



HANDBOOK

Rural regeneration and community development
through a network of innovative, individual
community owned and led tourism projects
throughout the UK.

Contents

Welcome from the Chairman

Hidden Britain Scheme – the story so far

Contact List

- 1.0 Introduction
- 1.1 The role of the HBC Company
- 1.2 Support available from existing projects
- 1.4 Case study – Hidden Britain Eskdale
- 1.5 Case study – Hidden Britain Appleby
- 1.6 Case study – Hidden Britain Low Furness

- 2.0 Community Involvement
- 2.1 Being clear
- 2.2 Techniques for involving people

- 3.0 Setting up an HBC group
- 3.1 How the HBC network operates
- 3.2 Beginning the process

- 4.0 Legal structures for HBC groups
- 4.1 What is a constitution?
- 4.2 Charitable status
- 4.3 Unincorporated and incorporated status
- 4.4 Key questions on legal structures
- 4.5 Model constitution

- 5.0 Managing an HBC group
- 5.1 The management committee
- 5.2 Some common committee behaviour
- 5.3 Honorary officers
- 5.4 The management committee meeting
- 5.5 The public meeting
- 5.6 The annual general meeting

- 6.0 Guidelines for writing a project plan
- 6.1 Suggested contents
- 6.2 Examples – Eskdale project plan and Duddon Valley project plan

- 7.0 Organising your finances
- 7.1 Keeping accounts
- 7.2 Cashflow forecasts
- 7.3 Drawing up a project budget
- 7.4 Example project budget – Eskdale
- 7.5 VAT and voluntary organisations

- 8.0 Obtaining additional funding
- 8.1 Funding sources
- 8.2 Making funding applications
- 8.3 Suggested structure for a funding application
- 8.4 The project plan
- 8.5 Facts about your HBC group
- 8.6 Establishing the credibility of the project group
- 8.7 Demonstrate the need for the project
- 8.8 Back up your case

- 9.0 Developing the content of an HBC
- 9.1 What kind of HBC?
- 9.2 Recreation and tourism marketing
- 9.3 Marketing material
- 9.4 Marketing plan template
- 9.5 Corporate identity
- 9.6 Designing a website

- 10.0 Interpretative material
- 10.1 What is interpretation?
- 10.2 Self guided interpretive walks
- 10.3 Interpretive writing
- 10.4 Producing interpretive panels and publications
- 10.5 Producing an information / interpretation point
- 10.6 Planning a visitor centre

- 11.0 Holding an event

- 12.0 Marketing an HBC

- 13.0 Monitoring and evaluation
- 13.1 What is monitoring?
- 13.2 What is evaluation?
- 13.3 Why evaluate?
- 13.4 Measuring outcomes
- 13.5 Why are outcomes important?
- 13.6 How to identify your outcomes
- 13.7 How to track outcomes
- 13.8 Good practice for collecting information

- 14.0 Quality assurance
- 14.1 What is quality assurance?
- 14.2 The annual HBC audit CD

- 15.0 Employing staff and volunteers
- 15.1 Basic steps
- 15.2 Being a good employer
- 15.3 Volunteer policies
- 15.4 Managing volunteers
- 15.5 Equal opportunities

- 15.6 Health and safety
- 16.0 Insurance for HBCs
- 16.1 General insurance issues
- 16.2 NFU Mutual arrangements

Welcome from the Chairman

You will have received this Handbook because you are, or are in the process of becoming, a new member of the Hidden Britain network – so welcome! You are part of something which we hope to see grow from the first 10 centres of the Cumbria pilot project to a nationwide network of hundreds.

The pilot project broke new ground in many different ways, but part of the remit was that their hard-won experience in working out how to be a Hidden Britain Centre should be written up for the benefit of future project groups. This Handbook represents that learning, brought together in a format we hope you will find easy to use.

It isn't as daunting as it looks – go to the index and you'll see that the information has been arranged in the sort of logical sequence in which you are likely to need it. Indeed you may be some way through the processes described here and can already 'tick off' a number of stages. Some information you may not need at all, but we have tried to be as comprehensive as possible. If you think additional sections are necessary please tell us and we will arrange a Handbook update.

In all this your development officer and national Hidden Britain staff are here to help you as much as possible. The national company is also a charity and exists only to serve the needs of the members of the network – not to make a profit!

So welcome again to the network and I hope that your membership of the Hidden Britain movement will see your project grow and develop to the benefit of your community.

Revd Dr Gordon Gatward
Chairman
Hidden Britain