FRIENDS OF GLASGOW PARKS

Glasgow
CITY COUNCIL

INFORMATION PACK

INTRODUCTION

ESTABLISHING YOUR FRIENDS GROUP
Identify interesting people
Set up a Steering Group
Hold your First Meeting
Identify a Venue
Advertise the Meeting
Decide on the Type of Group
Establish Principles and Constitution
Approve the Constitution
Name the Group
Form a Committee

MANAGING YOUR FRIENDS GROUP
Successful Meetings
Annual General Meeting (AGM) and types of meetings
Dealing with People
Resolving Conflict
Managing your Group's Finances
Funding
Event Planning
Action Plans
Community Engagement
Expand your Membership

FURTHER INFORMATION
Forum
Federation
FAQ
Useful links

APPENDICES
Code of conduct
Diversity & Equal Opportunities policy
Guide to GDPR
Finance Guidelines
Committee charter
Constitution
Legal Structures of Groups
Action Plan Template

INTRODUCTION

This publication is a toolkit for helping people who want to start and develop a 'Friends' group aimed at improving local parks and green spaces, including rivers, cemeteries and woodlands.

The pack explains the basic stages of starting up a group, organising your first meeting, sources of funding and managing your group which may be of use in reaching your groups aims and objectives and finally a list of useful contacts.

It will help to show the benefits and mutual support that can be achieved by working in partnership with Glasgow City Council.

OUR DEAR GREEN PLACE

A Vision for Glasgow's Parks and Greenspace – working for our communities.

Parks and greenspaces will be lively, welcoming and safe places; sustainable, well connected and accessible to all, providing opportunities for activities and shared use for current and future communities.

Glasgow City Council's 'Vision for Parks and Greenspaces' commits the Council to several key actions on food growing, access to greenspace and promoting outdoor learning.

If you are looking to start or develop a group, two actions empower Friends groups. The first action is a commitment to support groups in developing participation and volunteering opportunities. This means that the Council will do its best to support your group to build community participation.

The second relevant commitment is to involve communities in planning, developing and managing local spaces, which includes consultation. Your group will be consulted in the development of the park, to suggest changes or additional actions.

This vision will guide Glasgow City Council to set the direction for its work in parks and greenspaces. For further information of the Parks Vision and for the full list of actions, please see **Our Dear Green Place.**
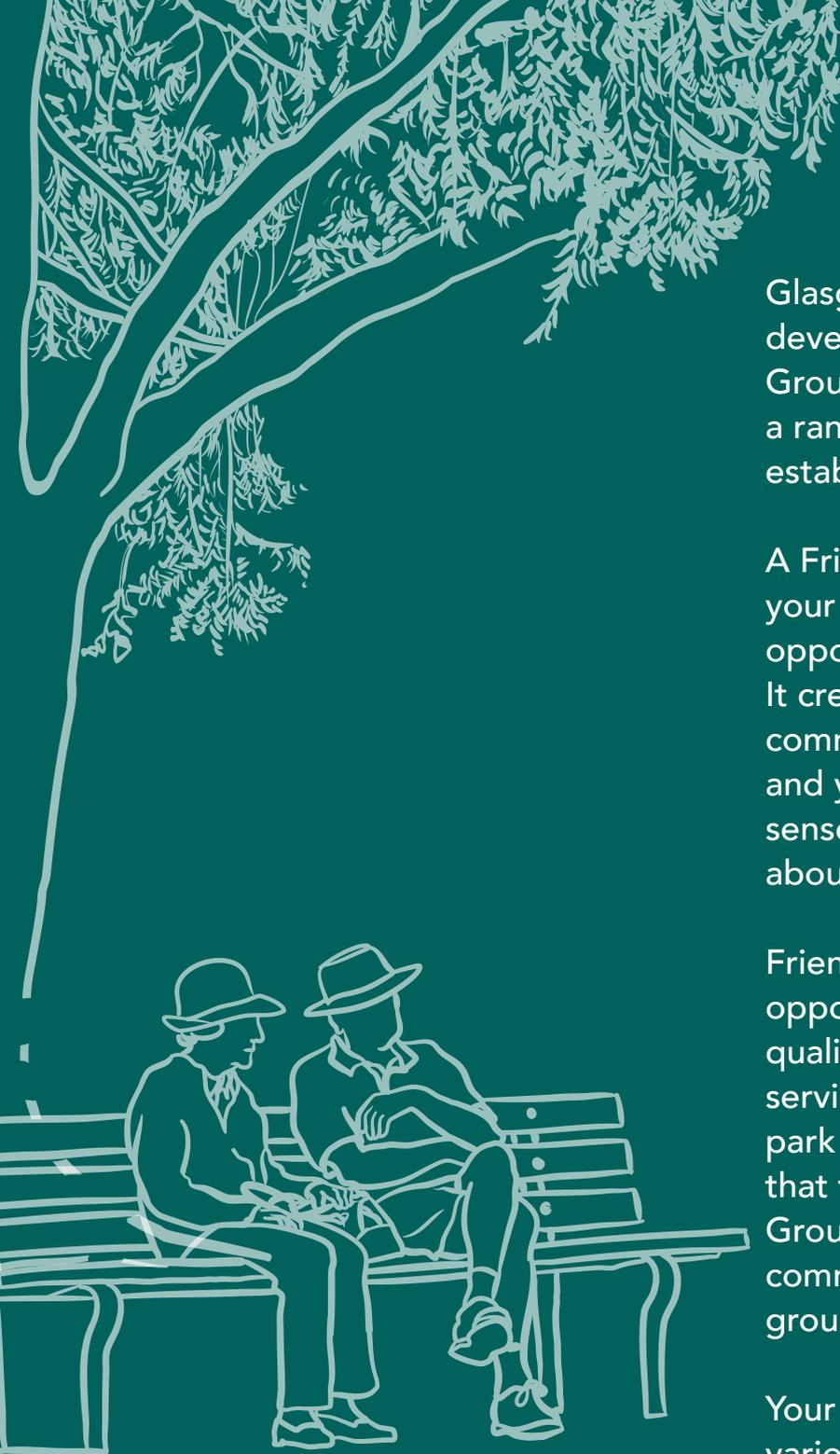
Glasgow City Council welcomes the development of new Friends of Parks Groups across the city and can provide a range of support to anyone wanting to establish a Friends Group.

A Friends Group can immensely benefit your park or space and can create good opportunities to meet people near you. It creates connection to other local community projects. It can give you and your community a voice and a true sense of ownership of the space you care about.

Friends Groups offers you the opportunity to work to improve the quality of parks and ensure that the service is working to meet the needs of park users. It is important to remember that the activities of the Friends Group are dependent on the level of commitment that can be undertaken as a group.

Your 'Friends' group can operate at various levels; maybe meeting or issuing a newsletter annually. Alternatively, the group can be much more active, supporting the park's development by raising funds for improvements or organising local events and activities. It is entirely up to you what level of activity you undertake.

Being a member or office bearer should not be seen as an onerous task but as an opportunity to work with like-minded people for a common aim.

BENEFITS OF FORMING A FRIENDS GROUP

PLAY A VALUABLE ROLE IN THE UPKEEP OF PARKS

ADAPTABLE VOLUNTEERING OPTIONS TO SUIT DIFFERENT PEOPLE

PROVIDE A PLACE FOR RECREATION, PLAY, WELL-BEING AND PEACE FOR GENERATIONS OF GLASWEGIANS

ENCOURAGE THE RESTORATION OF PARKS BY RAISING FUNDING FOR IMPROVEMENTS

LINK BETWEEN THE CITY COUNCIL, THE MANAGERS OF THE PARKS AND THE PARK USERS
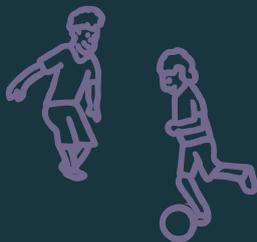
ACHIEVING AWARDS TO RECOGNISE THE WORK THAT IS DONE

IDENTIFY NEEDS FOR LOCAL PEOPLE OF ALL AGES AND BACKGROUNDS

USE ENTHUSIASM AND LOCAL KNOWLEDGE WITHIN A COMMUNITY

ESTABLISHING A FRIENDS GROUP

IDENTIFY INTERESTED PEOPLE

These can be anyone within your community, including members of local groups or organisations who have an interest your park or open space.

This will ensure that your group is acting on behalf of the wider community and help avoid conflicts. A diverse group will provide greater knowledge and experience.

Elected members can also offer the group support and assistance. Their knowledge of working within the community and council can be valuable in assisting the development of the group. They may also be aware of available funding opportunities.

SET UP A STEERING GROUP

This can seem like the most difficult and daunting stage to tackle, don't panic! The **Greenspace & Biodiversity Team** will be happy to lend a hand.

Most groups tend to advertise an informal gathering where interested parties can get a feel for what the group aims to do.

Six is a good number to get started. The steering group will guide the formation of the Friends Group. Once the group has a constitution members can be elected as office bearers. The steering group members need not be office bearers once the group is constituted. The steering group will develop the initial interest as well as developing the aims and constitution of the group.

HOLD YOUR FIRST MEETING

The main aim of this stage is to gather as much interest in your potential group as possible, speak to the **Greenspace & Biodiversity Team** as they may have contacts in the community who would like to become involved with such a group.

This meeting welcomes the community and brings everyone together for the first time to gauge if there is enough support and agreement to form a Friends Group.

Your group will generally find that there are many people in the local community who have an opinion about the park or green space in question. Part of the work of your Friends Group will be to seek views to help improve the park. These will also make up part of the constitution as aims and objectives.

IDENTIFY A VENUE

You are encouraged to seek a venue local to your greenspace (a library, a community hall or even a venue within the park.)

Glasgow City Council do not cover the cost of hiring rooms however where there are existing facilities within local park buildings, these may be available for use at no cost.

> YOUR GROUP WILL FIND THAT THERE ARE MANY PEOPLE IN THE COMMUNITY WHO WANT A SAY IN THEIR GREENSPACE

ADVERTISE THE MEETING

Posters can be displayed around the park at public entrance points and parks display cabinets. Local newspapers, social media, schools, and libraries are also a good way of promoting group meetings.

DECIDE ON THE TYPE OF GROUP

The most common type of Friend's group formed is a constituted group. Some groups start as informal, progressing to constituted at a later stage. Becoming a constituted group allows you to apply for funding and open a bank account. It can also increase your profile and reputation as a community group. There are other types of not-for-profit structures that your group can take. You can read more on legal structures for groups in **Appendix 7.**

Our advice is to use the most popular choice which to operate under the title of 'Friends', as in the 'Friends of Tollcross Park', for example. It is a title that suggests a supportive and protective role and a commitment to bring benefits to your park, which is what most groups want.

The best thing about the 'Friends' title is that it can includes every type of park interest and activity. It is a handy 'catchall' title that gives your group a high degree of flexibility. In addition, the title is now well used and understood, quickly letting people know what your group is about.

ESTABLISH PRINCIPLES AND CONSTITUTION

A constitution basically explains how your group will be run, from the aims of the group through to how meetings are facilitated. Your group's constitution doesn't need to be complex, but it should accurately represent how you want your group to be managed.

Your group will need a copy of a constitution they wish to adopt, this can be formally approved and signed at the group's first AGM (Annual General Meeting). These meetings consist of proposing members to form a committee. Depending on the constitution everyone agrees to adopt will depend on the criteria included for your committee.

A committee should consist of a chairperson, vice chairperson, treasurer, secretary and at least five other members. The five other members do not have to take up a specific role.

Anyone can nominate another member for a position, but the final decision must be made by vote. Individuals can serve as committee members while organising the first AGM, but they must step down when the committee is elected. See the **Hold an AGM** for further details.

A COMMITTEE CONSISTS OF INDIVIDUALS WITH DIVERSE EXPERIENCES AND SKILLS

APPROVE THE CONSTITUTION

A signed (or electronic print) copy of the groups agreed constitution should be sent to Glasgow City Council for file after the group's first AGM. This helps keep a record of all of Glasgow's Friends Groups (citywide).

NAME THE GROUP

Glasgow City Council reserves the right to use of the names of all parks and open spaces including cemeteries woodlands and rivers.

The Office of Scottish Charity Regulator is also legally bound to review the names of charities (i.e. 'Friends' Groups who apply for charitable status) that are too alike to direct either one or both charities to change its name.

FORM A COMMITTEE

Forming a committee means electing a group of people to run an organisation for a defined time. The role of the committee is to represent the group.

SOME OF THE DUTIES OF THE COMMITTEE MEMBERS INCLUDE:

- REPRESENTING ALL MEMBERS
- BEING RESPONSIBLE FOR THE GROUP'S FINANCES
- FOCUSING ON CARRYING OUT ACTIONS WHICH ACHIEVE THE AIMS OF THE GROUP
- MAINTAINING TRANSPARENCY WHEN MAKING DECISIONS
- PRESENTING UPDATES OF WORK TO MEMBERS
- ADHERING TO COMMITMENTS WITH FUNDERS AND PARTNERS
- ENSURING THAT THE ORGANISATION MEETS ALL ITS LEGAL AND FUNDING CRITERIA
- TAKING RESPONSIBILITY FOR DECISIONS MADE BY THE GROUP

A committee consists of individuals with diverse experiences and skills, which should enhance its functionality. Members must respect differing views and collaborate for the benefit of the committee, its members, and partnering organisations. Committees usually have people with defined roles and responsibilities, such as the Chair, the Treasurer and the Secretary.

THE CHAIR

The chair ensures that tasks are completed but does not handle everything personally. Their role involves supporting other committee members in fulfilling their responsibilities.

THE CHAIR'S DUTIES INCLUDE:

- ENSURING THE COMMITTEE OPERATES EFFECTIVELY
- ORGANISING PERMISSION TO USE (PTU) ARRANGEMENTS FOR EVENTS AND PROJECTS
- FACILITATING PARTICIPATION IN MEETINGS
- ENSURING ALL RELEVANT TOPICS ARE DISCUSSED
- CONFIRMING THAT TASKS ARE COMPLETED
- SUPPORTING THE COMMITTEE IN TASK COMPLETION
- PROMOTING THE COMMITTEE'S WORK TO OTHERS

Additionally, the chair should collaborate with the committee and members to create an annual action plan, and lead efforts to strengthen communication with members, councillors, officers and partners.

The vice-chair acts as the chair's deputy in their absence. It is crucial for the vice-chair to understand the chair's role to step in when necessary. The vice-chair must stay informed about the group's activities and attend meetings regularly.
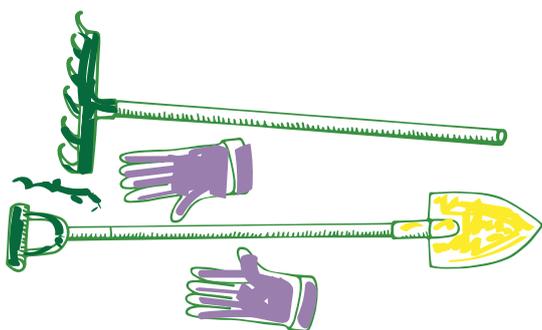
THE SECRETARY

The secretary supports the chair in ensuring the committee's effectiveness, primarily by managing the administrative functions.

THE ROLE OF THE SECRETARY INCLUDES:

- TAKING AND RECORDING MEETING MINUTES
- NOTING ATTENDANCE
- NOTIFYING THE CHAIR OF ISSUES
- SENDING INVITATIONS
- HANDLING CORRESPONDENCE
- INFORMING THE COMMITTEE OF COMMUNICATIONS
- ASSISTING WITH PUBLICITY
- MAINTAINING APPROPRIATE FILES

The secretary's role can be divided among committee members, with clear definitions for each responsibility. For example, a minutes secretary would handle meeting minutes, a social secretary would arrange and promote social activities, and a public relations secretary would manage publicity and organise events to celebrate the group's successes.

THE CHAIR ENSURES THAT TASKS ARE COMPLETED BUT DOES NOT HANDLE EVERYTHING PERSONALLY

THE TREASURER

The treasurer is essential to any committee, playing a critical role in planning for future events, project work, and ongoing costs.

THE TREASURER'S MAIN RESPONSIBILITIES INCLUDE:

- MANAGING THE ORGANISATION'S BANK ACCOUNT
- ALLOWING MEMBERS TO INSPECT ACCOUNTS
- KEEPING ACCURATE FINANCIAL RECORDS
- PROVIDING FINANCE INFORMATION TO INFORM COMMITTEE DECISIONS
- PROMPTLY PAYING AGREED EXPENDITURES
- PREPARING ANNUAL ACCOUNTS FOR AUDIT OR VERIFICATION
- PRESENTING THESE ACCOUNTS AT THE AGM

The treasurer advises the committee on financial matters but does not make financial decisions; this responsibility lies with the committee, which makes decisions based on the treasurer's advice.

> THE TREASURER IS ESSENTIAL TO ANY COMMITTEE, PLAYING A CRITICAL ROLE

SUB-COMMITTEES

Organisations may establish sub-committees, terms of which should be outlined in your constitution. A sub-committee comprises a small group from the main committee assigned specific roles. Typically, a sub-committee recommends decisions to the full committee, but in some cases, they may have decision-making authority delegated by the committee. However, regardless of where the decision is made, the committee holds responsibility.

There are two types of sub-committees: standing, which are permanent, and time-limited, established for specific tasks. Sub-committees operate based on Terms of Reference set by the committee, which clarify their authority in decision-making, budget constraints, membership criteria, purpose, and reporting frequency. These terms must be shared with both the committee and subcommittee members.

MANAGING YOUR GROUP

SUCCESSFUL MEETINGS

Meetings are commonplace for any organisation, particularly friends groups, which typically hold regular committee, general, and AGM meetings. Other meetings, often external, are organised by various organisations like councils and third-sector groups. Whether attending or arranging a meeting, thorough preparation is crucial for a positive experience.

Success in a meeting is generally measured by participants feeling heard and included, highlighting the importance of meticulous planning and preparation.

PREPARING FOR A MEETING

It's crucial that you understand the purpose and objectives of the meeting, as well as anticipate participants' expectations. Meetings serve various purposes, including sharing or gathering information, gauging reactions to ideas, brainstorming on specific topics and fostering mutual understanding. A meeting can help when reaching consensus on decisions and can be used to problem-solve an issue.

> SUCCESS IN A MEETING IS GENERALLY MEASURED BY PARTICIPANTS FEELING HEARD AND INCLUDED

WHO WILL ATTEND

You may want to think about who should be present at the meeting. It's important to include relevant people and consider inviting people such as specialists and councillors who may contribute as guest speakers.

MEETING CAPACITY

For meetings focused on information sharing, you should strive to maximise attendance. Conversely, for policy development, smaller, targeted meetings involving the relevant individuals are more effective.

LOCATION

Choose a meeting venue that's easily accessible, considering factors like public transport, parking, and location-based exclusion. Options could include local parks, libraries, or churches, some of which may offer free space while others may require checking for associated fees.

TIME

Arrange meetings at convenient or regular times, allowing attendees to schedule them easily, and ensure sufficient time for effective business discussions without unnecessary delays.

ACCESSIBILITY

It may be useful for you to have flexible seating options, to suit attendance and activities. You may need to arrange for translators, signers and/or a room with an induction loop. Consider if you need a laptop or any other equipment to help explain your group's message.

ADVERTISEMENT

It's essential to ensure people are aware of the meeting. For public meetings, sufficient notice is crucial, typically about a week to a fortnight in advance. Longer notice risks people forgetting, while shorter notice may not fit into their schedules. Additionally, sending a reminder one or two days before, along with a personal invitation, can significantly boost attendance.

CONTENT

The chair should consult with other participants to ensure all essential topics are addressed during the meeting. Agenda items should be prioritised and when distributing the agenda before the meeting, include relevant materials such as previous minutes.

The ground rules for the meeting should be agreed in advance, covering acceptable behaviour and voting procedures as outlined in the constitution. The duration of the meeting, designated minute-taker (typically the secretary) and procedures for circulating information post-meeting should be established ahead of time.

AOCB

Any Other Competent Business (AOCB) is usually an item at the end of the meeting, where emergencies and relevant news can be raised. It can occasionally be misused for irrelevant or personal queries.

To avoid the misuse of AOCB and keep your meeting on track, you may wish to do the following:

- AOCB ITEMS MUST BE RAISED WITH THE CHAIR IN ADVANCE OF THE MEETING AND AGREED TO BE ADDED TO THE AGENDA
- CLARIFY THE REASON FOR RAISING THE ITEM AND ANY ACTIONS TO FOLLOW

PREPARE YOURSELF

The Chair should review the agenda, plan how to introduce items and make necessary decisions. You should anticipate potential questions and try to find answers before the meeting. Consider the attendees and prepare for any opposing views that may be brought up. For further information, please see **Dealing with People.** Consider including relevant people (councillors, officers) who may be able to advice on particular actions. Remember to only agree what you can reasonably deliver.

CHOOSE A MEETING VENUE THAT'S EASILY ACCESSIBLE

CHAIR'S CHECKLIST

- WELCOME GUESTS AND ENSURE THE MEETING BEGINS ON TIME
- STICK TO THE AGENDA
- ENSURE THAT EVERYONE CAN PARTICIPATE AND EXPLAIN 'JARGON' IF NEEDED
- INTRODUCE AGENDA ITEMS
- PROVIDE GUIDANCE IF CONFLICT OCCURS
- CURB IRRELEVANT DISCUSSIONS AND KEEP SPEAKERS ON TIME
- RE-ITERATE ANY ACTIONS AGREED AT THE MEETING
- DISCUSS AOCB ITEMS (ANY OTHER COMPETENT BUSINESS)
- SET THE AGREED DATE, TIME AND PLACE OF THE NEXT MEETING
- THANK EVERYONE AND END THE MEETING

AFTER THE MEETING

If you've organised the meeting, ensure all participants promptly receive the minutes or meeting notes. This provides a record and outlines tasks to be completed. The chair should follow up with those assigned tasks. All members should accept and support the meeting's decisions, as you share collective responsibility.
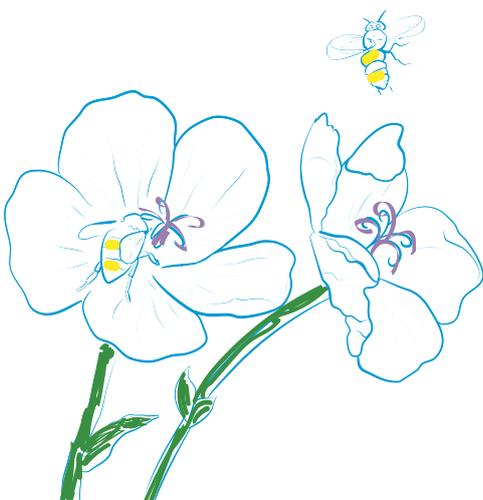
TAKING MINUTES

The role of the minute-taker is a key role in any meeting. Minutes capture key decisions, actions, and attendance to confirm a quorum. They serve as task reminders, track responsibilities and deadlines, and are accessible to outsiders to demonstrate compliance, effective procedures and accountability.

It may be useful to familiarise yourself with agenda and procedures in advance of the meeting, when agreeing to take minutes.

MINUTE-TAKER'S CHECKLIST

- REGISTER ATTENDANCE
- MENTION ABSENCES
- WRITE NOTES WHICH CAN BE FINALISED AFTER THE MEETING
- TAKE NOTE OF VOTING AND NON-VOTING ATTENDANTS
- POINT OUT DISCREPANCIES
- NOTE ANY ACTIONS AGREED

THE ROLE OF THE MINUTE-TAKER IS A KEY ROLE IN ANY MEETING

ANNUAL GENERAL MEETING (AGM) AND TYPES OF MEETINGS

The AGM is essential for demonstrating democratic accountability and transparency. It is a mandatory meeting for all organisations. Many groups use this opportunity to inform members of their accomplishments. Your constitution should specify when to hold the AGM and how to notify members about it. Items such as minimum notice period for an AGM, the maximum time that can occur between meetings and quorum (minimum attendance number) should be agreed upon. An AGM is also a chance for new members to nominate themselves for committee.

THE AGM SHOULD:

- REPORT ON ITS WORK AND ACHIEVEMENTS ANNUALLY
- HEAR MOTIONS PUT FORWARD BY MEMBERS – INCLUDING CHANGES TO THE CONSTITUTION
- INCLUDE A FINANCIAL REPORT
- DISCUSS PRIORITIES FOR THE YEAR AHEAD
- INCLUDE RESIGNATIONS AND NOMINATIONS WITHIN THE COMMITTEE
- DISCUSS AND AGREE FUTURE MEETINGS

COMMITTEE MEETINGS

Your group should decide how often the committee should meet. Consider who will attend whether it's just the committee or all members. Ensure your constitution includes a minimum quorum requirement.

GENERAL MEETINGS

All members can take part in general meetings. It may be useful to decide at your AGM how often General meetings should be held and in the case of a Special General meeting, reasons for the meeting. An SGM should be held if your membership needs to be informed of an important matter.

DISSOLUTION

At some point, you might consider dismantling the group, and it's important to have a clear procedure in place for doing so. Determine who has the authority to make this decision, the required notice period, and the disposition of any remaining funds and assets held by the group.

THE AGM IS ESSENTIAL FOR DEMONSTRATING DEMOCRATIC ACCOUNTABILITY AND TRANSPARENCY

DEALING WITH PEOPLE

The committee will have diverse skills, abilities, and values. Differences in opinion will enhance the group, particular in making balanced, representative decisions.

COMMITTEE MEMBERS SHOULD RECOGNISE THAT:

- RESPECTING OTHERS' VIEWS IS ESSENTIAL
- A RANGE OF VIEWPOINTS LEADS TO BETTER DECISIONS
- DIFFERENCES ARE **COMPLEMENTARY**

However, differences can create issues. For further information on resolving disagreements, please see section **Resolving Conflict.** The group should have policies to manage difficulties, such as a Code of Conduct, which aligns with the group's vision and values. All members should comply with the code and have a copy. It guides interactions with Glasgow City Council, the public and within the group.

The chair must ensure all committee members and attendees are aware of, and follow, these documents. While these documents address most conflict causes, they do not cover individual personality, behaviour and attitudes.

RESOLVING CONFLICT

Negotiation is a method by which people resolve points of difference through discussion. There may come a time when your group faces a disagreement (internally or externally) that requires intervention to reach a resolution.

It's important to remember that conflict is a common occurrence in any group setting. Equipping yourself with the right tools can make it easier when your group faces a disagreement.

THERE ARE A FEW KEY STEPS TO FOLLOW IN ORDER TO COME TO AN AGREEMENT:

1.EXCHANGE OF VIEWS

The initial step in conflict resolution involves both sides exchanging their perspectives. It's crucial for all parties to feel heard and have an opportunity to express their viewpoints.

To facilitate this, it's important to establish suitable conditions. This might entail providing a safe space where everyone can participate and agreeing upon an agenda with allocated timings for each topic.

Ensuring each party has an equal amount of time to present their views is essential, with key points being documented.

2.MEDIATION

Mediation starts after hearing all sides. Begin by summarizing and condensing each side's main goals for clarity. Parties should rank their priorities to highlight what matters most.

Where possible, find common ground to base mediation on. If adjustments are necessary, compromise is key. Expect some back-and-forth as priorities are refined.

3.SETTLEMENT

Mediation aims to achieve a settlement. It's crucial to clearly communicate the proposed agreement to all parties to prevent future conflict.

Once agreed upon, a detailed plan outlining the agreement's implementation is shared with everyone involved.

If mediation initially fails and discussions break down, persistence is key. Multiple meetings may be necessary to reach a resolution.

NEGOTIATION IS A METHOD BY WHICH PEOPLE RESOLVE POINTS OF DIFFERENCE THROUGH DISCUSSION

MANAGING YOUR GROUP'S FINANCES

Your group is accountable to all members for the money it receives and spends. Every member has the right to know how funds are used. Every committee member shares the responsibility of deciding how funds are raised and spent, not just the treasurer.

Different group sizes require different approaches. Small groups are often informal with fewer rules, while larger groups need detailed procedures for managing money and accounts.
The whole committee should agree on spending decisions, except for small amounts at the treasurer's discretion. The committee ensures proper records are kept, and the treasurer should regularly report the financial status. Consistency in handling money and record-keeping is crucial, so establish rules and ensure all management committee members are aware of them.
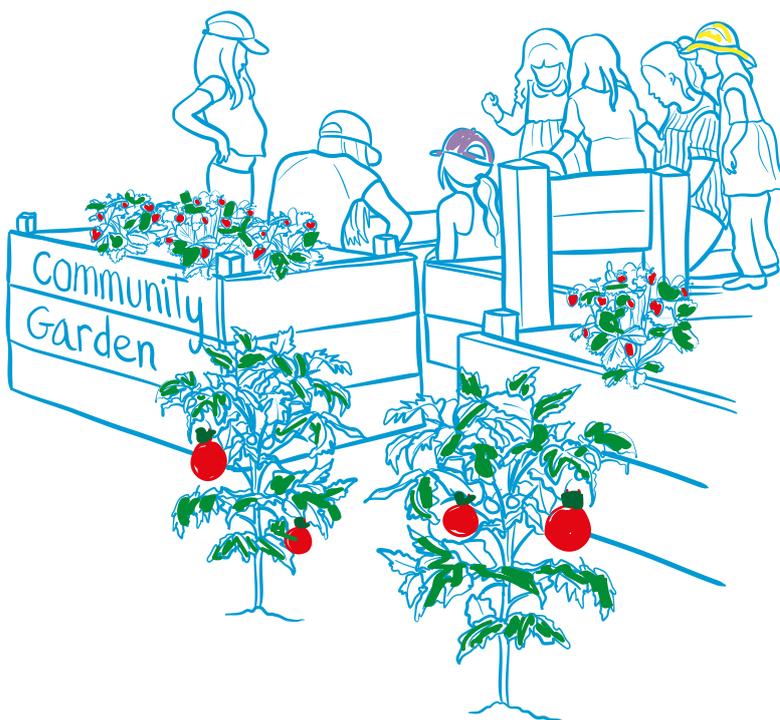
THINGS TO CONSIDER

It's important to avoid some common pitfalls when dealing with money as a group. Here are some guidelines that may prove useful:

ENSURE THAT YOU:

- KEEP DETAILED FINANCIAL RECORDS WHICH CAN BE USED TO INFORM FUNDERS
- HELP THE TREASURER TO MANAGE WORKLOAD
- AVOID WITHDRAWING CASH FROM A DEBIT CARD WHERE POSSIBLE
- INFORM THE GROUP OF ANY UPDATES ON FINANCIAL MATTERS
- SPEND AGREED AMOUNTS AS DEFINED IN THE COMMITTEE
- KEEP TRACK OF WHAT MONIES ARE SPENT AND RECEIVED
- HAVE GUIDELINES FOR HOW MONEY SHOULD BE SPENT AND RECORDED
- KEEP CASH RECEIVED SEPARATE FROM THE PETTY CASH FLOAT
- KEEP A RECORD OF ALL ACCOUNTS AND INCLUDE EVERYTHING IN THE FINANCIAL REPORT

YOUR GROUP IS ACCOUNTABLE TO ALL MEMBERS FOR THE MONEY IT RECEIVES AND SPENDS

Community Garden

THE FINANCIAL REPORT

Set aside time at each committee meeting to discuss the finance report and ensure everyone has the chance to ask questions to the treasurer and the committee.

A financial report should explain what has happened with the group's finances and provide an update. Similarly, annual accounts should summarise the year's financial story.

RECORD-KEEPING

Maintaining good financial records helps you make the most of your money, support fundraising efforts and budget effectively. When applying for a grant, the Council or a funder will want to see your accounts to ensure your group will use the funds properly. You should present financial reports at the AGM for members to discuss and approve. Your constitution likely requires this, and your group deserves transparency with financial matters.

> A FINANCIAL REPORT SHOULD EXPLAIN WHAT HAS HAPPENED WITH THE GROUPS FINANCES
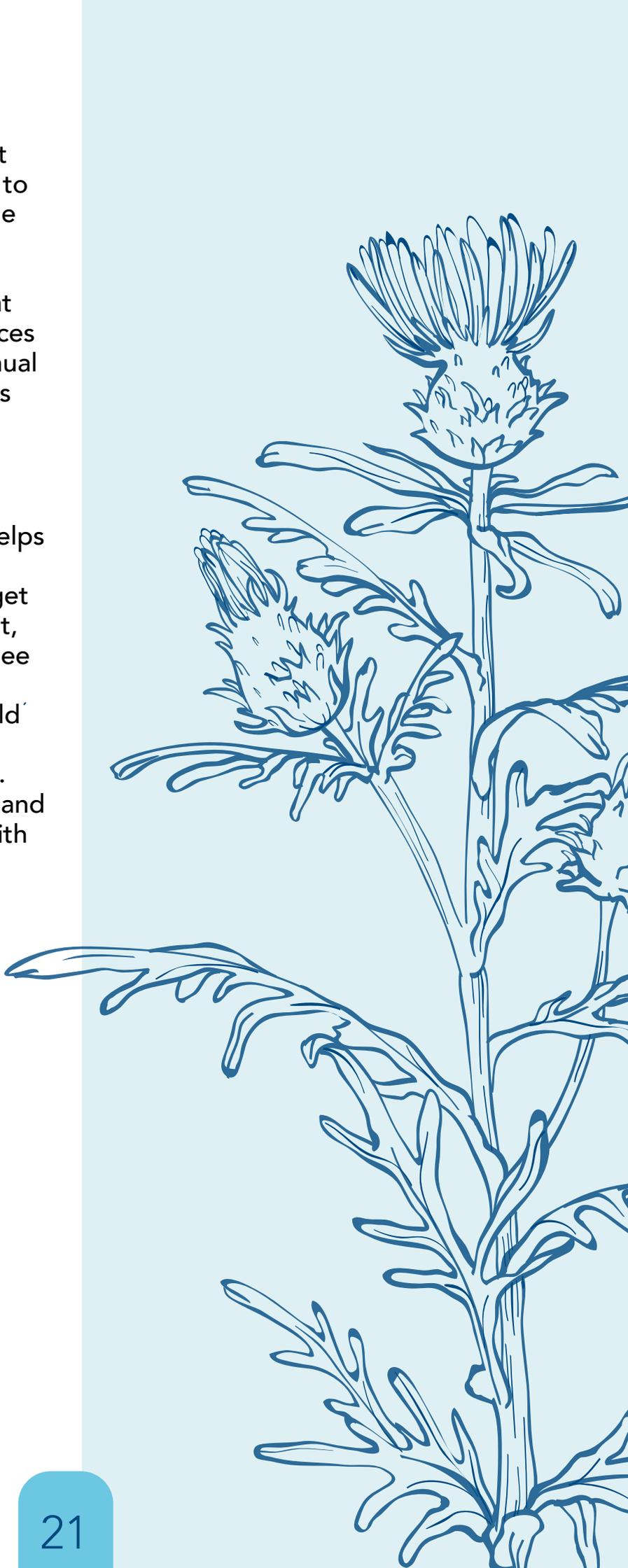
A GUIDE TO FUNDING

Every park and greenspace is different, and your group will have identified priorities for projects you would like to carry out in your park/greenspace. These projects are likely to need funding. This could be anything from a few hundred pounds to larger projects requiring thousands.

It's probably best to start small with funding applications and work up to larger amounts and bigger projects as your group gains experience. The good news is that there are plenty of opportunities out there and lots of information, help and support available.

This short guide will help you to start thinking about your proposed project and how to go about getting the cash to carry it out. There is a glossary of funding terms at the end. In relation to funding, your group should also consider topics such as action planning, carrying out consultations, landowner permissions, insurance, publicity and privacy policies.

GETTING STARTED

It's a good idea to have an action plan for all your projects so that you can prioritise what your group wants to do over a particular time period. Ask yourselves what you want to do, why you want to do it, how you are going to do it, what you hope to achieve and how it fits into wider community priorities; and who can support you.

IDENTIFYING PROJECT(S)

What do you want to achieve? And by when? A project should have distinct aims/objectives and be time-limited for funding purposes. Ideally, the project should be innovative. It must fulfil a particular need in the community or for the park, and usually be different from everyday activity that the group carries out ('business as usual'). Be honest with yourselves – are you being realistic in what can be achieved? Funders will expect a report at the end of the project on what their grant has paid for and will expect you to have carried out everything you said you would in your application.

PROJECT COSTS

Funders will generally want detailed information about what you want your money for, how it will be spent and what it will help your group achieve.

You must provide reasonably accurate figures for what you need to pay for the project, in your funding application. You may have to get quotes to find this out. Make a list of all the things you will need to cost (materials, equipment, venue hire, insurance, travel expenses, sessional workers, publicity). Try to make this as realistic as possible – don't under or over-estimate.

ITS A GOOD IDEA TO HAVE AN ACTION PLAN FOR ALL YOUR PROJECTS

FINDING FUNDERS

The main route to success is finding funders who want to give grants for your type of identified activity. Most funders have an online presence these days. On their website, they will have sections on what type of group they will fund, what topics and themes they are looking for, geographical locations, how to apply and, equally important, what they will not fund.

They will detail how much money they will grant and whether this is for one year, three years or more. They may set conditions, for example, that you will need match funding or that they provide only a certain percentage of funding for a project. It is time well spent researching different funders and trying to match your project to their aims and criteria.

Funders can be split into different types: central and local government; national lottery; charitable trusts and foundations; corporate and business; crowd funding platforms.

It can be useful, in the first instance, to look at Glasgow City Council and National Lottery funding to see if they may be suitable. Local voluntary organisations may have a funding data base that you can access.

> **MAKE SURE YOU HAVE A SYSTEM IN PLACE TO MONITOR AND REPORT BACK TO THE FUNDER**

WRITING AN APPLICATION

You will need to provide information about your group (name, address, contact person), the group's status (registered charity, community group etc), constitution or terms of reference, and be able to provide details of income and expenditure and copies of bank statements. You will have to show that there is a need for your project. You could carry out a local consultation and/ or carry out some research or gather letters of support from local people and interest groups in the area. You should be able to demonstrate to a funder why your work is important and what people in your community need.

Taking before, during and after photographs of the project can be useful. Other ways of demonstrating success of your project might be counting the number of people who take part or asking people who take part to feedback what they thought about the project.

It is good to show that you are working with others so mention the Council as a partner and mention any other groups or volunteers who are involved.

Decide whether you need capital (money to buy one-off items) or revenue (money to pay for ongoing project costs) funding, or both, and explain why. Think about whether you need to cover core costs or someone's salary, alongside specific project costs.

List any match funding or in-kind contributions to the project.

Think about outcomes – what will be the positive results of your project? The funding body may list the outcomes they require, so make sure you know what these are and that your project delivers on these. Make sure you have a system in place to monitor and report back to the funder.

When you're writing the application, it's always best to keep it simple. Make sure you detail exactly what you plan to do and make sure you meet the funder's priorities. Provide evidence that your work is needed and include all the documents the funder asks for – missing things may mean that your application is automatically rejected.

Make sure you meet the deadline.

THINGS TO CONSIDER

If you are not successful in your application, don't give up! Some funders will explain why you were unsuccessful if you enquire. It may be that your application was excellent but that the fund was over-subscribed. If that's the case, you can try the funder the following year when demand may have changed. If you have several rejected applications, then it's worth looking over them to pinpoint where you are going wrong.

Looking for funding, filling in applications and monitoring results for reporting back are all time-consuming so consider asking a member (or members) of your group to take on the task of 'fund-raising officer'.

HELP AND SUPPORT

Glasgow City Council is here to offer help and support. In addition, you could attend fund raising workshops and subscribe to newsletters that provide funding news.

The Scottish Council for Voluntary Organisations (SCVO) provides support to community groups. In Glasgow, the Glasgow Council for the Voluntary Sector (GCVS) is a great source of information, support and capacity building.

DEVELOPING A FUNDING STRATEGY

Your group can save time and identify funding sources for your action plan by developing a funding strategy. The benefits of developing a strategy are to bring in more money, identify new funders, strengthening your resilience as a group by increasing and developing a funding mix, and making the best use of your resources.

The funding strategy does not need to be a long and complex document. It should support your action plan and show how you aim to fund the projects and activities in the plan over time. It should also detail how many days each piece of work will take and who will be doing it.

BUILDING RELATIONSHIPS WITH THE WIDER COMMUNITY AND OTHER GROUPS CAN BE USEFUL

GLOSSARY OF FUNDING TERMS

CAPITAL FUNDING
Money to buy one-time fixed assets such as land, buildings, equipment which will be used long-term.

CORE COSTS
The overhead costs of an organisation, not those specific to the funded project but are necessary to deliver the activities.

CORPORATE SECTOR
The part of the economy made up by companies.

CROWD FUNDING
Is a way of raising funds by asking a large number of people for a small amount of money each, usually using an online platform.

EXPENDITURE
The amount of money spent on outgoing costs.

IN-KIND CONTRIBUTION
A non-monetary contribution such as volunteer time, donated equipment of free use of premises.

MATCH-FUNDING
Funders often will only provide a certain percentage of funds. The rest has to be made up or 'matched' by the project organisers (core money or staff time) or through additional funders.

OUTCOME
The positive change created by carrying out a project.

REVENUE FUNDING
Money to pay for ongoing project costs such as maintenance of the project or operating costs, generally short-term.

RUNNING COSTS
The costs of salaries, heating, lighting, rent which keep an organisation and/or project operating.

SEEDCORN FUNDS
Money which helps to attract other funding, match-funding.

EVENT PLANNING

No matter the size of your event, it's useful to follow some simple planning steps. Begin by discussing and agreeing on the event's objectives with your group. An event can raise your group's profile, foster community, and/or raise funds.

Start planning well in advance to ensure everything is organised. Create a plan with main dates and deadlines to clarify the workload and schedule.

Consider forming a core planning group for organisation, with additional volunteers to help on the day. Clearly define roles, tasks, and responsibilities to ensure smooth execution. It may be useful to meet regularly, so everyone is aware of what is happening.

It could be helpful to inform the wider group of the event to galvanise additional planning support. Think about who else could be a part of the event, such as other local groups or small businesses. Other parties may take on responsibilities for particular parts of the event.

> AN EVENT CAN RAISE YOUR GROUP'S PROFILE, FOSTER COMMUNITY, AND/OR RAISE FUNDS

HERE ARE SOME POINTS THAT MAY BE USEFUL TO CONSIDER:

PLAN OF ACTION

For an event to run smoothly, it's beneficial to have a plan. This can mean assigning roles and responsibilities, so everyone knows what they are doing. Think about what material you may require and how you plan to transport it. You may also need people to install and take down any necessary equipment.

During the event, you can keep things on track by taking photos, recording feedback and supporting volunteers. Ensure everyone gets a break and track all money transactions for a post-event review.

After the event, it could be useful to have a brief discussion with your group to review what went well and what could be improved. Remember to thank your volunteers, helpers, funders, and sponsors after the event for all contributions.

BUDGET

Consider all your costs upfront to avoid surprises. Budget for items like a venue, speakers and food. Plan how to cover these expenses through entrance fees, fund-raising and grants.
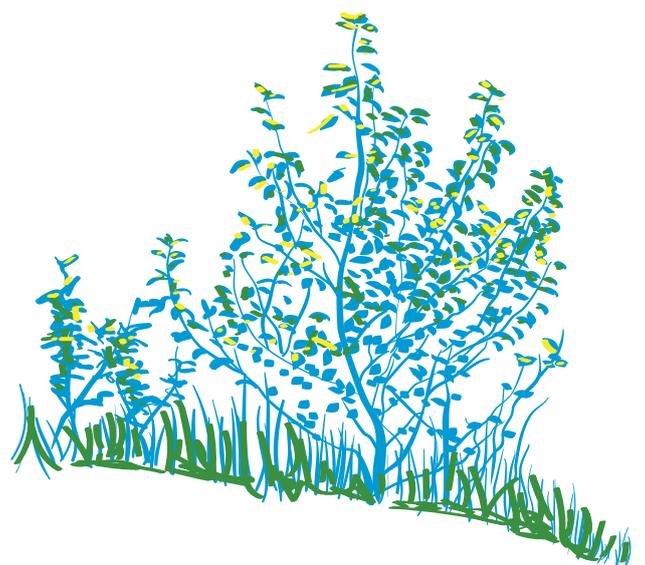
PERMISSIONS, PTU AND BOOKINGS

Give yourself plenty of time when booking a venue, as reservations can fill up fast. Think about what you need from a venue, such as equipment and capacity. Some venues will provide equipment and other material, so make sure you ask.

You will need a PTU (Permission To Use) when holding an event in a park, greenspace precincts owned by Glasgow City Council. PTUs are generally short-term agreements and sets out responsibilities of the applicant and Glasgow City Council.

Find out more about the regulations for events and PTUs on the **Glasgow City Council website.**

INSURANCE

You must take out public liability insurance to cover your event or project.

PUBLICITY

An important part of any event is getting the word out there. Think about the people you want to attend and how best to reach them.

Timing is key when announcing your event. Make sure you give people enough notice to maximise attendance. Consider advertising the event on social media or by printing posters to hang in strategic locations. A social media page can also help you to track numbers and allows you to provide real time updates.

HEALTH AND SAFETY

Make sure to prevent accidents and injuries at your event by conducting a risk assessment to cover all bases. Assign someone to handle first aid on the day. For large events, consider inviting a first aid organisation.

TRANSPORT

You should think about how people will get to your event. When publishing location details, make sure to include transport options. If you think it will be hard for people to find, consider putting up signage.

ACCESSIBILITY

You should consider how to make your event as inclusive so everyone can take part. Provide an interpreter and choose a wheelchair-accessible venue, if possible. Invite people to contact you with specific access needs so you can adjust your plans. If you have children's activities, clarify whether supervision is required. Include accessibility information in your publicity so attendees know if their needs will be met.

PHOTOGRAPHY

Remember to record your event through film and photography. You should obtain written consent before taking any photographs.

For further information, contact the **Glasgow City Council Events** for appropriate advice and support.

ACTION PLANS

It is recommended that a Friends Group develop an Action Plan consisting of a short-term programme of activities in line with their aims and within their capacity. Some activities may be one-off and others may be repeated every year. The sample below in **Appendix 8** is just a guide and a Friends Group may revise the list to suit their needs.

A Friends Group programme must be put together by all members of the group through discussions and agreements. The programme is a working document and may be subject to revision by all members of the group when the need arises.

BUILDING RELATIONSHIPS WITH THE WIDER COMMUNITY AND OTHER GROUPS CAN BE USEFUL

COMMUNITY ENGAGEMENT

When deciding on important actions that affect a community's greenspace you may wish to ask locals about their priorities through community consultation.

Not every project will require this but there are some where you may wish to gather feedback to make an informed decision. Building relationships with the wider community and other groups can be useful and allow for collaboration. Below are some key considerations for a community consultation.

CONSULTATION AIMS

It's important to have clear objectives when posing questions to your community. It could be gathering feedback on a specific project or a wider greenspace vision. You should have clear, concise ideas which can form questions.

BE REALISTIC

When compiling a set of questions or ideas for consultation, it's important to be realistic about what your group can achieve. You should consider how you plan to fund this project and what permissions you'll need. Before consulting the public, engage with your local Council Officers (Parks and Greenspace) for guidance.

FORMAT

No matter what format you choose to carry out your consultation it should be easy for the public to understand and require little effort to complete. It could be done online or in-person, or both. Handing out flyers or placing posters at entrances and playparks could help involve more people.

HARD TO REACH GROUPS

Some groups of people who use parks and greenspaces may face barriers to participating in consultations. It may be helpful to identify some of these groups and make sure they are given the opportunity to be included. Outreaching to certain groups could mean putting up posters in specific places or engaging with community representatives. Engage with your local Council Officers (Parks and Greenspace) for further guidance.

HOW TO EXPAND YOUR MEMBERSHIP

Getting the local community involved in your Group can be challenge, but you can make your Group more approachable in a number of ways.

Groups with clear objectives and tangible projects can entice locals to get involved. Working on a project which is important to the community can lead to greater interest. Make sure you spread the word about successful projects, either through social media or local newsletters.

Different people bring diversity to your group. It is important to consider inclusivity within your Group. Consider if people feel welcome to bring their children with them, and if the space that you meet is accessible.

Oftentimes, Friends Groups can find themselves becoming a sounding-board for complaints. It's important to think about what your group can achieve; a Friends Group is not a pressure group. At times you may have complaints, and these should be dealt with fairly within the group. Your Friends Group is about bringing people together to make positive changes to your local greenspace.

SPREAD THE WORD ABOUT SUCCESSFUL PROJECTS VIA SOCIAL MEDIA OR LOCAL NEWSLETTERS

TO INCREASE MEMBERSHIP, HAVE A LOOK AT THE FOLLOWING FOR SOME IDEAS:

- ENCOURAGE A MEMBER OF THE GROUP TO WELCOME NEW FACES TO MEETINGS AND INTRODUCE PEOPLE TO ONE ANOTHER – IT CAN BE DAUNTING ATTENDING YOUR FIRST MEETING

- INTRODUCE A 'BUDDY SYSTEM', WHERE EXPERIENCED AND NEW MEMBERS ARE PAIRED TOGETHER

- SPREAD THE WORD – IF YOU ARE PLANNING A MEETING, MAKE SURE TO ADVERTISE IT AT LOCALHUBS, SCHOOLS, CAFES, SOCIAL MEDIA

- THINK ABOUT TARGETING YOUNGER MEMBERS SUCH AS INVOLVING SCHOOLS AND COLLEGES IN PARTICULAR PROJECTS AND ALLOW JUNIOR MEMBERS TO JOIN

It may be useful to go back to **Effective Meetings** to remind yourself about how to run a successful meeting.

FURTHER INFORMATION

FORUM

FRIENDS OF GLASGOW PARKS FORUM

The Glasgow Friends of Parks Forum is an independent network of Glasgow's Friends of Parks and Open Spaces Groups. The Forum is a place where skills and information can be shared.

For further information on the next Forum meeting contact the **Greenspace & Biodiversity Team.**

The Friends of Glasgow Parks Forum is a registered member of the National Federation of Parks and Green Spaces representing 1 of over 60 Park Forums throughout the UK.

FEDERATION

NATIONAL FEDERATION OF PARKS AND GREEN SPACES

The National Federation of Parks and Green Spaces (NFPGS) is an umbrella organisation that aims to amplify the voices of Friends Groups across the UK. The Federation works with over 6,000 local Friends of Parks groups, supporting groups, forums and campaigning on behalf of groups as a unified voice.

If you would like to find out more about the NFPGS, use the link below to access their website and read more about what they do.

Email: **info@natfedparks.org.uk**

X (formally known as Twitter): **@natfedparks**

https://www.natfedparks.org.uk/

FAQ

(FREQUENTLY ASKED QUESTIONS)

WHAT ARE FRIENDS GROUPS INVOLVED WITH?

Many dedicated Friends Groups provide volunteer support within parks, assisting with practical tasks such as removing litter and clean-up operations, conservation work, leading walks, talks and events. Some are also instrumental in applying for funding to improve their local greenspace.

HOW CAN I CHECK IF THERE IS AN ESTABLISHED FRIENDS GROUP FOR MY PARK?

You can check the Glasgow City Council – Friends of Parks webpage for a list or by emailing your local Council Officers (Parks and Greenspace).
parksdevelopment@glasgow.gov.uk

DOES MY GROUP NEED TO FORM A COMMITTEE?

Yes, committees are an integral part of every successful organisation. A committee with a clear purpose, a well-informed leader and dedicated members is on its way to success.

DOES MY GROUP NEED A CONSTITUTION?

Yes, a constitution is made up of the aims and rules that your group will use. It's a statement of what your group is going to do and how it is going to do it.

CAN I REFORM A FRIENDS GROUP IF A FORMER GROUP HAS DISBANDED?

Once a former Friends Group has wound up by two thirds of its members at a general public meeting (AGM) under the groups' constitution dissolution article. Another new committee can reform a Friends Group to represent their park.

WHAT DOES THE FRIENDS OF PARKS FORUM DO?

The Forum serves to bring together expertise from various Friends of Parks groups in Glasgow to work together for the benefit of all parks. The Forum provides support and acts as an independent voice for all Glasgow Friends of Parks Groups.

HOW WOULD MY FRIENDS GROUP BENEFIT FROM JOINING THE PARKS FORUM?

The Forum meetings provide an opportunity for Friends Groups to share information and raise issues with each other and council officers. The Forum influences decision making, including resource allocation on a local and national level.

WHO DO I CONTACT WITHIN THE COUNCIL TO REPORT AN ISSUE?

You can report issues on the MyGlasgow, phone (0141 287 2000) or contact your local Council Officers (Parks and Greenspace). **parksdevelopment@glasgow.gov.uk**

WHERE CAN I FIND INFORMATION ON MY LOCAL PARK?

You can check the Glasgow City Council web portal (Parks & Gardens) which offers information on a limited number of Glasgow parks at **https://www.glasgow.gov.uk/parks.**

IS THERE COMMUNITY ENGAGEMENT SUPPORT AVAILABLE FOR MY GROUP?

Yes, you should contact the **Greenspace & Biodiversity Team**. A member of the team will provide direct contact details for suitable Council Officer.

WHO WOULD I SPEAK TO FOR FUNDING ADVICE AND SUPPORT?

Your group should contact the Funding Officer via the **Greenspace & Biodiversity Team.**

IF MY FRIENDS GROUP WANTS TO HOLD AN EVENT, DO WE NEED TO INFORM THE COUNCIL?

Yes, your group should contact a member of staff from Glasgow City Council Events Team either by phone (0141 287 9663) or e-mail at **NRSevents@glasgow.gov.uk**

WOULD MY FRIENDS GROUP NEED INSURANCE?

Yes, if your group are holding an event, activity or volunteer work you will need to have Public Lability Insurance

WOULD I NEED TO INFORM THE COUNCIL IF MY FRIENDS GROUP WANTS TO CARRY OUT VOLUNTEER OR PROJECT WORK IN MY LOCAL PARK?

Yes, your group should always discuss what volunteer type of activity you are planning with Council officers to ensure safety, support and if any permission to use (PTU) agreement is required.

HOW WOULD MY FRIENDS GROUP RECRUIT NEW MEMBERS?

Your committee may wish to designate a recruitment lead. This can be a sub-committee or a single person, depending on the size of your group. They should be tasked with creating and reviewing a plan to grow your group, but everyone should be involved in the recruitment process.

DO GROUPS RECEIVE RECOGNITION OR AWARDS FOR THEIR ACHIEVEMENTS?

Yes, achieving awards help support groups with future developments. Awards can be used to support future funding applications. Importantly, achieving recognition is a great way to celebrate the hard work groups carry out for the wider community in Glasgow. Many groups are involved with awards such as, Community Champions, Keep Scotland Beautiful, Community Green Flag Award and RHS Community Gardening Award to name a few.

SHOULD OUR GROUP RECORD OUR VOLUNTEER HOURS?

Yes, Glasgow City Council recognises the important work volunteers undertake and the effort they give should be acknowledged as widely as possible. With better records of hours spent by volunteers in parks & greenspace improvements and in other activities we could better publicise efforts in supporting volunteer work, encouraging more people to engage with their local parks and greenspaces.

USEFUL LINKS

EQUALITIES POLICY
https://www.resourcecentre.org.uk/information/equality-and-diversity-policies-for-small-groups/

HEALTH AND SAFETY POLICY
https://www.hse.gov.uk/simple-health-safety/policy/index.htm

PLACE STANDARD TOOL FOR ENGAGEMENT AND IDENTIFYING COMMUNITY PRIORITIES
https://www.ourplace.scot/tool

GDPR (GENERAL DATA PROTECTION REGULATION)
https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-gdpr/

PVG (PROTECTING VULNERABLE GROUPS) SCHEME
https://www.mygov.scot/pvg-scheme/

LEGAL STRUCTURES FOR COMMUNITY GROUPS
https://www.resourcecentre.org.uk/information/legal-structures-for-community-and-voluntary-groups/

BUDGETING FOR COMMUNITY GROUPS
https://www.resourcecentre.org.uk/information/budgets-for-community-groups/

EVENTS & PERMISSION TO USE
https://www.glasgow.gov.uk/events

MYPARKSCOTLAND
https://www.mypark.scot/why-myparkscotland/

GLASGOW FRIENDS OF PARKS GROUPS
https://www.glasgow.gov.uk/article/19165/Friends-of-Parks-Groups

APPENDICES

DRAFT CODE OF CONDUCT

PERSONAL CONDUCT:

- Demonstrate good manners at all times
- Respect differences in age, knowledge, background, ability to present ideas, ethnicity, race, religious belief, gender, sexuality, etc.
- Act fairly and not discriminate, on any ground, against any other individual or group
- Treat people with dignity and respect
- Refrain from any type of anti-social behaviour including but not limited to:
  > **abusive, offensive or aggressive behaviour**
  > **racist or sexist remarks**
  > **bad language**
  > **defamatory, insulting or personal comments**
- Listen to other views and not dominate discussions
- Not promote party political or sectarian views whilst participating in engagement activities
- Ensure that confidentiality is maintained at all times in relation to matters of a personal or sensitive nature, or anything which has been shared in confidence
- Not claim to represent their group or volunteers and leaseholders, unless they have been specifically charged with "representation" by the group
- Not seek preferential treatment by virtue of their engagement and are expected to use the normal procedures for reporting repairs, neighbourhood issues, complaints, etc
- Attend training or other events they have signed up to, unless there are unavoidable circumstances; in which case they must notify the Chair or Glasgow Council staff member immediately
- Declare any potential conflicts of interest that are identified (for example because of personal relationships, employment, involvement with other groups, business, etc)
- Not to cause harassment and anti-social behaviour against anybody including officers and members of the Council fellow residents and visitors by phone, text, email or online or in person
- Use email and social media appropriately

MEETINGS CODE

IN ADDITION TO THE GENERAL PERSONAL CONDUCT RULES ABOVE THE FOLLOWING APPLY TO MEETING CONDUCT. ATTENDEES ARE EXPECTED TO:

- Send apologies if they are not able to attend a meeting or other group business

- Prepare for meetings by reading the papers and bringing them to the meeting

- Arrive punctually to enable meetings to start promptly

- Leave any personal issues to outside of the meeting

- Switch off mobile phones during the meeting

- Arrive on time so that meetings can start on time

- Not to interrupt when another member is speaking

- Seek to intervene or contribute "through the Chair"

- Co-operate with the Chair in dealing with the business and keeping to the agenda and time available for the meeting/agenda items

- Accept that the Chair's rule is final unless they have breached this code

- Keep contributions brief and to the point

- Not to distract the meeting by holding individual conversations with others

- Accept other people's right to speak and accept that different points of view are valuable to good decision making

- Avoid jargon or explain what it means

- Work with other members constructively to arrive at the best possible solution

FINANCE

FRIENDS GROUPS AND LEASEHOLDERS ARE EXPECTED TO:

- Only use grants (from the Council or any other fund) for the purpose that they were applied for

- Return equipment funded through grants to the Council if the group cease to exist

- Follow financial guidelines within their constitution (in the unlikely event that these are not covered the Council's model constitution will apply)

- Abide by the expenses policy, complete expense claim forms and provide receipts for any expenditure

- If the group is funded, close the bank account according to the terms of the Constitution

CHAIRING CODE

THE CHAIR SHOULD:

- Undertake initial and regular refresher training on chairing skills

- Encourage all to participate

- Sum up at the end of each discussion / agenda item

- Manage the agenda and timing of meetings
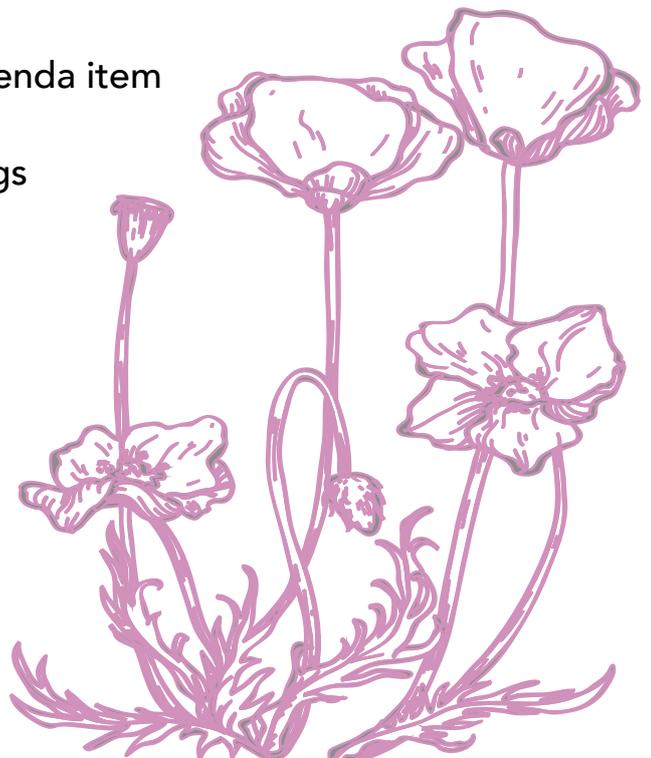
BREACHES OF THIS CODE OF CONDUCT

MEETING BREACHES:

- All members of the group or activity are responsible for abiding by the Code of Conduct and helping to ensure that others do so

- If a meeting is getting heated a five-minute time out can be called at the discretion of the Chair (any member of the group can suggest this option to the Chair)

- If a member of the group or activity do not abide by the Code of Conduct, the Chair will warn that if they break the code again, they will be asked to leave the meeting

- If the Chair breaks the code, they can be warned by any other member and may be asked to leave the meeting with the support of the majority of the meeting members

- Serious or persistent breaches will result in a written warning, suspension (time must be specified) or permanent expulsion. Once the alleged member has had a chance to represent their position within the group, a decision to temporarily or permanently exclude any volunteer can only be taken after a quorate meeting of their group to discuss the breach where a majority have voted in favour of this action.

- Temporary exclusion can last only for a maximum of one year

- Allegations of breaches of misconduct by one member against another outside of a meeting should always be raised with the relevant group in the first instance.

ROLE OF THE COUNCIL

WHERE THERE ARE BREACHES OF THE CODE, THE ROLE OF THE COUNCIL IS TO:

- Provide advice and support to a group in taking its own action where appropriate (at or outside meetings if required)

- Take direct action, i.e., writing to / speaking to perpetrators

- Provide training were identified as a need

- Arrange mediation between two parties if identified as appropriate

IN VERY SERIOUS CASES, THE COUNCIL WILL INVESTIGATE AN ISSUE AND TAKE ACTION. THIS ACTION COULD INCLUDE:

- A restriction or ban on engagement activity

- Action against the person/s should the behaviour result in a breach

- A referral to the Police should a crime have been committed
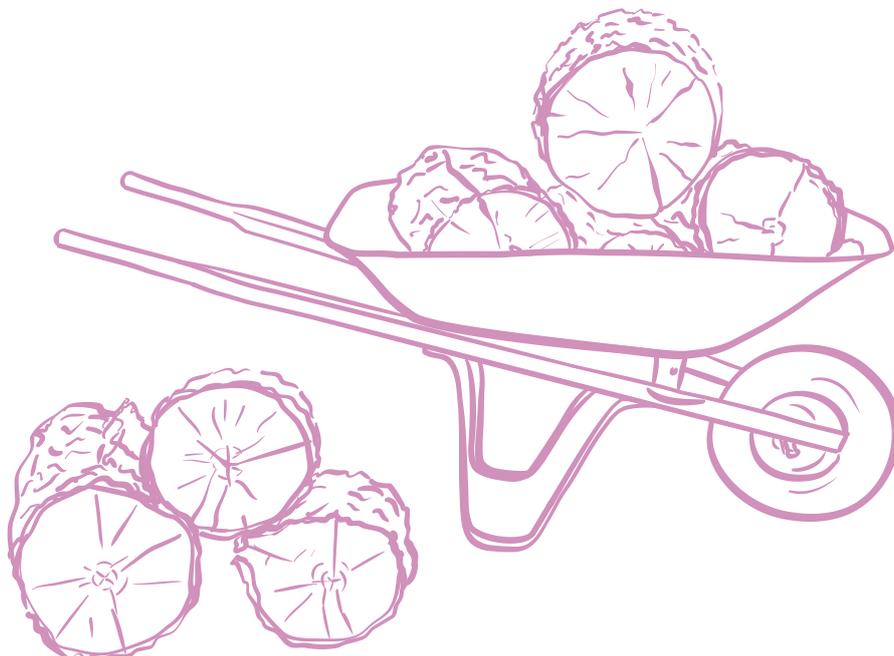
DIVERSITY & EQUAL OPPORTUNITIES POLICY

INTRODUCTION

The ………………………….. group are committed to the central role of equal opportunities in all our practices, in the formation and implementation of policies and in service delivery. The group aims to achieve equality of opportunity in all activities, literature and services it provides to the members. The group will actively promote this policy within the community and in its dealings with Glasgow City Council and other partners. The group will actively seek training on all issues surrounding equal opportunities and diversity and all members, particularly committee members, will be encouraged and supported to attend relevant training.

OBJECTIVES

RACE EQUALITY

The group will make appropriate arrangements with a view to ensuring that its functions are carried out with due regard for the need to eliminate discrimination.

This policy aims to ensure equality of opportunity in all group matters to all ethnic groups that make up our community.

The group seeks to achieve the goal of a voluntary workforce which accurately reflects the community we serve.

SEX DISCRIMINATION

The aim of this policy is to ensure equality of opportunity in group matters and the removal of barriers that prevent individuals from realising their optimum potential. In addition to this the group wishes to introduce good practices that encourage individuals to participate fully.

SEXUALITY

The group believes that people should not be discriminated against because of their sexuality. The group will seek to provide an environment where LQTBQIA+ people will not be discriminated against. The disclosure of a person's sexuality is a personal matter and the group will not directly seek this information, however we will encourage people to inform us.

DISABILITY

The group will promote a positive attitude towards people with disabilities and will introduce measures that enable people with disabilities to participate in the group's activities. In addition, the group wishes to work towards the removal of barriers that may prevent people with disabilities from achieving their potential.

AGE

The group believes that all age groups, young and old, have a stake in the communities in which they live. The group will encourage and support positive action to ensure all age groups can participate in the group's activities.

RESPONSIBILITY

THE COMMITTEE

The committee has the overall responsibility for the effective implementation and monitoring of this policy. It will conduct regular reviews and report to the AGM on progress made.

MEMBERS

All members will be encouraged to support the objectives of this policy and the committee's implementation of it.

COMMUNICATION

This policy will be distributed to all members and potential members.

Any group wishing to work in partnership with the group must provide evidence of their commitment to equality and agree to follow this policy. We will actively highlight the positive benefits of our work in the communities. We will work with individuals and groups who demonstrate that they wish to positively challenge negative stereotyping and prejudicial information in the areas and communities in which they live and work.

CONSULTING EXCLUDED GROUPS

The group will seek to establish good relationships with groups representing people who are identified as excluded. These groups will include Black and Minority Ethnic people, LQBTQIA+ people, young people, elderly people, unemployed, single parents and others. The group will ensure that all literature is appropriate. The group will use a variety of methods, which include written, verbal and others when consulting on local issues.

IMPLEMENTATION

The group will draw up an annual action plan and present it to the AGM for agreement.

GENERAL DATA PROTECTION REGULATION (GDPR Guidelines)

The Guide to the GDPR is part of a Guide to Data Protection and available on the **ICO website.** It is for DPOs and others who have day-to-day responsibility for data protection.

It explains the general data protection regime that applies to most UK businesses and organisations. It covers the General Data Protection Regulation (GDPR) as it applies in the UK, tailored by the Data Protection Act 2018.

It explains each of the data protection principles, rights and obligations. It summarises the key points you need to know, answers frequently asked questions, and contains practical checklists to help you comply.

Where relevant, this guide also links to more detailed guidance and other resources, including ICO guidance, statutory ICO codes of practice, and European guidance published by the European Data Protection Board (EDPB).

You may also find other sections of the Guide to Data Protection useful:

INTRODUCTION TO DATA PROTECTION

GUIDE TO LAW ENFORCEMENT PROCESSING

GUIDE TO INTELLIGENCE SERVICES PROCESSING

KEY DATA PROTECTION THEMES
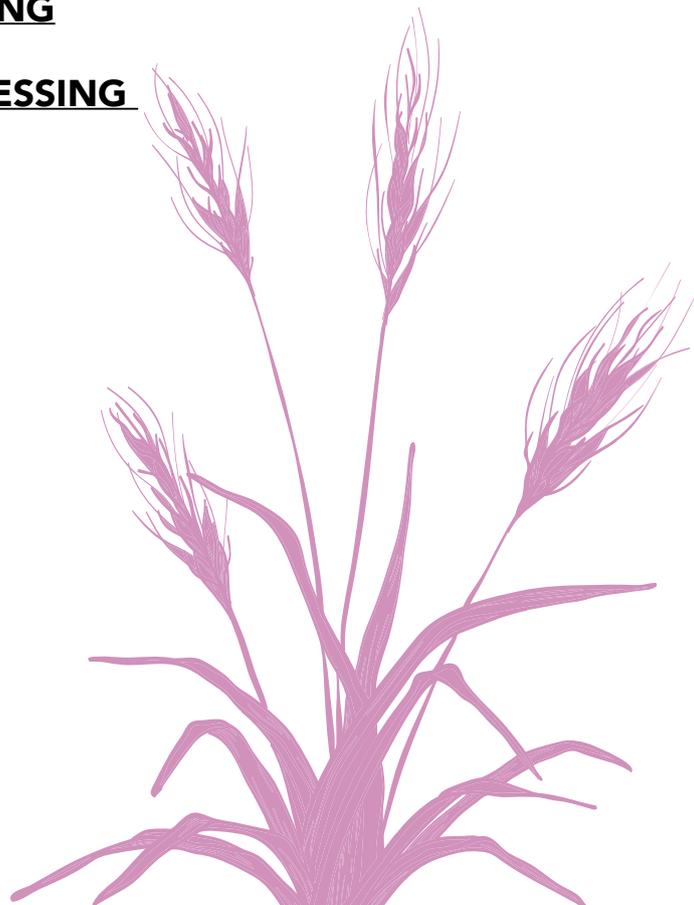
EXAMPLE FINANCIAL GUIDELINES

GENERAL MANAGEMENT

The group shall have a bank or building society account for the management of funds connected with the group.

If a specific project is identified that requires fund-raising, the committee may agree to establish a separate account solely for that purpose.

The association's treasurer shall maintain overall responsibility for overseeing the accounts held in the name of the group.

All money raised by or on behalf of the group will only be used to further the Aims of the group, as laid out in the constitution (this includes attendance at conferences, seminars and relevant training for group members).

There shall be a minimum of three agreed signatories on the group's account(s), one of whom must be the Treasurer.

All cheques and instructions to the group's bankers shall require two of the three signatories.

Signatories for the accounts will be nominated and agreed annually by the committee, at the first meeting following the group's AGM.

No members either related (including by marriage) or from the same household can be signatories of the accounts.

Under no circumstances are cheque signatories allowed to sign blank cheques.
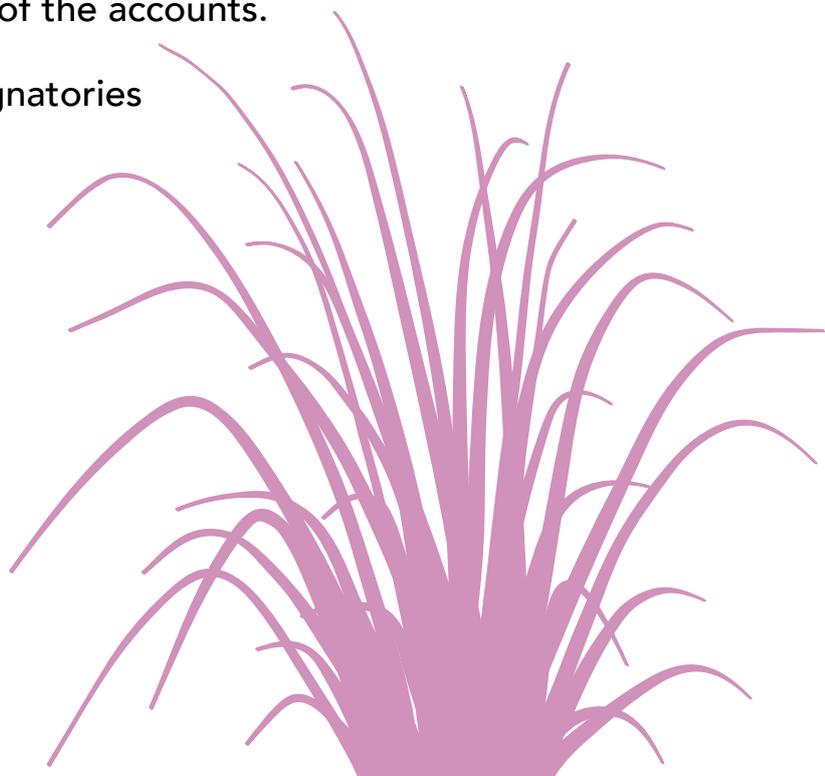
THE TREASURER SHALL HAVE THE ACCOUNTS AUDITED OR VERIFIED BY AN INDEPENDENT PERSON, ACCEPTABLE TO THE GROUP, AT THE END OF EACH YEAR BEFORE THE AGM.

- The treasurer will present the audited or verified accounts to the members at the AGM. Copies of the accounts will also be made available to members.
- An independent, appropriately qualified auditor or verifier will be proposed by the committee and agreed by a show of hands at the AGM.
- It is the responsibility of the treasurer to ensure that financial records and account(s) are kept accurate and up-to-date.
- The accounts and records of the group are open to scrutiny by all members and interested parties. The treasurer will make them available within _____ days of a request being made.
- Under no circumstances shall any person be permitted to borrow money from the group's accounts.

(**Note:** advance payment of expenses to members attending training, conferences, or meetings with other organisations/groups will be permitted, see below).

The group agrees to abide by all terms and conditions for Glasgow City Council grant funding, should this be applied for. If the group applies for grant from Glasgow City Council, it will provide the Council with a copy of the audited or verified accounts.

No money over the sum of £____ (amount in words) can be spent without prior approval of the committee.

Requests to spend over £____ should be made in writing for committee approval.

If a specific project be identified that requires a separate bank account, then these rules shall also apply to the administration of that account.

IF THE ASSOCIATION DISSOLVES OR A PROJECT IS ABORTED, THEN:

- Any outstanding debts of the group or project will be met where possible from funds available.
- Any specific funds received (if unspent) will be returned to the funder
- Any remaining funds and assets will be disposed of as laid down in the constitution.

RECEIPTS AND INVOICES

All requests for payment of any kind from the group's funds must be supported by receipts or invoices.

A general rule shall be that if a receipt or invoice is not produced in support of a claim, then no payment shall be made. The full committee, at its discretion, may waive this rule, following a recommendation from the treasurer.

In the event of a receipt or invoice not being available, the person submitting a claim must sign a petty cash slip confirming that the expenditure has been incurred and for what purpose.

PAYMENT OF EXPENSES

THE TREASURER WILL HOLD A DUPLICATING PETTY CASH BOOK FOR RECORDING THE REFUNDS FOR EXPENSES.

- Members (usually committee members) are entitled to claim for legitimate out of pocket expenses that are incurred in pursuance of group business. **(see section 4)**

- Requests for expenses must be submitted in writing and supported by receipts or invoices.

- The treasurer shall be responsible for reimbursing the payment of out-of-pocket expenses.

- The person receiving the money shall sign for all reimbursements on a petty cash slip. This transaction shall be witnessed and signed by a committee member.

- Advance payments of expenses shall be permitted, subject to committee approval. Receipts or invoices for any payments made must still be submitted and any money left returned. The transactionshould still be witnessed as above.

LEGITIMATE EXPENSES

THE FOLLOWING ITEMS WILL QUALIFY AS LEGITIMATE EXPENSES PROVIDED THAT THE ABOVE CRITERIA HAVE BEEN MET:

- Personal car or motorcycle mileage (including parking costs) whilst attending events related to the business of the group

- Train, bus and taxi (where essential) fares whilst attending events related to the group's business

- Meals (where not provided at the event) whilst attending events related to the group's business

- Care costs (including children and pets) whilst attending events related to the group's business

- Telephone costs relating to groups' activity (an itemised bill with the relevant calls highlighted would be sufficient evidence)

- Refreshments for meeting or whilst attending group business

- Purchasing of food and refreshment for committee or open meetings (following approval of committee)

- Purchasing of stationery, equipment, etc. that are essential for the groups business

This list is not exhaustive. If any member feels that they should be able to make a claim for an item not included, they should put details in writing and submit them to the committee for discussion and approval, if agreed.

These procedures are subject to regular review by the group's committee.

EXAMPLE COMMITTEE CHARTER

1. As an individual member of the committee I agree to encourage good team working. I will try to listen to, respect and trust my fellow committee members. I will consider how my actions will affect others, committee and the wider membership.

2. As a committee we agree to listen to each other and consider alternative points of views. This will give us a better understanding of one another.

3. We must learn to be patient and to recognise that we can learn from each other.

4. We will show each other respect and be sensitive to one another which will help us to be more inclusive.

5. We agree to support, encourage and motivate each other.

6. We agree to talk through problems and setbacks openly and honestly. We will seek solutions to these and not apportion blame.

7. The whole committee, but especially the officers (Chair, vice chair, secretary and treasurer), must be seen to be open, fair, honest and consistent in representing all members.

8. We will remember that we are colleagues and will focus on achieving our aims for the benefit of all our members.

9. If conflict arises, we will acknowledge it and see it as an opportunity to strengthen and grow as a team.

10. We will meet as a committee regularly to discuss our plans and give and receive feedback and support on how well we are doing.

11. We will regularly provide information to and seek feedback from all our members and use this to help us achieve more.

12. We will try different ways of making sure that all our members can influence the work of the committee, where possible we will be innovative in our approach.

13. We will provide coaching and source training opportunities for new or potential members.

EXAMPLE CONSITUTION

FRIENDS OF (INSERT NAME OF PARK HERE)

1. **Name**
   The name of the association shall be Friends of (insert name of park here).

2. **Aim**
   To protect, improve and promote the green space generally known as (insert name of park here).

3. **Objectives**

THE ASSOCIATION WILL FULFILL THE AIM BY:

- Promoting the health and well-being of the residents of the area and by working together as residents regardless of age, ethnic origin, ability, sex, belief or political affiliation recognising the value of our many differences.
- Involving local people in improving the area of (insert name of park here).
- To carry out and promote both environmental improvement and practical conservation, to educate, encourage and support the local population in environmental practice by working with statutory and non-statutory agencies.
- Promoting sport, community recreation and play facilities.
- To raise funds and receive contributions where appropriate to finance the work.
- To publicise and promote work.
- Make rules and standing orders for categories of members and their rights.
- Organise meetings, training courses and events.
- Work with similar groups and exchange information and advice with them.
- Take any action that is lawful, which would help it to fulfil its aims.
- Open bank account(s).
- Take out insurance where required.

4. **Membership**

- Membership of Friends of (insert name of park here) shall be open to anyone (from the age of 14 years upwards) who is interested in helping the group to achieve its aim and willing to abide by the rules of the group.

- There shall be a family membership available to include significant others and children under the age of 14, every person included in the family member aged 14 and entitled to one vote.

- Persons under the age of 14 shall be eligible for junior membership on a reduced subscription and without voting rights.

- Membership of the Protection of Vulnerable Groups Scheme will be essential when working with children,

- Every member aged 14 and over shall have one vote at general meetings.

- The Management Committee shall have the power to refuse membership to an applicant, where it is considered, such membership would be detrimental to the aims, purposes or activities of the group.

- Registration and termination of membership: Any member of the group may resign his/her membership and any representative terminate or suspend the membership of any members, if in its opinion his/her conduct is prejudicial to the interests and objects of the group, **PROVIDED THAT** the individual member or representative of the member organisation (as the case may be) shall have the right to be heard by the General Committee before the final decision is made.

- Any member maybe co-opted at the discretion of the Management Committee, but these members shall not be entitled to vote.

- The secretary will maintain a register of the Membership. Subscriptions for membership shall fall annually.

- Any personal information you give to us will be processed in accordance with **GDPR** (General Data Protection Regulation)

5. **Management Committee**

- The Committee, together with other individuals the Friends of (insert name of park here) may elect a Management Committee. The Committee shall comprise of the Chairperson, Vice Chairperson, Secretary and the Treasurer and up to 5 ordinary members.

- The Chairperson, Vice Chairperson, Secretary, the Treasurer and ordinary members shall be elected annually at the Annual General Meeting and the term of office shall not exceed three consecutive years.

- The Management Committee shall meet at least four times a year.

- At least 5 Management Committee Members must be present for the Management Committee meeting to be Quorate.

- The Committee shall have the power to co-opt other persons to serve on the Committee until the next Annual General Meeting but there shall, at no time, be no more than five co-opted members.

- Voting at Management Committee meetings shall be by show of hands on a majority basis. If there is a tied vote, then the chairperson shall have the casting vote.

- The Management Committee may appoint sub-groups and work parties as deemed necessary who shall be accountable to the committee.

- The quorum for a meeting shall be 4.

- The committee shall be accountable to the members at all times.

- All meetings must be minuted and available to any interested party.

- All committee members shall be given at least seven days' notice of a meeting unless it is deemed an emergency meeting.

6.   **General Public Meetings**

- The committee shall call at least one general public meeting each year, purpose of these meeting is for the group to account for its actions and consider the regeneration and development of (insert name of park here), according to the association's objectives.

- The Chair of the association shall normally chair these meetings.

- At least fourteen days' notice of such a meeting must be given and advertised in at least four public places.

- All meetings, including AGM's must be minuted and available to any interested party.

- The quorum for a General Public Meeting is six.

7.   **Annual General Meeting**

- The Friends of (insert name of park here) shall hold an Annual General meeting (AGM) at not more than 15-month intervals.

- Where possible members shall be notified personally, otherwise notice will be deemed served by advertising the meetings in at least four public places giving at least fourteen days' notice of the AGM.

- The business of the AGM shall include:

  > Receiving a report from the Chairperson of the association's activities over the previous year.
  > Receiving a report and presentation of the last financial year's accounts from the Treasurer on the finances of the group.
  > Electing a new Management Committee and considering any other matter as may be appropriate at such a meeting.

- The quorum for Annual General Meeting shall be one third of the membership of which no more than four shall be committee members.

8. Finance

- Any money obtained by the group shall be used only for the aims of the group.
- Any bank accounts opened for the group shall be in the name of the group.
- Any cheque issued shall be signed by at least two of any three nominated signatures.
- The Management Committee will ensure that the group stays within the budget.
- The accounts shall be audited at least once a year by the auditor or auditors appointed at the Annual General Meeting.
- The audited statement of the accounts for the last financial year shall be submitted by the Management Committee to the Annual General Meeting.

9. Alteration of the Constitution

- Proposals for amendments to this constitution or dissolution (see Clause 10) must be delivered to the secretary in writing. The secretary in conjunction with all other committee members shall then decide on the date of a meeting to discuss such proposals, giving at least four weeks' notice.

- Any changes to this constitution must be agreed by a least two thirds of those members present and voting at any general public meeting.

10. Dissolution

- The group may be wound up at any time if agreed by two thirds of those members present and voting at any general public meeting. Any assets shall be returned to their providers, if they require it, or shall be passed to another group with similar aims.

11. Adoption of the constitution

This constitution was adopted by the members present at the AGM held on:

Date:

Name: _____

Signed: _____
(Chair)

Name: _____

Signed: _____
(Vice-chair)

Name: _____

Signed: _____
                                    (Secretary)

Name: _____

Signed: _____
                                    (Treasurer)

Name: _____

Signed: _____   (Member)

Name: _____

Signed: _____   (Member)

Name: _____

Signed: _____   (Member)

Name: _____

Signed: _____   (Member)

Name: _____

Signed: _____   (Member)

LEGAL STRUCTURE OF GROUPS

This section will tell you about different types of not-for-profit organisations, and what to consider when choosing a legal structure. Many funders require you to have charitable status to access their funds.

UNINCORPORATED ASSOCIATION
CHARITABLE TRUST
SCOTTISH CHARITABLE INCORPORATED ORGANISATION (SCIO)
CHARITABLE COMPANY
COMPANY LIMITED BY GUARANTEE
COMMUNITY INTEREST COMPANY (CIC)
COMMUNITY BENEFIT SOCIETY
COOPERATIVE SOCIETY

UNINCORPORATED ASSOCIATION

An unincorporated association is a membership organization that can function according to the members' preferences and activities. It is the simplest, fastest, and most cost-effective way for a group to establish itself, making it ideal for small groups without staff or premises. Many groups fit this category, often unknowingly. To create an unincorporated association, your group just needs to draft a constitution outlining the rules for its operation.

An unincorporated association can choose to be a charity, but it's not mandatory. Many of these associations benefit their members directly and are thus not considered charitable or regulated by charity law. To qualify as a charity, the association must have charitable aims and operate for public benefit. Non-charitable groups don't need to register or report to any authority. Charitable groups with annual incomes over £5,000 must register with the Charity Commission.

Since an unincorporated association is not incorporated, it cannot enter into contracts or own property in its name. To establish one, simply draft and agree on a constitution within your group. If you don't plan to become a charity, the constitution can outline any aims you choose for your group.

It is recommended that PLI (public liability insurance) for unincorporated groups with suitable legal costs cover as you may be personally liable in the event of litigation.

SCOTTISH CHARITABLE INCORPORATED ORGANISATION (SCIO)

A SCIO is a type of Scottish charity which is incorporated. It allows charities to form themselves into corporate bodies - with the benefit of limited liability - without becoming companies.

It is a simpler model to those under company law, with less administrative burden. It requires groups to have membership, keep a register of that membership and hold Trustee meetings. A SCIO reports to OSCR (Office of the Scottish Charity Regulator).

CHARITABLE TRUST

A charitable trust is a type of charity managed by a small group of appointed trustees rather than elected members, with no broader membership. Since it is not incorporated, a charitable trust cannot enter into contracts or own property in its own name.

To establish a trust, your group must draft and sign a trust deed that demonstrates the organization's charitable status. A model trust deed is available on the Charity Commission website.

CHARITABLE COMPANY

A company can qualify as a charity if it meets legal requirements under charity law. This must be clearly outlined in its governing document, so if you want to establish a charitable company, you should use the model Memorandum and Articles of Association approved by the Charity Commission.

Typically, the directors of a charitable company are unpaid. While charities can pay their directors in exceptional circumstances, organizations that routinely wish to pay their directors might find a Community Interest Company, Community Benefit Society, or Cooperative Society structure more appropriate. Establishing a charitable company involves registering with the Charity Commission as well as Companies House, and then submitting your annual report and accounts to both organisations annually.

If you are setting up a new organisation, it is worth considering whether a Charitable Incorporated Organisation (CIO) would suit your needs instead. CIOs do not need to report to Companies House, so they are simpler and cheaper to run than Charitable Companies.

COMPANY LIMITED BY GUARANTEE

A company limited by guarantee does not distribute income to shareholders, making it suitable for not-for-profit purposes if all surplus income is reinvested into the organization. Such companies are incorporated and have voting members, and they are managed by directors who can be either paid or unpaid.

Companies of this type are registered with and regulated by Companies House, and a Memorandum and Articles of Association must be included. It is advisable to have documents reviewed by a solicitor.

COMMUNITY INTEREST COMPANY

A non-charitable company can still operate as a not-for-profit organization, and many social enterprises fall into this category. To ensure your organization maintains its not-for-profit status, consider becoming a **Community Interest Company (CIC)**. CICs commit their assets and profits to the community through an "asset lock," ensuring they benefit the community. CICs can have paid directors.

To register a new CIC, apply to Companies House to register a company. Applications are assessed by the CIC Regulator, a department at Companies House.

COMMUNITY BENEFIT SOCIETY

A Community Benefit Society is owned by its members, who hold shares and control the society democratically on a one-member, one-vote basis. The society must primarily benefit the wider community, with no preferential treatment for members. Profits are used for the community's benefit, although members can receive interest on shares up to a maximum rate.

To ensure non-profit status, a Community Benefit Society can apply for a Statutory Asset Lock. This structure is ideal if your community wants to control an asset, like a building. You can fund your organization by selling "Community Shares" and operate it for the community's benefit. A Community Benefit Society is incorporated and can have paid directors.

For information on registering a Community Benefit Society, contact the Financial Conduct Authority.

COOPERATIVE SOCIETY

A Cooperative Society is similar to a Community Benefit Society but focuses on providing services to its members rather than the wider community. It operates on co-operative values like self-help, self-responsibility, democracy, equality, equity, and solidarity. Membership is generally open to those who use or work for the society, and profits can be distributed to members, though this should not be the primary purpose.

Because its beneficiaries are its members, a Cooperative Society cannot be charitable. It is an incorporated entity and can have paid directors.

For information on registering a Cooperative Society, contact the Financial Conduct Authority.

APPENDIX 8

DRAFT ACTION PLAN

GOAL	ACTION	RESOURCE	YEAR					TRACK
			1	2	3	4	5	
SHORT TERM WORK								
Actively promote the group within in the park	▪ Organising guided walks and talks	▪ Liability Insurance ▪ First Aid Cover		/				Programme developed
	▪ Develop promotional Friends of Group Interpretation leaflet/posters	▪ Grant Funding ▪ Partnership Agency	/					Partnership funding developed and interpretation leaflet produced
Increase awareness of group throughout within a local, national and citywide context	▪ Develop promotional Friends of Group Marketing Banners	▪ Grant Funding	/					Interpretation banners produced
	▪ Develop Friends of Group Website	▪ Partnership Agency	/					Web site implemented
Increase	▪ Develop	▪ Grant Funding	/					Newsletter

GOAL	ACTION	RESOURCE	YEAR					TRACK
			1	2	3	4	5	
Awareness of group throughout within a local, national and citywide context	▪ Friends of group newsletter ▪ Develop education packs and building links to local schools	▪ Partnership Agency			/			Produced Council Officer guidance
Develop potential for income generation activities	▪ Develop a programme of fund-raising activities ▪ Production of postcard and calendars, events etc	▪ Refer to grant funding guide	/					Council Officer guidance
Develop park related projects	▪ Develop funding proposals with GCC and partnership agencies	▪ Refer to grant funding guide		/				Funding proposals developed Council Officer guidance

GOAL	ACTION	RESOURCE	YEAR					TRACK
			1	**2**	**3**	**4**	**5**	
Increase Friends of Group membership / income	▪ Develop joining membership	▪ Recruitment	◢					Recruitment of new members / data base
Increase Community Network / Income	▪ Develop Corporate membership	▪ Recruitment	◢					Recruitment of new members / data base
Develop Junior Friends of Group to increase opportunities for young children	▪ Develop free junior membership	▪ Recruit via schools		◢				
	▪ Develop free junior membership	▪ Recruit via youth groups		◢				
Increase Networking Opportunities	▪ Attract the interest of local business	▪ Promotion		◢				
	▪ Attract the interest of local business	▪ Promotion		◢				
Promotion of the group	▪ Attract the interest of local politicians	▪ Actively promote	Ongoing					
Internal fund raising	▪ Sponsored events	▪ Refer to Institute of Fundraising	Ongoing					
PRACTICAL WORK								

GOAL	ACTION	RESOURCE	YEAR					TRACK
			1	2	3	4	5	
Assist and consult on the site to improve landscape and biodiversity	▪ Develop habitat creation with partnership agencies	▪ Grant Funding ▪ Partnership Agency ▪ GCC Guidance		▟				Plans developed
Assist and consult on site plantings to improve and establish new tree plantings	▪ Identify areas for additional tree planting	▪ Grant Funding ▪ Partnership Agency ▪ GCC Guidance		▟				Areas identified and regimes established
Encourage future vision for the site in partnership with GCC, stakeholders and partnership agencies	▪ Carry out customer surveys - uses and activities	▪ N/A	▟					
Consultation and Involvment	▪ Visitor Surveys - Access and linkage	▪ N/A	▟					
Promote the Friends with a visable activity within the park	▪ Community Clean up	▪ GCC Guidance	▟					
Assist in identifing	▪ Creating wildflower	▪ Grant Funding		▟				As part of species and habitat surveys in agreement with Council Officers

GOAL	ACTION	RESOURCE	YEAR					TRACK
			1	2	3	4	5	
Attract external funding								
LONG TERM WORK								
Conserving Areas of Special Interest	▪ Seek external funding for conservation measures	▪ SNH		∕				GCC Support
Qualify for Charitable status	▪ Download application form **www.oscar.org.uk** ▪ Telephone No: 01382 220446	▪ Application form ▪ Group constitution ▪ Groups recent statement of accounts ▪ Organisational plan ▪ Declaration forms			∕			Contact OSCAR for guidance
Conserving Monuments and Buildings	▪ Programme of Restoration	▪ Grant Funding ▪ Consent ▪ Listed Building Approval						
	▪ Programme of Conservation works	▪ Historic Environment Scotland ▪ GCC						