



reach

**Sustainable Community
Venues Toolkit**

**www.bridgendreach.org.uk
01656 815080**

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Introduction

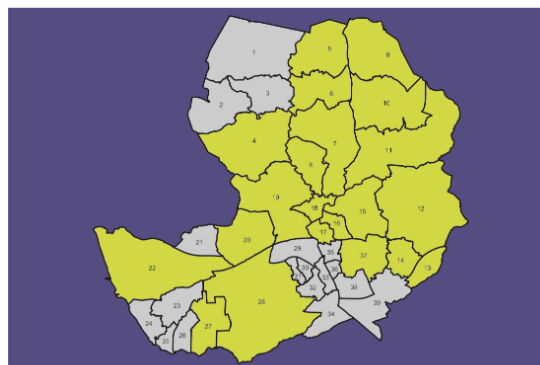
Reach Rural Development is responsible for the delivery of the Rural Development Strategy in rural wards in the Bridgend County Borough. The Rural Development Strategy aims to bring positive change to the economic wellbeing and quality of life for those living, working and visiting Rural Bridgend.

This project has received funding through the Welsh Government Rural Communities - Rural Development Programme 2014-2020, which is funded by the European Agricultural Fund for Rural Development and the Welsh Government.

Reach has developed this Toolkit which includes guidance, checklists, forms and information to help improve the financial and organisational sustainability of your venue and to ensure you can provide the services and activities your community needs.

The Toolkit is available in hard copy and also on our website www.bridgendreach.org.uk.

If you need more information please email us on reach@bridgend.gov.uk or call us on 01656 815080.



Key to the map ■ Rural wards ■ Non rural wards

1 Caerau	14 Hendre	27 Newton
2 Maesteg West	15 Bryncethin	28 Bryntirion, Laleston & Merthyr Mawr
3 Maesteg East	16 Bryncoch	29 Pen-y-Fal
4 Llangymwyd	17 Sarn	30 Cefn Glas
5 Blaengarw	18 Ynysawdre	31 Llangewdd & Brynhyfryd
6 Pontycymer	19 Aberkenfig	32 Newcastle
7 Llanelnor	20 Cefn Cribwr	33 Morfa
8 Bettws	21 Pyle	34 Oldcastle
9 Nantymoel	22 Cornelly	35 Litchard
10 Ogmere Vale	23 Nottage	36 Pendre
11 Blackmill	24 Rest Bay	37 Colty
12 Penpryng	25 Porthcawl West Central	38 Brackla
13 Felindre	26 Porthcawl East Central	39 Coychurch Lower



1 Responsibilities

1.1 COMMUNITY VENUES LEGAL RESPONSIBILITIES

Your legal responsibilities include:

- Making sure there is safe access to the premises
- Making sure the venue's inside spaces are safe to use
- Making sure equipment is safe to use
- Making sure any substances provided are also safe to use

You are not required to do anything beyond what is **reasonable in the circumstances**. *For example, if there is a pothole in the car park it requires filling, it does not require a whole new car park.*

The Owner's Responsibilities

The venue may have several types of *Owner*.

For example, a community association, charitable trust, church, leaseholder, registered charity or local authority may all be classed as *Owners* of the building.

They are the body of people holding responsibility for the health and safety in the building and its environs, e.g. car park, sports field etc. This means they have control over the venue and as such are responsible for the health and safety, and fire safety of its users.

They are responsible for keeping everything in good order and for having appropriate health and safety and fire safety measures in place.

If the building is controlled by more than one person or organisation, they have joint responsibility for its health and safety. *For example, if the building's leaseholder is the Community Council, and they appoint a Management Team to run the venue day to day, both the Community Council and the Management Team will have joint responsibility for its health and safety.*

The Management Team's Responsibilities

Most *Management Teams* are composed of volunteers rather than employees however, they are still the body, in partnership with the *Owners*, that is legally responsible for the building's health and safety.

It is important to note that the *Owners* or the *Management Team* are not responsible for any risks generated by activities organised by the people using the venue or for risks caused by people undertaking maintenance.

The *Management Team* must make sure that:

- rooms
- equipment

- substances
- provided for use are fit for purpose and safe to use in the way they are expected to be used.

However, the Management Team is responsible for appointing competent and suitably qualified contractors and for informing people/contractors of any health and safety risks that may be relevant whilst undertaking work at the premises.

Community Venue Users' Responsibilities

Users, or people who hire the hall, have responsibility for making sure the risks associated with the activities they are providing are well managed as far as is reasonable.

For example, if an after school club uses one of the rooms and a child eats some paint, they will have been responsible for ensuring that materials used by the children are appropriate and non-toxic and that appropriate action is taken. This is not the responsibility of the Owner or Management Team.

Users who have employees have other duties under health and safety law, but it is up to them to address these.

Health and Safety Law and Volunteers

It is important to note that volunteers are regarded as employees under health and safety law.

Further information can be found here: <https://www.hse.gov.uk/voluntary/village-legal.htm>



2 The Big Five

2.1 ELECTRICAL SERVICING AND MAINTENANCE GUIDELINES - INFORMATION & RISK ASSESSMENT

Fixed Electrical Installations

These must be correctly installed, modified or repaired, then inspected and tested by an electrician or other suitably qualified person before being put into use.

Fixed wire testing involves testing and inspecting the electrical systems and installations within a building.

Following testing, you will be issued an EICR, certifying the condition of the entire electrical system within your premises, including electrical wiring, circuits, accessories and connections.

Regular testing of a building's wiring structure and maintenance is mandatory by law under The Electricity at Work Regulations 1989 and IET Wiring Regulations BS 7671:2008.

For village halls and Community Centres the regulation states they must be tested every **5 years**.

Portable Appliance Testing

This is required if you own or hire any portable equipment.

It must be visually checked and, where necessary, tested at suitable intervals to ensure that it is safe to use.

Although there are no absolute requirements for Portable Appliance Testing (PAT) frequency, there are recommendations:

- Equipment that is stationary, i.e. equipment that is not being moved regularly, including IT equipment, should be tested every **48 months**.
- Moveable equipment e.g. extension leads, vacuum cleaners and kettles etc. should be tested every **24 months**.

What is Portable Appliance Testing?

Portable Appliance Testing (PAT) is the term used to describe the examination of electrical appliances and equipment to ensure they are safe to use. Most electrical safety defects can be found by visual examination, but some types of defect can only be found by testing.

However, it is essential to understand that visual examination is an essential part of the process because some types of electrical safety defect can't be detected by testing alone.

User checks

These must be carried out regularly before electrical equipment is used, with the

equipment disconnected. It is recommended they are carried out every 6 months as a minimum. All employees, volunteers and board members should be aware of the signs.

Anyone using the equipment should look for:

- damage to the lead including fraying, cuts or heavy scuffing, e.g. from floor box covers
- damage to the plug, e.g. to the cover or bent pins
- tape applied to the lead to join leads together
- coloured wires visible where the lead joins the plug (the cable is not being gripped where it enters the plug)
- damage to the outer cover of the equipment itself, including loose parts or screws
- signs of overheating, such as burn marks or staining on the plug, lead or piece of equipment
- equipment that has been used or stored in unsuitable conditions, such as wet or dusty environments or where water spills are possible; and
- cables trapped under furniture or in floor boxes

You can find more information here:

<https://www.hse.gov.uk/pubns/indg236.pdf>

<https://www.hse.gov.uk/pubns/indg231.pdf>

<https://www.hse.gov.uk/pubns/priced/hsg85.pdf>

If these guidelines do not seem appropriate to your building or you have more complex needs, please take expert advice.



Log for Testing of Equipment & Appliances

Appliance	Date of Test	Date of Test	Date of Test	Date of Test	Date of Test	Date of Test	Test Interval
Fixed							5 years
E.g. cooker							
Water heater							
Stationary							48 months
e.g Computer							
Portable							24 months
e.g. Kettle							

ELECTRICAL COMPLIANCE RISK ASSESSMENT

DATE _____

Number	Item	Status	Comments	Remedial Action	Risk	Target for Completion
	FIXED ELECTRICAL	(Y/N)			(H,M,L)	
1	Has fixed wiring testing been carried out?					
2	Were there any remedial works carried out at time of inspection?					
3	Has fixed wiring testing been carried out within the last 5 years? (Sports centres, e.g. pavilions – 3 years)					
4	When is the next inspection due?					
5	Are there any recommendations still outstanding?					
	OTHER ELECTRICAL					
6	Has Portable Appliance Testing been carried out?					
7	Was this within the last 12 months?					
8	Has emergency lighting been serviced within the last 12 months? (3 hour drop test)					
9	Are there any remedial works outstanding?					

2.2 GUIDELINES FOR GAS EQUIPMENT MAINTENANCE & SAFETY CHECKS

It is recommended that you have all the gas appliances in your building serviced at least once a year to be certain that they are safe, efficient and working at their full capacity.

If fixed gas appliances are available for use (e.g. a boiler, cooker, water heater) arrangement needs to be in place for **yearly** examinations and any remedial actions taken by an approved **Gas Safe** registered engineer.

If mobile gas appliances are available for use (e.g. heaters fuelled by bottled gas) arrangements need to be in place for **yearly** examinations and any remedial action should be taken by a **Gas Safe** registered engineer.

Gas Safety Check - Record Keeping

As a minimum, the record of a gas safety check must contain:

- a description of and the location of each appliance or flue checked
- the name, registration number and signature of the individual carrying out the check
- the date on which the appliance or flue was checked
- the address of the property at which the appliance or flue is installed
- the name and address of the landlord (or their agent where appropriate)
- any safety-related defect identified, and any remedial action taken
- confirmation that the safety check has included an examination of the matters referred to in paragraphs (a) to (d) of regulation 26(9) of the Gas Safety (Installation and Use) Regulations 1998

Additional Information

For Wales, the Regulations are overseen by the [Welsh Government](#). If you are having a new or replacement appliance installed, you should check your responsibilities under the appropriate national building regulations.

HSE runs a free Gas Safety Advice Line offering information on gas safety that is open between 9.00am and 5.30 pm Monday to Thursday and 9.00am to 5.00pm on Friday (excluding bank holidays). To contact the Gas Safety Advice Line freephone **0800 300 363**.

<https://www.gassaferegister.co.uk/>

<https://www.hse.gov.uk/gas/>

GAS COMPLIANCE RISK ASSESSMENT

DATE _____

Number	Item	Status	Comments	Remedial Action	Risk	Target for Completion
	GAS HEATING SYSTEMS	(Y/N)			(H,M,L)	
1	Do these premises have a gas supply fitted? If no, go to No.7					
2	Has periodic servicing been carried out on the gas system in accordance with the recommended time frame? (6 monthly)					
3	Date last carried out?					
4	Has periodic servicing of the kitchen gas appliances been carried out within the last 12 months?					
5	Date last carried out?					
6	Are there any outstanding remedial works?					
7	What other type of heating system is installed? E.g. Heating, Ventilation & Air Conditioning/ Bio Mass etc. (add in comments)					
8	Has periodic servicing been carried out in accordance with the recommended time frame?					

2.3 LEGIONELLA MANAGEMENT PLAN FOR COMMUNITY VENUES

The legionella bacteria causes a disease called *legionellosis* or *Legionnaire's Disease*. It is a potentially fatal form of pneumonia.

Legionella bacteria thrive in water systems, especially at temperatures between 20 - 45°C. They can be inhaled in droplets of water.

It is therefore important to complete a risk assessment for legionella for all community venues or any buildings used by the public.

Risk assessment has to be done **once every two years**, by a specialist contractor qualified to undertake a legionella survey. Schematic diagrams of the building's water systems including pipework, boiler (calorifier), water tanks etc. will be drawn up, which the Premises Responsible Person (PRP) must keep securely.

The contractor will risk assess the building and make recommendations if required, e.g. renewing pipework, covering tanks. The building will be rated high, medium or low risk.

This professional risk assessment must be repeated **every 2 years** unless building works are carried out in the interim period which involve the water system. If this is the case the professional risk assessment would need to be repeated and the building plans (schematic diagrams), updated.

All building works must be authorised by the building's Management Team.

Monthly monitoring of the water supply, pipes, and temperature checks should be performed by the PRP and recorded. A system flush should be carried out if the building has a period without use and should also be recorded.

Most buildings are at low risk of legionella, unless they have water/cooling systems such as air conditioning, a spa bath, showers or use water as part of an industrial process.

Things to consider

- If the building only has taps and toilets connected directly to the water supply and these are used daily, turning over the whole system, the risk of legionella will be low.
- The boiler/water heater/calorifier must be set to at least 60°C so that hot water leaves the taps at 50°C. This reduces the risk of legionella.
- If there are no water storage tanks, e.g. water comes into the building directly from the mains and is heated by an instantaneous heater or low volume heater, the risk level is likely to be low.
- Pipes must be well maintained so that water cannot become contaminated with rust, sludge, scale etc.

- Any water tanks must be covered with a well-fitting lid.
- The water system should be flushed if the building is unused for a period of time.
- The contractor completing the risk assessment will advise regarding the sentinel outlets to be used for monitoring purposes.
- If the water system is unused for a period of time, the system should be flushed through. Your appointed risk assessor can advise how best this should be done in your building.
- Greater risk occurs with sprays and aerosols of water and systems that re-circulate water.

Remember: Keep hot water hot. Keep cold water cold. Keep it moving.

Further Guidance and Information

<https://www.hse.gov.uk/pubns/indg458.htm>

<https://www.hse.gov.uk/pubns/books/l8.htm>

The following forms should be included in the Legionella Log Book for your building.



MONTHLY LEGIONELLA CHECKLIST – LEGIONELLA MANAGEMENT PLAN

To be completed by Premises Responsible Person/Competent Person

Year:	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Sampling Point 1												
Sampling Point 2												
Sampling Point 3												
Sampling Point 4												
Sampling Point 5												
Sampling Point 6												
Sampling Point 8												
Sampling Point 9												
Sampling Point 10												
System Flush												
Flow from Calorifier should be above 60°C Flow to Calorifier should be above 50°C Hot flow should reach 50°C within 1 minute Cold flow should be under 20°C within 1 minute	Signature											

Please record the date of testing or system flush in the required column.
Please sign to show that testing has been completed



AUTHORISATION TO WORK – LEGIONELLA MANAGEMENT PLAN

Name & Address of Premises _____

Date	Works to be undertaken	Location	Will work affect the hot & cold water systems?	Name of company & person carrying out the works	Signature of person carrying out the works	Signature of authorising officer



LEGIONELLA COMPLIANCE RISK ASSESSMENT

DATE _____

Number	Item	Status	Comments	Remedial Action	Risk	Target for Completion
	LEGIONELLA				(H,M,L)	
1	Has a Legionella risk assessment been completed within the last 24 months?					
2	Has Legionella sampling been conducted within the last 12 months? (Contractor)					
3	Is this currently compliant?					
4	When is the next inspection due?					
5	Have the recommendations in the Legionella Risk Assessment been followed up?					
6	Have monthly Legionella and temperature checks been recorded in the log book?					
7	Are there any issues of concern relating to Legionella on site?					
8	Have all remedial actions been completed? (to be completed before visit)					

2.4 FIRE SAFETY GUIDELINES

FIRE RISK ASSESSMENTS

Government advice on fire risk assessment can be found here:

<https://www.gov.uk/workplace-fire-safety-your-responsibilities/fire-risk-assessments>

The **Premises Responsible Person** (PRP) must carry out and regularly review a fire risk assessment of the premises. This will identify what you need to do to prevent fire and keep people safe.

You must keep a written record of your fire risk assessment if your business (venue) has more than 5 people.

The assessment should consist of:

- Identify the fire hazards
- Identify the people at risk
- Evaluate, remove or reduce the risks
- Record your findings, prepare an emergency plan and provide training
- Review and update the fire risk assessment regularly

You can find a government approved fire risk assessment chart here to help you carry out the assessment:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/14899/fsra-5-step-checklist.pdf

However, if you do not feel competent to carry out the assessment yourself, you should appoint a **competent person** to help, for example, a professional risk assessor.

Your local fire and rescue service may be able to advise you, for example if you think the fire risk assessment has not been done properly, but they will not do the assessment for you.

Further fire risk assessment information for buildings such as community venues can be found here:

<https://www.gov.uk/government/publications/fire-safety-risk-assessment-small-and-medium-places-of-assembly>

THE FIRE SAFETY ORDER

This is the definitive document containing comprehensive information relating to fire safety. Some of the main points are covered below.

You can read the entire document or look up additional information here:

<https://www.gov.uk/government/publications/fire-safety-risk-assessment-small-and-medium-places-of-assembly>

Previous General Fire Safety Legislation

The Order replaces previous fire safety legislation. Any fire certificate issued under the Fire Precautions Act 1971 will cease to have any effect.

If a fire certificate has been issued in respect of your premises or the premises were built to recent building regulations, as long as you have made no material alterations and all the physical fire precautions have been properly maintained, then it is unlikely you will need to make any significant improvements to your existing physical fire protection arrangements to comply with the Order. However, you must still carry out a fire risk assessment and keep it up to date to ensure that all the fire precautions in your premises remain current and adequate.

If you have previously carried out a fire risk assessment under the Fire Precautions (Workplace) Regulations 1997, as amended 1999, and this assessment has been regularly reviewed, then all you will need to do is revise that assessment taking account of the wider scope of the Order as described in this guide.

Your premises may also be subject to the provisions of a licence or registration (e.g. under the Licensing Act 2003), and the fire authority may wish to review your risk assessment as part of the licensing approval process. Fire safety conditions within your licence should not be set by a licensing authority where the Order applies.

Background

The Order 1 applies in England and Wales. It covers general fire precautions and other fire safety duties which are needed to protect *relevant persons* in case of fire in and around most *premises*. The Order 1 requires fire precautions to be put in place *where necessary* and to the extent that it is reasonable and practicable in the circumstances to do so.

Responsibility for complying with the Order 1 rests with the *responsible person*. In a workplace, this is the employer and any other person who may have control of any part of the premises, e.g. the occupier/owner/management team. In all other premises the person or people in control of the premises will be responsible. If there is more than one responsible person in any type of premises (e.g. a multi-occupied complex), all must take all reasonable steps to co-operate and co-ordinate with each other.

If you are the *responsible person* you must carry out a fire risk assessment which must focus on the safety in case of fire of all *relevant persons*. It should pay particular attention to those at special risk, such as disabled people, those who you know have special needs and children, and must include consideration of any dangerous substance liable to be on the premises. Your fire risk assessment will help you identify risks that can be removed or reduced and decide the nature and extent of the general fire precautions you need to take.

If your organisation employs five or more people, your premises are licensed or an alterations notice is in force, you must record the significant findings of the

assessment. It is good practice to record your significant findings in any case.

There are some other fire safety duties you need to comply with:

- **You must** appoint one or more competent persons, depending on the size and use of your premises, to assist in undertaking any of the preventive and protective measures required by the Order 1 (you can nominate yourself for this purpose). A competent person is someone with enough training and experience or knowledge and other qualities to be able to implement these measures properly.
- **You must** provide your employees with clear and relevant information on the risks to them identified by the fire risk assessment, about the measures you have taken to prevent fires, and how these measures will protect them if a fire breaks out.
- **You must** consult your employees (or their elected representatives) about nominating people to carry out particular roles in connection with fire safety and about proposals for improving the fire precautions.
- **You must**, before you employ a child, provide a parent with clear and relevant information on the risks to that child identified by the risk assessment, the measures you have put in place to prevent/protect them from fire and inform any other responsible person of any risks to that child arising from their undertaking.
- **You must** inform non-employees, such as temporary or contract workers, of the relevant risks to them, and provide them with information about who are the nominated competent persons, and about the fire safety procedures for the premises.
- **You must** co-operate and co-ordinate with other responsible persons who also have premises in the building, inform them of any significant risks you find, and how you will seek to reduce/control those risks which might affect the safety of their employees.
- **You must** provide the employer of any person from an outside organisation who is working in your premises (e.g. agency providing temporary staff) with clear and relevant information on the risks to those employees and the preventive and protective measures taken. You must also provide those employees with appropriate instructions and relevant information about the risks to them.
- **You must**, as controller of premises which contain more than one workplace, be responsible for ensuring that the requirements of the Order 1 are complied with in those parts over which you have control.
- **You must** consider the presence of any dangerous substances and the risk this presents to relevant persons from fire.

- **You must** establish a suitable means of contacting the emergency services and provide them with any relevant information about dangerous substances.
- **You must** provide appropriate information, instruction and training to your employees, during their normal working hours, about the fire precautions in your workplace, when they start working for you, and from time to time throughout the period they work for you.
- **You must** ensure that the premises and any equipment provided in connection with firefighting, fire detection and warning, or emergency routes and exits are covered by a suitable system of maintenance, and are maintained by a competent person in an efficient state, in efficient working order and in good repair.
- **Your employees must co-operate with you** to ensure the workplace is safe from fire and its effects, and must not do anything that will place themselves or other people at risk.

NB. A fire safety risk assessment checklist is included in this toolkit (see below) and should be used to check that all necessary fire safety measures are in place and monitored. This is based on Borough Council requirements. A definitive Fire Risk Assessment for the building, completed by a professional assessor if necessary, must be completed first.

In addition, charts to indicate the types of daily, weekly, monthly checks that should be carried out are also attached. Bear in mind that these may not be suitable for your particular building if the specifications they refer to are not present. They are simply guidelines.

Each building will have a different fire risk assessment and will require different combinations of fire extinguishers etc. A professional fire risk assessment is deemed advisable in order to ensure full compliance with fire safety regulations.

FIRE SAFETY RISK ASSESSMENT

DATE _____

Number	Item	Status	Comments	Remedial Action	Risk	Target for Completion
	FIRE SAFETY	(Y/N)			(H,M,L)	
1	Do these premises have a Fire Risk Assessment (FRA)?					
2	Has this been performed within the last 3 -5 years?					
3	Is the FRA being reviewed annually?					
4	Are there any outstanding remedial actions?					
5	Is the fire alarm being tested weekly?					
6	Is the fire alarm system being serviced periodically? (Quarterly					
7	Have the fire extinguishers been serviced within the last 12 months?					
8	Is there a fixed fire suppression system installed?					
9	Is this tested weekly and serviced quarterly?					
10	Is there evidence that daily, weekly, monthly checks have been carried out?					
11	Has a fire drill been carried out within the last 12 months? (schools termly)					
12	Is there a suitable fire safety policy and evacuation procedures on site?					
13	Are there any issues of concern relating to fire safety on site?					



FIRE SAFETY DAILY CHECKS

DATE _____

ESCAPE ROUTES	Yes	No	Comments
Can all fire exits be opened immediately and easily?			
Are fire doors clear of Obstructions?			
Are escape routes Clear?			
FIRE WARNING SYSTEMS			
Is the indicator panel showing normal			
Are whistles, gongs or horns in place?			
ESCAPE LIGHTING			
Are luminaires and exit signs in good condition and undamaged			
Is emergency lighting and sign lighting working correctly?			
FIREFIGHTING EQUIPMENT			
Are all the fire extinguishers in place?			
Are all the fire extinguishers clearly visible?			
Are fire hydrants blocked or access to them blocked?			

FIRE SAFETY WEEKLY CHECKS

DATE _____

ESCAPE ROUTES	Yes	No	Comments
Do all emergency fastening devices to fire exits (push bars, pads etc) work correctly?			
Are external routes clear and safe?			
FIRE WARING SYSTEMS			
Does testing a manual call point send a signal to the indicator panel? (disconnect the link to the receiving centre or tell them you are doing a test.)			
Did the alarm system work correctly when tested?			
Did staff and other people hear the alarm?			
Did any linked fire protection system operate correctly? (e.g. magnetic door holder release, smoke curtains drop?)			
Do all visual alarms and/or vibrating alarms + pagers (as applicable) work?			
Do voice alarms work correctly? Was the message understood?			
ESCAPE LIGHTING			
Are charging indicators (if fitted) visible?			
FIREFIGHTING EQUIPMENT			
Is all equipment in good condition?			
Additional items from manufacturer's recommendation			



FIRE SAFETY MONTHLY CHECKS

DATE _____

ESCAPE ROUTES	YES	NO	COMMENTS
Do all electrical release mechanisms on escape doors work correctly?			
Do they @ failsafe' on the open position?			
Do all automatic opening doors on escape route 'failsafe' on the open position?			
Are fire door seals and self-closing devices in good condition?			
Do all roll shutter devices provided for fire compartmentation work correctly?			
Are external escape stairs safe?			
Do all internal self-closing fire doors work correctly?			
ESCAPE LIGHTING			
Do all luminaires and exit signs function correctly when tested?			
Have all emergency generators been tested?			
FIREFIGHTING EQUIPMENT			
Is the pressure in 'stored pressure' fire extinguishers correct?			
Additional items from manufacturer's recommendations.			

2.5 GUIDELINES FOR MANAGEMENT OF ASBESTOS

PLEASE NOTE: ALL ASBESTOS SURVEYS MUST BE COMPLETED BY A PROFESSIONAL ASBESTOS SURVEYOR

Please read to the end of this document as there are several types of Asbestos Survey. It is important that the correct surveys are done as asbestos kills thousands of people per year in the UK.

The '*Duty Holder*' should be identified as one of either the Management Team or Owner or Leaseholder or Local Authority. *Any Duty Holder*, whoever is appointed, has the following responsibilities:

1. **To ensure the building has had an Asbestos Survey.** Documentation from the survey must be kept safely. (If the building was built after 2000, it will not contain asbestos, but you may decide to have a survey done to evidence this, especially as the building will be used by the public.)
2. **To ensure the Asbestos Survey is/has been undertaken by a professional Asbestos Surveyor** (It is recommended that they are United Kingdom Accreditation Service, known as UKAS accredited)

If the Asbestos Survey shows there is *no asbestos present* in the building, *no further surveys are required*. *Retain the Certificate.*

This may be all that you need to do. However, if the venue was built before 2000, it may contain asbestos.

If Asbestos Containing Materials (ACM) are Present in the Building

If ACM are found, the asbestos surveyor will make a **Materials Assessment**. This records the location, quantity and condition of the ACM. It may also record the type of asbestos.

This is important as asbestos fibres are very small and can easily be inhaled.

The surveyor must then complete a **Management Survey**.

This is done in order to **manage ACM during the normal occupation and use of the premises**.

The Management Survey ensures that:

- Nobody is harmed by the continuing presence of ACM in the premises.
- Any ACM remain in good condition.
- Nobody disturbs ACM accidentally.
- An **asbestos register** is started for the premises and kept by the PRP (Premises

- Responsible Person)
- An asbestos management system is developed to control the risks.
 - Monitoring checks are made regularly.

Your Asbestos Surveyor will advise how checks/risk assessments should be done and recorded.

If ACM are Present in the Building and Work Needs to be Done to the Building

If ACM are present, and work needs to be done to the building, a ***Refurbishment/Demolition Survey must be completed by a professional Asbestos Surveyor prior to the start of works.***

They will advise how the work should be safely carried out.

The survey ensures that:

- Nobody will be harmed by work on ACM in the premises or equipment
- The work will be done by the correct contractor in the correct way

The Law & The Process

Asbestos kills. It causes mesothelioma, a type of cancer specifically caused by asbestos. It also causes breathing problems. How much exposure to asbestos will cause disease is unknown. Therefore, exposure must be avoided, by law.

In law, the '**duty holder**' for any public building must ensure asbestos management guidelines are followed. The **duty holder** may be the **Management Team**, or the **Owner**, or the **Leaseholder** or the **Local Authority**.

By law all practicably reasonable steps must be taken to ensure that the public and employees, including volunteers are not exposed to asbestos. Employees and volunteers should be made aware of the asbestos policy.

As a **Duty Holder** you must therefore:

1. Establish whether or not an **Asbestos Survey** has been done. (By anyone at any point in time.)
2. Establish the result of that survey, or if you cannot, have an **Asbestos Survey** done immediately.
3. If the survey **shows ACM are not present** you need to do nothing more. Keep the certificate as evidence.
4. If the survey **shows ACM are present** you must have an **Asbestos Management Survey** done.
5. Keep safe custody (usually the PRP) of the **Asbestos Register** provided by your surveyor to show which checks are to be carried out and when.
6. If the survey **shows the presence of ACM** and you need to do **building works**, a **Refurbishment/Demolition Survey** must be completed.

The Asbestos Register

This will be provided by the professional contractor.

Each Asbestos Register will contain details of the overall risk rating of asbestos containing materials as follows:

- **High Risk Asbestos** materials in a condition or location that necessitates urgent remedial action, e.g. removal.
- **Medium Risk Asbestos** materials in a condition or location where some remedial action is required, e.g. encapsulation or removal.
- **Low Risk Asbestos** materials in a condition or location that does not give rise to a significant health risk provided it remains undisturbed or undamaged by routine maintenance or regular work activities.
- **Minimal Risk Asbestos** materials do not pose a risk under normal conditions provided they are not finely abraded.

The **risk assessment** in the register is to be updated each time the property or asbestos containing material is inspected. This is every 6 to 12 months depending on the condition of the ACM.

Further information regarding asbestos and its management can be found here:

<https://www.hse.gov.uk/asbestos/index.htm>

ASBESTOS COMPLIANCE RISK ASSESSMENT

DATE _____

Number	Item	Status	Comments	Remedial Action	Risk	Target for Completion
	ASBESTOS	(Y/N)			(H,M,L)	
1	Is asbestos present within these premises?					
2	Has a survey been carried out within the last 12 months?					
3	When is the next survey/inspection due?					
4	Have any recommendations been carried out?					
5	Is the Asbestos Management Plan displayed and available on site?					
6	Does the Asbestos Management plan correspond with the Contractor Log?					
7	Is the PRP aware that a Re-furbishment/Demolition (R&D) Survey is required where the premises, or part of it, is to be upgraded?					
8	What measures are in place to ensure its disturbance is limited and its condition is monitored? (3 monthly walkthrough?)					
9	Are there any issues of concern relating to asbestos on site?					

3 Roles of management

3.1 ROLE OF TREASURER

The Treasurer has the day-to-day responsibility of looking after the group's money. They need to have an overview of the group's financial situation and provide information to help the group make informed decisions.

It is important to remember that the Treasurer does not have sole responsibility for the group's finances. It is up to the Management Team as a whole to decide how funds will be raised and spent. It's also up to the Management Team to make sure that the group's money is being handled properly.

The Treasurer's job covers two main areas:

- Keeping financial records for the group
- Keeping the group informed of their financial situation.

1. Keeping Financial Records for the Group

The most important thing is to write everything down, and to keep all connected paperwork. Don't put off the task of recording money that has been received and spent until it becomes confusing and complicated. Do it straight away! For details on the financial policy and procedures, **read more on page 160**

Here is quick checklist of the main tasks:

- Keep a written record of the money going in and out of the group funds.
- Check and keep bank statements.
- Keep receipts for all items bought.
- Keep paperwork for all grants and money received.
- Have a system for dealing with expenses and petty cash.

2. Keeping the Management Team Informed

It is the Treasurer's job to keep the Management Team informed about the group's money, so that everyone understands the overall financial situation.

It's essential to give a financial update at every Management Team/Annual General Meeting. This doesn't have to be a big task.

It's useful for your update to cover:

- How much money the group has. (Bank statements should be available at all meetings)
- How much has been spent since the last meeting, and what on.
- Any problems or issues you have spotted – for example, if there isn't enough money to pay the room hire for your next meeting.

At the Annual General Meeting you will need to provide a fuller report that covers the whole year. This could be done by an accountant if you are dealing with large turnover. Further information can be found here.

<https://www.resourcecentre.org.uk/information/role-of-the-treasurer/>

Find the financial policy on **page 160**.

Find the financial procedure on **page 163**.

3.2 RESPONSIBILITIES OF THE CHAIR

The Chair's Job

This consists of the following:

- To prepare the agenda for the meeting (allowing 10 minutes per item helps the meeting keep to time)
- To help the meeting run smoothly and effectively and involve everyone
- Ensure all business is discussed
- Ensure everyone's views are heard
- Ensure clear decisions are reached
- Ensure the meeting starts and finishes on time

A good chair will also:

- Always be thinking about the meeting overall, not just the topic under discussion. This can make it more difficult for them to participate in the discussions.
- Always aim to draw a balance between hearing everyone's views and getting through the business.
- *Never* use their position as chair as an opportunity to put forward their views to the exclusion of others, or to dominate the meeting.

The chair needs the co-operation and agreement of the whole meeting. They cannot work miracles.

Everyone can learn how to chair well - it just takes thought and practice. Watching other people chair a meeting is often helpful in recognising what works and what does not.

The Agenda

The agenda is the list of things you want to discuss in your meeting.

It is useful because:

- It helps you plan the meeting.
- It helps you to get through the business of the meeting efficiently.
- It helps people at the meeting follow what is going on.
- It gives people the opportunity to think about the meeting in advance.

In practice, the agenda is often prepared by the chair and the secretary.

Part of the Team

The strongest Management Teams work as a team.

- The Chair is an important part of the team but is not *the boss*.
- It is not their role to make all the decisions or do all the work.
- It is their role to encourage and involve all committee members in whatever way they are able to contribute.

The 'Bigger Picture'

The day-to-day work of the group is important, but someone needs to be thinking about

the bigger picture – this is often the chair.

The chair should regularly remind themselves of the venue's overall aims and think about what needs to be done to achieve them. This should include regular updates to the business plan.

Some ways of doing this are:

- Review your business plan every year. It doesn't need to be a complex document, in fact it is preferable if it is not, but it should be reviewed annually. Call it your '*action plan*' if this helps and look at your objectives for the coming year. Include your marketing plan for the year too.
- Always review events and activities at Management Team meetings – discuss them in detail – what worked and what did not. Learn from this.
- The chair may be asked to give input to other groups locally. Learn from this and bring good ideas to your own group. Use it to involve other interested groups in what you are doing – build your network.

The chair and secretary are often a first point of contact for the venue. Be prepared to discuss new matters/approaches with the everyone; delegate appropriate tasks to other members of the Management Team rather than take everything on yourself. Try to make best use of each team member's skills/strengths.

3.3 ROLE OF THE SECRETARY

The Role of the Secretary

The Secretary's job usually falls into three main areas:

- Taking minutes at the Management Team and general meetings (*see taking minutes document on [page 40](#)*).
- Keeping people informed about the organisation's activities
- Receiving and responding to information, emails and letters

Keeping People Informed

There is a basic level of communication needed in every group:

- Management Team members need to know the date, time and place of the next meeting, and to receive the last minutes and an agenda before the meeting.
- The people you are trying to reach and include in your group need to know you exist, what you are doing, how to contact you and get involved.

Receiving and Responding to Information

Publicity

How much, and what sort of publicity you need will depend on exactly what you are trying to do. It's not up to the Secretary to make all the decisions about your publicity and communication – the Management Team as a whole needs to think about this and divide up and delegate tasks.

There are also lots of different ways of communicating with each other. You need to work out what suits your members best and might want to use a mix of different methods, such as social media, emails, printed flyers.

Point of Contact

The Secretary, along with the Chair, is often the contact for information from other organisations or any formal communication with the group.

The Secretary and Chair are also often the advertised contacts for people interested in joining the group/venue.

Dealing with Information

The Secretary's role is to make sure that any information received is dealt with. This doesn't necessarily mean doing it all yourself but making sure that someone is delegated the task. For example, an invitation to attend an event could go to the next Management Team meeting and an enquiry from someone interested in joining the group could be passed on to another team member to action.

3.4 CHAIRING A MEETING

A good chair helps the meeting to run smoothly and efficiently.

They will:

- Ensure everyone's views are heard
- Ensure everyone comes to a decision
- Ensure the meeting starts and finishes on time.
- Think about the meeting overall, not just the topic under discussion
- Aim to involve everyone but stop discussions when appropriate so that the business can be completed
- Never abuse their position to put forward their views or exclude others.

Everyone can learn how to chair well; it just takes a bit of thought and practice. You will get more confident with experience.

Before the Meeting

To chair a meeting well, you need to think about the meeting before you arrive at it.

Ask yourself the following questions in advance of the meeting:

- Why are you having the meeting?
- What do you want the meeting to achieve ?
- What needs to be discussed ?
- Do you need to research the topics to be better informed.?
- Do you want to distribute any information in advance of the meeting?

Working together with the secretary and other committee members, find out what people want to discuss and think about how you can raise issues in a clear and informed way.

The Agenda

The agenda is simply a list of what you want to discuss in the meeting.

- As well as helping you plan, it is a useful way of making sure you cover everything you need to at the meeting.
- A clear agenda, with timings will help you keep on track. Disorganised and unexpectedly long meetings can be a frustrating experience and put people off coming back. Productive meetings of 2 hours or less can be an experience which builds morale and strengthens your organisation. See 'Taking Minutes' document for sample agenda on [page 40](#) .

Tips for Running Meetings

At the start of the meeting, make people feel comfortable and welcome.

- Organise someone to welcome people as they arrive
- Make sure everyone has the agenda and any necessary documentation
- Introduce everybody at the start of the meeting, or ask everyone to introduce themselves

Work out the rules that suit your group. These are useful examples:

- Ask people to speak '*through the chair*.' Each person must raise their hand if they want to speak and wait until the chair says it's their turn
- Don't interrupt other people and be respectful of their views. Don't talk over anyone else
- Stick to the item on the agenda
- Start and finish the meeting on time
- Remind people of the meeting rules when necessary. New people may not know them and even '*regulars*' will forget.

Chairing the Meeting

The key tasks of the chair are:

1. Getting through the business on time – an extremely long meeting can be very frustrating for everyone
2. Reaching decisions. Make sure the decision or action is agreed. If discussions get '*bogged down*' the chair must take responsibility for finding a way through. This takes practice.
3. Dealing with difficult people. Be polite but firm. (See later)
4. Be assertive when necessary.
5. Involve everyone in the meeting.

More Tips:

- Listen carefully to discussions and jot down key points.
- When starting a discussion remind people what the issue is and what needs to be decided.
- Try to pull together the points people make and suggest a constructive way forward. '*It seems we agree that...*'
- If there are several different points of view, try to summarise all of them clearly and present them to the meeting.
- Before going on to the next item, summarise what has just been agreed. This helps to ensure that everyone has agreed and that the minute taker has written down the correct details.
- Check after each item that it has been decided who will carry out any actions agreed upon. This should be minuted.
- Don't assume silence means agreement. Ensure everyone has been able to say what they think.

Dealing With Difficult People

There are always difficult characters at a meeting – the person who talks non-stop, or the person who '*knows it all*.' Others have their own agenda.

The general way the meeting is conducted will make a difference.

- Be firm, consistent and polite.
- If a heated discussion develops, summarise the points that have been made and move the discussion away from those people by asking others what they think.
- If someone keeps making the same point, assure them that they have been heard and steer the discussion back to the group.

- If someone is very critical, suggest they offer some ideas that could improve or resolve the situation.
- If someone is very disruptive in a meeting, ask the group for support. '*Do people want to spend more time on this discussion or move on to the next agenda item?*' This makes it clear to everyone, including the disruptive person, that the meeting wants to move on.

Get Some Feedback

Feedback is always useful after a meeting. Ask people how they thought the meeting went.

If you are chairing a large meeting, place feedback forms at the exit with a pen and ask people to fill them in before they leave.

Honest feedback will help you to improve your performance as a chair.

After the Meeting

Allow time to talk to newcomers and find out more about them. Follow up suggestions and contributions people made.

Talk to the Management Team about how the meeting went and start thinking about the next one.

3.5 TAKING MINUTES

Taking Minutes

Minutes are notes taken during the meeting. They don't need to use fancy language or be too long and complicated they just need to be a record of what was discussed and agreed.

They need to:

- Be recorded clearly
- Record decisions that were made at the meeting and who is going to carry them out. (The person's initials should be written next to the action they are required to take)
- Be a concise written record of the meeting. This is true even if the meeting is very small and informal.
- Be sent to people who were not at the meeting to keep them informed.
- Be a transparent record so they can be used as evidence to other entities and funders involved with your organisation.

Process:

1. Take rough notes at the meeting and then type or write them out neatly following the meeting.
2. Send the finished minutes to the relevant people – everyone in attendance at the meeting and anyone unable to attend (people who sent apologies) or asked to action something during the meeting.
3. Make sure you keep all information for future reference.

You need to:

- Be a good listener – this takes a lot of practice
- Develop confidence with writing
- Be able to use a computer and send emails with documents attached

Before the Meeting

- Make sure you have a copy of the agenda
- Have the file of past minutes to hand
- Get a decent pad of paper and some good pens
- Make sure you've got a table and comfortable space with enough elbow room to write in.

Keeping Clear Notes

The rough notes you take at the meeting are for your use, so you can use abbreviations and organise them in any way you like. Don't get too messy or obscure, though, as you need to be able to make sense of them when you come to write things up.

Organising your notes in the following ways can help:

- Number each item and give it a heading.
- Leave a few lines of space between one item and the next, so you have room to add other points if the discussion comes back to it later in the meeting.
- Underline or highlight decisions and who has agreed to do what.

- Only record what **actually happened** at the meeting. **Don't** include additional information you may have gained since the meeting.

Write the Minutes up Quickly

- Don't put the job off for weeks. It makes a *huge* difference if the meeting is still fresh in your mind.
- If you can't type the minutes up, then just write them up neatly.
- Distribute copies to committee members and anyone the committee has decided should be sent minutes.
- File a copy.

Approving the Minutes

- There should be an item on the agenda called '*minutes of the last meeting.*'
- Members of the meeting are given the opportunity to say if they think the minutes are accurate.
- If a correction is needed and is uncontroversial, like a misspelling of someone's name, this is just noted, and the minutes amended.
- If a correction is needed about a decision or action, then the meeting has the responsibility of agreeing what the correct record should be. The minutes should then be amended accordingly.
- When the minutes of the meeting have been agreed as a correct record, they are signed by the Chair and become the formal record of the meeting.

Sample Agenda

The name of your group, and the date, time and place of meeting should be on the agenda

- *Present at meeting* – list everyone present at the meeting; make up an attendance sheet in advance, and pass this around for people to sign.
- *Apologies for absence* - record who sent apologies - do not include people who just didn't turn up
- *Minutes of the last meeting* – the minutes need to be approved by the group
- *Matters arising* – discussion of any matters arising from the minutes
- *Treasurer's report* – financial situation in brief and more detail if an AGM
- *Items for discussion* – this could be events, bookings, funding applications, maintenance needs, health and safety issues – anything relevant to the venue
- *Any other business* – opportunity for other issues to be raised by members as long as they are important and relevant
- *Date of next meeting* – so that everyone knows when you intend to meet again

3.6 ANNUAL GENERAL MEETINGS (AGMs)

The Annual General Meeting (AGM) is a compulsory yearly meeting of the Community Venue with Important legal aspects and key, mandatory business that must be covered. This does not mean that it is tedious, lengthy, and boring!

Things to be considered when putting together your AGM

1. The AGM has to be publicised/advertised in good time well before the date so that as many attend as possible - suggest a minimum of 2 weeks prior to the meeting It should be advertised in local newspapers, social media, schools, places of worship, clubs and associations, word of mouth (usually the best response). **Read more on page 49**
2. Important attendees should be invited (and followed up to check if they will be attending or not) such as the local mayor, community councillors, BCBC Officials, local MS, MP.
3. Have a welcoming team pre armed with a list of attendees to welcome people appropriately.
4. Have a signing in/attendee sheet – with contact details for follow up – **Read more on page 142**
5. The AGM may benefit from being held on the same day as another well attended function ensuring good attendance (Fete, Sports day etc)
6. Ensure you know whether people reporting to the AGM need projection or other facilities and have this organised in advance.-
7. Some time before the formal AGM, and refreshments following the proceedings, would allow further networking opportunities.
8. If young people use the venues, ask them to display examples of their work/play ensuring that extended family will be in attendance.
9. Ensure that the AGM runs for a maximum of 50 minutes. The Chairperson should ensure the agenda is followed correctly and not allow deviations.
10. Attendees are given the opportunity to ask questions and to make statements during any other business (AOB).
11. If photographs, videos are to be taken for promotional purposes permission MUST be obtained before the commencement of operations. These images should be used for record and for future publicity of the venue and its facilities. **Read more on page 142**

Name of venue: _____

Date: _____

AGM AGENDA

1	Apologies for absence	
2	1. Minutes of previous AGM To be proposed and seconded	5 minutes
3	Chairpersons report	5 minutes
4	2. Secretary's report	5 minutes
5	Treasurers report Delivery of accounts and explanation	10 minutes
6	3. Committee Reports (if required) Buildings Events Marketing	10 minutes
7	4. Election of committee members	5 minutes
8	5. Any Other Business	10 minutes
9	6. Date and venue of next AGM	

4 BUILDING MANAGEMENT

4.1 BUILDING MAINTENANCE

Buildings Need Maintaining

Your community venue needs to be well-maintained or it will begin to cost more to look after.

Therefore, it is important to establish who is responsible for looking after the building – it may be one person with sole responsibility or a team of people.

Establish the Following

1. Who has the responsibility for doing minor repairs to the inside of the building?
2. Who is responsible for doing repairs to the outside of the building?
3. Whose job is it to report problems and check that repairs are carried out?
4. Do you have a written maintenance plan?
5. Do you have a repairs plan?

Prepare a Maintenance Plan

1. Describe how the building is to be looked after and when to check for faults.
2. Put a breakage and fault reporting system in place.
3. Keep a list of outstanding repairs to be completed and delegate responsibility for regularly updating it.
4. Agree regular intervals for a building condition survey/audit and who will appoint the professional to carry this out.
 - This should also be done when the building is taken over/bought and when it is sold or the lease surrendered
5. Put a system of **annual checks** in place. This must cover:
 - Heating system
 - Gas equipment. Read more about gas safety checks on [page 13](#).
 - Electrical equipment (PAT testing). Read more about electrical servicing on [page 9](#).
 - Fire safety equipment – some of these checks will include fire exit signs and smoke/fire alarms and will be more frequent. Read more about fire safety on [page 20](#).
 - Fire exits
 - Smoke alarms
 - Fire alarms
 - Access pathways
 - Any other potentially dangerous equipment/facilities that users and staff can access
6. Play equipment if relevant: **NB equipment with moving parts should be checked every 3 months and if it is entirely static, it should be checked every 6 months.** For more information:

<https://www.rospa.com/play-safety/Advice/Inspection-Maintenance> <https://wicksteed.co.uk/>

7. Lifts if relevant: ***NB lifts should be examined every 6 or 12 months according to an examination scheme drawn up by a competent person, e.g. lift engineer/installer*** For more information:
<https://www.hse.gov.uk/search/searchresults.htm?gsc.q=lifts#gsc.tab=0&gsc.q=lifts&gsc.page=1>
8. Agree a cleaning routine/rota and appoint necessary staff or delegate responsibility for cleaning.
9. Agree when/how often the building will be re-decorated and who has responsibility for ensuring this is done.

Remember:

- If the building looks run down, users are less likely to take care of it.
- Keep the building clean and redecorate as often as you can afford to do so.

To provide a community venue that is safe and pleasant to use it is necessary to know:

- Who has overall responsibility for caring for the building (usually the Premises Responsible Person – PRP)
- The PRP is appropriately trained and has the required skills for the job
- That a system is in place to ensure that all maintenance checks and cleaning happen when they are supposed to happen
- That cleaning and maintenance checks are completed to a high standard

MAINTENANCE PLAN

Item - Annual Servicing	Serviced By	Date Service Completed	Date Next Service Due	Date Service Completed	Date Next Service Due	Date Service Completed	Date Next Service Due
Fire Extinguishers							
Heating System/ Boiler							
Fixed Electrical Appliances							
Portable Electrical Appliances							
Emergency Lighting							
Gas Appliances							
Lift							
Item - Annual Inspection	Inspected By	Date Inspected	Date Next Inspection Due	Date Inspected	Date Next Inspection Due	Date Inspected	Date Next Inspection Due
Stairs/Handrails							
Roof/Gutters							
External paths, walkways & car parks							
Interior walls, floors, ceilings							
Windows							



DAMAGE & REPAIRS: REPORTING & RECORDING

Date Defect/Damage Reported	Task	Person Responsible for Repair	Date Completed

5 Business Improvement Plan & Marketing Plan

5.1 BUSINESS & MARKETING PLANNING

A community venue is a business. Whatever structure, whether it is owned by the local authority, church, a business/limited company, community or other group, it needs to generate income to be sustainable.

The following documents are a guide to business planning and marketing. They are not comprehensive or definitive documents but provide some suggested guidelines and possible templates and headings for use in business and marketing planning.

Management Team Approach

When using these templates, a group approach by the management team may be beneficial to begin with, *brainstorming* ideas and writing them down. One individual or a smaller group can then use the *brainstorm* to compile a business and marketing plan for the venue. This can be circulated and amended as required before producing the final version.

There is no single method of putting together a business or marketing plan. The information here is an amalgamation of a variety of sources and should be adjusted as required to reflect your group/venue's particular features. Information should be clearly stated; goals and targets must be specific and measurable.

Review

It is also very important that any business plan is regularly reviewed. How frequently this should happen is open to debate, but an annual review is good practice. A review should also take place if circumstances change significantly.

For example, being awarded a grant for building improvements might generate significant changes. The building may have to close for a while as facilities are changed and updated, so all plans would need to be reviewed, with a new marketing plan in place to make the most of the launch/re-opening and subsequent operations.

If business were to take a downturn, it would be necessary to review the plans and potentially take a completely different, new approach.

The marketing plan should also be updated annually.-

Promotes Clarity & Focus

A business plan can be valuable supporting evidence for a grant funding application and also helps to focus the management team's approach, making meetings more effective, as everyone is engaged in working towards the planned, agreed objectives.

It also assists with delegation of tasks. Careful delegation of tasks promotes good teamwork, increases effectiveness, and prevents duplication of effort. Progress must be monitored regularly, usually during management team meetings. *One person doing everything* is rarely an effective scenario.

5.2 GUIDELINES TO WRITING A BUSINESS PLAN FOR A COMMUNITY VENUE

Introduction

This document aims to provide you with some guidelines and ideas for writing a business plan for your venue.

The business plan should ideally be written by someone, or a small team of people, who have detailed knowledge of the building, the organisation or committee that run it and the needs of the community it serves.

This plan is designed to work alongside a marketing plan. A marketing plan template is also contained within this toolkit.

A business plan and/or marketing plan may be needed when applying for funding. If not, it is still a worthwhile exercise as it focuses the thoughts and efforts of the management team, ensuring that everyone is working towards a common goal.

It should be broken down into the following headings -

Mission Statement

This should contain the overall aims for the venue. It is a key statement that summarises what the governing body/committee/charity/voluntary incorporated body running the venue aims to achieve.

The statement should include your vision, mission and values.

Example

'Our vision is to take the Centre into community ownership through the Community Asset Transfer (CAT) scheme, completing the process within one year, (the vision) thus creating a vibrant venue where all members of the community feel welcome and valued. (the mission) We will maintain and update the building to provide a modern venue for community activities, relevant training, provision of support and volunteering opportunities.' (the values)

This must be written to reflect the particular profile of the venue.

Organisation Details

You should define your organisation and possibly give some background details as to how it arrived where it is today. For example, the venue may have been owned by the local authority in the past and run by them but has had a successful CAT. It may be a church property or have been a defunct sports pavilion, now re-opening with a new purpose such as a community café.

The governing organisation may be a community interest company (CIC), a charity, a limited company, voluntary incorporated body, church group, athletics club etc. This must be defined and also the management/organisational structure; any committees, who serves on them and who are the trustees, key officers, directors etc.

You should also include a brief summary of the skills of the trustees, e.g. financial management, people management, fundraising etc.

NB. *The constitution or other governing documents should clearly set out the nature and purpose of the organisation and will need to be available for grant funding applications or when considering the types of activities that are consistent with the ethos of the organisation.*

Community support for the governing organisation and venue should also be noted either at this point in the plan or later on with the business objectives. This is particularly relevant if grant funding is to be applied for.

Building Details

The rooms and facilities within the building should be listed. Is there a kitchen? Toilet facilities, including whether or not they are DDA (Disability Discrimination Act) compliant. Is the building's access DDA compliant? Is there a large hall, with or without a stage, sports pitches, number of floors with stairs and/or lift access, car parking etc.

Relevant equipment should be listed too. The level to which the kitchen is equipped, any ICT facilities, Wi-Fi provision, a gym, nursery or creche facilities etc.

The Premises Responsible Person (PRP) or caretaker should also be named here if not already stated.

Need & Demand for Services & Facilities

This can be summarised as 'who wants what.'

It is a good idea to state who already uses the venue, how often and which rooms they require.

Give examples of local organisations – maybe the local school use the stage in the main hall for their productions, the scouts or guides may meet there and use the adjacent sports pitch for outdoor activities as well as a room indoors? There may be a job club, foodbank, or dementia café. Charities, businesses, or social groups such as 'knit and natter' may also use the building?

You may have an alcohol or entertainments licence, which should be included here, or you may be applying for one?

Recording current users will also highlight other potential users who can then be approached or included as part of the marketing plan.

Consideration can be given to:

- Local schools and nurseries
- Charities – foodbanks, veterans’ charities, mental health charities
- Cultural organisations, choirs, amateur dramatics, dance, youth drama
- Elderly people – old time dancing, dementia groups, befriending
- Tourism – local produce or craft markets, start & finish point for guided walks
- Activities for men – Men’s Sheds Cymru
- Training venue for companies
- Children’s parties
- Small business/therapy venue – counselling, reflexology, chiropody, yoga (NB. Business rates may be payable if it is the business’s main operating base)
- Sports – karate, judo, table tennis, badminton
- Scouts and Guides
- Women’s Institute
- Slimming clubs

Key Objectives and Activities

Having given consideration to who uses the building currently with identification of potential new users, they should now be actively developed through the marketing plan. This may involve social media, leaflet campaigns, or even direct contact to generate a conversation and inform people of the key facilities on offer.

A community venue is a business. All developments should therefore ultimately generate a profit. The profit can, in turn, be re-invested in the business and used to further develop the centre. This is the key to writing this section of the plan:

Develop new users

Generate a profit

Invest the profit

Consideration must be given to **sustainable operation** – regular repeat users, who pay by standing order or similar for use of the facility often cover the majority of operating costs in well-run community venues. Additional income generated from other sources can therefore allow planning for future improvements and provide funds for contingencies.

Each community will vary and therefore their ‘market needs’ will vary. It is important to look proactively and with common sense at the local community when developing an income generation scheme. E.g. an old time dance group will not be successful if you have a community with predominantly young families; similarly, a creche will not work if the population are largely over 65 years of age.

Market needs should be specified, followed by the actions you intend to take to address them.

Other income generating strategies might be:

- A regular fundraising activity such as a ‘100 Club,’ where payment is made by standing order each month and 50% of the monies received are given out as cash prizes. The amount donated is small, maybe even as little as £1 per month, but local

communities often do not want to lose their facilities, and many may be happy to contribute in this way.

- Renting office space to local businesses. (NB. Business rates may be payable if it is the business's main operating base)
- Renting kitchen space to a local business to run a café (NB. Business rates may be payable if it is the business's main operating base)
- A well-designed, user friendly website taking online bookings
- Developing the 'brand' of the venue – design a very simple and easily recognised logo, publish leaflets with the logo on them, send out a press release involving a human interest story and quote the logo again. Use the logo on social media feeds too. Very soon enquiries for bookings will result due to recognition of the brand.

You may also wish to **time-scale your objectives** in this section to tie in with your marketing plan. Targets and objectives can drag on indefinitely if they are not time-scaled. E.g. '*There are two offices in the building, one of which is used by our PRP. The second office should be rented to a local business by 1st April next year.*' Or '*two new users for the main hall will be engaged within two months of the date of publication of this plan.*' **Targets must be specified and achievable** – they will be individual to the venue.

Fundraising Strategy

An outline of how the organisation will raise funds.

For example: '*The venue will apply for 50% of the required funds for the installation of a toilet for the disabled from A. N. Other fund, to match the funds already obtained through donation. The remaining standard budget requirement will be raised through room hire and fundraising events.*'

All fundraising should have a specified purpose and any grant funding applications should be made with particular objectives in mind. This will assist in the funding application process and also avoid time wasting by applying to inappropriate sources. Potential funders must also be thoroughly researched to facilitate this process, with their name quoted in the plan. Your organisation's governing documents are usually required.

Ideas for local fundraising and income generation are also important and should also be specific. They may vary according to the local demographic.

Marketing Strategy

This is effectively the **marketing plan** and is discussed at more length under the marketing section of this toolkit.

Marketing should be appropriately targeted. Community venues are local venues. Therefore, promotion should be largely within the local community and immediate surrounding area. However, there may be potential for use by larger/corporate organisations as a venue for training or outreach work as well as targeting specific tourism sites such as Air B 'n B, Welsh Tourist Board, so marketing more widely should also be considered in the plan.

Direct marketing techniques such as leaflet campaigns can work well as long as you have enough willing volunteers to post the leaflets through doors. Leaflets should also be made available at other venues of high footfall, e.g. Doctors surgeries, leisure centres, libraries etc.

Avoid spending money on newspaper and magazine publicity in country-wide publications. Local newspapers and magazines will be more relevant. Generate a human interest story, *'disabled man able to use community centre for first time after access ramp installed'* take photos, write it up and send off to a local newspaper(s). This is free publicity if/when they publish.

Always look at free sources of publicity – social media has huge scope but must be regularly updated.

Marketing objectives should be specific and time-scaled.

Finance

A cash flow forecast to show income and expenditure is essential. An example of this is shown below.

This shows income and expenditure such that a clear view of sources of income, predicted expenditure etc. can be seen. A cash flow forecast can also be used for grant funding applications, projected over three years or more, depending on the terms of the funder.

A list of charges for use of the venue's facilities may also be included here. It is important that these are realistic and comparable to other similar venues in the area.



ANOTHER Community Centre Year 1													
Date	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	
Opening Balance													
INCOME													
BCBC													0
Other funding (grant, donations)													0
Room Hire													0
Membership													0
Rental													0
Events													0
Catering													0
Feed in Tariff (solar panels)	50	50	60	70	80	80	70	60	50	40	40	50	700
Interest received													0
Total Income													700
Expenditure													
Wages (including IR, Pensions)													0
Casual & Freelance													0
Training & Recruitment costs													0
Telephone, IT	50	50	50	50	50	50	50	50	50	50	50	50	600
Professional Fees													0
Water, electricity, gas													0
Insurance (including Buildings)	120	120	120	120	120	120	120	120	120	120	120	120	1440
Building maintenance													0
Cleaning (service agreements)													0
Advertising													0
Project & event costs													0
Catering expenses													0
Travel, volunteer expenses													0
Accountancy, Audit												600	600
Licenses + subscriptions													0
Bank Charges	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation charge													0
Building depreciation charge													0
Total Expenditure													2640
Net Income/Expenditure													0
Closing balance													0

Risk Management

This is a plan of how the venue would manage any predictable risks.

This may include the following:

- Building management – regular maintenance and updating to avoid problems – forward planning
- Building management training updates for PRP in line with legislation
- Provision for staff or key volunteers taking leave of absence/holidays to avoid closures
- Regular health and safety checks – including the ‘Big Five’
- Regular meetings of the management committee with line of accountability for actions
- Robust financial procedures in place
- Robust financial planning to allow for contingencies
- Effective communications to avoid duplication of effort/misunderstanding
- Effective booking system that all relevant parties can access
- Process for reporting issues so they can be dealt with appropriately
- Confirming current DBS checks have been done for those who work with vulnerable adults and children who use the building
- Appropriate training for Management Team.

Each venue is different; therefore, the risks will also vary and should be independently assessed.

Conclusion/Closing Statement

This should pull together the entire report by specifying upcoming changes/improvements/objectives for the venue and the time scales in which they will be achieved.



5.3 MARKETING PLAN

MARKETING PLAN FOR _____

COMPLETED BY _____

DATE _____

AUDIENCE	STRATEGIES	ACTIVITIES
Business Analysis	Marketing Goals/Targets	Budget
Target Audience	Key Strategies	Marketing Channels
Unique Selling Point	Pricing & Positioning	Measures of Success/Goal Achievement

NOTES ON COMPLETION OF MARKETING PLAN

A useful start to any planning exercise is a brainstorm. Write down everything that comes to mind in connection with marketing your venue in any order on a large piece of paper.

Business Analysis

A SWOT analysis is useful here. (Strengths, Weaknesses, Opportunities & Threats) Write a synopsis of the main points.

Look at the relationships between the different sections and turn negatives into positives. Remember – your local community knowledge is invaluable.

<p>Strengths <i>Large premises</i> <i>Multiple rooms including kitchen</i> <i>Good disabled access</i> <i>Good Wi-Fi</i></p>	<p>Weaknesses <i>No direct bus route</i> <i>Limited car parking space</i> <i>Building needs repairs to roof</i> <i>Community unaware of facilities on offer</i></p>
<p>Opportunities <i>Local interest in Job Club</i> <i>Local need for Foodbank</i> <i>Growing elderly population</i> <i>May be eligible for 'People and Places' grant</i></p>	<p>Threats <i>Other buildings available; rugby club</i> <i>High levels of food and financial poverty</i> <i>OAP club proposed in the area by Age Cymru</i> <i>Lack of grant funding application experience</i></p>

Address Weaknesses and Threats – convert these into opportunities as in these examples:

- *Provide signage from bus stop to venue and freephone to local taxi service.*
- *Direct building users to public car park.*
- *Apply for grant funding to repair roof. Look for training courses as lack of experience, e.g. BAVO, people with previous experience.*
- *Design and print leaflets to advertise venue, ask local scouts to distribute. Set up Facebook page.*
- *Promote Wi-Fi and computer facility and approach Bridges into Work to use venue.*
- *Approach Foodbank and Food Share. Also, Credit Union, Samaritans, Mental Health Matters, Christians Against Poverty.*
- *Approach Age Cymru to use venue. Suggest weekly lunch club, tea dances, coffee mornings. Ask Fare Share re supply of food.*

Target Audience

A good working knowledge of your target audience is essential.

- *Work out if this is local people or those from further afield, e.g. tourists*
- *Look at ages, types, interests, are there lots of young children, crafters, veterans, rugby fans etc.?*
- *Use local knowledge e.g. previous enquiries – 'is there a job club here?'*
- *Are there churches, schools, charities, associations, clubs in the area? Do they need a venue to meet in/perform in/hold events in?*

- *Look at statistical reports for your area (Wales Index of Multiple Deprivation or WIMD) to guide you as to which types of activity to offer – look at things like levels of car ownership - can people travel easily? Are most people in employment? What is the state of people's health? Are there alcohol or drug related concerns? What are crime levels like? Holding 'cuppa with a copper' sessions, opening a Mental Health Matters Community Cafe or holding Job Centre outreach may help to address local concerns and provide an added service to the community. This information is also really important when you are making funding applications, so funders can see how you are addressing local needs.*
- *Look at other organisations operating in the area, e.g. Awen, Local Authority, carer support, housing associations and approach them – they all hold events and meetings and may need a venue.*

Unique Selling Point

This is also referred to as the 'Value Proposition.' The essence of what makes you the best.

For example:

- *A multi-function, multi-purpose venue with lots of rooms, Wi-Fi and a kitchen - suitable for a variety of community functions and uses. The USP could be 'a multi-purpose hub, suitable for a variety of community uses.'*
- *A venue with a large rugby pitch, a hall with a sprung floor, changing facilities, bar and kitchen. The USP could be 'an excellent sports facility with adaptable inside space and catering facilities.'*

The USP can be extended to include other unique attributes of the centre such as its 'friendly atmosphere,' or excellent facilities for the disabled,' or 'healthy options café using local produce,' etc.

Marketing Goals

These are the overall goals – what do you wish to achieve with this marketing plan?

What are your targets?

The goals/targets should be specified and realistic and relate to the SWOT analysis and value proposition.

For example:

By this time next year, it is our aim to

- *Have an average of 2 room bookings per day*
- *Increase footfall through the venue by 50%*
- *Have 300 followers on Facebook (currently 150) with daily hits on the website*
- *Engage 6 new regular users from the local community*

Key Strategies

How you will achieve your goals/targets.

For example:

- *Develop a brand; design a simple logo to use on printed materials, Facebook page and website*

- *Promote brand recognition with a local leaflet/poster campaign and advertise the venue's facilities*
- *Have a user-friendly booking form on the website and Facebook*
- *Give discount for advance bookings of more than 6 sessions, i.e. book 6 get one session free; advertise this on Facebook, website and leaflets/posters*
- *Seek recommendations from past users to put on website testimonials page*

Pricing and Positioning

This is a matter of setting realistic prices for what you have on offer. It is essential to take a look at what is on offer from other similar venues in the area and to set your prices accordingly. This does not always mean being the 'cheapest.' In some settings people look for quality rather than cost. They may also look at atmosphere, access, car parking, catering facilities, etc.

For example:

Major coffee house brands don't offer 'cheap' coffee. They offer coffee 'on the go' for busy professionals with the advantage of a seating area with excellent Wi-Fi and a variety of online benefits accessed easily by mobile phone. They know their customers are usually young, have plenty of disposable income and live on their phones.

This comes down to knowing your customer. You may want to keep the cost of room hire down and aim for lots of repeat business as people in your area require good value for money. This will build the sense of community, which may be your priority.

For example:

You may have had a smart internet café area installed using grant funding and feel that as there is a high percentage of elderly people in your area you will offer free tuition in order to engage with this section of the community. You may then give attendees leaflets about your lunch club and old time tea-dances, which they may wish to attend but will have to pay for.

Budget

You must state a budget. It could be zero if you currently have no money to put into marketing. Social media is free as is talking to people and personal recommendation. A '*human interest*' story sent to the local newspaper will often get published and is another example of free publicity. Make the budget realistic, even if it is small, and stick to it.

However, in this electronic age, businesses generally have a website – this gives them credibility in the eyes of the public. Investment in a website may be money well spent or you may wish to build your own and reduce costs.

Community venues are, by their nature, local venues. Therefore, £50 - £60 spent on leaflets that a team of people can distribute by posting through letterboxes, (if the scouts meet in your venue, they would probably do this for you) could be money very well spent.

Marketing Channels

State which marketing channels you will use. This is not a technical exercise, but merely a statement of how you will achieve your goals.

For example:

- *Advertise the venue by displaying posters and offering leaflets & pricelists in the venue itself. These can be home-made – printed off and photocopied.*
- *Social media – state which feeds you will use. Whichever social media feed you choose, make sure it is regularly updated – don't aim to be present on all of them – concentrate on one or two. State how often you will post.*
- *Website – a good website, not necessarily an elaborate one, with a working booking form is a great marketing tool. Consider a blog if you have someone willing to write it for you?*
- *Branding – a very simple logo, just the name of the centre in a specific colour and font is fine, will help people to recognise the venue and what it does in the community. (This does not have to be at all elaborate – have a look at the trends within big companies – logos are often just a word or two.)*
- *Local press – as mentioned before – send the local press stories about the venue whenever you can. It only needs to be a few lines with a picture, sent by email. It may not be published on paper but may make it to the online publication, which is also very valuable publicity. One of the management team could possibly take responsibility for this.*

As time goes on, and as your venue grows, you can consider all sorts of other things. Banners, developing an App, a table/presence at other people's events in the area, other websites who will advertise you e.g. 'What's On,' 'Bridgend Events,' local radio – Bridge FM. Contact local businesses, schools and colleges to sell your services. Also - don't underestimate the power of word of mouth and recommendation!

Measures of Success/Goal Achievement

Go back to those goals/targets and record how you assessed whether or not you have achieved them. It may be as simple as counting the number of Facebook followers and the 'sign-ins' on your premises sign-in sheet. This will show how successful you have been in marketing your venue. Use the information to put together the next year's marketing plan. Re-use the strategies that were successful and change those that were not. Learn by experience.

6 Data Protection Guidelines

6.1 DATA PROTECTION GUIDELINES

KEY PRINCIPLES

The General Data Protection Regulation (GDPR) and the Data Protection Act 2018 exist to protect people's privacy. They came into force in May 2018.

In order to protect the privacy of people you will be dealing with in your venue and so that you comply with GDPR the following definitions have to be clearly understood. If your group/venue **collect**, **store** and **use** data with respect to these definitions, it is likely you will be compliant with GDPR:

Personal Data	This is data that <i>identifies an individual</i> so it must be protected. E.g. name, address, cookie identifier.
Specific Purpose	There must always be a <i>clear, identifiable purpose</i> for handling data.
Minimum Data	You must only use the <i>minimum data needed</i> for your purpose.
Store Data Securely	All data must be <i>securely stored</i> with <i>appropriate safeguards</i> . E.g. password protection, remote back up, locked filing cabinet.
Request to Remove Data	People must know <i>who</i> to contact and <i>how</i> in order to have their data removed from your records.
Request for Information	You must <i>tell people</i> what data you hold about them <i>if they ask</i> . You must remove it from your records if they ask you to.
Who Does the Data Belong To?	Having access to the group/venue's data <i>does not mean their contacts are your personal contacts</i> . They must not be used as such.

MORE DETAIL

More detail on the GDPR and how it affects community venues/groups follows in the rest of this document. You will need to read and understand this in order to write your GDPR policy and procedures. It is very important, and time should be set aside to do this systematically.

NB. GDPR is different for larger organisations and employers, so do not apply this information to any other type of organisation.

Comprehensive information about data protection and GDPR can be found by contacting the Information Commissioner's Office. This is often abbreviated to ICO. **If you have**

any concerns relating to GDPR, you should contact the ICO.

<https://ico.org.uk/for-organisations/guide-to-data-protection/>

THE GENERAL DATA PROTECTION REGULATION

GDPR is a set of rules for all organisations. This includes:

- Small businesses and sole traders
- Churches and chapels
- Voluntary incorporated groups
- Management teams running community venues
- Sports clubs
- Other small voluntary and charitable organisations

GDPR **must** be followed to protect people's data and privacy.

It is important that your management team/group gives full consideration to the GDPR. If you have not considered the GDPR before, you must do so as soon as possible. You must make sure that the way you **collect, store and use** people's data is consistent with the GDPR.

If organisations do not fully comply with the GDPR they can be fined; the level of such a fine will correlate with the size of the organisation.

You must ensure that: **people working in your group/venue respect and take care of people's personal information and that you do not keep any information that is not needed.**

PERSONAL DATA

You should consider what personal data your group/venue needs to hold?

Personal data is information about a person – it identifies that individual.

- It can be held electronically (on a computer, phone, tablet etc.) or on paper.
- It also applies to photographs and film images. You need a policy on taking photographs and films in line with GDPR. See here: **Read more on page 73**
- **Sensitive Personal Data** is, for example, ethnicity, criminal record, employment history, sexual orientation or health information. (This may be needed for DBS checking for example)

Whose Data Is It?

1. **You must understand** whether personal data belongs to the organisation or to you personally.
2. Decide on this by considering **how you acquired the information**. Was it because of your involvement with the group/venue or not?
3. If you acquired the information through the course of running the group/venue activities, then **the data belongs to the group/venue** and must only be used by them.

REASONS FOR COLLECTING, STORING & USING PERSONAL DATA

You should only collect, store or use personal data if you have a ***clear purpose for doing so***.

You must therefore:

- Know ***why*** you need to keep someone's data
- ***Destroy*** the data when you no longer need it

For example: you may need to send information to your building users and to be able to contact them in case of unforeseen circumstance (e.g. changes in room hire fees, sudden snowfall) so it is reasonable to keep the email address and mobile phone number of each user on file. However, you have no purpose for keeping their date of birth, postal address or ethnic origin and should not ask for or keep this information.

When one of your users no longer needs or wishes to hire a room or otherwise use the venue, their information must be ***deleted***.

REASONS IN LAW FOR COLLECTING, STORING & USING PERSONAL DATA

These are the reasons why you can legally hold someone's data. It is very important to understand these and ensure that data is only processed for these reasons.

1 Consent

Where the individual has given ***consent*** for you to process their data for a ***specific purpose***.

For example: if you take someone's address to send them a monthly newsletter, you cannot then use their address to send them advertising leaflets as they have not consented to that purpose.

You must record ***who has given consent and for what***:

- Consent can be verbal but must be recorded.
- The records must be kept securely.
- Consent must not be ***assumed*** because somebody '*didn't say anything*.'

You must state:

- What the data will be kept and used for
- ***Explain that it can be deleted at any time if they ask***.
- If your website uses ***cookies***; consent must be obtained before they can be used.

2 Contract

Where the data processing is necessary ***for a contract you have with the individual*** or because they have asked you to take ***specific steps before entering into a contract***.

You can use personal data to ***make or fulfil a contract*** with someone. This can be a verbal contract, but the data must be destroyed as soon as the contract is completed.

For example: *the rugby club that plays at your venue takes names and clothing sizes of a number of supporters in order to have shirts made for them before going on tour. After supplying the shirts, the supporter's personal details must be destroyed, as this information is no longer needed.*

3 Legal Obligation

Where the data processing is necessary **for you to comply with the law**. (Does not include contractual obligation)

For example: *a typical scenario may be the necessity to hold a lot of someone's personal information in order to obtain a Disclosure and Barring Service (DBS) check. As soon as the process is completed, the personal information must be destroyed.*

4 Vital Interests

Where the data processing is necessary **to protect someone's life**.

For example: *might be supplying personal information to paramedics following someone's collapse in order to save their life.*

5 Public Task

Where processing the data is necessary **to perform a task in the public interest or for official functions** where the task/function has a clear basis in law.

For example: *this is largely irrelevant to community venues, as it is mainly used by authorities to do things like distributing polling cards.*

6 Legitimate Interests

Where the processing is necessary **for your legitimate interests or the legitimate interests of a third party, unless there is a good reason to protect the individual's personal data**, which overrides those legitimate interests.

This means:

- To use data in ways that are necessary to run the group/venue.
- You must use the minimum data that is needed
- You must give people the option of having their data removed from your records.

This is the clause in data protection laws that, in daily business, is most often used by groups/venues, e.g. keeping the contact details of a handyman or supplier.

Consider Rights and Freedoms in the course of pursuing the group/venue's legitimate interests. Check the following:

- Before you contact someone, consider whether they would expect you to? If they are a regular part of your group/venue's activities, they may expect to be contacted. But if you have been given their contact details by someone else and they have never been involved with your group/venue before, they may not expect

you to contact them.

- Is there a specific purpose for using the data, which is in the interest of your group/venue? Is it necessary to use the data to achieve this purpose?

For example: *you may keep the contact details of the person(s) leading the scout group at your venue so that you can notify them of any relevant booking changes or cancellations. This is entirely appropriate.*

PRIVACY NOTICES

A privacy notice tells people about the data you are using about them.

You must make it clear:

- **why** you have their data
- **what** you are using it for and
- **what their rights are**

Therefore, you should provide them with a **privacy notice**.

A privacy notice states why you have someone's data. It must state:

1. The name of your organisation/group
2. The purpose for holding the data
3. Which reason in law you have for using the data (see above)
4. How long you will keep the data
5. Whether or not the data will be shared with someone else. (This includes things like a third party storing data on a Google Drive or website.)
6. How the data can be removed with the contact details of the person who can remove it. (Data can be removed at any time upon request)

If the reason you are collecting and using data is because you have gained explicit **consent**, you should provide a privacy notice when consent is requested.

For example:

Big River Rowing Club needs your name and email address to send you information about our activity programme. Please tick the boxes below to give us consent to use your details:

- I consent to Big River Rowing Club to send me details of regular training activities*
- I consent to Big River Rowing Club to send me information of their upcoming events programme including the racing schedule.*

Your details will be stored in our One Drive folder, which is secure and password protected. Your data will be removed within one month if you end your membership with Big River Rowing Club.

If you want us to amend or delete your details or you no longer want us to hold your information, please email secretary@anotheremailaddress.org

If you have a different reason in law for collecting data, for example, **legitimate interest**, you should provide a privacy notice when you collect the data or, at the latest, the first

time you contact someone.

A statement, such as the example below, must therefore be given to the person concerned, **at the latest**, on the first occasion they are contacted by the group **after** obtaining their details.

For example: Bonny Babies Support Group has your contact details because you attended a Mums and Babies session during the last 12 months. We only use these details to send you information about future sessions. We do this because it is in the legitimate interest of our group to publicise our sessions to past attendees. Your details are stored securely by our secretary and will be deleted if you do not attend a session for 12 months. You can ask to amend or delete your details at any time by contacting the secretary on 07000 123456

These privacy notice examples can be adjusted to suit the needs of your group/venue.

STORING PERSONAL DATA

Personal data must be stored securely.

- Data kept on computers must be password protected. Anti-virus and malware software should be installed and kept up to date.
- Information on paper must be stored securely i.e. locked away in a filing cabinet inside an office.
- If you store data on the internet, e.g. One Drive, you must check that the companies storing the data comply with GDPR and are not located outside the EU. Most large companies will have a privacy policy confirming they comply with this.

The task of storing data for the group/venue should be delegated to someone and all volunteers/employees etc. should know who they are. Everyone must understand the importance of keeping data up to date and safe.

Put a straightforward, uncomplicated system in place:

- Ensure one person has control of the data and all updates
- Ensure it is kept in a minimum number of places
- Have one core list of contacts for everyone to refer to, stored securely on paper or electronically
- Details taken outside of the venue should be given to the person in control of the data for updating on the core list
- Data held temporarily on phones, address books etc. should be deleted once it has been passed to the person in charge of updates

NB. The person looking after the group/venue's data is NOT the Data Protection Officer. This is a position that carries legal responsibilities required by larger organisations but is NOT necessary for small groups/organisations.

LOOKING AFTER YOUR OWN DATA

The management team/committee for your venue may well want to keep each other's contact details. This is essential for working well together. You should agree how you will do this, so that you avoid personal data being accidentally passed on to others.

It is advisable to have an agreement as to how you will handle each other's personal data. This may include the following:

- Agreement not to pass on personal details without the specific consent of that person
- Agreement to use personal details only for team/group business unless you have specific consent
- Agreement that if someone leaves, their details will be deleted unless they state otherwise
- Agreement to gain specific consent in order to place someone's details on publicity, e.g. social media

If the team/group do not wish to share their details with everyone, you will still need to communicate, so in this case, you should consider setting up email addresses specifically for that purpose. However, ***one person should securely hold a 'core' record of everyone's details; the Management Team are legally responsible for the venue so must therefore be contactable.***

SHARING PERSONAL DATA

You should ask for ***explicit consent*** if you want to share personal data with third parties – ***unless*** – you need to do so in order to:

- ***fulfil a contract***
- ***comply with the law***
- ***protect someone's life***

Third parties are other organisations or other members of your own organisation.

Data must not be shared with group members to use in a ***personal capacity*** without explicit consent.

Accidental Data Sharing

Community groups/venues must take care *not to accidentally share personal data* with other members of the group.

For example: *when sending an email, the Bcc (Blind Carbon Copy) field should be used so that email addresses are not automatically shared without consent.*

Further, if your group/venue has a potentially sensitive function such as renting a room to LGBT people or Alcoholics Anonymous, accidentally revealing their information may reveal they have a particular characteristic. They may not wish to have this revealed and it could significantly affect their lives.

REMOVING PERSONAL DATA

Personal data should:

- Be deleted after use for its intended purpose
- Not be kept indefinitely 'just in case'
- Be deleted securely, making sure nobody else can access it

For example: *Details of health conditions/allergies/medication of a group of children are collected in order to organise a trip to a theme park. This is so they can be taken care of appropriately. After the trip, this data must be deleted as there is no longer a reason for keeping it. Paper records (which may have been taken along on the day of the trip) must be shredded and electronic data deleted.*

Data

- ***must be deleted if someone asks you to delete it***
- Can only be kept if you have a specific legal obligation to keep it.

When sending out emails to people on a mailing list, you must explain how to ***unsubscribe*** from the list on ***every email***. Email newsletter providers will do this automatically, otherwise you must create a signature that tells people how to unsubscribe, i.e. who to contact to be removed from the list.

PEOPLE'S RIGHT TO THEIR DATA

People have a right:

- to be given a copy of their data and information about how it is being used. If requested, this must be given within one month.
- to have their information amended or deleted within one month of request unless you need to keep it for legal reasons.

It is therefore very important to know where data is stored and by whom so that you can do this.

You may wish to write a regular review of the data you hold into your data protection procedure. Any necessary amendments/deletions can then be done on a regular basis.

DATA BREACH

A community group/venue might have a data breach in a number of ways. This could include the following:

- Attaching the wrong document to an email
- Losing a sign-in sheet with personal information on it
- Sending an email and forgetting to click Bcc
- Stolen equipment e.g. laptop or phone with personal data on it

It is vital to recognise that something has gone wrong to be able to reduce its impact and avoid any repeats in future.

If data protection is always borne in mind during routine activities of the group/venue, you

are more likely to spot it if there has been a data breach.

IF YOU HAVE A DATA BREACH:

1. Try to get the data back.

- ask the person(s) who has/have received information in error to delete it.

2. If the data breach is not likely to have an impact

- record that it has happened
- take steps to avoid the same thing happening again.

For example: *the local knit and natter group's details are stored on one of the organiser's phones. She has a young child who finds the phone and accidentally sends an 'empty' email to one of the contacts. This is unlikely to risk anyone's freedom or rights. It does not therefore need to be reported. However, the group should record the incident in the minutes of their next meeting and state how they will avoid it happening again by storing the data in a more secure place.*

3. If the data breach is likely to have an impact

- it must be reported to the person(s) whose data is affected
- it must be reported to the Information Commissioner's Office (ICO)

<https://ico.org.uk/>

For example: *A mental health charity operative leaves the paper sign in sheet from one of her group sessions on a public bus. The sheet is headed in such a way that it would be clear to anyone reading it that these were the names and mobile phone numbers of people with mental health issues. This could affect the individuals very significantly and must be reported to them so that they can take appropriate measures to protect themselves such as changing their mobile phone numbers and moving their meeting to an alternative venue. This should also be reported to the ICO.*

It is much better for the ICO to hear about your data breach **from you than from someone else**. It shows you are a responsible organisation and that you take data protection seriously. It is therefore unlikely that the ICO will have serious concerns about you or issue a fine.

It is important that the Management Team, other volunteers and building users recognise that **data protection is for everyone**.

For further information concerning data protection, please consult the ICO's office:

<https://ico.org.uk/>

6.2 TAKING PHOTOS OF THE PUBLIC AT EVENTS

How to respect people's privacy when taking photos at your events

We all like to use photos and videos to use to publicise our venues and activities; members of the community like to see others enjoying the community spirit. However, there are some simple rules to follow:

- The people you are photographing **must know** they are being photographed
- They **must understand** how the images will be used

It is important to remember some people may have genuine reason for not wanting their own or their children's images in the public domain.

Photographs of people are **personal data**, which is protected by the data protection act. Refer to **data protection guidelines**.

It is important to remember that:

- **You should only** collect, store and use data that your group needs for a **specific purpose**.
- **You should not** collect, store and use data just because you **might want it at some point** in the future.
- **You should delete** photos once their **purpose is done**.
- **You should not store them indefinitely** just in case.

Tell People You Are Taking Photos

It is very important that before taking any photos or films, anyone attending your event is aware of what you are doing and why also, who is taking the pictures. Tell people who to contact if they don't want their picture taken.

You can do this by putting up posters, announcing it on Facebook or twitter etc. and at the event.

For example:

We will be taking photos at today's event. These images will be used to share news and may be used in press releases, printed publicity and published on our Facebook Page. They may also be shared with people within the community. They will be stored securely until the next event, after which the photos will be deleted. If you would prefer for you or your child not to be photographed, please speak toon If you would like to see your images, or would like us to delete them, please email the group at

Signs and information should be clear, and people reminded wherever possible that they can choose if they don't want images published.

Sharing Images with Members of Your Group

If people were to ask to be given copies:

- It is ok if you want to share photos as long as people know this could happen. This

should be clearly stated on any posters or social media posts. (See above)

- If you share photos with people, they need to know they are not to be shared more widely. E.g. they should not be put on Facebook

You could ask people to sign something to say they understand this.

For example:

I have received images fromcommunity venue/organisation..... I understand that these are for my personal use only, and I will not publish them or post them online anywhere.

Name.....

Phone Number

Signature

Date

Sharing Photos with Third Party Organisations

If you would like to share photos with supporters, funders or other organisations:

- Make sure people know if this will happen. You should tell people who the images will be shared with and for what purpose.
- If you are sharing photos with another organisation, you must state what they can use them for.
- The photos should only be used for the purposes you have told people about.
- Check they are going to be stored appropriately.
- Check they will not be kept after they have served their purpose.
- Check the organisation will delete the photos in future if you ask them to.
- Keep track of which photos you have shared, so that they can be easily deleted if this is subsequently asked for.

Photos and Films of Children

You need to make sure that their parent/guardian is aware of why you are taking pictures, what they will be used for and how to contact you to ask for them to be deleted.

- Parents/guardians should have an opportunity to tell you if they do not want their children to be photographed.
- At a one off event, if the child's legal guardian is not there to give consent, they should not be photographed.
- If you often run events that include children, you should consider using a simple consent form. Parents/guardians can sign to say they consent to their child being photographed or filmed and they can also consent to the ways in which the images can be used.



The consent form must include:

- The name of the group/organisation
- Why the pictures are being taken
- What they will be used for
- How long they will be kept and how to get in touch to ask for them to be deleted.
- Who the images could be shared with

Please sign below to give consent for us to photograph your child and use the images as described above.

Name of Child:

Name of Parent/Guardian:

Signature:

Date:

Copyright

British copyright rules mean that photos, films and other media are only able to be used if the person who took them gives their permission. So, if photos are taken at an event you have organised, the person who took them must give their permission for you to use them. If the person taking them is a volunteer with your organisation, they must still give their permission. The exception to this rule is if the person is a formal employee of the organisation and the photos were taken as part of their job. In this case, the copyright belongs to the organisation.



6.3 DISCLOSURE AND BARRING SERVICE 'DBS' GUIDELINES

Most community venues will be running activities in which they will be responsible for safeguarding participants from abuse or neglect.

One of the ways that you can safeguard children and vulnerable adults is to check whether prospective or existing volunteers or employees have a criminal record which may make them unsuitable for a certain role within your organisation. The Disclosure and Barring Service (DBS) provides these checks.

There is no legal requirement to have a DBS check, but it is regarded as best practice. However, in law, employers must ensure that any employee working in a regulated activity with children or vulnerable adults has not been barred from doing so. Hence, those employees should have a DBS check.

A DBS check has no official expiry date. Any information included is accurate at the time the check was carried out. Whether or not to carry out a subsequent check is up to the employer. Some authorities suggest a new check every 3 years.

These checks should not stand alone, and other policies and training should also be put in place to keep people safe. (*Safeguarding, Child Protection, Protection of Vulnerable Adults or POVA, Data Protection*)

What is a DBS Check?

This is a process used to find out if an employee or volunteer is suitable to work in a particular role within your organisation; DBS checking is the government's process for providing information. There are several different types.

Enhanced Disclosure

This will give you information about any convictions, including spent convictions.

- Any cautions, reprimands and warnings held in England and Wales on the Police National Computer, plus any locally held police information considered to be relevant to the job/role.
- Old or minor cautions and convictions may be *protected* or filtered out, and are not shown on a DBS certificate.

Enhanced Disclosure with Barred List Check

- The DBS keeps a list of people who are barred from taking part in particular types of work with children and vulnerable adults. This will also include everything in the Enhanced Disclosure.
- Anybody taking part in regulated activities must have this check.

Standard Disclosure

- This will include the same information as the Enhanced Check but will exclude

local police knowledge.

- This is generally used for people entering professions such as law or accountancy and is not often relevant for community groups.

Basic Check

- This will include convictions and cautions which are unspent.
- A basic check can be used for anyone. You can also request one for yourself.

Who Else is Eligible for a DBS Check? (Non-regulated Activity)

- Not everyone is eligible for a DBS check. It depends on the type of work they are doing and how frequently.
- You cannot check whether the person is on a barred list if the role does not include regulated activity. (*Anyone not working in an official capacity*)
- To find out if your staff are eligible, go to DBS Eligibility Tool. <https://www.gov.uk/find-out-dbs-check>

Using an Existing DBS Certificate

- The DBS check will only show information up to the date on the certificate.
- It will be your decision to accept it, but remember it is your organisation's responsibility to ensure people undertaking regulated activities are not barred. If you are considering accepting an existing certificate, refer to the DBS Guidance for Employers, which also covers volunteers.

<https://www.gov.uk/guidance/dbs-check-requests-guidance-for-employers>

Update Service

This is for an **existing** Enhanced DBS certificate; you can access up to date information using the DBS Update Service.

- To find out any relevant new information about an individual since their certificate was issued.
- The individual themselves has to be registered with the Update Service. This allows them to give permission for as many organisations as they like to check their DBS information.
- Before doing a check ensure that their role is eligible and that their existing DBS certificate is the right level of disclosure for the role.

<https://www.gov.uk/dbs-update-service>

Using Information from DBS Checks

Consider the following:

- How you will use the information you will receive, and how you will keep it safe. Discuss this in your organisation and write down how you will make sure people's privacy is protected and that everyone is treated fairly.
- What disclosed information would mean that an individual was unsuitable for the role in your group?

- You must treat people fairly.
- You will also need to adhere to the policy and procedure of your organisation.
- How and where will disclosure information will be stored, and for how long?
- Who will have access to it?
- *You will need to refer to your Data Protection Policy and Procedure.*

How to Apply for a DBS Check

Community venues will need to use an umbrella body for their checks, such as DBS services <https://www.dbs.services/> or <http://www.dbscymru.co.uk> or you may have a local organisation that is an umbrella body. Local organisations can be found here: <https://www.gov.uk/find-dbs-umbrella-body>

Your volunteers or employees will need to provide a range of information that can be used to verify their identity and address:-

- One document of ID – passport or driving licence.
- One document showing proof of address – utility bill, bank statement, credit card statement, driving licence (only if driving license shows the applicant's current address and has not been used as an ID document.)

Completed forms are then sent off with payment. The DBS charges to run checks for employees and your umbrella body might also charge an administration fee.

When the DBS has completed its checks, it will send a copy of the disclosure to the individual applicant (at their home address). The applicant should show this to you and/or the umbrella body. The certificate is the property of the individual.

DBS Checks for Asylum Seekers and Refugees

The DBS requires two forms of identification. Some asylum seekers and refugees might not have these.

Asylum seekers and refugees will be required to provide either a biometric residence permit, a valid passport or a UK Driving licence with photo card and counterpart (full or provisional).

If someone does not have one of these, they can still apply for a DBS check, but the DBS will prove their identity by taking fingerprints. This can take longer than a regular DBS check.

Sharing Information with the DBS

If anyone in your group has a role which is defined as a **regulated activity**, you have a legal obligation to inform the DBS if an employee or volunteer has harmed or posed a risk to a child or vulnerable adult whilst working with your group. In the interests of safeguarding, it is also important to do this even if you don't run any regulated activities.

This is called **making a DBS referral**.

<https://www.gov.uk/government/publications/dbs-code-of-practice> (code of practice)

<https://www.gov.uk/find-out-dbs-check> (Find out which DBS check is right for your employee/volunteer)

<https://www.gov.uk/guidance/basic-dbs-checks-guidance>

<https://www.gov.uk/government/collections/dbs-eligibility-guidance>

7 First Aid

7.1 FIRST AID GUIDELINES FOR COMMUNITY VENUES

First Aid provision is required to be '*adequate and appropriate in the circumstances,*' according to HSE guidelines.

Therefore, it is up to each centre to decide what is appropriate in their particular circumstances. A First Aid Needs Assessment should be carried out. You will need to consider:

- The nature of the activities taking place
- Hazards and risks
- Nature and size of the workforce/volunteers/activity participants
- Patterns of work and building use
- Pattern of attendance of the First Aider and appointed persons
- The history of accidents at the premises

The *minimum requirement* is to appoint a person to take charge of First Aid arrangements. This involves:

- Looking after any First Aid equipment
- Calling the Emergency Services when required

An '*appointed person*' can provide emergency cover within their role and competence when the First Aider is absent due to unforeseen circumstances. The appointed person is not required to have any formal First Aid training.

The requirement for an appointed person or additional first aider(s) should be decided on a case by case basis dependent upon the particular circumstances in each venue.

The First Aid Kit:

- Should be suitably stocked – depending on the type of activities taking place St John Ambulance sell recognised kits:
<https://www.sja.org.uk/first-aid-supplies/first-aid-kits/>
- Other organisations advise on which items to purchase:
<https://firstaidforlife.org.uk/what-put-in-first-aid-kit/>
- Signage throughout the venue should clearly indicate the First Aid Kit location
- Signage throughout the venue should clearly indicate who is the responsible First Aider/appointed person(s) and where to find them
- Should contain a card/system to record when an item is used – this aids re-stocking

If the Community Venue is also a place of work, a Health and Safety poster must be displayed. NB. Volunteers should be regarded as employees under health and safety law. First Aid Kits can be purchased that include the Health and Safety poster:

<https://www.sja.org.uk/first-aid-supplies/first-aid-kits/workplace-first-aid-kits/Basic->

[Workplace-First-Aid-Kit-Bundle/](#)

First Aid Training

The designated First Aider and any others for whom First Aid training is deemed necessary, (a decision to be made based on the particular situation at the venue) should complete a FAW (First Aid at Work) or EFAW (Emergency First Aid at Work) approved course every 3 years.

<https://www.sja.org.uk/courses/workplace-first-aid/>

<https://firstaidforlife.org.uk/first-aid-courses/emergency-first-aid-at-work-efaw/>

<https://www.redcrossfirstaidtraining.co.uk/courses/>

You need to consider how many people work and volunteer in the building, who might be there at any particular time and the level of risk in terms of activities taking place. For example, if two people share the day to day running of the building and one or other of them is likely to be present most or all of the time, it would be sensible for both parties to undertake training.

Children

If children's clubs or activities for children regularly take place at the venue, a Paediatric First Aid course should also be taken by the designated First Aider.

<https://www.sja.org.uk/courses/schools-first-aid/paediatric-first-aid-2-day/book-pfa2d/>

<https://firstaidforlife.org.uk/first-aid-courses/paediatric-first-aid-full-ofsted-syllabus/>

<https://www.redcrossfirstaidtraining.co.uk/what-we-do/>

If a children's club or activity group is part of a business such as a nursery or after school club, or an organisation such as the Scout Association, the staff working with the children should have already completed a Paediatric First Aid course. Confirmation that the staff have completed the course should be included on the venue booking form.

Updates

Designated First Aiders should be encouraged to keep up to date with changes in first aid practice. There are a number of ways of doing this such as yearly update courses and free information downloads.

<https://www.sja.org.uk/courses/>

<https://firstaidforlife.org.uk/>

<https://www.redcrossfirstaidtraining.co.uk/what-we-do/>

Record Keeping

The Premises Responsible Person (PRP) should keep a record of persons who are first aid trained, the date of their training and of any training updates.

The designated First Aider(s) should keep their own record of training and any updates. This can be in the form of a simple logbook.

A log book for accidents & incidents is also good practice. You need to record the date and time of the incident, what happened and who was affected, how they were affected, any actions taken/treatment given and the outcome. Each entry should be signed by the

first aider. This can help identify health and safety issues/trends and assist in making improvements.

Certain serious accidents may be reportable under RIDDOR. For details please follow this link: <https://www.hse.gov.uk/riddor/reportable-incidents.htm>

Further Information

HSE first aid guidelines can be found here:

<https://www.hse.gov.uk/firstaid/index.htm>

First Aid Qualifications such as FAW and EFAW last for 3 years. However, the HSE strongly recommends that all First Aiders in a workplace setting should undergo annual refresher training.

There are a range of organisations that provide First Aid training; links to some of those have been provided here but others are available.

8 Food Hygiene

8.1 RELEVANT LEGISLATION & GUIDELINES FOR COMMUNITY VENUES

Community Events

It is common to find that people have concerns about food hygiene standards at events held in the community. UK law requires all food sold for profit or to raise funds for charity to be fit to eat. It cannot be 'injurious to health' or 'unfit for human consumption.'

It is therefore important to ensure that volunteers taking part in events or serving food and drinks in the venue understand how to maintain high standards of food hygiene.

Serving Tea, Coffee, Cakes & Biscuits

These types of food and related foods such as fruit and toast, are classed as low risk. This means they are unlikely to cause food poisoning.

Staff or volunteers serving these types of food **are not required by law to have a food hygiene certificate**, but the food must still be safe to eat. Basic food hygiene principles should be followed, similar to those followed at home:

- Thorough hand washing
- Good hand washing and drying facilities, soap, hot water and preferably single use paper towels
- Food that falls onto the floor must be discarded
- Food showing signs of spoilage should be discarded
- Food must not be handled by anyone who has had diarrhoea or vomiting in the last 48 hours
- Food should be in its original packaging or in secure containers
- Surfaces must be cleaned before use
- Fridges must be below 8°C and food stored correctly: top & middle shelves ready to eat foods e.g. dairy, cooked foods, ready meals, packaged foods. Bottom shelves, raw meat and fish in sealed containers to prevent them dripping onto other foods. Unprepared salad in salad drawer.
- Have a system for checking 'use by' dates and 'best before' dates
- Ensure there are no signs of pests e.g. droppings

Serving High Risk Foods Occasionally/Infrequently

These are foods that need to be kept at certain temperatures to reduce growth of harmful bacteria. They need to be handled carefully, e.g. meat, seafood, eggs, dairy and prepared foods that contain them such as sandwiches/filled rolls.

Some foods become high risk once they are cooked as bacteria can grow much more quickly in them after cooking, e.g. pasta, rice & noodles.

Where groups may want to start preparing meals or open food such as sandwiches on-site, then **registration may be required**. Further information regarding this can be found

in the document '*Guidance on the application of EU food hygiene law to community and charity food provision*'.

Further information can be found at: <https://www.food.gov.uk/business-guidance/register-a-food-business>.

All staff/volunteers should be aware of the Four Cs:

- **Cross-contamination**
- **Cleaning**
- **Chilling**
- **Cooking**

The person responsible for running the food service should ensure that volunteers are aware of this. Even if not technically required by law, *some venues* require the person in charge of food provision to have completed a level 2 food hygiene certificate to enable them to supervise competently and ensure that other staff/volunteers follow basic hygiene procedures correctly.

Serving High Risk Foods Regularly

It is a legal requirement for anyone providing high-risk foods at least once per month to register as a food business by completing a Food Hygiene Registration Form

Environmental Health Officers advise that:

Where food is prepared on site the business must implement a food safety management system that is suitable for the food that is handled and prepared. It is recommended that in this instance the food business implements the *Safer Food Better Business Pack* which has been developed by the *Food Standards Agency*.

This can be downloaded from The Food Standards Agency Website at <https://www.food.gov.uk/business-guidance/safer-food-better-business>

Where raw food may be handled and prepared the business should refer to the documents '*E. coli cross-contamination guidance - How to control and reduce the risk of E. coli O157 cross-contamination in your business*'.

This should be considered when a business puts in place controls to prevent cross contamination from raw food etc.

Further information can be found at <https://www.food.gov.uk/business-guidance/e-coli-cross-contamination-guidance>.

Environmental Health Officers (EHO) will do unannounced safety inspections and will then award a food hygiene rating. This is published on the Food Standards Agency Ratings website. If required, the EHO will offer advice on improvements.

Allergens

If you serve high risk foods on a regular basis, it is a **legal requirement to provide allergen information when requested.**

It is also standard good practice to have a knowledge of ingredients when offering occasional food, e.g. a cake sale may include items containing nuts, eggs, dairy products or other allergens.

Summary

The level of training required by staff/volunteers and the extent of applicable food hygiene legislation varies depending on the types of food being sold and how often this takes place.

Low risk foods, tea, coffee, cakes etc. require the least amount of training and planning.

Regularly offering high risk foods requires much greater compliance with legislation and staff training.

Sources of Further Information & Food Hygiene Training

There are a variety of organisations who offer food hygiene training both online and in person. The cost varies and due diligence is always necessary to ensure that courses provide the correct certification/qualification upon completion.

The Food Standards Agency is the default organisation with regard to food hygiene. Your local Environmental Health Department will also advise.

Environmental Health in the Bridgend Area is part of the Shared Regulatory Services. You can contact them via the following link:

<https://www.srs.wales/en/Contact-Us.aspx>

Additional information:

<https://www.food.gov.uk/sites/default/files/media/document/fhrs-business-toolkit-a-how-to-guide-wales.pdf>

<https://www.rsph.org.uk/qualifications/food-safety-and-hygiene.html>

<http://www.sofht.co.uk/>

<https://www.hsedocs.com/courses/food-hygiene/>

<https://www.food.gov.uk/>

<https://www.hse.gov.uk/food/food-hygiene.htm>

All links provided relevant and correct at the time of publication.



9 Funding

9.1 FUNDING GUIDELINES

‘DO’s & ‘DONT’s WHEN APPLYING FOR FUNDING

Before You Start

When you start applying for grants, you will need to make sure that you have the basics in place. The funders will want to be able to evidence that you are a well-run organisation. Funders will want to know that they can trust you with their money and that your project is likely to succeed.

The management of your organisation will start with your governing documents. Are you a voluntary group, a registered charity, or a company limited by guarantee?

Do you have a constitution? If so, is it up to date and covering all that the organisation does? You will need to have policies in place relevant to your organisation.

Are your finances in order, you will need to provide annual accounts that have been approved by your committee and an external auditor.

Make a Plan

Simply put, if you don't know where you want to go, you will struggle to put a plan together. You should have a clearly-defined project plan, what you plan to deliver, how you will monitor and report on it. Having these things in place early on will save you hours of time when it comes to writing effective grant applications.

Choose the Right Funding

Not all funding organisations are the same, and they are not all going to be a fit for your project. Before you start working on applications, make sure that the funder you have in mind aligns with your project's goals.

When you have limited time and resources, you don't want to waste them applying for a grants that you may not be eligible for.

Call the Funder

This one is pretty self-explanatory. It's easy to send an email or communicate online, but nothing takes the place of a phone call.

The call will allow you to ask questions and better understand how your goals overlap with the funder's goals. You'll also build a rapport with the funder that will make them remember you when your application comes across their desk.

Review the Funder's History and Resources

Look at what types of projects were funded in the past. Do they align with yours? Many grant making organisations also provide details about how to apply and what the review process will look like.

Once you've devoted time to writing a grant application, the last thing you want is for it to be thrown out because of a technicality, so make sure you review this information carefully throughout the application process.

Know the Funder's Goals

Funders make their resources available for a reason. Just like you, they're trying to achieve a specific goal or solve a specific problem. Ask yourself whether your project helps to meet that goal or solve that problem and tailor your application accordingly.

If your project does not align with the funder's goals and needs, seek out other sources whose goals more closely align with yours.

Talk to Other Groups

Talk to people who have had funding from same organisation you are targeting. This will help you understand what the funder is like to work with, and what you might want to emphasize or avoid throughout the grant application process.

You might also find opportunities for collaboration or further engagement down the road.

Read the Fine Print

Does the grant you're applying for require letters of support? Matching funds? Other resources?

Consider how much effort it will require to satisfy these requirements in relationship to how much you will receive. Are you applying for the right reasons? Will the benefits outweigh the time it takes?

Knowing the value of your time and what's required of you early on will help you be as effective as possible in the grant writing process.

Create a Detailed Budget

Good writing skills will get you far in the application process, but they're not everything. You also need to have a solid budget that shows you have a clear idea of how you will use the grant funds.

You will need to be as accurate as possible, so the funder knows exactly where their investment is going.

Creating a thorough budget might also help you identify gaps in your thinking so that you can adjust them before you submit the grant application.

Know Your Strengths and Weaknesses

Focus on doing what you're good at and outsource what you're not. For example, if you are not a good writer, reach out to someone who is to help you.

Funders reading a lot of applications are looking for those that are clear, concise, and free of jargon or too much marketing language.

Understand What You Will Be Delivering

When you are applying for a grant, it's easy to get so caught up in the process that you forget what you need to do to deliver the project. Before you apply, make sure you are able to deliver what the funder is looking for.



FUNDING CHECKLIST

DATE _____

	Yes	No
Have you checked your constitution is up to date?		
Have you all policies in place relevant to your organisation?		
Are your finances in order?		
Do you have a plan? What you want to achieve? What you plan to deliver? How you will monitor and report on it?		
Have you chosen the funder most appropriate to your needs?		
Have you spoken to the Funder?		
Review the funder's history and resources?		
Do you know the Funder's goals?		
Have you clearly read the fine print?		
Do you have a detailed budget?		



KEEP TRACK OF YOUR FUNDING APPLICATIONS

Funding Bodies/Project	Date Applied	Date Response Expected	Outcome
E.g. Awards for All, National Lottery, Music Workshops.	10/2/2020	10/4/2020	Successful



10 Licensing

10.1 LICENSING

Alcohol

If you want to sell alcohol you should first check that the venue you are using has a Premises Licence and that there is a named 'supervisor' who holds a Personal Licence to sell alcohol. Alternatively, it may have a Club Premises Certificate which includes the sale of alcohol.

If you need to apply for a Licence to sell alcohol then visit Bridgend County Borough Council (BCBC) at <https://www.bridgend.gov.uk/business/licensing/premises-licence/> to commence the process of application.

If the venue does not have either a Premises Licence or Club Premises Certificate, you can serve a Temporary Event Notice on BCBC and the Police, at least 10 days before the event is to take place at a cost of £21. You can download a Temporary Event Notice Application Form from the BCBC <https://www.gov.uk/temporary-events-notice/bridgend>, or contact the Health & Safety and Licensing Team.

NB. When applying for funding, you should consider the funder's requirements carefully. Some funders will not make awards to a venue that has an alcohol licence, even if this is temporary. The Welsh Church Act is one example.

Raffles

The provision of bottles of alcohol as prizes in raffles and tombolas is exempt from the licensing regulations, provided the raffle/lottery fulfils certain conditions (The Licensing Act 2003 [Section 175]) <http://www.legislation.gov.uk/ukpga/2003/17/section/175/2007-09-01>

These are:

- The raffle must be promoted as an incidental event (i.e. it's not the main event) within an 'exempt entertainment' – defined as a bazaar, sale of work, fete, dinner, dance, sporting or athletic event, or other entertainment of a similar character
- After deduction of expenses, the whole proceeds of the entertainment are applied for purposes other than private gain
- The alcohol is in a sealed container
- No prize is a money prize
- Tickets are only issued when the entertainment takes place (i.e. tickets are not sold in advance)
- The raffle/lottery is not the main inducement to attend
- It is NOT permissible to sell tickets which can then be exchanged for an alcoholic drink, or to ask for a donation in return for alcohol

You can give away alcohol for free at most events, but it must be clear that this is not included in any ticket or entrance fee and is not a way of trying to encourage people to

buy something.

You need a Club Premises Certificate if you want to give alcohol away on the premises of a members' club. If you are not sure whether you need a license, contact BCBC's Health & Safety and Licensing Team <https://www.bridgend.gov.uk/business/licensing/> for advice.

Music, Films & Other Entertainment

If you are providing entertainment you may need two different licences:

- A licence from BCBC that entitles you to provide public entertainment
- A separate licence that gives you the right to perform copyrighted material or play recorded music and videos.

<https://www.bridgend.gov.uk/business/licensing/premises-licence/>

Bridgend County Borough Council (BCBC) Entertainment Licences

Some types of entertainment require the premises to have an entertainment licence from BCBC.

In general, events taking place at night between 11pm and 8am require an entertainment licence. In addition, the following types of activity generally require licences:

- Amplified live or recorded music with an audience of more than 500 people
- Recorded music on premises not licensed for the sale or supply of alcohol
- A performance of a play or a dance to an audience of more than 500 people
- Indoor sporting events with more than 1,000 spectators
- Boxing or wrestling
- Screening a film to an audience

There are different types of local authority entertainment licence. These are:

- a Premises Licence
- a Club Premises Certificate
- a Temporary Event Notice

If your event needs an entertainment licence, check whether the venue has a Premises Licence or a Club Premises Certificate issued by BCBC. Applications are to be found at <https://www.bridgend.gov.uk/business/licensing/club-premises-certificate/>

The licence must cover the activities you are organising, for example, some premises are licensed for music and dancing but not for stage and film shows. Your event will also have to take place in the premises' licensed opening hours.

If the venue does not have a suitable licence, you will need to serve a Temporary Event Notice (TEN) from BCBC and the Police at least 10 days before the event. TENs can cover events that last up to 96 hours and involve no more than 499 people.

You can download a Temporary Event Notice Application Form from the BCBC website <https://www.gov.uk/temporary-events-notice/bridgend>

If you want to organise an event outdoors, e.g. a street party, you need to contact BCBC to find out if you should serve a Temporary Event Notice.

If you are in any doubt contact the Health & Safety and Licensing Team at BCBC <https://www.bridgend.gov.uk/business/licensing/>

Who Does *Not* Need an Entertainment Licence?

There are some situations in which you do not need an entertainment licence. Bear in mind that you may still need a separate licence to play copyrighted material.

You do not need an entertainment licence for:

- Unamplified live music events which take place between 8am and 11pm
- Events including live or recorded music with an audience of less than 500, which take place between 8am and 11pm, in a premises which is licensed to serve alcohol
- Events including live or recorded music, or not-for-profit film showings, with an audience of less than 500, which take place between 8am and 11pm in a community venue.
- Events including live or recorded music, with an audience of less than 500, which are organised by a third party on a school, local authority or hospital premises and take place between 8am and 11pm.
- Events including any type of regulated entertainment, with any audience size, which are organised by a school, local authority or hospital on their own premises and take place between 8am and 11pm.
- Events including live or recorded music, with an audience of less than 500, which take place between 8am and 11pm in a workplace.

Performing or Playing Copyrighted Material

If you want to perform music written by someone else, or if you want to play recorded music or video, the premises you are using will need a licence to play copyrighted music.

If your event includes live music you must check the venue has a Performing Rights Society (PRS) licence <https://www.prsformusic.com/licences>.

If you are playing recorded music you must check the venue has a PRS licence AND a Phonographic Performance Limited (PPL) licence <https://www.ppluk.com/>

Community buildings run by voluntary organisations can buy a joint PRS and PPL licence.

For more information contact Phonographic Performance Limited or PRS for Music.

Film

If you wish to show a film in a place which is not a private home, you need a one-off licence giving you the right to show the film. You have to buy a new licence for every film. There are very few exceptions to this, one of which is that you do not need a licence to show a curriculum-based film in a state school.

To obtain a copyright licence to screen a film, contact Filmbank Distributors or Motion Picture Licensing Company (MPLC) <https://www.themplc.co.uk/> (copyright licensing distributors on behalf of all major film studios).

For useful information about organising film showings, see BFI Neighbourhood Cinema <https://www.themplc.co.uk/page/single-title-movie-licence>.



11 Room/Space Hire

11.1 Room/Space Hire

Most community hubs offer room hire. It can make up to 70%, sometimes more, of total income. So, getting the room hire operation right can be fundamental to ensuring that your community hub is financially viable in the long-term.

<https://www.powertochange.org.uk/research/community-business-success-guide-room-hire/>

This document can be downloaded and explores, in detail, how community businesses earn money from room hire, and how to develop this and other income streams.

Analyse...

If you offer room hire

- Benchmark against your peers locally; compare your offering to theirs; is it comparable? Should you make adjustments?
- Analyse current booking patterns.
- Who uses your rooms?
- What are rooms used for?
- When are the busy times and the not so busy times?

Your analysis will also show whether your hire fees are realistic, comparing favourably or not with similar local venues.

...Then Target

The information gained from your analysis will enable you to target the appropriate market sector.

For example, if you are fully booked in the evening, but with very little uptake during the daytime, you may wish to target local businesses, corporate organisations, local councils and other bodies who might wish to hire rooms for meetings, training etc.

You may wish to offer a more complete package and consider whether your on-site café could provide refreshments, meals, a buffet if required etc.

Room Hire Information

This may be published on a website, social media or printed price list displayed in the venue.

Information should include:

- A list of the available rooms and their seating capacity
- A price list including variations for different days of the week/different categories of user/different times of day
- When available, e.g. between 9am – 9pm Monday to Friday, 9am – 11pm Saturday
- Equipment hire prices e.g. tables and chairs, computers, projection equipment
- Catering options and prices
- Any restrictions, e.g. no alcohol

Information for Hirer

Whether this information is given electronically or on paper, it should include the following:

- The building location, possibly a map and indication of parking, bus stops etc.
- Travel instructions – how to get there.
- How to gain access to the building; if necessary where to pick up a key and where to return it to, who to meet to collect a key and where etc.
- Description of disability access and any issues for those with mobility difficulties.

Letting Office or Desk Space

Ensure you understand the costs you will incur in providing this and include it in the rental charge.

Hirers should check with the Local Authority regarding business rates.

Typically, you should factor in the following:

- Staff needed to provide the service
- Marketing
- Reception
- Office equipment or services
- Utilities and water rates
- Office cleaning and caretaking
- Business rates
- IT, broadband or phone
- Car parking
- Insurance
- Refuse
- Repairs and maintenance

Letting a Sports Facility

This is much the same in principle, but there will be other considerations and hire fees should reflect everything included in the hire. The following form a guideline:

- Mowing of pitches and marking out
- Use and storage of equipment
- Use of changing rooms
- Cleaning of changing rooms and caretaking
- Cost of floodlighting
- Use of other areas of the building, e.g. kitchen, bar

Room Hire Agreement(Venue)

Organisation	
Contact Name & Position in Organisation	
Activity	
Address of Hirer	
Invoicing Address (If different from above)	
Contact Telephone No.	
Room Required	
Paediatric First Aid Certificate	<input type="checkbox"/> Yes <input type="checkbox"/> No
Frequency	
[Monday][] [Tuesday][] [Wednesday][] [Thursday][] [Friday][] [Saturday][] [Sunday][]	
Start Date & End Date	
Room Hire Rate	
Payments payable to: Bank details:	
Any equipment brought into the venue will be at the hirers own risk and covered by the hirer's own insurance & indemnity <input type="checkbox"/> I agree (on behalf of the organisation)	
A separate hire agreement must be signed for each room required. Please indicate if you require more than one room. <input type="checkbox"/> Yes <input type="checkbox"/> No	
I confirm that I have received and read a copy of the Hire Agreement and agree to be bound by the conditions stated therein	
Signature of hirer	Date
.....
Signature of Administrator (on behalf of the venue)	Date
.....

Room Details

Name of Room	Max No. Persons	Price

These are the total number of persons to attend an event and must include ancillary persons, catering or other staff involved in the event.

Terms and Conditions of Hire

1. Definitions

1.1 'Conditions' means these booking conditions, which shall form part of the contract between the Venue and the Hirer.

1.2 In the case of advance bookings, 'due date' on our invoice means days prior to the date of the hire of the premises.

1.3 'Event' means the purpose for which the Venue has been booked.

1.4 'Hirer' means the company, the authorised representative of the organisation or the individual booking the premises who pays the fees under clause 2.

1.5 This booking is exclusive to the Hirer and is not transferrable to any other person or organisation.

2. Payment Arrangements

2.1 Payment methods are dependent upon the hiring arrangements and can be varied by the Venue.

2.2 Regular hirers may have the opportunity to pay by invoice payable within 30 days of issue.

2.3 Non-payment or late payment of an invoice may incur further cost or termination of arrangements.

2.4 One off bookings are required to be paid in advance with a deposit payable at the time of booking or full remittance depending on the amount of notice before the event date.

3. Hire Period

3.1 The minimum hire is one hour.

3.2 Premises are not available before or after the hire period.

3.3 The Hirer should ensure that enough time is allowed to set up and to clear away their event/meeting within the hire period and that the guests are aware of this fact.

3.4 Regular long-term bookings can be made for the use of the premises. Such a booking can be made for daily, weekly or monthly events.

3.5 Daily bookings are made on a week ormonth contract which may be renewed. Weekly bookings can be made for up to weeks; an extension may be made to cover a further period not less than weeks irrespective of usage; the hire may be renewed in writing no less than months in advance.

3.6 Term time bookings can be made, though continuity of hire is not guaranteed and is therefore under constant review.

3.7 Monthly bookings are made for periods up to 12 months and renewed in writing no less than 3 months in advance

3.8 Bank Holidays; we are NOT open unless by special arrangements. It may incur extra cost.

3.9 Single events may be booked. Larger events may incur extra cost to cover staffing and are subject to review.

3.10 Room or Premises hire is for the space only. The setting up and clearing away of table and equipment is available on request and may incur additional charge.

- 3.11 Storage Facilities are not offered as part of the hire agreement.
- 3.12 Refusal of booking and cancellation is at the discretion of the Venue.

4. Cancellations

- 4.1 The Venue reserves the right to refuse any application for the hiring of premises without being required to give any reason for such refusal.
- 4.2 The Venue reserves the right to withdraw permission to use the premises. However, the Venue will repay any deposit paid on cancelling a hire but shall be under no liability for expenses incurred or loss sustained by the Hirer as a result of the cancellation.
- 4.3 Cancellation of the booking by the Hirer must be in writing, the effective date will be the receipt of such information by the Venue. In the event of the cancellation of booking by the Hirer, the charges will only be refunded if at least 28 days' notice is given in writing, the hiring fee will be refunded only if at least 14 days' notice is given in writing.
- 4.4 Hirers who do not take up the commitment for any reason or fail to notify the Venue in writing of cancellation shall forfeit any deposit paid and shall be liable for the whole of the hire charge together with any additional expenses incurred by the venue.
- 4.5 Substitution and amendments to the nature of the booking must be notified in writing to the Venue who reserves the right either to cancel the booking or amend the hire fee as considered appropriate. In the event of such cancellation, the Hirer shall be liable as stated in Clause 4.4. The Venue accepts no responsibility for the non-receipt by the due date of application forms, remittance or cancellations.

5. Emergencies

The Venue shall have the right to cancel any booking forthwith, in the event that the premises are affected by an emergency of any kind. The Venue will endeavour to re-book an event or to offer a refund of the hire fees paid in advance.

6. Use of the Premises

- 6.1 All bookings must finish in time to allow the Hirer to vacate the premises by the time agreed when booking. Failure to comply will incur a further charge of 1.5 times the hourly rate per hour or part thereof.
- 6.2 Arrangements concerning the opening of the premises and the kitchen for any preparations prior to the booking and all other enquiries and arrangements must be made with the Venue.
- 6.3 The maximum capacity, which must not be exceeded, is shown below.
- 6.4 The Hirer will be held responsible for any damage caused to the premises, including any furniture, fittings and the grounds.
- 6.5 The Hirer must agree with the Venue before and after the booking the standard of cleanliness.
- 6.6 Because bookings can be consecutive it is important that the Hirer should leave the premises in the same condition as he/she would expect to find it. Should this not be the case and additional cleaning or repairs are required the Hirer will be liable.
- 6.7 The Hirer must give due consideration to residents in the vicinity of the premises by keeping down the level of any amplified music and by not leaving the fire exit doors open

when such music is being played, or when at a late hour.

6.8 Smoking is not allowed anywhere within the premises and the surrounding grounds

7. Drinks/Bar

7.1 If a bar is required for the sale of alcoholic beverages, a Temporary Events Licence must be produced to the Venue at least 7 days before the event. A Temporary Events Licence can be obtained from the Bridgend County Borough Council. Alcoholic beverages must not be sold without a licence.

7.2 The Hirer must ensure that all bottles, glasses and other containers are removed from the premises immediately after the event.

8. Special Events

8.1 No entertainment involving special effects e.g. pyrotechnics, real flames, smoke machines, firearms, strobe lighting, wet foam parties, lasers etc. which may involve SPECIAL RISKS OR DANGERS may take place without the consent of the Health and Safety Officer of Bridgend County Borough Council. The hirer must apply for such licenses or permission in a timely and appropriate manner.

8.2 Sporting Events and regular training activities may take place on the premises provided a proper risk assessment has taken place. The risk assessment must be lodged with the Venue.

9. Right of Entry

9.1 Members of the staff, (members of management team, authorised employees or volunteers) and emergency services personnel shall always be permitted to enter premises during the period of hire. The Hirer and guests must follow all direction given by the said personnel for the safety of all concerned.

9.2 Members of staff, i.e. members of the management team, employees and volunteers, are always to be treated with respect. The Venue reserves the right to refuse admission and evict any person from the premises

9.3 The Hirer or their representative are responsible for the members/guests during the hire assignment.

9.4 The hire shall be exclusive to the Hirer and the right to use the premises shall not be sublet, assigned or otherwise transferred. The Hirer shall not assign the benefit or burden of any part of the agreement, sublet or subcontract any part of the facility without the prior consent of the Venue.

10. Prohibition

10.1 The Hirer shall not stage or engage in any activities that might be deemed to be ancillary to the main purpose of the booking, e.g. catering, stalls, raffles, and any other fund raising/income earning activity without prior consent of the Venue.

11. Advertising

11.1 No advertising material may be issued, nor tickets sold by the Hirer until such time as a binding agreement to the Hire has been made. This includes social media posts.

11.2 Any contraventions of the Town and Country Planning (Control of Advertisements) Regulations 1992 or any amendments or variation thereto may be deemed a reason for cancellation of the hiring or series of hiring. If there shall be any contraventions of these requirements, howsoever, wheresoever, and by whomsoever caused, permitted or made then the Hirer shall reimburse or refund to the organisation the cost of removing any such unauthorised or illicit advertisements or advertising material.

12. Fly Posting

12.1 No advertising material is to be displayed anywhere on or adjacent to the premises or elsewhere in the area unless it conforms to the permitted displays authorised by Town and Country Planning (Control of Advertisements) Regulations 1992 and has been duly authorised. Advertising materials must also be agreed to by the Venue.

13. Permits and Licences

13.1 The Hirer shall ensure that any licence, permit or other consent, which may be required, is obtained, from the appropriate authority, before the hire date and shall produce to the Venue copies of such licences, permits and consents. If any licences, permits, or consents have not been obtained, the Venue reserves the right to cancel the booking forthwith.

13.2 Nothing shall be done by the Hirer that shall or may contravene the terms of any licence (e.g. Public Entertainments Licence), permit and or licences or consent issued in respect of the Venue.

14. Health and Safety

14.1 The Hirer agrees to undertake a risk assessment for the event to be held on the premises and to ensure that all participants and contractors comply with all relevant Health and Safety legislation or any other guidelines.

14.2 The Hirer agrees to ensure that all participants and contractors are familiar with the evacuation procedures in the event of an emergency.

14.3 A first aid box is available at the premises. The Hirer must ensure that for larger events they consult with the St John Ambulance Brigade or the Red Cross to ensure that sufficient First Aid cover is available.

14.4 All accidents must be recorded in the accident book which is located with the First Aid Box and the Hirer must ensure that a member of the Venue's management team is informed at the earliest opportunity. Likewise, near misses should be reported

14.5 All gangways, corridors and exits must be kept free from obstructions. Fire doors must not be wedged open, as this contravenes the terms of our indemnity insurance.

15. Responsibility

15.1 The Venue is not responsible and will not accept liability for any loss, damage or injury or death howsoever and by whomsoever caused, whether to property or person(s) sustained by any person on property.

15.2 The Hirer agrees to indemnify the Venue against all claims, actions, demands, proceedings, cost or awards in respect of any loss, damage, injury or death to persons or

property engaged by or assisting the Hirer.

15.3 The Hirer is advised that they should take out Public Liability Insurance Cover, Third Party Risks (including products liability where appropriate) or other related insurance for an appropriate amount.

16. Catering/Kitchen

16.1 A kitchen is available to the Hirer. Where there are several groups hiring rooms at the same time limited portable facilities are available on request. No one group has sole use of the kitchen facilities and due consideration must be given to other users at all times. *This may be changed as arrangements vary in different venues.*

16.2 The kitchen area and equipment are to be left in a clean and tidy condition. If any equipment is found broken or un-functional, this should be reported to the Venue. Spillages of any kind should be cleaned up by the hirer IMMEDIATELY to prevent accidents.

16.3 Due to contamination, tea towels or dish cloths are not provided. Disposable paper products are provided and should be used appropriately.

1.4 Caterers must provide their own equipment as the we do not provide any.

16.5 Food products may be stored at the premises immediately before and during the period of hire at the discretion of the Venue. Any products left may be disposed of immediately.

16.6 If the Hirer provides food products as part of their business, voluntary work or activity, then the Hirer is required to comply with all food safety legislation. Compliance will have to be proven prior to hiring. Please contact Shared Regulatory Services, Environmental Health Officer for further advice if required.

Types of activities that are included in this legislation are: volunteer run lunch clubs, playgroups, creches and sports club teas etc.

16.7 If the Hirer employs professional caterers for their event they should ensure that all caterers at the event comply fully with the requirements of the Food Safety (General Food hygiene) Regulations 1995 and any amendments thereto, subsequent legislation, EU directives and all instructions given by the Environmental Health Officer.

17. Electrical Appliances

17.1 The Hirer shall ensure that any electrical appliance brought onto the premises and used are in a safe and good working order and are use in a safe and proper manner, including the use of circuit breakers if required or surge protection sockets. All trailing wires must be secured and appropriate floor covering used if leads are running over the floor.

17.2 PAT testing certificates or evidence of purchase in the case of portable appliances under 1 year old will be required by the Venue.

18. Compliance with the Children's Act 2004

The Hirer must ensure that any activity for children under the age of 18 years of age complies with the provisions of the Children's Act of 2004 and that only fit and proper personnel have access to the children. The Hirer must deposit a copy of their Child

Protection Policy and Paediatric First Aid Certificate with the Venue at the time of booking.

19. Animals

19.1 The Hirer shall ensure that no animal (including birds), except recognised and identifiable disability animals are brought onto the premises other than for a special event agreed to by the Venue.

20. Traders

20.1 No commercial trader will be permitted to trade on the premises without prior consent of the Venue and holding the appropriate licence.

21. Collections or Lotteries

21.1 No collections, games of chance, sweep stakes, lotteries or betting of any kind may be conducted on the premises without prior consent of the Venue or without the appropriate licence to do so.

22. Property Not Removed

22.1 The Venue may remove and store any property that is left by the Hirer on the premises after the period of hire. The Hirer shall repay to the Venue, on demand, the cost of removal and storage.

22.2 The Venue shall not be held responsible for any damage to or theft of the property by or during its removal or storage. The Venue is entitled to remove and sell in such a manner as it thinks fit any property left on the premises as a result of the hiring and not claimed within 28 days and will retain the proceeds.

23. Variations to Agreement

23.1 The Venue reserves the right to vary the conditions of the agreement between the Venue and the Hirer at any time with 7 days' notice. Any variations so made shall be deemed to be incorporated in these conditions.

24. Acceptance of the Terms and Conditions

24.1 Receipt of the completed booking form and the hire fees confirms that the Hirer agrees to be bound by these conditions.

12 Safeguarding

12.1 SAFEGUARDING POLICY

Name of venue: _____

Date: _____

This policy is an example and may not be fully relevant to your venue, but it can be edited and tailored to your requirements.

In the case of difficulty establishing your exact requirements or where there is disagreement amongst the management team regarding the correct terms of the policy, it is recommended that you take appropriate professional advice.

Links to useful sources are given at the end of this document.

Please remember that if your venue is owned by the Church in Wales or another large organisation, local authority etc., they may have preferred policies for you to adopt/use.

General Statement of Policy

The management team believes that children and adults have the right to protection from abuse and should be able to live free from the fear of abuse.

The management team is committed to ensuring that disclosures of abuse and safeguarding concerns are taken seriously and acted upon appropriately.

The management team is committed to ensuring that our staff and volunteers understand their roles and responsibilities, and are provided with appropriate information and training, in respect to safeguarding children and adults at risk.

The Purpose

1. The purpose of a policy is to outline the duty and responsibility of the organisation with respect to Safeguarding.

The key objectives of this policy are to:

1.1 Explain the responsibilities of the Management Team, Safeguarding Officer, staff and volunteers in respect of the safeguarding of children and adults at risk. Enable staff and volunteers who receive disclosures of, witness, or suspect abuse to make informed and confident responses.

1.2 Ensure that prompt action is taken to minimise the risk of harm occurring from any further abuse.

1.3 Ensure that information relating to safeguarding is kept securely and only shared on a need-to know basis.

Scope

2. Safeguarding is about protecting the safety, independence and wellbeing of people at risk of abuse, and is **everybody's responsibility**.

2.1 This policy relates to all children, young people and adults who become known to the organisation through the course of our work and who may be at risk of abuse.

2.2 Assessing whether children, young people or adults are experiencing abuse is the responsibility of professionals within the local authority.

2.3 The organisation's role is therefore not to assess whether abuse has taken place, but to safeguard by informing the local authority if information becomes known to us that could indicate that abuse may have taken place, or that a child, young person or adult may be at risk of abuse.

2.4 For the purpose of this policy, a child is defined as a person under the age of 18 and an adult is defined as a person aged 18 years or over. A young person is a child aged 13 years and over.

2.5 For the purpose of this policy an adult at risk of abuse is defined as *someone who has care and support needs and is therefore unable to protect themselves from either the risk of, or the experience of, abuse or neglect*.

Responsibilities

3. *The Safeguarding Officer*

3.1 Management Team delegates overall responsibility for safeguarding in the venue to the **Safeguarding Officer**.

3.2 ***The Safeguarding Officer should ensure that the Management Team receives necessary reports on safeguarding issues and may call a special meeting of the Management Team where a safeguarding matter requires the Team's urgent attention.***

3.3 The **Safeguarding Officer** is responsible for implementing arrangements for safeguarding the welfare of children, young people and adults at risk throughout the (name of venue)

3.4 The Safeguarding Officer is responsible for dealing with ***all instances relating to safeguarding children or adults at risk*** that arise ***within the ...organisation/venue....*** He/she will respond to all safeguarding concerns and ***make appropriate referrals*** to the local authority.

3.5 In the ***absence of the Safeguarding Officer***, the ***Reserve Safeguarding Officer*** is

responsible.

3.6 The name and contact details of the Safeguarding Officer and Reserve Safeguarding Officer can be found in the list of Officers for the venue, which is kept in
..... (location)

Workers

4. All staff and volunteers have a duty to promote the welfare of children, young people and adults at risk.

4.1 It is everybody's responsibility to recognise the signs of, and to report, abuse wherever it is seen, suspected or disclosed.

4.2 Staff and volunteers must respond appropriately to any disclosure and take any immediate action necessary to protect children and adults at risk.

Information

5. All staff and volunteers will be provided with information to enable them to recognise possible signs of abuse and respond appropriately. This information will form an appendix to this Safeguarding Policy.

5.1 It is the responsibility of the Safeguarding Officer to ensure this information is kept up-to-date.

5.2 It is the responsibility of all staff and volunteers to familiarise themselves with the information from policies and procedures put down by the organisation.

5.3 The Safeguarding Officer should complete training on safeguarding children and adults once every 2 years.

5.4 The roles of some staff and volunteers will not fall within the legally defined eligibility criteria for requesting Enhanced Disclosure and Barring Service (DBS) checks (*as outlined in the DBS eligibility guidance and the DBS information*) The management team may not, therefore, request Enhanced DBS disclosures for these workers.

Record keeping

6. In the event of a disclosure or safeguarding concern, **a detailed written record** must be made by the person who receives the information, as soon as possible, and always on the same day, **following the management team's procedure for recording concerns and disclosures.**

6.1 These records must be stored securely, in a locked drawer or password protected file, indefinitely.

6.2 Workers **may not** access these records except on a need-to-know basis.

Additional Information/References

<https://learning.nspcc.org.uk/safeguarding-child-protection>

<https://gov.wales/safeguarding-guidance>

12.2 SAFEGUARDING PROCEDURE - CHILDREN & ADULTS

Name of venue: _____

Date: _____

The names of the Safeguarding Officer and the Reserve Safeguarding Officer, (in the absence of the Safeguarding Officer) with their contact details, is stated in the list of Officers for the venue. This can be found in the following location:

Procedure in the Event of a Disclosure or Safeguarding Concern

It is important that children, young people and adults at risk are protected from abuse.

The following procedure should be followed by workers whenever a disclosure of abuse is made or when there is a suspicion of abuse.

In the event of a disclosure:

- Reassure the person concerned.
- Listen to what they are saying.
- Record what you have been told/witnessed as soon as possible.
- Remain calm and do not show shock or disbelief.
- Tell them that the information will be treated seriously.
- Do not start to investigate or ask detailed or probing questions. Only ask questions to clarify the basic facts of what they are already telling you.
- Do not promise to keep it a secret.

1. Make Sure the Individual is Safe

If the person is in immediate danger, the police or ambulance must be called straight away on 999.

Ensure prompt action is taken to minimise the risk of harm from any further abuse, maltreatment or neglect.

This is particularly important if:

- The person remains in or is about to return to the place where the alleged abuse occurred.
- The alleged abuser is likely to have access to the person or others who might be at risk.

2. Record the Information

Make a full record of the disclosure, allegation or incident as soon as possible, within one working day. Use a specific form for the purpose if possible. The safeguarding report form can be found on [page 115](#).

3. Report to Safeguarding Officer

Report the disclosure or concern to the Safeguarding Officer immediately or as soon as possible within one working day.

In the first instance this may need to be done verbally.

If the Safeguarding Officer is unavailable, report to the person responsible in their absence.

Do not report the information to more than one worker, and do not circulate it to the workers' group.

4. Support the Individual

Keep in contact with the person who made the disclosure, or you have the concern about, and ensure they know they can contact you again.

- Ask for their permission before sharing information, but make sure they know you may have to share it without permission.
- Keep them informed about who the information has been shared with.

5. Recording Concerns and Disclosures

It is important to ascertain and establish the basic facts, based on evidence of what is seen, heard or smelled and to make careful notes, ***clearly distinguishing fact from opinion***.

- A full record of the disclosure, allegation or incident must be recorded as soon as possible and always on the same day.
- Print, sign, date and time the record.
- A copy should be stored by the Safeguarding Officer in a secure place in line with the Safeguarding Policy. The safeguarding report form can be found on [page 108](#).
- If writing by hand, use black ink so that documents can be photocopied if necessary.
- If you make a mistake, put a line through it - do not use correction fluid.
- Be aware that the report may be required later as part of legal action or disciplinary procedure and that you may need to appear at a hearing or court.

What to Include

Exactly what the person has told you. ***Do not include opinions or assumptions.***

- A description of any injuries observed and the exact location of the injuries. Give

as much detail as possible.

- Any immediate actions that you have taken to reduce risk.
- The name of the person making the disclosure and, where different, the name of the child, young person or adult at risk who has allegedly been abused.
- Where and when disclosure was made, including date, time and the names of others present.
- If you witnessed abuse, write down the date, time and place that it happened. Also include any of this information that is known to you:
- When and where the alleged abuse took place, including date(s) and time(s).
- Whether anybody else was present when the alleged abuse took place or was involved in the abuse.
- Details about the alleged perpetrator (including name, address, place of work).

6. Reporting a Safeguarding Concern to the Local Authority

Information relating to safeguarding children and adults at risk should be referred to the relevant Local Authority Safeguarding Team if there is reasonable cause for concern.

- Decisions about whether to make a referral should be made in line with the **Safeguarding Policy**, and always from the position that the welfare of the child or adult at risk is paramount.
- It is generally the responsibility of the Safeguarding Officer to make a referral and to communicate with the local authority.
- If the Safeguarding Officer is not available, or another worker believes a referral should be made and the Safeguarding Officer has not made one, any worker who is concerned should make a referral.
- Information in the written record should be used to make the referral. However, **do not delay making the referral if a written record is not yet complete** – it can be sent later.

Additional Information/References

<https://learning.nspcc.org.uk/safeguarding-child-protection>

<https://gov.wales/safeguarding-guidance>



12.3 SAFEGUARDING REPORTING FORM

For

Use this form to record safeguarding concerns relating to **Children** and/or **Vulnerable Persons**.

In an emergency, please do not delay in informing the Police or Social Services. All the information must be treated as confidential and reported to the designated Safeguarding Officer within one working day or the next working day if it is a weekend.

The form should be completed at the time or immediately following disclosure, but after all necessary emergency actions have been taken. Please complete the form as fully as possible.

Your Details	Person completing the form
Name:	
Position:	
Telephone:	
Email:	

Details of Person Affected	
Name:	
Address:	
Telephone:	
Email:	

Details of the Incident	Describe in detail below using only facts
--------------------------------	---





Details of the Incident Contd.	
---------------------------------------	--

Details of the Incident Contd.	
---------------------------------------	--

Other Present or Potential Witnesses

Name:	
Address:	
Telephone:	
Email:	

Additional Relevant Information	Please detail anything else that you believe to be helpful or important
--	---

--	--

SAFEGUARDING COMMUNITY VENUES CHECKLIST

VENUE _____

DATE _____

Checks	Y/N	Action Required
<p>1. Do you have a written safeguarding and child protection policy statement and procedures for responding to child protection concerns? For the safeguarding policy <u>read more on page 108</u>. For the child protection policy <u>read more on page 136</u>.</p>		
<p>2. Does your organisation have individuals who have responsibility for safeguarding and child protection?</p>		
<p>3. Do you provide regular child protection training for your staff and volunteers, and provide regular opportunities for them to reflect on their practice?</p>		
<p>4. Do you have a written code of conduct for everyone in your organisation? For the code of conduct <u>read more on page 139</u>.</p>		
<p>5. Do you have DBS checks in place for appropriate persons? For the disclosure & barring service guidelines <u>read more on page 76</u>.</p>		
<p>6. Can staff, volunteers, families and children easily access information about how you keep children safe?</p>		
<p>7. Do you make sure that everyone feels comfortable about raising concerns?</p>		
<p>8. Do you have a system for asking children and young people what they think you should be doing to keep children and young people safe then acting on their views?</p>		
<p>9. Do you have a written procedure for situations where allegations of abuse are made against an adult working or volunteering in your organisation, including when and how to share concerns with other organisations? For the safeguarding procedure please <u>read more on page 112</u>.</p>		
<p>10. Do you have a written procedure for managing allegations made against a child or young person who is involved with your organisation, including when and how to share concerns with other organisations? For the safeguarding procedure please <u>read more on page 112</u>.</p>		
<p>11. Do you have a whistle-blowing procedure? For the whistle-blowing procedure please <u>read more on page 122</u>.</p>		
<p>12. Do you audit your safeguarding arrangements regularly?</p>		

Actions required will be brought to the attention of the management team at their next meeting.

12.4 PROTECTION OF VULNERABLE ADULTS (POVA) POLICY

Name of venue: _____

Date: _____

Background Information

Everyone has a responsibility to prevent and report concerns about the abuse, neglect and ill-treatment of adults who are at risk of being harmed.

This means that everyone using the venue, management team, volunteers, employees all have a duty to report a concern if they think someone is in immediate danger, at risk or that an offence has occurred.

Under the Care Act 2014, and Care and Support Statutory Guidance 2018, there is a legal requirement applied to the voluntary sector across the UK for **organisations to do everything they can to recognise and report abuse quickly and appropriately in order to keep adults safe and to prevent abuse from happening in the first place.**

PRO

An adult at risk of abuse can be anyone over the age of 18, including service users, staff and volunteers.

Although personal characteristics may make an individual more vulnerable, e.g. communication difficulties, disability, it is the situation around them which may increase risk or place them at potential risk of harm. Therefore, it must be recognised that **any adult may be at risk**; this can be temporary or ongoing depending on the support and protective factors around them.

POVA Policy

This is an example policy and can be adjusted to suit the particular venue.

Name:venue/organisation.....

Any safeguarding concern that arises in connection with an adult can be reported to local authority social services.

Any safeguarding concern that arises in connection with an adult, which is of a serious nature with a potential for **imminent serious harm** should be reported to the police without delay. 999 should be used if urgent medical attention is required.

All safeguarding concerns should be reported as soon as possible to the designated safeguarding officer for the venue.

The designated safeguarding officer will have taken an appropriate training course in order to carry out their duties effectively.

Safeguarding issues arising within groups using the building should generally be dealt with by those responsible for running the group using their own safeguarding policies. However, if a concern is presented to a staff member, volunteer or employee of the venue, they must respond appropriately. For example, the concern(s) may involve a person working within that particular group.

Management Team, staff and volunteers must:

1. Know how to recognise potential abuse of adults at risk/vulnerable adults. **Read more on page 108.** Also read about signs of abuse in adults on **page 183** and children on **page 185.**
2. Know what to do when safeguarding concerns arise. Read the safeguarding procedure on **page 112.** The safeguarding reporting form can be found on **page 115.**
3. Understand what is expected of them in terms of their own behaviour and actions, i.e. how to report a concern, to whom and in what circumstances to involve the emergency services.
4. Understand that any referral to social services, whilst it may initially be made by telephone, must be backed up in writing within 24 hours. Read the safeguarding procedure on **page 112.** The safeguarding reporting form can be found on **page 115.**
5. Understand that any information shared with them/disclosed to them in the context of harm or abuse affecting an adult can only be shared with the safeguarding officer for the venue, social services and/or the police.
6. Understand that the consent of the individual must be gained in order to make a report to social services unless seeking agreement may place them or others at potential risk of harm or they lack the capacity to consent or if it is not in the public interest to do so.
7. Have a knowledge of other support available for the individual and know where relevant information can be found, whether or not a safeguarding report is eventually made.
8. Understand that any serious concerns about the well-being of an adult should be recorded in writing and kept confidentially and securely, even if no reports to social services or the police are made.

This policy will be reviewed annually.

NB. For safeguarding/reporting procedure please see the Safeguarding Procedure for Children and Adults. For the safeguarding procedure please **read more on page 112.**

For more information about the key legislation and government requirements in relation to the protection of vulnerable adults, go to:

<https://gov.wales/safeguarding-adults-risk-abuse-or-neglect>

<https://www.anncrafttrust.org/resources/safeguarding-adults-legislation/Wales>

12.5 WHISTLE BLOWING POLICY

Name of venue: _____

Date: _____

Purpose

To set out the approach ofname of venue.....with regard to situations where a member of staff/volunteer/building user/ member of the Management Team needs to raise a serious matter confidentially in relation to abuse, theft, fraud or malpractice within the organisation in compliance with the Protected Disclosure Act 1998.

Introduction

This policy contains the framework of principles underpinning whistle blowing, including aims of the policy and general guidance.

Aims and Principles

.....Name of venue.....is committed to the highest possible standards of openness, probity and accountability in which abuse, fraud or other misconduct within the organisation is recognised and reported. We therefore encourage staff/volunteers/building users/members of the Management Team with serious concerns about any aspect of theorganisation/venue's..... work to come forward and voice those concerns.

It is recognised that certain cases will have to proceed on a confidential basis. This policy makes it clear that staff/volunteers/building users/members of the Management Team can raise concerns without fear of reprisals.

This policy is intended to encourage and enable people to raise serious concerns within theorganisation/venue..... rather than overlooking a problem or blowing the whistle outside.

In accordance with the Public Interest Disclosure Act 1998, thevenue..... Management Team seeks to bring concerns of staff/volunteers/building users/members of the Management Team into the open concerning dishonesty within the venue.

The Act is part of the Employments Rights Act 1996, which protects employees who take action over, or raise concerns about health and safety at work.

The organisation/venue encourages people with serious concerns about any aspect of the organisation or its workforce to express their concerns. We will respect their confidentiality where possible and will be open with them if it is not possible to maintain this.

We will:

- support concerned staff/volunteers/building users/members of the Management Team
- protect those who report a concern from reprisal or victimisation
- support staff/volunteers/building users/members of the Management Team and ensure that raising a serious concern does not affect their career or enjoyment of their job.

Concerns Covered by this Policy

Concerns covered by this policy and procedure include, but are not limited to, the following:

- Abuse of service users or others (See POVA policy)
- Any action that may represent significant harm to children and/or threaten their safety and well-being in any way
- Any action or behaviour that breaches the Policies and Procedures of the organisation/venue
- Theft of cash or other assets belonging to the venue
- Fraud involving the conversion of the organisation/venue's funds for personal gain
- Corruption and/or collusion with contractors and other third parties to give or obtain a financial gain
- Significant cases of unauthorised personal use of assets
- Malicious damage to the organisation/venue's assets including deliberate corruption or destruction of electronic data
- Acceptance or payment of bribes
- Deliberate actions outside the power of the organisation/venue, i.e. beyond its legal capacity
- Manipulation or falsification of information in order to mislead management
- False accounting
- Non-disclosure of conflicting interests and resulting financial gain
- Presentation of false qualifications and other personal information
- Inappropriate use of the organisation/venue's funds.

12.6 WHISTLE BLOWING PROCEDURE

Name of venue: _____

Date: _____

Any member of staff/volunteer/building user/member of the Management Team who has concerns about possible abuse, theft, fraud or other misconduct must bring the matter to the attention of their Line-Manager/Manager/Chair of Management Team.

1. Any member of staff/volunteer/building user/member of the Management Team with knowledge of abuse, theft, fraud or other misconduct who does not report this will be subject to disciplinary action.
2. Any person making a complaint about abuse, theft, fraud or other misconduct must be acting in good faith and must reasonably believe that the information they are disclosing is true. Anyone who makes a malicious complaint or abuses this policy and procedure will be subject to disciplinary action.
3. The organisation/venue's procedure for whistleblowing must be followed prior to informing any person *outside the organisation*. Discussion of issues being dealt with under the whistle blowing policy or the disciplinary and grievance policy, may be breaching confidentiality. This could bring the organisation/venue into disrepute and may therefore be subject to disciplinary action. Confidential information must therefore not be publicly disclosed.
4. Where the issue relates to something which falls within the remit of the Disciplinary Policy and Procedures or Child Protection or Protection of Vulnerable Adults Policy and Procedures, the whistleblowing will be dealt with under these procedures. The Line-Manager/Manager/Chair of the Management Team should discuss this at the outset in order to decide which processes should be followed.

SAFEGUARDS

1. Harassment or Victimisation

The organisation/venue will **not tolerate** harassment or victimisation of people reporting concerns and will take action to protect people who raise a concern in good faith. The organisation will treat any harassment or victimisation as a serious disciplinary offence to be dealt with under the Disciplinary Procedure.

If someone is already the subject of disciplinary procedures, those procedures will not be halted as a result of their whistleblowing.

Anyone attempting to stop or discourage another employee/volunteer/building user/member of the Management Team from coming forward to express a serious concern will be subject to disciplinary action. Anyone who criticizes or victimises someone after a con-

cern has been expressed may be subject to disciplinary action.

2. Confidentiality

The organisation/venue will endeavour to protect the identity of a person who raises a concern but does not want their name to be disclosed. It must be appreciated that investigation processes may reveal the source of the information and a statement may be required as part of the evidence.

Results of the investigation will be relayed to the person making the complaint. The confidentiality of others involved will be protected as necessary/appropriate.

3. Anonymous Allegations

Whistle-blowers are encouraged to put their name to their allegation. Anonymous concerns are less powerful but may be considered at the discretion of the Line Manager/Manager/Chair of the Management Team.

Discretionary factors should include:

- The seriousness of issues raised
- The credibility of the concern
- The likelihood of confirming the allegation from an attributable source

4. Untrue Allegations

If an allegation is made in good faith but is not confirmed upon investigation, no action will be taken against the whistle-blower. If, however, malicious or vexatious allegations are made, disciplinary action may be taken.

HOW TO RAISE A CONCERN

1. Concerns should be raised with the immediate line manager/person responsible. Depending on the seriousness and sensitivity of the issue, and who is thought to be involved, it may be more appropriate to involve the Chair of the Management Team or other senior person.
2. Concerns should be raised in writing, including the background, history, names, dates, and reasons for their concern. This should be done at the earliest possible opportunity.
3. Sufficient evidence is required to show that there are grounds for concern. Proof of the truth of the allegation is not required.
4. If the concern raised falls within the scope of other procedures, the most appropriate procedure will be used. The whistle-blower will still receive protection as detailed in the whistleblowing policy and procedure.

INVESTIGATION PROCESS

1. Action taken depends on the nature of the concern. The following may apply:
 - Resolution by agreed action with no need for investigation
 - Internal investigation
 - Referral to the Police
 - Referral to an external auditor
 - Independent enquiry generated
2. Initial enquiries will be forwarded to the Chair of the Management Team who will decide how to proceed with the investigation.
3. The Chair of the Management Team can decide to take no further action if the complaint is trivial or vexatious.
4. Concerns or allegations falling within the scope of other procedures will be dealt with using those procedures.
5. Some concerns may be resolved by discussion and agreed action rather than investigation, involving the whistle-blower in the discussions.
6. If investigation is required, the Management Team will appoint an appropriate investigating officer. Within 10 working days, the officer will write to the concerned person and:
 - Acknowledge that an investigation is to take place
 - Indicate how they intend to deal with the matter
 - Estimate how long they will need to produce a final response
 - Give an account of any initial enquiries
 - Indicate whether further investigation will take place and if not, why not
 - Advise that any investigation will be carried out in strict confidence
 - Keep them informed of the progress of the investigation
7. The investigating officer may bring in outside agencies if appropriate, e.g. where there is suspicion of criminal activity.
8. If necessary, further information will be sought from the whistle-blower. This depends on the nature of the case and potential difficulties involved.
9. During any subsequent meetings, the whistle-blower may be accompanied by someone who is uninvolved in the matter, e.g. a friend.
10. The whistle-blower will be supported and advised appropriately throughout the process, minimising any difficulties that arise as a result of reporting their concern. For example, if court proceedings are necessary the person should be supported through the procedure.

13 Safety Signage

13.1 SAFETY SIGNAGE FOR COMMUNITY VENUES

The Health and Safety Executive states that:

Employers must provide safety signs if there is a significant risk that can't be avoided or controlled in any other way, such as through safe systems of work or engineering controls.

There is no need to provide safety signs if they don't help reduce the risk or if the risk isn't significant. This applies to all places and activities where people are employed.

Employers must, where necessary:

- use road traffic signs in workplaces to regulate road traffic.
- maintain the safety signs they provide.
- explain unfamiliar signs to their employees and tell them what they need to do when they see safety signs.

If in any doubt as to the need for or appropriateness of signage, further details can be found here:

<https://www.hse.gov.uk/pubns/books/l64.htm>

The Health and Safety Executive can provide further assistance if required.

<https://www.hse.gov.uk/index.htm>

Please note that the term 'employee' also refers to volunteers under health and safety law.

Prohibition Signs

Safety signs are divided into categories according to the type of message they are intended to convey. Each category is assigned a specific format and set of colours.



The above sign is used to convey "**Do Not**" type commands. Example above: indicates that smoking is not allowed.

If they are used to prohibit dangerous actions in the workplace, this should also be included in the employee's training.

Signs prohibiting an activity consist of a circular red band and single diagonal cross bar descending from left to right at an angle of 45 degrees. The background should be white with the pictogram indicating the nature of the command in black.

Warning Signs

These signs are used to **make people aware of a nearby danger**. Example below: a flammable liquid store should have an appropriate warning sign near the entrance.

These signs are required by the Health and Safety (Safety Signs and Signals) Regulations 1996 and in specific cases by the Dangerous Substances (Notification and Marking of Sites) Regulations 1990.

Signs warning of a particular hazard consist of a black band in the shape of an equilateral triangle. The background within the band should be yellow with the pictogram indicating the type of hazard in black positioned centrally on the sign.



Mandatory Signs

These signs should be used to **indicate actions** that must be carried out in order **to comply with statutory requirements**. For example: self-closing fire doors that must be kept closed to comply with the fire risk assessment should be labelled with “FIRE DOOR KEEP SHUT” signs.

There are no pictograms for fire safety instruction signs and although they are mandatory through workplace fire risk assessment requirements, they are not considered as health and safety signs.

These signs are white on blue and contain only text.

Fire instruction notices, i.e. notices which list actions that occupants must carry out in the event of a fire are written as white text on a blue background but not in a circular format. White and blue show the sign is mandatory, but as a lot of text is needed, it will usually be rectangular.

A white exclamation mark in a blue circle may be used in conjunction with a fire instruction notice.

Signs indicating mandatory requirements consist of a blue circle with the pictogram or text in white positioned centrally.

Below is an example of a mandatory blue and white sign for showing details of the first aid box and first aider etc.



The image shows a template for a first aid sign. At the top center is a blue circle containing a white exclamation mark. Below this is a large blue rectangular area with white text and input fields. The text is organized into sections: 'First Aid' in large font, followed by 'In the event of accident / illness'. This section contains three numbered items: '1. Call a first aider' with a white input field, '2. Nearest first aid box' with a white input field, and '3. Sick bay' with two white input fields labeled 'For use contact' and 'Location'. The next section is 'To call an ambulance', containing '4. By day: Dial' with a white input field, followed by the text 'State condition and location of casualty' and 'Telephonist to call ambulance'. The final section is '5. By night and at weekends: Dial' with a white input field, followed by the text 'Ask for ambulance and give details' and 'Inform security guard'.

First Aid Signage

The details of the relevant first aid trained person(s) and location of the first aid box etc. should be recorded on the sign.

Please note that in the case of First Aid, the Health and Safety (First Aid) Regulations 1981 states that employers must ensure that first aid equipment and facilities are suitably marked and easily accessible.

The sign should

- Inform employees and visitors of the best action to take in the event of a first aid emergency.
- Be displayed in a prominent position accessible to everyone.
- Conform to EN ISO 7010:2012

- Be highly durable made from either durable rigid plastic or self-adhesive flexible vinyl.
- Be easy to apply – comes with own adhesive.

Safe Condition Signs

These signs should be used to indicate **escape routes, emergency exits, first aid equipment**, etc.

Safe condition signs consist of a green rectangle or square with the pictogram or text in white positioned centrally.

Like mandatory signs, some UK fire safety signs in this category are not required by the Health and Safety (Safety Signs and Signals) Regulations 1996. For example, “PUSH BAR TO OPEN” is not required to comply and there is no pictogram with that meaning. In these cases, written signs are still needed for compliance with other UK legislation.



Exit Signs

In order to comply with the requirements of the Building Regulations, **every doorway or other exit providing access to a means of escape**, other than exits in ordinary use, **should be provided with an exit sign**.

Installation of signs conforming to British Standard 5499: Part 4: 2000 will satisfy both the Building Regulations and the Health and Safety (Safety Signs and Signals Regulations) 1996.

Provision of Exit Signs

The regulations place a duty on employers to ensure that safety signs are provided in circumstances where the risk to the health and safety of employees, identified through the risk assessment requirement contained with the Management of Health and Safety at Work Regulations 1992 cannot be entirely engineered or managed out of the workplace.

It should be noted that the Regulations do not require safety signs to be used where there are no significant risks to the health and safety of employees. It must therefore be decided whether it is necessary to indicate exits with signs.

If the risk of injury or death to employees from a fire within a particular premises **is deemed to be significant** enough to warrant the provision of signs indicating fire exit routes and final exits, then **signs should be provided**.

If it is deemed that the risk is not significant then there is no need to install the signs.

Small, single storey, simply constructed buildings with only one exit will not require signage as the exit is obvious. More complex buildings, with large numbers of users on multiple floors will require signage to ensure people can find their way out. They may also require directional arrows.

Supplementary Information Signs

These are signs used to provide additional information. In the Health and Safety (Safety Signs and Signals) Regulations 1996 these are confined to directional arrows. However, BS 5499 : Part 4 : 2000 includes various text messages as well as arrows under the description of supplementary signs.

To comply with the Regulations where a direction indication is needed the minimum requirement is for a supplementary sign in the form of an arrow.

The supplementary text messages in the British Standard such as “Water as an extinguishing agent prohibited” will be acceptable under the regulations only if accompanied by an appropriate pictogram.

Supplementary signs consist of a square or rectangle in the appropriate colour with the pictogram or text in white and positioned centrally.

The colour should be green where the information supplements a safe condition sign, red where it supplements a fire equipment sign or yellow to supplement a warning sign.

Text should be in black on a white background or white on the appropriate colour. This colour alternative is the only option permitted in the Regulations.

Illumination of Signs

Exit signs should be legible at all material times. In premises where emergency lighting has been considered necessary for means of escape purposes, such signs should be illuminated by the emergency lighting supply in the event of a failure of the normal lighting. Any of the following methods are considered suitable,

- Lamps external to the sign but providing adequate illumination of it.
- Lamps contained within the sign, internally illuminated signs.
- Self-luminous signs requiring no external power source.

Fire Fighting Equipment Signs



These signs are used to mark the location of fire-fighting equipment and fire alarm activation points. However, where possible, fire equipment should be positioned where it is clearly visible.

Red is to be used as the identifying colour for fire-fighting equipment. If the equipment

itself is red this will satisfy the requirement. Where it is not red then highlighting the position of fire-fighting equipment by colouring background behind the equipment red may be enough to comply.

Fire equipment signs consist of a red rectangle or square with the pictogram in white positioned centrally on the sign.

Provision of Fire-Fighting Equipment Signs

It is assumed that because there is a possibility of a fire occurring in the premises then fire-fighting equipment will be needed. This equipment may also require to be identified by means of a sign, which depends on the physical environment in which the fire risk assessment takes place, i.e. the features of the workplace, the activities carried on there and any other circumstances deemed to be pertinent.

For example, in a building where the internal layout is such that the extinguishers provided are clearly visible to employees there should not be a requirement to further indicate the position of the fire-fighting equipment with a sign, or by colouring the background red.

Alternatively, in more complex building layouts, e.g. where it is not always possible to ensure that fire extinguishers are in the line of sight of employees due to the nature of the work process or where hose reels are installed within cabinets or where fire-fighting equipment is contained within recessed fire points, then signs should be provided indicating the position of the equipment with directional arrows where applicable.

Health and Safety Law Poster

Community Venues are required to display the latest version of the Health and Safety Law poster.

It must be displayed in a prominent position to inform employees of their rights and obligations under British Health and Safety law. It must be displayed in **all** business premises.

The most recent up to date version must be used and old posters should be replaced by the newest version.

The embedded hologram proves its authenticity, i.e. from the Health and Safety Executive.

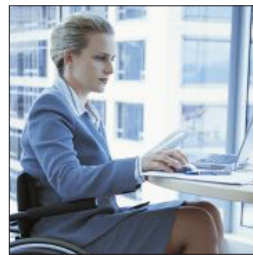
HSE/08/69 Annex 2



Health and Safety Law

What you need to know

All workers have a right to work in places where risks to their health and safety are properly controlled. Health and safety is about preventing people getting hurt at work or becoming ill through work. Your employer is responsible for health and safety, but workers must play a part.



What employers must do

- 1 Decide what could harm people and take precautions to stop it happening. This is called a risk assessment. Explain how risks will be controlled, in a way you can understand.
- 2 Let you know who is responsible for making this happen.
- 3 Involve you and your health and safety representatives in deciding what could harm you in your job and in taking precautions.
- 4 Give you the health and safety training you need to do your job, free.
- 5 Provide you with any suitable equipment and protective clothing you need, free and ensure it is properly looked after.
- 6 Provide you with toilets, washing facilities and drinking water.
- 7 Provide adequate first aid facilities.
- 8 Report injuries, diseases and dangerous occurrences at work to the Incident Contact Centre:
0845 300 99 23
- 9 Have insurance covering liability for injury or disease caused to employees by their work. Display a copy of the current certificate of insurance where you can easily read it or access it electronically.
- 10 Work together with any other employers or contractors sharing the workplace, or providing employees (such as agency workers), so that everyone's health and safety is protected.

What workers must do

- 1 Use any work items your employer has given you, as you have been trained to do.
- 2 Take reasonable care of your own health and safety and other people's.
- 3 Co-operate with your employer on health and safety.
- 4 Tell someone (your employer, or the person responsible for health and safety) if you think something is wrong, and the work or protective measures are giving rise to serious health and safety risks.

If there's a problem

- 1 Talk to your employer or supervisor. If you are not satisfied, you can contact HSE or your local council.
- 2 Call HSE's Infoline to get information about health and safety in confidence. Infoline can also tell you how to contact the enforcing authority for health and safety in your workplace and your local Employment Medical Advisory Service:
0845 345 0055
- 3 If you are worried about your employer, you can speak to us confidentially and without giving your name.
- 4 Look at HSE's website for further advice:

www.hse.gov.uk

Your health and safety representatives:

Other health and safety contacts:

Fire safety

You can get advice on general fire precautions etc from the Fire Brigade or your fire officer.

Employment rights

You can find out more about your employment rights on the Directgov website at:

www.direct.gov.uk






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13.2 SAFETY SIGNS - GUIDELINES

Summary of Safety Signs

The pictograms are as shown in the regulations; the completed sign must be in accordance with the appropriate colours.

Type	Shape	Colour	Pictograms
PROHIBITION SIGNS These signs prohibit actions detrimental to safety	Circular	RED with a white background red band and crossbar.	
WARNING SIGNS These signs give warning of potential risks	Triangular	YELLOW with black symbol or text	
MANDATORY SIGNS Signs that require actions or activities that will contribute towards safety	Circular	BLUE with symbol or text in white	

<p>SAFE CONDITION SIGNS These signs indicate exit routes in the event of a fire or emergency</p>	<p>Rectangular</p>	<p>GREEN with white symbol or text</p>	
<p>FIRE EQUIPMENT SIGNS These signs are used to indicate the location of fire equipment</p>	<p>Rectangular or Circle</p>	<p>Red with white symbols or text</p>	
<p>SUPPLEMENTARY INFORMATION SIGNS</p>	<p>Rectangular</p>	<p>Green, Red, Yellow, with White or Black Text</p>	

14 Policies and Procedures

14.1 CHILD PROTECTION POLICY

Name of venue: _____

Date: _____

Child protection is the response to the different ways in which a young person’s or child’s physical, emotional, intellectual and spiritual health may be damaged by the actions of another person.

.....Name of organisation/venue.....values young people and children as being a vital part of the organisation and desires to see them grow, mature and be challenged in a healthy and safe environment.

The name of the Child Protection Officer for the organisation/venue will be recorded in the minutes of the Management Team meeting dated, and a copy of this child protection policy will be kept in (state location)

Purposes

The purpose of thename of organisation/venue.....children and young people’s programme is to offer the children a safe and welcoming environment with fun activities where the children can grow and learn, whether this is throughname of organisation/venue....., or through other independent groups working in partnership withname of organisation/venue.....

Aims

- To provide activities for children and young people to help them develop from childhood into adulthood and to provide support for them
- To enable the children to express themselves
- To assist the children in integrating into the community
- To help young people appreciate the diversity of their cultures

Requirements of the Organisation

(Whether this is the organisation/venue or a partner group or organisation)

- Each child and young person should be formally registered within the group. The information includes an information/consent form, which their parent/guardian must complete. These forms have vital information about health and emergency contacts. These should be kept securely and brought to each session.
- Attendance register; a register should be kept for each session.

With regard to activities for children under the age of 8, please contact The Care and Social Services Inspectorate Wales (CSSIW)

Child Protection Representative

Thename of organisation/venue..... has appointed a child protection representative whose name is displayed within the Management Team minutes dated (Name and contact details to be given or displayed where they can be seen)

If any worker/volunteer has any child safety concerns, they should discuss them with him/her. He/she has the following responsibilities:

- Ensuring that this policy is put into practice
- Is the first point of contact for any child protection issues
- Keeps a record of any concerns expressed about child protection issues
- Brings any child protection concerns to the notice of the Management Team and contacting the local authority if appropriate.
- Ensures that paid staff and volunteers are given appropriate supervision
- Ensures that everyone involved with the organisation is aware of the identity of the Child Protection Officer.

The policy will be reviewed on an annual basis to ensure that it is meeting its aims.

Trips and Outings

- When organising a trip or outing, make sure the trip/outing form is completed. This includes details about the trip and a section for parents to give their consent. These forms must be returned before the event takes place and must be taken on the trip with the completed group information/consent forms. This form must be completed for all children on the trip if not already done.
- Ensure that there is adequate insurance for the work and activities.

Personal/Personnel Safety

- A group of children under the age of 16 must not be left unattended at any time.
- Avoid being alone with an individual child or young person for a long time. If there is a need to be alone with a child or young person, e.g. to give First Aid or because he/she is distressed, make sure another worker/volunteer knows where you are and why.
- At no time should a worker or volunteer from any external organisation arrange to meet a young person away from the activity without someone else being there.
- As such, meetings should be planned and have the approval of a member of the Management Team. This must be someone other than the organiser themselves.
- Teenage assistants should always be supervised.

Child Safety

- Make sure the area you are using for activities is fit for purpose, e.g. remove furniture which could cause injury in energetic games.
- Make sure that all workers and assistants know
 1. Where the emergency phone is and how to operate it



2. Where the First Aid kit is
 3. Who is responsible for First Aid and how to record accidents or injuries in the incident book
 4. What to do in the event of a fire or other emergency
- Once a year there should be a fire practice
 - Children must not go home without an adult unless the parent/guardian has specifically said they may do so. Never let a child go with another adult unless the parent has informed you that this will happen.
 - If private cars are used for an outing, the drivers must be approved by the Management Team, be properly insured, have rested before driving and should have clear licenses. There should always be at least one other responsible person of 16 years or over in each vehicle. All vehicles should be fitted with full seat belts, not just lap belts and must always be used.
 - If a specific request has been made by the parent/guardian, a worker/volunteer may give a child a lift home but are not under any obligation to do so. This is left to their discretion.
 - If trips or outings are held it must be made clear if worker's/volunteer's cars will be used and where the young people will be returned to.

This policy was adopted by the (organisation/venue)

Date

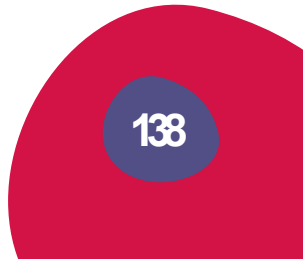
Signed
(On behalf of Management Team)

Name in Capitals

Date for Review by Management Team

Note:

Any provider of a children's service that operates in the venue must have their own detailed Child Protection Policy and registration with CSSIW if appropriate. If the venue is directly responsible for providing children's activities, a more detailed policy than this example may be required.



14.2 CODE OF CONDUCT

Expectations

This community venue is committed to protecting and respecting all users of our services/facilities. The proper conduct of staff and volunteers is vital to safeguarding this principle.

Staff /volunteers will be made aware of expectations regarding their conduct as part of the induction process and they will also be made aware of the policies and procedures of the venue.

Code of Conduct

1. **Staff and volunteers should at all times –**

- a) Conduct themselves professionally and appropriately
- b) Promote a professional relationship between themselves, service users, members of the community and colleagues. (See disciplinary procedure.)
- c) Use the venue's resources appropriately and with due care.
- d) Uphold the interests and good reputation of the venue and not do anything that damages the venue or brings it into disrepute.
- e) Take 'common sense' action in a given situation, or if in doubt discuss it with their immediate line manager or a member of the management team before taking action.
- f) Comply with and conform to the venue's policies and procedures and the code of conduct standards at all times. If these are disregarded, the staff /volunteer will be disciplined in accordance with the venue's disciplinary procedure.
- g) Comply with the terms of their employment/ volunteer role.
- h) Satisfactorily perform any reasonable request relating to their function by an authorised member of the management team within agreed deadlines.
- i) Adhere to Health and Safety rules
- j) Use appropriate safety equipment
- k) Dress in an appropriate manner
- l) Treat venue users with respect

2. **The following are not permitted –**

- a) Removal of property belonging to the venue from the premises is not permitted.
- b) Threatening, aggressive or violent behaviour or language and may lead to dismissal. This applies during working hours and outside of the work environment.
- c) Discriminatory behaviour, language or non-verbal language

- d) Harassment of individuals, sexual or otherwise
- e) Bullying of individuals in any form. This includes abuse, physical or verbal violence, humiliation and undermining someone's confidence.
- f) Behaviour or actions that would in any way jeopardise the safety or well-being of staff/volunteers
- g) Unnecessary disclosure of confidential information concerning the work of the venue or staff/volunteers
- h) Drinking of alcohol or taking of illegal drugs on the premises
- i) Gambling on the premises
- j) Smoking on the premises
- k) Bringing sexually explicit material into the venue nor engaging in inappropriate sexually explicit conversation.
- l) Criticising members of staff, volunteers or service user.
- m) Using of resources for personal use. This applies to funds, materials, IT equipment, telephones, premises, vehicles etc.

Other Relevant Information

Staff and volunteers should -

- a) Have reference to the relevant policies in respect of managing violence and threatening behaviour.
- b) Be aware of and knowledgeable about the Health and Safety Policy and Procedure.
- c) Be aware of the Child Protection and POVA policies and procedures.
- d) Declare any gifts from individuals or organisations
- e) Declare an interest where they have a personal or professional interest in any business, organisation or individual that the venue do business with.
- f) Refrain from casual discussion about building users. This information is confidential. Any exchanges of information must be undertaken in the context of the Data Protection Policy and Procedure and must relate to specific issues.
- g) Be mindful, respectful and sensitive other people's belief systems and not behave in a discriminatory manner
- h) Observe data protection procedures when sharing information both within and outside the venue/organisation.
- i) Accept support and guidance to promote their own learning and self-development.

Gross Misconduct

Instances of gross misconduct will be considered by an emergency committee of at least three members of the management team within 24 hours of its occurrence.

The following constitute gross misconduct and may result in dismissal -

1. Physical violence towards staff/volunteer/building users in work or outside of the work environment
2. Behaviour that seriously jeopardises health or safety
3. Incapacity for work/volunteer due to being under the influence of illegal drugs or alcohol
4. Gross insubordination
5. Deliberate damage to property
6. Theft
7. Serious infringement of the organisation's policies and procedures
8. Shouting and verbal intimidation

14.3.1 DATA PROTECTION POLICY

Name of venue: _____

Date: _____

Everyone involved in running your venue should understand the importance of protecting people's privacy.

It is a very useful exercise to write a Data Protection policy to show your commitment to data protection.

You should also write some specific procedures to show how your policy will be upheld. These will vary from venue to venue. **Read more on page 145**

You can use the guidelines in this toolkit to assist in writing your policy and can also contact the Information Commissioner's Office (ICO) <https://ico.org.uk/> for advice or clarification if required.

Your policy should reflect ***the way you actually do things***. It is therefore recommended that you write your own and do not use one written by someone else. You will need to add:

- how you specifically store and delete data, electronic and paper
- the systems you have in place, e.g. your server, password protection, external drives etc.
- confirmation that your data is stored within the EU

EXAMPLE DATA PROTECTION POLICY 'A Community Venue'

Definitions

1. *Personal data* is information about a person that can be identified as being about them. This can be electronically stored data, data recorded on paper, photographs and video/audio recording.
2. *Data protection* is about how the group/venue makes sure the rights and privacy of individuals are protected, also ensuring compliance with the law when collecting, using, storing, amending, sharing, destroying and deleting personal data.
3. The *Data Controller* is the management team because you determine the means and purpose of all data processing for the group/venue.
4. A *Data Subject* is someone whose data is processed or controlled by your group/team.

Responsibility

1. The*Committee/Management Team*..... of this venue is the Data Controller and

has overall and final responsibility for overseeing activities and ensuring this data protection policy is upheld.

2. All employees/volunteers are responsible for observing the data protection policy and its related procedures in all areas of their work here.

Policy Statement

.....'A Community Venue'..... needs to keep personal data about its.....
members, management team, employees, volunteers, users etc(list as appropriate)..... in order to effectively carry out its functions/activities.

.....'A Community Venue'..... will comply with the General Data Protection Regulation (GDPR) and all other relevant legislation when we collect, store, use, amend, share, destroy or delete personal data. We will use methods which protect people's privacy.

1. We will collect, store and use the minimum amount of data we need for our specified purposes. We will not collect, store or use data that is not needed.

2. We will collect, store and use data:

- For purposes for which the data subject has given explicit consent
- For contracts with the individual to whom the data belongs
- To comply with legal obligations
- To protect someone's life
- To perform public tasks
- For purposes that are within our group's legitimate interests

NB. You may wish to specify more detail regarding these categories.

For example:

- *We will clearly specify our venue/group's legitimate interests for processing a data subject's data. These are.....*
- *We will process data in order to protect the life of a data subject or other person.*
- *We will only process data for specific purposes for which we have gained consent.*

The details will be specific to your group – each venue's legitimate interests will vary but it is helpful to specify them.

3. We will give data subjects details of the data we have about them when they ask for it.

4. We will delete data when asked by the relevant data subject unless we need to keep it for legal reasons.

- Paper data will be securely shredded
- Electronic data will be deleted

5. We will keep personal data up to date and accurate.

6. We will store personal data securely, using password protection on thegroup/venue..... computer/tablet.

- We will keep our anti-virus and malware software up to date



- None of our electronic data will be stored outside of the EU
- Paper data will be stored ina locked filing cabinet in the reception office.....

7. We will keep clear records of the reasons why we collect and hold specific data. We will therefore ensure it is only used for those purposes.

8. We will not share personal data with third parties without the explicit consent of the relevant data subject unless we are legally required to do so.

9. We will do everything possible to avoid having a data breach. If a data breach should happen we will:

- Try to get lost or shared data back
- Evaluate our processes
- Identify how to stop it happening again

10. In the case of a serious data breach, that may risk rights or freedoms, we will:

- Report it to the Information Commissioner’s Office within 72 hours
- Report it to the data subject(s) concerned

11. In order to uphold this policy, we will put in place a set of data protection procedures for ourmembers/employees/volunteers etc..... to follow and will monitor them with due diligence.

12. This policy will be reviewed every year.

Date:.....

Signature(Chair).....

Signature(Secretary).....

14.3.2 DATA PROTECTION PROCEDURE

Name of venue: _____

Date: _____

This is a guideline document that will need to be adjusted to suit the specific requirements of your particular venue. (Please refer to *Data Protection Guidelines* within this toolkit or to ICO <https://ico.org.uk/> for further guidance)

You should consider the ways in which your group/venue needs to process data and base your procedure around them. These are some examples, but they may not all be relevant in your venue/group's case, i.e. this is not a comprehensive list.

Ensure that all relevant ways of processing data, i.e. those that you will use, are addressed in your data protection policy and procedure. Some examples are given in this example procedure.

Always amend the data protection policy and procedure promptly in accordance with any significant changes to business practices.

EXAMPLE DATA PROTECTION PROCEDURE

A Community Venue **Data Protection Procedure**

1. Introduction

1.1*A Community Venue*..... has a data protection policy that is reviewed regularly. The following procedures enable us to uphold this policy and outline the ways in which we collect, store, use, amend, share, delete and destroy personal data.

1.2 These procedures cover the usual ways in which we collect and use personal data. From time to time, we may collect and use data in other ways. In these cases, we will ensure our data protection policy is upheld.

2. General Procedures

2.1 Data will be stored securely.

- When stored electronically, it will be kept in password protected files
- When stored online, e.g. One Drive, we will ensure the third party comply with the GDPR
- When stored on paper, it will be filed in a locked filing cabinet located in the reception office away from public traffic

2.2 When data is no longer needed or when someone has asked for it to be deleted, it

will be deleted securely within one month of request.

- Paper data will be shredded
- Electronic data will be permanently deleted from computers/drives

2.3 We will keep records of consent for us to collect, store and use data. These will show the basis upon which the data was collected. E.g. specific consent, legitimate interest.

2.4 If a data subject requests their data is deleted, it will be done within one month of the request by

2.5 If a data subject requests to see the data we hold about them, this will be done by within one month of the request.

2.6 Data will not be supplied to third parties.

2.7 The person responsible for keeping the group/venue's data up to date and for the core list of contact details is

3. Mailing List

3.1 We will maintain a mailing list. This will contain names and contact details of people who wish to receive details of*publicity, fundraising, etc.*..... from*A Community Venue.*

3.2 When people sign up to the mailing list we will explain what their details will be used for and how they will be stored. We will tell them that they may ask for them to be removed at any time.

3.3 We will gain separate consent for people to receive messages in connection with any other areas of our operations and will only send messages they have specifically consented to receive.

3.4 We will not use the information on the mailing list in any way that individuals have not consented to.

3.5 We will provide information about how to be removed from the list with every mailing.

3.6 We will only use mailing list providers who store their data within the EU.

NB. At time of writing this was the recommendation. Data protection standards vary in other parts of the world, for example, Mailchimp data is stored in the USA. You should check on current recommendations if you will be using an external provider for marketing etc.

4. Contacting Volunteers

4.1 Local people volunteer for*A Community Venue.*..... In various ways. We will keep a contact list of our recent volunteers and share relevant information and volunteering opportunities with them.

4.2 People who have not volunteered within the last 12 months will be removed from the contact list. The list will be checked, with deletions made every 6 months.

4.3 When contacting people on the volunteer list, we will provide a privacy notice. It will explain:

- Why we have their information
- What we use it for
- How long we will keep it
- That they can have it deleted or amended at any time by contacting us

4.4 It may be necessary in some contexts to allow volunteers to work together. Therefore, specific consent will be gained, where required, in order to share contact details.

5. Contacting Committee/Management Team Members

5.1 The committee need to be able to contact each other in order to run the venue effectively and ensure its legal obligations are met. Therefore, *Committee/Management Team* email and telephone contact details will be shared among the *Committee/Management Team*.

5.2 *Committee/Management Team* members will not share each other's contact details outside of the *Committee/Management Team* or use them for anything other than*A Community Venue*..... business without explicit consent.

6. Day to Day Activities, Premises Hire, Bookings, Suppliers, Invoicing

6.1 These constitute legitimate interests and will be recorded as such.

6.2 If personal data unrelated to our legitimate interests is received in the course of an email enquiry or other, it will be deleted as soon as the enquiry has been dealt with.

6.3 Data provided in connection with these legitimate interests will only be processed in connection with those interests and will be deleted when room hire/purchasing of goods/invoicing etc. are no longer necessary.

7. In the Event of a Data Breach

7.1 Immediate action will be taken upon discovering the data breach to recover the lost data. This will be taken by The incident will then be evaluated by the Management Team at the earliest opportunity and measures put in place to prevent a recurrence.

7.2 If the data breach is deemed to have risked a data subject's rights or freedoms, it is classed as a serious data breach. The person discovering the breach should immediately discuss with *A Designated Member of Management Team*..... then the following will be done:

- The data subject will be informed
- The Management Team will be informed



- The ICO's office will be informed within 72 hours of discovering the breach

7.3 Every possible effort will be made to minimise the effect of any data breach upon the data subject's privacy.

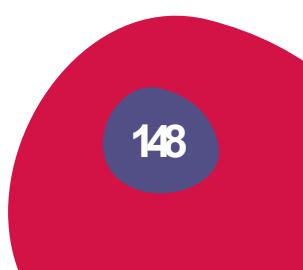
8. Review

This procedure will be reviewed every 2 years.

Date:.....

Signature(Chair).....

Signature(Secretary).....



14.4.1 DISCIPLINARY POLICY

Name of venue: _____

Date: _____

1. Disciplinary Rules

1.1 Employees/volunteers should always consult their line manager if they are in any doubt about their role or responsibilities.

1.2 Employees/volunteers must be professional and responsible at all times and comply with reasonable instructions given by their manager.

1.3 Employees/volunteers must observe the terms of their contract with regard to their hours of work.

1.4 Employees/volunteers are expected to familiarise themselves with all relevant policies and procedures. These will be designated by their line manager and included in their induction pack.

1.5 Employees/volunteers must act with reasonable care in respect of their own health and safety and that of their colleagues.

2. Minor Conduct Issues

2.1 These should be resolved informally at the earliest opportunity between the employee/volunteer and their manager.

2.2 The employee/volunteer will be made aware of the standards of behaviour required in the future and the consequences of not meeting those standards.

2.3 Repeated minor conduct issues may be subject to a capability assessment by the relevant manager.

2.4 Discussion held regarding minor conduct issues should be recorded and a note made on the employee/volunteer's file, which the employee/volunteer must be given the opportunity to read and agree to as a correct record.

2.5 If conduct does not improve, more formal procedures may be engaged.

3. Gross Misconduct

3.1 Examples of gross misconduct include the following:

- Theft
- Physical violence or fighting

- Being intoxicated/under the influence of alcohol or non-prescription drugs whilst working
- Financial misconduct or falsification of financial records
- Falsifying time records
- Bribery
- Conviction of a serious crime
- Serious breaches of health and safety law
- Gross insubordination/non-compliance/dishonesty

NB. Gross misconduct may vary according to the particular circumstances. For example, it may be regarded as gross misconduct if a police officer working in the traffic division is convicted of a serious speeding offence. This would not be an issue with a community venue employee/volunteer unless their role included driving. It is therefore important for the Management Team to consider what they would view as gross misconduct and write their disciplinary policy accordingly.

3.2 An employee/volunteer will be instantly dismissed, i.e. asked to leave the venue immediately if gross misconduct has occurred.

3.3 The employee/volunteer has the right to appeal. An appeals panel will be appointed by the Management Team and the chair of that panel will inform the employee/volunteer of the expected timescales and manner of operation of the panel.

3.4 An investigation will take place prior to the appeal hearing. See investigations below.

4. Disabilities and Reasonable Adjustments

4.1 If an employee/volunteer has difficulty with the disciplinary procedure due to their disability, they should discuss this with their line manager so that adjustments can be considered.

5. Confidentiality

5.1 All disciplinary matters will be dealt with sensitively and with due respect for the privacy of the individuals concerned.

5.2 Information communicated to an employee/volunteer in connection with an investigation or disciplinary matter must be treated as confidential. Breaching this rule will result in disciplinary action.

5.3 Employees/volunteers, their representatives, witnesses or note-takers must not make electronic recordings of any disciplinary meetings or hearings that they attend.

5.4 Depending upon the nature of their evidence, the identity of witnesses may remain confidential.

6. Investigations

6.1 The Management Team will appoint an Investigating Officer in cases where this is necessary in order to establish a fair and balanced view of the facts.

6.2 The amount of investigation required will vary from case to case depending on the particular circumstances and may therefore take a varying amount of time.

6.3 Investigative interviews are solely for fact finding – no decisions will be made at the time of interview.

6.4 Employees/volunteers must co-operate fully with the investigation. They are entitled to be represented at any investigative meeting or interview.

6.5 Employees/volunteers have a duty of confidentiality and must not tip off or collude with any other person with regard to the investigation or contact or interfere with witnesses.

6.6 Investigations will be carried out promptly wherever possible and completed within a reasonable period of time.

7. Criminal Allegations

7.1 Where an employee/volunteer is the subject of a criminal investigation, the facts will be investigated before a decision to take disciplinary action is made.

7.2 A criminal investigation, charge or conviction relating to conduct outside work/voluntary employment may be treated as a disciplinary matter if considered relevant to an employee/volunteer's role within the organisation.

7.3 Where a serious offence is under police investigation and may amount to grounds for gross misconduct, the outcome of the police investigation may be awaited before deciding whether to dismiss.

8. Suspension

8.1 An employee/volunteer may be suspended from work pending an investigation. This will be for no longer than is necessary for the investigation to take place.

8.2 During suspension, the employee/volunteer must not visit the venue or have contact with any other employees/volunteers, clients or building users.

8.3 Suspension is not a disciplinary sanction and the terms and conditions of suspension will be confirmed to the employee/volunteer in writing by their manager.

9. Support for Employees/Volunteers Going Through a Disciplinary Process

9.1 The Management Team will appoint a suitable person to act as a welfare officer. This person will stay in touch with the employee/volunteer throughout the disciplinary process and will offer welfare support during any period of suspension and at all points during the disciplinary procedure.

14.4.2 DISCIPLINARY PROCEDURE

Name of venue: _____

Date: _____

This procedure is designed to clarify the rights and responsibilities of all employees, volunteers, trustees, management team members and trade unions in the event of disciplinary action.

The Management Team will help, encourage and support employees/volunteers at all times in preference to taking direct disciplinary action.

The organisation is committed to developing and maintaining an environment of mutual trust. The majority of problems will be resolved within the organisation, except that of alleged gross misconduct.

The organisation will be flexible in its approach. Informal discussion or outside mediation will be considered as an initial approach to resolve issues, without necessarily involving the entire Management Team or trustees.

The disciplinary procedure has three levels with provision for instant dismissal in the case of gross misconduct and with a right of appeal at each level.

Detailed records will be kept of all interviews and investigations relating to a disciplinary process.

1. Capability Procedure

If an employee/volunteer's work is unsatisfactory due to a lack of skills, aptitude or poor health, the capability procedure will be used.

- 1.1 The line manager will explain why the employee/volunteer is not meeting the required standard. They will explain what is required.
- 1.2 Reasons for the employee/volunteer's poor performance will be ascertained if possible, e.g. poor health, poor health of a family member, excessive workload, lack of resources.
- 1.3 The employee/volunteer's perception of why they are not performing must be taken into account.
- 1.4 The line manager will make a written note of the content of the discussion but it will not be recorded on the employee's file.
- 1.5 Options for managing the case at this point include:
 - Training, re-training, development
 - Referral to GP or health professional or employee support
 - Mentoring or coaching

- Closer supervision for limited period of time
 - Temporary amendments to the employee/volunteer's job specification to allow a slower pace of development
- 1.6 If concerns persist despite these measures, the employee/volunteer should be given an action plan for improvement with SMART objectives. (Specific, Measurable, Achievable, Realistic and Time-bound) These can be reviewed with a trades union representative, who can be present at any stage of the capability procedure.
 - 1.7 A clear monitoring and feedback procedure must be agreed by both parties.
 - 1.8 If improvement is not achieved within the agreed timescales the disciplinary procedure will apply.

2. Roles and Responsibilities

- 2.1 A person will be designated to deal with disciplinary actions. They must not have any prior involvement with the alleged offence. This is the **Responsible Person**.
- 2.2 A disciplinary panel for a hearing should be made up of 2 members of the Management Team.
- 2.3 An appeals panel should be made up of the Chair of the Management Team plus one other member of that team. They must not have had prior involvement with the case.
- 2.4 The employee/volunteer may be accompanied by a trades union representative, fellow employee/volunteer or friend.

3. First Warning for Misconduct

- 3.1 This is a verbal warning. It should be recorded by the manager in case it needs to be referred to at a later date.
- 3.2 An improvement note may be given – this sets out the performance problem and states the improvements required with timescales.

4. Written Warnings

- 4.1 If no improvement is apparent following a verbal warning, a **first written warning** will be issued by the manager. This will state the problem, the reason for giving the warning, the venue's policy, a description of what has happened including details of verbal warning(s), a statement of expectations and an outline of the consequences.
- 4.2 If there is still no improvement a **final written warning** is issued. This should set out the required improvements and any support you are prepared to give to the employee/volunteer in order to achieve that improvement. It must also state the process by which the employee/volunteer can respond or appeal and that if there is no improvement by an agreed time/date, they can be dismissed without further notice.
- 4.3 The employee/volunteer will be informed of their right to appeal the decision and the process.
- 4.4 All written warnings must be recorded on the employee/volunteer's personal file.

5. Dismissal

- 5.1 Dismissal following a final written warning, where the agreed improvement has not

taken place, will usually result in dismissal with pay in lieu of notice. If the employee is a volunteer payment will not apply.

5.2 **Instant dismissal** will take place where the breach of discipline is very serious, i.e. **gross misconduct**, and this will not be subject to the usual progression of verbal and written warnings.

5.3 A letter confirming the decision to dismiss will be delivered to the employee/volunteer within 2 working days. A copy will be placed on their personal file.

5.4 The employee/volunteer will be informed of their right to appeal the decision and the process.

6. Disciplinary Hearing

6.1 A written notice should be issued to the employee/volunteer stating the date, time and location of the hearing and the nature of the issue/complaint. It must also state the names of the disciplinary panel members and anyone else involved in the meeting, e.g. witnesses. Copies of statements and written evidence should be supplied. A statement of rights to have representation and to bring their own witness(es) must be included.

6.2 The employee/volunteer will be informed of the panel's decision at the end of the hearing.

6.3 Confirmation of the disciplinary panel's decision must be issued in writing to the employee/volunteer within 2 working days of the hearing.

7. Appeals

7.1 The employee/volunteer may appeal to the *Responsible Person* against any written warnings or the result of any hearings within 5 working days of it taking place.

7.2 The appeal panel hearing must take place within 5 working days of receipt of the appeal letter.

7.3 The employee/volunteer must be given at least 2 working days' notice in writing of the date, time and location of the appeal hearing.

7.4 The notice must contain the names of the panel members, witnesses and the employee/volunteer's right to bring representation.

7.5 The appeal panel may uphold the appeal, reject the appeal, or reduce the level of the warning. The employee/volunteer must be informed of the result directly after the hearing.

7.6 The decision of the appeal panel must be delivered to the employee/volunteer in writing within 2 working days of the hearing. A copy must be placed on their personal file.

8. Appeal Against Dismissal

8.1 An employee/volunteer may appeal against dismissal within 5 working days of the disciplinary hearing. This must be in writing.

8.2 The employee is suspended on full pay pending the hearing. Volunteers are suspended pending the hearing.

8.3 The dismissal panel may uphold or reject the decision to dismiss or may reduce it to a final written warning. The employee/volunteer will be informed of the decision of the panel at the end of the hearing.

8.4 A letter confirming the dismissal panel's decision will be sent to the employee/volunteer within 2 working days of the hearing. A copy will be placed on the employee/volunteer's personal file.

This is the final level of the disciplinary procedure.

9. Format for Hearings

9.1 The chair of the panel introduces those present and details the purpose of the hearing and how it will proceed.

9.2 The Responsible Person states the case and calls witnesses as appropriate. These may be questioned by the employee/volunteer or their representative. The chair may clarify management's case.

9.3 The employee/volunteer or their representative will present the employee/volunteer's case and call witnesses as appropriate. The manager may question the employee/volunteer or witnesses. The chair may clarify the employee/volunteer's case.

9.4 Each side may sum up.

9.5 The hearing is adjourned whilst the panel discuss the decision and appropriate action to take. If new evidence has come to light, they may defer their decision and set a date to reconvene.

9.6 At the end of the hearing, the chair of the panel will inform the employee of the decision of the panel and their right to appeal, if appropriate.

10. Minute Taking

10.1 Minutes should be taken of all hearings by someone who is uninvolved with the case.

11. Suspension

11.1 An employee/volunteer can be suspended from work pending a disciplinary hearing. This can happen at any stage if the employee/volunteer's presence could interfere with a proper investigation or lead to further difficulties or disruption in the workplace.

11.2 Suspension is a neutral act and does not prejudice or influence the outcome of the hearing.

11.3 In the case of paid employees, suspension is with full pay.

11.4 Employee/volunteers are immediately informed in writing of the decision to suspend.

11.5 Upon suspension, the employee is given the opportunity to collect their belongings but must hand in keys and other property belonging to the venue before leaving the premises.

14.5.1 EQUALITY AND DIVERSITY POLICY

Name of venue: _____

Date: _____

Thename of venue..... observes the Welsh Language (Wales) Measure 2011 and treats Welsh with equal importance to English. We will:

- Ensure that building users, volunteers and management team members can express their opinions and convey their needs in their preferred language.
- Provide services in Welsh where it is the preferred language of the individual/ service user

Further information on the use of Welsh and the Welsh Language Act can be found here: <https://gov.wales/welsh-language>

All small organisations should adopt a policy which ensures all people are included and there is no discrimination. Your organisation should represent the whole community. Within the policy there should be guidelines about how you will manage any situation in which someone has been treated unfairly or disrespectfully within your organisation. This is important as some individuals, groups and communities are more likely to face discrimination, harassment and exclusion in society. Discrimination and exclusion can happen unintentionally; so your policy and the environment that you create within your organisation can make everyone, staff, volunteers and service users more aware. Here are the legal definitions, but you might have more to add:

Discrimination is defined as treating a particular person or group of people differently, worse than they are usually treated. In law you cannot discriminate against anyone on the basis of their age, gender reassignment, marriage or civil partnership, pregnancy or maternity leave, disability, race – including colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation. These are called ‘protected characteristics.’

Harassment is unwanted behaviour which you find offensive or which makes you feel intimidated or humiliated. It can happen on its own or alongside other forms of discrimination. Unwanted behaviour can be spoken or written. It may be abusive.

As a management team you should consider:

- Whether anyone would prefer to communicate in Welsh
- Whether you are aware of any ongoing discrimination or harassment
- Whether anyone feels excluded or treated badly because of who they are
- Whether there are any particular groups of people likely to face discrimination or harassment
- Whether you are compliant with the Equalities Act 2010 (see below)
- Do a wide range of people take part in your activities and meetings?
- Is there anything you feel might stop certain people using your organisation

and attending your meetings? For example, the time of day of the meetings, the location of the meeting venue.

- Does your group ever treat people differently, or not include people as much, because of any particular characteristic? For example, gender or race.
- Is there anything your group could do to improve equal access for all people?

The Equalities Act 2010 identifies a list of “protected characteristics”. It is illegal for an organisation to harass or discriminate against anyone because of their age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex, or sexual orientation.

Check List

Writing an Equality and Diversity Policy

1. What are your aims?
 - What would you like to achieve by having this policy?
 - What does the organisation believe about discrimination and harassment?
2. What will you do?
 - What can you achieve to make your organisation and environment more accessible to all?
 - Do you need physical changes, e.g. better access
 - Do you need to alter wording on adverts, social media posts etc.
3. How should people behave?
 - Write a code of conduct for people to adhere to. Read more information about the code of conduct on **page 139**.
4. Review your policy regularly.
 - Include a statement: ‘this policy will be reviewed every years’
5. Adopt your policy and use it.
 - Write a draft policy, then the management team should officially approve the policy and adopt it.

Equality and Diversity Policy Template

Aims

The venue is open to all of the community and surrounding areas.

The management team aims to create an environment where people feel welcome, respected and cared for.

It is our aim to treat all venue users equally regardless of their age, gender reassignment, marriage or civil partnership, pregnancy or maternity, disability, race, religion or belief, sex or sexual orientation.

1. Accessibility

Our community venue is:

- 1.1 Accessible to wheelchair users
- 1.2 Has a hearing loop for the deaf and hard of hearing
- 1.3 Regularly re-assessed with regard to access requirements, ensuring these meet the needs of new users

2. Diversity

- 2.1 Our community venue belongs to the entire community; therefore we aim to organise a range of events and activities to suit the interests and meet the needs of as wide a variety of people as possible.
- 2.2 The venue will be open to new ideas and facilitate opportunities for residents to share their cultural heritage with one another.

3. Inclusion & Respect

- 3.1 Every resident of our community will be made to feel equally welcome and included at all meetings and events.
- 3.2 Sexist, racist, homophobic, transphobic or otherwise offensive/inflammatory behaviour are not acceptable and have no place within this venue.

4. Dealing with Discrimination & Harassment

- 4.1 If any user feels they have been discriminated against by the organisation or harassed at an event, they should raise this with a member of the management team.
- 4.2 The management team will investigate the complaint, listening to all involved. If the complaint is against a member of the management team, that person will not be a part of the investigating team.
- 4.3 If the complaint is against a particular individual, that person will have the opportunity to express their point of view, accompanied by a friend, to the investigating team. The person complaining will also have this opportunity.



- 4.4 If the complaint is against the venue as a whole, the management team must work to ensure the discrimination is not repeated in the future and must inform all parties how they propose to do this.
- 4.5 Any decision to exclude a person from the venue due to discriminatory or harassing behaviour will be made with reference to the organisation's constitution.
- 4.6 Anyone raising an issue will not be discriminated against or victimised because they have done so and will be supported by the management team and staff at the venue.

This policy was adopted at a meeting of

..... on ...(date).....

Signed:..... Position.....

Signed..... Position.....



14.6.1 FINANCIAL POLICY

Name of venue: _____

Date: _____

This policy is an example and may not be fully relevant to your venue, but it can be edited and tailored to your group/venue's requirements.

In the case of difficulty establishing your exact requirements or where there is disagreement amongst the management team regarding the correct terms of the policy, it is recommended that you take appropriate professional advice. Links to useful sources are given at the end of this document.

Please remember that if your venue is owned by the Church in Wales or another large organisation, local authority etc., they may have preferred policies for you to adopt/use.

Example Financial Policy

1. Trustees

1.1. The trustees of (.....Community Centre) are responsible in law for ensuring the solvency and financial probity of theCommunity Centre. They constitute the management team which has the duty to exercise overall control of the policy and general management, including the financial affairs, of theCommunity Centre. The committee delegates day-to-day financial matters to the staff team.

2. The Management Team

2.1. meets at least four times a year, one of these meetings being the annual general meeting.

2.2. ensures that the administration and activities of the Community Centre are at all times within the law and within the aims & objects of the charity.

2.3. sets an annual budget and monitors income & expenditure against the budget.

2.4. considers quarterly finance reports and monitors the Centre's cash-flow.

2.5. assesses the projected performance for the year, revising the budget where necessary.

2.6. ensures that the accounts are examined annually by a chartered accountant and that an annual report and financial statements are prepared in accordance with charity and company law.

2.7. carries out financial forward planning and ensures that the Community Centre has a programme of fundraising and income-generation aimed at maintaining the Centre's financial security.

2.8. ensures that the most effective use is made of the Centre's income, including any money not required for immediate expenditure.

2.9. ensures that all income due to the Centre is received and monitors its trading activi-

ties.

2.10. ensures that grants and fees from the Borough Council and other bodies are used according to the terms of the grant agreement.

2.11. ensures that the Centre does not take on any obligations which it may be unable to meet.

2.12. oversees internal systems of financial control to ensure that they are both rigorous and observed by the staff team.

2.13. The management team as a whole is responsible for the Centre's financial affairs and there is no post of treasurer. Committee members receive basic training in financial forward planning and reading financial reports and accounts. Committee members may at any time arrange to examine the Centre's financial records or discuss financial or fund-raising issues with staff.

3. Staff Team

3.1. The staff team is responsible for day-to-day financial matters and must adhere to the Financial Rules. The Centre's workload is divided into a number of areas of work and staff cover the workload on a team basis.

3.2. One member of staff has overall responsibility for day-to-day financial matters and records and for financial reports and is directly responsible to the management team. He or she prepares financial reports for each management team meeting and liaises with the Chair and Vice Chair when appropriate.

4. The Finance Section

4.1. prepares records of staff wages and makes tax and national insurance payments to HMRC.

4.2. pays the quarterly licence fee (rent) to Brighton Unemployed Centre Families Project.

4.3. keeps full records of income & expenditure and monitors stock and debt control; Resource Centre Financial Management Policy reviewed February 2018

4.4. keeps VAT records and submits quarterly returns to HM Revenue & Customs.

4.5. monitors the Centre's financial performance, including carrying out a monthly bank reconciliation.

4.6. monitors income & expenditure on the equipment hire and reprographics services, to inform decisions made by the staff group on charges to user-groups.

4.7. prepares the necessary budget recommendations and detailed financial reports, including cashflow analysis and projected out-turns, to enable the management team to exercise effective control.

4.8. prepares the annual accounts for examination and drafts the trustees' annual report for consideration by the management team.

4.9. submits the annual report & financial statements and annual returns required by the Charity Commission and Registrar of Companies.

4.10. maintains a register of the charity's assets.

4.11. arranges insurance to cover employer's and public liability and risks to equipment and stock.

5. The Development & Fundraising Section

- 5.1. writes reports and recommendations on the development of the Centre's work for discussion by the management team.
- 5.2. investigates and follows up all appropriate sources of funding, including local and national government, charitable trusts and businesses.
- 5.3. provides monitoring information and reports, including financial information, to funders and to the management team.

Useful Sources of Additional Information

<https://www.gov.uk/government/organisations/charity-commission>

<https://www.resourcecentre.org.uk/>

<https://www.bridgend.gov.uk/>

14.6.2 FINANCIAL PROCEDURE

Name of venue: _____

Date: _____

The Community Venue Management Team should include a Treasurer. The Treasurer's role is to ensure that the financial procedures are adhered to and the organisation is financially accountable. Guidelines to Financial Procedure are given below.

Financial procedure will outline how the venue will look after its money. As well as helping your Management Team to function better, the financial procedure will also show funders and other bodies that your group is looking after its money properly.

Before you agree financial procedure, your Management Team will need to decide details such as:

- The sort of financial records you will keep – account book, petty cash book, spreadsheet etc. *See Example 1.*
- What bank or building society accounts you will hold; you should have three signatories who are unrelated for all accounts. Two out of the three will have to sign appropriate documents such as cheques.
- How you will deal with petty cash, receipts for purchases etc., specify the amount of the float and the maximum amount that can be paid out in cash.
- Whether there are certain small items which Management Team members may buy without going to a meeting for approval, and if so, the maximum amount of money that can be spent in this way.
- The financial year: for example, if your accounts will run from 1st January to 31st December or 1st April to 31st March, or on a different cycle.
- How often the Treasurer will report to the Management Team, and whether you want verbal or written reports. The Treasurer also gives a financial report during the Annual General Meeting (AGM). There will also be a Treasurer's report at each executive meeting together with a written report that is to be viewed by those present at the meetings.
- It is good practice to have a separate deposit account into which a percentage of the monthly income is automatically transferred. This reserve account should contain a sum equivalent to 6 months operating costs so that there is a contingency fund.

Free HMRC financial templates can be accessed here
<https://accountstemplate.co.uk/services/free-hmrc-templates>
Scroll down and click on 'book keeping template.'

Once your management team has agreed the procedures, remember to give a copy to everyone who joins the committee.

Below, is a set of **sample procedures** you can use as a basis to write your own. If your team is small, you will probably work together informally and some of these rules may not be appropriate. Even so, it is a good idea to have some rules, however few, so that everyone is clear about how to look after your venue's money.

If your team/venue is larger, then you will probably need more detailed procedures.

You can use these basic rules as guidelines to draw up procedures which are useful for your team/venue. If your venue receives funding, the funder may have terms and conditions of their own about how the finances are handled.

Sample Financial Procedures

Financial Procedures of Community Venue

Approved by the Management Team on/...../.....

General Arrangements

1. Select one of the options below

- We have a Management Team which is elected at the Annual General Meeting.
- The group as a whole acts as the Management Team; we have no elected committee (or charity trustees).
- The group is a registered charity, numberOur charity trustees make up the Management Team.

NB. If you are not already a registered charity, you may be required by law to register

The rules relating to formation of a registered charity can be found here: <https://www.gov.uk/setting-up-charity>

2. The Management Team is responsible for ensuring that the venue is professionally managed with income properly looked after and put to best use.
3. The Management Team will keep appropriate financial records, including:
 - an account book/spreadsheet recording all the transactions in the bank account(s)
 - bank statements or building society passbook
 - a petty cash book (if we make cash payments)
 - details of all funds received
 - details of all payments made, cash or otherwise (bank transfer, cheque, etc.)
 - invoices and receipts

- PAYE records (if paid workers are employed).
4. Our financial year ends on (enter date)
NB. Check your constitution – it will usually state when you should hold the Annual General Meeting and may also state the date on which your financial year ends. If not, you should set a date so that your annual accounts cover a regular 12-month period. A small group may not find this appropriate, but most larger groups find it best to keep to an annual cycle.
 5. We will draw up accounts at the end of the financial year and have them examined by a suitable person who is independent. The annual accounts will be presented to the Annual General Meeting for approval. If you are a charity, CIC etc, the accounts need to be registered with The Charity Commission together with the Annual Report.
 6. Before the start of the financial year, we will set a budget for the following year.
Groups with little money have no real need for a formal budget but will still benefit from deciding how much they need and where the money will come from.
 7. We will discuss a financial report at each Management Team meeting showing money received, payments, and remaining funds. It will also show expected future receipts and payments.
You can give verbal or written reports with as much detail as is appropriate to the size of your group and its finances. The important thing is that the committee has enough information to make good decisions. Bank statements are to be made available at meetings in support of the financial report.

Bank Accounts

1. We have a current account and a savings account
withBank, Address.....

Enter the exact details for every bank account or building society account you have.

2. All bank transactions will go through our current account. To withdraw money from any other account, we shall first transfer it to the current account and withdraw it from there. If we pay money into any other account, it will be as a transfer from the current account.
3. At least three members (not related to each other) of the Management Team will be signatories to the accounts.
4. Any withdrawals or transfers between accounts will be signed by two of the signatories. We expect that one of these will be the Treasurer. If not, the Treasurer will be given full details of the payment.

We will ask the bank to provide statements every month and will check the statements against our records.

Income

1. When we receive cash as payment for room hire or other services, we will issue a receipt and keep a copy.
2. When we receive cash at events, two members of the group will count and record the cash, make a note of the total and sign for it.
3. When the Treasurer collects cash from a group member, the Treasurer will issue a receipt.
4. Details of cash received will be entered in the cashbook.

Delete the following as appropriate:

- We shall bank all cash received – we will not use it for cash payments. We expect that cash over £100 will be banked within a week.
 - We will use small amounts of cash received as petty cash.
5. We will record details of cheques received in the account book and bank the cheques within one month.
 6. We will record details of all bank transfer (BACs) payments in the account book.
 7. The Treasurer will keep files of paperwork relating to cheques and BACs payments e.g. grant award letters or copies of receipts issued by the group.

Buying Goods and Services

1. Our Management Team will agree payments in advance. This will either be shown in our annual budget or discussed at a meeting during the year.
2. The Treasurer will keep a file of all the paperwork and check invoices before making payments.

Payments by Cheque, Direct Debit, Bank Transfer or Debit Card

1. We will not sign a cheque, or authorise a direct debit, bank transfer (BACs) or debit card payments without paperwork to support the payment.
2. Two signatories are required on each cheque. Cheque stubs will be completed at the time of payment.
3. All other payments (including BACS, debit card payments, standing orders and direct debits) must be signed for in advance by two signatories on our own payment form. The payment form will include the following details: payee; date; amount; type of payment (e.g. BACS, standing order); and space for two signatures.
4. We will never sign a blank cheque.
5. We will record details of payment on the accounts book/spreadsheet:

- cheque number / type of payment
- date
- who signed the cheque / payment form.

Petty Cash

1. Choose one of the following options:

- Option 1: We will keep a small float of £..... for small payments such as bus fares and tea & coffee. We will keep the float separate from incoming cash and withdraw cash from the bank to make up the float. Cash withdrawals from the bank account will require 2 signatories. We will enter in the petty cash book the amount of cash drawn from the bank and details of payments.
- Option 2: We will keep a small float for small payments such as bus fares and tea & coffee. We will top up the float with cash which we receive. We will enter up all the cash received in the account book. We will show the amount kept for petty cash as a transfer from the account book to the petty cash book.

It is best practice to pay all the cash which you receive into the bank, and then draw cash from the bank to top up your petty cash float (Option 1). That way, you have a clear record of both transactions and will not get in a muddle. However, this may not be at all convenient if your group has little income and there is not a bank branch nearby. If you choose to top up your petty cash from cash received, make this your regular system. You should never make a petty cash payment before you have entered the full amount of incoming cash.

2. No payments above £ will be made by cash.
3. We will record payments on a petty cash slip and keep till receipts, bus tickets, etc.

Staff Wages

1. We will keep records of staff wages in accordance with PAYE and National Insurance regulations.
2. Where casual or part-time staff are paid in cash, the treasurer will make sure that staff sign a wages record sheet.

14.7 GRIEVANCE POLICY & PROCEDURE

Name of venue: _____

Date: _____

This is an example policy & procedure that can be used as a template for community venues.

Purpose: to set out the approach of the management team in relation to the raising of any grievances by members of the team, staff, volunteers, building users etc.

The policy and procedure applies to everyone, paid or unpaid.

Grievance Policy

The management team aims to give staff/volunteers a fair and open means to resolve concerns they may have if they feel they have been unfairly treated or discriminated against during their work withcommunity venue..... The grievance process allows for situations where individuals believe they have a grievance, which they wish to take further, and also for situations where two or more individuals believe they have a collective grievance that they wish to pursue.

Although not a definitive or exhaustive list, the following types of situations give some indication of what may be considered a grievance:

- A staff member/volunteer feels they have been treated unfairly or less fairly or that they have been discriminated against as compared to the treatment of other staff/volunteers.
- A staff member/volunteer wishes to voice a protest about a particular relationship at work/in the venue.
- A staff member/volunteer wishes to voice a protest about terms and conditions of employment/room hire/new working practices.
- A staff member/volunteer wishes to voice a protest about health and safety within the venue.

Individuals should only invoke the formal grievance procedure once they have tried and failed to resolve their concerns informally through discussions with colleagues where this is appropriate.

Only when an appropriate resolution of concerns fails through informal means (or where such informal means would not be appropriate) should individuals proceed to take out a formal grievance.

The merit of any grievances raised will be assessed by a *Grievance Committee* composed of 3 members of the management team, based on the facts of the case.

However, it should be noted that a grievance may not be raised as a response to disciplinary action taken against a member of staff/volunteer. In such cases the member of staff/volunteer must follow the policy and procedure guidelines on disciplinary action.

NB. The venue's management team should decide on who shall form the Grievance Committee as part of their constitution and AGM.

Grievance Procedure

An individual (or a group) who wish to raise a grievance must first attempt to deal with the matter on an informal basis, if this is appropriate. Only once this has been done (or if this would be inappropriate) should the individual raise a formal grievance.

1. Raising a Grievance

This shall be done by:

1.1 Setting out the details of the matter in writing and addressing this letter to the *Chair of the Management Team*

1.2 If the grievance relates to the Chair of the Management Team, the letter should be addressed to.....(state appropriate person e.g. secretary/treasurer)

1.3 If the grievance relates to a member of the management team, that person shall not be a member of the *Grievance Committee*.

The Chair of the Management Team (or alternate if the Chair of the Management Team is the subject of the grievance) will:

1.4 Arrange for the Grievance Committee to meet within 10 days of receiving the grievance. (The Chair of the Management Team would also usually chair the Grievance Committee)

1.5 Ensure the individual raising the grievance is invited to attend the meeting of the Grievance Committee to air their views. They must be informed of their right to be accompanied by their Trade Union representative, if appropriate, or to be accompanied by another person.

1.6 Ensure the Grievance Committee makes a decision regarding the merits of the grievance after considering the evidence. They shall inform the individual (or group) raising the grievance of the outcome within 5 working days or at the time of the meeting if all members of the Grievance Committee agree this is appropriate.

1.7 Ensure the meeting is minuted. The minutes will remain confidential, circulated to involved parties only.

1.8 *If the individual (or group) raising the grievance are not satisfied with the outcome, they can appeal the decision of the Grievance Committee, in writing, within 5 working days of receipt of the outcome.*

2. Appeal

The appeal procedure requires two external, independent, previously uninvolved persons for consideration of the appeal. They should be respected local individuals, agreed to by both parties.

Or, in the case where the management team are responsible to the *owner* of the building, it may be appropriate for the *owner* to manage the appeal process. For example, BCBC or local Community Council.

2.1 All parties shall be notified of the appeal meeting within 10 days of written receipt of the outcome of the first Grievance Committee meeting.

2.2 When a decision has been made by the appeal panel, they will advise the individual(s) of the outcome of the appeal in writing within 5 days of their meeting. They may also be informed verbally at the time of the meeting if this is appropriate.

2.3 If there is a reason why the individual(s) cannot be informed within this time frame, they will be given a reason why and told when they can expect notification.

2.4 The decision of the appeal is final.

2.5 If further investigation of the matter is required, appropriate external person(s)/ expert(s) will be engaged to investigate and report their findings back.

2.6 Clear timescales will be agreed for this process and the individual(s) appealing will be kept fully informed and told when a response can be expected.

2.7 If mediation is deemed necessary, where relationships may have broken down, clear timescales will be specified and agreed by both sides at the start of the process.

2.8 Confidential records will be kept of all stages of the management of the grievance and its appeal. A copy of these records will be given to the individual(s) concerned except if information needs to be retained, for example, to protect a witness. All records will be kept in accordance with the data protection policy.

14.8 VOLUNTEERS

Volunteers are not employees of the organisation. There will be no legally enforceable contracts, although a volunteer agreement should be signed to ensure that induction has been undertaken.

Volunteers may withdraw at any time.

<https://bridgend.volunteering-wales.net/vk/volunteers/index.htm>

At BAVO, you can register your organisation which will be put on an online forum where people wanting to volunteer can go to look for suitable roles.

Induction Policy

- A volunteer agreement will be signed by the volunteer and the organisation.
- Training will be provided in relation to the requirements of the role.
- The organisation's health and safety policies apply to volunteers including hazards and risk assessments.
- Volunteers must read relevant policies and procedures that apply to their role. This should be set out in the volunteer agreement.
- The organisation will allocate a point of contact for the volunteer who will allocate and supervise the tasks to be done. This contact is also responsible for ensuring any development needs are met.
- Any concerns that the volunteer has about their placement should be directed to their point of contact.
- The appropriate level of insurance is provided as part of organisations volunteering which extends to personal injury, professional and public liability insurance.
- The organisation's insurance policies should cover any incidents involving an organisation vehicle should it be necessary for the employee to drive as part of their tasks; however, cover does not extend to a private vehicle.

Induction Policy Review

This policy should be reviewed every 2 years, or earlier if changes to the law or organisational change requires it.

Volunteering Agreement (Template)

This Volunteer Agreement is an arrangement between us [insert name] ('the organisation') and you [insert name] ('the Volunteer') in relation to your voluntary work.

Your volunteer role is [insert details] which commences on [insert date].

This volunteering agreement sets out the organisation's expectations of you in the role of

volunteer and what you can expect from the organisation.

As a volunteer you will not receive any remuneration, benefits or other allowances, other than reimbursement of your expenses; this is to be agreed in advance.

The organisation's commitment to you will include :

- To provide an induction process to the organisation's work and its employees.
- To provide you with necessary training to enable you to carry out your volunteer role.
- To communicate to you the required standard of service provided by the organisation and support you to achieve and maintain this standard.
- To allocate a named member of staff who will regularly meet with you to discuss and review your role.
- To provide support to allow you to develop within your role.
- To provide support to allow you to develop positive working relationships with other volunteers and organisation employees.
- To provide insurance in conjunction with the volunteer policy.
- To ensure that all volunteers are supported in accordance with the organisation's *Equal Opportunities and Diversity Policy*

The Volunteer is to make sure they are aware of all the relevant policies to enable them to carry out their role effectively. Their line manager or named member of staff will ensure that they are directed to the correct documents and given copies where necessary. If you have concerns about your role and activities within the organisation, you should make your named member of staff aware.

The organisation will endeavour to resolve any concerns or issues fairly and appropriately.

Volunteer Agreement

I,[insert name in capitals], agree to be a volunteer with
.....[insert name of organisation] and commit to the following:

- To help the organisation fulfil the following services:
.....
[insert details of services here] to the agreed standards which have been clearly explained to me
- To perform my volunteering role to the best of my ability
- To perform my volunteering role to the required timescales
- To adhere to the organisation’s policies and procedures, including the code of conduct, health and safety policy and equal opportunities policy
- To maintain the confidentiality of the organisation’s information, and that of its clients both during and after your volunteering role
- To ensure that any private vehicles used to carry out the volunteering role are appropriately taxed and insured. The vehicle will be maintained and serviced in line with manufacturer’s recommendations (*delete where not applicable)
- To provide details of referees who may be contacted and to agree to criminal record check or any other necessary check
- To let the organisation know as soon as possible when I am unable to volunteer so that the organisation can make other arrangements

Data Protection

The organisation collects and processes certain types of data about you and does so in line with the General Data Protection Regulation and the Data Protection Act and the organisation’s data protection policy.

You shall make yourself aware of the organisation’s policies in relation to compliance with the General Data Protection Regulation and the Data Protection Act in force from time to time and undertake to act in accordance with these at all times, including exercising reasonable care to keep safe all documentary or other material containing confidential information. You shall inform the organisation immediately upon discovery of a data breach.

Acknowledgement

You acknowledge that you have received and understand this agreement and agree to carry out your volunteering role in line with the required standards. You will also maintain confidentiality of any information received regarding the organisation during your volunteering role. This agreement is not intended to be a legally binding contract and is binding in honour only. The agreement does not create an employer-employee relationship and may be cancelled at any time at the discretion of either party.

[Volunteer]:

Signed:Print name: Date:

For and on behalf of [organisation]

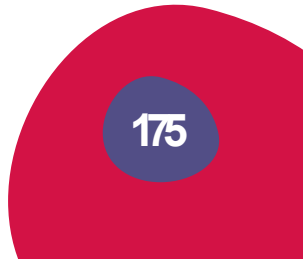
Signed:Print name: Date:



Application Form for Volunteering

Organisation name:[insert name of organisation]

Personal Details	
Name	
Postcode	
Contact details	
Mobile	Mobile: Home: Email:
Emergency contact details	Name: Relationship: Contact:
Please indicate your interest in volunteering within the organisation	
Availability for volunteering: Please give hours and days	



15 Glossary of Terms

15.1 ACRONYMS & TERMS

Acronyms

DBS	Disclosure and Barring Service
EFAW	Emergency First Aid at Work
EHO	Environmental Health Officer
FAW	First Aid at Work
GDPR	General Data Protection Regulation
HMRC	Her Majesty's Revenue and Customs
HSE	Health and Safety Executive
ICO	Information Commissioner's Office
POVA	Protection of Vulnerable Adults
SMART	Specific, Measurable, Achievable, Realistic, Timed
SWOT	Strengths, Weaknesses, Opportunities, Threats
USP	Unique Selling Point

Terms

Appointed Person

Someone nominated to take charge of first aid arrangements, i.e. looking after the first aid kit and calling an ambulance in an emergency. By comparison, a first aider is someone qualified to carry out first aid if there is injury or illness.

Audit/Auditors

The official inspection of an organisation's accounts. The auditor is the person who carries out the audit.

Business Plan

The document that sets out a business/organisation's future objectives and the strategies they intend to use to achieve them.

Capability

Power or ability that can be applied in order to achieve a specific outcome.

Child Protection

Keeping children safe where there is a serious risk of harm, either arising from a single event or a series of concerns over time.

Code of Conduct

An agreement on rules of behaviour for members of a group or organisation. It should clarify the organisation's mission, values and principles.

Community Venue

A public location where members of the community can gather for a variety of purposes including group activities, social support, public information, community events etc.

Confidentiality/Confidential

Keeping private information a secret. Being entrusted with private information that must not be shared.

Consent

Permission for something to happen. Agreement to do something.

Constitution

The fundamental principles and established precedents by which the organisation is governed.

Copyright

The legal right of the owner of intellectual property or 'the right to copy.' The original creators, and anyone they authorise, are the only people with the exclusive right to reproduce a piece of work. Usually refers to written, art or musical work.

Data Breach

Exposes confidential, sensitive or protected information to an unauthorised person or persons.

Data Protection

The process of safeguarding important information from corruption, compromise or loss.

Disciplinary

Concerning or enforcing discipline. Breaches of discipline may result in disciplinary action consistent with the disciplinary policy.

Discrimination

Unjust or prejudicial treatment of different categories of people usually on grounds of race, age, gender or disability.

Diversity

The practice or quality of including or involving people from a range of different social and ethnic backgrounds and of different genders, sexual orientations etc. Variety.

Due Diligence

Reasonable steps taken by a person to avoid committing an offence or tort. Due diligence might include an investigation, audit or review to confirm the facts of a matter being investigated.

Engagement

In the community sense – working collaboratively with and through people and groups of people to address issues affecting their well-being.

Equality

Being equal in terms of status, rights and opportunities.

Explicit Consent

Where someone gives clear, unambiguous agreement for their data to be used in a specific way.

First Aider

Someone who has undertaken 'First Aid Training' and has achieved a certificate of competence.

Grant Funding

Grants are funds given out by private, public and not for profit organisations for a range of purposes.

Grievance

An official statement of a complaint over something believed to be wrong or unfair. A real or imagined cause for complaint about something believed to be wrong or unfair.

Gross Misconduct

This includes things like theft, physical violence, gross negligence or serious insubordination. The employee can be dismissed immediately as long as a fair procedure is followed.

Hirer

Someone who engages a service/services for a fee.

Imminent Serious Harm

A substantial risk that someone will cause serious physical harm to themselves or another person in the immediate future.

Inclusion

Practice or policy of providing equal access to opportunities and resources for people

who might otherwise be excluded or marginalised, e.g. those with physical or mental disabilities, members of minority groups.

Induction

The process of induction or introducing someone to a role or organisation.

Legal Obligation

A requirement or duty created by statute or common law. This may be a formal contract, a promise, the demands of custom or conscience.

Legitimate Interests

Under GDPR, certain purposes that either constitute a legitimate interest or should be regarded as a legitimate interest. If legitimate interest is established, it is permissible to hold that subject's data.

Letting

The action of renting something out e.g. a property, a room.

Mandatory

Required by law or mandate. Compulsory.

Marketing Plan

Operational document outlining a publicity and advertising strategy for a business or organisation.

Maintenance

The regular work required to keep a building or items of equipment in good condition.

Mission Statement

A formal summary of the vision aims and values of a business or organisation.

Partnership

A formal arrangement by two or more parties to manage and operate a business, organisation or project. Liabilities and profits (where relevant) are shared equally.

Shared Regulatory Services

Organisation that covers the council areas of Bridgend, Cardiff and Vale of Glamorgan and provides the regulatory services that safeguard the health, safety and economic wellbeing of the region, e.g. environmental health, trading standards, pest control, noise and air pollution etc.

Personal Data

Information that relates to an identified or identifiable individual. This is data that is reasonably likely to identify the individual.

Policy

A course or principle of action adopted or proposed by an individual or organisation.

Privacy Notice

A privacy notice explains the purposes for which an organisation/venue is collecting and using data. It should also explain how the data is used and disclosed and how long it will be kept. It should also say who is the data controller for the organisation/venue.

Procedure

The established or official way of doing something. The method by which a policy is carried out.

Prohibition

Something is prohibited when it is forbidden by law.

Public Task

The carrying out of a specific task in the public interest which is laid down by law or exercising official authority.

Safeguarding

Protection from harm or damage by taking an appropriate measure. Safeguarding is the action taken to promote the welfare of children or vulnerable adults and protect them from harm.

Specific Purpose

Fair and lawful reason to collect, process, store and/or access personal data. The reason and purpose must be communicated in a simple and unambiguous way.

Target Audience

A group of people defined by certain demographics and behaviour. Defining your target audience is a useful way to promote successful marketing.

Vital Interests

If personal data must be processed in order to protect someone's health in an emergency or critical situation, this is permissible under GDPR.

Whistle Blowing

Someone, usually an employee or volunteer, who exposes information or activity within an organisation that is deemed illegal, illicit, unsafe, wasteful, fraudulent or abusive.

16 Appendices

16.1 SIGNS OF ABUSE IN ADULTS

This list is not exhaustive but lists a number of *possible indicators* of the following types of abuse:

Physical Injuries

- If someone is unable to explain an injury, falls, or there are inconsistencies of how it happened.
- Injuries that seem implausible and frequent.
- Changes in behaviour whilst around a particular person.
- Bruising, cuts, welts, burns and/or marks on the body or loss of hair in clumps.
- Malnutrition.
- Seeing injuries that have not been looked at by a doctor or treated.
- Not wanting to be touched.

Domestic Abuse

- Low self-esteem, blaming themselves.
- Actual physical injury.
- Being verbally abused and humiliated in front of others.
- Irrational fear of any intervention.
- Damage to home or property.
- Isolation – not seeing friends and family.
- Limited access to money.

Sexual Abuse

- The uncharacteristic use of explicit sexual language or significant changes in sexual behaviour or attitude.
- Self-harming.
- Unusual difficulty in walking or sitting.
- Excessive fear/apprehension of or withdrawal from a relationship.
- Fear of receiving help with personal care.
- Pregnancy in a woman who is unable to consent to sexual intercourse.
- Reluctance to be alone with a particular person.
- Look out for unusual bruising, thighs, buttocks, upper arms and neck.

Psychological or Emotional Abuse

- Person is withdrawn.
- Tired and obviously not sleeping well.
- Unable to concentrate on tasks.
- Uncharacteristically bad tempered.
- Change of appetite, weight loss or gain.
- Signs of distress: tearfulness, anger.
- Eager to do everything they are asked.
- Indications of compulsive behaviour.

Financial or Material Abuse

- Personal possessions missing.
- Never having money; not able to maintain their life.
- Rent arrears and eviction notices.
- Disparity between the person's living conditions and their financial resources, e.g. insufficient food etc.
- Having unusual difficulty with finances.
- Being over-protective of their possessions.

Modern Slavery

- Signs of physical or emotional abuse.
- Malnourished, untidy clothing and generally withdrawn.
- No personal possessions or documentation.
- Wearing the same clothes all the time.
- Difficulty making eye contact.
- Frightened or hesitant to talk to strangers.
- Fear of police or people in authority.

This information should be used in conjunction with your safeguarding policy and procedures. **Read more on page 107**

Further information

<https://www.nidirect.gov.uk/articles/recognising-adult-abuse-exploitation-and-neglect>

<https://www.scie.org.uk/safeguarding/adults/introduction/types-and-indicators-of-abuse>

16.2 SIGNS OF ABUSE IN CHILDREN

This is not one size fits all and abused children may show signs of distress in different ways.

The signs can sometimes be very dramatic and obvious but often they are much more subtle. It is important that you have an awareness of the types of behaviour that may be connected to abuse so that you can help the child get appropriate support.

Signs

- Being wary of adults, being fearful of physical contact.
- Behaving differently all of a sudden.
- Unable to play, imaginatively or using sexual ideas or talk in their play.
- Being aggressive or abusive.
- Having difficulty in developing close relationships, getting on badly with peers.
- Bullied by other children or the bully themselves.
- Lying and stealing.
- Thinking badly of themselves, having a poor self-image.
- Not looking after themselves.
- Starting to wet or soil.
- Underachieving at school, not able to concentrate.
- Behaving flirtatiously.
- Becoming depressed.
- Self-harming.
- Running away.
- Being very passive.

The signs don't always mean there is abuse, other factors may be involved in their lives which may affect their behaviour.