

**Heritage Grants**  
**Final Grant Payment Request and Completion Report**



**Heritage**  
**Lottery Fund**

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Project Title:

Tameside: Stamford Park

Application  
number:

PF-07-00955/1

Name of person or organisation  
receiving the grant:

Tameside Metropolitan Borough Council

Please read the Monitoring Documents before you fill in this form.

You must fill in this form each time you request a part of your grant. You must tell us how your project is progressing towards meeting the approved purposes.

You must fill in all section of the form that apply to your project. You can add extra sheets to the form if you need to and can use computer software which includes spreadsheets if necessary.

You can send this form to us by e-mail but, if you do so, you must also send us a signed hard copy in the post.

We will not make a grant payment until we are satisfied with your signed grant payment request

Request Number: FINAL

Date:

17/02/2014

Period this request covers:

October 2012 – February 2014

**I. Progress towards achieving your project's approved purposes**

1a) Please list your project's approved purposes and tell us how you have finished them. Include details of any events which may have affected your approved purposes.

Approved purposes	Summary of your progress	Percentage complete
Restoration of Stamford Park	The restoration of Stamford Park is now complete and we have completed all the work as outlined below.	100%
Restoration and Conservation	The stonework restoration within the Dingle is	100%

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complete. The drainage system repairs have been completed and footpaths have now been reinstated. The watercourse has been desilted and the waterfalls and rills are running once again as they would have done in the Victorian period.

We are now working with volunteers to carry out further work in this area such as additional understorey planting and keeping the watercourses clear. There has been much greater footfall in this area since the restoration work has been carried out as it is more open and feels much safer.

The gardener's lodge restoration is complete and this is being used by the bowlers in the park with the basement being used for storage of events materials.

Conservation of the monuments has been completed including a new top on the Jethro Tinker memorial and the restoration of the stocks. The local history society have visited the site and we gave them a guided walk of the site using the Memorials as a means of explaining the history of the park and local area which has been well received.

The boathouse and ticket kiosk have been restored – the boathouse required more extensive reroofing than originally planned however the windows were found to be in good condition so savings were made by reglazing the existing windows rather than installing new ones. We are currently working with a local outdoors company to encourage greater use of the boating lake as a means of engaging young

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	people offering training such as kayaking and basic health and safety issues around water.	
New Buildings	<p>The pavilion building is now complete and is now being used as a café and community rooms have been used for a variety of meetings and events. The Pavilion café is operated by the Council's facilities management partner Carillion and is open at weekends as well as throughout the summer holidays.</p> <p>The aviary and depot are now complete and the aviary has been stocked with chickens, budgerigars, finches, quails and rabbits.</p> <p>The new viewing platform for the bowlers is complete and is well used by the bowlers for watching games on the main green.</p>	100%
Infrastructure	<p>Drainage improvements have been implemented throughout the park. Improvements to the electrical services have been undertaken. Heavy vehicle traffic through out the park has damaged paths and so extensive resurfacing of the paths has been undertaken. These improvements to the infrastructure will protect the investment made in the park in future years. We now have a programme of gully cleansing in place with our Engineers to ensure that it is maintained in future.</p> <p>The new water feature in the park has been very welcomed by the local community. It looks</p>	100%

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	<p>excellent through out the year, we only switch it off when the temperature drops to near freezing. In the summer months children cool off in the fountain and in the spring and autumn many people like to sit near the fountain and watch the jets and listen to the sound of the water. Many older people have commented on how pleased they are to see water returned to the park as they remember the old fountains and paddling pool.</p>		
Planting	<p>Tree clearance work within the Dingle area has been undertaken, and after further discussions with the monitor additional tree works have been undertaken. New planting work has taken place through out the park and has been very successful. The public have really welcomed the improvements to the planting.</p> <p>The existing grounds maintenance team in the park were involved in the planting up of some areas and are now maintaining all the areas which were replanted as part of the contract. Works to improve planting throughout the park are ongoing, with, for example, additional bluebells and snowdrops being planted in shady areas under trees and near shrubberies. The herbaceous border is going to be improved in the next couple of months.</p> <p>The structure of the maintenance team in the park has recently changed – there are now 3 full time staff permanently based in the park however there is an additional support team carrying out tasks such as emptying litter bins, grass cutting etc which will allow the permanent staff to concentrate on</p>	100%	

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	maintaining the horticultural standards.	
Training of Staff and Volunteers	<p>One member of staff has received training in Herbaceous Border Management; one member of staff has received training in Chainsaw Use. Myerscough Collge have delivered training in animal husbandry and welfare. Training in Green Flag assessment criteria is also going to be delivered for staff working in Green Flag Parks and those working in parks where we want to achieve Green Flag status. 4 new apprentices were appointed in October 2011 with 2 based in the park. Of these apprentices 1 has been taken on full time, 1 has gone onto other employment and 2 left the service prior to the completion of their apprenticeship.</p> <p>We currently have a work placement working within Stamford, this individual was referred to us through the local job centre as a young person who was not in employment, training or education. Whilst the placement is only for 6 weeks we are hoping to extend it to a 26 week full time paid placement which will enable the individual to gain additional skills, have a positive impact on their CV and will hopefully lead to full time employment in future.</p>	100%
Engagement with local community	<p>We have struggled to keep a Friends' Group going for the park as people weren't attending the meetings however there is a new Greenspace Officer managing engagement and activities in the park and they are going to try and re-establish the group.</p> <p>Most regular users of the park provide regular feedback to staff on an ad-hoc basis and the points raised by them are dealt with wherever possible.</p>	100%

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A member of the Friends' Group has a collection of historic postcards of the park and we are working with them to create a digital archive of the postcards and use them in interpretation on the website.

A Diamond Jubilee event was held in the park which was attended by approximately 3000 despite the cool damp weather.

Other events take place through out the year in the park – in 2013 there were storytime sessions for children in the Pavilion over 100 children over 4 sessions), a bug hunt walk through the Dingle (40+people attended), history walks, brass band concerts and a community picnic in the park,. As well as this many more groups organise their own events such as a picnic which took place for Looked After Children and school visits – most of these would not have taken place prior to the restoration.

We are working with Year 8 students from the neighbouring West Hill School on a project where they will use IT to tell the story of the park; this interpretation will then be included on the Council's website.

Students from Dovestones, a centre within the College for students with disabilities, undertook volunteering in the park as part of their Duke of Edinburgh award. These tasks included bulb planting, assisting in the conservatory, litter picking and leaf clearance.

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For 2014 there are further events planned including Tulip Sunday an annual event which has been taking place for many decades. This event attracts families from the greater Manchester area who enjoy the range of attractions such as stalls, fairground rides, local history, small archaeological excavation and RSPCA dog show. As well as Tulip Sunday there will be a scavenger hunt, arts and crafts afternoons, history walk for Heritage Open Days and a large brass band concert organised by the local Hospice.

We currently have 3 people who volunteer every week in the park on a 'Routes to Work' scheme. These people all have a learning disability and volunteer in the park to gain confidence, learn new skills and as a form of therapy. They are an integral part of the team and are welcomed by the permanent grounds maintenance team.

There is a corporate volunteering day organised for March where 25 staff from British Gas will be working in the Dingle assisting with planting, cleaning up and removing self sewn trees. We will be encouraging more corporate volunteering in the future.

We have a good relationship with Tameside College who are located adjacent to the park and the park will be hosting student placements once the new horticulture classes start in September 2014.

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	<p>The Council has a service level agreement with Community Payback and people carrying out payback hours have spent time clearing litter in the park as well as carrying out additional tree clearance to the north of the park where we weren't able to spend significant funding.</p> <p>The additional facilities in the park and the overall improvements to it have really encouraged much greater numbers into the park, it is now a destination park for Tameside attracting people from Tameside and beyond. People stay in the park much longer, they have a greater variety of things to do in the park and there is much greater diversity of visitors to the park.</p>		
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#### 2. Special Conditions

If there are special conditions with your grant, list them here and tell us how you have finished them. Also tick those that will apply in the longer term and after your project is finished.

Special Condition	Summary of your how and when the special condition was completed	Long Term (please tick)
n/a		

#### 3. Meeting the long-term requirements of your grant

We have listed a number of the long term requirements that are set out in your grant contract. Please tick those that apply to your project and describe how you will meet these long term requirements.

Long-term requirement	Please tick	How you will meet the long-term requirement. Include the resources you are devoting to this and the timescales if appropriate.
Special conditions		

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Long-term maintenance		<p>The Council are responsible for long term maintenance of the park. The Council has undergone a restructure and there are now additional resources available to Stamford Park in terms of both grounds maintenance and development staff.</p> <p>The Grounds Maintenance depot for the North of the borough is now based at Stamford Park and this means there are much greater resources on site. There is one full time supervisor constantly on site as well as two full time gardeners. The Supervisor has a background in arboriculture as well as horticulture which means that they can pay particular attention to the Dingle which is unique amongst the parks of Tameside, and possibly Greater Manchester. In addition to this the extra resource available from the other Grounds Maintenance teams means that activities such as volume grass cutting and emptying bins will be carried out by those teams freeing the 3 experienced gardeners up to carry out more specialist horticultural work. In addition to the gardening staff there is now more tools and equipment on site which will aid the maintenance of the site. A maintenance plan for the site has also been produced identifying all the maintenance work to be carried out in the park as well as frequencies. This will enable all staff working in the park to understand the standards that have been set and will protect us in case of changes in staffing, anyone new could clearly understand the different tasks required and how frequently they need to be carried out. The maintenance plan sits alongside the wider</p>

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		<p>Management Plan for the site which takes a longer term strategic view of the management of the site.</p> <p>As well as the Grounds Maintenance Team there is now a Greenspace Development Team. The Greenspace Manager has a background in Project Management and one Greenspace Officer, Deborah Kauffman, has been appointed to Stamford Park. Her role is to lead on capital projects such as furthering the restoration and enhancement of the park as well as increasing community engagement and activities within the park. For example she has recently sought quotes for and is arranging for the rebuilding and replanting of the herbaceous border, this was work which is desirable but wasn't affordable within the HLF project. She has also arranged for the local Girl Guides to carry out planting of bluebells and snowdrops in early March which will not only enhance the park but will ensure local young people have an affinity with the park. Deborah is also working with the Volunteer Officer to increase corporate volunteering within the park and we already have a scheme lined up with British Gas who will be working within the Dingle.</p> <p>The improvements to the park have been very well received by the general public and despite cuts to the budget for Operations and Greenspace funding has been set aside for the increased maintenance of Stamford Park as set out in the original plan - £145,000 per annum for 10 years.</p> <p>We have applied for and hope to be successful in achieving Green Flag status.</p>
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Insurance		The park and its facilities are covered by the Council's insurance policy.
Other (please describe)		

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#### 4. Lessons learnt

Please tell us about the lessons that you have learnt about managing and your project.

4a) Cost management and cash flow including spending of contingency on unexpected events.

The cash flow on the project has not been an issue due to the project client being a Council. The cost management side of the project has been managed by Quantity Surveyors appointed as part of the multi-disciplinary team supplying professional services. We held monthly Project Meetings at which any concerns over additional costs or cost variations were raised – whilst some issues were resolved quickly there are always going to be differences of professional opinion and some of these dragged on longer than was ideal. I think separate formal finance meetings could have been beneficial although I do know that there were a lot of emails and phone calls between the client, contractor and designers to ensure that matters were resolved as quickly as possible. Whilst the project has come out over budget the Council had ensured that there were appropriate levels of contingency as well as building up a small reserve to cover additional costs.

4b) Project management

Project Management of the project was carried out at a number of levels: there was a Contract Project Manager, Professional Services Team and a Client Project Manager. Everyone's different roles were set out early on in the project development and this helped avoid any confusion. In the early stages of the project all members of the Project Management Team made an effort to develop strong relationships and get to know each other. This helped to deal with any issues that arose in a more pragmatic and reasonable way rather than being adversarial as happens with some Management Teams.

Having a strong multi-disciplinary team was essential to the success of the project; it meant that there was high quality advice available throughout the project and that any ideas or problems could be approached from a number of angles. However occasionally there were conflicts within the team but these were dealt with swiftly through the lead adviser, the Landscape Architect. The team consisted of Landscape Architect, Building Architect, Quantity Surveyor, Engineers and CDM Co-ordinator.

The Client Project Manager role was a very busy one; dealing with both the Professional Team and the Contractor. In addition to this the Project Manager also has to spend a lot of time dealing with the public, carrying out engagement and activities and liaising with local elected Councillors. The Project

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Manager was also responsible for all the administration of the project – I would recommend that in future all Project Managers should have administrative support. An administrative assistant would have helped in ensuring that payment claims were submitted on time, project documentation was updated more frequently etc.

#### 4c) Internal or external relationships

Internal and external relationships are critical to projects being delivered well. In general the relationships, both internal and external, were very good on the project. As stated earlier the Project Management Team made every effort to ensure that they developed good relationships early on in the project which led to open and honest discussions about issues that arose.

The relationships with regular park users were also really important and everyone on the team made a real effort to get to know key individuals who acted as ‘advocates’ and information sharers on the project. For example a few of the bowlers were annoyed that we had to close footpaths around the park at different points through out the duration of the contract but the Project Manager arranged to sit down with the contractor and the bowlers. Everyone met over tea (and biscuits) and explained why certain paths needed closing for health and safety reasons. These few bowlers were then able to tell the others what was happening and the bowlers in many ways acted on our behalf. Where we held quite informal meetings such as this we tended to get better results than through the more formal routes of emails and other correspondence.

As the work all took place in the park whilst the park remained open it was really important that the contractors and subcontractors from Casey’s acted appropriately around the public. Everyone working on the site had an induction and working in public was part of this. If there were any issues reported, or the Project Manager noticed any issues such as swearing on site or driving over the 5mph these were reported to the supervisors so they could be dealt with swiftly.

All workmen on site had a good understanding of the project and their role in it and this helped in terms of them explaining to the public what they were doing and why. I would recommend that as part of any tender evaluation experience of working with the public and on open sites are included as it was a really important part of the project’s success for us.

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As an example of the relationship between the contractor and the public there is a duck pond on the site which was being desilted and relined. A regular dog walker in the park has learning disabilities and can be very shy and is at risk of being isolated. However he had photos of his own father excavating the pond in the 1940s (presumably as part of a post War work scheme) and he was really interested in the current excavation. The workmen operating the plant took time to talk to him and explain what they were doing, and although this was just a small gesture it meant a lot to the individual concerned and he was really pleased that someone had took interest in him and his own family history relating to the park.

The Project Manager met frequently with local stakeholders such as the hospital, college and schools to keep them up to date on progress, this has helped build long lasting relationships which are still beneficial to all concerned today.

Locally elected Councillors visited the project at least every other month – we were fortunate that the Executive Member over parks and greenspace was also a local ward Member so he was keen to get involved.

#### 4d) Grant monitoring

I admit that the grant monitoring and engagement with the HLF was not as good as it could have been. It was difficult to set time aside away from dealing with the day to day project issues to take time and write progress reports which led to delays between reports. As stated above administrative support would have been invaluable in helping me better this as would have been me building a better relationship and rapport with the monitor earlier on in the project. In future I would ensure that progress reports were scheduled into my diary and that more emphasis was put on setting the time aside to get these reports done. I think as well I could have been better at informal updates – just picking up the phone and running issues past the monitor but I was always cautious of the limited time available by the monitor to spend on the project.

#### 4e) Other – for example consultants, planning and design, timetable or tendering

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#### 5. Funding acknowledgement and public relations

Please tell us the steps you have taken to acknowledge your grant in accordance with the 'How to acknowledge your grant' guidance. (please tick to confirm you have put in place at least the minimum level of visible acknowledgement during the project works)

- |                                                          |                                         |                             |
|----------------------------------------------------------|-----------------------------------------|-----------------------------|
| 5a) Temporary Acknowledgement                            | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| 5b) Permanent Acknowledgement                            | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| 5c) Marketing                                            | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| 5d) Press releases and other public relations activities | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |

5e) Tell us what steps you have and are taking to acknowledge, market or publicise your grant.

During the construction phase of the project we had temporary banners up provided by HLF as well as using the Parks for People acknowledgement logo on all temporary signage, notice etc. There is acknowledgement of the lottery funding on the project in each noticeboard at each entrance to the site. There is temporary acknowledgement within the building which will be made permanent once we receive a sign for the Pavilion. We have ensured that HLF funding has been acknowledged in publicity surrounding the project and a press release we are due to issue will be sent to the HLF for a quote.



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#### 6. Photographic records

Please send us photographs recording the stages and events of your project. (please tick)

- 6a) Have you sent us a photographic record of your project before it started? Yes ☒ No ☐
- 6b) Have you included a photographic record of the progress of your project with this grant payment request? Yes ☒ No ☐
- 6c) Have you included a record of activities or events that you have arranged with this grant payment request? Yes ☒ No ☐
- 6d) Have you included a record of how you have acknowledged your grant? Yes ☐ No ☒
- 6e) Is material from your project available on the internet? Yes ☐ No ☒

If Yes, please give the web address :

6f) Tell us which parts of your project are shown in the photographs or other material. Label all photographs on the back with the project name or reference number and when the photograph was taken.

We are about to re-do the Tameside Council Greenspace pages and as part of this the Stamford Park pages will be updated.

#### 7. Spending and approved costs

##### a) Cost control

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Give details of your final costs in the cost headings we approved at the 'permission to start' stage. Please list VAT and contingency, separately at the bottom of the table.

Cost heading (as agreed at the start of your project)	Approved costs (as agreed at the start of your project)	Final cost as currently forecast	Cost you are claiming under this request (from summary sheets p9 and 10)	Total cost to date
Repair and conservation	£866434	1271091	938191	938191
New Buildings	£1696335	1828093	1718891.37	1718891.37
Infrastructure	£494640	601241	422790	422790
Planting	£137670	147728	113.490.67	113.490.67
Preliminaries	£485696	456854	456853.84	456853.84
Inflation	£259038	259038	259038	259038
Fees	£286997	309565	286997	286997
Salary	£82113	82113	82113	82113
Contingency (give details in b)	£323797	280567	280567	280567
VAT	£0	0	0	0
<b>Totals</b>	<b>£4632720</b>	<b>5154177</b>	<b>5154177</b>	<b>5154177</b>

#### b) Spending of the contingency

Please list any contingencies or unexpected extra costs, which are included in this grant payment request. You must get our approval before you request a significant part of the contingency.

Amount	Description	Did we approve this?
£	See Appendix I for full breakdown.	Yes <input type="checkbox"/> No <input type="checkbox"/>
£		Yes <input type="checkbox"/> No <input type="checkbox"/>
£		Yes <input type="checkbox"/> No <input type="checkbox"/>

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£		Yes <input type="checkbox"/> No <input type="checkbox"/>
£		Yes <input type="checkbox"/> No <input type="checkbox"/>

### c) Transferring costs between budget headings

Give details of any costs that you would like to transfer between the main cost headings agreed at the start of the project and how these transfers will affect the approved purposes. (You must not transfer any amounts between capital and activity, or between VAT and any other cost heading)

Amount of cost transfer	Transferred from cost heading	Transferred to cost heading	Effect on the approved purposes
£			
£			
£			
£			

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<b>Total Project Cost</b>	£6,361,819	£6,361,819	Approved cost (Eligible costs less any sunk costs)
Eligible cost (to which we have agreed to contribute)	£6,361,819	£3,995,000	Grant award
Grant percentage (Grant / Eligible cost x 100 %)	63 %	81.61 %	Payment percentage (Grant / Approved cost x 100 %)
Intervals between grant payment requests		3,795,250	95% Limit (for paying your grant until we are satisfied the project is complete)
Total costs requested (Invoice Summary Sheet plus Volunteer Timesheet totals - pages 9 and 10) :			<b>5154177</b>
Total of invoices x payment percentage (amount of this grant payment request) :			<b>£385,629</b>

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Amount we have previously paid to you :

£3609371

Total amount including this grant payment request :

£3,995,000

We aim to make payment within 15 working days of your request, provided you have sent us the information that we ask for. Please sign and return one original copy of this form. Keep one copy for your files.

#### Your Declaration

**This grant payment request is true and complete. The costs making up the amount of this request are part of the approved costs. We have paid or will pay, all invoices included with this payment request in full. No money has been returned to us by donation or credit notes.**

Authorised  
signature :

Date :

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### Summary of invoices

Project title:

Tameside: Stamford Park

Grant payment request number:

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Date of the invoice	Name of your supplier, contractor, or consultant	Description of the goods, works, or services <small>(Please say if the invoice is for part payment and whether for capital or activity spending)</small>	Capital or activity spending	Cost heading reference <small>(from grant notification)</small>	Total of the invoice <small>(not including VAT)</small>	Less any cost which is not part of the approved cost	Approved cost part of the invoice <b>(not including VAT)</b>	VAT which you cannot claim back	Amount that you are claiming
					A	B	C (A-B)	D	C + D
					£	£	£	£	£
					£	£	£	£	£
					£	£	£	£	£
					£	£	£	£	£
					£	£	£	£	£
					£	£	£	£	£
					£	£	£	£	£
					£	£	£	£	£
					£	£	£	£	£
					£	£	£	£	£
					£	£	£	£	£
					£	£	£	£	£
					£	£	£	£	£
					£	£	£	£	£
					£	£	£	£	£
					£	£	£	£	£
					£	£	£	£	£
					£	£	£	£	£
					£	£	£	£	£
					Total cost claimed (carry forward to page 6, Section 8)				£

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### Volunteer Timesheet

Project title:

Tameside: Stamford Park

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Date	Tasks carried out	Name of volunteer	Number of Volunteer days	Cost (per day)	Total cost	Comment
					£	
					£	
					£	
					£	
					£	
					£	
					£	
					£	
					£	
					£	
					£	
Total cost claimed in this grant payment request (carry total onto page 6 Section 8)					£	Signed
Total previous costs					£	Position
Total including this grant payment request					£	Date / /
<b>Cost of voluntary Work</b> One volunteer day equals seven hours. The number of volunteer days equals the number of people multiplied by the number of days. Voluntary labour contributions: unskilled - £50 a day ; skilled - £150 a day ; professional services - £350 a day						