are involved in deciding what the rewards should be.

Case Study One

British Youth Council (BYC)

We reward our volunteers in a number of ways, depending on their level of involvement. Young people who have helped out at one of our events, represented us or had success in a particular campaign are recognised in our weekly newsletters, where current volunteers are also offered other opportunities to get involved in other organisations and events. We also reward those interns and campaigners who do presentations and help organise some of our events with vouchers and thank you cards in recognition of the extra time and effort it takes to come in at a weekend and stand up in front of a large group of people. Volunteers receive expenses to remove any financial barriers that might exist and enable more young people to get involved in what we do.

All of our interns are given cards and presents at the end of their four-month internship, as well as a leaving party where all costs are covered. Similarly, our BYC campaigners also have celebration events where we recognise the hard work they have done on our campaigns. All of our volunteers work towards the UK Youth Achievement Awards, with the majority of our interns gaining the gold level when they leave us, and therefore having the opportunity to gain accreditation for the work that they do.

We believe that it is important that any young person who volunteers with us, whether they be doing so virtually or in the office, feels part of our organisation and therefore we find that things like sending personalised birthday cards to each of them reinforces this. Similarly, we want to ensure that these young people, regardless of the time they spent with us, remain part of the BYC community. Once they have left, therefore, they become one of our alumni and can hear about other opportunities BYC and other organisations may have to offer.

Payment pitfalls

Even if children and young people are being paid, the activities they are engaged in should still provide a fun and positive experience that also provides development opportunities. If children and young people are participating solely because of the reward, their engagement may be short lived or tokenistic.

'If young people choose not to engage with "participatory activities" it often indicates that those activities are ill-planned, tokenistic approaches or not actually participatory and that young people do not feel any ownership of them. If this is the case and young people choose not to engage with certain activities then this should be respected and if necessary, alternative approaches identified. Paying young people for their involvement

can often hide these underlying issues.'

Source: *Getting Started in Youth Participation*, National Council for Voluntary Youth Services, 2001

When paying children and young people even small amounts there should be an awareness that a dependency on this income may develop. Firstly, they may begin to choose not to participate where no reward is offered. Secondly, where they have come to rely on payments, withdrawal of this income may have a significant impact on their circumstances related to benefits and taxation. Support for children and young people around financial planning could offer a way to prepare for this (see Find Out More). Effective signposting to other opportunities can also help children and young people to make the transition when a project ends or their involvement in it finishes.

Reimbursement of expenses

Responsibilities for organisations

Children and young people who have been involved in any event or activity should be reimbursed promptly for any out-of-pocket expenses as a minimum. Paying children and young people's expenses can help remove barriers and enable a wide range of children and young people to participate.

Reimbursement should include the following as a minimum:

- all travel expenses to and from the place of the activity and any additional travel costs incurred during the activity
- any stationery, postage or telephone calls made from home while taking part
- childcare costs
- residential accommodation costs
- lunch or other meals while taking part in an activity. A limit in terms of what constitutes a reasonable meal reimbursement should be set at the start of the project after discussions with the children and young people.

It is essential not to assume that children and young people have bank accounts, or access to cash from parents or carers. Nor that they can pay for train tickets, food or other items up front and then claim the expenses back. Providing pre-booked travel, childcare, food and stationery can help reduce financial barriers to involvement. This will require considerable planning and organisation but will help ensure that a wide range of children and young people can engage with your organisation. At the very least, children and young should be reimbursed expenses in cash on the same day as an event.

The cost of travel expenses, meal reimbursements and other necessary expenses can add up to significant amounts

and should not be underestimated when budgeting for children and young people's involvement. Remember too that some children and young people will require additional support in the form of support workers. These costs can add up too and will need to be factored into participation budgets and funding bids.

Responsibilities for children and young people

Children and young people should be aware of what they can claim back on expenses. For example, there are occasions, such as late at night, when using taxis is preferred, while at other times public transport is appropriate. Similarly, if children and young people have been involved in an all-day event that finishes at 6pm and then have a two-hour journey home, it may be deemed appropriate to reimburse an evening meal. If the event finishes at 4pm and they return home by 6pm, it may not be considered appropriate.

They should also be asked what method of reimbursement would suit them best. For example, if a child or young person is engaged in a specific activity every day for a week it may be easier to agree to reimburse them the lump sum for their lunch expenses at the end of that period.

Children and young people should also be made aware of the evidence, such as receipts, that they need to produce in order to meet audit requirements and for them to be fully reimbursed. If receipts haven't been collected or have been lost, a record of the payment made should be kept by your organisation in order to safeguard staff.

Tax and benefits implications for expenses

Paying expenses does not give rise to National Insurance or tax implications if the organisation does no more than refund a young person's out-of-pocket expenses.

You should ensure young people in receipt of benefits know that they need to declare their expenses to the agency, such as Jobcentre Plus or their local council, from which they are receiving benefits.

The Department for Work and Pensions (DWP) and Volunteering England have some useful information sheets on volunteering and benefits. You can access them at:

<http://tinyurl.com/ry9hz8> for the DWP leaflet, *Volunteering while receiving benefit*, and <http://tinyurl.com/qmcwqq> for the *Volunteering England information sheet*, Volunteering and State Benefits.

Ten step guide for developing a remuneration and reward policy

Your organisation should have a remuneration and reward policy for children and young people's involvement. The following steps should give you a starting point:

1. This policy should be developed with the children and young people it's designed for.
2. Children and young people are often engaged in youth participation activities with different organisations. Where possible, a common policy of agreed remuneration and reward should be agreed to avoid unfavourable comparisons.
3. Plan budgets to take account of how much rewarding children and young people's involvement can cost throughout a project and how it may grow over time.
4. Ensure you are familiar with tax and national insurance implications.
5. Be aware of benefit and employment legislation.
6. Ensure your policy provides a clear outline of what children and young people can expect to be rewarded for.
7. Reward children and young people consistently and equally, taking into account training needs and support.
8. Be clear about when and how children and young people can expect to be rewarded.
9. Ensure that children and young people are familiar with the financial systems for claiming expenses and other rewards. You should also ensure that finance staff are aware of their obligations and the importance of having petty cash available to pay children and young people promptly.
10. Talk to children and young people regularly to review the effectiveness and appropriateness of your remuneration and reward policy.

How to: remunerate and reward

What does the law say about making payments to children and young people?

For the purpose of this section, it is important to define what we mean by children and young people.

- In employment law, young people over school leaving age and under 18 are known as young workers. Young people can leave school on the last Friday in June of the school year in which they are 16.
- No one under school leaving age can be employed in work other than light work.
- There are some extra rules about the employment of children under 14 who are only allowed to carry out the following types of work:
 - to take part in sport, advertising, modelling, plays, films, television or other entertainment. The employer must apply for a licence from the local authority
 - to do odd jobs for a parent, relative or neighbour
 - to do babysitting.

There are strict limits to the hours children and young people under school leaving age are allowed to work. They must not work:

- during school hours on any school day
- for more than two hours on any school day or for more than 12 hours in any week in which they are required to go to school
- for more than two hours on a Sunday
- for more than eight hours (five hours if you are under 15) on any day which is not a school day or a Sunday
- before 7am or after 7pm
- for more than four hours in any day without a break of one hour.

Source: www.adviceguide.org.uk/index/life/employment/young_people_and_employment.htm

National Minimum Wage

While young people under school leaving age are not entitled to the minimum wage, you may wish to use the following scales as a guide when you are thinking about levels of cash reward. Remember as well to calculate and include the costs of remunerating young people when developing funding bids.

There are three levels of minimum wage, and the rates from 1 October 2008 are:

- £5.73 per hour for workers aged 22 years and older
- £4.77 per hour for workers aged 18–21 inclusive
- £3.53 per hour for all workers under the age of 18, who are no longer of compulsory school age.

Source: *HM Revenue & Customs: National Minimum Wage* – www.hmrc.gov.uk/nmw

You might also want to look at the Volunteering England information sheet, *National Minimum Wage and Volunteers* at <http://tinyurl.com/o7o5kx>

Tax and National Insurance Contributions (NICs)

It is essential to remember that paying cash or vouchers to children and young people for their involvement could have implications for them when claiming benefits and on taxation and National Insurance Contributions.

Young people are not subject to NICs until they are 16 years old. Once that age is reached, young people are liable to pay NICs if the payments they receive exceed £110 in a week. It may seem unlikely for young people to reach this threshold but where young people are involved in a range of activities across a large organisation their payments may add up to more than expected.

Source: http://www.direct.gov.uk/en/MoneyTaxAndBenefits/Taxes/BeginnersGuideToTax/IncomeTax/Taxrefundsreclaimingtax/DG_078771

How to: remunerate and reward

Income tax is payable at any age if a person's taxable income from all sources (not just their income from your organisation) exceeds their Income Tax Personal Allowance which currently stands at £6,475. Young people should be made aware that any other income, including that from savings, will count towards their Personal Allowance and may result in their income being liable to tax.

If a young person receives payment in cash or vouchers to deliver a workshop session at £5.73 per hour, they may be requested by the HM Revenue and Customs to complete a tax return.

Source: *Encouraging and Recognising Young People's Active Involvement: A Guide to providing incentives and rewards for young people involved in shaping Connexions, Young People in Connexions Team, Autumn 2002*

Benefits and allowances

Young people receiving benefits should be made aware that they are required to tell the relevant agency, such as Jobcentre Plus or their local council if they do any work at all,

including attending events and other voluntary work. They must also inform them about any monetary payments and payments in kind, such as vouchers and expenses, that they have received as a result of paid employment or voluntary work. It is important that organisations support young people to do this – both with information about what they are required to do and active support to do so when necessary. While there is no legal obligation on the part of organisations to inform an agency about any payments made, contact may help young people clarify whether they can be involved and continue to receive benefits or which benefits may be affected by their participation. See the Find Out More section for links to websites where you will find the most up to date information.

The impact on disabled young people from changes to benefits can be particularly significant. The website www.disabilityalliance.org provides information, links and signposting to information related to employment, benefits and volunteering.

Case Study Two

Connexions Derbyshire

Each year, as part of our ongoing quality assurance arrangements, Connexions Derbyshire seeks the help of young people as 'mystery shoppers'. These young people are given training to assess the effectiveness of the services being provided for them through the Connexions centres in Derbyshire. The thirteen standards against which these assessments are carried out were also developed by young people.

After each 'mystery shopping' visit, the young person uses the agreed criteria to make a judgement as to how effective the services were considered to be. He or she then completes a written assessment, awards an overall grade and returns to the centre with a member of the performance improvement team to tell the local manager of the outcome.

To recognise their contribution to improving the performance of our services, the young people are given a £15 high-street gift voucher. In line with our remuneration and rewards policy, all travel expenses are paid, as are any other out-of-pocket expenses. The young people also receive a personal letter from our Chief Executive, thanking them for their time and commitment.

Views of young people and participation workers on payments for children and young people

Linda Epstein, PW's EAR member, 14

I think there are two different sides to this; the first is that young people should be paid to do participation work when they are doing equivalent aspects of an adult's job and therefore doing some of the work which an adult would get paid for. For example, being on an interview panel.

The other side is that young people shouldn't always get paid for their involvement as they should consider it as the experience that counts and take advantage of that. It is voluntary work so they are doing this by choice – knowing that they won't be getting paid. The system at the moment is obviously working because we are still getting young people's opinions and input without paying them.

Shavin Fonseca, ENVOY member, 21

A group that I'm part of recently took us away for a residential weekend surfing in Cornwall. The difference was that there was no consultation or work on the agenda, it was purely to say thank you to us for our involvement and celebrate the end of a project. We got given certificates but the best bit was that we all felt really valued for our time and effort and had a lot of fun too!

Daniel Rose, Youth Involvement Officer, National Trust

The issue of remuneration and reward is a complex one; however, my view for the most part is that it's not appropriate to pay young people for the activities we involve them in. The number one reason for young people engaging with us is that they care about the issues we are involved in, and want to meet other young people, and develop new lifelong skills and experiences – not to earn money.

The activities we involve young people in should, at their heart, be about participation, personal development, learning and fun. Putting a financial cash label on such activities is at odds with the definition of volunteering and sends an unhelpful message to young people and wider society.

Wherever appropriate, such as when we ran a 'mystery shopping' project, we have recognition in place for our young volunteers. This can take the form of accreditation, certificates, references, a meal out or expenses – as it would for volunteers aged over 18. We also make sure all young people receive a thank you letter, information on other projects they could get involved with and details of how time spent involved with us could help them achieve their Duke of Edinburgh Award and other accreditation.

At the National Trust we have employed young people on some projects, however this has been because the role was an area of work that would otherwise be completed by a paid adult and the principle point of the engagement is not for the young person's personal development (although clearly this also happens and is important) but that of a professional contribution to the development of a piece of work. Age in this case is largely irrelevant.

How to: remunerate and reward

Final word

Legislation related to employment law, tax, National Insurance and benefits changes regularly so it is important that you check the situation regularly with the HM Revenue and Customs and other agencies such as Jobcentre Plus. It is also a good idea to talk

with other organisations that involve children and young people to ensure that you are all offering broadly similar rewards. Lastly, it is vital to keep checking with children and young people about what rewards they want and think are appropriate.

Case Study Three

Somerset Children & Young People's Partnership

Reward, recognition and accreditation is an important part of young people's active involvement in Somerset Children & Young People's Partnership.

Level of active involvement	Which young people	Reward/Recognition/Accreditation
Level 1	A young person who is consulted via a questionnaire Young people involved in large group consultation events Young people participating in a research study	The reward: your name being entered into a prize draw – vouchers and other prizes
Level 2	A young person who takes part in a focus group in own time A young person who gets involved in a 'one off' piece of service development work	The reward: Certificate from Group Manager/Head of Service £15 voucher – for up to four hours Group social activity within the programme
Level 3	Young people who are involved in an ongoing area group or formally constituted group. Young people involved in interviews and quality assurance reviews Governing bodies may adopt for their associate members	The reward: Certificate that outlines skills developed for the piece of work Support and training by Young people active involvement workers and other appropriate staff Somerset Endeavour Award for more than 10 hours Group social activity within or additional to the programme Opportunities to practice skills developed through training
Level 4	A young person taking part in a series of area, group, adult focused meetings A young person involved in running a youth project or active citizenship programme	The reward: Certificate that outlines skills developed for the piece of work Support and training by Young people active involvement workers and other appropriate staff Accreditation (Millennium Volunteers, Youth Achievement Award, Duke of Edinburgh ASDAN) Opportunities to practice. Group social activity – residential
Level 5	Young people organising their own project Peer educators	The reward: Certificate that outlines skills developed for the piece of work Support and training by young people, active involvement workers and other appropriate staff Accreditation Somerset Award, (Millennium Volunteers, Youth Achievement Award, Duke of Edinburgh, ASDAN) Opportunities to practice Group social activity – residential

How to: remunerate and reward

To support the matrix on page 10, the Partnership has the following three standards:

1. Young people who work on behalf of Somerset Children & Young People's Partnership to support the development, delivery and governance of Somerset Children & Young People's services will be recognised for their input.
2. Young people will have access to a range of rewards, recognition and accreditation depending on the level of their active involvement.
3. Managers involving young people should ensure that whatever the reward, there is recognition of their contribution through a public or written thank you.

The matrix helps them to ensure consistency between the level of involvement and the reward/recognition/ accreditation received across all Partnership work.

Any residential element is subject to the programme and the resources. Young people at level 4 and 5 will be a homogenous group and should be encouraged to have a residential experience. Organisations should be prepared to offer staff support and encourage them to finance their own programme through their own initiatives. e.g. the Youth Opportunity Fund, European Youth Action Programmes.

The exception to receiving a monetary reward would be when a young person is involved as part of an educational programme – in this case a certificate and goodies (pen, etc.) would be given.

The maximum reward for a session (or up to four hours) is £15. This can be given as a one-off to an individual or in a lump sum to a group, or the young people could decide to spend it on an activity. This offers flexibility to staff and young people to decide on the reward together.

An annual budget will need to be in place in each area and within Support Services budgets to administer the rewards and the training and support to young people regarding travel etc.

Find Out More

This list of publications and websites should help you to find more detailed information and follow up areas of interest. (All websites accessed on 29 April 2009).

Useful resources

Employment of Young People

National Association of Connexions Partnerships Ltd, December 2005

Encouraging and Recognising Young People's Active Involvement: A guide to providing incentives and rewards for young people involved in shaping Connexions

Young People in Connexions Team, Autumn 2002

Getting Started in Youth Participation

National Council for Voluntary Youth Services, 2001

Guidelines on Incentives, Rewards and Remuneration Related to Children and Young People's Involvement

Cambridgeshire Children and Young People's Strategic Partnership, 2006

Policy on Incentives and Recognition related to Young People's Involvement

National Association of Connexions Partners, May 2007

How to: remunerate and reward

Useful websites

www.adviceguide.org.uk

This is the website for online help from Citizens Advice. Go to <http://tinyurl.com/24mpqd> for information on young people and employment.

www.connexions.gov.uk

This is the gateway for the Connexions service.

www.disabilityalliance.org

Disability Alliance provides social security benefits and tax credits to disabled people, their families, carers and professional advisers.

www.direct.gov.uk

This is government's information website. Go to the tax and benefits section for more details.

www.hmrc.gov.uk

HM Revenue & Customs website provides further information on tax.

www.jobcentreplus.gov.uk

This is the Jobcentre Plus website with information on benefits.

www.nya.org.uk

The National Youth Agency has free one-day money training course for professionals who work with young people called Money Mastery.

www.volunteering.org.uk

Volunteering England's information service provides resource for people working with, or managing, volunteers.

Participation Works enables organisations to involve children and young people effectively in the development, delivery and evaluation of the services which affect their lives.

The Participation Works How To guides are a series of booklets that provide practical information, useful tips and case studies of good participation practice. Each one provides an introduction to a different element of participation to help organisations enhance their work with children and young people.

Participation Works is an online Gateway to the world of children and young people's participation. Visit www.participationworks.org.uk to access comprehensive information on policy, practice, training and innovative ideas.

Acknowledgements

Author: Steven Pryse, National Council for Voluntary Youth Services

Thank you to the children and young people who contributed their comments to support the development of this guide.

Peer Reviewers:

Sharon Adams, Regional Youth Work Unit (South West) & SW Youth Participation Workers Network

Bill Badham, The National Youth Agency

Tracy Hyland, Young Lives

Kate O'Farrell, Connexions Leicestershire

Case Studies:

British Youth Council

Connexions Derbyshire

Somerset Children and Young People's Partnership

Published by the National Children's Bureau 2009
Participation Works is based at the National Children's Bureau
Registered charity number 258825



Participation Works is a consortium made up of the British Youth Council (BYC), Children's Rights Alliance for England (CRAE), National Children's Bureau (NCB), National Council for Voluntary Youth Services (NCVYS), The National Youth Agency (NYA) and Save the Children-England.



Participation Works

8 Wakley Street, London EC1V 7QE

www.participationworks.org.uk

Enquiry line: 0845 603 6725