
SLOUGH GET INVOLVED

Guide for Small Groups

July 2015



Get Involved 
SLOUGH

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INTRODUCTION

Welcome to the **SLOUGH Get Involved: Guide for Small Groups**

This Guide explains what you need to know when setting up and running a small community group, charity or enterprise.

Small community groups want to do their best for the communities they serve as well as for the people, i.e. staff and volunteers, who work for them - they want to make a real difference. They also know that they need to stay safe and within the law. This Guide explains how.

Don't be put off by the number of pages in this Guide. You can work on developing your group bit by bit over time. The Guide is divided into 3 main sections that you can dip in and out of depending on what stage you are at in your development as a group and on which section is most relevant to your particular situation at the present time. And remember ... simple, small actions will add up to make a big difference.

If the Guide is used well, it will:

- Save you time and effort in the long run.
- Cover some basic quality standards, recommended to make you more effective and funding ready.
- Help you offer an even better service to your community, staff and volunteers.

We hope you enjoy using the Guide and find it really helpful.

HOW TO USE THE GUIDE

Contents

The Guide covers all the basics and is divided into short chapters within 3 main sections – **On your marks...**, **Get Set...**, **Go....** After this introduction, the chapters are as follows:

1. **Getting Started**
2. **Finance**
3. **Policies**
4. **Planning**
5. **People**
6. **Funding**

There is also a Jargon Explained table under the Supporting Information section at the end.

Each chapter starts with 3 steps you can work through with your group, followed a checklist.

Checklist and Steps

The checklist shows the steps you need to tackle, with space to list what you need to do next. The steps are designed to make the actions more manageable. You don't have to do everything at once, but it will help if you set a date for completion for each step so that you steadily work through each step in order to develop your group.

More Information

Look out for boxes with extra information and explanations. These will help if you want to know a bit more.

Extra information - Funding

Use me if you want to know more about...

Evidence

You can use the Guide to help you begin to gather an evidence folder containing key documents. You will then have all of the information relating to the group in one place. This will not only save you time but will also help you when it comes to filling in funding applications or working towards a quality assurance standard such as **Slough Quality Protects (SQP)**.

Templates

SLOUGH Get Involved has a range of templates and sample policies that are available to groups who have made a commitment to work through **Slough Quality Protects (SQP)**. For the finance section a separate template (model) of various income, expenditure and budget spreadsheets are available.

Jargon

You can use the Jargon Explained table at the end on page 46 to look up any unfamiliar words or ideas – these are shown in ***bold italics***.

More Help

This Guide does not constitute professional legal advice. **Slough Get Involved** may be able to provide you with additional support or signpost you to another organisation that can help, depending on your particular needs. For more information check out our website www.sloughgetinvolved.org.uk email us at info@sloughgetinvolved.org.uk or contact us on 01753 524176.

GETTING STARTED

SETTING THE SCENE

The Voluntary Sector

There are many different terms of reference for the group of organisations that exist to provide a social benefit – the voluntary sector, the community sector, the third sector, the not-for-profit sector or the civic sector are just some of the terms you might have heard, along with a few others!!

Essentially, they all mean that the groups and organisations within this sector are **independent, self-governed, voluntary** and **not-for-profit**. So they are independent of other organisations and government agencies in terms of their decision-making processes, governed by a group of volunteers and not driven by the need to make a profit for their shareholders. This doesn't mean that you cannot employ staff or make a profit, it's simply about where the ultimate responsibility for the group lies and what you do with any profit you make that's important.

The voluntary sector includes:

- Voluntary or Community Groups
- Charitable Trusts
- Registered Charities
- Companies Limited by Guarantee
- Charitable Incorporated Organisations
- Community Interest Companies

We will talk more about these different structures later in this chapter.

Establishing and Evidencing a Need

Often the initial desire to set up a new community group stems from the personal experience of those involved at the outset. Whilst this may provide the impetus for getting started it is also important that you are able to establish and evidence the need for the service or activities you are looking to provide. Different ways you can do this include talking to a wide spectrum of people across the community you are looking to serve or undertaking more formal research such as conducting a survey or analysing key statistics for the area in question.

Starting and running a new community group is a considerable responsibility and involves a significant commitment of time. From the start it's therefore good to ask whether setting up a new group is the best way of achieving your objectives or whether there are other ways in which these might be achieved. Other questions it is worth considering at an early stage are:

- What will be unique about the service you are planning to deliver?
- Who else might be delivering a similar service?
- Are there other groups that you could partner with rather than starting your own group?
- How will you fund the services and activities you plan to deliver?

STEP 1: SETTING UP A GROUP

To set up a group formally, you will need to create:

1. A committee.
2. A constitution or governing document.
3. Policies for ensuring that children and adults are not harmed.

A Committee

Once you have decided to start a new community group, the very first step you will need to take is to get together at least 3 unrelated people, usually aged 18 or over, who are prepared to manage the group and be responsible (legally liable) for it. These people will form the first committee and fulfil the following roles:

- **Chair** – lead the meetings.
- **Secretary** – take notes, share information.
- **Treasurer** – manage the finances.
- **Safeguarding** – contact person to help everyone to protect those you work with, especially children, young people and adults at risk, from abuse.
- **Equality and diversity** – helping everyone to respect your group members and the community.

A Constitution or Governing Document

A **constitution** or **governing document** is a set of jointly agreed rules, which state what your group is going to do and how it will be run.

A good exercise when pulling this document together is to discuss the answers to the questions below with your committee. As you go through the questions, it is worth checking to see whether other groups in your area are doing the same or something similar to what you want to do. If they are, you may want to join with them instead.

Constitution Section	Question
Name	What are we going to call the group?
Mission or Overall Aim	What is our purpose or reason for existing? What is the big change (aim) that we want to see happen?
Specific Aims	What other changes do we need to see happen to achieve our overall aim?
People	Who do we want to help?
Location	Where will we be based? Which areas are we going to work in?
Running your group	What will our Committee do? Who else will be in our group? (Members) How often will we meet? How many people do we need to make a decision on behalf of the whole group?
Making changes to the constitution	What rules do you need to make changes to the Constitution e.g. how many people need to vote?
Dissolution - closing down	What will we do with the group's resources (like cash and equipment) if we decide to close down?

SLOUGH Get Involved is able to signpost you to template / model constitutions to help you with this process. See step 2 below.

Safeguarding - Policies for ensuring that Children, Young People and Adults are not harmed

It is **ESSENTIAL** that you make sure your work protects those who are vulnerable or at risk against harm and abuse. **Safeguarding** protects everyone, but especially children, young people and adults at risk.

Although all of your group members are responsible for safeguarding, it is helpful to have a named contact person to co-ordinate your procedures. The checklist below is adapted from the **Safe Network Standards 2012**, designed for use by community and voluntary groups.

Read the statements below and tick them off when you have addressed them. Even ticking off one statement will help make things safer - but you should try to cover them all.

Safeguarding Guidance

Recruiting new staff and volunteers

- ☐ All staff and volunteers have a face-to-face interview before they are offered a role.
- ☐ Before they take up their role, all staff and volunteers must have:
 - ☐ 2 references.
 - ☐ two pieces of identification.
 - ☐ original copies of any qualifications required for the work.
 - ☐ a DBS check (previously called a CRB check). You will need to check the **DBS website** or take advice to check if this is required.
- ☐ All staff and volunteers have a trial period with a review before they are accepted in their role.
 - ☐ You should check the paperwork carefully to make sure that nothing looks unusual, e.g. no unexplained gaps.
 - ☐ In addition, the Government expect you to check that people are allowed to work in the UK.

In the role

- ☐ All staff and volunteers are helped to settle in, and take part in an **induction**.
- ☐ The induction includes safeguarding training so that new staff and volunteers understand how to protect themselves and others from harm.
- ☐ All staff and volunteers receive support and **supervision**.

Unless the role necessitates one-to-one contact, as far as possible no one should be left to work alone with someone using your service.

Policies

- ☐ Your group should have a **safeguarding policy**. This includes:
 - ☐ details of what to do, and who to contact, if a child, young person or adult is likely to be harmed or is being harmed - or allegations of abuse are made against a member of staff and/or a volunteer.
 - ☐ a named contact who has special responsibility for dealing with safeguarding.
- ☐ Your group has a **complaints procedure**.
- ☐ You have a **health and safety policy** and carry out a **risk assessment**.

A separate risk assessment is needed for organising events. This should include checking equipment regularly, getting consent, contact details, medical needs etc. from parents/guardians.

Working through **Slough Quality Protects (SQP)** will help your group begin to put all of these policies and procedures in place. We will talk more about policies and procedures in chapter 3.

STEP 2: GUIDE TO 'GOVERNANCE'

What is Governance?

Governance covers the way you make sure your group or organisation has proper leadership and management. The committee has responsibility as the leaders of the group; staff and volunteers are responsible for carrying out decisions and managing the work.

Committee or board members (also called trustees) need to make sure that the group:

- does what it said it would - keeps on track with its purpose.
- makes the difference that it said it would - is effective.
- consults and responds to its members and the people who are affected by its activities.
- makes decisions openly - is accountable.
- makes sure it has the resources for the activities or services it intends to provide, e.g. money, staff etc.
- looks after its volunteers and employees.
- spends its time and money wisely.
- follows the law.

Paying due diligence to governance from the outset will save your group time in the long run as it makes everything clearer and saves everyone's efforts from being wasted. Good governance also reduces risk - groups that fail are more likely to have poor governance.

An Understanding of the Group or Organisation Structures available

You need to decide which group or organisational structure is best for your context. This is important because choosing the right structure will enable you to better accommodate the level of risk you are carrying as a group with your resources (i.e. money and people). It will also help you satisfy legal and tax requirements. If your circumstances change, e.g. you receive a large grant or you take on paid staff, you should review and (if necessary) change your structure.

How do we know which structure is right for us?

There are a number of different legal structures that your group can adopt, a number of which we will briefly look at here:

- Voluntary or Community Groups
- Charitable Trusts
- Registered Charities
- Companies Limited by Guarantee
- Charitable Incorporated Organisations
- Community Interest Companies

Unincorporated Organisations: These are organisations which in most cases cannot enter into legal proceedings in the organisation's name but only in the name of the individual's representing them ... in other words, the committee or board members.

There are 3 main types of unincorporated organisations:

- **Voluntary or Community Group** – once a group has adopted a constitution/terms of reference – this is known as a governing document – it becomes what is known as a voluntary or community association. (We will look at the different types of governing documents in the next section.) The group can then open a bank account. Many smaller organisations are happy to remain at this level, e.g. Neighbourhood Watch or Forums etc. Such groups can decide to change their structure at a later date should the need arise.

- **Charitable Trust** – this structure is usually adopted where there is no need for an organisation to have a membership, i.e. the trustees in effect are the only people with the powers to make decisions for the organisation.
- **Registered Charity** – charitable status entitles an organisation to a number of privileges. To apply to the Charity Commission for charitable status your group will need to prove that it exists for public benefit; is independent of government; is not party political and not for private gain. Any such group can register if its income is over £5k and must register if its income is over £10k. Charitable status leads to tax breaks, wider fundraising opportunities and greater public trust. However, you are legally bound to act responsibly and depending on your level of income, obliged to submit an annual return to the Charity Commission.

Incorporated Organisations: Incorporation gives an organisation a legal identity of its own thereby providing increased protection for the people sitting on the governing body. Employing staff, owning property and entering into large scale contracts are all good reasons for incorporation.

There are 2 main ways of incorporating as an organisation:

- **Company limited by guarantee** – this involves setting up a new company with Companies House and then re-registering with the Charity Commission who issue a new charity number. It means reporting both to Companies House and the Charity Commission and being governed both by company and charity law. Companies House has strict reporting deadlines for annual returns and accounts to be submitted and failure to meet these deadlines incurs a fine.
- **Charitable Incorporated Organisations (CIOs)** – this is a new legal structure that provides organisations with an alternative to incorporation under company law and doesn't require reporting to both Companies House and the Charity Commission. New organisations and existing unincorporated charities are now able to apply to become a CIO. Charitable companies limited by guarantee and Community Interest Companies that want to convert currently need to wait.

Social Enterprise: A social enterprise is a broad-definition, umbrella term for groups that trade goods or services to make a surplus (profit) to reinvest back into the social purposes for which they exist. Such organisations should be less dependent on grant funding. There is a special legal structure that only social enterprises can use called a **Community Interest Company**. There are other types of structures you may also choose to adopt. For an explanation of which legal structure to choose, search the **Department for Business, Innovation and Skills** website.

More information about legal structures can be found on our factsheet '**Legal Structures and Charitable Status**'.

Depending on the legal structure you adopt, your governing document will be referred to by different names as follows:

Type Of Organisation	Governing Document
Unincorporated: Voluntary / Community Group	Constitution
Unincorporated: Charitable Trust	Trust Deed / Declaration of Trust
Unincorporated: Registered charity	Constitution or Trust Deed
Incorporated: Company Limited by Guarantee	Memorandum and Articles of Association
Incorporated: Charitable Incorporated Organisation	Foundation / Association Model Constitution

The Charity Commission provides extensive guidance on how to choose and prepare your governing document (see <https://www.gov.uk/government/organisations/charity-commission> for more details) along with model documents that you can use.

Type Of Organisation	Governing Document
Small groups under £5k	Small charity constitution
Groups over £5k or registered charities	Model Trust Deed / Constitution
Charitable company limited by guarantee	Model Memorandum and Articles of Association
Charitable Incorporated Organisation (CIO)	Model Foundation or Association Constitution

For further help with developing your governing document, refer to our factsheet '[Writing your Constitution](#)'.

Real Examples

- ☐ A group of single dads decide to develop a garden at their local children's centre. They stay **unincorporated** but put in place **safeguarding** and **health and safety policies**.
- ☐ A local food bank becomes a **charity**. Its goals of sharing food through volunteers are clearly charitable. It **can apply for grants** and **take advantage of tax benefits**.
- ☐ A disability sports organisation is a private business. It sets up a **Community Interest Company** (social enterprise approach) so it can offer reduced rate coaching to people on lower incomes and can feed the surplus (profit) back into the business, not to shareholders. It **does not receive tax benefits** but raises support by **marketing the benefits** of the **extra social value** it brings.

STEP 3: RUNNING YOUR GROUP DAY-BY-DAY

You should aim to:

1. Decide on committee meeting dates for the year.
2. Set up a bank account.
3. Buy insurance.
4. Set up a Cash/Accounting system - paper or electronic (e.g. Excel spreadsheet).
5. Keep a ring binder with receipts, bank statements and other paperwork.

Decide on Committee Meeting Dates

- Decide how often your committee needs to meet, e.g. once a month or once every three months.
- Remember that you need at least three unrelated members on your committee.
- Keep a file that includes the **Agenda**, i.e. the items to discuss; **Minutes and Actions**, i.e. details of any decisions you take and any plans you make.
- Once each year, you may need to hold an **Annual General Meeting (AGM)**. This is an official meeting for members and the committee. At this meeting your Chair, Secretary and Treasurer should give short reports on the group's progress and any future plans. It may also include stories from the people you are helping (your **beneficiaries**). At this meeting the members also vote in the committee for the next year and decide who will perform each role.

Set up a Bank Account

The Bank will need:

- the name of your group.
- details of those members (signatories) who will have access to the account.
- personal identification for each of the signatories, e.g. electricity bill, driving license.
- a copy of your signed and dated constitution or governing document.

It is worth giving some thought before opening the account to how it will be managed and who will take responsibility for this. This will often, in part, be covered when preparing your governing document, e.g. all cheques to be signed by 2 members of the management committee, but nevertheless it is important that some further thought is given to this at this stage. Questions such as who has the power to authorise expenditure and how these people will be held accountable are key at this point in the development of the group. Over time it will be necessary for the organisations to develop more detailed financial policies and procedures.

When setting up the account don't forget to ask the bank about how withdrawals and deposits can be made and how long it takes for these to clear so that you always have access to your money whenever you need it.

Insurance

You will need insurance for your activities. Below is a list of some types of insurance that may apply to your group:

- **Public Liability Insurance** covers costs if you are neglectful and harm someone, for example if your staff or volunteers cause illness, injury or death, or damage to property.
- **Professional Indemnity Insurance** is for groups that offer advice or advocacy, to protect against loss or a problem due to incorrect advice being given.
- **Event Insurance** for large or complex events, you may be able to take out insurance. Consider this on a case by case basis.

If you own or rent premises you may need **Buildings Insurance** and/or **Contents Insurance**.

Set up a Cash/Accounting System

You will need to set up a system for keeping a record of your accounts, e.g. a book with columns to record your income (the money you receive), expenditure (the money you spend) and the totals. Setting up a spreadsheet for this can be very helpful when it comes to planning ahead, updating and printing reports for your committee.

Keep a Ring Binder with Receipts, Bank Statements and other Paperwork

Again, you will need to keep all of your **bills**, **receipts** and **financial paperwork**, including **bank statements**. It is good practice to store these in files using file dividers for each month.

ASKING FOR HELP

Embarking upon the journey of starting a new community group can feel like a somewhat overwhelming task. Alongside thinking about how best to promote your particular passion or address your concern, the long term success of your group will also depend on making sure that it develops in a coherent and consistent way. Often it can seem there is so much to do that it can be difficult to know where to start.

SLOUGH Get Involved exists to enable voluntary and community groups to achieve their objectives and can help you in a number of ways. Having read this section you may, for example, find the answers to some of the specific questions you might have in our factsheet '[First Steps to Starting a Community Group](#)'.

GETTING STARTED - CHECKLIST

STEP 1: SETTING UP A GROUP

We have:	Yes or No?	Actions we need to take	Completed on (date)
At least 3 unrelated volunteers – the committee			
A signed and dated constitution or governing document			
A safeguarding process – for ensuring that children and adults are not harmed or abused			

STEP 2: GUIDANCE TO 'GOVERNANCE'

We:	Yes or No?	Actions we need to take	Completed on (date)
Can explain what governance is			
Understand the different group/organisational structures available and which one is right for us			

STEP 3: RUNNING YOUR GROUP DAY-TO-DAY

We have:	Yes or No?	Actions we need to take	Completed on (date)
Committee meeting dates, notes and actions			
A bank account			
Insurance			
A cash account book – paper copy or an electronic version (e.g. Excel spreadsheet)			
A ring binder with our receipts, bank statements and other paperwork			

FINANCE

STEP 1: KEEP RECORDS AND EVIDENCE

Running any group or project will involve dealing with money. Some groups find this a worry, others a chore. Others ignore finances until a crisis strikes. The benefits of organising your finances include:

- ✓ **Peace of mind** - you know that you can afford to run your project properly without running out of money. You have the necessary financial information to make decisions and run your group's activities more effectively and efficiently.
- ✓ **Ability to budget** - your activities can be flexible because you know how much money you have overall. You can even keep some reserves in case something unexpected happens (e.g. boiler repair, rise in insurance costs).
- ✓ **Ability to apply for funding** - few funders will consider you without a set of accounts or projections (future predictions based on trends).
- ✓ **Legal obligations** - you can meet your legal obligations and become financially compliant.
- ✓ **Financial control** – it helps your committee to be in proper financial control of the group.

Keeping Records

You need to record all your transactions (exchanges of money):

- Receipts (income) - money coming in.
- Payments (expenditure) - money going out.

Before you write things down in your records, make sure you keep paperwork to prove that the transactions took place. This means you must keep all your original receipts (income) and invoices (expenditure) for any money you receive or costs you incur in order to run the group and/or the project.

How and where do we keep our records?

Cash Account Book

- **Hard (Paper) Copy** – This is a plain paper book with columns used for recording your transactions. The figures are added up month by month and at the end of the year. This process is called bookkeeping.
- **Soft (Electronic) Copy** – This is a spreadsheet in the form of a table. It allows you to create columns to record your transactions, calculate totals and add, change or move items easily. **SLOUGH Get Involved** has some templates available in Excel, which you can receive a copy of. Contact us for more details.
- **Accounting Software** – Some charities use accounting software (electronic systems that calculate accounts and give you reports). It is worth asking such charities what they use and how much time and effort it saves in proportion to the amount of money they've spent on it, i.e. its cost-effectiveness.

Receipt Book

Use this as a method of giving receipts and keep the duplicates so you have a record of cash, cheques, or deposits received (money in) for anything.

Ring Binders and Electronic Files

- ✓ Keep your receipts (income) and invoices for payments (expenditure) in separate ring binder files to avoid confusion.

- ✓ Divide your ring binders into months. Use dividers (and if you wish, clear polythene pockets) to keep your invoices, receipts, bank statements and any notes for that month separate and to hand.
- ✓ For electronic files, use folders and sub-folders to keep your information where you can easily find it again.

More information

When recording information, it is important to separate:

- **Restricted Funding** - grants or contracts that are given or intended for a special purpose.
- **Unrestricted Funding** - donations that can be spent on the area of greatest need.

Be careful when explaining your level of reserves (cash in the bank) - if it covers more than 3 months running costs, a funder may give money to a group that they think needs the money more.

STEP 2: CREATE FINANCIAL TOOLS

Below are some of the different tools that you can use which will help your group become more financially compliant and 'funding ready'. Tick the boxes when you have each in place.

☐ A Budget

A budget is a **financial plan**. Here are its key features:

- ✓ A budget is usually produced for a defined period of time, e.g. 12 months.
- ✓ It sets out the predicted income and expenditure that your group or project will either receive or pay out over the stated period of time. A budget should be detailed enough to show all of the costs associated with a project or the running of the group.
- ✓ You use a budget to check whether your project or group is viable - will it be able to financially stand on its own two feet?
- ✓ A budget helps you clearly see how much money you have to spend, so you can try to keep to that budget and not overspend.

☐ Actual Income and Expenditure

This is a summary of your actual income (money in) and actual expenditure (money out) on a month by month basis. You can then compare this to your budget to see how closely you are sticking to your original predictions and make adjustments as necessary.

☐ Bank Reconciliation

This is one of the most basic and important financial checks you can carry out. Here you check that the bank balance on your bank statements can be reconciled (is the same as) the bank balance in your Cash/Account book.

☐ Cashflow Forecast

Your cashflow forecast shows the predicted timing of your income and expenditure. Are there any months, for example, when you will go close to £0 or into minus figures? Will you have sufficient cash reserves to cover this?

What plans will you put in place to either:

- a) not start the project, so you do not get into this situation?
- b) solve the problem if the unexpected happens?

Predicting and managing your cashflow is essential. You may have enough budget overall, but if you receive a grant late or have a client that has not paid their bill you may not be able to pay your suppliers or staff.

□ IT Data Backup Systems

If you are using electronic bookkeeping systems, you will need to have a back up procedure in case you lose your data. A memory stick or Internet storage may be suitable but check what is best for your group or organisation.

□ Financial Controls

Simple rules - procedures about how you sign off expenditure, how you bank your money received, how you distribute your petty cash etc. For example, what is the maximum amount a member of staff can claim for monthly travel expenses?

Finance Examples

Below are examples, to give you an idea of what your accounts might look like. From there, you could either set up your own paper copies or electronic spreadsheet. We have available a separate spreadsheet document that may help. To receive a copy of this, contact us at **SLOUGH Get Involved**.

Project Budget Fun Day - Fundraiser

Income - Money In	Breakdown of figures	£	
Entrance charge	50p x 150 people	£75	
Teas and coffees	50p x 100 people	£50	
Stalls	£10 x 30 stalls	£300	
Other Donations	?	£50	Guessed, based on last year's figure
TOTAL Income		£475	This total is £75 + £50 + £300 + £50

Expenditure - Money Out	Breakdown of figures	£	
Volunteer expenses	£4 bus fare x 5 vols	£20	
Bouncy Castle		£150	
Tea and Coffee	20p x 100 servings	£20	
Insurance		£20	
Safety Signs		£15	
TOTAL Expenditure		£225	This is £20 + £150 + £20 + £20 + £15
TOTAL Profit/Surplus		£250	This is the TOTAL income minus the TOTAL expenditure: £475 - £225 = £250 <i>We will make a small profit.</i>

Cash Account Book

Our Group - July 2013

Income				
Date	Invoice No.	Name	Item / Service Provided	Amount
19.07.13	001		Fun Day income	£475
22.07.13	002	Co-op	Donation from Supermarket	£50
TOTAL				£525
Expenditure				
Date	Invoice / Receipt No.	Name	Item / Service	Amount
05.07.13		Mr Safe	Safety Signs	£15
05.07.13		Insurance 4 you	Event Insurance	£20
06.07.13		Nisa	Milk Tea Coffee	£20
19.07.13			Bouncy Castle	£150
20.07.13			Volunteer expenses - Derek	£4
20.07.13			Volunteer expenses - Sharon	£4
TOTAL				£205

Summary		
Total Income	£525	From above
Total Expenses	£205	From above
Cash Surplus/Deficit	£320	Income minus expenses = 525 - 205
Opening bank balance at start of period		The money you started with at the beginning of the month (check your bank statement/records)
Closing balance for the period	£0.00	Money remaining - Bank balance minus cash surplus/deficit

Cashflow Forecast									
Month:	Pre-start	Aug	Sept	Oct	Nov	Dec	Jan	Add months...	Totals
Income – Money In = Receipts									
Fun Day						475			475
Grants	200								200
Sales, e.g. promotional goods									0
Donations, etc.						50			50
Total Receipts	200	0	0	0	0	525	0	0	725
Expenditure – Money Out = Payments									
Equipment		100							100
Volunteer Expenses						8	12		20
Training and development									0
Event costs, including Fun day						205			205
Telephone		50							50
Insurance							55		55
Stationery		20							20
Marking and/or Communication			50						50
Other									0
Total Payments		170	50	0	0	213	67	0	500
Cashflow surplus/Deficit (-)		-170	-50	0	0	312	-67	0	225
Opening Cash Balance		30	30	-20	-20	-20	292	0	200
Closing cash Balance		30	-20	-20	-20	292	225	0	225

What's happening?

The charity starts with a grant of £200.

It spends £170 so has £30 remaining.

It spends £50 and goes into deficit - £20

It waits until the Fun Day before spending any more.

The Cashflow Surplus is a plus figure. The Cashflow Deficit is a minus figure.

Receipts minus payments will equal your Cashflow Surplus or Deficit

Your opening Cash Balance is the amount you have at the start of the month, your closing Cash Balance the amount you have at the end.

Although you will make a surplus of £225 in a year, watch out for the months that you go into deficit.

Although you have only made a surplus of £25, you have still carried out your beneficial activities, helping people.

STEP 3: FINANCIAL REPORTING

Below is an overview of other types of financial reports you may need or want to produce as you grow and become a medium to large organisation:

- **Profit and Loss Account** – this contains information on your organisation’s trading performance over a set time period, usually a year. It uses your total income and expenditure figures to give you a net profit (or surplus) figure - the amount of profit or loss after deducting tax.
- **Balance Sheet** – a balance sheet is an historic document and a snapshot of your complete financial situation - assessing your assets and your net worth - by taking certain financial criteria into account.
- **Notes to the Accounts** – these are additional pieces of information that help to explain specific items as well as provide more detailed information. These can be used to explain anything unusual, different or not obvious from the figures in the accounts themselves.

Regulatory Bodies

It is important to identify who you need to report to each year. This will depend on the size of your group and the legal structure you have adopted – see pages 6 to 8, then check the requirements with the appropriate regulator(s):

- **Charity Commission** - Charity Reporting and Accounting: The essentials
- **Companies House** - Annual Requirement
- **CIC Regulator** - Statutory Guidance

All charities with an annual income of £25,000 must submit their audited or independently examined annual accounts and trustees’ annual report to the Charity Commission within 10 months of the end of their financial year. Charities with an annual income of £10,000 or above must send the Charity Commission their annual return.

It is important to submit your reports on time, as in some cases, e.g. with Companies House, you will be fined if you miss the deadline.

ASKING FOR HELP

Depending on your particular needs, some of the information provided by the following organisations may help.

Charity Commission	Charity Reporting and Accounting: The Essentials Registers and regulates charities. Lists all registered charities.	https://www.gov.uk/government/publications/charity-reporting-and-accounting-the-essentials-cc15b
Companies House	Annual requirement for registering your organisation as a company.	https://www.gov.uk/running-a-limited-company/company-annual-return
CIC Regulator	Statutory Guidance regulates all Community Interest Companies.	https://www.gov.uk/government/publications/community-interest-companies-how-to-form-a-cic
Department for Business, Innovation and Skills	Various pieces of guidance relating to companies and social enterprise.	www.gov.uk/government/organisations/department-for-business-innovation-skills

**HM Revenue and Customs
(HMRC)**

Tax guidance for individuals and charities.

<https://www.gov.uk/charities-and-tax>

If you need help preparing your accounts, it is a good idea to choose someone who has experience in this field. Try to find someone who has experience of charity accounts in particular.

SLOUGH Get Involved may also be able to provide support and advice.

FINANCE - CHECKLIST

STEP 1: KEEP RECORDS AND EVIDENCE

We have:	Yes or No?	Actions we need to take	Completed on (date)
A Cash/Account book – a paper copy or an electronic version (e.g. Excel spreadsheet)			
A ring binder or file with our receipts, bank statements and other paperwork			

STEP 2: CREATE FINANCIAL TOOLS

We have:	Yes or No?	Actions we need to take	Completed on (date)
A budget			
A cashflow forecast			
Completed a bank reconciliation			
IT data back up systems			
Financial controls			
Reporting according to our organisational structure			

STEP 3: FINANCIAL REPORTING

We:	Yes or No?	Actions we need to take	Completed on (date)
Know what steps we need to take in terms of financial reporting if we grow as a group			

POLICIES

STEP 1: CREATE A SAFEGUARDING POLICY AND AN EQUAL OPPORTUNITIES POLICY

A policy sets out the standards you have decided to adopt for your group and explains the actions you will take in different situations, i.e. your procedures. This may include what your group needs **to do to keep within the law** as well as what is widely accepted as recognised good practice.

Policies and procedures are important because they help you:

- operate within the law and **avoid prosecution and fines**.
- **raise funds** - the majority of funders will ask to see at least some of your policies.
- develop in a **consistent and coherent way** - everyone knows the expected standards.
- save time and **reduce conflict**.

Having good policies and procedures in place will save your group time and money in the long run but can be time consuming to write when you are starting out. To help you with this, **SLOUGH Get Involved** has a number of templates available through their SQP programme, which you can access and tailor to the specific requirements of your group. Other sample policies are available through organisations such as **SLOUGH Get Involved** is also able to signpost you to these resources.

What do we need to include?

When writing any policy you will need to include:

- ✓ Policy name
- ✓ Organisation name and purpose
- ✓ Why your organisation is creating this policy
- ✓ The main law and guidance that supports the policy (overview)
- ✓ How your organisation is going to meet its responsibility (overview)
- ✓ Who the policy applies and relates to
- ✓ How your organisation will put the policy into action (procedures)
- ✓ Links to your organisation's other policies and procedures.
- ✓ How your policy will be communicated.
- ✓ Date of the policy and date of review, to ensure it is kept up to date.

Creating a Safeguarding Policy

Working through **Slough Quality Protects (SQP)** will help your group begin to not only put its safeguarding policy in place but also any other policies and procedures it will need to develop in a consistent and coherent way.

To create your safeguarding policy use the 'What Do We Need To Include?' list above along with the templates and web based resources that can be accessed via our quality assurance programme, Slough Quality Protects (SQP). **The Safe Network Standards, 2012** website assessment tool is also helpful.

Other websites which may be of help are:

- ☐ **Safe Network (www.safenetwork.org.uk)** – information and resources to help keep children and young people safe.
- ☐ **NSPCC (www.nspcc.org.uk)** – resources targeted at groups working with children and young people.

- ❑ **Disclosure and Barring Service DBS** (www.gov.uk/government/organisations/disclosure-and-barring-service) – this used to be the Criminal Records Bureau (CRB) – the DBS now covers criminal record checks and provides disclosures which will help you decide whether potential employees and volunteers are suitable to work with those accessing your group's services and activities.

Remember that your group **must take full responsibility for safeguarding** and your policy is there to help with this.

Create an Equal Opportunities Policy

You will also need to create a culture of respect and dignity for your staff, volunteers and community and comply with the Equality Act 2010.

An equal opportunities policy will cover all types of discrimination – race, gender, age, disability, religion, sexuality – and describes how your group will promote equality for all of its users, staff and volunteers.

More Information

A booklet entitled **Equality Act 2010: What do I need to know? A summary guide for Voluntary and Community Sector Service Providers** is available from the government's website (see <http://www.gov.uk/government/publications/equality-act-guidance> for more details).

STEP 2: CREATE A VOLUNTEER POLICY

Look through the questions in the table below and write up your answers as it applies to your group's context or situation. Once you have completed this, you will have the basis of a draft volunteer policy that you can share with your group for their comment and approval.

When completing this exercise remember to keep the language clear and simple so that all everyone involved can understand it.

Heading in your policy	Question to answer
Group details <i>So that volunteers know what the group does and where they fit in.</i>	Why does your group exist? What do you do? Why do you involve volunteers?
Benefits of volunteering <i>To show you value volunteers.</i>	What are the benefits of volunteering: ☐ to your group? ☐ to your volunteers?
How we recruit volunteers <i>To find the best volunteer talent from across your community. To make sure you are not leaving any group out.</i>	Where do you advertise? How do you make sure your adverts reach all parts of the community? (e.g. not just sent electronically)
Training <i>Training must be relevant to helping volunteers do their role well. It cannot just be the volunteers' personal training interests.</i>	How do you carry out your induction with volunteers when they first start? See page 36. How do you decide who will go on training?
Expenses <i>Volunteers are only reimbursed against</i>	Which items can volunteers claim expenses for? Who do they ask to claim the money?

receipts, e.g. travel tickets. <i>Otherwise, you may break the law (minimum wage).</i>	Which forms are needed?
Supervision <i>Making sure that your volunteers do everything correctly and safely.</i>	Who will be your volunteer's main contact - their supervisor? How often will you meet?
Smoking, drugs and alcohol <i>Ensuring that your group is protected from potentially harmful behaviours.</i>	Be clear about your position on smoking, drugs and alcohol.
Insurance	What insurances do you have for volunteers?
Equality and Diversity Not treating anyone differently or unfairly e.g. because they have a disability.	How do you make sure that everyone treats volunteers with respect? How do you deal with any issues?
Health and Safety	What do volunteers need to know, so that they and others are kept safe?
Complaints from volunteers or about volunteers	What will you do if a volunteer has a complaint about your organisation? Or if someone complains about a volunteer?
Respecting Privacy <i>This might be called confidentiality</i>	Volunteers must keep personal details about the group and individuals private. If volunteers think someone is in danger of being harmed then they must break confidentiality and tell the relevant person or authority.

STEP 3: CREATE OTHER POLICIES

Which policies do we need to have by law?

If you are an employer, you will need to:

- comply with employment law, including employment conditions (e.g. working hours, holiday)
- comply with health and safety law (risk assessment and risk reduction)
- ensure you don't break equalities law - avoiding discrimination and offering inclusive services
- take out the right insurance, depending on your needs – see page 9.

If we have the policies we need by law, do we need to have any other Policies?

Policies are there to protect you, your staff, volunteers and the people you work with. Your group must decide what policies and procedures it should have and plan to put these in place in practice.

Don't feel overwhelmed by the thought of all the policies you might need - there are plenty of templates to help, e.g. by working through *Slough Quality Protects (SQP)*. You won't write all of the policies you might need in one day, but once you have written one, it will be easier to write the next one and to change existing policies should your circumstances necessitate this.

The table below sets out some of the policies that you should be aware of. Choose the ones that are *relevant to your situation*.

Name	You use this policy to...
Data Protection	...protect any personal or organisational information you keep.
Confidentiality	...make sure information is only shared on a “need to know” basis and properly authorised for sharing. NB. Different procedures will apply if there is suspected abuse.
Health and Safety	...ensure everyone involved in your group and its activities is kept safe (see section on health and safety below).
Complaints	...make sure any issues are investigated and resolved. ...learn and improve your services and procedures.
Training and Development	...ensure staff and volunteers have the knowledge and skills required to carry out their role/s within your group.
Bullying and Harassment	...protect children, young people and adults by setting standards and procedures for preventing bullying. Within this policy there will be links to your Disciplinary and Grievance policy (see below).
Disciplinary and Grievance	☐ Disciplinary - actions taken if standards of behaviour, attendance and job performance are not maintained. ☐ Grievance - issues or complaints from an employee against another employee.
Whistleblowing	...when a member of staff or volunteer needs to report suspected organisational wrongdoing.

Health and Safety – More Details

All groups want to keep everyone safe - no one wants to cause other people harm as a result of their activities.

A health and safety policy will help you decide what action you are going to take. As your group grows or the nature and location of your activities change, you will need to remember to update your health and safety arrangements. The **Health and Safety Executive** (www.hse.gov.uk) have a very useful website with lots of information around different aspects of health and safety. One of the tables from this site has been adapted below as an example:

What are the dangers? Who might be harmed and how?	What are you doing already?	What else do you need to do to manage this risk?	Who will do this? By when?	✓
Computers and desks – <i>Avoiding tiredness, eye strain, backache etc.</i>	Training – how to use computers properly.			
Fire	☐ Fire equipment in place. ☐ Test the fire alarms each week. ☐ Fire drills every 3 months.	Find out where a fire could start and eliminate any dangers, e.g. make sure no rubbish is kept under the stairs.		
Emergency First Aid	☐ Stocked first aid box. ☐ A named person to take charge of first aid arrangements,	Consider first aid training for a member of staff / volunteer.		

	e.g. call an ambulance.			
Food poisoning		Attend food hygiene training.		
Office safety	☐ Adequate heat, light and air. ☐ Keep emergency routes clear. ☐ Maintain equipment.			
Physical injury - lifting		Attend manual handling training.		

ASKING FOR HELP

Depending on your particular needs, some of the information provided by the following organisations may help.

National Council for Voluntary Organisations (NCVO)	Various advice and support.	www.ncvo-vol.org.uk
The Safe Network	Provide information and resources to help keep children safe.	www.safenetwork.org.uk
Equality and Human Rights Commission	Provides advice and guidance on rights, responsibilities and good practice, based on equality law and human rights. Helpful if you are preparing an Equal Opportunities or Equality and Diversity Policy.	www.equalityhumanrights.com/advice-and-guidance/
Information Commissioner's Office	Information on Data Protection.	www.ico.org.uk
Health and Safety Executive (HSE)	HSE is the official organisation that makes sure that groups stay within the law and provide advice on dealing with issues around health, safety and illnesses. See "Voluntary Organisations: Managing Low Risk and Health and Safety Made Simple".	www.hse.gov.uk www.hse.gov.uk/voluntary/index.htm www.hse.gov.uk/simple-health-safety/index.htm
KnowHow Non Profit – Part of NCVO	NCVO's learning and sharing community. Useful for training especially when getting started.	www.knowhownonprofit.org
Volunteering England – Part of NCVO	The part of NCVO that covers everything to do with volunteering and working with volunteers.	www.volunteering.org.uk

Working through **Slough Quality Protects (SQP)** will help your group put most of the basic policies and procedures discussed in this chapter into place. It will also help you put various templates in place which will enable your group to develop the systems and processes it will need to function and operate in a good way.

SLOUGH Get Involved also has a number of factsheets on some of the subjects covered in this section. These include '**An Introduction to Data Protection**'; '**An Introduction to Fire Safety**'; '**An Introduction to First Aid**'; and '**An Introduction to Risk Assessment**'.

POLICIES - CHECKLIST

STEP 1: CREATE A SAFEGUARDING POLICY AND AN EQUAL OPPORTUNITIES POLICY

We:	Yes or No?	Actions we need to take	Completed on (date)
Know what a policy is and why it is used			
Understand how to write a policy			
Have a safeguarding policy			
Have an equal opportunities policy			

STEP 2: CREATE A VOLUNTEER POLICY

	Yes or No?	Actions we need to take	Completed on (date)
We have a volunteer policy			

STEP 3: CREATE OTHER POLICIES

We have:	Yes or No?	Actions we need to take	Completed on (date)
Chosen from, and created, the following policies (as relevant):			
Data Protection			
Confidentiality			
Health & Safety			
Complaints			
Training and Development			
Bullying and Harrassment			
Disciplinary and Grievance			
Whistleblowing			

PLANNING

STEP 1: CREATE AN ACTION PLAN

How can planning help us?

A plan is important because it helps:

- ✓ staff and volunteers understand the difference you are trying to make and the importance of what they do. It also helps to create a shared sense of ownership.
- ✓ make clear to the people who use your services how you are trying to help them and why.
- ✓ you show those who make donations, award grants or other funding the difference you are going to make with the money they give you.
- ✓ you see the steps you need to take towards changing things for the better.
- ✓ to measure and show the difference you are making as a group.

An Action Plan

An **action plan** covers **actions**, the **people involved** and **completion dates**. You can use an action plan at your meetings to check progress and agree what you are going to do when you need to review how you operate or want to make changes to the service you provide.

An Action Plan Example

Below is a template that you can use to develop your own action plan. The information detailed is included as an example only.

Overall Aim	To maximise the potential of 14-19 year olds interested in sport and dance in Slough.
Specific Aim	To increase opportunities for young people to lead sports and dance activities.
Area of Activity	Run weekly sports activities at Beginner, Intermediate and Advanced level.
Output	Table tennis classes on Wednesdays and Fridays.

Action	Who will do this?	By when?	Completion Date
Hire a table tennis coach	Andy, Maxine	10 th June	✓ Completed
Find a venue	Catherine	17 th June	Usual venue not available, calling other venues. New date to complete - 20 June
Create a flyer	Manjeet, George	23 rd June	
<i>add more of your own actions...</i>			

What if we face problems when implementing our action plan?

As part of your planning process, it is worth considering what potential problems might arise, which could stop your group from achieving its goals. In effect, conducting an exercise like the one illustrated in the table below is what is known as carrying out a **risk assessment**.

Carrying out such an exercise means you can decide how serious a potential problem might be and take action to avoid or reduce it if you need to.

What happens if...?	Action we will take
We can't find a suitable coach?	☐ Ask other sports charities, local table tennis clubs, the national governing body for table tennis, our local leisure centre.
Our usual venue is not available or there is a price rise?	☐ Create a list of other venues that we can afford and use this alternative list as necessary.
Young people don't come regularly?	☐ Review how your classes are run to see where improvements are needed. ☐ Ask young people why they don't come regularly. ☐ Introduce a loyalty scheme (non-financial reward)

STEP 2: GUIDE TO PLANNING

One way of thinking about planning is by using a tool such as the CES Planning Triangle®. This tool has been developed by the Charities Evaluation Service (CES) and is used with their permission.

One of the useful things about this particular tool is that it stops us using too many words – the more words we use, the less clear things often become!

Below you will find the triangle explained and then an example given to help illustrate it being used. The easiest way of understanding it may be by looking at both pages side-by-side.

Working through the triangle with your group will help you create the basis for your business plan and mean that you are able to see more clearly what your group needs to do. This will also help others understand why your group exists and how they can best support you.

Example – 'Take the Lead' Dance and Sports Group

You have brought together a small voluntary group of local people who want to help young people who have low ambition and confidence in your local area. You want to change this to help the young people maximize their potential. Your project name is 'Take the Lead'.

(The planning triangle, the previous action plan and risk assessment, all use this example.)

A: Mission

What is your purpose or reason for existing?

Explain the need you are trying to meet and who will benefit from your work.

B: Specific Aims

What are the changes you want to bring about to help achieve your overall aim (A)?

Choose between 3 and 5 of these. Use 'words of change' like – to increase, to improve, to reduce...

C: Areas of Activity

What type of activity are you going to do to bring about the change above (B)?

Choose no more than 8 of these. Use 'doing words' such as provide, offer, run, support...



B: The specific aims lead to **Outcomes** – the changes which result directly from your work.

List your **Outcome Indicators** here.

The areas of activity lead to your **Outputs** – the activities or resources which people can take part in or use.

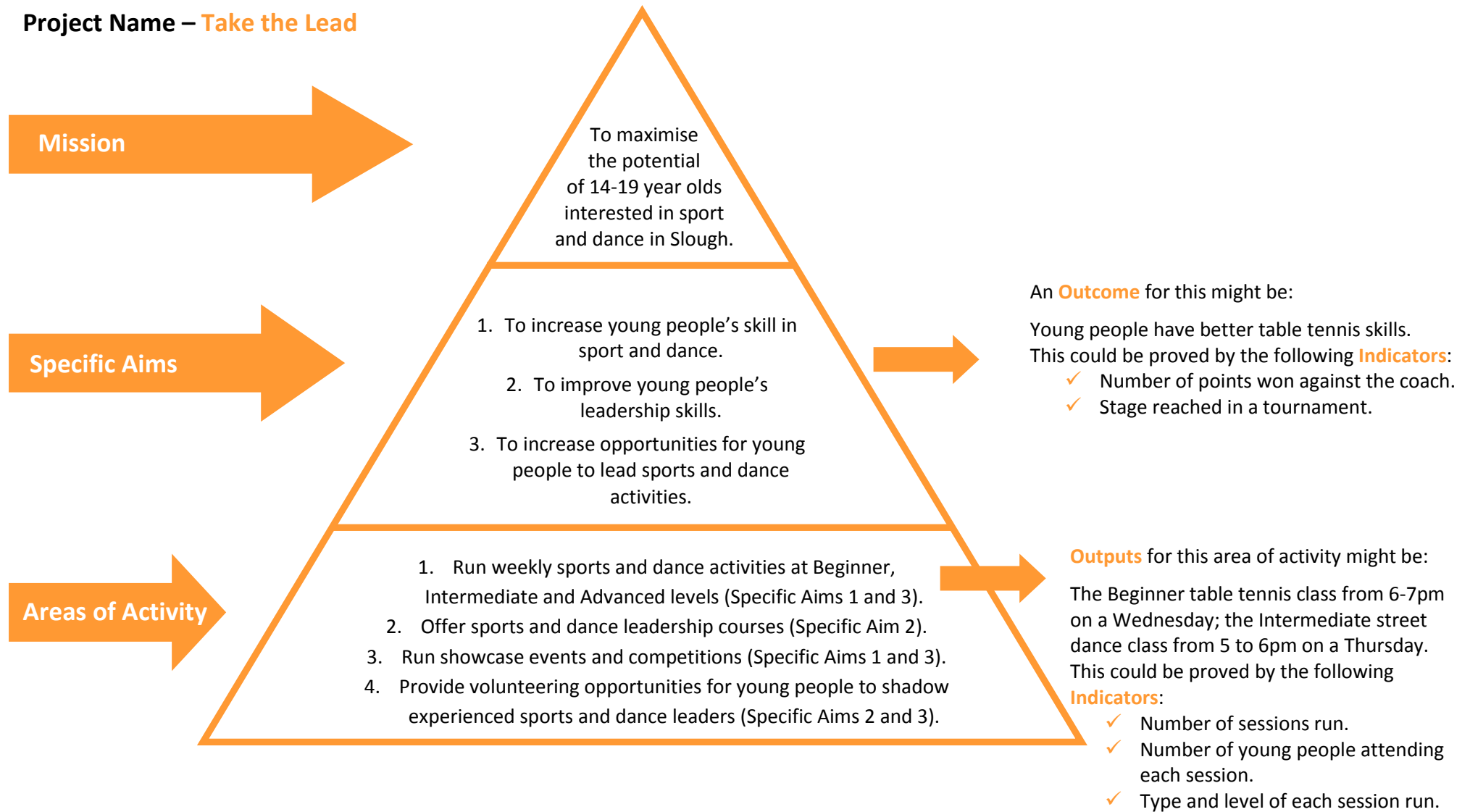
List your **Output Indicators** here.

Jargon Explained

Mission	Why a group or project exists and the overall change it wants to bring about.
Specific Aims	Particular changes or difference the project or organization plans to bring about for its users.
Outcomes	The individual changes or benefits and learning that result from what the project or organisation does.
Outputs	The individual services or resources or facilities that the organization or project provides.
Indicator	Something that can be measured that gives a clue that a change (outcome indicator) or an activity (output indicator) has taken place.

See the example on the next page to see how this works in practice.

Project Name – Take the Lead



STEP 3: CREATE A BUSINESS PLAN

Why create a business plan?

A business plan can help you:

- ☐ **Achieve your aims** – breaking them down into manageable, measurable steps.
- ☐ **Get others involved** – potential supporters are more likely to share their time, money and expertise if you have clear information about your plans to hand.
- ☐ **Be prepared for the future** – manage the risks and prioritise your workload, so you know when to say “yes” or “no” to new opportunities. (You may not feel like a business - but the actions you take will often be similar.)

What should go into the plan?

Below is a template of a standard business plan. You can use this to write your own information in the sections under each of the different headings. Tick off a section when it is complete.

1. Cover Page and Contents

Business Plan

- ✓ Name of organisation.
- ✓ Type of organisation, e.g. unincorporated or incorporated, plus company description (see page 6 onwards).
- ✓ Contact name, phone number, email and address.
- ✓ Website address, if you have one.
- ✓ Contents of the Business Plan - list your section headings with their page numbers.

2. Summary

Complete this towards the end of the process of writing the plan as it is a summary of what you've actually included in the plan itself. This section explains the main points of the plan:

- ✓ Who your group are?
- ✓ Why the group has been set up? What has happened so far?
- ✓ What does the group do?
- ✓ What would the group like to do achieve over the timescale of the plan?

3. Background and Services

- ✓ Start date and key dates.
- ✓ Number of staff and volunteers.
- ✓ Project names and the difference your group has made.
- ✓ Places where the group works.
- ✓ The group's work - services and activities it provides.
- ✓ Income.
- ✓ Local and other links - organisations and projects the group works with.

4. Mission, Aims, Outcomes and Outputs

The CES Planning Triangle© covered in step 2 is a useful exercise to help you understand these terms/ideas and how they relate to your plan. List your:

- ✓ **Mission** – why your group or project exists and the overall change it wants to bring about, i.e. a summary of the overall difference your group wants to make.
- ✓ **Specific Aims** – particular changes or differences your group brings about for its users. These should link to your outcomes (see below).

- ✓ **Outcomes** – the changes, benefits, learning or other effects that result from what your group does. These should link to your outputs (see below).
- ✓ **Outputs** – the individual services, resources or facilities that your group or project provides.
- ✓ **Monitoring** – how and when you will measure your outcomes and outputs.
- ✓ **Evaluation** – how you will learn from your monitoring.
- ✓ **Indicator** – something that can be measured that gives a clue that a change (outcome indicator) or an activity (output indicator) has taken place.

ASKING FOR HELP

As with many aspects of starting a new group, business planning can seem like quite a daunting activity at first.

Slough Business and Community Partnership (SBCP) promote the use of business skills to support the development of community and voluntary groups in Slough. One of the ways in which they do this is by creating beneficial and meaningful relationships between the business and the community sectors.

Why not get in touch with them. They might be able to put you in touch with someone from a local business who is able to guide, support and mentor you through the process. SBCP can be contacted on 01753 696958.

PLANNING - CHECKLIST

STEP 1: CREATE AN ACTION PLAN

We have:	Yes or No?	Actions we need to take	Completed on (date)
An action plan			
A risk assessment			
Regular times when we update our action plan and risk assessment			

STEP 2: GUIDE TO PLANNING

We have:	Yes or No?	Actions we need to take	Completed on (date)
A plan – using the CES Planning Triangle©			

STEP 3: CREATE A BUSINESS PLAN

	Yes or No?	Actions we need to take	Completed on (date)
We have created a business plan			
We can show that our plan is used by our board, staff and volunteers			

PEOPLE

STEP 1: RECRUIT GOOD STAFF AND VOLUNTEERS

To make a difference to your community, you naturally need people to do the job. ‘People work’ – known as human resources or HR – covers everything in connection with people directly doing a job or tasks for your group, whether it be volunteers, employees, committee members, trustees and/or directors.

People are your most valuable resource and are essential to your success. In particular, managing staff and volunteers well is an important skill. You will be better placed to serve your community and meet your aims if you ensure your staff and volunteers are managed well so that they are enthusiastic and using their skills and abilities effectively.

You must also be aware of, and stay within, the law. You have particular responsibilities if you are an employer.

How do I recruit or involve the best people?

Below is a checklist to help you identify what you do and don’t need to do. The list is long but everything, e.g. safeguarding and equalities, is included for good reason. Once you have gone through this process for the first time it will become more straightforward the next time round.

Following the steps might seem like a lot of work but should make it easier to find people and keep them for longer. The checklist is suitable and can be used when looking for either paid staff or volunteers, but we have put in an asterisk* where an item is not usually required for volunteers

Checklist

☐ 1. Identify the job that needs to be done

- Job title
- List the tasks the staff member or volunteer will be expected to do when they join. (Job Description)
- List the experience, knowledge and skills needed (Person specification)*

☐ 2. Prepare an application form and information letter

- An application form allows you to easily compare the people who apply (applicants) so you can decide who to select (shortlist) for interview. Your form should include space for the applicant to write or type in:
 - ✓ Person’s identity – name, contact details etc.
 - ✓ Education and Qualifications*
 - ✓ Experience – previous work or volunteering
 - ✓ How they meet the person specification*
 - ✓ Outside interests
 - ✓ References – **NOTE:** do not contact current employers without your applicant’s permission.
 - ✓ Equal Opportunities Monitoring Form – this a separate form that the applicant can choose to fill in if they wish. You use it to make sure you are advertising properly and getting applicants from all backgrounds. Your group cannot use this to make decisions about whether or not to employ someone because of their background (discrimination) - by law you are expected to choose the best person for the job.

- You should also include guidelines on how to complete the application form (e.g. by focusing on matching experience and skills to the person specification), who and where to send it to, the deadline, and interview dates so that the applicant can keep these free.* Make sure you create the right impression about being a good group to work for or volunteer with by making sure your form is well-presented, easy to understand and complete.

□ 3. Let people know that the job is available

- Advertise where the people you want will look, e.g. community newsletters, email newsletters from networks, flyers in community venues, via specialist organisations notice boards. A one page advert should include:
 - ✓ Job title.
 - ✓ Brief outline of **your group or organisation**.
 - ✓ **Main tasks** from the job description.
 - ✓ **Length of contract, hours, pay** (if applicable), **working location**.
 - ✓ Main **experience, knowledge and skills needed** from the person specification*.
 - ✓ Any **benefits of the job** e.g. flexible hours.*
 - ✓ That a **DBS check** (formerly CRB) will be carried out if this is necessary for this post – see below.
 - ✓ That **references** will be taken and whether **proof of qualifications** will be needed.
 - ✓ Commitment to **equal opportunities** good practice.
 - ✓ **How to apply** – where the applicant can get an application pack from and where this should be returned to.
- A good advert sells your group or organisation and helps applicants know whether this is a suitable role for them to apply for, which will save both them and you time in the long run.

□ 4. Shortlist

- At least two people should choose the people who you think best meet the **person specification** and who you therefore want to interview. One way of doing this is by designing a matrix which you can use to score each application against certain criteria.
- For volunteers, you may simply invite them in for a discussion about how they would like to get involved and which roles they might be best suited to, rather than conduct a formal interview.

□ 5. Formal Interview

- Select the interview panel and agree dates for interview.
- Interviews may include interview questions, presentations, 'Meet the team', written exercises and/or role play. Prepare the paperwork in advance. Make sure you know how you will score each part so that it gives you the right information to help you decide which applicant is best for the job.

□ 6. Disclosure and Barring Service (DBS)

- This used to be called the Criminal Records Bureau (CRB). The DBS service is used to assess whether your applicants are suitable for working with the people who access your activities or use your services. If a person has a criminal record, you cannot just exclude them but have to think about how relevant the offence is to the work they are applying

to do. Not all roles require a DBS check – refer to pages 5 & 21 and the DBS website for more details.

☐ 7. References and Proof of Qualifications

- A request for a reference can ask for confirmation of the dates of employment, the applicant's abilities and particular skills. Do not ask for personal information about the applicant.

☐ 8. Contract

- New employees are given a **contract**, but this should be on the condition that DBS checks and references are acceptable. Written **terms and conditions of employment** need to be supplied within two months.
- Volunteers do not have a contract but can be given a **Volunteer Agreement**. You still need to check their DBS and references before they start and make provision for their health and safety.

STEP 2: CREATE AN INDUCTION PROGRAMME

Create an Induction Programme

If you help new staff and volunteers settle in they are more likely to understand your values and what is important to you from day one, start doing their job quicker and better, and stay with you for longer.

You can create an **induction programme** for this purpose by adapting the following to your context and needs. Tick the appropriate box when you have each of the items in place.

Checklist - Induction Programme

- ☐ Induction meeting
 - Explain your group's history, purpose, what is important to the group (values), services and activities.
 - Explain what the tasks of the job are.
 - Explain what the other members of the team do and where their role fits in.
 - Provide a copy of your policies and explain the key points.
 - Include safeguarding - how to protect children and vulnerable adults from harm.
- ☐ Tour of the office and facilities.
- ☐ Tour of the neighbourhood or key places.
- ☐ Meet the team - more formally at a meeting or informally at a social event.
- ☐ Meet the management committee or board of trustees.
- ☐ Meet your key partners and supporters so they can explain their roles.

Tips - Induction Programme

Keep information simple and relevant – not too much too soon, to avoid overwhelming new staff or volunteers.

Provide handouts – so that staff and volunteers don't have to remember everything in one go. Some groups have a staff handbook or folder.

Involve your team – this helps communication.

Manage expectations – be careful not to oversell the job or role during the induction.

Look after your volunteers

Volunteers give their time and skills for free to help your group achieve its aims. The only money they receive is their out-of-pocket expenses agreed with you beforehand e.g. travelling expenses.

Volunteers are not employees, so there will be no contract of employment. However, you will naturally want to look after your volunteers and treat them in the same way that you treat any paid members of staff. Just as you have a duty of care towards paid members of staff, you likewise have a duty of care towards volunteers, e.g. with health and safety matters.

One aspect of looking after volunteers is setting up a **Volunteer Agreement**. It saves time and potential worry on both sides if you and your volunteers understand what you expect from one another. List what you will do for your volunteer, then list what you would like to see from them.

Other things that your group can do to look after its volunteers are:

- List the jobs the volunteer will do – write a volunteer role description.
- Introduce your organisation – make a volunteer welcome pack or handbook.
- Be clear on the rules – write a volunteer policy (see page 21).

STEP 3: USE PEOPLE MANAGEMENT TOOLS

All staff and volunteers need support and supervision, so they have an opportunity to give and receive feedback. Supervision can help to make sure that work is allocated and done correctly and can help with any questions or problems that arise.

Useful tools are:

- ☐ **Peer support** – support from someone who is doing similar work to the new person. This person can answer questions and talk through any issues. This is a good way of recognising the expertise of your experienced staff and volunteers.
- ☐ **Mentoring** – support from someone, possibly outside the organisation, who brings greater experience or knowledge to share.
- ☐ **Team meetings** – a chance for all staff and volunteers to input into the work of your group as well as share their experiences together.
- ☐ **Personal folder** – to store job descriptions, personal information, training certificates and records etc.
- ☐ **Yearly reviews** – to celebrate achievements and think about next steps.

Appraisal

Paid members of staff might have a yearly meeting to discuss their progress against their job description and day-to-day tasks. The outcome of this meeting will be that actions are put in place to support the employee in taking the next steps. This process is known as an appraisal and should cover:

- ✓ Achievements over the year – have targets been met?
- ✓ Reasons for achieving or not achieving targets – could anything have been done differently?
- ✓ Setting new targets.
- ✓ Support needed from the group to achieve targets and training and development agreed.

For volunteers

Don't forget that different people will need different levels of support. Treat each volunteer as an individual. Ask what support they think they need or explain the support available, rather than

deciding in advance. Some volunteers may need a little extra training on the job. Others may lack confidence and need reassurance that they are doing a good job.

Do's and don'ts of supervision

Do...

- ✓ Arrange a private space – so you both can speak freely.
- ✓ Ask open questions – what has gone well? What hasn't gone so well?
- ✓ Encourage people to raise problems or concerns – they are much easier to deal with early before they get too large.
- ✓ Discuss training opportunities – relevant to the job that they do and other opportunities within your group.
- ✓ Give clear feedback – including praise.

Don't...

- ✗ Make it feel like a 'grilling' or 'telling off' – listen as well as talk. This should be a positive experience for you both!
- ✗ Be afraid to raise issues – make the issue into a shared problem, not something personal – "What steps do we need to take to improve?"

The above section is adapted from Volunteering England. You can search their 'Good Practice Bank' using the keyword supervision to find more information.

ASKING FOR HELP

Depending on your particular needs, some of the information provided by the following organisations may help.

GOV.UK	A government website that gives guidance on a wide variety of issues. Examples include: • Employing people - www.gov.uk/browse/employing-people • Holidays, time off, sick leave, maternity and paternity leave - www.gov.uk/holiday-entitlement-rights	
Disclosure and Barring Service (DBS)	Used as part of your safeguarding procedures to help assess whether applicants are suitable for working with the people who access your activities or use your services.	www.gov.uk/dbs
Chartered Institute of Personnel and Development (CIPD)	Detailed information on Human Resources.	www.cipd.co.uk/hr-resources/factsheets
Advisory, Conciliation and Arbitration Service (ACAS)	Support in the area of employment relations – information, advice, training and direct work with employers and employees.	www.acas.org.uk/index.aspx?articleid=1461
Volunteering England – Part of NCVO	The part of NCVO that covers everything to do with volunteering and working with volunteers.	www.volunteering.org.uk

PEOPLE - CHECKLIST

STEP 1: RECRUIT GOOD STAFF AND VOLUNTEERS

	Yes or No?	Actions we need to take	Completed on (date)
We have implemented the recruitment checklist			

STEP 2: CREATE AN INDUCTION PROGRAMME

We have:	Yes or No?	Actions we need to take	Completed on (date)
An induction programme for staff and volunteers			
A volunteer agreement			

STEP 3: USE PEOPLE MANAGEMENT TOOLS

	Yes or No?	Actions we need to take	Completed on (date)
We have support and supervision meetings			
All staff and volunteers have a personal folder to record their progress and achievements			
All staff have a yearly review or appraisal			

FUNDING

The previous 5 chapters of this guide for small groups have been designed to enable you to put in place the foundations that will enable your group reach the point of being ‘funding ready’.

This final chapter of the guide will help you think through the key steps necessary to submitting and securing funding for your group’s activities or services.

STEP 1: GET ‘FUNDING READY’

If you had some money to give to a charity - what would you want to know about that charity before you issued the cheque?

- ☐ Who will benefit?
- ☐ Why do these people need help?
- ☐ How will they benefit?
- ☐ Why should I give my money to this charity instead of another one?
- ☐ Will they spend my money wisely?

Funders also want answers to the same questions. Before you ask for anything, make sure your group thinks about exactly what change you want to achieve and how you will achieve it. You will also need to work out a realistic set of costs.

Example – Getting funding ready

A group set up to support children with learning disabilities decide they want to run a youth club for 20 children with learning disabilities every Thursday evening because they know that there is not much for them to do outside of school hours. One of the aim of the club will be to reduce the sense of isolation that the children feel and increase their confidence as a result.

They decide they’d like to run a pilot scheme to gauge interest in such a club. When they research the costs they realise they need to raise £2,575 in funding:

Cost Breakdown

Room hire at £20 per hour x 2 hours per week x 25 weeks	£1,000
Volunteer expenses: approx £3 per volunteer x 3 volunteers per session x 25 weeks	£225
Advertising - 100 flyers in schools, local centres	£100
Equipment: approx £30 x 25 weeks	£750
Refreshments at £20 per week x 25 weeks	£500
TOTAL	£2,575

Putting together this information is an essential part of being ‘funding ready’.

Equally important is ensuring that your group is ready to take on this level of responsibility. For example, who will look after the money and make sure the bills are paid on time? Do you have the right insurance and are all of your policies in place to help ensure that everyone is safe and protected?

As well as thinking through these questions for your own benefit, you will reassure funders if you have the following in place:

- ☐ A **constitution** or **governing document**, listing your aims and how you operate - see page 4 onwards.
- ☐ **Safeguarding policies** and **procedures**, an **equal opportunities policy** and a **health and safety policy** – see page 20 onwards.
- ☐ **Financial records** plus a **bank account** – see page 12 onwards.
- ☐ **Insurance** - see page 9 for the different types.
- ☐ **Monitoring and evaluation systems** – see below.

Monitoring and Evaluating systems

As you deliver your project you will need to gather evidence to show how you are achieving what you set out to do. In the example above such evidence could include:

- ✓ keeping an attendance register so you can evidence the number of people who came.
- ✓ asking the children to complete a survey to say what they liked about the project and how it has benefited them. Ask for 'constructive criticism' so you can make improvements.
- ✓ inviting the parents of the children who attended the youth club to give feedback on how they feel the lives of their children, and even their own lives, have been helped by the project.
- ✓ holding a short meeting, or a quick feedback session, where people can talk openly about what they have gained from the project. You can capture this information by either writing it down, or even taping the meeting.

You will also need to make sure that you carefully document how the money has been spent compared to how you planned to spend it. Make sure you keep to your budget and keep receipts as evidence of how the funding has been spent.

STEP 2: FIND SUITABLE FUNDERS

Before you start...

Funders usually have specific needs in mind or often only want to support certain types of organisations. Before you start applying therefore, do your research, otherwise you may be wasting your time.

Where can we find suitable funders?

One of the easiest ways to search for funders is via the Internet. If you don't have access to the internet, try your local library. Some useful funding websites include:

- **Funding Central** – this is a funding search tool funded by the Cabinet Office for Civil Society.
- **BIG Lottery website** – has a Funding Finder tool which you can use to match your project to their different funds.

Other ways to find out about funding opportunities:

- If you have heard of a particular funding stream or charitable trust, you can do an online search and go directly to the relevant website to look for the type of funding you need.
- **SLOUGH Get Involved weekly e-bulletin** – to receive the weekly newsletter with details of funding opportunities and other useful information, email **SLOUGH Get Involved** at info@sloughgetinvolved.org.uk or call 01753 524176 to ask to be added to our distribution list.
- It is always worth asking local businesses if they would donate to your project. Remember that they may give valuable advice, for example, a law firm specialising in charity law may be prepared to help you with your governance.

More information – Finding Funders

As you grow you might also consider:

- ✓ **Tendering for Contracts** to deliver services. These will usually come from government departments or local authorities and will be for larger amounts of money, for example Slough Borough Council have contracts for organisations working with young people and those working with people with special needs. Contracting can be more risky for organisations because there may be penalties if there is a problem with delivery. You need to be confident that you can achieve everything you agree to do.
- ✓ By partnering with other voluntary and community organisations you may be able to work together in **consortia** and therefore access larger amounts of funding or bid for contracts. The YES Consortium in Slough is one example of this.
- ✓ **Trading** - social enterprises should use this as the norm to reinvest the surplus towards their social aims. Charities are allowed to sell goods and/or services to generate an income if it helps them continue to deliver their charitable aims. If you have the skills to develop a service or produce that people are willing to buy, this is a great way to make the organisation stronger over the long term.

STEP 3: COMPLETE A FUNDING APPLICATION

Pre-application Checks

Before you start your application, it is working carrying out the checks outlined and listed below. This will save you time and help you avoid becoming frustrated in the long run.

If you simply send a standard letter to funders asking for money they will spot this straightaway. By tailoring your letter to the interests of the funder you will increase your chances of funding success.

Nowadays, many funders provide a funding application form that has to be completed if you want to apply to them. Applications are then usually ‘scored’ against criteria that the funder has created. It is important to keep to the point so that you provide funders with the information they are looking for which will improve how well they score your application.

All funders will want to know that you are dealing with a real issue that affects your community. They will ask for evidence that proves people in need will be supported by what you plan to do. It is worth making sure, therefore, that you have statistics to back up your application.

Checks

Tick off the respective boxes when you can answer “yes” to each of the following questions:

- ☐ We have the **funder’s criteria and guidelines**. We have checked that the funder supports our type of organisation and the type of work we do, i.e. we are eligible to apply.
- ☐ We also have a **contact number** if we need to discuss anything with the funder. We have read their guidance notes and looked at the types of things they have supported in the past.
- ☐ We know what information we need to supply. We know we can pull it together **on time for the funder’s deadline**.
- ☐ We have made a decision about whether **to work with a partner** or not. We have planned the role that each partner will play.
- ☐ We know **who is responsible** for this application. We have given them **enough dedicated time and support** to complete the application in time for the deadline.
- ☐ We know **who else needs to contribute**. They know when they will be needed and are keeping their diaries free.

- ☐ We have checked that we are **funding ready** – see page 40.
- ☐ We have the **predicted costs of the project** (a **budget**) and **can cover these** without going into debt if our application is successful (we have prepared a **cashflow forecast**).
- ☐ We know **we can deliver the work** – we have enough staff / volunteers and equipment etc. We have also planned enough time **between the funder's decision and the proposed project start date** so that if we are unsuccessful we can look elsewhere, and if we are successful we can get everything in place to begin on time.
- ☐ (If required) we have the **right insurance** in place.

More information – Criteria and Guidelines

Every funder will have their own list of what they are looking for, e.g. a charity number, what type of people your group works with, and whether it is working in a certain part of the country.

They will also make it clear in their guidelines about the type of funding they will provide, i.e. core or project funding, capital or running costs, and the amounts they will give out, e.g. some funders will not give out grants up to £5,000 or £10,000.

Filling in your application

Funders have no shortage of reading to do! Remember to make your application as easy as possible for them to understand. An application which is hard to understand will stand less chance of success. Here are some top tips for making your application strong, clear and really stand out:

- ✓ Answer **all the questions directly and fully**. Do not assume the funder will read the whole form, so make it as easy as possible for them to find the relevant information.
- ✓ Pay attention to **presentation**, so that it is easy to read and also take in. Short sentences are best. Keep to any **word counts** you are given and remember to check your **spelling**.
- ✓ **Explain** anything that the funder might not know. Be clear and avoid acronyms.
- ✓ **Show the need** strongly and list the benefits of your approach – where appropriate use a mixture of stories, examples and facts. Use positive language rather than emotive language i.e. 'sob stories'. Good questions to hold at the back of your mind as you complete the application are: How many people will benefit? Why will they benefit? How will they benefit?
- ✓ Show **your unique grasp of the issue**. Explain what will happen **if the need continues to go unmet**. Explain how you think you can **change the situation**.
- ✓ Explain how your work is **good value, will tackle the need** and **lead to change**.
- ✓ Make your budget clear and simple. Break all the costs down so they are straightforward to understand, e.g. room hire: 20 weeks x 2 hours per week x £10 per hour = £400.
- ✓ Include a proportion of the **indirect or running costs (overheads)** for managing the project (project management), running an office (rent, gas, electric), monitoring and evaluation etc. This is known as full cost recovery.
- ✓ Refer to the **guidelines** again to make sure you've covered everything.
- ✓ Ask somebody who doesn't know much about your project to **check your application** – do they understand it? **SLOUGH Get Involved** may be able to help with this.

Follow up your Application

Fundraising is a long term, ongoing effort built on your relationship and reputation as well as good applications. Don't forget, therefore, to let funders know the benefits that their funding has brought, e.g. via a thank you letter, a report with photos, offering to make a presentation to their Board, good news stories promoted on your website etc.. Build your networks and partnerships, so that you can communicate the need for your organisation's work to a wider audience as well as understand what funders needs are. Find out why, and what, different funders are interested in funding?

And finally, don't be discouraged if you don't succeed with your first or second application - remember competition for funding is huge and there is a limit to the amount of funding available. Keep learning and keep trying – there are still lots of opportunities for innovative projects out there!

ASKING FOR HELP

SLOUGH Get Involved may be able to provide you with additional support or signpost you to another organisation that can help, depending on your particular needs. For more information, check out our website or contact us on 01753 524176 or info@sloughgetinvolved.org.uk

FUNDING - CHECKLIST

STEP 1: GET 'FUNDING READY'

	Yes or No?	Actions we need to take	Completed on (date)
We know how much funding we need and how we will spend it			
We have:			
A constitution or governing document – see page 4			
Up-to-date financial records – see page 12			
A bank account – see page 9			
Relevant policies – see page 20			

STEP 2: FIND SUITABLE FUNDERS

	Yes or No?	Actions we need to take	Completed on (date)
We have a list of funders who support our type of group and what we want to do			

STEP 3: COMPLETE A FUNDING APPLICATION

We have:	Yes or No?	Actions we need to take	Completed on (date)
Filled in an application form			
Asked for feedback from someone outside of the organisation			
Created a business plan – see page 31 – and built in monitoring and evaluation systems			

SUPPORTING INFORMATION

JARGON EXPLAINED

The table below provides explanations (rather than definitions) used or referred to throughout this guide, including those specifically identified by ***bold italics***.

Account Book or Cash Account Book	Records used to keep a log of your financial transactions (money coming in and money going out). Can either be a paper copy or an electronic spreadsheet, e.g. Excel.
Action Plan	A list of actions, people involved and calendar dates so you can plan and check that you are achieving what you need to accomplish.
Agenda	A list of items (usually agreed beforehand) to be discussed at committee / trustee meetings.
(Overall) Aims or Mission	Why your group or project exists and the overall change you want to bring about, e.g. Beacon Centre for the Blind “We’re here to help local people with sight loss live fuller and more independent lives by offering them quality facilities and support”.
(Specific) Aims	The particular changes or differences your project or organisation plans to bring about for its users.
Annual Accounts and Annual Return	A yearly report summarising the changes in your finances. An annual return covers all the information that needs to accompany the accounts in your submission to the Charity Commission.
Annual General Meeting (AGM)	A group’s members meeting held once every year to review the year and vote in the committee.
Appraisal (Performance Appraisal)	An annual review where the employee and their line manager discuss the employee’s work, achievements and learning over the year (or a set time period).
Assets	Property or equipment that has a value and could be used to meet the group’s commitments or cover its debts.
Bank Reconciliation	A process which ensures that a group’s records of its financial transactions match those recorded on the group’s bank statement.
Beneficiaries	The people or group your work benefits or helps. A shorthand term often used by funders.
Budget	A financial plan - the income (money coming in) you will need and expenditure (money paid out) you will make.
Cashflow Forecast	A prediction of your income and expenditure at any month. Used to ensure your cashflow is sufficient to always pay your bills and run your project.
Committee	Members who take responsibility for leading your group. Usually voted in each year by all of the other members of the group.
Communications	Sharing or exchanging information or news.
Community or ‘Community of benefit’	A community is usually a group of people in a neighbourhood or place. A ‘community of benefit’ comes from an interest or common factor, e.g. young people, refugees, people with learning difficulties.
Confidentiality	A policy that sets out the types of information that should only be shared on a ‘need to know’ basis.
Consortia	A group of organisations that get together/form an association for a particular purpose.

Constitution or governing document	A document explaining the reason why your group exists and the Rules governing how it operates, including the arrangements for its committee or board.
Cost-effective	Checking that the benefits you gain are worth the costs you incur.
Discrimination	Treating a person less favourably because they are perceived to have a certain characteristic, e.g. not recruiting someone because you think they are an older person. Discrimination in this way is illegal.
Dissolution	The process of formally ending a charity – often referred to as winding up.
Eligible	In this case, this usually means matching the criteria to apply to a particular funding stream, e.g. projects for young people, projects within a particular geographical area.
Equalities	Treating people with dignity and respect. Not treating anyone less favourably because you think they are different (discrimination).
Evidence	The proof that you have spent or received money, achieved certain outcomes etc.
Expenditure	Money out.
Financially Compliant	Meeting certain standards in the area of your finances.
Group/Organisational Structure	The type of legal or organisational structure your group operates under – this relates to your constitution or governing document.
Human Resources	Anything to do with managing and organising staff and volunteers.
Income	Money in.
Incorporated	Having a legal identity as a group, not just as individuals. Registered as a company or charitable incorporated organisation.
Indicator	Something that can be measured that gives a clue that a change (outcome indicator) or an activity (output indicator) has taken place.
Induction or Induction Programme	A planned programme of events to help new staff and volunteers settle in quickly, e.g. an introduction to the organisation and their role, meeting key people, receiving information etc.
Job Description	A list of jobs or tasks a worker is expected to carry out.
Marketing	The action or business of promoting and selling products or services.
Memorandum and Articles of Association	The governing document or constitution of a company.
Monitoring and Evaluation	Checking and recording whether your project or group's activities are meeting its outcomes. Assessing reasons for your achievements or otherwise.
Objects or Charitable Objects	These describe the purpose of the organisation expressing the benefit you wish to bring to others as set out in your constitution.
Outcome	The individual changes or benefits and learning that result from what your project or group do.
Outputs	The individual services, resources or facilities that the organisation or project provides, e.g. 20 older people have attended a fitness class.
Overheads	The running costs incurred by your group in providing its services, e.g. utility bills, administration and management time, insurance etc.
Person Specification	A list of the experience, knowledge and skills required for a particular job.
Planning Triangle	A copyrighted tool from the Charities Evaluation Service that helps you plan for the difference you want to see by creating objectives and outcomes.

Risk Assessment	A risk assessment is simply the way in which a group checks that everything it is doing is safe and can relate to any aspect of a group's activities or to the organisation as a whole. It is a careful examination of what could cause harm to anyone or the group's work as a whole so that an assessment can be made as to whether enough precautions have been taken to prevent or reduce risk.
Safeguarding	The action taken to promote the welfare of children, young people and vulnerable adults and protect them from harm.
Supervision	The process by which the group makes sure that its staff and volunteers carry out their responsibilities correctly and safely.
Volunteer Agreement	A simple statement that sets out what a group expects from those who volunteer for it as well as what volunteers can expect in return.

Disclaimer

SLOUGH Get Involved has taken care to ensure that the information in this Guide is accurate at the time of publication (July 2014).

The Guide has been written to assist organisations improve their performance. It has been designed for general guidance only and does not replace professional legal advice where required. You are responsible for your interpretation and use of the material it contains. The authors and publishers of this Guide cannot accept responsibility for any loss or damage occasioned to any person, acting or refraining from acting, as a result of any statement in this Guide.

Credits

This Guide is based upon a similar guide, i.e. Wolverhampton Guide for Small Groups, produced as part of Wolverhampton Transforming Local Infrastructure (2013).