



**cvs south gloucestershire**

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supporting    developing    representing

# **GETTING YOUR ORGANISATION STARTED**

**CVS SOUTH GLOUCESTERSHIRE 2009**

# GETTING STARTED PACK

## Introduction

### **What is this pack?**

Many people start voluntary organisations because they want to help their community by providing a service currently lacking. However they often find the legal and practical steps required to set up an organisation that will provide that service to be very confusing. This pack aims to help all those people.

It will be of most use if you are in the planning stages of, or have recently started, a voluntary organisation. However it is designed for voluntary organisations of all sizes, by providing an easy to use reference to help the organisations check that they have the basic principles and structures in place.

### **What if I need to find out more?**

It would be impossible to put everything you need to know in one pack that would be free, easy to use or even just to carry around! This pack is intended as a guide only, highlighting the major issues that you need to consider

Throughout this pack we advise you to seek further advice on particular issues, and there are a range of organisations that can provide exactly that type of advice and training often for free.

The Contact Section at the end of the pack lists the largest and most widespread of these organisations – NAVCA, CEMVO, ACRE, NCVO, LVSC, the Pre-School Learning Alliance and the Charity Commission. These organisations are called **second-tier** organisations because they help the first-tier of voluntary and community groups which deal directly with the public. Often the membership of second-tier organisations is composed of voluntary and community organisations, rather than individuals.

NAVCA and ACRE work through a network of independent local organisations called Councils for Voluntary Service and Rural Community Council. We have only given the details of the central office in the Contacts section. They will be able to give you the contact details for the CVS/RCC nearest to yourself.

## How do I use this pack?

The pack is divided into seven stages. These are shown on page three in the order you should read them. Each stage is a section of questions written in bold that you will answer when setting up a voluntary organisation. After the questions you will find information written in a box. After the information you will find a task to complete, usually in the form of writing answers to several questions. Tasks are indicated with this sign:



We also recommend that you start a file or other record system and use a separate section in the file to record your ideas, discussion and progress for each stage, with a separate piece of paper for each question within a stage.

Through the pack we have also included further information and practical hints. You will find these in boxes like this one.

At the end of the pack you will find activities to help your management committee carry out a self-assessment for its skills and review the policies the group has in place.

Finally there is a list of major contacts and other sources of information you will be able to use, many of which are free for you to access and use.



**Stage One:**  
**Is it a voluntary organisation?**  
Pages 4-5

**Stage Two:**  
**Start Planning**  
Page 6

**Stage Three:**  
**Who is running your organisation?**  
Page 8

- Check they understand their responsibilities
- Start keeping minutes of your committee meetings.
- Run a skills assessment (p18)

NO

Talk to your local bank or social enterprise development agency. They may be able to help you develop your project as a business.

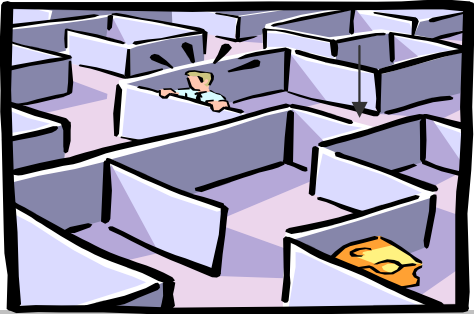
Do some research in your community.

**Stage Ten:**  
**GET STARTED**  
**!**  
Page 17

Policy check  
Pages 19-22

**Stage Nine:**  
**Think about funding**  
Page 16

Do you need training on finance skills?



Getting Started Flowchart

- Be realistic
- Set dates for items
- Review progress at committee meetings

**Stage Four:**  
**Set Service Objectives**  
Pages 9-10

**Stage Five:**  
**Who will run your service?**  
Page 11

Keep minutes of meeting where you adopted the governing document.

**Stage Eight:**  
**Write a budget**  
Page 15

**Stage Seven:**  
**List your organisational objectives**  
Page 14

**Stage Six:**  
**Decide your structure**  
Pages 12-13

Make sure you can support those people delivering the service

## **Stage One: What Sort of Group**

You probably know at this point that you want to set up something like a charity or voluntary organisation to help the community or another group of people you know about. The first question you must then ask yourself is. . .

### **What is a voluntary organisation? Are we a voluntary organisation?**

This is the catch-all word used most often used to describe a type of organisation with the following characteristics;

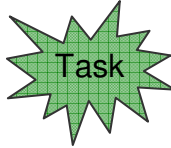
**Organised.** The organisation has some form of structure to it. The rules for this structure are usually contained in something called the governing document. An organisation might still exist but not have a governing document if it has a committee and members and meets regularly. In this case these rules are simply unwritten and whenever someone does write them down, that document becomes the governing document. Even if the rules are never written down though, your group could still have a structure. Ad hoc, informal, and temporary gatherings of people would not therefore be considered voluntary organisations, but they are often the starting point.

**Private and Self-Governing.** The organisation is independent from any other organisation with its own internal procedures for deciding matters without consulting an outside group, such as electing its committee. This does not mean that voluntary organisations cannot be helped by other organisations, such as your local CVS. It does mean that a voluntary organisation must be free to appoint its own management committee who are able make their own decisions in the best interests of the voluntary organisation and not be instructed by any other group.

**Not-for-profit.** This is a misleading term. In fact voluntary organisations can make profits but the money must be ploughed back into the work of the group, not given to the members, the directors or anyone else as happens with for-profit groups. A more useful term is 'non-profit-distributing'.

**Voluntary.** The organisation involves some meaningful voluntary activity in its actual activities or in the management of the organisation. This does not mean that all the income of an organisation must come from voluntary contributions, or that everyone that works for it must be a volunteer. The minimum level of voluntary activity is that the management committee, who have a legal responsibility to put the organisation's interest ahead of their own, must all be volunteers.

## What is the general aim of the group?



In your record write down which of these your group will be. You can select two or more.

- Providing a service for others without profit
- Self help group
- Club
- Campaigning on issues of concern
- To provide a service for the community but also a job for yourself.

If it is any of the first four, then this pack can help you develop your organisation

### **If we are not a voluntary organisation, what are we?**

Many people want to provide services that are both socially aware but also provide an income for the founders.

A voluntary sector structure is inappropriate for these types of organisations, because those with the legal control and responsibility for the organisation are volunteers and the voluntary principle extends to carrying out work for the organisation.

If this is the case with you, then please seek advice from some of the second tier organisations listed in the Contacts section. While advice on this matter is beyond the scope of this pack, there are some ideas you should become familiar with.

- Such an organisation may well be a social enterprise. The Contacts section has details for agencies that support social enterprises. One of the characteristics of a social enterprise is the community nature of its membership or founders. This may not suit organisations set up and run by individuals.
- Social Enterprises are, as the name suggests, based on a model of enterprise. Additionally they are often legally prevented from registering as charities even when they may be charitable. You may therefore find that many funders are unwilling to provide you with grants and that you will be advised to develop an income stream based on selling your services. If you want to provide a service to a community that cannot normally pay for it, then you may well be required to find another organisation, perhaps a local council or other statutory body or local regeneration agency who is willing to purchase the service on behalf of that community. This is not a grant, but a commercial exchange and you could well be competing for the contract against charities, other social enterprises and private sector commercial organisations.

## STAGE TWO: START PLANNING

Your organisation needs (1) an aim, (2) a group of people to run the organisation, (3) a set of objectives or targets to meet, and (4) people to run the service

### **The aim of the organisation 1: Overview**

The group needs a single purpose or aim. Your aim should describe the people that you want to help and what you hope will change as a result of your group existing. It should be possible to achieve, but also broad enough to cover everything the group wants to do.

All the members setting up the organisation need to discuss and agree the aim

### **The aim of the organisation 2: Who will benefit?**

Your organisation will probably be set up to support a group of people in need. In order to make your service effective, you need to know a lot about these people. How many are there? What problems are they facing? Where do they live? What different types of people are in the group (men, women, children, working, unemployed, poor housing etc)? You need to research the group, and talk to members from it, before deciding what services to offer.

It is very important when looking for funding that you are able to prove that there is a need for the work, and that it can truly benefit people.

The people who will benefit from your work are called your “**beneficiaries**”



1. Describe the group your organisation will benefit; *E.g. "Somali people in the South Gloucestershire; residents of X estate."*
2. How many people are in the group? *Try to give figures that are supported by evidence that either you have collected or you have obtained from another source. Even better give figures from both.*
3. How will you break down information about the group? *Age, ethnic origin, the geographical area they live in, the type of support they need?*
4. Describe how you will carry out further research on the groups who will benefit from your service. *E.g. will you ask users what they want, how will you record and measure the impact of your work, how will you know that you offer will still be needed in two years time?*

### Example Sources of Evidence

- ❑ Questionnaires asking people's opinions
- ❑ Written and spoken statements from users and community members on what services they need
- ❑ Numbers and types of people using the service
- ❑ Information from the census and local council

### The aim of the organisation 3: What will change?

Now consider what will change in the lives of your beneficiaries as a result of the organisation you plan to set up. Putting together your description of the beneficiaries and the change you want to achieve will give you your aim.

**Do not** just list the activities you plan to carry out. Think what it is that will be different as a result of the activities.

**For example**, if you want the organisation to provide advice on welfare services to members of your community who are normally unable to access to such information, your aim might be;

*"To ensure every community member has access to the information and advice they need to receive their full welfare entitlements."*



Write down the aim of your organisation. Try and restrict it to a paragraph, even better just one to two sentences.

A large rectangular area with a light gray grid background, intended for writing the aim of the organisation.

## Stage Three: Who is running your organisation?



Start a new section entitled 'Management Committee'. Write down the names and addresses of everyone who is currently involved in running the project, their position in the organisation (if they have one), and their relevant skills.

Then write down the type of people you want to recruit in order to run the organisation efficiently. At the end of this guide is a checklist of skills that would be useful in carrying out this initial review. Use the following table as guide for your file.

<u>Name</u>	<u>Role on Committee</u>	<u>Skills Possessed/Interested in Learning</u>

## Stage Four: What are your group's objectives for year one?

Your objectives are actions you plan to achieve within a specific time period – in this case, the first year. All the objectives should lead to achieving the overall aim you have set for the organisation.

There are two different types of objectives. **Firstly**, what you need to achieve to run your service (service objectives). A service objective might be '*to run a workshop on teenage pregnancy for 20 people from our community in July*'.

**Secondly**, what you need to achieve to run the organisation (organisational objectives). For example: *To have a constitution agreed by all members by April*.

For now, just think about the **service** objectives.



Write down in the file each service that you want to provide. Then for each one describe

- How often** will your activities be run – *e.g. daily, once a week, twice a month etc?*
- When** will they be run – *what time is most convenient for those you are trying to help?*
- Where** will they be run – *do you need premises? Acquiring them is an objective in itself*
- How many people** will use the service – *e.g. 20 people attend each session, 200 people attend over twelve months, receive 300 calls to the helpline.*
- When** will you start the service? For how long will it run?
- Who** will run the service?
- What** will change as a result of the service?

### **Example Service Objective:**

*"To run a workshop on teenage pregnancy for 20 people from our community in July"*

<u>Main Objective</u> –	Run a seminar
<u>How often</u> –	Once a year
<u>When</u> –	July
<u>Where will it be run</u> –	In a local meeting hall
<u>How many people</u> –	Twenty

When will it start and for how long –

It will be for one day

Who will run the service -

We will invite a health worker to speak

What will change –

Those attending will have more understanding of teenage pregnancy and prevention. This will help reduce the numbers of teen pregnancies or deal more sympathetically with teenage parents

Setting up each service is an objective, and the answers to these five questions are mini-objectives for each of the main ones.

## Stage Five: Who is running your service?



Task

In your file start a new section entitled 'Workers'. Write down answers to the following questions:

1. **What** qualification and experience will you look for?
2. **Will** they be paid? If you are using volunteers you must be careful to only pay those expenses that volunteers actually spend.
3. **What** will be your recruitment process?
4. **How** will you supervise staff/volunteers and appraise their performance?
5. **If** you have people working with children have you run background checks on them through the Criminal Records Bureau? These checks are compulsory for people working with children.
6. **How** will you provide staff development and training? Your staff will need support to carry out their work and will want to develop their own skills, in order to improve. All training has costs associated with it both in terms of finances and the time involved. A positive approach to training will also help boost staff moral and confidence.

### **Information Box**

Being a voluntary group does not excuse you from being a good employer. Failing to act properly is costly in time, money and emotion. Always seek advice about the legal and financial implications of recruiting staff

To employ staff you will need

- A contract of employment
- To budget for PAYE and National Insurance
- A process for supervision
- A grievance and discipline procedure that you can follow
- A plan for paying any extra costs associated with sick leave and maternity, paternity or adoption leave.
- A plan for paying any costs related to redundancy

## **Stage Six: Structure Your Organisation**

The structure of your organisation is very important. Voluntary organisations need a structure to receive funding and each type of structure carries with it certain legal responsibilities and implications.

### **Will your organisation be charitable?**

- Charities are for the public benefit (whereas clubs are for the members benefit) and are not-for-profit organisations
- The people in overall charge of charities (the management committee) cannot be paid
- Charities cannot carry out any political activity
- It helps with some funders if you are a registered charity

If your organisation is charitable, it needs to register with the Charity Commission, and send financial information to them each year

### **Do you want to set up an association, trust, or limited company?**

These are the three most common structures for voluntary organisations. All three types of organisation can be charities, i.e. a charitable association, a charitable trust or a charitable company.

#### **Associations / Trusts**

- Associations and trusts are groups of individuals
- All members are equally liable in the event of the group getting into debt
- If the group enters into a contract (for example, to rent a building) individual committee members need to sign the contract on behalf of the organisation
- Associations have general meetings of members each year, where the management committee is elected
- Associations are very simple to set up
- Trusts do not have members or elections – the first people who set up the organisation continue to run it until they appoint successors and retire.

#### **Companies**

- Companies have 'legal personalities' they can enter into contracts in their own name.
- Companies have limited liability. This means if the company ends up in debt, then the individual members only have to pay a limited sum (usually £1).
- Companies have to be registered with Companies House, and send financial information to them every year.



In your information file write down if your organisation is charitable or not and if you will set up a trust, association, or company?

Then contact one of the second tier organisations for help writing a set of rules. The Charity Commission (see Contacts section) has model examples of the different types of rules. Also read the books in 'Other Sources of Information' at the end of the guide, which outline the legal implications of the different types.

### **Information on Charitable Purposes/Objectives**

Charity law says that any voluntary organisation, which has at least one type of charitable purposes, is a charity and as such must be registered with the Charity Commission if it meets the minimum requirements.

The types of charitable purposes are very broad in scope and many different activities can be carried out under them.

The Charities Act sets out the following descriptions of charitable purposes:

- a) the prevention or relief of poverty;
- b) the advancement of education;
- c) the advancement of religion;
- d) the advancement of health or the saving of lives;
- e) the advancement of citizenship or community development;
- f) the advancement of the arts, culture, heritage or science;
- g) the advancement of amateur sport;
- h) the advancement of human rights, conflict resolution or reconciliation or the promotion of religious or racial harmony or equality and diversity;
- i) the advancement of environmental protection or improvement;
- j) the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage;
- k) the advancement of animal welfare;
- l) the promotion of the efficiency of the armed forces of the Crown, or of the efficiency of the police, fire and rescue services or ambulance services;
- m) other purposes currently recognised as charitable and any new charitable purposes which are similar to another charitable purpose.

Your charitable purposes should also be very clear about who are the beneficiaries your charity will help. *See Stage Two.*

**Remember** your charitable objectives are important because they are the legal boundaries to what activities your group can carry out. If the trustees of the charity do not respect these boundaries they could find themselves personally liable both to the courts and financially to the charity and funders for any money misspent, no matter how worthwhile the cause. To avoid these problems **always** get advice before writing your charitable objectives.

### HINT

Many funders require your group to be a registered charity before accepting applications for funding. However the minimum requirement for charity registration is to have £5,000 income a year, or to show you expect to receive that amount, and charity registration itself can take several weeks if not months.

For this reason many funders have established small grant schemes that give a few thousand pounds to successful applicants to help them start their group, without having to be a registered charity. It is therefore worth finding out about these small grants in your area and using them as your initial source of funding while also making your application to the Charity Commission.

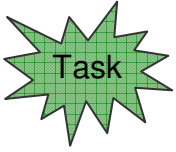
## **Stage Seven: Organisational Objectives for Year One**

Along with the objectives for the service you plan to run, you need objectives for setting up the organisation. These will be broadly similar for all new groups.



**Task** Create a checklist in your file with the following objectives. Set dates for each one to happen and tick them off as they do. Review the list at committee meetings until it is complete.

- (1) To get a group of three to 11 people together to form the management committee of the new organisation, with the necessary skills *See Stage Three*
- (2) To agree the organisation's aims and objectives *see Stages Two and Four*
- (3) To agree a constitution (for an association), memorandum and articles (for a company) or a trust deed (for a trust). *See Stage Six*
- (4) To hold regular committee meetings, with agendas circulated in advance and written minutes of decisions circulated to all committee members.
- (5) To set up a bank account with at least two signatories who are members of the committee (*most local banks have community accounts*)
- (6) To agree financial procedures (how the organisation will record and account for money), and set up cashbooks and petty cash books to record all income and expenditure. *See Contacts and further sources of information for where to get advice on financial procedures.*
- (7) If you are a company, to register with Companies House, using forms 10, 12 and 30-5-a. (*Call the help line on 0870 333 3636 and ask for an incorporation pack and form 30-5-a.*)
- (8) If you have charitable aims, to send the application with relevant documents to the Charity Commission. (*Call the help line on 0845 300 0218 for an application pack and CC3 'Essential Trustee' What you need to know*)



Write down any other objectives for the organisation to be achieved in year one

**HINT**

Without achieving these organisational objectives your chances of securing funding and successfully delivering services to your beneficiaries are greatly reduced. Many of these objectives also have legal or financial implications that your management committee needs to be aware of.

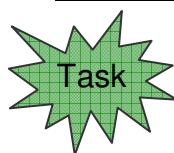
Make it a permanent item on your agenda for your committee meetings to review these objectives checking both your group's progress and the committee's understanding of the issues.

## Stage Eight: Develop a Budget

Decide on your financial year. Most organisations keep the year 1 April – March 31<sup>st</sup>. When you produce annual (i.e. yearly) accounts, they will cover all transactions in the financial year.

Decide roughly how much you will spend in the first year on different activities. Consider what your objectives are for year one. How much will it cost to meet these objectives? *If you have planned to recruit staff, how much will you need to budget for their salaries and associated costs?* If you do not know, research. If you plan to buy a computer – *ring up computer shops and find out how much the item you want costs.*

**BE ACCURATE AND REALISTIC.**



Write out a budget based on your activities. This template can be used for your starting budget. List as many items as you think are needed, not just the ten spaces given here.

ITEM	COST
<b>TOTAL</b>	

## Stage Nine: Think About Funding

Before you can start running your service you need to know **(a)** how much money you need and **(b)** when it will arrive. Fundraising can take a great deal of time and effort to get right so the people responsible need to have the free time to spend on the task.

You might want to consider selling some of your service to raise money – but do take advice on the tax implications of this. Then you need to start carrying out whatever fundraising plan you have made.



At your next committee meeting discuss the following questions. Write down your decisions in the minutes.

1. When do you need the money by? How much do you need?
2. Who will research the information on funders?
3. Who will write funding applications and letters?
4. Decide how much money you will get from which sources. You do not need to raise funds from all the sources below.

- ❑ **Trusts** Directory of Grantmaking Trusts; available in book, CD-ROM or online from Directory of Social Change. See Contacts section.
- ❑ **Lottery** Distributed by the Community Fund and the New Opportunities Fund. See Other Information Section
- ❑ **Local government** Most funding goes to social services and education and few local government bodies have the budgets to support wider voluntary groups.
- ❑ **Central government** The Home Office, the Department for Health, the Department of Education and Skills and the office of the Deputy Prime Minister are all major sources of funds.
- ❑ **Companies** The Guide/CD-Rom to UK Company Giving from the Directory of Social Change. See Contacts Section.
- ❑ **Individuals** See Charity Commission guidelines on public collections (CC20). If you are registered as being charitable with the Inland Revenue you can reclaim the tax on donations made by known individuals. This is known as Gift Aid. See Contacts section for contact details.
- ❑ **Members** Subscriptions can be a great source of funds to cover costs such as postage and phone calls. Members could also be encouraged to Gift Aid their donations.
- ❑ **Running Events** Guides and 'How to's' are published by the Director of Social Change, See Contacts Section.
- ❑ **Selling services** – this is an effective way of raising funds that can be spent on any part of the organisation. However you need to consider the effect this will have on those people you are seeking to help, who may not be able to afford the service.

## **Stage Ten: Get Started**

Use this document as a plan to help you organise the first year. Start to achieve the objectives you have set for your service and organisation.

### **To recap**

- (1) Agree an AIM
- (2) RESEARCH the need for the service, RESEARCH the people who will use you service, and RESEARCH other similar organisations.
- (3) Get founder members to JOIN your organisation
- (4) Agree a STRUCTURE and CONSTITUTION for your organisation, then follow it
- (5) Plan your SERVICE
- (6) Set a BUDGET for you service and organisation
- (7) Open BANK ACCOUNTS
- (8) Open cash and petty cash BOOKS
- (9) Start FUNDRAISING
- (10) RUN YOUR SERVICE

# Skills of the Management Committee



The list below covers many of the activities that a management committee is expected to carry out. Each task could also be considered a skill. This list can help your committee better understand its role and assess its own strengths and weaknesses. Give a copy of the page to each committee member. Ask them to write down those tasks they would feel confident taking charge of. Then ask them to write down those tasks about which they would like to learn more and to help other committee members with.

You will have just done a basic board self-assessment; identifying what skills your committee has and what skills it needs, but also who on the committee is interested in learning those skills. You can then make developing those skills an organisational objective.

## **PLANNING**

Setting aims and objectives  
Writing a mission statement  
Devising policy  
Writing a Strategic Plan  
Monitoring and Evaluating Progress  
Appraising Outcomes

## **INTERPERSONAL SKILLS**

Speaking in committees  
Active listening  
Note and minute taking  
Reading and using written information  
Chairing meetings

- Decision making as part of a group
- Summarising discussions
- Setting agendas

Leadership skills

## **KNOWLEDGE OF THE ORGANISATION**

Its work

- Any qualifications that are needed – teaching, child care, social work, advice giving etc

Its beneficiaries

- Their language, culture, needs

Specialist skills such as publishing

## **LEGAL SKILLS**

Contracts and leases  
Equal Opportunities  
Charity law and governing documents  
Company law

## **FINANCE AND RESOURCE MANAGEMENT**

Costing Projects  
Budgeting  
Understanding Management Accounts  
Monitoring cash flow  
Investing assets and excess cash  
Business planning  
Insurance  
Managing a building

## **FUNDRAISING AND PROMOTION**

Reading and filling in application forms  
Negotiating grants  
Finding new donors and supporters  
Organising fundraising activities and events  
Liasing with the media and getting publicity  
Dealing with local government  
Dealing with central Govt  
Lobbying and campaigning  
Marketing the organisation

## **MANAGING PEOPLE**

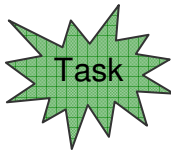
Managing staff and volunteers  
Employment law and practice  
Motivating staff, volunteers, supporters and donors  
Recruitment Procedures  
Negotiating  
Discipline and grievance procedures

## Policies

Your policies are your written guides to how the organisation; its committee, staff, members and users will act in particular circumstances. It is important to have these policies in place because

1. They may be required by law and your funders
2. They help the organisation be more effective by providing staff and volunteers with a guide as to the correct way to act in certain situations. This means your service is more likely to be consistently to the same standard. This can also reduce conflict and uncertainty in the organisation improving morale.
3. They are also a chance for your organisation to publicly explain its values and ideals, particularly in how it treats staff, volunteers and service users. This can help build a particular culture within your group that puts into practice the ideals that founded it and ensure the organisation keeps to those ideas when the founders have moved on.

As with the list of skills this is meant to be a tool to help you understand the range of policies that could be required and to help you develop your own ideas. As a starting organisation you won't have any of these, but don't worry.



**Task** Set aside time in one management committee meeting to review this list. Decide which policies cover activities you are currently, or will soon be carrying out and do not currently have a policy for. Then contact one of the sources of information at the end of the pack. They will often be able to help you write the policy, perhaps even provide a model for you and explain how the policy should be implemented.

Review this list at least once a year to ensure that your activities are all covered by a suitable policy.

### **HINT**

If you are given a model of a particular policy do not simply agree to adopt it in the committee meeting. Instead take time to look at the model and adapt it to your group's needs. A model is a good starting place but may not meet all the demands of your group. Also think about how you will implement the policy and how you will check to see that it is working. If your organisation ever becomes involved in a dispute and is shown to have inadequate policies in place or to have failed to follow its own policies because of lack of training, understanding or ability then you could well lose the dispute, at cost to your group's time, money, morale and reputation.

## **An Equal Opportunities policy that covers;**

- Dealing with racist, sexist or other personally abusive actions by staff, volunteers, users, members, committee members and visitors
- Staff and Volunteers: Fair and open recruitment process and clear statement of their working conditions within the organisation
- Management Committee: Clear and open appointment process and rules for conducting meetings that respect rights of individuals and moral and legal duties of the committee.
- Membership: Statement of the conditions and rights of membership
- Users: A statement of the treatment of clients and how the organisation will tackle any problems arising from issues of race, sex, disability, children and language in accessing the organisation's services.

## **A Financial control policy that covers;**

- |  |  |
|--|--|
| <input type="checkbox"/> Financial Decision Making     | Who makes which decisions  |
| <input type="checkbox"/> Budgets                       | How they are drawn up, budgetary controls, how variances (expenditure or income above and below budget) are dealt with |
| <input type="checkbox"/> Expenditure                   | Who can authorise it and how much  |
| <input type="checkbox"/> Cheques                       | Who can sign them and for how much   |
| <input type="checkbox"/> Cash                          | Who holds cash, how much can be held at one time, how expenses are recorded  |
| <input type="checkbox"/> Record keeping                | How long, where and who has access to it   |
| <input type="checkbox"/> Gifts and Payment of services |  |

## **Personnel policies that cover**

Many of the policies below will be covered within a single contract of employment contract. You should be able to obtain a model version from your local second tier advice service.

- Access to training
- Background checks on teachers and those working with children
- Compassionate or discretionary leave
- Confidentiality of information and data protection
- Duties of post – often refers to an attached job description
- Employee and employee name
- Health and Safety – often refers to an attached policy
- Holiday and leave entitlements
- Hours of Work including flexible working
- Outline of disciplinary and grievance procedures – often refers to an attached policy

- Pay details
- Parental entitlements
- Place of work
- Pension schemes
- Probationary period
- Public duties
- Retirement age
- Rights to join a union
- Sickness entitlements

Many of the procedures governing employee and management relationships and behaviour listed below would be covered within the appendices to a contract or within staff handbook. Again contact your local second tier advice service.

- Arrangements for supervision and appraisal of staff
- Bullying and Harassment
- Expenses procedures
- Process for applying for and recording holiday and leave
- Process for applying for and recording parental leave
- Process for applying for and recording sick leave
- Recruitment and Induction of employees
- Redundancy procedures
- Relationship between management committee, managers and union
- Staff training
- Structure for staff disciplinary and grievance procedures
- Timekeeping including flexi-time

### **A Premises Management policy that covers;**

- How premises are to be used
- Who can and cannot use them
- How premises are to be secured including access to keys
- Who is responsible for cleaning
- What are the Health and Safety requirements (maximum numbers, fire exits)
- Procedures for taking bookings, deposits
- Who is responsible for arranging insurance for building and people within it
- Who is responsible for checking that the building is accessible

### **Service delivery policies**

This list covers different policies for the different aspects of your organisation's delivery of services;

#### **Opening hours**

When the organisation's services are available, whether the organisation can be closed (for maintenance) and who decides it, what happens if a worker does not arrive for a shift

**Working methods and procedures**

Who does what, when and how, job boundaries, who is accountable to whom including a clear and up to date organisational chart

**A policy on standards of service**

- How much work is to be done and
- To what standards,
- How quantity and quality are monitored,
- What happens if work does meet the required standards
- What activities, goods, services or facilities will be charged for and how much

**Complaints Policy**

A policy covering users and the general public that is accessible to all who want it.

**Evaluation policy**

Evaluating the organisation's services and receiving up to date feedback from users and those caring for users.

**A Data Protection and Client Confidentiality policy**

**A Child Protection policy**

Including rules governing behaviour and appropriate handling of children

**Use of Equipment Policy**

Who can use it, safety regulations, responsibility for repair and maintenance

**Stock control**

**Outside contacts**

Who can negotiate or speak on behalf of the organisation and who can talk to the media

## **Health and Safety**

Requirements that need to be followed for premises, staff, volunteers and children; including first aid and what to do with children who are unwell.

If you provide food, being sure to check on dietary requirements and a policy governing food preparation and hygiene that requires those who prepare food to be suitably qualified.

## Contacts

### **Community Accountancy Self Help**

Provides people with the basic financial skills needed to run successful charities and voluntary organisations

1 Thorpe Close  
London  
W10 5XL  
t: 020 8969 0747  
f: 020 8960 5936  
e: [tom@cash-online.org.uk](mailto:tom@cash-online.org.uk)

### **Action with Communities in Rural England (ACRE)**

Somerford Court  
Somerford Road  
Cirencester  
Gloucestershire GL7 1TW  
Tel: 01285 653477  
Fax: 01285 654537  
Email: [acre@acre.org.uk](mailto:acre@acre.org.uk)  
Website: [www.acre.org.uk](http://www.acre.org.uk)

ACRE is a national charity whose purpose is to support sustainable rural community development. It provides a national platform for its founder member Rural Community Councils, other bodies and individuals who work at local, county, regional and national level to alleviate rural disadvantage in England. Rural Community Councils in turn support and develop the voluntary sector at a local level.

### **Council for Ethnic Minority Voluntary Sector Organisations (CEMVO)**

Boardman House  
64 Broadway  
Stratford  
London  
E15 1NG  
Tel: 020 8432 0200  
Website: [www.emf-cemvo.co.uk](http://www.emf-cemvo.co.uk)

CEMVO works to support to voluntary organisations working with ethnic minority communities through grants, professional support, training and resources. They consult BME communities and organisations, provide capacity building support and proactively promote research and policy into the needs of BME communities.

**Charity Commission**

Harmsworth House  
13-15 Bouverie Street  
London  
EC4Y 8DP  
Tel: 0870 333 0123  
Website: [www.charity-commission.gov.uk](http://www.charity-commission.gov.uk)

The government department responsible for registering and monitoring charities. Once a charity's income is above £5,000 a year, it is legally required to register with the Charity Commission. You will have to send financial details and lists of the trustees of the charity to the Commission every year. It also provides copies of its main publications in the main languages spoken in the U.K. today.

**Companies House**

PO BOX 29019  
21 Bloomsbury Street  
London  
WC1B 3XD  
Information & Telesales: 0870 3333636  
Website: [www.companieshouse.gov.uk](http://www.companieshouse.gov.uk)

If you want to set your group to have a company structure, then it must be registered with Companies House. You will have to send financial details and lists of the directors and company secretary to Companies House every year.

**Criminal Records Bureau**

PO Box 110,  
Liverpool  
L3 6ZZ  
Information line: 0870 90 90 811  
Registration application line: 0870 90 90 822  
Website: [www.crb.gov.uk](http://www.crb.gov.uk)

The government body responsible for providing background checks on employees. There are still delays in processing applications but it is compulsory for all people who work with children to have background checks to ensure that they are not disqualified from working with children.

**CVS South Gloucestershire**

Mulberry House,  
Kingswood Foundation  
Britannia Road,  
Kingswood,  
S. Glos.  
BS15 8DB  
Tel: 01454 865205  
Website: [www.cvs-sg.org.uk](http://www.cvs-sg.org.uk)

### **Directory of Social Change (DSC)**

Directory of Social Change

24 Stephenson Way

London

NW1 2DP

Tel: 020 7391 4800

Fax: 020 7391 4808

Email: [info@dsc.org.uk](mailto:info@dsc.org.uk)

Website: [www.dsc.org.uk](http://www.dsc.org.uk)

DSC helps voluntary and community organisations to thrive through advice on how to raise the money they need, how to manage their resources to maximum effect, how to influence the right people, what their rights and responsibilities are and how to plan and develop for the future. It also speaks out on issues affecting the sector through the media, public platforms and membership of government and advisory groups working for and within the sector.

### **Fair Play for Children**

Fair Play,

Freepost,

Bognor Regis

PO21 1YZ

Tel: 0845-330 7635,

E-mail: [fairplay@arunet.co.uk](mailto:fairplay@arunet.co.uk)

Web Site: [www.fairplayforchildren.org/](http://www.fairplayforchildren.org/)

Fairplay for Children is a charity promoting opportunities for play and development for young children. They run training and provide information on issues such as child protection policies and the laws regarding care for children.

### **Inland Revenue**

IR Charities

Room 140

St Johns House

Merton Road

Bootle

Merseyside

L69 9BB

Tel: 0151 472 6036/6037

Website: [www.inlandrevenue.gov.uk/charities/index.htm](http://www.inlandrevenue.gov.uk/charities/index.htm)

The Inland Revenue is responsible for ensuring that organisations pay all the tax that they owe. As the situation with charities can often be confusing they have set up a specific charities department that you can contact. They also provide advice on how charities can reclaim tax on donations that they receive from individuals.

### **National Association for Voluntary and Community Action (NAVCA)**

The Tower  
2 Furnival Square  
Sheffield S1 4QL  
Tel 0114 278 6636  
Fax 0114 278 7004  
Textphone 0114 278 7025  
E-mail [navca@navca.org.uk](mailto:navca@navca.org.uk)  
Website: [www.navca.org.uk/](http://www.navca.org.uk/)

NAVCA is the growing network of over 300 Councils for Voluntary Service (CVS) throughout England. It helps to promote voluntary and community action by supporting the member CVS and by acting as a national voice for the local voluntary and community sector.

### **National Council for Voluntary Organisations (NCVO)**

The National Council for Voluntary Organisations  
Regent's Wharf,  
8 All Saints Street,  
London  
N1 9RL  
Telephone 020 7713 6161  
Fax 020 7713 6300  
Helpdesk 0800 2 798 798  
Email: [ncvo@ncvo-vol.org.uk](mailto:ncvo@ncvo-vol.org.uk)  
Website: [www.ncvo-vol.org.uk](http://www.ncvo-vol.org.uk)

NCVO is the umbrella body for the voluntary sector in England. It works to support the voluntary sector and to create an environment in which voluntary organisations can flourish. NCVO represents the views of the voluntary sector to policy makers and government and consults with the sector to inform our policy positions on issues generic to the sector. It also carries out in-depth research to promote a better understanding of the sector and its activities. Services offered by NCVO include a freephone Helpdesk, policy briefings, information networks, events and a wide range of publications, including good practice information on everything from trusteeship to employment law, and its own magazine, Voluntary Sector.

### **Pre-School Learning Alliance**

National Centre  
Pre-school Learning Alliance  
The Fitzpatrick Building  
188 York Way  
London  
N7 9AD  
WC1X 9LL  
T. 020 7697 2500  
F. 020 7700 0319

E-mail: [info@pre-school.org.uk](mailto:info@pre-school.org.uk)  
Website: [www.pre-school.org.uk](http://www.pre-school.org.uk)

The Pre-school Learning Alliance represents and supports 16,000 community pre-schools in England. Registered as an educational charity, the Alliance is the national dimension of the pre-school movement, which began in 1961 when, in the absence of state provision, parents started their own self-help nursery schools.

### **OFSTED**

Alexandra House,  
33 Kingsway,  
London, WC2B 6SE  
Tel: 020 7421 6567  
Website: [www.ofsted.gov.uk](http://www.ofsted.gov.uk)

The government body charged with inspecting mainstream schools and all nurseries, as well as other types of educational organisations. At the moment they do not inspect supplementary schools, but they do set the standard for achievement in mainstream schools and so it is important to be aware of their demands if you want to support children who attend those schools.

## **Other Sources of Information**

There are many different sources of information for people interested in starting up and running voluntary organisations. We have listed a few of the ones we have found most useful and relevant.

### **BOOKS**

#### **Voluntary Sector Legal Handbook 2<sup>nd</sup> Edition**

Sandy Adirondack and James Sinclair Taylor, 2001  
Published by Directory of Social Change  
ISBN 1 900360 72 1

An extremely comprehensive book addressing all aspects of the law that voluntary sector organisations may encounter, from legal structures and charity law to employment, data protection and health and safety. Sandy Adirondack also provides updates on her website as the legal position changes (see below).

#### **Just About Managing / Voluntary but not Amateur**

Published by London Voluntary Sector Council  
ISBN 1 872582 17 6 / 11 872582 71 0

Two good introductory books covering the basic concepts behind management for voluntary organisations and matters of good practice that management committees should be aware of.

## **Directory of Social Change / National Council for Voluntary Organisations**

Both of these organisations produce a wide range of books covering everything from good practice of the management committee to employing staff to managing projects and fundraising and are well worth looking at to find a book that covers a particular issue in depth. Their contact details are above.

### **Charity Commission**

Produces a wide range of leaflets on all issues affecting charities from registration to winding up. These leaflets are all free from their website or helpline.

## **WEBSITES**

Many of the organisations in the Contacts section have a website. These websites often have a great deal of information that you can freely read and download covering all aspects of managing a voluntary organisation. In addition you may wish to look at the following sites which cover particular issues.

[www.volresource.org.uk](http://www.volresource.org.uk) An online resource for information for voluntary organisations, particularly with reference to source of information and suppliers of services required by the sector or that are targeted to the sector.

[www.berr.gov.uk](http://www.berr.gov.uk) The department for business, enterprise and regulatory reform BERR helps ensure business success in an increasingly competitive world. BERR is the voice for business across Government. This website provides information about BERR's priorities and policies. BERR and its delivery partners also provide a range of practical assistance to business:

[www.cash-online.org.uk](http://www.cash-online.org.uk) A useful website for downloading factsheets dealing with financial management for small charities and voluntary agencies.

[www.biglotteryfund.org.uk](http://www.biglotteryfund.org.uk) The website for one of the main distributors of lottery money. The Community Fund has several different funds depending on the amount of money you need and the type of project.

[www.governmentfunding.org.uk](http://www.governmentfunding.org.uk) provides information on grants made by Department for Education and Skills, Department of Health, Home Office, Office of the Deputy Prime Minister.

**Wit thanks to IVAC**

