

Voluntary and Community Action South Bedfordshire



Fit for Action



An organisational health check to help you
develop your
voluntary organisation
or community group

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Voluntary and Community Action is committed to strengthening the effectiveness of the voluntary and community sector in South Bedfordshire by developing, enabling, promoting and supporting voluntary and community action. It seeks to achieve this through advocacy; capacity building activities; enhancing the provision of volunteering opportunities; the exchange of information; the provision of training; advice and consultancy; and by working in partnership with others.

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Cover photograph - Conservation Volunteer at The Greensand Trust, Leighton Buzzard

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Introduction

Welcome to **Fit for Action** - a tool kit to help you check the health of your organisation.

Many of us are familiar with the idea of having regular health checks to monitor our fitness. Illnesses caught early have a better chance of being put right quickly. We are perhaps less familiar with applying this same idea to the well being of the voluntary organisations and community groups to which we belong.

Getting into the habit of regularly reviewing the health of your organisation will help you to spot problem areas quickly and help you to keep in touch with your progress.

Defining a healthy organisation

Just as doctors know the best conditions for maintaining the fitness of our bodies, so research has found out what creates a healthy organisation. An organisation in peak health is able to:

- plan ahead to meet change
- manage its resources (people, property and money) effectively
- value its volunteers, staff and trustees
- offer quality services and activities to its members and users
- work well with other organisations.

How the checklist will help you

Fit for Action is aimed at helping your organisation get into peak shape and be more effective and successful. By working through the health checklist you will be able to answer the following questions:

- are we meeting **legal** requirements?
- are we managing our organisation according to **good practice**?
- are there **gaps** in the way that we manage our organisation, activities or services?
- where do our **strengths** lie?
- in which areas do we need to **improve**?
- what are our **priorities** for the future?
- what are our **training** needs?



Who is it for?

Fit for Action is especially suited for **small sized** voluntary organisations and community groups e.g. local advocacy services, care and self-help groups, clubs working with children and young people, conservation groups, arts societies etc. It is suitable for organisations and groups run entirely by volunteers or for those with a small number of staff.

Fit for Action can also be used by **registered charities** as it covers key areas required by the Charity Commission's *The Hallmarks of an Effective Charity*. It is a valuable starting point for **larger organisations** and those that are constituted as a company limited by guarantee although there are additional aspects that these organisations will need to think about.

Fit for Action can be used both by organisations and groups that are setting up and those that are established. If you are **setting up a new group**, club or voluntary organisation you can use the health checklist to concentrate your planning on areas you should address from the start to ensure the success of your organisation. If your **group is already set up**, you can use ***Fit for Action*** to take stock and review your activities. You can then plan how you will manage the changes needed to become, or continue as, a successful and well-run organisation.

How do I use the checklist for best effect?

Familiarise yourself with the lay-out

Fit for Action has been divided into **eight** different areas:

- Managing the Organisation
- Planning and Reviewing
- Managing Finances
- Premises and Property
- Volunteers
- Staff
- Activities and Services
- Communicating and Networking

For each of the areas there are **key targets** that cover a mixture of things you need to do to meet your legal obligations and to improve your organisation. Even if you are a small group just setting up you will need to make sure that what you do follows current legislation. A phrase used throughout **Fit for Action** is **good practice**; this is all about using tried and tested ways of doing things that will make your organisation run better.

If, having seen all the targets included in **Fit for Action**, you are starting to panic, **relax!** Some of the targets may not be relevant to your organisation or group. That's fine. The voluntary and community sector is so diverse that it is not possible to produce a health check that fits every organisation in South Bedfordshire. The usefulness of the health check is in encouraging discussion and highlighting areas that may need attention. There is space for you to write down your action points following your discussions.

Use **Fit for Action** flexibly and in a way that suits your organisation. Select the areas that you want to concentrate on and the speed at which you make improvements. Each section is supported by a list of resources which will provide you with further information and examples of good practice. All of these resources are available for reference purposes at Voluntary and Community Action's offices.

Involve others

You may find it helpful to get two or three members of your organisation to work with you in using **Fit for Action**. You may, for example, wish to ask a volunteer, a paid member of staff and a committee member to complete the checklists individually or together. Comparing thoughts and notes with each other should provide some interesting feedback and lively discussion on how you all see the organisation. This can be healthy!

Select an area you want to work on

You can either work steadily through each of the eight areas in the order given, checking your progress for each target. Alternatively you may want to choose a specific area to start from that you know to be in need of improvement or is very nearly complete and only needs some small changes.

Work through the levels

The targets for each area have been divided into two levels to suit different types of organisation. These are *Getting Started* and *Building Up*. All groups should begin with *Getting Started* but only those that have been running for a while may want to move onto *Building Up* at their first health check. New groups, or those undertaking a check for the first time, may want to leave a gap of six months to a year before going on to the next level. Some groups may feel happy to stop once they have finished the first level.

Getting Started – this level has targets that your organisation needs to cover to meet basic legal requirements and good practice. It is aimed at small or newly formed groups, clubs or voluntary organisations to help them find out which areas they need to work on first. Working through **Fit for Action** at this level will also be helpful to organisations that are well established but want to review their organisation for the first time.

Building Up – this level builds upon the previous one and is suitable for you to use if your organisation has been running for sometime. Your organisation may have a more developed management structure and a range of projects. It is aimed at helping you to quickly take stock of the quality and range of your activities and services in line with legal requirements and good practice. You will also need to check that you have covered the sections in *Getting Started*.

Of course the above descriptions of how the levels fit organisations are only suggestions and **Fit for Action** may be used by any organisation at any stage.

Mark your progress for each target

The first three columns in the grid enable you to mark your level of progress towards meeting a particular target listed in the grid. Place a tick in the column that most closely matches your progress:

Not met – no work has started on meeting the target.

Making Progress – you are in the process of doing something to improve this area of work and have made changes towards meeting the target. This is a broad category that could cover first step changes such as just having started to discuss drafting a policy or having made preliminary enquiries through to having reached the final draft. Its purpose is to show you where you have made a decision to improve and that it is starting to happen!

Fully met – you successfully meet this target and have the right guidelines, policies or activities in place.

Prioritise areas for development

The fourth column in the grid enables you to decide whether something needs to be done about a target quickly, or whether it is less urgent than another target, by using the following priority scores:

- 1** for those targets that are really important to the effectiveness of your organisation or where there is a risk that things could go wrong if you don't work on this area soon;
- 2** for targets that have a lower priority than 1 but will nevertheless make significant improvement to the organisation;
- 3** for targets that do not require immediate attention but would enable you to put in place good practice when time and resources allow;
- 0** for those areas that are not a priority. They have already been addressed or are not relevant to your organisation.

What do I do next?

Celebrate your success

Having carried out the health check you should now have a clearer idea about your organisation's strengths and weaknesses. Celebrate those areas in which you are meeting legal standards and good practice, share this with others in your organisation. Use the knowledge of your strengths to better promote yourselves to your users, funders, partners and the public. For example, demonstrating to funders that you manage your finances well will give them greater confidence that money will not be mismanaged.

Get planning

For areas where you have found there is room for improvement, take time to **plan** how you will bring about the necessary changes. The priority score you gave the targets will give you some idea of where to start. The **action boxes** for each area can help you to work out how to go about improving your organisation. Make sure you are realistic in the way you introduce changes. Here are some things to think about:

- the effect of change on everyone's time and motivation;
- what additional resources will you need? For example, funds to pay for desk top publishing software to produce a newsletter or to train volunteers in health and safety;
- how you will manage the process of making improvements? Give good reasons for making changes, be clear about timescales and who will manage the process by which improvements will come about;
- how the changes can be incorporated into any existing action plans.

Seek advice

Don't feel you are on your own in trying to make changes and improvements. Help is out there! If you need further information and/or support both during and after carrying out the health check then contact the Development Officers at Voluntary and Community Action who will be pleased to help and advise you. Development Officers can work with you in a number of ways: over the telephone, by email, one-to-one meetings or through visiting your organisation or committee to advise or support you on a specific area of development.

Undertake training

The health check may show up some gaps in your knowledge and/or understanding of current legal requirements or good practice. Alternatively, you may know what is required but are unsure how to put it into practice. The Training Officer at Voluntary and Community Action will be able to advise you on courses that we run to cover many of the areas included in **Fit for Action**. They can also help you find other training courses that may meet your needs.

Taking a further step - Quality Standards?

Now that you have a taste for review and assessment you may want to begin to work towards a quality mark. There are two systems that you may want to discuss with one of our Development Officers. One is *PQASSO – Practical Quality Assurance System for Small Organisations* and the other is *Quality First – Quality Assurance Management for Community Organisations*. Both these systems require you to work through a number of quality areas and to **collect evidence** to demonstrate that you are reaching the standards set for each area. Working through a quality assurance system is a good way of showing that you are committed to improvement and high standards; it will also encourage funders and partners to support your organisation.

It is important to note that **Fit for Action** is **not** a quality assurance system, although it draws upon aspects of the systems referred to in this publication. It is designed to give an organisation a fairly quick snapshot assessment of where it is at in relation to good practice and its legal responsibilities.

Managing the Organisation



Getting Started		Not Met	Making Progress	Fully Met	Priority
a.	The organisation has a constitution (or other governing document) that contains: <ul style="list-style-type: none"> • clear aims • a defined geographical area of operation or benefit • charitable objects (if a charity) • powers • rules 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	An elected committee runs the organisation and is made up of: <ul style="list-style-type: none"> • Chairperson • Secretary • Treasurer • other members 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Each elected or co-opted person meets the conditions for committee membership stated in the constitution or by the Charity Commission (if a charity).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	Criminal Records Bureau checks are carried out on committee members if appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	The Chairperson, Secretary and Treasurer have clear roles.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	All committee members understand their responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g.	The Committee follows the rules written down in the organisation's constitution (or other governing document).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h.	The Committee makes sure that all the activities of the organisation meet current legal requirements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i.	Committee members: <ul style="list-style-type: none"> • make decisions and take actions in line with the aims of the organisation • do not allow their own interests or those of another organisation to influence their decision-making 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j.	The Committee sets agendas for meetings and keeps accurate minutes of the decisions made and who will carry out any agreed actions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Managing the Organisation



Building Up		Not Met	Making Progress	Fully Met	Priority
a.	The organisation makes sure that it encourages membership from all sections of the community it serves.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Elections to the Committee are open and fair.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	The organisation regularly recruits committee members to replace those that retire or resign or to bring new skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	New committee members have support to understand their responsibilities and the aims and activities of the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	All committee members have opportunities for on-going training to develop their knowledge and skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	Committee meetings: <ul style="list-style-type: none"> • are held regularly • are well attended 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
g.	Committees and working groups have clear instructions, or terms of reference, on how to carry out their tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h.	The Committee agrees which roles and responsibilities should be given to staff and volunteers and delegates these accordingly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i.	The Committee produces guidelines, procedures and policies that meet legal requirements and help the organisation to run smoothly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j.	The constitution (or other governing document) is up-dated every so often to keep it in line with the organisation's development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Managing the Organisation



Action Points

Managing the Organisation



Key Resources

Voluntary and Community Action South Bedfordshire has a number of model constitutions that can be adapted to meet the needs of your group or organisation (see contact details on p45).

Charity Commission publications (available free via their web site www.charitycommission.org.uk):

- *Registering as a Charity (CC21)*
- *Choosing and Preparing a Governing Document (CC22)*
- *Model Constitution for a Charitable Unincorporated Association (GD3)*
- *The Hallmarks of an Effective Charity (CC60)*
- *Responsibilities of Charity Trustees (CC3)*
- *Trustee Recruitment, Selection and Induction (RS1)*

Reference Manual for Community Organisations Advisers, Community Matters, 2000.
Includes some useful information on setting up a community organisation.

Good Governance Action Plan for Voluntary Organisations, Sandy Adirondack, NCVO Publications, 2002.

Just About Managing? Effective Management for Voluntary Organisations and Community Groups, Sandy Adirondack, London Voluntary Service Council, 1998.

Voluntary But Not Amateur: A Guide to the Law for Voluntary Organisations and Community Groups, Jacki Reason & Ruth Hayes, London Voluntary Service Council, 2004.

Voluntary Sector Legal Handbook, Sandy Adirondack & James Sinclair Taylor, Directory of Social Change, 2001.

The Good Trustee Guide, Peter Dyer; edited by Liza Ramrayka, NCVO Publications, 2003.

Planning and Reviewing



Getting Started		Not Met	Making Progress	Fully Met	Priority
a.	The organisation has clearly stated: <ul style="list-style-type: none"> • purpose • values • aims • objectives • Equal Opportunities and Diversity Policy 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	The organisation finds out who within the community could	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	The organisation plans its activities and services to match: <ul style="list-style-type: none"> • its aims or charitable objects • the needs of the people it serves 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	The organisation agrees an annual action plan that describes: <ul style="list-style-type: none"> • how each activity/service will be carried out • any targets that should be reached 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	Committee members, staff and volunteers regularly review their progress against the annual action plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	The planning, monitoring and reporting of activities and services meets the conditions of funders and other partners.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Planning and Reviewing



Building Up	Not Met	Making Progress	Fully Met	Priority
a. Committee members, staff and volunteers work together to produce a longer-term plan (3-5 years) for the development of the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. The development plan is: <ul style="list-style-type: none"> • supported by annual action plans • regularly reviewed by committee members, staff and volunteers 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. The organisation regularly collects feedback on the quality of its activities/services from members, users and others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Feedback is used to: <ul style="list-style-type: none"> • check the quality of its activities/services and whether they meet the needs of members and users • check if the organisation is meeting targets set in the annual plans • inform funders, the Charity Commission and others about its effectiveness 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Improvements, based on feedback, are included in annual plans.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Planning and Reviewing



Action Points

Planning and Reviewing



Key Resources

The Complete Guide to Business and Strategic Planning, Alan Lawrie, Directory of Social Change, 2001.

Reference Manual for Community Organisations Advisers, Community Matters, 2000.
Includes some useful information on community profiling.

Developing your Organisation, Alan Lawrie, Directory of Social Change, 2000.

Good Governance Action Plan for Voluntary Organisations, Sandy Adirondack, NCVO Publications, 2002.

Practical Monitoring and Evaluation: a Guide for Voluntary Organisations, Jean Ellis, Charities Evaluation Service, 2002.

Managing Finances



Getting Started		Not Met	Making Progress	Fully Met	Priority
a.	A Treasurer with suitable experience is appointed by the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Recommended financial controls are put in place to reduce the risk of fraud and error, especially in the areas of: <ul style="list-style-type: none"> • cash handling • operating a bank account • recording receipts and payments 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
c.	An expenses policy is produced and committee members, staff and volunteers are given written guidance on how to claim expenses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	Clear information about the organisation's finances is regularly given to the Committee.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	The Committee makes financial decisions in line with the aims or objects of the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	The organisation has a plan for how it will raise funds.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g.	Fundraising is carried out in line with recommended guidelines and legal requirements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h.	Enough funds are raised to meet the costs of the organisation's activities/services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i.	Financial records, including those needed for reporting back to funders, are kept up to date.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j.	The organisation produces typed annual accounts that are independently checked.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Managing Finances



Building Up		Not Met	Making Progress	Fully Met	Priority
a.	The Committee prepares and agrees an annual budget.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Cash flow is recorded on a monthly basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	The Committee receives easy-to-follow quarterly financial reports in which income and expenditure are compared against the budget.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	If the budget is not met, steps are taken to increase income, reduce expenditure or revise the budget as appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	The organisation has a plan for raising money from a number of different sources to help it become more financially secure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	The organisation has a reserves policy and takes steps to build up adequate reserves.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g.	Inland Revenue and benefits payment requirements are made as appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h.	An Annual Report and Accounts is produced.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Managing Finances



Action Points

Managing Finances



Key Resources

Charity Commission publications (although aimed at charities these publications highlight good practice for all voluntary organisations and community groups):

- *Internal Financial Controls for Charities (CC8)*
- *Investment of Charitable Funds (CC14)*
- *Charities and Fundraising (CC20)*
- *Charity Accounts: The Framework (CC61)*
- *Charities and SORP : What has Changed (CC62)*
- *Independent Examination of Charity Accounts: Directions and Guidance Notes (CC63)*
- *Receipts and Payments Accounts Pack 2001 (CC64)*
- *Accounting and Reporting by Charities – Statement of Recommended Practice (SORP 2000)*
- *SORP 2000 Example Reports and Accounts (CC66)*

The Good Financial Management Guide, Paul Palmer, NCVO Publications, 2002.

Reference Manual for Community Organisations Advisers, Community Matters, 2000.
Includes some useful information on looking after your money.

Volunteers



Getting Started		Not Met	Making Progress	Fully Met	Priority
a.	Suitable roles and tasks for volunteers are identified and developed by the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	The organisation's Equal Opportunities and Health and Safety Policies apply to volunteers as well as staff, trustees, members and service users.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Volunteering opportunities are widely publicised through: <ul style="list-style-type: none"> • leaflets and/or displays in public places • local press • newsletters • Voluntary and Community Action South Bedfordshire 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
d.	Volunteers are recruited in line with recommended guidelines: <ul style="list-style-type: none"> • application form completed • interviewed before starting • references taken • Criminal Records Bureau checked if necessary 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
e.	The organisation matches the interests of each volunteer to the types of role/tasks available.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	Volunteers are welcomed into the organisation and given information about: <ul style="list-style-type: none"> • how they will carry out their role • Health and Safety rules and other relevant procedures • confidentiality • activities/services of the organisation 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
g.	Volunteers receive regular support in their role from a named person within the organisation to help them carry out their role.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h.	Volunteers receive thanks and appreciation for the contribution they make to the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i.	Volunteers receive out of pocket expenses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j.	Volunteers are covered by the organisation's insurance policies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Volunteers



Building Up		Not Met	Making Progress	Fully Met	Priority
a.	The difference between the roles of volunteers and paid staff is clearly understood.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Committee members are recognised as volunteers and receive suitable training and support.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Care is taken to make sure that the tasks and responsibilities given to volunteers are appropriate to their role.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	A Volunteering Policy that describes how the organisation will work with and support its volunteers is drawn up and regularly reviewed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	Volunteer role descriptions and person specifications are drawn up and used when appropriate in the recruitment of new volunteers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	Equal Opportunities monitoring is undertaken in relation to the recruitment of volunteers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g.	Volunteer agreements are drawn up in discussion with new volunteers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h.	A checklist and/or written information pack has been prepared and is used when new volunteers start.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i.	Volunteers receive: <ul style="list-style-type: none"> • regular supervision • training, including accredited volunteering qualifications • references upon leaving (if requested) 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
j.	Volunteers give feedback about their experience of working within the organisation and steps are taken to improve if feedback is negative.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k.	Regular meetings of staff and volunteers are held to discuss the activities/services provided by the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Volunteers



Action Points

Volunteers



Key Resources

Volunteering England has a large range of resources on managing volunteers, many available free via their website www.volunteering.org.uk, including:

- *Health and Safety for Volunteers*
- *Sample Volunteer Agreements*
- *Screening and Police Checking*
- *Volunteering and State Benefits*
- *Get it Right from the Start : Volunteer Policies*

The Good Practice Guide for Everyone who Works with Volunteers, Kate Bowgett & Kathryn Dickie, National Centre for Volunteering, 2002.

Recruiting Volunteers - Attracting the People You Need, Fraser Dyer & Ursula Jost, Directory of Social Change, 2002.

www.diversitychallenge.org is an online resource for organisations seeking to diversify the range of volunteers they involve.

Staff



Getting Started		Not Met	Making Progress	Fully Met	Priority
a.	The Committee develops policies and procedures that meet legal requirements in the areas of: <ul style="list-style-type: none"> Recruitment and Selection Equal Opportunities Health and Safety 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	The organisation has insurance that covers: <ul style="list-style-type: none"> Employers Liability Professional Indemnity (optional) 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Job Descriptions and Person Specifications are drawn up.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	Employment opportunities are advertised in line with Equal Opportunities legislation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	A job application pack, and a well devised application form, is provided to all potential job applicants.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	Applicants are scored against the person specification and short listed for interview in accordance with good practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g.	Applicants are interviewed against the person specification in accordance with good practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h.	A successful applicant receives a written offer of employment and unsuccessful applicants are offered feedback.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i.	Staff each have a written statement covering the main terms and conditions of their employment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j.	Staff are given an induction into the organisation and provided with written information on: <ul style="list-style-type: none"> how to carry out their role Health and Safety confidentiality background information on the organisation relevant organisational policies and procedures 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k.	Staff are given support and supervision to carry out their work safely and effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Staff



Building Up		Not Met	Making Progress	Fully Met	Priority
a.	<p>Appropriate staff policies are developed and reviewed regularly, including:</p> <ul style="list-style-type: none"> Grievance and Discipline Sickness Absence Leave and Time off Work Pay Retirement and Pension Redundancy Staff Consultation and Involvement Training, Supervision and Appraisal 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	A manual of all staff policies is available to each member of staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	The organisation has a clear management structure so that staff know who their manager is and what they have to do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	Staff are given suitable ongoing training, supervision and appraisal.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	Regular meetings are held at which staff (and volunteers) can raise issues that are then followed up with appropriate action.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	Equal Opportunities monitoring is undertaken in relation to the recruitment of staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Staff



Action Points

Key Resources

ACAS produces a wide range of publications, some of which can be downloaded free of charge from their website at www.acas.org.uk. These include:

- *Flexible Working*
- *Holidays and Holiday Pay*
- *Varying a Contract of Employment*

The Department of Trade and Industry also has information on a wide range of issues affecting people at work. Much of the information is applicable to the voluntary and community sector. Visit www.dti.gov.uk/er for more details.

The Good Employment Guide for the Voluntary Sector, Lucy Mclynn, NCVO Publications, 2002.

The Health and Safety Handbook: For Voluntary and Community Organisations, Al Hinde & Charlie Kavanagh, Directory of Social Change, 2001.

Managing Diversity in the Workplace: an Introduction for Voluntary and Community Organisations, NCVO Publications, 2003.

Recruiting Safely, Forum on the Employment of Ex-Offenders in Care Settings, NACRO, 2001.

Voluntary But Not Amateur: A Guide to the Law for Voluntary Organisations and Community Groups, Jacki Reason & Ruth Hayes, London Voluntary Service Council, 2004.

Premises and Property



Getting Started		Not Met	Making Progress	Fully Met	Priority
a.	A Custodian Trustee or a minimum of three Holding Trustees are appointed to hold the lease or freehold of the premises if the organisation is unincorporated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Records are kept of existing Holding Trustees and a new vesting deed is made if anyone leaves the area or dies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Conditions of the lease or hire agreement are met for premises and equipment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	Premises are suitable for the organisation's activities, are accessible to all and meet Health and Safety requirements and Fire Regulations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	The storage, handling and maintenance of equipment and property meets Health and Safety Regulations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	Staff, volunteers and members/users (as appropriate), receive training in how to use equipment safely and properly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g.	Premises have appropriate fire, evacuation and safety notices clearly displayed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h.	A list of all equipment and property is regularly up-dated for insurance purposes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i.	Up-to-date insurance is in place (as appropriate) for: <ul style="list-style-type: none"> • buildings • contents • members of the public • vehicles • money 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
j.	All the organisation's records are held securely and information held on computer is regularly backed-up (e.g. copies are made on floppy disk).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Premises and Property



Building Up		Not Met	Making Progress	Fully Met	Priority
a.	The organisation develops and implements a written Health and Safety Policy that is in line with current legislation and covers its activities, staff, volunteers and members/users.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Regular Health and Safety checks are made of the premises, property and equipment and appropriate action, including repairs/replacements, carried out as necessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	If the premises are to be altered, planning and building regulations are met.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	Proper arrangements are made for the hiring out of the premises or equipment including the drawing up of a hire agreement for the hirers to sign.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	The organisation understands and meets, as appropriate, regulations covering: <ul style="list-style-type: none"> • the playing of live and recorded music • the sale of alcohol • food hygiene • gambling and other regulated activities 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
f.	Information kept as paper records or on computer is collected and stored in line with the Data Protection Act. Personnel, financial and other records are: <ul style="list-style-type: none"> • held in a secure place • kept for the required time 	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

Premises and Property



Action Points

Premises and Property



Key Resources

Managing Your Community Building: A Practical Handbook for People Running Buildings in Local Communities, Peter Hudson, Community Matters, 2000.

Occupying Community Premises: Guidelines for Community Associations and Local Authorities, Jonathan Dawson (editor), Community Matters, 2001.

Community Matters has produced a number of information sheets on Community Buildings. These include:

- *Fire Safety Regulations and Checklists for Community Centres*
- *Health and Safety in Community Buildings*
- *Insurance for Community Organisations*

Charity Commission publications:

- *Acquiring Land (CC29)*
- *Charities and Insurance (CC49)*
- *Disposing of Charity Land (CC28)*

Activities and Services



Getting Started		Not Met	Making Progress	Fully Met	Priority
a.	The organisation has a clear statement about who its members and/or users are.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	Activities and services: <ul style="list-style-type: none"> • meet Health and Safety standards • have procedures in place for working with children and vulnerable adults, as appropriate • focus on the needs of members/users • are available to all those that need them • are welcoming to users 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Activities and services are well advertised and information about them is given to users/members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	Suitable insurance cover is taken out for all activities undertaken.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	Records are kept of the activities and services provided.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	Feedback on the activities and services provided is collected and acted upon to make improvements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Activities and Services



Building Up		Not Met	Making Progress	Fully Met	Priority
a.	Activities and services are regularly checked to make sure they still meet the organisation's values and aims.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	The organisation uses its Equal Opportunities Policy to make sure its activities and services are available to hard-to-reach sections of the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	There is a system for getting regular feedback from members/users to use in the planning and development of activities and services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	A complaints, suggestions and comments policy and procedure allows member/user views to be acted upon.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	The organisation sets targets to raise the standard of its activities and services and records feedback from members/users to see if these are achieved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	New activities and services are developed in the light of changes in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g.	Equal Opportunities monitoring is undertaken in relation to users' ethnicity, gender, sexuality and disability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Activities and Services



Action Points

Activities and Services



Key Resources

Complete Guide to Creating and Managing New Projects for Voluntary Organisations, Alan Lawrie, Directory of Social Change, 2002.

Safe Involvement of Volunteers with Vulnerable Clients, Mark Restall, National Centre for Volunteering, 2003.

Reference Manual for Community Organisations Advisers, Community Matters, 2000.
Includes some useful information on community profiling and surveys.

The Office for National Statistics' website has detailed information down to ward level taken from the census at www.statistics.gov.uk. South Bedfordshire District Council's website has comprehensive ward profiles at www.southbeds.org.uk.

Communicating and Networking



Getting Started		Not Met	Making Progress	Fully Met	Priority
a.	Information about the activities and services of the organisation is: <ul style="list-style-type: none"> • given out to interested individuals and groups • placed in a variety of public places 	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
b.	The local press is used to publicise events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Links are made with other relevant organisations that can support and promote the activities and services of the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	Plans to work with other organisations to develop activities and services are made and carried out.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e.	Staff, trustees, volunteers and members/users are regularly informed about developments happening both inside and outside of the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Communicating and Networking



Building Up		Not Met	Making Progress	Fully Met	Priority
a.	Attractive publicity and promotional leaflets, posters etc. are produced and distributed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b.	The organisation uses an easily recognisable branding such as a particular logo, colour and style of print on its stationery.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c.	Good links with the local press, radio and television are made to promote the activities of the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d.	Partnerships with voluntary and statutory organisations are formed to: <ul style="list-style-type: none"> • avoid duplicating activities/services • improve the level of service available locally • reach new members/users 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
e.	Good relations are developed with funders and commercial organisations to encourage them to support the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f.	Volunteers, staff and trustees participate in local, regional and national networks to share learning and ideas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g.	Procedures are in place to deal effectively with any complaints or criticisms made by the public.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h.	Information about changing trends within the local community and nationally is used to plan future activities and services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Communicating and Networking



Action Points

Communicating and Networking



Key Resources

The DIY Guide to Public Relations, Moi Ali, Directory of Social Change, 1999.

The DIY Guide to Charity Newsletters, Chris Wells, Directory of Social Change, 1998.

Making Partnerships Work, Andrew Wilson and Kate Charlton, York Publishing Services for the Joseph Rowntree Foundation, 1997.

Bedfordshire and Luton Compact – Getting it Right Together (available from www.bedsandlutoncompact.org.uk).

ourpartnership.org.uk is the best practice web site for partnership working between the public and voluntary sectors.

Useful addresses

Arbitration and Conciliation Service (ACAS)

Ross House
Kempson Way
Suffolk Business Park
Bury St Edmonds
Suffolk
IP32 7AR

Tel: (Helpline) 08457 474747
www.acas.org.uk

ACAS aims to improve organisations and working life through better employment relations. They produce a wide range of publications on employment issues, some of which can be downloaded free of charge from their website.

Association for Research in the Voluntary and Community Sector (ARVAC)

2d Aberdeen Studios
22-24 Highbury Grove
London
N5 2EA

Tel: 020 7704 2315
www.arvac.org.uk

Provides training and facilitation in basic research methods for small community groups.

Charities Evaluation Services

4 Coldbath Square
London
EC1R 5HZ

Tel: 020 7713 5722
www.ces-vol.org.uk

CES is the UK's leading provider of training and consultancy in the voluntary sector on quality and evaluation systems.

Charity Commission

Harmsworth House
13-15 Bouverie Street
London
EC4Y 8DP

Tel: 0870 333 0123
www.charitycommission.gov.uk

The Commission is the regulatory body for charities in England and Wales. It produces a range of free publications on recommended best practice, the duties of trustees and charity law. It holds details of all registered charities and has an enquiry line for immediate advice. Its website is an important tool for updating law and practice.

Community Matters

12-20 Baron Street
London
N1 9LL

Tel: 020 7837 7887
www.communitymatters.org.uk

Community Matters is the UK federation for community associations. Its information and advice service covers a wide range of legal, technical and constitutional issues relevant to community associations and similar organisations.

Department of Trade and Industry

Enquiry Unit
1 Victoria Street
London
SW1H 0ET

Tel: (Enquiry Line) 020 7215 5000
www.dti.gov.uk

The DTI offers a range of information on issues affecting people at work, much of which is applicable to the voluntary and community sector.

Directory of Social Change

24 Stephenson Way
London
NW1 2DP

Tel: 020 7209 1015
www.dsc.org.uk

A major provider of publications, training courses and conferences for the voluntary and community sector.

Information Commissioner

Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF

Tel: 01625 545 700
www.informationcommissioner.gov.uk

Provides guidance and information to help organisations achieve compliance with the Data Protection and the Freedom of Information Acts.

Institute of Chartered Secretaries & Administrators (ICSA)

16 Park Crescent
London
W1B 1AH

Tel: 020 7580 4741
www.icsa.org.uk

The professional body for chartered secretaries. Produces best practice guides and guidance notes on governance topics, many available free from their website.

Joseph Rowntree Foundation

The Homestead
40 Water End
York
YO30 6WP

Tel: 01904 629241
www.jrf.org.uk

The Joseph Rowntree Foundation works in partnership with a large variety of organisations involved in social policy research and development.

London Voluntary Service Council

356 Holloway Road
London
N7 6PA

Tel: 020 7700 8107
www.lvsc.org.uk

LVSC provides practical support, advice, information and training to volunteering organisations in London.

Media Trust

3-6 Alfred Place
London
WC1E 7EB

Tel: 020 7874 7600
www.mediatrust.org

Provides communications training and advice for voluntary organisations.

NACRO

London Head Office
169 Clapham Road
London
SW9 0PU

Tel: 020 7582 6500
www.nacro.org.uk

LVSC provides practical support, advice, information and training to volunteering organisations in London.

NCVO Publications

National Council for Voluntary Organisations
Regent's Wharf
8 All Saints Street
London
N1 9RL

Tel: 020 7713 6161
www.ncvo-vol.org.uk and www.askncvo.org.uk

NCVO works with and for the voluntary sector in England by providing information, advice and support and by representing the views of the sector to government and policy-makers. *Askncvo* is their online best practice resource for the voluntary sector.

Volunteering England

Regents Wharf
8 All Saints Street
London
N1 9RL

Tel: 0845 305 6979
www.volunteering.org.uk

Volunteering England offers a wide range of services and resources designed to help and support everyone who works with volunteers, including publications from the former National Centre for Volunteering.

VolResource

www.volresource.org.uk

An online resource that aims to make it quick and easy to find useful information on anything to do with running a community group, charity or other not-for-profit body.

Voluntary and Community Action South Bedfordshire

Bossard House
West Street
Leighton Buzzard
Bedfordshire
LU7 1DA

Tel: 01525 850559
Email: mail@action-southbeds.org.uk

Provides advice, guidance, consultancy and training on a range of, volunteering, organisational, management and development issues. It can offer one-to-one support and health checks to voluntary organisations and community groups in South Bedfordshire.

Voluntary and Community Action South Bedfordshire

Bossard House · West Street · Leighton Buzzard · Bedfordshire · LU7 1DA
tel: 01525 850559 · email: mail@action-southbeds.org.uk · fax: 01525 376281

