Skye & Lochalsh Council for Voluntary Organisations

Community Toolkit Copy of Content as of 31st March 2018

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Contents

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You and your friends have an idea for a community project, activity or service - can you make it work? How do you get started?

This section offers an overview of the stages involved, and the things you need to consider when setting up a community group or project. These stages do not always follow a logical step by step process. Very often you will need to make several decisions at the same time. 'Stages' will not necessarily follow a step by step progression.

First and foremost - do not work in isolation. Getting started should always include some kind of 'market research' – test the water, asking what people think, finding out whether or not your idea is feasible.

With the community behind you, and the group's aims and objectives clearly identified, you can explore this section to learn about the different options for formalising a group. You may also want to look at the information on seeking charitable status.

Whilst most of the content in this section is applicable to the initial setting up of a community group or project, some may also apply to existing groups who are considering a change of structure or looking at becoming a registered charity for the first time.

Establishing your Committee

The Committee, Management Committee or Board (if you are a Company Ltd by Guarantee or Community Interest Company) is the governing body of a community group.

The volunteers that make up the committee are crucial to the running of any community group. They are the people responsible for taking care of the organisation on behalf of the members. They 'govern' the group. Everything they do is often referred to as 'governance'. Governance is about setting long term direction, making sure that things are in place to keep that forward motion going.

If your group is small and unincorporated, your committee will be very hands on. They may be involved in actually delivering the services or activities your group provides. They still need to govern the group – ensuring that it has the resources to continue to thrive.

The committee or board of directors on a larger, incorporated group may be less hands on, but they will still be the ones responsible for ensuring that everything is in place for the group to keep going. The day-to-day management and delivery of services/activities may be delegated to other volunteers or even paid staff but it will be the board (or committee) that has overall responsibility.

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The members that make up the committee may be called:-

- committee members – if your group is unincorporated
- directors - if you are a limited company (Company Ltd by Guarantee or Community Interest Company)
- charity trustees – if your group is a registered charity

Establishing Your Committee

When your group is in the process of getting started, it is often useful to have a steering group as the first 'informal' committee. They will do all the research and groundwork required to move things forward. Your group's inaugural general meeting will usually be the platform for the election of the first committee members. They should be willing volunteers and ideally people with the required skills and experience to take forward the long term aims of the group.

Your group's committee will usually be nominated or elected from your general members . This procedure will be set out in your group's constitution (or governing document). How long your committee members can serve before they are required to step down and/or stand for re-election should also be included in your group's constitution.

Ensuring your committee is up to the job

In theory, anyone over the age of 16 years in Scotland can become a committee member, but it will be up to the members of your group to make sure that whoever they elect/appoint to be on the committee (or board) is competent and fit for the role.

Disqualified persons

If your group/organisation is incorporated (for example as a Company Ltd by Guarantee or a Community Interest Company) some types of people are legally disqualified from becoming Directors on the board, they include:-

- anyone who is an undischarged bankrupt (except with leave of the court)
- anyone already disqualified from being a Company Director subject to a disqualification order or disqualification undertaking, under the Company Directors Disqualification Act 1986(c.46) or the Company Directors Disqualification (Northern Ireland) Order 2002

If your group is a charity registered in Scotland (or is considering an application to become one) there are additional disqualifications for anyone being elected or appointed to act as a Charity Trustee.

These are any person who:-

- has been previously removed from the office of Charity Trustee by the Charity Commission in England & Wales

It is a good idea to get new Directors/Charity Trustees to sign a declaration of eligibility prior to appointment and to ensure that these declarations are reviewed annually (for example after each Annual General Meeting).

Committee Skills

Ideally, your group should aim for a committee that has a good mix of skills and experience amongst the members. Good committee members are volunteers who:-

- share the beliefs and aims of what your group wants to achieve
- have enthusiasm and commitment
- are honest, fair and have an understanding of equality and diversity
- have experience of book keeping and administrative work
- are skillful at diplomacy
- are good listeners - able to communicate effectively
- are not legally disqualified

Dividing up the job

To ensure that all the legal and management duties are carried out on time and efficiently, it is advisable for a committee to have designated roles. The four most common roles will be that of:-

- Chairperson
- Vice chairperson
- Secretary
- Treasurer

General Committee Responsibilities

Whether they sit on the Board of a Company Ltd by Guarantee or a small unincorporated association, and whether or not the group has charitable status, all committee members have collective general responsibilities that underpin any legal requirements.

Giving your group direction

The committee are appointed to manage the group on behalf of the members. They therefore need to be forward thinking and should plan your group’s development. Monitoring and reviewing progress on the way is essential to this.

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Keeping your group within the law

The committee is required to ensure that your group is compliant with all legal requirements

Managing people

It will be the committee who has responsibility for the recruitment and development of the group's most important asset – its people. Your committee will have a role in managing everyone involved in the delivery of activities and services of your group - volunteers and/or paid staff. If your group is employing staff then the committee (or board) becomes the employer.

Being accountable

The committee needs to be accountable to the group's members, to funders, to regulatory bodies (where applicable), to the local community and to the general public. The committee may be handing public money (grants), receiving donations (if a registered charity) and welcoming support from a wide range of people. Committee members need to be seen to be managing the group effectively and reporting on its progress. They also need to have in place appropriate policies and procedures, which are regularly reviewed and updated.

Managing your group's resources

It will be up to the committee to manage the group's finances. They will need to ensure that they keep proper financial records and abide by any conditions set by funders. They also need to be able to produce proper Annual Accounts in the format denoted by the group's structure and/or charitable status.

Managing yourself

Being on a committee should be about working together as a team. Collectively the committee members are there to work for the good of the group as a whole. They should aim to meet on a regular basis, have a clear vision and a strong diplomatic chair person who can ensure that meetings are effective and productive.

The legal responsibilities and duties required of your committee members will depend on the structure of your group and whether or not you have charitable status.

Membership

Members are the people who share the overall aims and values of your community group. They are central to the successful running and continued development of your community group's services or activities. Membership should be available to all,

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including people that use your community group's services or activities, and people from the wider community.

Most community groups will have a clear two-tier volunteer membership outlined in their constitution or governing document. This will commonly consist of:-

- General members
- Committee members

General Members

Encouraging participation from general members helps to generate new ideas, challenge assumptions and ensure that your community group's activities or services continue to remain relevant. Your members' opinions and feedback can be essential to the development of new services or the continuous improvement of existing services. Involving service users in the strategic decision-making processes of your organisation as members, helps them to have more of a voice and control over their lives. Members can also help spread the word about your services, attract more users, raise awareness or influence policy-makers.

Committee Members

In most cases, committee members are elected, by and from, the general membership. Your group's constitution should set out the voting rights for your membership, including how the committee's members are to be nominated and elected. Your volunteer committee members are specifically responsible for the management of the community group, and they should always put the aims and objectives of the group first. They should include people with a mix of skills and experiences that will help them in their role (including the Chair, Secretary and Treasurer).

Volunteering

Probably one of the best definitions of volunteering comes from Scottish Government:-

'Volunteering is the giving of time and energy through a third party, which can bring measurable benefits to the volunteer, individual beneficiaries, groups and organisations, communities, the environment and society at large. It is a choice undertaken of one's own free will and is not motivated primarily for financial gain or for a wage or salary.'

Scottish Voluntary Sector Statistics 2010 (Scottish Council for Voluntary Organisations) reveal just how important volunteering is to the population and economy of Scotland:-

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- between 2008-2009, an estimated 1.2 million adults were active in volunteering in Scotland
- these volunteers contributed over 131 million hours per annum of their time
- volunteering in Scotland is worth an estimated £2.1 billion to the Scottish economy

Volunteers - people giving freely of their time to drive forward and provide vital services and activities – are central to not only the Third Sector but the public sector as well. A large percentage of small groups and organisations are run entirely by volunteers, and every community group, club, charity, social enterprise, - large or small - will include volunteers at committee or board level, even where paid staff manage the day to day running of services or activities.

Volunteering welcomes all kinds of people, celebrating their skills, experiences, and diversity along with their unique and individual contributions.

This section of the Community Toolkit will help your community group or organisation to:-

- form a structure that enhances your ability to involve volunteers
- recognise volunteer support needs
- recruit effectively
- resolve challenges safely

The information in this section has been provided by Volunteer Centre Edinburgh.

Involving Volunteers

Community groups involve volunteers in a variety of ways. Some are comprised entirely of volunteers. Some organisations inherit volunteers by default. Not every group or organisation will be happy about involving volunteers – others simply cannot get enough of them.

Why would your group involve volunteers?

For any group or organisation to build a successful framework which engages and supports volunteers, everyone from the Trustees (who after all are volunteers themselves) to a paid member of staff (who may not have any contact with volunteers) needs to understand the reasons why involving volunteers is a positive thing and how it can help your group.

Involving volunteers:-

- helps forge strong links between the group and the community
- means your group can use them as ambassadors for your cause
- engages supporters/funders/stakeholders

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- offers a different and unique relationship with your clients that paid staff may not be able to (such as mentoring or befriending)
- relieves staff pressures

The benefits volunteers bring

Understanding the benefits that volunteers bring, can really help everyone in the group understand why volunteering is so important.

Benefits of involving volunteers might include:-

- enhancement of your services
- ability to provide a more flexible service
- support for staff to provide more services
- support with events – such as fundraising and awareness raising
- bringing diversity to the organisation
- bringing a new perspective to your group or organisation

When it is clear why your group involves volunteers and what benefits that brings, it is important to reflect this in your group's core values and aims:-

- is the value and benefit of involving volunteers reflected in the purpose and mission statement of your organisation? If not should it be?
- are you communicating the importance of volunteers to your paid staff, committees, volunteers, users and the general public?
- you may wish to consider reflecting these values in your practices, publicity and written materials produced by your organisation:- for example, annual reports, strategic plans, publicity.

Why not schedule 10 minutes at your next board meeting to ask your Directors or Trustees these questions?

Supporting and Motivating Volunteers

Volunteers, like most of us, need some form of ongoing support to help them to do their jobs to the best of their abilities. Implementing a good support system will help volunteers claim their rights and carry out their responsibilities within your group, and will demonstrate to volunteers that their work and development is important to you.

What do we mean by support and supervision?

Supporting someone is about strengthening their skills, helping them to succeed. The common definitions of the verb 'to support' also include:-

- to hold in position so as to keep from falling, sinking, or slipping
- to be able to withstand

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- to provide for, or maintain, by supplying with money or necessities

Supervision is about overseeing in terms of management or overseeing the performance or operation of a person or group.

Why have a Support System?

An effective support system will provide a means of tackling problems before they get out of hand. Support is an enabling activity that focuses on the person rather than the task, and involves:-

- giving people the space and encouragement to share thoughts and feelings
- hearing what people say
- being reliably there for other people
- increasing the other person's self esteem
- enabling the other person to cope
- providing practical assistance

As with most areas of volunteer management, there is no single 'right' way to offer support to volunteers. Different volunteer tasks will require different types of support and you will also need to take into account the differing needs of individual volunteers. For example, volunteer management committee or board members will usually need a different induction and support from volunteers delivering direct services.

What is important is that an appropriate support system is in place from the beginning of each volunteer's involvement with you. Remember that supporting volunteers includes practical issues such as expenses and making sure volunteers have up-to-date and comprehensive information.

Factors to consider when choosing the right type of support

- the type of group you are
- resources available to you - time, physical space, staff to volunteer ratio etc.
- type of volunteer task - driving, office based, lunch club, shop, etc.
- type of volunteers – skilled, inexperienced, higher support need, confident
- motivation needs of the volunteer
- numbers of volunteers – capacity of group to deliver

Think about how demanding your volunteers' role(s) might be. For example, if your volunteers are working with people with dementia, consider how you will ensure they have space to discuss how they are feeling.

Focus Groups

A focus group usually comprises a small group of people brought together to discuss a specific topic(s) or issue(s). This is a useful method of consulting people when you need to explore ideas and views in more depth. A small focus group can be less inhibiting than a public meeting and as such it can encourage greater discussion, reflection and a more free exchange of ideas and opinions.

Planning a focus group

- put together a circulation list of participants contact details. Try and get a mix of people relevant to whatever issue is being discussed and aim for 8-10 in number
- set a date, time and location -Allow up to two hours for discussion time
- make initial attendance request by phone or email, followed by a flyer invitation and give participants a reminder call/email just before the day to remind them
- describe the purpose of the focus group and if refreshments will be served
- arrange for an impartial facilitator to lead the discussion. The facilitator should be someone who can keep the group on track while staying in the background during discussions
- ensure the facilitator has a question guide - this will be determined by the aim of the consultation
- arrange for someone to take notes
- have a sign in sheet and name tags for each participant, and allow 15 minutes for informal introductions

Holding the focus group

- introduce yourself, and have participants introduce themselves formally to the group
- inform the group of housekeeping arrangements, such as health and safety, emergency exits, etc.
- describe the process and why the focus group has been set up, and highlight any confidentiality policy to be adhered to
- at the end of the focus group the facilitator should be able to summarize the discussion- highlighting main points
- inform them of the next steps –do you need to conduct further consultation? Make participants aware of ways they can be of further help
- let them know when and how the results will be available
- thank them for their participation

After the focus group

- compile answers to questions into their various categories, this can form the basis of a survey or further consultation
- discuss the results with any partners and/or committee and decide how they will be incorporated into a further survey or consultation

Marketing and Promotion

Community groups have plenty of stories and news to tell people about. From reporting on the success of your last fundraising event, to campaigning for your cause – the highs and the lows - getting your message across is crucial.

Marketing and publicity are all about promoting your activities and services. From creating a logo, to advertising events in on-line social networks such as Facebook, marketing and promotion is all about informing people, making sure that as many as possible know what you do. This not only ensures that you are involving people, but it also encourages their support.

Good marketing and promotion does not need to be expensive, the main aim is to ‘get the word out’ about your group or project. Having a marketing and promotion plan will help you to:-

- raise awareness of what you do
- build your reputation
- publicise the good work you are doing and services you offer
- attract new members and supporters

The following section shows you how to set up a marketing and promotion plan as well as reviewing some of the main ways to market and promote your group.

Managing and Developing your Community Group or Organisation

This section covers both strategic governance and management of your group.

Governance is about setting long term direction, making sure that things are in place to keep that forward motion going. It includes preparing and following a business plan; developing and reviewing policies; ensuring that the organisation is sufficiently resourced to meet its objectives and well enough managed to meet its targets. Management is about implementing the strategy and plans of the group on a day-to-day basis, ensuring that the group is functioning effectively and efficiently.
This includes financial management as well as compliance with responsibilities under legislation such as Data Protection, Equalities and Health and Safety.

All Third Sector groups or organisations – whatever the size or structure - will have a volunteer committee (or board) who will be responsible for taking care of the organisation on behalf of the general members. In small groups, these same volunteers will carry out both goveranance and managment functions. In larger groups, the committee or board will be responsible for the long term strategic planning or governance but they will often employ staff to carry out the management functions.

Good governance, and good management, includes having an understanding of the importance of quality, recognising your strengths and weaknesses and finding solutions as well as being able to respond and adapt to change. Having a robust plan in place (a business plan and/or a project plan.) gives a sound basis to start

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from. You will also need a mechanism to enable your committee to monitor the group's progress. Are you meeting the targets you have set? Are the group's finances being used effectively?

Simple Steps Guide to Becoming an Employer

A lot of charities and community groups employ staff to help with the running and delivering of their services. There are many things a group has to consider before even securing the funding to becoming an employer. Below are some key points that a group should consider before deciding to employ a member of staff.

Can your group employ someone?

Your group's structure determines if they are able employ staff. If your group's structure classifies your group as a separate legal entity you may enter into transactions such as entering into contracts and employing staff.

- Choosing a Structure

Are you ready to employ someone?

The next thing to consider is current infrastructure, does your group have the infrastructure to support a member of staff? A member of staff will need an induction and training-from Health and Safety to all the groups' policies and procedures. This training will then need to be maintained and updated, and further training to help your member of staff develop and grow should be considered. Your policies and procedures will also need to be reviewed.

- Managing Staff
- Development and Training
- Child Protection Policy
- Data Protection Policy
- Equal Opportunities Policy
- Health and Safety Policy

Recruiting staff

Once the decision has been made to employ a member of staff a recruitment plan should be drawn up taking into consideration the following:

- Job Descriptions
- Personal Specifications
- Salaries and Wages
- Pensions
- Contracts
- Staff Handbooks

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Managing Staff

When the member of staff is in place there will need to be a management infrastructure in place, this will help set targets for your member of staff as well as help give them some guidance of what your group expects from them. The management can come from the group's trustees or board of directors.

- Maternity and Paternity leave
- Disciplinary procedures and policies
- Sick leave
- Time off in Lieu
- Flexible Working

Choosing a Structure

Community groups take many forms – from small clubs run entirely by volunteers to larger companies run as social enterprise for community benefit. Some have paid staff, the vast majority do not. Each will have a structure, making it easier to run the group. Community group structures include:-

- Unincorporated Association
- Charitable Trust
- Company Limited by Guarantee
- Scottish Incorporated Charitable Organisation (SCIO)
- Community Interest Company (CIC)
- Industrial and Provident Societies
- Friendly Societies

Why choose a structure?

Whilst there is no legal obligation for your group to adopt a formalized structure, having a structure does offer you clear advantages.

- a structure gives your group a more formal base from which to work
- it will mean that you have a set of rules and guidelines (your constitution) and you will need a constitution to open a bank account
- a structure can give your group more credibility and encourage support for your aims – particularly those structures which mean that your group will be reporting to a regulatory body and have to be legally compliant
- most funders require your group to have a structure (be formally constituted) before they will consider an application for grant assistance from you

How to choose the best structure for your group

Before looking in more depth at the different options available, ask yourselves the following questions. Your answers to these will help guide you to choosing the most suitable structure for your group:-

- what is your group set up to do? What are you aiming to achieve?
- who can become a member and how do you intend to recruit members?
- who will be responsible for managing and controlling the group? How will they be appointed? What will they be authorised to do?
- how will the group's members meet and make decisions?
- does your group or organisation intend to be borrowing money and / or giving grants or loans to others?
- does your group own property or is it likely to own property in the future?
- is it likely that your group will be handling large sums of money?
- do you envisage the group employing paid staff?
- is your group thinking about charitable status?

When your group is in the early stages of setting up, it is likely to be the steering group who will need to consider these questions. Understandably, they may not have all the answers straight away but they will have an idea about the nature and likely scale of what the group is being set up to achieve.

For example, if the group is being set up to run a local sports club for young people who will meet in the local community centre once a week, then it is unlikely that they will be employing staff, owning premises or handling large amounts of money. However, a community group which is looking to take over the running of the local shop will need to consider the implications of owning or leasing a building (the shop) and taking on staff. They are also more likely to be handling larger sums of money.

Broadly speaking, the choices of community group structures fall under two categories:-

- **To remain unincorporated**

Most groups start out unincorporated, existing simply as a group of individuals who have agreed to come together for a shared aim that offers community benefit of some kind. You may decide that you want to remain this way. However, it is important to realise that unincorporated groups have no legal identity except as a collection of individuals.

This means that an unincorporated group cannot:-

- hold property in its own name
- enter into contracts in its own name
- undertake legal proceedings in its own name

Individuals acting for an unincorporated group (that is the executive or management committee members) may be held personally responsible when things go wrong (for example if the group end up in debt or with outstanding legal obligations).

- **To become incorporated**

Becoming incorporated gives your group or organisation a legal identity of its own (separate from the individuals involved). This means that it can:-

- hold property and enter into contracts
- borrow money
- defend or take legal proceedings

Being incorporated offers individual members and committee/board members protection against unlimited personal liability. If your group wants to employ someone or wants to enter into a contract concerned with buying or leasing property, then becoming incorporated would be a sensible route to take.

Managing Staff

As soon as your group recruits someone as a paid member of staff, they become employers and take on all the responsibilities that this entails. This means that your committee members or Directors will also be responsible for the management of those staff, and to be responsible employers they need to be aware of relevant employment legislation and the rights of employees.

Acting as responsible employers means that your committee or board should put in place policies for the effective management of staff. Treating people as individuals is central to this and having policies (based on legal requirements and considering individual diversity) will help you to make informed and considered decisions based on the employees performance and conduct, irrespective of their age, gender, physical or mental ability, religious belief or sexual orientation.

When a person starts work they are entitled to certain rights. These include:-

- a nationally agreed minimum wage (this varies according to the age of the employee)
- working time rights including breaks, holidays and holiday pay, and a limit on the working week
- health and safety protection
- the right to join a union
- protection from unfair discrimination
- a written contract of employment

Managing employees is all about treating those employees as individuals and valuing their input to your organisation.

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Your committee members or Directors will need to give due consideration to all legal requirements relating to employment and to agree your group's policies on:-

- discipline and grievance
- maternity and paternity leave
- equal opportunities
- health and safety
- flexible working
- sickness
- retirement and redundancy
- child protection
- data protection

You may also want to consider agreeing policies relating to:-

- staff use of email, internet, social networking, drugs and alcohol
- observing confidentiality
- time off in lieu

This list is not exhaustive and not all of these will necessarily seem relevant to your group at the moment, but thinking about them now will make drawing up your policies easier and will help pre-empt any conflict or disputes.

Make use of experts such as ACAS or speak to staff at your local Third Sector Interface organisation.

Development and Training

Recruiting staff (paid or unpaid) demands a substantial amount of investment from your group. After you have employment related policies in place and your staff in post, you will need to monitor their performance and ensure that employees (or volunteers) are supported with access to suitable training and development options. This will help you as an organization, to maximize on the benefits of having good staff, and it will help with the retention of staff.

Performance Management

To encourage the best from your staff, it is important that they have support and supervision. Performance Management should be a continual process comprising all the things you, as employers, can do to ensure that the employee is working effectively, and has all the support, training and development they need to perform in their role to the best of their ability.

Performance Management includes:

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- holding regular staff meetings
- carrying out effective staff appraisals
- having a commitment to listening and responding to the training and personal development needs of your staff.

For more information on the elements of successful Performance Management visit the ACAS website via the link under *Further Sources of Information* at the bottom of this page.

Child Protection Policy

Adopting a Child Protection policy sends a clear message that your group is committed to ensuring the safety of children. A Child Protection policy should outline your group's recruitment procedures, as well as setting out the requirement for everyone (members, staff and volunteers) to be aware of their responsibilities and to comply with agreed procedures.

What to include:-

- begin with a statement of your group's belief in a child's right to feel safe and protected
- that you will ensure your staff and volunteers are aware of child protection issues and what they should do if they have any serious concerns about a child's safety
- who your local contact should be for anyone with serious concerns about a child
- an outline of your group's commitment to ensuring that group members/staff/volunteers have an appropriate level of child protection training (which is regularly reviewed and refreshed)
- make reference to any related policies, for example recruitment and selection policy; recruitment of ex-offenders policy; data protection policy; induction policy; staff training and development policy and anti-bullying policy
- Agree guidelines for staff, volunteers and committee members to:-
    - encourage respect and care for others
    - observe confidentiality
    - keep a register of every child involved with your group (including any relevant medical details and a contact name and number in case of emergencies)
    - wherever possible ensuring activities are held with more than one adult present, or within sight and hearing of others
    - respect a child's right to personal privacy
    - provide time for children to ask questions
    - take action to stop any inappropriate physical or verbal behaviour
    - adopt a group policy for the collection of children
    - refer any suspicions or allegations of abuse – do not try and investigate
    - share any concerns you might have with the group's designated monitor for child protection

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- complete a vetting checklist

Once your policy is agreed, a member of the committee should sign and date it on behalf of the group. The next review date should also be noted on the policy. Do not put your policy in a drawer and forget about it – it will only be effective if everyone is aware of what is being asked of them and what they have agreed to do. Hold awareness sessions for your staff or volunteers on how to recognise signs of child abuse.

Remember to evaluate and review your policy annually and to update it when required.

Data Protection Policy

Having a Data Protection Policy will show people that your group is giving due consideration to its responsibilities under Data Protection legislation. It will demonstrate that your group understands and complies with:-

- the Data Protection Act 1998
- the principles of best practice when processing personal data

A Data Protection Policy shows that your group has thought about the protection of the rights of its:-

- users
- staff and volunteers
- members

It also shows that the committee understands their responsibility to protect the rights of the group as well.

Drawing up your Data Protection policy

There is no one single Data Protection policy that your group can simply download and adopt unchanged, although you may find some sample policies to use as a guide. Data protection is more about complying with general principles rather than having a fixed set of rules. It is far better for your committee to sit down and discuss how your particular group will be collecting and using personal data and to consider what principles you need to include in your own policy.

Things to consider

- confidentiality – who will be gathering the data and how
- security of Data – where will the data be held – how secure is this? What methods will you put in place to ensure security is not breached
- use of data for marketing purposes

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- storing and updating data – how long will you retain the data , how often will it be updated, what about archiving old data
- consent - how will you get consent
- making your volunteers and staff aware of Data Protection issues
- policy review date – no policy should sit on the shelf or in a drawer after its written. Set down how often you will review the policy

Developing an Equal Opportunities Policy

Having an Equal Opportunities policy sends out a clear message that your group is taking on board its responsibilities and legal obligations concerning anti-discrimination and equal opportunities. In some cases, an Equal Opportunities policy will be required before your group can get funding, register for disclosures or enter into a service level agreement or contract to deliver services with your Local Authority or other agencies.

An Equal Opportunities policy means that your group can expand on the basic rights given in equality legislation and extend particular attention to those groups of people who would usually be subjected to discrimination in society and/or who are under-represented in the organisation.

Your Equal Opportunities policy should consider all aspects of your activities. Equality legislation covers employment and training, the provision of goods and services, and facilities. Your policy should demonstrate that your group is complying with these legal requirements.

As with all types of policy, the most effective equal opportunities policies are those which you develop yourself. Do not be tempted to download and use a template policy as it is. Use it as a guide, but discuss and agree your own policy as a team. Equalities should be embedded in everything you do and it should involve everyone. Involve your committee members, users, clients, general members, volunteers and staff. They will be able to offer valuable suggestions and often first hand experiences which will inform your policy and make it much more relevant to their needs. Once the policy is agreed make sure that everyone has a copy and that you put in place an ongoing commitment to regular reviews.

What to include in your Equal Opportunities Policy

Declaration of Intent

Start your policy with a statement about your group's commitment to equal opportunities – your declaration of intent. This can be as little as one or two sentences or longer according to the size and activities of your group and whether or not you employ paid staff.

How you will implement your intentions

Continue with a clear indication of how your group will implement your intentions listed in the statement at the beginning of your policy. If your group is small and does not have employed staff this may be quite simple and fairly short. You might only need to think about recruitment of volunteers and the provision of goods, facilities or services. If your group is a sizable organisation with paid staff then you might want to break this section down into areas such as, recruitment, staff development, working patterns, membership recruitment and the provision of services.

Monitoring and reviewing

Finally, your policy should include details on how you will monitor and review things and how you will deal with any complaints of discrimination.

Appendices

You might want to include as an appendix a list of definitions (call it a Jargon Buster if you like!) so that everyone understands the policy. For example you might want to include the legal definitions of what is meant by direct and indirect discrimination, harassment etc.

It is also good practice to include an appendix which lists the current Equality legislation to which your policy refers and which your group should be using as a legal framework. This should be updated as and when new laws are passed.

Health and Safety Policy

A health and safety policy will set out how your community group or organisation has agreed to manage health and safety. It sends a clear message to your staff and volunteers that you are committed to making their working environment safe and healthy.

If you have five or more employees, your community group/organisation is legally required to adopt a written Health and Safety policy.

If your group has less than five staff, your committee (or board) members still have a legal responsibility to provide a safe and healthy working environment, and it is best practice to adopt a Health and Safety policy.

The daily experience of your staff and volunteers will be a valuable contribution to the policy. Involving them in your Risk Assessment and in the development of the policy will also help them to understand their role in health and safety issues.

What to include in your Health and Safety policy

Your Health and Safety policy should be set out in such a way that it makes it clear to everyone what is expected of them to comply with the requirements of the policy. If your group is small your policy can be a simple statement.

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The aims of your policy should be linked to the level of risk which you have identified in your Risk Assessment.

The policy should also contain proactive measures to help build and maintain a healthy and positive workforce.

Job Descriptions

A Job Description is a document summarising the details of a post.

A Job Description will typically include:-

- the job title
- the name of the employer or agency acting as employer
- the place of work where the postholder will be based to carry out the job
- the name of the post to whom the post holder is directly responsible
- the name(s) of the post(s) for whom the post holder is directly responsible (if applicable)
- an accurate, concise statement (around 20 words) describing the role of the post within the organisation
- the main duties of the post - use clear statements emphasising specific activities which will lead to the required end results. This is the key section of the job description. If the main duties are changed, then the fundamental nature of the job is also changed
- circumstances of post - list the key contacts the post holder will deal with, for example, other colleagues within the organisation, external contacts, clients, etc., and any particular requirements such as travelling
- general experience and skills, this should include both the essential and desirable criteria, as detailed in your person specification
- general conditions of employment - to include (as appropriate) probationary period, duration of the post, working hours per week, normal office hours, annual holidays, sick leave, travel and subsistence expenses, possession of driving license, pension, equal opportunities employer statement
- rate of pay
- make sure that the document is dated

Person Specifications

A Person Specification should give details of the skills and experience you expect from applicants for the post you are advertising. It should begin with a statement of the job title, group and or team within which the vacancy arises and the date the specification was prepared.

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The main section of the person specification should list the key criteria needed for the vacant post, specifying what would be essential and/or desirable for each. List the key criteria for the vacant post under the appropriate key headings such as :-

- qualifications and training
- work experience
- membership of professional bodies/associations
- skills and abilities
- technical skills
- job circumstances

Alongside each of the key criteria you should list which are 'essential' (that is, the minimum requirements you are looking for in any applicant). Be realistic and specific.

You should also list any additional requirements that may be 'desirable' for an applicant to have.

For example, as an employer it may be essential for the applicant to have 'good interpersonal skills and communications'. Additionally it might be desirable for them to have 'supervisory experience'.

Salary and Wages

When your group or organisation decides it is able to recruit paid staff, you will need to set an approriate level of pay for the post(s) you are seeking to fill.

It is a good idea to compare the levels of pay offered for similar posts by looking at Situations Vacant job advertisements.

It is also helpful to refer to existing job evaluation and grading systems. Many voluntary organisations use the same pay scales as Local Authorities - National Joint Council (NJC) or Scottish Joint Council (SJC) pay scales.

If you are applying for funding to cover the costs of creating a specific fixed contract post of more than one year, remember to include possible pay increases (as well as potential increases to employer costs).

Minimum Wage

Most workers in the UK are entitled to receive at least a minimum level of pay. This is called the national minimum wage (NMW). To check the current miminum wage rates, visit the Government Website using the link at the bottom of this page.

Pensions

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If your group employs staff, you will need to consider pension arrangements.

Most employers already provide staff with access to some kind of pension arrangement. Since 01 Oct 2012 there is now a statutory duty (with phased auto-enrolment) for employers to ensure that a suitable work place pension scheme is offered to all employees.

The most common types of pension schemes fall into two categories:-

- defined benefit schemes
- defined contribution schemes

Defined Benefit Schemes

Defined Benefit (DB) Schemes offer the employee a pension amount based on their length of service and earnings. Examples include final salary or career average earnings related schemes.

DB Schemes are becoming less used and are likely to be considered impractical for most organizations in the Third Sector.

Defined Contribution Schemes

Defined Contribution (DC) Schemes are essentially investment plans where benefits provided at retirement are based on how much has been paid in over the life time of the scheme, and how the chosen investment has performed. The employee (as policyholder) contributes to the plan, the money is invested and a fund is built up. Regular contributions may also be made to the scheme by an employer.

Examples of DC schemes include:-money purchase schemes, group personal pension plans or group stakeholder pension schemes.

Stakeholder Pensions

Stakeholder pensions are a type of defined contribution scheme. They were originally designed for individuals that have no access to a workplace pension scheme, but they are suitable for a wide range of people including employees, workers on fixed contracts, people who are self-employed (and individuals who are working but can afford to make contributions).

If you have five or more employees you must give them access to a stakeholder pension scheme unless you already offer another workplace pension scheme. There is no obligation for employers to make contributions to an employee's stakeholder pension but you will have a statutory duty to do so when the auto-enrolment rules come into effect for your company.

Stakeholder pension schemes can be used by employers for automatic-enrolment purposes provided the schemes meet the necessary criteria. All Stakeholder Pension schemes must be registered with the Pensions Regulator.

Auto-enrolment and Work Place Pension Schemes

Over the next few years (up to 2017) all employers have a statutory duty to automatically enroll eligible employees into a qualifying workplace pension scheme (including an employer's contribution) if they have not already done so.

Auto-enrolment is being phased in. Staging dates for larger employers with will come into force before small or new employers, but it is important that you are aware of these forthcoming changes and start planning for them .

There is more information about auto-enrolment and help with preparing for workplace pension schemes on the Pension Regulators website.

National Employment Savings Trust (NEST)

The National Employment Savings Trust (NEST) is an online workplace pension scheme specifically designed to help employers meet their workplace pension duties and automatic enrolment. NEST is suitable for any size of UK organization employing paid staff, and can be used either on its own or alongside any other workplace pension scheme that an employer may already be using.

Contract of Employment

A contract, or written statement of employment, is required by law to be given to all paid employees who have been employed for at least a month.

Having a contract in place helps to avoid any misunderstanding should things go wrong between an employer and an employee.

A contract of employment should set out in clear terms the details of :-

- rates of pay
- hours of work
- holiday entitlement
- sick pay entitlement
- notice period
- disciplinary and grievance procedures

The contract should be signed by the employee and reviewed on a regular basis (usually as part of an annual appraisal scheme).

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If your organisation uses agency workers, check the regulations and guidance on the ACAS website.

Staff Handbooks

Your organisation will need to have agreed policies and specific rules which your unpaid volunteers, and any paid staff, are required to comply with.

Your organisation's agreed policies might include:-

- confidentiality
- use of email and internet
- data protection
- bullying and harassment
- whistleblowing
- alcohol and drugs

You will also need to have set rules and policies on

- grievance procedures

Maternity and Paternity Leave

Maternity Leave

Regardless of length of service, all employees who give birth after 24 weeks of pregnancy have a statutory right to take a maximum of 52 weeks maternity leave. The 52 weeks is divided into 26 weeks of Ordinary Maternity Leave and 26 weeks of Additional Maternity Leave - making one year in total.

As a minimum, employees must take 2 weeks' compulsory maternity leave starting with the day on which childbirth occurs.

The employee is required to inform her employer by the end of the 15th week before the expected week of childbirth, confirming her pregnancy, the expected birth date (with medical certificate) and the date she intends to start maternity leave. This can normally be any date between the start of the 11th week before the expected week of childbirth up to the birth date itself.

The employer must then give written confirmation of the agreed return date (within 28 days of the employees notification). Any changes to the return date require an eight week notice period.

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During maternity leave, the pregnant employee may work and be paid as usual for up to ten 'Keeping in Touch days'.

All pregnant employees are entitled to time off with pay for antenatal care made on the advice of a registered medical practitioner. An employer may require to see evidence of these appointments (with the exception of the first appointment).

At the end of ordinary maternity leave, a woman is entitled to return to her original job. At the end of her additional leave, she should still be able to return to her original job. If this is not reasonably practicable, the employer is obliged to offer a suitable alternative job.

Statutory Maternity Pay

If the pregnant woman has been employed continuously for at least 26 weeks ending with the 15th week before the expected week of childbirth and has an average weekly earnings at least equal to the lower earnings limit for National Insurance contributions, she will be entitled to statutory maternity pay (SMP).

SMP is payable for 39 weeks; for the first six weeks it is paid at 90 percent of the average weekly earning. The following 33 weeks will be paid at the SMP rate or 90 per cent of the average weekly earnings which ever is the lower. The standard rate for SMP is reviewed every April.

Paternity Leave

Fathers-to-be (including adoptive fathers–to-be) have a right to Paternity Leave if they:-

- have or expect to have responsibility for the child's upbringing
- are the biological father of the child or the mother's husband or partner (including same sex relationships)
- have worked continuously for their employer for 26 weeks ending with the 15th week before the baby is due or the end of the week in which the child's adopter is notified of being matched with the child

Statutory paternity leave, for those that are eligible must be taken within 56 days of the actual date of birth of the child.

Fathers-to-be may also qualify for additional paternity leave of up to 26 weeks, if:-

- they are the father /partner or civil partner of the child (inluding if the child is adopted)

- the child's mother is entitled to statutory maternity leave, maternity pay or allowance or statutory adoption leave or pay

Family Leave

In addition to maternity and paternity leave, employees have rights to take leave (some paid some unpaid) for various family related reasons.

- disciplinary procedures (incuding your organisation's agreed convention on what constitutes gross misconduct)

Written copies of your organisation's policies and procedures should be given to employees with their contract as part of a staff handbook and covered as part of their induction training.

Disciplinary and Grievance Procedures

Grievance Procedures

Grievances are concerns, problems or complaints that employees raise with their employer. If your community group decides to employ staff, you need to be in agreement about how you will handle employee grievances. These should be set out in a Grievance policy and reviewed on a regular basis.

Whilst there are no legally binding processes that you and your employee(s) must follow when raising or handling a grievance at work, there are some agreed principles you should observe. The ACAS' Code of Practice sets out minimum standards for dealing with grievances. Make sure that you consider these guidelines when drawing up your policies.

Disciplinary Procedures

When an employer needs to tell an employee something is wrong with their conduct or performance, they will use a disciplinary procedure. This allows the employer to explain clearly to the employee what improvement is required, and it should give an opportunity for the employee to explain their side of the situation. It can lead to disciplinary action, including dismissal in more serious cases.

Where possible, before taking formal disciplinary action or dismissing an employee, try and raise the matter informally with the employee. Sometimes the problem may be the result of a misunderstanding, and talking to the employee may help clear the air and sort things out amicably.

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The ACAS' Code of Practice sets out minimum standards for dealing with discipline, dismissals and grievances. Make sure that you consider these guidelines when drawing up your policies.

Sick Leave and Absence from Work

Absence from work is expensive and can also impact on the rest of the team, affecting morale and service delivery. As an employer your organisation should have in place management policies, which will minimise potential situations that can lead to people taking time off sick.

You are required by law to provide Statutory Sick Pay for eligible employees.

Drawing up a policy on Sick Leave and Absence from Work

Things to consider:-

- when do you need employees to let you know that they will be absent through sickness and how will they do this? Notification rules should be stated in the contract of employment
- how will you record sickness absence?
- will you hold 'back to work' interviews? These have been shown to be one of the most effective ways of managing and reducing absence. If you are going to implement these they need to be done consistently
- will you consider 'phased returns' for employees who have been on long term sickness absence?

Fit Notes

If an employee is off sick for more than seven calendar days they need to provide you with a Fit Note (also referred to as a Sick Note or a 'line') from their doctor as evidence. Fit Notes enable the GP to suggest methods or adjustments which may enable the employee to return to work. This may include a phased return.

Managing Work Place Stress

Workplace stress is the main cause of long term absence in non-manual workers and the Health and Safety Executive (HSE) estimates that 13.4 million working days per year are lost due to employee stress, anxiety or depression. Although there is no legal requirement to have a written policy specifically on stress, having one will help ensure that you comply with your obligations as an employer, and will demonstrate your commitment to best practice towards employees.

Time off in Lieu

Many organisations require all or some staff to work more than their contracted hours. They may choose to pay for these additional hours, or to give compensatory time off in lieu (TOIL), or a combination of these. Many smaller employers choose to offer TOIL as they cannot afford the additional expense of paying for overtime. An employee's contract of employment should clearly state whether he or she is entitled to time off in lieu for overtime worked.

Flexible Working

Flexible working arrangements include job sharing, part-time working; career breaks or working from home.

Any employee who has worked with you as their employer for at least the last 26 weeks can apply for flexible working hours.

Employers can reasonably decline an application for flexible working where there is a legitimate business ground, but the law requires that an employer follows a particular process to consider flexible working requests. This means that your committee or Board has a legal requirement to consider the request and to weigh up the impact of the request on the rest of the team and on service delivery.

Setting up a Community Group or Project

You and your friends have an idea for a community project, activity or service - can you make it work? How do you get started?

This section offers an overview of the stages involved, and the things you need to consider when setting up a community group or project. These stages do not always follow a logical step by step process. Very often you will need to make several decisions at the same time. 'Stages' will not necessarily follow a step by step progression.

First and foremost - do not work in isolation. Getting started should always include some kind of ‘market research’ – test the water, asking what people think, finding out whether or not your idea is feasible.

With the community behind you, and the group’s aims and objectives clearly identified, you can explore this section to learn about the different options for formalising a group. You may also want to look at the information on seeking charitable status.

Whilst most of the content in this section is applicable to the initial setting up of a community group or project, some may also apply to existing groups who are considering a change of structure or looking at becoming a registered charity for the first time.

Identifying the need

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Identifying the need should always come first when setting up any community group or project. A community project or activity is never going to get off the ground or work successfully if there are only two or three people in the community talking about it. The initial stages should include research - establishing public opinion and assessing people's needs. You may think that your idea is the answer to the community's problems – but does the community share your view? Involve the rest of the community. Do your homework - it will only be worth taking your idea forward if there really is a need for it.

The information in this section will also be applicable to existing groups considering a new project or service.

Setting up a Steering Group

A steering group is the first 'informal' stage of a community group or project. The steering group will usually be made up of volunteers who have put themselves forward (or been nominated) from an initial public meeting. They should share the enthusiasm and commitment for the ideas that the community want them to take forward and explore further. They will also need the time, energy, skills and knowledge to 'steer' things forward to the next stage.

Holding an initial Public Meeting

Holding an initial public meeting is a good way to start. No community service or activity is ever going to be successful if there are just a couple of people talking about it. It is essential to do the ground-work and take time to ask what other people in the local area think.

Choose a venue which is accessible (the local hall or community centre may be an ideal choice). Make sure that you advertise it appropriately to encourage a good attendance. At the meeting set out the ideas clearly and encourage discussion. This will enable you to gauge public opinion and enthusiasm – are they for or against your ideas? If the majority of attendees consider the ideas to be sound and worth investigating further, thank them for their participation and invite volunteers to form a steering group. To keep the momentum going, the volunteers who put themselves forward for the steering group should aim to meet as soon as possible after the public meeting.

The next stage – tasks for the Steering Group

The steering group needs to work together as a team and to be in agreement about what it is trying to achieve, why it exists, who is going to benefit and how it intends to conduct itself. To form the framework for the operation of the community group, the steering group should have a clear vision, mission statement and shared belief and values.

It is helpful for the steering group to write a plan of action – the complexity of this will depend on the nature of what the steering group is trying to achieve. It is also a good idea to draw up a list of initial tasks. These may typically include:-

- deciding on how to organise the steering group itself. Very often the steering group members will need to be doing several things at once, and it may help to allocate specific tasks to individuals. It is also useful to nominate someone to act as 'chair'
- identifying basic start- up costs and agreeing on how these are going to be paid for. Outlay for things such as postage, phone calls, photocopying, venue hire all add up and at this stage the group will not be able to open a bank account
- speaking informally to local support agencies (find these via your local Third Sector Interface). They can offer valuable information and advice on all aspects of setting up a community group or project and they can help you identify possible funding sources
- identifying similar projects or groups that already offer activities and services in the local area. Talking to the volunteers (or staff) involved in the running of these, and asking about their experiences, will help avoid duplication of effort and highlight possible ways of working together

Setting up a community group or project takes time. The steering group needs to keep talking to each other, to support agencies and to the wider community. All this will help to clarify the need, find the best means of finding a solution and to keep 'steering' the idea forward.

Listening to your Community

Consulting your local community to hear their views, ideas and feedback is vitally important to any community group.
Whether you are at the very beginning of your journey to becoming a fully formed community group (perhaps a member of a steering group) or an established group considering setting up a new project, listening and responding to the people who use your services, as well as gathering the views and suggestions of potential users, supporters and volunteers- should form the basis of everything you do.

There are a number of different methods your group can use to gather this feedback, including:-

- community consultation
- community needs assessment
- surveys and questionnaires
- focus groups

Community Consultation

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A community or public consultation invites and gathers the opinions, suggestions and ideas of the people who are either potential users of your proposed services or activities, or the people in your community who will be affected in some way by them.

A community consultation can help to:-

- clarify the need for any proposed activities /services
- identify potential challenges and possible solutions
- provide evidence to help you develop an action plan
- gauge community support for your proposals
- identify potential level of usage by the community
- define the scope of your project
- support a proposal or funding bid

Your group can also use a community consultation as part of ongoing monitoring and evaluation - to check that your services and activities are still meeting the needs of the community, and to identify areas for development.

The level of consultation you choose to carry out will depend on the project. It should be targeted at the people in the community who will use or be affected by the project. This will help you establish whether or not your proposal will meet objectives, and fulfill the needs of the community.

Funding bodies will want to see evidence that the community has been properly consulted. It is a good idea to check funder guidelines when planning your consultation exercise to ensure that the scope of the consultation will provide the evidence they require.

Planning a community consultation

Before you start, you need to be clear what your consultation is trying to achieve, who you need to include and how you are going to carry out the consultation.

Decide why you need to consult and what you want to achieve

Do you want people to:-

- give you ideas and suggestions on a particular proposal
- agree on information which will enable you to make a firm decision?
- reach agreement on a design for a project?

This will help you think about the questions you ask and the method you use to involve people in the consultation.

Agree on who you should include (your target audience) and the scope of your consultation

Identifying who you want to gather feedback from will determine the target for your consultation. Ideally you want to invite and encourage response from a wide range of people, ensuring that a representative sample of the target community and their interests are included. Your priority should be to target the people in the community who will use or be affected by your project in any way.

Decide on how many people you need to involve. Will a small sample of the local community give you enough or a range of feedback? Will it be representative of wider opinion? Do you need to target a specific age group or people with particular interests or needs?

You might want to broaden your consultation to include everyone on the local electoral register and be more inclusive.

Finally, you may want to consider encouraging further participation from:-

- local authority planning and council officials
- representatives from other organisations and agencies relevant to your group's aims and proposals

Choose an appropriate method

The way in which you choose to carry out a public consultation, i.e. the method, will depend on the type of issues you want to gather opinion on, your budget, the number of people you are targeting and the number of volunteers you have available to carry out the work.
Methods of consultation include:-

- surveys - face to face (for example door to door); telephone; postal or online
- focus groups and workshops – usually small groups of people
- panels – usually larger groups of people recruited via self completion surveys or face-to-face interviews
- public meetings – need to be well-planned and focused, ideally with an impartial and diplomatic facilitator who can encourage participation from all.
- letters and leaflets - can explain the proposed project and rationale and should invite views
- exhibition – with feedback forms to fill in
- 'planning for real' exercises
- results from previous consultations
- media for example, press release; radio interview
- informal talking to people (not statistically reliable)
- conferences
- referenda

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Advertising your consultation

Whichever method you choose, you need to ensure that people know about the consultation. Make use of as many available promotional opportunities as possible – phone the local paper, put up posters, email people, use text messages or a social media website – anything which involves the target population that you are trying to reach.

Once the consultation is complete and the results analysed, remember to publicise your findings and inform people as to what will happen next.

Community Needs Assessment

A needs assessment (or needs analysis) is a process used to identify 'gaps' between where things are at now, that is current performance or conditions and where you want them to be (desired performance or conditions). Needs assessments are often used for improvement in individuals in relation to education or training, but a similar process can be used by community groups or organisations.

The results of a needs assessment can be used to draw up an agenda for change, develop a project to meet needs or to offer activities and services which build capacity within the community.

Typically, community needs assessments are used to specifically analyse the needs that people have in order to live in:

- an ecologically sustainable environment (useful for groups with specific environmental aims such as minimizing ecological impact or addressing things like climate change)
- a socially vibrant community (one that meets all the social and human needs of its individuals)
- a community that operates in a ‘green’ manner and is economically resilient (meeting individuals economic and financial requirements)
- a manner that permits political participation in decisions that affect the community as a whole and the individuals within it

As such, a community needs assessment is a valuable tool for a wide range of community groups, ensuring that they meet green objectives of:-

- social justic
- participatory democracy
- non-violent resolution of conflict
- ecologically sustainable development

Planning a community needs analysis

Be clear about the aim and specific purpose of the needs assessment. What does your group needs the data for and how you will use it? Identify any issues likely to be generated by the needs assessment process and what the benefit of the needs assessment will be.

In the initial planning stages consider whether there are other organisations you could partner with in carrying out the needs assessment. Get to know partners through initial meetings and develop specific goals and objectives.

Be realistic about timescale and resources required, and ensure you have the capacity to carry out the needs assessment. Identify your target population and the method you will use to conduct your needs assessment.

Research the community you intend to assess. Consider any existing information on the area including where the community is in terms of service delivery and current resources. Look at the results of any previous assessments, consultations or profiles.

After the assessment has been carried out – you will need to pull the information together and summarise it as a report. Always remember to make your written report publically available – particularly to the community that was being assessed. You may also want to pull key points from the report into a press release for the local media or use them to inform future funding applications.

Surveys and Questionnaires

A survey or questionnaire can be used as a method of gathering feedback and statistical data – on specific services or activities, on planned projects or as part of ongoing monitoring and evaluation.

Planning a Survey or Questionnaire

You will first need to decide who you are going send your survey to. Consider extending the invitation to complete your survey to as many people as you can to ensure that you receive as many returns as possible.

Tips for compiling a survey or questionnaire

1. have a brief introduction outlining the purpose and topic of the survey and why you value people’s responses
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3. make your questions clear and concise. Be clear what information you are asking for and keep the questions relevant; people will be put off by long complicated questions. Do not include suggested answers as part of your

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4. remember to include spaces for comments
5. make it optional for respondents to add their contact details. If a person has to add their name and address they may think twice about giving honest answers (or completing the survey at all). However, you may find that it will be useful to have contact details in case you want to respond or follow up on any of the comments made. One way of encouraging people to submit their personal details is to make it clear that these will only be used to enable you to respond for the purpose of the survey. Another is to add the incentive of a prize draw.
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If you have conducted a survey or questionnaire on paper you need to ensure that any analysis is clear and impartial. Do not interpret quantitative data - use averages and percentages to state the results. Do not try to analyse people's comments - reproduce them under categories.

Your survey report

- present the results of your survey in a clear, concise, jargon-free way
- begin your report with a statement of the reason for the consultation
- record the extent of the consultation: numbers of questionnaires delivered and numbers of responses received

- present detailed analysis under the section or question headings used in the questionnaire
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Community Consultation

A community or public consultation invites and gathers the opinions, suggestions and ideas of the people who are either potential users of your proposed services or activities, or the people in your community who will be affected in some way by them.

A community consultation can help to:-

- clarify the need for any proposed activities /services
- identify potential challenges and possible solutions
- provide evidence to help you develop an action plan
- gauge community support for your proposals
- identify potential level of usage by the community
- define the scope of your project
- support a proposal or funding bid

Your group can also use a community consultation as part of ongoing monitoring and evaluation - to check that your services and activities are still meeting the needs of the community, and to identify areas for development.

The level of consultation you choose to carry out will depend on the project. It should be targeted at the people in the community who will use or be affected by the project. This will help you establish whether or not your proposal will meet objectives, and fulfill the needs of the community.

Funding bodies will want to see evidence that the community has been properly consulted. It is a good idea to check funder guidelines when planning your consultation exercise to ensure that the scope of the consultation will provide the evidence they require.

Planning a community consultation

Before you start, you need to be clear what your consultation is trying to achieve, who you need to include and how you are going to carry out the consultation.

Decide why you need to consult and what you want to achieve

Do you want people to:-

- give you ideas and suggestions on a particular proposal
- agree on information which will enable you to make a firm decision?
- reach agreement on a design for a project?

This will help you think about the questions you ask and the method you use to involve people in the consultation.

Agree on who you should include (your target audience) and the scope of your consultation

Identifying who you want to gather feedback from will determine the target for your consultation. Ideally you want to invite and encourage response from a wide range of people, ensuring that a representative sample of the target community and their interests are included. Your priority should be to target the people in the community who will use or be affected by your project in any way.

Decide on how many people you need to involve. Will a small sample of the local community give you enough or a range of feedback? Will it be representative of wider opinion? Do you need to target a specific age group or people with particular interests or needs?

You might want to broaden your consultation to include everyone on the local electoral register and be more inclusive.

Finally, you may want to consider encouraging further participation from:-

- local authority planning and council officials
- representatives from other organisations and agencies relevant to your group’s aims and proposals

Choose an appropriate method

The way in which you choose to carry out a public consultation, i.e. the method, will depend on the type of issues you want to gather opinion on, your budget, the number of people you are targeting and the number of volunteers you have available to carry out the work.
Methods of consultation include:-

- surveys - face to face (for example door to door); telephone; postal or online
- focus groups and workshops – usually small groups of people
- panels – usually larger groups of people recruited via self completion surveys or face-to-face interviews
- public meetings – need to be well-planned and focused, ideally with an impartial and diplomatic facilitator who can encourage participation from all.
- letters and leaflets - can explain the proposed project and rationale and should invite views
- exhibition – with feedback forms to fill in

- ‘planning for real’ exercises
- results from previous consultations
- media for example, press release; radio interview
- informal talking to people (not statistically reliable)
- conferences
- referenda

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Focus Groups

A focus group usually comprises a small group of people brought together to discuss a specific topic(s) or issue(s). This is a useful method of consulting people when you need to explore ideas and views in more depth. A small focus group can be less inhibiting than a public meeting and as such it can encourage greater discussion, reflection and a more free exchange of ideas and opinions.

Planning a focus group

- put together a circulation list of participants contact details. Try and get a mix of people relevant to whatever issue is being discussed and aim for 8-10 in number
- set a date, time and location -Allow up to two hours for discussion time
- make initial attendance request by phone or email, followed by a flyer invitation and give participants a reminder call/email just before the day to remind them
- describe the purpose of the focus group and if refreshments will be served
- arrange for an impartial facilitator to lead the discussion. The facilitator should be someone who can keep the group on track while staying in the background during discussions
- ensure the facilitator has a question guide - this will be determined by the aim of the consultation
- arrange for someone to take notes
- have a sign in sheet and name tags for each participant, and allow 15 minutes for informal introductions

Holding the focus group

- introduce yourself, and have participants introduce themselves formally to the group
- inform the group of housekeeping arrangements, such as health and safety, emergency exits, etc.

- describe the process and why the focus group has been set up, and highlight any confidentiality policy to be adhered to
- at the end of the focus group the facilitator should be able to summarize the discussion- highlighting main points
- inform them of the next steps –do you need to conduct further consultation? Make participants aware of ways they can be of further help
- let them know when and how the results will be available
- thank them for their participation

After the focus group

- compile answers to questions into their various categories, this can form the basis of a survey or further consultation
- discuss the results with any partners and/or committee and decide how they will be incorporated into a further survey or consultation

Managing and Developing your Community Group or Organisation

This section covers both strategic governance and management of your group.

Governance is about setting long term direction, making sure that things are in place to keep that forward motion going. It includes preparing and following a business plan; developing and reviewing policies; ensuring that the organisation is sufficiently resourced to meet its objectives and well enough managed to meet its targets.
Management is about implementing the strategy and plans of the group on a day-to-day basis, ensuring that the group is functioning effectively and efficiently.
This includes financial management as well as compliance with responsibilities under legislation such as Data Protection, Equalities and Health and Safety.

All Third Sector groups or organisations – whatever the size or structure - will have a volunteer committee (or board) who will be responsible for taking care of the organisation on behalf of the general members. In small groups, these same volunteers will carry out both goveranance and managment functions. In larger groups, the committee or board will be responsible for the long term strategic planning or governance but they will often employ staff to carry out the management functions.

Good governance, and good management, includes having an understanding of the importance of quality, recognising your strengths and weaknesses and finding solutions as well as being able to respond and adapt to change. Having a robust plan in place (a business plan and/or a project plan.) gives a sound basis to start from. You will also need a mechanism to enable your committee to monitor the group's progress. Are you meeting the targets you have set? Are the group's finances being used effectively?

Legislation and Regulation

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There are many different regulations and legal requirements you need to consider in the running and management of your community group. This section provides an overview of the main regulations and legal requirements.

Health and Safety

Under Health and Safety legislation, all employers have a legal duty to provide a safe and healthy environment for their employees, volunteers, committee members and service users.

The Health and Safety at Work Act etc. 1974, often referred to as HASAW or HSW, is the main piece of UK health and safety legislation. It sets out requirements for employers for the:-

- safe operation and maintenance of the working environment, plant and systems
- maintenance of safe access to and from the workplace
- safe use, handling and storage of dangerous substances
- adequate training of staff to ensure health and safety
- adequate welfare provisions for staff at work

Health and Safety obligations include:-

- carrying out risk assessments
- providing relevant liability insurances
- meeting fire regulations
- ensuring staff/volunteers are aware of your Health and Safety Policy, First Aid requirements and displaying the Health and Safety Law poster.

The Health and Safety Executive website "guidance section" provides detailed information on requirements - see further sources of information below.

Who is responsible?

If your group or organisation employs staff (paid or unpaid) your committee members or Board of Directors will have legal responsibilities under Health and Safety legislation to provide a safe and healthy working environment and to manage the health and safety risks for the people involved in the delivery of your services or activities (staff and volunteers) and for the people accessing your services or activities (the public).

If you have employees that work from home, carrying out low risk - office type work the employer will only be responsible for the equipment it supplies. Work activities at home involving more risk will need much greater assessment of the risks involved.

If you have 5 or more employees your community group/organisation will be legally required to adopt a written Health and Safety Policy and to consult with employees

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or their representatives on policies. Even if your group has less than five staff, as an employer your committee or board members still have a legal responsibility to provide a safe and healthy working environment, and it is best practice to adopt a Health and Safety policy.

Irrespective of the size or structure of your group (or whether or not you are a registered charity) your committee will at the very least have a 'duty of care' towards volunteers and members to provide a safe environment where levels of risk have been reduced to a minimum.

Your committee members or Board of Directors should agree who will be the appropriate member to act as co-ordinator for health and safety matters within your organisation. This person should:-

- implement any measures agreed (these may be set out in your Health and Safety Policy)
- ensure there is clear advice for staff/volunteers/committee members, and the public using your services, about risks
- ensure everyone receives information on your agreed Health and Safety procedures
- ensure your staff and volunteers receive adequate training on the use of equipment

Risk Assessments

A Risk Assessment identifies any potential hazards or thing that could cause harm to people working at your premises (or to the public accessing your services or taking part in your activities). Once the risks are identified, you can put in place measures to minimise and control those risks to secure a healthy safe environment.

Carrying out a risk assessment demonstrates that your group is committed to ensuring that your volunteers and staff are working in a safe and healthy environment.

A risk assessment is essentially a critical audit of your activities; how you do them, the equipment you use and the surroundings in which you carry them out. The main purpose of doing a risk assessment is to make everyone aware of the risks, so that action can be taken to eliminate or at least reduce those risks.

It also considers the likelihood or the risk of someone being harmed by those hazards and how serious that harm could be. It is important to consider real risks, so involving your employees and volunteers in the risk assessment is essential – they will be familiar with the premises and will spot things that you may not have considered before.

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Carrying out a Risk Assessment
Identify the hazards

- walk around your group's premises writing down any potential hazards. Start with those which are most obvious – for example everyday things like the storage of cleaning materials or tools, or safe installation of electrical equipment, computer set up etc.
- then write down any invisible hazards - for example, in the voluntary sector one of the biggest risks people endure is stress (often related to working long hours, under pressure, to tight deadlines) or physical assault. Invisible hazards can also include fumes from electrical equipment
- finally, note down things that might be more hazardous in relation to specific people – such as pregnant women or workers who have a disability

Identify who is at risk

- list the people who are going to be at risk from the hazards you have identified. Some people will be more at risk from particular hazards than others – for example pregnant women or people with disabilities

Evaluate the risks and decide on precautions

- part of your Risk Assessment needs to be an evaluation of the risk imposed by the hazards you have identified. In what way are they potentially harmful and how seriously might someone be injured?
- does your group share facilities with others? How does this affect your measures in risk reduction?
- decide whether any existing precautions you have in place are adequate. Think about what you can do to remove the risk. Could the hazards be completely eliminated? For example, if an electrical wire is exposed, you could replace it, or cover it with insulating tape. If your cleaner is using potentially dangerous chemical agents - change the cleaning product to something water-based.
- write down the actions currently taken - the actions you propose to take - who will be responsible for implementing them – and the date they will be completed by

Record your findings

- if you employ five people or more, the law requires you to record the findings from your Risk Assessment, but it makes sense to do so anyway as a record which you can refer to and review
- ensure the written record of your findings is made available to your staff and volunteers, and that they co-operate with the carrying out of the recommendations made as a result of the assessment
- agree a review date

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Review your Risk Assessment on a regular basis and in response to changes

Regularly reviewing and revising your risk assessment will take account of changing circumstances. Few workplaces remain the same. You must review your assessment when there are major changes in the workplace, such as the introduction of new machinery, or new ways of working - but you must carry out regular reviews anyway - possibly annually.

No Smoking Regulations

If your community group or organisation owns premises, or is renting or hiring premises, you should be aware of your legal requirements regarding smoking.

The Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006 makes it an offence to smoke in any premises which are wholly or substantially enclosed and which:-.

- the public (or a section of the public) has access to
- are places of work used by persons who are employees
- are being used by and for the purposes of a club or other unincorporated association
- are being used wholly or mainly for the provision of education, health or care services

These premises include:-

- halls and any other premises used for the assembly of members of the public for social or recreational purposes
- club premises
- crèches, day nurseries, day centre’s and other premises used for the day care of children or adults
- sports centre’s
- premises used for, or in connection with, public worship or religious instruction, or the social or recreational activities of a religious body

Your legal duties

Under the Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006, if your community group owns, hires or uses one of the types of premises covered by the regulations, you are legally required to:-

- ensure no-one smokes on the premises
- display warning notices in no-smoking premises

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Penalties for non-compliance

Environmental Health Officers have the power to enter all 'no-smoking premises' in order to establish that the smoke-free legislation is being enforced in accordance with the law. Environmental Health Officers can also give out fixed penalty notices to people whom they believe are committing, or have committed, an offence under the legislation. It is an offence for someone to fail (without reasonable cause) to give their name and address on request by an enforcement officer.

Those in control of no-smoking premises could be liable to a fixed penalty fine of £200 if they do not take reasonable action to prevent someone smoking on the premises, or if they do not provide adequate 'No Smoking' signs.

Individuals who smoke in no-smoking premises will be liable to a fixed penalty fine of £50. Refusal to pay or failure to pay may result in prosecution and a fine of up to £2,500.

Health and Safety Policy

A health and safety policy will set out how your community group or organisation has agreed to manage health and safety. It sends a clear message to your staff and volunteers that you are committed to making their working environment safe and healthy.

If you have five or more employees, your community group/organisation is legally required to adopt a written Health and Safety policy.

If your group has less than five staff, your committee (or board) members still have a legal responsibility to provide a safe and healthy working environment, and it is best practice to adopt a Health and Safety policy.

The daily experience of your staff and volunteers will be a valuable contribution to the policy. Involving them in your Risk Assessment and in the development of the policy will also help them to understand their role in health and safety issues.

What to include in your Health and Safety policy

Your Health and Safety policy should be set out in such a way that it makes it clear to everyone what is expected of them to comply with the requirements of the policy. If your group is small your policy can be a simple statement.

The aims of your policy should be linked to the level of risk which you have identified in your Risk Assessment.

The policy should also contain proactive measures to help build and maintain a healthy and positive workforce.

First aid

First Aid is the immediate response you give to a person when they suffer an injury or become ill.

First Aid At Work – legal requirements

The Health and Safety (First-Aid) Regulations 1981 requires all employers to provide 'adequate and appropriate' equipment, facilities and personnel to ensure their employees receive immediate attention if they are injured or taken ill at work. These Regulations apply to all workplaces including those with less than five employees (and to the self-employed). This means that if your community group or organisation has premises where staff and volunteers work, you have a statutory duty to comply with the legislation requirements.

What constitutes 'adequate and appropriate' will depend on the circumstances in your workplace:-

- the hazards you have identified from a Risk Assessment
- the number of employees you have
- any existing accident and ill-health records
- working arrangements within your building
- whether or not the general public visit your premises

The minimum First Aid provision is for employers to have:-

- an appointed person to take charge of First Aid arrangements
- a suitably stocked First Aid box

What about members of the public?

There is no legal requirements for an employer to provide First Aid to non-employees, but if your community group or organisation has customers/clients/users visiting your premises it would be best practice to include them in your First Aid provisions.

First Aid Training

First Aid training can range from a one to three day course depending on the level of training that your group chooses in response to your Risk Assessment (and with reference to your Health and Safety policy).

If you are a large organisation with many staff and/or volunteers, it is part of your legal duty to provide First Aid cover in the workplace.

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However even for small community groups or organisations with premises, staff or volunteers, best practice would be to have at least one person trained in basic First Aid to enable you to deal with minor accidents.

Any First Aid training will also require to be refreshed with follow up training every few years. For a list of First Aid trainers contact the Scottish First Aid Association (details below).

Testing Electrical Equipment

The Electricity at Work Regulations 1989 requires electrical equipment to be maintained in a safe condition. It does not specify how you must do this or how often however, you should decide the level of maintenance needed according to the type of equipment and the environment it is used in.

How frequent should equipment be tested?

The type and frequency of testing will depend upon the equipment and the environment it is used in. The HSE recommend electrical equipment is checked at regular intervals to ensure continual safety however, there is no legal requirement for equipment to be tested on an annual basis.

What type of tests should be conducted and who by?

There are three main types of testing for electrical equipment:

- User checks - User checks should be carried out before most electrical equipment is used. The person using the equipment should look for any damage, signs of overheating or anything that would make the equipment unsafe to use such as trapped cables.
- Visual Inspections – A visual examination is an essential part of the inspection process and should be part of your periodic maintenance. In many low-risk environments, a competent member of staff can undertake visual inspections if they have enough knowledge and training. However, they need to know what to look for and have sufficient knowledge to avoid danger to yourself and others.
- Portable Appliance Testing (PAT) – PAT is the examination of electrical appliances and equipment to ensure they are safe to use. A portable appliance test does not need to be carried out by an electrician, however the person performing the test must have the right equipment for the test, know how to use it and how to interpret the results.

How should tests get recorded?

There is no legal requirement to record tests or label equipment to show it has been tested. However recording and labelling can be a useful monitoring and review tool as well as a way to demonstrate there is a maintenance scheme.

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Generating Income

Whatever the size or nature of your community group, one of your first priorities as a committee member will be identifying suitable sources of income. Being able to finance your services, activities and projects is crucial to your success as a community group, and having income to cover running costs, as well as development, is likely to be an ongoing challenge. This section looks at some of the fundraising options available to your group, and how to set about securing these.

Funding for community groups can come from a range of sources including:-

- income that your group generates itself from trading (the sale of goods or services)
- discretionary grant income from a wide range of sources including lottery funding, European funding streams, grant making trusts and small local funding programmes
- procurement contracts with local authorities which pay for the delivery of specific service
- income from fundraising events held by or on behalf of your group
- donations from individuals
- donations of the trading surplus from a trading arm
- sponsorship
- legacies

Which sources of funding your group decides to target, will typically depend on a consideration of what is appropriate to:-

- the size and nature of your group's activities
- your overall 'purposes' or aims
- how much you need to raise and how quickly you need the funding
- whether or not you already have a financial track record
- your potential for converting individual support into donations
- the resources you already have available.

Very often your community group will need to explore and utilise a variety of different fundraising methods. Being flexible and having the ability to attract and generate income from a diversity of means is one of the strengths of the Third Sector.

By their very nature, Third Sector groups are 'not-for-profit' – that is, they are not set up with the intention of making a profit. Any profit (or surplus) they might make, is retained to sustain the group's activities and services, or to build a 'reserve fund' to cover running costs in the event of the group or organisation having to 'wind-up' or be dissolved. Third Sector 'profit' or 'surplus' is never something from which the members take any gain, and all grant income should be spent within the conditions of that particular grant.

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This does not mean that Third Sector groups take a passive role in income generation – far from it. Most have to work very hard at income generation and can no longer rely simply on applying for grants to fund their activities and services. Increasingly community groups and organisations of the Third Sector are looking beyond the more traditional approaches to fundraising and adopting a more ‘business’ driven approach to their groups financial security. For some, this will mean trading as a social enterprise - not simply to cover costs, but to generate a surplus that can be ploughed back into the group to sustain its activities and services into the next year and beyond.

Planning your Fundraising

To be successful at fundraising, your community group needs to have a solid foundation and a plan or strategy.

Consider all avenues of possible funding and/or donations, including generating at least some of the money you need yourselves. Also think about what you can generate as ‘in kind’ contributions.

If your costs are relatively small you may want to simply focus your attention on local fundraising. If you are looking at larger costs and/or more ambitious projects, you may decide to either nominate a committee or board member to research funding options or even contract an external fundraiser.

Talk to other groups who have been successful about their fundraising experiences and learn from them.

Are you ready to start fundraising?

Before you start planning to raise funds, your group needs to be certain that it is going to be in a position to manage those funds. A steering group may do initial planning, but for your group to be ready to start any kind of income generation, it should be constituted with a suitable structure and be managed by a well-informed and suitably skilled committee or board.

- are you a constituted group?
- do you have a committee in place?
- does your constitution set out clear aims and objectives?
- do you have a bank account?
- has the committee or board agreed what your priorities are?

If your community group or organisation has a Business Plan (ideally covering the next three to five years), base your fundraising strategy around the aims, timescales and resource requirements outlined in this.

How much detail you include in your plan will largely depend on the scale and costs you need to cover, but even for small projects, having a plan is best practice. A fundraising plan will at the very least focus your thoughts, helping you to identify exactly what you need the funding for and how much you need. It will also give you a firm base for any grant applications.

What do you want to achieve?

Begin with an outline of your aims. If your group is planning a fundraising strategy as part of a 3-5 year Business Plan then your aims will be the 'purposes' as stated in your constitution or governing document. It is a good idea to clarify these into a simple Mission Statement.

If you are planning a fundraising strategy based on a specific project, you will want to specify the aims of the project (and how these relate to your purposes as a group).

How will you meet these aims?

Think next about how your group will meet these aims - what you plan to do – the services and activities your group plans to deliver. These are your objectives.

Do you have evidence to support the need for what you want to do?

Your group should also be realistic about the activities and services or projects that you are planning to deliver. Have you established that they will be meeting a specific community need? Have you carried out any feasibility studies or a community appraisal?

Gather facts and figures- these will add weight to any funding application or tender that you may need to make

What benefits will this bring?

First think about who is going to benefit from your activities, services or project? Then consider what they will get out of it. Focus on the needs and the benefits.

For example, a small community group is fundraising to cover the costs of organising and hosting Information Technology classes for people over 60 years of age. The people who will benefit are the older people of the community. The potential benefits of the classes will include increasing confidence, learning new skills, helping to make people feel less socially isolated.

Do you think that your services, activities or project have a good chance of delivering these benefits?

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What resources will you need?

Consider each objective in turn and think about what resources you will need to make these things happen:-

- human resources – will you need to employ people to deliver your activities or services?
- material resources - will you need equipment? will you need to contract services or can you seek other help ‘in kind'
- financial resources – do you need capital or revenue funding? Are these likely to be small scale or more major amounts?

Can you work with other groups or agencies in a partnership approach to delivering any of your services or activities?

Your budget – how much you need

Focus on how much money you need to raise to meet your objectives - how much it will cost to deliver your services and activities. Prepare a budget. Give an idea of the cost for each of the following:-

- one-off capital costs (such as those for equipment or even a building)
- utility bills and other running costs (revenue costs)
- salary costs (if you are going to be employing staff)

Add these together (along with a contingency sum to cover any price fluctuations and unforeseen costs) to give you the total amount you need to generate.

Depending on your total figure and the complexity of your objectives (or particular project) you may want to break this total down further to detail additional budget headings or areas of activity such as marketing.

Refining your plan

What are your timescales? Are you looking at how much income you need for a specific project or is your plan part of a wider strategy covering a year or more ahead?

Decide how and when you will need to pay the costs you have identified.

You next need to decide on how you are going to raise the money you need to meet the costs you have identified. What are the options available to you? Which will be the most suitable sources of income and best methods for your group.

Fundraising Events

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Holding a fundraising event can be a great way of generating funds for your community group. Ideas for fundraising events might include:-

- treasure hunt
- auction
- fashion show
- face painting
- beach clean
- gala
- car boot or jumble sale

Whatever you decide to do – your event needs to be fun. Make it enjoyable for everyone – including your volunteers.

Planning your fundraising event

Planning is the key to making any event a success. You want to encourage as many people as possible to take part, and maximise the opportunities for your group to benefit and raise money.

Who do you want to attend?

Start by thinking who you want to attract to your event – who is your target audience? Are you wanting to aim at a particular age range or do you want it to be a family event? Knowing who you are aiming at, will help your group decide on the type of event you hold. It may also affect the timing and promotion of that event.

When to hold it

- is there a particular time of year which you want to aim for? For example, are you thinking of an outdoor summer event? Can you time the event to maximize on any other recognised event or holiday? For example, holding a themed event around Halloween or St Valentine's Day?
- check what else is happening in your local area – it would be good idea to try and avoid clashing with a similar event, especially if yours is a small community

What resources do you need?

- are you going to need any equipment? Do you need to hold the event in a village hall? Will you need costumes or props?
- be realistic about the number of volunteers you will need to run the event

How much will it cost?

Even the simplest of events will require some outlay. Potential costs might include:-

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- venue hire
- equipment
- costumes and props
- advertising
- insurance cover

Identify costs beforehand. How much do you anticipate making from the event? Make sure that your outlay does not outweigh the potential income – remember that the aim is to make money not lose it.

Insurance cover

- your group will almost certainly need Public Liability Insurance cover
- if your event is quite large and/or involves significant outlay or is particularly weather dependent you may also want to take out specific events insurance to cover any potential losses if the event has to be cancelled at short notice

How will you know how successful you have been?

Consider the most appropriate way to gather feedback from your event:-

- how will you be able to identify simple statistics such as the number of people attending your event?
- will you include a feedback form to gather people's comments?

Organise someone to take photographs of the event. Having a pictorial record will help you illustrate follow up reports to funders and the press. You do not necessarily need a professional photographer – perhaps someone on the committee or board or one of your members would be willing to act as designated photographer?

Publicity for your event

Always factor in the costs for promoting your event and start planning your publicity well in advance of the event itself:-

- make use of any free opportunities to make people aware of the event. Write press releases and send to the local paper, radio or television
- supplement free advertising with posters, adverts and online marketing appropriate to the size and scale of your event

After the Event

Schedule a committee or board meeting for after the event. Use the feedback and statistics you have gathered to help you evaluate:-

- what worked well
- what worked less well

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- whether or not you will hold the same event again and, if so, what changes you would make

Make sure that you thank everyone for their involvement in the planning and hosting of the event. Your list of people to thank will typically include:-

- our volunteers
- funders
- venue provider
- equipment suppliers
- the people who attended and helped your group to successfully raise funds

When you are thanking people, say how much has been raised but focus on who will benefit from this and how they will benefit.

Write a press release about the event, again outlining who will benefit and how. Include a photograph from the day to encourage the media to pick your story.

Holding Raffles and Prize Draws

Fundraising activities that can be defined as lotteries come under the Gambling Act 2005 and are regulated by the Gambling Commission and local authorities. This includes any fundraising activity where:-

- people have to pay to enter
- there is at least one prize on offer
- prizes are awarded purely on chance

Raffles, prize draws, 100 clubs, sweepstakes and tombola are all types of lottery. They all include the selling of tickets at a set price and the chances of winning are the same for everyone who enters.

If your community group is planning to hold a fundraising activity of this kind, you will need to be aware of the relevant legal requirements.

The Gambling Act 2005 sets out no fewer than eight types of lottery. These include large society lotteries which are open to the general public, requiring either permission from the Gambling Commission or registration with a licensing authority.

Most lottery activities held by community groups as fundraising activities are likely to be small scale and will not require a license or registration. However, there are regulations relating to each of these permitted types of lottery and it is important that your community group is aware and complies with these.

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Types of lottery commonly used for fundraising by community groups

Incidental non commercial lotteries

If your group is planning to hold a raffle or prize draw (lottery) as part of another event – perhaps as part of a dinner dance, sale of work or sporting event – then this is likely to be classed as an incidental non-commercial lottery. Your group will not require a license to hold this type of lottery as long as:-

- the event is non-commercial i.e. it is not run for private gain
- the lottery takes place on the same premises as the non-commercial event
- the results are made known at the event

There are specific rules relating to the amount of money you can spend on outlay for the lottery and the amount you can spend on buying prizes.

Private Lotteries

There are three types of private lottery permitted by the Gambling Act 2005:-

- private society lottery
- work Lottery
- residents lottery

The promotion of private lotteries and the sale of tickets must be restricted to within the club membership, works premises and employees or resident's premises. There should be a single ticket price and the tickets themselves must be non transferable. The conditions of the private lottery as well as the promoters contact details should be stated on the tickets.

Private lotteries are only permitted as long as they are held to raise funds for a not-for-profit group or organisation.

Prizes

Whatever 'lottery' you decide to hold, allow plenty of time to source prizes. Think about sourcing prizes which are relevant to your group's aims and purposes or – if the raffle is part of an event – relevant to your theme. Wherever possible ask local businesses to donate prizes.

- for small or private raffles aim for a range of prizes of different values
- for larger raffles you may want to aim for a smaller number of high end prizes.
- an unusual prize is often more attractive

Raffle Tickets

Raffles, prize draws, 100 clubs, sweepstakes and tombola are all types of lottery. They all include the selling of tickets at a set price and the chances of winning are the same for everyone who enters. These forms of lottery are regulated under requirements set out by The Gambling Act 2005.

If your community group is considering this fundraising option, check legal requirements with either your local authority or the Gambling Commission.

What should your tickets include?

If your group is planning to hold a raffle or prize draw (lottery) as part of another event – perhaps as part of a dinner dance, sale of work or sporting event – then this is likely to be classed as an incidental non-commercial lottery. For this type of lottery there is no specific requirement as to what your tickets should include, and most community groups use pre-printed raffle books with simple numbered tickets.

For private lotteries, the tickets should include:-

- the name of your community group of organisation as the promoter of the lottery
- ticket price
- any restrictions on who is permitted to buy a ticket
- a statement to say that the ticket (and any rights created by the ticket) are non-transferable

Selling Your Raffle Tickets

- the best way to sell raffle tickets of any kind is in person
- no-one under the age of 16 years old is permitted to sell or buy lottery tickets
- if you are selling your tickets at an event, enlist the help of a group of volunteers to make sure that everyone present has a chance to buy a ticket
- selling tickets to the general public as part of a Society Lottery will require permission from the Gambling Commission and/or registration with your local authority. If you intend to sell tickets house to house you will also need to check legislation on benevolent fundraising.

Drawing Your Raffle

Raffles, prize draws, 100 clubs, sweepstakes and tombola are all types of lottery. They all include the selling of tickets at a set price and the chances of winning are the same for everyone who enters. These forms of lottery are regulated under requirements set out by The Gambling Act 2005.

If your community group is considering this fundraising option, check legal requirements with either your local authority or the Gambling Commission.

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Best Practice Guidelines for drawing your raffle
Incidental non-commercial lotteries

If your raffle is being held as part of a fundraising event – perhaps at a gala or dinner dance – make the draw the highlight of your event. Treat it as the grand finale and build up the suspense by announcing it at regular intervals throughout the event:-

- organise the press or your nominate photographer to be in place ready to record the draw
- make sure that you have someone impartial to make the draw - ideally someone who has not bought a ticket.

Consider blindfolding them to add to the drama and to guarantee no cheating.

Larger society lotteries

Selling raffle tickets on a larger scale to the general public will fall under the definition of a Society Lottery. For this type of lottery your group will require permission from the Gambling Commission and/or registration with your local authority.

If you have sold tickets to the general public on a large scale it is unlikely that your ticket holders will be able to attend the draw. However, you can still make the draw an occasion by:-

- making sure that the date of the draw is on the tickets
- using the opportunity to invite donors and/or sponsors to meet staff and committee or board members
- getting the press to attend

The draw should be done by someone impartial.

Make sure that you contact winners within seven days of the draw and make sure that prizes are sent out as soon as possible. All reasonable efforts should be made to award prizes to the winning ticket owners.

Volunteering

Probably one of the best definitions of volunteering comes from Scottish Government:-

'Volunteering is the giving of time and energy through a third party, which can bring measurable benefits to the volunteer, individual beneficiaries, groups and organisations, communities, the environment and society at large. It is a choice undertaken of one's own free will and is not motivated primarily for financial gain or for a wage or salary.'

Scottish Voluntary Sector Statistics 2010 (Scottish Council for Voluntary Organisations) reveal just how important volunteering is to the population and economy of Scotland:-

- between 2008-2009, an estimated 1.2 million adults were active in volunteering in Scotland
- these volunteers contributed over 131 million hours per annum of their time
- volunteering in Scotland is worth an estimated £2.1 billion to the Scottish economy

Volunteers - people giving freely of their time to drive forward and provide vital services and activities – are central to not only the Third Sector but the public sector as well. A large percentage of small groups and organisations are run entirely by volunteers, and every community group, club, charity, social enterprise, - large or small - will include volunteers at committee or board level, even where paid staff manage the day to day running of services or activities.

Volunteering welcomes all kinds of people, celebrating their skills, experiences, and diversity along with their unique and individual contributions.

This section of the Community Toolkit will help your community group or organisation to:-

- form a structure that enhances your ability to involve volunteers
- recognise volunteer support needs
- recruit effectively
- resolve challenges safely

The information in this section has been provided by Volunteer Centre Edinburgh.

Involving Volunteers

Community groups involve volunteers in a variety of ways. Some are comprised entirely of volunteers. Some organisations inherit volunteers by default. Not every group or organisation will be happy about involving volunteers – others simply cannot get enough of them.

Why would your group involve volunteers?

For any group or organisation to build a successful framework which engages and supports volunteers, everyone from the Trustees (who after all are volunteers themselves) to a paid member of staff (who may not have any contact with volunteers) needs to understand the reasons why involving volunteers is a positive thing and how it can help your group.

Involving volunteers:-

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- helps forge strong links between the group and the community
- means your group can use them as ambassadors for your cause
- engages supporters/funders/stakeholders
- offers a different and unique relationship with your clients that paid staff may not be able to (such as mentoring or befriending)
- relieves staff pressures

The benefits volunteers bring

Understanding the benefits that volunteers bring, can really help everyone in the group understand why volunteering is so important.

Benefits of involving volunteers might include:-

- enhancement of your services
- ability to provide a more flexible service
- support for staff to provide more services
- support with events – such as fundraising and awareness raising
- bringing diversity to the organisation
- bringing a new perspective to your group or organisation

When it is clear why your group involves volunteers and what benefits that brings, it is important to reflect this in your group's core values and aims:-

- is the value and benefit of involving volunteers reflected in the purpose and mission statement of your organisation? If not should it be?
- are you communicating the importance of volunteers to your paid staff, committees, volunteers, users and the general public?
- you may wish to consider reflecting these values in your practices, publicity and written materials produced by your organisation:- for example, annual reports, strategic plans, publicity.

Why not schedule 10 minutes at your next board meeting to ask your Directors or Trustees these questions?

Developing a Volunteer Policy

A Volunteer Policy is a document outlining the basis of your volunteer programme and underpinning all your operations that include or affect volunteers. A Volunteering Policy is a bit like having a 'user guide' for managing your volunteers. It demonstrates to everyone that you are committed to fair and consistent practices in your dealings with volunteers. It also defines their role within your organisation and protects them from unfair treatment.

Taking on volunteers in your group can be a big commitment, and given the importance of the volunteer's contribution you must ensure that a structure or framework is in place to support the volunteers and staff in their work together.

Having a framework will make your life easier – making sure that everything is clear and well managed. There are a lot of things that you might want to take into account when considering a framework for involving volunteers but the best way of pulling all this together and ensuring that it really informs your practice is by developing a Volunteering Policy.

The details of your Volunteer Policy will vary depending on your own group or organisation. Often in real life, the volunteers come first and the policy is developed afterwards. While it is easier if you consider how you are going to manage your volunteers before you recruit them, if you already have them working for you, then developing a Volunteer Policy is a good way of making sure that you have everything covered.

Your Volunteer Policy should be a working document and not just a random list that is drafted and stuck in the back of a cupboard.

Understanding the needs of volunteers

Your Volunteer Policy should take account of the whole 'journey' that a volunteer has with you. A brand new volunteer will need different information and support from you than one who has been working with you for a while.

Starting out

When a volunteer first enquires about working with your group or organisation, they will need:-

- an application pack that outlines the recruitment procedure, information on the role and where it fits in with the organisation
- a named person to contact within the organisation

During

Once a volunteer has started working with your group, their needs change:-

- a support and supervision structure –including reviewing progress, addressing development needs and informal catch ups
- an induction process and training
- a system to ensure a volunteer’s voice is heard, for example, volunteer meetings, suggestion box.

Leaving

Finally, when a volunteer leaves they will need:-

- a reference
- an exit interview process
- a celebration and thank-you procedure

What to include

To make your Volunteer Policy a useful, working document aimed at making your involvement of volunteers more effective and easier, it should include the following:-

Introduction & Principles

Start your policy with an explanation of what the organisation does and why it involves volunteers in its work and the principles that underpin volunteer involvement.

Recruitment & Selection

Provide brief information about your recruitment process and how volunteers will be selected and screened. State clearly if they are required to provide references and/or be disclosure checked.

Volunteer agreements & tasks

Set out how volunteer roles will be defined and agreed.

Expenses

Include a statement of commitment to paying volunteer expenses. For example, these might include covering out-of-pocket expenses for travel, childcare or meals. It will also be useful to set out how your volunteers will be reimbursed – do you have an expenses claim form for example?

Induction & training

Your policy should also include a statement that commits the organisation to providing appropriate induction and training to all volunteers.

Support

Show your commitment to providing all volunteers with support that is appropriate to their role and responsibilities.

The volunteer's voice

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How will your group involve volunteers in discussions and decisions? How will they be able to express their views and ideas about the organisation and its work.

Insurance/Health and Safety

Include a statement to say that volunteers are covered by the organisation's insurance, and that your organisation has a Health and Safety policy.

Equal Opportunities

It is also important to reference your organisation's Equal Opportunities/Diversity policy

Complaints Procedure

Include details on how your group will handle complaints by and about volunteers. This will show that you have a well-planned strategy around involving volunteers and have thought ahead about how you would deal with any problems.

Confidentiality

Any volunteers are bound by the organisation's confidentiality requirements and this should be stated in the policy. If you have a separate confidentiality policy this should be mentioned here too.

What happens when a volunteer leaves

As much as you might want your volunteers to stay forever, sometimes they will leave you. Your policy should include a commitment to providing references and supporting volunteers on to other options where appropriate.

Set a review date

Once you have written your policy - do not leave it on the shelf. Go back to it every six months. Is it still working for you and your volunteers? Do you need to make amendments or additions to reflect any recent changes.

Volunteer Agreements

A Volunteer Agreement sets out the things that you expect from your volunteer and what they can expect from you. It will give you and your volunteer a fantastic starting point in your working relationship that clearly outlines how you intend to commit to one another.

When a volunteer begins their new role with you, they will bring their enthusiasm and eagerness but also expectations of what they will be doing and how you will look

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after them. Likewise, they will have responsibilities to you and your organisation just as you will carry responsibilities to them. Understanding this relationship is the key to building a safe arrangement between you and your volunteer.

Your responsibilities to your volunteer

You are responsible for letting them know:-

- what you expect them to do
- when you expect them to do it – how much time you would like them to commit
- where they will be doing it
- what training you will give them
- what support you will give them
- that they are safe and insured when working for you
- how they will be supervised
- will they get expenses
- what to do if they are unhappy or if there are problems

Your volunteer's responsibilities to you

Your volunteers are responsible for:-

- doing what you ask them to
- working with your policies and practices
- showing up when they say they will
- attending training and support sessions

When writing up your Volunteer Agreement, think about the language you use. Shy away from you using words such as 'will' and 'must'. It is also a good idea to explicitly state in a disclaimer at the bottom of the final version that explains that the agreement is a not a contract of employment.

Volunteer Task Descriptions

A Volunteer Task Description lets the volunteer know what they are there for. It will also help you understand what you need from your volunteers and what you want them to do.

Why do you need one?

To build a good functional arrangement with your volunteers they need to secure and understand what you need them to do. No matter how simple the task, clarity is the key to success. No matter how informal your organisation - people need to know what they are signing up for.

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What do you include

The basic framework for your Volunteer Task Description should include:-

What

- what is the purpose of the role?
- what are some examples of specific day to day tasks?
- what skills and attributes are needed?
- what commitment is required for this role? is it flexible?

When

- when will the volunteering take place?
- when will the role be revisited or reviewed?

How

- how will the volunteer be supported?
- how will the volunteer be supervised?
- how will the volunteer be reimbursed for expenses?
- how their role fits in with your organisation
- how it will help you to achieve your organisation's aims

Who

- who is the point of contact for the volunteer?

Reference your Volunteer Policy – along with any others which are relevant, for example your organisation’s Confidentiality Policy, Equal Opportunities Policy or Child Protection Policy.

Keep it simple

Do not be tempted to adapt a Job Description for a paid role into a Volunteer Task Description. This rarely works well. Task Descriptions should be clear simple and preferably use informal language - remember that they are for volunteers and you want to make them accessible, not intimidating. Avoid any implication that your Task Description is a more formal contract.

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Jargon Buster

Find your way through the maze of buzz words and Third Sector jargon with the Community Toolkit glossary of words and terms commonly used by funders and agencies.

A

Accrued Accounts	This form of accounting matches income to expenditure at the time the transaction occurs rather than when payment is made or received.
Action Plan	Lists actions to be taken to develop or improve an organisation, project or performance
Additionality	A way of measuring the added benefits of a project which highlights the changes brought about which would not have occurred if the project hadn't taken place.
Added Value	The value added by your activity. A chef 'adds value' to food by cooking it, which is why we are prepared to pay more for the cooked meal than the raw ingredients. When used in relation to the Third or Voluntary Sector, the phrase ‘added value’ indicates the distinctive or specialist contribution that community or voluntary organizations make, setting them apart from public or private sector organisations.
Adult Protection	Adult Protection refers to the procedures and legislation that protects any person over the age of 16 years who is considered vulnerable and at risk of harm. The Adult Support and Protection (Scotland) Act 2007 gives legal protection to anyone over the age of 16 who is unable to safeguard themselves, their property, rights or other interests, is at risk of harm and is more vulnerable to being harmed, because they are

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	affected by disability, mental disorder, illness or physical or mental infirmity. Vulnerable adults are also protected under the Protection of Vulnerable Groups (Scotland) Act where the definition of a 'protected' adult refers to any individual aged 16 or over who is in receipt of one or more type of care, health or welfare service. Adult abuse can be physical or psychological harm, neglect, sexual abuse or financial exploitation.
Aims and Objectives	Aims: the long-lasting goals of your group. Objectives: breakdown of how you will achieve those aims
Annual Accounts	Accounts prepared at the end of your organisation's financial year, drawing together and analyzing your financial activity over the last 12 months. Annual Accounts are prepared either by your organizations Treasurer or an appointed accountant.
Annual General Meeting (AGM)	A public meeting, held once a year, giving your members the opportunity to review the work of the group over the past year and to be part of the planning for the coming year. An AGM agenda commonly includes a review of actvities, election/re-election of the committee/board members, adoption of the Annual Accounts and the election of an independent examiner and/or accountant.
Annual Reports	Most voluntary groups and voluntary management committees produce an annual report and many have a legal obligation to do so under the Companies Act 1990. Commonly used to promote the organisation's aims and activities and give feedback to members. Can also be used to attract potential funders and donors, recruit volunteers

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	and advertise services to potential users and referring agencies.
Articles	The main part of the governing document of an incorporated organisation. Full title Memorandum and Articles of Association. The Articles set out the rules on how the organisation will operate including aims, purposes, powers and the framework within which it works.
Assets	Fixed assets are things like equipment or property that you would have to sell in order to get any money. Inexpensive bits of capital equipment (like staplers or waste-paper bins) are not usually counted as fixed assets. Current assets are money in the bank and any money owed to you.
Asset-Based Development	The use of an asset to acquire or maintain income. The term is used to describe a form of community-based development built around an asset that generates independent income. Commonly the asset is a building and income could be generated from renting out space. Alternatively, the asset is a permanent financial endowment generating interest.
Audit	Audit – to examine, verify, or correct the financial accounts. Not all accounts are required to be audited – this will depend on your group's legal structure, gross income, whether or not you are a registered charity and what is stated in your governing document (constitution). The law makes a distinction between accounts that have been professionally 'audited' (by a professional auditor) and those that have been independently examined (by an independent examiner). Company and Charity legislation set out when and how an audit must be conducted and what an auditor must do.

Auditor	An auditor is by legal definition a person/firm capable of conducting an audit under the provisions of section 25 of the Companies Act 1989, i.e. a member of one of the six Consultative Committee of Accountancy Bodies (CCAB) who has "registered" as an auditor. An audit is a thorough examination/verification of financial/accounting records and supporting documents by a registered auditor.

B

Benevolent body	Any body, whether or not it is a charity, which has been set up for charitable, benevolent or philanthropic purposes.
Benevolent fundraising	The process of seeking money or promises of money for the benefit of benevolent bodies (and companies connected with them) or for general charitable, benevolent or philanthropic purposes.
Board	The governing body of an incorporated organisation. A board is made up of individuals who are your group or organisations directors. Collectively, as a board, the directors are responsible for giving the organization direction, keeping things legal, being accountable and managing progress.
Book keeping	Procedure for keeping note of financial transactions including sales, purchases, income and payments. Book-keeping may be done by hand in a cash ledger or on a computer spreadsheet or using a specialist software package. Usually refers to the daily financial record keeping carried out by your Treasurer. All community organizations are required to keep some kind of financial record.

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Budget	A budget is a financial plan showing income (money coming in) and expenditure (money going out) for the year ahead. Drawing up a budget enables you to see how much money your group/organisation needs to carry out its planned activities, identifys deficits (or surplus) and highlights potential cash flow issues.
Business Plan	A written projection, often for 1-5 years, for a project or programme of work. Sometimes only related to income and expenditure, but often set within an organisation's wider framework.

C

Capacity Building	A wide range of support, techniques and initiatives which aim to build the capacity of individuals or organisations within communities to effectively contribute to the growth and development of the local community.
Capital Costs	Capital costs refer to the purchase of equipment, furnishings, premises or other items that cost substantial amounts and will last for several years. For example, costs incurred in purchasing computers, a minibus or new premises are all capital costs. All other costs are revenue costs.
Cash Flow	Cash flow is the movement of cash (including bank deposits) in and out of an

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	organisation. Can give a measure of the health of an organisation during a specified period of time.
Chairperson	Person who takes lead responsibility for a meeting, committee or board.
Charitable Status	The status of a group or organisation that has passed the two-part Charity Test and is entered on the Scottish Charity Register by the Office of the Scottish Charity Regulator (OSCR). It is a legal offence in Scotland for a group to refer to itself as a charity if it is not on the Scottish Charity Register
Charitable Trust	Charitable Trust refers to an unincorporated legal structure where the Trustees are usually the only members and decision-making rests entirely with them. Once appointed, the Trustees of a Charitable Trust usually have an unlimited term of office - they do not have to stand for re-election and can basically hold their offices until they resign (or die). Charitable Trusts were often set up in the past by a group of individuals concerned for the protection and management of specific assets. Not to be confused with Development Trusts
Charity	A group or organization that has passed the two-part Charity Test and has been added to the Scottish Charity Register by the Office of the Scottish Charity Regulator

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	(OSCR). In Scotland, it is a criminal offence to refer to a group as a charity if it is not on the Scottish Charity Register
Charity Accounts	Annual Accounts required to be produced by a charity. The format and requirements for Annual Accounts prepared by registered charities in Scotland are set out in the Charity and Trustees Investment (Scotland) Act regulated by the Office of the Scottish Charity Register (OSCR). All charities are required to have their Annual Accounts externally scrutinized.
Charity Test	The two part Charity Test applied by Office of the Scottish Charity Regulator (OSCR) as part of the registration process for any group applying for charitable status. The test requires you to demonstrate that your purposes are charitable (as defined by the Charities and Trustee Investment (Scotland) Act 2005) and that your activities are providing public benefit
Child Protection	Child Protection refers to the legal protection of children and young people from abuse. If your community group's activities or services involve children you will need to ensure that you have done all you can to ensure that those children are protected from harm. Part of this responsibility will involve having secure and robust

	recruitment procedures in place and to enroll with the Protection of Vulnerable Groups (PVG) Scheme.
Code of Conduct	Written set of guidelines which outlines the principles and expectations of how an organisation expects its staff, volunteers, members and users to act.
Committee	Group of people elected or appointed to perform a specific function e.g. governance or management committee; research and development committee; finance committee.
Community Appraisal	Survey of local issues, need and opinion on a particular issue.
Community Buildings	Buildings for use by community groups, and run by community or volunteer-led organisations.
Community Development	The development of communal activity to improve quality of life in a particular geographical area.
Community Groups	Any volunteer-led organisation or association of people, working together on common interests to provide services and benefits to the community. Any surplus income (or 'profit') generated by a community

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	group will be put back into sustaining the group's activities/services or protecting the community's assets. Individuals within a community group do not make or take personal gain.
Community Interest Company (CIC)	A Community Interest Company (CIC) is a limited liability company providing services or activities for community benefit. CIC's operate on a business model often trading as a social enterprise. Any assets and profits are 'asset locked' to be used exclusively to further the aims of benefiting the community - either a specific geographic community or a community of interest (a specific group of people).
Community Plan	Community Plans are usually developed by Community Planning Partnerships. They build on a vision for the future of the area and how the public agencies will work in partnership to achieve the vision.
Community Planning	A process through which local authorities come together with third sector and private sector organisations to identify needs, plan for and provide services and resources and promote the future wellbeing of the area.

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Community Profile	A summary of the past, present and anticipated future of an area. Can be used to identify problems, impact of proposed action, and provide evidence to help develop an action plan, inform the development of a project, assist in allocation of resources, or support a proposal or funding bid etc.
Community Sector	See Third Sector.
Community Transport	Transport provided by third sector organisations, using a combination of volunteers and paid staff.
Compact	A written agreement which defines and manages the relationship between the Third Sector and one or more Public Sector bodies.
Companies House	The registrar and regulatory body of companies in the UK. Responsible for incorporating and dissolving limited companies, examining and storing company information delivered under the Companies Act and related legislation, and making this information available to the public.
Company Ltd By Guarantee	Incorporated legal structure suitable for voluntary organisations that employ staff, own buildings or other tangible assets, or have substantial

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	turnover. Personal liability for directors is limited, usually to £1 and any 'profits' must be reinvested into sustaining the company's activities and services.
Constitution	A group's governing document which sets out the rules on how it operates including aims, purpose(s), powers and the framework within which it works. A group's legal structure, aims and whether or not they are seeking charitable status, will all determine the format and name of their governing document.
Consultants	A professional that can assist a project or organisation at specific times by providing expert or specialist advice.
Contingency Costs	Money budgeted for unforeseen expenditure.
Contract	Written agreement between people or organisations that is enforceable by law.
Core Funding	An organisation's central pot of money to cover running costs and overheads.
Council for Voluntary Services	See Third Sector Interface

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CRBS (Central Registered Body in Scotland)	The Central Registered Body in Scotland (CRBS) offers community groups free access to disclosure checks on volunteers as well as guidance, advice and support relating to working with children and vulnerable adults and the Protection of Vulnerable Groups Act (Scotland).
Crowd Funding	Raising funds by generating multiple donations or loans from a 'crowd' of like-minded people - usually via the internet. Donors will often receive something in return for their gift, such as a 'money-can't-buy' experience. Used by entrepreneurs looking for backing to start a business, or by politicians seeking support for an electoral campaign, crowd funding can also be used by community groups or organizations seeking backing for a social enterprise venture or larger charities as part of a fundraising strategy. Also called crowd financing, equity crowdfunding, or hyper funding.

D

Data Protection	Data Protection refers to the use and protection of personal data. It is governed by The Data Protection Act. Individuals have a right to know what personal data you hold , how you are using it and that it is being processed and secured in a responsible manner. The legislation offers individuals the right

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	to prevent the processing of personal data, particularly if it is being used for direct marketing purposes.
Democratic structure	A governance structure for a group which ensures all eligible people have an equal say in the decisions that affect the group
Development Plans	Produced by Local Authorities, development plans set out policies and proposals for development and use of land in their area.
Development Trusts	The term Development Trust does not refer to a specific legal structure. It can be applied to any group or organisation which is owned and managed by the local community, has social aims relating to improving the economy, environment and culture of a community, generates its own income through enterprise and the ownership of assets and re-invests any 'profits' back into running the organisation or benefiting the community. Development Trusts are incorporated and some will have charitable status.
Director	An elected or appointed member of the management committee or board of an incorporated organisation (such as a Company Ltd by Guarantee or Community Interest Company).
Disability	Under the Equality Act 2010, a disability is a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on a person's ability to do normal daily activities.
Disciplinary Procedures	A disciplinary procedure is used when an employer needs to tell an employee something is wrong with their conduct or performance. The procedure should be based on the minimum standards laid out in the ACAS' Code of Practice, allowing the employer to explain clearly what improvement is required, and giving an opportunity for the employee to explain their side of the situation.

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Disclosures	Disclosures typically contain impartial and confidential criminal history information held by the police and government departments on an individual. Disclosures will either be referred to as PVG Scheme Records (if they are issued in respect of a volunteer or employee who is carrying out 'regulated work') or Disclosure Certificates (available for positions outwith the scope of the PVG scheme). Used as part of a recruitment process, they can help employers meet their legal duty of making sure that an individual is suitable to be working with children or other vulnerable people.
Discrimination	Direct discrimination means treating one person worse than another because of one of the protected characteristics (age, disability, gender reassignment, marital status, pregnancy, race, religion, belief, sex or sexual orientation). Indirect discrimination means putting in place a rule or policy or way of doing things, that has a worse impact on someone with a protected characteristic than someone without one, when this cannot be objectively justified.
Dissolution	The winding up or dissolving of an organization. The formal legal processes concerned will depend on whether or not the organisation is incorporated, solvent, and whether the group has charitable status.

E

Equal Opportunities	Equal opportunities are about ensuring that under-represented groups are provided with a fair and equal opportunity to participate. This means listening to people's individual needs and not treating everyone the same. Equal opportunities are regulated by the Equality Act 2010.
Evaluation	Assessment of a project or programme to identify the extent to which objectives have been achieved, how efficiently they have been achieved, and whether there are any lessons to be gained for the future.

Exit strategy	An outline of what you see happening to a project or activity once your objective has been completed.
External Scrutiny (of accounts)	All charities are required by charity legislation to have their accounts externally scrutinized. External Scrutiny refers to having someone independent and/or suitably qualified to look over the accounts. It will either be an independent examination or an audit depending on your group's structure, charitable status, income, the type of Accounts you prepare and/or your constitution or any decision from your group's committee or board.
Extraordinary general meeting (EGM)	A meeting of the whole membership of the group, called at short notice to discuss an urgent matter.

F

Feasibility Study	Undertaken before any technical development or implementation of a project. It will show the strengths and weaknesses of any existing or proposed projects, and will include opportunities and threats presented by the environment and any resources needed to carry out the project to completion. Normally feasibility is judged on cost and value.
Fit and proper persons test	Drawn up by HM Revenue and Customs (HMRC) for charities that trade or have a trading arm, to ensure that those dealing with tax matters are fit and proper.
Flexible working	Flexible working arrangements include job sharing, part-time working; career breaks or working from home. Anyone can ask their employer for flexible work arrangements, but the law provides some employees with the statutory right to request a flexible working pattern.

Focus Groups	A small group of people brought together to focus on a particular issue. They encourage discussion, reflection and the exchange of ideas and opinions.
Food Hygiene	Covered by the Food Safety Act 1990. Covers regulations on registration of food premises, temperature control, general food hygiene and offences relating to the sale or keeping for sale of food and powers of inspection held by Environmental Health Officers.
Freedom of Information	Freedom of Information (FOI) legislation states that data subjects have the right to request access to personal data you might hold on file about them.
Friendly Societies	An old style of legal structure. Originally, a Friendly Society was a benevolent unincorporated society set up to offer its members mutual relief and benefit (usually in respect of alleviating hardship associated with sickness, unemployment or old age). These old style Friendly Societies are most often associated with offering pensions, loans or insurance services. Existing Friendly Societies are regulated by the Financial Services Authority (FSA). They do not register any new Friendly Societies.
Full Cost Recovery	Full costs refer to all the costs directly relating to a project including overheads The term 'full cost recovery' means securing funding for – or 'recovering' – all of these costs.

G

Gift Aid	A government scheme which enables charities and community amateur sports clubs (CASC's) to reclaim tax on donations of money made by UK taxpayers.
Governance	Refers to the overall guidance, direction and supervision of the organisation - making sure that it acts in line with its constitution

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	and legal identity. In the voluntary sector it is most often used in connection with the role of committees or boards.
Grant	Money given to an organisation that does not need to be repaid. A grant will be either unrestricted (against expenditure on any aspect of the organizations activities) or restricted (to cover specifically identified areas of activity or capital items).
Grant making Trust	Grant making bodies usually set up as charitable trusts specifically to offer funding to other organizations or individuals.
Grievance Procedure	Grievances are concerns, problems or complaints that employees raise with their employer. Grievance Procedures are how your group or organisation deals with these. The ACAS' Code of Practice sets out minimum standards for dealing with grievances and your Grievance Procedures should be based on these.

H

Harassment	Unwanted behaviour that has the purpose or effect of violating a person's dignity or creates a degrading, humiliating, hostile, intimidating or offensive environment.
Health and Safety	Processes and procedures in place to protect people against risks to health or safety arising out of work/activities.
Holiday Entitlement	Holiday entitlement is paid time off work granted by employers to employees. Almost all workers are legally entitled to a statutory holiday entitlement per year. Also called annual leave.

I

Impact	Broader or longer-term effects (intended, unintended, positive and negative) of a project or organisation's outputs, outcomes and activities. Impact is less tangible and therefore harder to measure than inputs and outputs.
Inaugural General Meeting	First meeting of a newly formed group, often this is the meeting at which the group will elect its first committee and adopt its constitution.
Income and Expenditure Accounts	Income and Expenditure Accounts (also sometimes called Receipts and Payments Accounts) - are the simplest format for annual accounts. They record exactly what money your group has had coming in (income or receipts) and what has gone out (expenditure or payments) over the 12 month period of your financial year and reconcile this to the opening and closing bank and cash balances held by the group.
Incorporated	Becoming incorporated refers to the process of becoming a company and giving your group or organisation a legal identity of its own (separate from the individuals involved).
Independent Examination	See External Scrutiny.
Indicators	Specific data that can be measured to determine whether an activity, project or organisation has met a particular outcome.
Industrial and Provident Societies	An Industrial and Provident Society (IPS) is a legal structure for an incorporated organisation or enterprise trading or operating for community benefit. An IPS can be run either as a co-operative (with each member having a say in the control of the IPS plus a share in the profits/losses) or as a company benefiting the wider community (in which case it may be eligible to apply for charitable status).
Inputs	The resources that contribute to a programme or activity including income, staff, volunteers and equipment.

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Interface	An interface is a strategic, operational structure connecting and promoting common interests of agencies/bodies/partnerships working together. In Scotland, there are 32 Third Sector Interface connecting the work of Volunteer Centres, Councils for Voluntary Service, Local Social Economy Partnerships and Community Planning Partnerships in each local authority area.

J

Job Descriptions	A written description of the duties and responsibilities of a post.

L

Localism	A structured focus on addressing geographically defined interests and requirements.

M

Match Funding	Money given on the condition that other funds (of equal or greater amount) are raised to make up the overall project total. Match funding can be your group's own funds, other grants or earned income. It can also take into account funding 'in kind' such as volunteers' time.
Media	Forms of communication that reach and influence people including T.V, radio, newspapers, magazines etc.

Milestone	Stages into which projects are divided in order to monitor and evaluate progress.
Minutes	Minutes are the record of a meeting, documenting attendance, agreements reached, decisions made and actions to be taken. For those that were present at the meeting, minutes offer a record of who agreed to do what. They also serve to inform those not present, what happened at the meeting.
Monitoring	Ongoing supervision of activities and progress to ensure project is on schedule in meeting targets and objectives. Specific monitoring information is often required by funders.
Mission statement	A statement describing the purpose of a group; who it is and why it exists.

N

Needs Assessment	A needs assessment (also called a needs analysis) is a process used to identify 'gaps' between where things are at now (current performance or conditions) and where you want them to be (desired performance or conditions). Needs assessments are often used for improvement in individuals in relation to education or training, but a similar process can be used by community groups or organizations.
Not for Profit	Describes an organisation that has been established to reinvest any financial surpluses back into achieving the objectives of the organisation. Often used when referring to the voluntary or community sector.

O

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Objectives End to be achieved, can be broken into goals.

OSCR The Office of the Scottish Charity Register (OSCR) are the regulatory body for Scottish charities. They are responsible for the registering of new charities, and monitor and ensure compliance with all aspects of The Charities and Trustee Investment (Scotland) Act 2005.

Outcomes Outcomes are the results of what you do – the changes, benefits or other effects that your project, activities or services makes. Outcomes are best described using words that show the difference your activities or project has made, such as: more, better, less, improved. In some cases, the outcome will be that a situation is kept stable, or that your project has stopped things from getting worse.

Outputs Outputs are specific services and products you offer to carry out your objectives. They are literally what you "put out" as a result of your activity. As part of monitoring and evaluation, your outputs need to be specific, measurable, achievable, relevant/realistic and time-bound (SMART) and related closely to your objectives.

Overhead Costs Central or core costs relating to ongoing expenditure such as rent, electricity or gas bills, telephone, broadband, staff salaries etc.

P

Performance Management The procedures within an organisation to take action in response to performance. Often used to evaluate success of a project.

Personal Data Defined in the Data Protection Act as "data which relates to a living individual who can be identified from those data; or from those data and other information which is in the possession of, or is likely to come into the possession of, the data controller and includes any expression of opinion about the individual and any indication of the intentions of the data controller or any other person in respect of the individual".

Person Specification Skills and attributes a person needs in order to carry out a job or specific series of tasks.

Press Releases A public relations (PR) statement given to the media with the intention of informing the public of specific news, activities, events or developments in your organisation.

Private Sector Collective term referring to commercial businesses.

Procurement The term 'procurement' refers to the process of acquiring goods and services - the process which any customer goes through to buy something. For community groups the term procurement specifically refers to the purchasing of Third Sector services by local government through competitive tendering for contracts.

Project A piece of work with time and resource limits, working towards pre-defined aims and objectives.

Project Management Good project management translates business plans into reality bringing them in on budget and on time, and within allocated resources.

Project Plan A project plan describes the different elements of a project, including its purpose, goals and objectives, and the cost of putting them into practice.

Promotion Promotion is all about getting the word out' about your group or project, informing people, making sure that as many as possible know what you do. This not only ensures that you are involving people, but it also encourages their support. Also called marketing.

Protection of Vulnerable Groups (PVG) Scheme	Implementing the provisions outlined in the Protection of Vulnerable Groups (Scotland) Act 2007, the Scottish Government's Protecting Vulnerable Groups (PVG) Scheme is a registration system for all those who work (paid and unpaid) with children and protected adults in Scotland. The Scheme is designed to help ensure that those who have regular working contact with either children or protected adults, do not have a history of harmful behaviour.
Public Liability	Public liability is based on the law of tort, and focuses on civil wrongs. It might typically involve a situation in which a member of the public is hurt, or damage is caused to their property, by a group/organisation or company's actions or products. The degree of public liability varies depending on individual circumstance.
Public Sector	Collective term for Government and government agencies including Local Authorities, Police, NHS, Scottish Natural Heritage.

Q

Quality Assurance	Quality Assurance describes the procedures an organisation puts in place to systematically monitor and evaluate processes, to ensure quality of its products or services.

R

Receipts and Payments	Income and Expenditure accounts, commonly called receipts and payments by OSCR (Office of the Scottish Charity Regulator). They are the simplest format for annual accounts.

Recruitment	The recruitment process for staff (paid or volunteer) begins with thinking about the job that needs to be covered, the duties this will entail and the type of skills and experience that will be needed to fulfill these. Recruitment includes advertising the post, receiving and shortlisting applications and interviewing candidates.
Regeneration	A catch-all term which refers broadly to physical, economic and social renewal of a community.
Regulated work	The Protection of Vulnerable Groups (PVG) Scheme applies to people who work with children and/or protected adults, on a paid or volunteer basis, in what is referred to as 'regulated work'. For an activity (or work) to be considered ‘regulated work’, the carrying out of the activity (or work) must be part of the individual's normal duties - something an individual does as part of their post on an ongoing basis. Some work activities with children or protected adults are excluded from being considered as ‘regulated work’. This would commonly be if the activity (or work) is incidental to an employee or volunteers normal work, or if the individuals they are working with do not fall under the ‘protected’ characteristics of The Protection of Vulnerable Groups (Scotland) Act. It will be up to your group or organisation to decide if an employee or volunteer is doing ‘regulated work’ as part of their normal duties.
Restricted Funding	Restricted funding usually refers to project grants where the funder has particularly specified what the money is to be spent on.
Revenue Costs	Costs incurred in the day-to-day running of an organisation and its projects. Can be overheads or direct project costs, and include items such as stationery, rent, heat and lighting, phone bills and materials.
Risk Assessment	A Risk Assessment identifies any potential hazards or thing that could cause harm to people working at your premises (or to the public accessing your services or taking part in your

	activities). Once the risks are identified, you can put in place measures to minimise and control those risks to secure a healthy safe environment.
Rolling Review	An assessment being carried out by the Office of the Scottish Charity Regulator (OSCR), of charities on the Scottish Charity Register who were granted charitable status prior to the Charities and Trustee Investment (Scotland) Act 2005 to check that they meet, and continue to meet the two-part Charity Test.

S

Scheme Records	Scheme records held as part of The Protection of Vulnerable Groups (PVG) Scheme give details of individuals with court convictions that make them unsuitable to carry out 'regulated work' with either children or 'protected' adults (or both). Access to the information held on these records can only be through a group/organisation or body that is enrolled within the PVG Scheme.
Scottish Charitable Incorporated Organisation (SCIO)	A Scottish Charitable Incorporated Organisations (SCIO) is a legal (incorporated) structure exclusive to groups with registered charitable status in Scotland. To be eligible to apply to be a SCIO your group must have charitable purposes and deliver activities which provide community benefit.
Single Outcome Agreement(s)	A national performance framework focusing on how key targets will be achieved. The Scottish Government has set out national outcomes covering areas such as education, services for the young and older people, health and community safety. Each local authority area of Scotland has agreed to draw up a SOA setting out how they will contribute to achieving these.
Social Audit	Social accounting and audit is a monitoring and evaluation process undertaken internally by organisations and social enterprises enabling them to account for the social, environmental

	and economic impacts their activities are making, report on performance and draw up an action plan to improve on that performance.
Social Economy	Social economy refers to economic activity in the community/voluntary/third sector and includes the work of cooperatives, not-for-profit organizations, charities and social enterprise. Third sector organizations are often able to offer new and innovative solutions to issues (social, economic or environmental) that respond to community needs not met by either the private (business) or public (government) sectors.
Social Enterprise	The term 'social enterprise' refers to a means of operating - a business model – rather than an actual legal structure. Third Sector organisations that choose this model for trading are often referred to as social enterprises, specifically when over 50% of their income is generated from trading specifically for social and/or environmental purposes.
Social Firm	A type of social enterprise, a social firm is business set up specifically to create employment for disadvantaged people.
Social Impact	The effects on people, groups of people, communities, and entities that happen as a result of an action, activity, project, programme or policy. Social Impact focuses on results (outcomes) and not processes (inputs/outputs).
Social Media	Forms of media that enable social interaction.
Social Return on Investment (SROI)	Social Return on Investment (SROI) is a way of measuring change (social impact) in ways that are relevant to the people that experience or contribute to that change. It is a very valuable tool for groups in identifying areas for improvement and resource allocation, and a vital means of identifying and communicating the impact that the group's activities or services are creating for stakeholders.

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Staff	In the third sector this can refer to paid or unpaid employees (volunteers).
Stakeholder	An individual or organisation that has an active interest (a stake) in a particular organisation or issue. Examples might include:- your group's members and service users; funders; contractors; purchasers; trustees; beneficiaries; donors; volunteers and paid staff.
Steering Group	Stakeholders that give guidance on strategic direction of organisation. Often the initial group of people involved in setting up a voluntary organisation.
Sub Groups or Sub Committees	A sub group (or sub-committee) can be set up by your group or organisations committee or board to develop and/or manage a specific project or activity. The main committee or board will remain in control but a sub committee can be a good way of delegating tasks for a particular purpose.
Sustainable Development	Sustainable development is about making sure that people can satisfy their basic needs now, while making sure that future generations can also look forward to the same quality of life. Sustainable development recognises that the economy, society and the environment are interconnected.
SWOT analysis	A method for assessing strengths, weaknesses, opportunities and threats, a SWOT analysis gives essential insight into critical issues that can affect your organisation or project.

T

Tax Relief	Tax exemptions and reliefs on income, gains and trading profits are available to registered charities and community sports groups.

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Target	A defined level of achievement which a project or organisation sets itself to achieve in a specific period of time.
Third Sector	The Third Sector – also sometimes referred to as the Voluntary Sector or Community Sector - is the collective term used to refer to groups or organisations that operate on a not-for-profit or community benefit basis. The term distinguishes these groups and organisations from profit-making businesses (the Private or Business Sector) and Government departments or local authorities (Public Sector).
Third Sector Interface (TSI)	In Scotland, Third Sector Interface (TSI) are community development/volunteer support agencies – either single organizations or partnerships comprising Volunteer Centres; Council for Voluntary Service and Social Enterprise Networks. Their core functions (defined and agreed by Scottish Government) are to support voluntary organisations in their local area; promote and support volunteering; develop and support social enterprise; and connect the third sector to community planning.
Trading	The buying and selling of goods or services.
Trustee	If your group or organisation is a registered charity, your board or committee members are the charity's Trustees. In Scotland, under current charity law the definition of a Charity Trustee is anyone who has general control and management of the administration of the charity; anyone who exercises significant influence or control on the charity and has an input into decision-making. All Charity Trustees have a responsibility to take care of the charity's affairs, act as guardians of the charity's assets and safeguard the charity's reputation. They have clearly defined legal duties and responsibilities.
Trustee Indemnity Insurance	Trustee Indemnity Insurance, sometimes available as part of Professional Liability Insurance or other insurance packages, offers trustees some cover for damages and legal expenses for which they are legally liable as a result of a 'wrongful act' such as

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breach of confidentiality, copyright, accidental or unintended breaches of trust.

Trust A Trust or unincorporated Charitable Trust is a simple structure consisting of a collection of individuals who have come together with shared charitable aims or purposes – commonly relating to the protection and management of money or property. Not to be confused with Development Trusts which are usually incorporated organisations run as social enterprise managing community assets.

U

Unincorporated Association An Unincorporated Association is a simple democratic structure consisting of a collection of individuals who have come together with a shared aim or purpose. A committee is usually elected to run the organisation on behalf of the members.

Unrestricted Funding Unrestricted funds include core grants where the funder has not specified any restrictions on what the money should be spent on, other than furthering the aims of the organisation. Unrestricted income is usually set against core costs or running costs (as long as these are not associated with particular projects where the funder has specified a ‘restricted’ purpose).

V

Volunteering Giving of time, effort and talent to meet a need or further a cause, without payment.

Volunteer policy A formal note of your organisation's procedures, forming the basis of your volunteer programme and underpinning all your operations that include or affect volunteers.

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Voluntary Sector	See Third Sector

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