**Grow Your Hub Manual**

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1. **Introduction**
   1. This manual has been developed alongside the ‘Grow your Hub Guide’ and contains additional information, links and templates which may be useful to you if you are considering expanding and growing your hub or drop-in. It has been developed by Forces Connect South East – Veterans’ Hub project, which is funded by the Armed Forces Covenant Fund.
   2. This manual has been designed to act as a library of resources – please don’t feel you need to read it from cover to cover or you need to adopt all the policies. We have tried to cover every eventuality – please don’t let this put you off! It has been put together by the Forces Connect South East - Veterans’ Hub project funded by the Armed Forces Covenant Fund.
   3. Forces Connect South East (FCSE) is a partnership led by Surrey County Council with the County Councils of Hampshire, Kent, East Sussex and West Sussex and the Councils of Brighton & Hove and Medway, as well as the NHS Armed Forces Networks, 11 Infantry Brigade, South East Reserve Forces’ and Cadets’ Association, ssafa the Armed Forces charity and The Royal British Legion. As part of this work funding is available for setting up and sustaining hubs and drop-ins in Surrey, Hampshire, Kent, East Sussex, West Sussex, Brighton & Hove and Medway until June 2020. Please email [fcse@surreycc.gov.uk](mailto:fcse@surreycc.gov.uk) for further information.
2. **How to set out your hub**
   1. A hub should lie on good transport routes and have access to car parking. It should be clearly identifiable and have Disability Discrimination Act (DDA) compliant entrances.
   2. At the entrance you might place a flag or pop-up banner to advertise where you are and have someone to welcome visitors into the building, to have them sign in and to point them or escort them to your meeting room.
   3. Your hub will want a meeting room, a kitchen to make teas, coffee and safely store any food you provide. And you will want at least one break-out room for private conversations. You may provide audio/visual equipment for a guest speaker
   4. The meeting room should have tables and chairs laid out and you will want to ensure that less mobile visitors can get around them. You may wish to provide newspapers and magazines. There should also be tables and space for your support services to put up their banners and display their leaflets
   5. As people gather you will want to call them to order, introduce yourself and others, then provide a safety briefing. This is a good time to brief visitors on the ground rules and explain what services are available and how to access them.
   6. During the main meeting those welcoming people at the entrance can keep a look out for any people who are getting up the courage to join the meeting and invite them in.
   7. When you have people use the break-out/consultation rooms you should provide signs stating who and what service is being provided and how to access the room. For example, Only Enter when the Door is Open or Please knock and then wait to be invited in.
   8. During the meeting you and your team should use the opportunity to liaise with other service providers, the veterans and their families and develop your working relationship and services.
   9. As people leave, please ensure people exiting the event can get home safely and be prepared to receive feedback.
   10. Finally as you clear away the equipment to leave the site ready for the next event it is important to report any health and safety issues that have occurred and only then to secure the place.
3. **Publicity and branding** 
   1. It is important to raise awareness of your Hub locally explaining what your hub offers, who it is for, where it meets and how often. This can be done through word of mouth, social media, newsletters and through links with your local council, Armed Forces Champion and service charities etc. It may be worth putting together some flyers that you could ask your local council, library and local groups to circulate.
   2. FCSE – VH would like to encourage you to use the logo below as part of your social media (Twitter, Facebook, Linked In etc) and communications both on line as well as printed copy. If you have received funding via the FCSE-VH project, please could you add this logo to your promotional material.



* 1. **#VeteransHubsSE -** FCSE – VH use #VeteransHubsSE to promote news and information related to veterans hubs and drop-ins within the South East. Please feel free to use this hashtag to promote your work – you can also use it to search as see what others are up to and to obtain the latest Hubs news.
  2. FCSE-VH compiles a Hubs Newsletter - this can be accessed via [www.surreycc.gov.uk/forcesconnectse](http://www.surreycc.gov.uk/forcesconnectse) and contains the latest hub news as well as a calendar of hubs and drop-ins across the South East. If you would like anything included in this Newsletter please email [fcse@surreycc.gov.uk](mailto:fcse@surreycc.gov.uk).

1. **Recording information - template**

|  |
| --- |
| **MONTHLY ACTIVITY REPORT** |
| **[insert Month] [insert year]** |

**Who We Engaged with or Supported: (Numerical)**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Veterans** | | **Veterans**  **(Service)** | | **Veterans**  **(Age)** | | **Veteran**  **Families** | | **Known**  **Disability / Condition** | |
| New Clients:  Current Clients:  Re-engagements\*:  \* Client that has not engaged for over 6-months. |  | Army:  Navy/RM:  RAF:  Reservist:  Family |  | 17+:  21+:  31+:  41+:  51+:  61+:  71+: |  | Parent -    Spouse -  Dependent - | | Physical:  Mental Health  Other  (substance abuse) |  |
| **Postcode** | |
|  |  |
|  |  |
| Notes: | | | | | | | | | |

**What We Delivered: (Numerical) OUTPUTS**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Client Sessions** | **Health & Wellbeing Guidance** | **Housing** | **Benefits** | **Employment & Support** | **Comradeship & Remembrance**  **(Social) (Drop-in)** | **Outreach** |
|  |  |  |  |  |  |  |
| **Individual(s)** |  |  |  |  |  |  |
| Notes: | | | | | | |

**What Has Been Achieved: (Client Measured Outcomes) OUTCOMES**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Entry** | **Outcome** | | **Entry** | **Outcome** |
| Employment, Training & Education |  | | Housing |  |
| Referral |  |  | Benefits |  |
| Surgeries |  |
| Outreach |  | | Fundraising |  |
| **(Outputs / Outcomes / Successes / Challenges)**  **Monthly Summary** -  **Operations Manager Comment** -  **Training -**  **Events & Fundraising** -  **Social Media Posts** -  **AOB-** | | | | |
|  | | | | |
|  | | | | |

1. **Managing your Hub**
   1. This section contains some guidance on how to make your hub/drop-in into a more formal organisation and may be of use if you would like to consider becoming a charity or a community interest company in your own right. A lot of the information contained in this section is for the more established hubs looking to move to the next level, but all hubs and drop-ins can pick and choose from the information that would be helpful to you.

**A community group, charity or community interest company?**

* 1. There is no right and wrong when it comes to what type of organisation your hub/drop-in is, or should be. You could simply be a community group, or may wish to become a charity or a limited company in the longer term. Each type of group has their own benefits and limitations. Do some research and see what works best for you- it is probably best to start small and grow rather than be too ambitious to start with.
  2. Working with or through an existing charity is another option that you could look at which may have several advantages, including saving on administration. There are over 2,500 registered veterans’ charities in England and Wales so you could find one to join forces with.
  3. There are also not for profit organisations and social enterprises: not all of these are charities - for example they could be a community interest company (CIC) or a company with limited liability.
  4. Another option is to set up a small unincorporated charity if you’re is based in England and Wales and your organisation isn’t a CIC. You don’t have to apply to register it if your annual income is less than £5,000 but you can still be recognised as a charity with HMRC to get charity tax breaks and to claim gift aid.
  5. To find out more please visit:
* **Charity –**<https://www.gov.uk/set-up-a-charity>
* **CIC -** <https://www.gov.uk/set-up-a-social-enterprise>

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

* 1. The NCVO website contains a lot of useful information for charities, social enterprises and community groups <https://knowhow.ncvo.org.uk/> including guidance and templates:
     1. **An introduction to Governance**: Governance is the systems and processes concerned with ensuring the overall direction, effectiveness, supervision and accountability of an organisation - [https://knowhow.ncvo.org.uk/governance/getting-started-in-governance/getting-started-in-governance-1#](https://knowhow.ncvo.org.uk/governance/getting-started-in-governance/getting-started-in-governance-1)
     2. **Writing a constitution**: A constitution is the governing document of your organiastion that details your purposes and the rules and decision making structures - <https://knowhow.ncvo.org.uk/setting-up/setting-up-a-charity/writing-a-constitution>
     3. **Business planning**: a business plan describes your organisation and its activities. It sets out your goals, plans, finances and the risks you face - <https://knowhow.ncvo.org.uk/how-to/how-to-write-a-business-plan-for-your-charity>
     4. **Finances and budget**: This link sets out guidance and tools on managing your organisations finances - <https://knowhow.ncvo.org.uk/organisation/financial-management>.

1. Hubs Costs – A Rough Guide
   1. Starting a veterans groups is simple but if you want to run a veterans hub or drop-in there are many obvious and some less obvious matters you need to consider. Here is an outline of costs associated with setting up a Veterans Hub for a year that you may wish to consider – please note that these costs are estimated and therefore some costs may be more or less than those listed below:

|  |  |
| --- | --- |
| **Area of expenditure** | **Total cost per year** |
| Accounting | £‎100.00 |
| Administration costs | £‎250.00 |
| Advertising, Branding | £‎500.00 |
| Cleaning Equipment | £‎50.00 |
| Help for veterans in need | £‎300.00 |
| Hub Team’s uniforms and workwear | £‎200.00 |
| PPE (Personal Protective Equipment eg aprons, gloves) | £‎50.00 |
| Public Liability Insurance | £‎350.00 |
| Refreshments | £‎300.00 |
| Room hire | £‎800.00 |
| Storage | £‎1,000.00 |
| Transport for isolated or immobile veterans | £‎200.00 |
| Training | £‎500.00 |
| Total | £‎4,600.00 |

* 1. The above categories are not obligatory, you don't have to provide refreshments, but they help. You don't need to help veterans to attend but they may be the ones most in need of your support. Some additional costs have not been included such as the purchase of sports equipment, games or newspapers and periodicals that many hubs supply.
  2. You may wonder why room hire is less than storage? That’s because if you don’t have a spare room at home or your venue cannot store your items then a commercial storage site charges you for the whole month not just the day or so you open your hub to the public.
  3. If you engage with your local supermarkets Community Champion you may find that they will supply you with some food and drink for the hub. They may advertise the hub and have customers vote for you in their token scheme.
  4. You can offset costs with other fundraising, having a collection tin at the event so that visitors can give and support the group. Some hubs sell branded merchandise, others undertake street collections or take a stand at public events.
  5. As you grow and the hub expands it services you will find that costs expand as well. It is useful to consider what you may wish to add to or exchange in the above list. Some options are shown below. Please remember this is a guide and that you can gain valuable insight into local business and organisations who can support your hub by talking to your council’s Armed Forces Champion, other hubs and local charities. We all benefit from making strong connections and supporting each other.
  6. Below is a further breakdown of some of the main costs anticipated with running a Hub:

### Location costs

Rent/Hire £0 - £1200

Lighting and Heating £0 - £ 120

Water £0 - £50

Business Rates £0 - £1200

Car parking £0 - £240

### Advertising Costs

Pop Up banners £80 - £150 each

Flags £70 - £150 each

Leaflets £100

Business cards £50 - £150

Adverts in papers, online, radio £0 - £250 (or more?)

### Event costs

Gazebo £150 - £500 each

Chairs £10 - £ 50 each

Table(s) £50 - £150 each

Standard (for processions and remembrance events)

Outdoor flags

Outdoor Pop-ups

Table

Display boards £100 - £850

Projector £150 - £500

Screen £90 - £250

Bunting £50 - £250

Advertising £0 - £200

### Safety

H&S review. £100 - £250

Public Liability Insurance £250 - £650[[1]](#footnote-1)

PAT Testing £100 - £250

### Training courses – please also check out [www.surreycc.gov.uk/veteranshubtraining](http://www.surreycc.gov.uk/veteranshubtraining)

First Aid

First Aid/mental health

Food Hygiene

Bid writing

Trustee responsibility

Computing

Running a charity

Financial - Banking and accounting.

GPDR

### Back Office

Computer £200 - £2000

Web-site and domain name £100 - £500

Headed note paper £100

Postage £100 - £500

Office Sundries £50 - £150

Mobile phone £500 - £1500 including calls/texts

Cash Box £25 - £200

Bank Account £0 - £240[[2]](#footnote-2)

Annual Accounts £100 - £1,500

Paper and envelopes. £100 - £500

### Sundries

Car parking £100

Travel i.e. coach hire, rail, ferry As required

### Vehicle

Sign-writing

Vehicle Wrap

Insurance

MoT

Servicing

### Refreshments

Tea, coffee, sugar, milk £100

Cakes and biscuits £240

Tea Urn £90

Table top cooker £70-£280

Gas if outside (BBQ) £50

Crockery and cutlery £100

Supermarket link up. -

Cafe link up. -

### Fundraising:

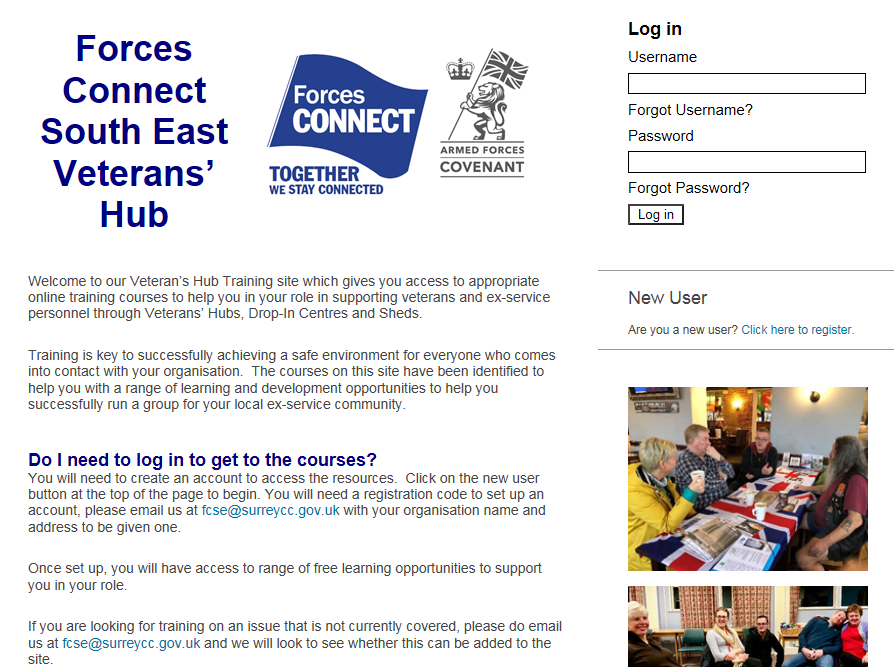
Lottery (local or national). Lotteries[[3]](#footnote-3) allow you to raise funds.

Supermarkets food donation/advertising/token voting

Collection Buckets/tins £30

Uniform See above.

1. **Training**
   1. Training is key to successfully achieving a safe environment for everyone who comes into contact with your organisation. It does not remove your liability but training will help you minimise ‘risk’. We have put together some online training courses which are available via [www.surreycc.gov.uk/veteranshubtraining](http://www.surreycc.gov.uk/veteranshubtraining).



Courses on this site include:

|  |  |
| --- | --- |
| Food safety | Creative problem solving |
| Cyber Security Awareness | Data Protection Awareness |
| Decision Making | Developing People |
| Display Screen Equipment | Fire Safety Awareness |
| General Data Protection Regulations | Health and Safety |
| Manual Handling | Personal Safety – Lone Worker |
| Project Management | Resilience |
| Resolving Conflict | Risk Management |
| The Armed Forces Covenant | Time Management |
| Mindfulness |  |

* 1. Additional face to face courses to consider include First Aid and Mental Health First Aid. If your Hub/Drop-In is within Surrey, Kent, Medway, East Sussex, West Sussex, Hampshire and Brighton & Hove then please email [fcse@surreycc.gov.uk](mailto:fcse@surreycc.gov.uk) as funding may be available to cover the cost of these courses until May 2020.

1. Looking after yourself
   1. So you have started a Veterans Hub and whilst you are intending to help other people it is important to remember your own health and mental wellbeing. You need to have support and welfare in place for yourself. You will benefit from building a supportive management committee with defined roles and responsibilities as this will help share the load. The suggested constitution/governance section of this manual will assist with that.
   2. Connecting with other hubs is also a good idea and where you can, discover what works and what didn’t work for them. Having a personal contact you can call to discuss a problem or issue is a reassurance.
   3. Training is important too. No training is ever wasted and working with people on the same trajectory as yourself can provide support and assistance with keeping you grounded and reduce stress. Please check out the free online training available via [www.surreycc.gov.uk/veteranshubtraining](http://www.surreycc.gov.uk/veteranshubtraining).
   4. Moreover you need to build your own safety net including family, friends and colleagues with whom you can discuss how you are feeling and please include your GP and/or other health professions - let them know what you are doing, what stresses you face and how you are coping with your role.
   5. Don't forget to take time out for yourself and be honest with about your health and mental wellbeing. Be a true leader and role model by getting appropriate assistance and support at an early date. It will benefit your hub.
   6. Finally even if everything is not going perfectly, it does not mean you have failed. Keep on going, accept the support available and remember you are human.
2. **Templates for policies and procedures**
   1. This section contains a number of policies and procedures that you may wish to consider. Do not feel you need all of them, but use the ones that you feel will be of use to you. Once signed off, please remember to keep them under review and updated on at least an annual basis.
   2. So feel free to use this as a check list to ensure you have covered the risks to you personally and to your Hub. Please see the document Scoggins Law that allows you to mitigate, if not eliminate such risks.

# List of Draft Policies and Procedures:

1. Constitution
2. Crisis Communications template – unlikely to be needed but just in case something goes wrong!
3. Confidentiality Policy for Staff, Volunteers and Board Members.
4. DSE template - When you have people working on administration for the Hub you should complete a Display Screen Equipment (DSE) risk assessment for each person.
5. Health and Safety requires specific information for every Hub – this is good practice, but the law only requires a Health and Safety Policy if you employ over five members of staff.
6. Lone Working Policy
7. Manual Handling template
8. Media Strategy
9. Monthly report
10. Safeguarding Policy
11. Scoggins Law
12. Social Media Policy
13. Volunteer Agreement

A - Draft Constitution for a small unincorporated Veterans Hub

## 1. Name

The name of the group is [insert your hubs name]

# 2. Aims

The aims of [Insert your hubs name] will be:

* To bring together and support veterans, reserves and their families.
* To promote recreational activities, mutual support and joint aid among the members.
* To signpost veterans, reserves and their families to the support of other organisations.

# 3. Membership

Membership is open to anyone who:

* Is a veteran of HM Forces
* A reserve
* A family member of a veteran.

Membership will begin as soon as the membership form has been received and agreed’

[There will be an annual membership fee which will be agreed at the Annual General Meeting (AGM) and will be payable by all members.]

A list of all members will be kept by the membership secretary.

## Ceasing to be a member

Members may resign at any time by writing to the secretary.

Any offensive behaviour, including racist, sexist or inflammatory remarks, will not be permitted. Anyone behaving in an offensive way or breaking the equal opportunities policy may be asked not to attend further meetings or to resign from the group if an apology is not given or the behaviour is repeated. The individual concerned shall have the right to be heard by the management committee, accompanied by a friend, before a final decision is made.

# 4. Equal Opportunities

[insert your hubs name] will not discriminate on the grounds of gender, race, colour, ethnic or national origin, sexuality, disability, religious or political belief, marital status or age.

# 5. Committee

The business of the group will be carried out by a Committee elected at the Annual General Meeting. The Committee will meet as necessary and not less than four times a year.

The Committee will consist of [insert the number] members, and be composed of [insert the number] committee members. Up to 2 additional members may be co-opted onto the committee at the discretion of the committee.

The key roles are as follows:

* Chair, who shall chair both general and committee meetings
* Secretary, who shall be responsible for the taking of minutes and the distribution of all papers
* Treasurer who shall be responsible for maintaining accounts

In addition there is a Membership secretary, who shall be responsible for keeping records of members

In the event of an officer standing down during the year a replacement will be co-opted as soon as possible and formally elected by the next General Meeting of members.

Any committee member not attending a meeting without apology for three months will be contacted by the committee and asked if they wish to resign.

The Committee meetings will be open to any member of [Insert your hubs name] wishing to attend.

# 6. Meetings

An Annual General Meeting (AGM) will be held within fifteen months of the previous AGM.

All members will be notified in writing at least 3 weeks before the date of the meeting, giving the venue, date and time.

Nominations for the committee may be made to the Secretary before the meeting, or at the meeting.

The quorum for the AGM will be 10% of the membership or 10 members, whichever is the greater number.

At the AGM:-

* The Committee will present a report of the work of [Insert your hubs name] over the year.
* The Committee will present the accounts of [Insert your hubs name] for the previous year.
* The officers and Committee for the next year will be elected.
* Any proposals given to the Secretary at least 7 days in advance of the meeting will be discussed.

# 7. Rules of Procedure for meetings

All questions that arise at any meeting will be discussed openly and the meeting will seek to find general agreement that everyone present can agree to.

If a consensus cannot be reached a vote will be taken and a decision will be made by a simple majority of members present. If the number of votes cast on each side is equal, the chair of the meeting shall have an additional casting vote.

# 8. Finances

An account will be maintained on behalf of the Association at a bank agreed by the committee. Three cheque signatories will be nominated by the Committee (one to be the Treasurer).  The signatories must not be related nor members of the same household.

All payments will be signed by two of the signatories.

* For cheque payments, the signatories will sign the cheque.
* For other payments (such as BACS payments, cash withdrawals, debit card payments or cash payments), a requisition note will be signed by two signatories, and held by the treasurer.

Records of income and expenditure will be maintained by the Treasurer and a financial statement given at each meeting.

All money raised by or on behalf of [Insert your hubs name] is only to be used to further the aims of the group, as specified in item 2 of this constitution.

# 9. Amendments to the Constitution

Amendments to the constitution may only be made at the Annual General Meeting.

Any proposal to amend the constitution must be given to the Secretary in writing. The proposal must then be circulated with the notice of meeting.

Any proposal to amend the constitution will require a two thirds majority of those present and entitled to vote.

# 10. Dissolution

If a meeting, by simple majority, decides that it is necessary to close down the group it may call a Special General Meeting to do so. The sole business of this meeting will be to dissolve the group.

If it is agreed to dissolve the group, all remaining money and other assets, once outstanding debts have been paid, will be donated to a local charitable organisation. The organisation will be agreed at the meeting which agrees the dissolution.

This constitution was agreed at the Inaugural General Meeting of the [Insert your hubs name] on:-

Date ………/…………/…………….

Name and position in group ………………………………………….

Signed ………………………………………….

Name and position in group ………………………………………….

Signed ………………………………………….

**B – Crisis Management Template**

**CRISIS MANAGEMENT**

<Insert **Your Hub’s** Name here>

Website

[<insert](http://www.pinkladies1st.org) your website address>

Add Your Logo Here

**Crisis communications plan for [*Hub’s name*]**

A crisis is defined as any event that can cause harm to [*Hub’s name*]'s reputation. If an incident occurs that could generate media interest, this crisis communications plan will ensure that staff can alert appropriate colleagues, agree a position statement and key messages, and follow all media protocols.

In the event of a crisis, the communications team is responsible for:

* liaising with the senior management team/crisis response team
* managing all media and social media statements, press releases, interviews and media visits as appropriate
* monitoring press/media coverage and taking action as required
* managing internal communications
* advising on actions necessary to protect [*Hub’s name*]'s reputation

**Crisis scenarios**

*Outline possible crisis scenarios that present a risk to your charity, detailing the level of risk, worst case outcome, which external and internal stakeholders are involved, and the actions the charity will take to prevent this type of situation from happening.*

*For example, a veteran is seriously injured in a coach outing and is taken to hospital, where he later dies. This is a high-level risk for the charity and could seriously damage its reputation, if it was found that the third party company it used to run the coach was at fault.*

*As well as the supporter, this will affect their next of kin, staff directly involved in the fundraising event who saw the incident happen, and senior staff members and trustees. It will also involve third party organisations including the skydiving company, and emergency services such as the hospital and police.*

*It could lead to questions from the police, legal representatives for the next of kin and major donors, about the third party agency the charity has used to carry out its coach s. If the third party provider is found to be at fault, this could lead to potential resignations among the charity's senior leadership and the board of trustees.*

*Action taken to prevent this crisis scenario from happening: the charity thoroughly researches and evaluates all third party providers before signing contracts with them, to ensure they are professional, reputable and have high health and safety standards.*

**Crisis response team**

*Agree a crisis response team for your charity*

Name:

Job title: [*For example, director of communications]*

*Out of hours mobile:*

Email:

Name:

Job title: [*For example, CEO*]

Out of hours mobile:

Email:

Name:

Job title: [*For example, director of fundraising*]

Out of hours mobile:

Email:

Name:

Job title: [*For example, director of services*]

Out of hours mobile:

Email:

Name:

Job title: [*For example, HR director*]

Out of hours mobile:

Email:

Name:

Job title: [*For example, a representative from the legal team*]

Out of hours mobile:

Email:

**Media spokespeople to comment on behalf of [*Hub’s name*] in the event of a crisis**

*Agree spokespeople to speak to the media in the event of a crisis*

Name:

Job title: [*For example, CEO*]

Out of hours mobile:

Email:

Name:

Job title: *[For example, director of services*]

Out of hours mobile:

Email:

**Timetable to prepare for and follow in the event of a crisis**

|  |  |  |
| --- | --- | --- |
| **Action** | **Actioned by** | **Completed (please date)** |
| **Actions prior to a crisis** | | |
| Template media statements prepared for possible crisis communications situations | E.g. communications team, with crisis response team sign off |  |
| Embed an emergency sign-off procedure, so communicators know how to quickly seek authorisation for any written material |  |  |
| Set up media and social media monitoring systems |  |  |
| A crisis response team appointed, comprising of CEO and senior managers, to make key decisions in the event of a crisis |  |  |
| Out of hours contact details for crisis response team recorded |  |  |
| Media spokespeople agreed and out of hours contact details recorded |  |  |
| Crisis response team meet regularly to brainstorm potential risks and how they can be managed and monitored |  |  |
| Provide copies of crisis communications plan and other relevant protocols and policies to all members of the crisis response team and ensure they are familiar with contents |  |  |
| Develop a social media policy, outlining how [*Hub’s name*] will respond to crisis situations using your key social channels |  |  |
| Create a checklist of every stakeholder group who must receive agreed communications messages in a crisis. Establish text, email and social media distribution lists and distribution systems for these groups, with details of who is responsible for contacting these stakeholders |  |  |
| Media spokespeople trained in how to deal with the media and crisis situations |  |  |
| Media train a pool of service users and volunteers, who can speak to the media if need be |  |  |
| Staff representatives to be present at charity activities and events |  |  |
| Next of kin contact details recorded for event participants (e.g. fundraising event) |  |  |
| Provide fundraising event participants with contact details for key staff members and ask them to pass onto next of kin |  |  |
| Key staff including crisis response team and communications team to be made aware of any charity activities or events that have a risk attached to them |  |  |
| If a charity event is taking place, such as a fundraising event, ensure contact details for all staff and volunteers involved are passed onto crisis response team |  |  |
| Event participants to be tracked during fundraising events such as the London Marathon |  |  |
| All staff briefed to let their managers and communications team know immediately of any potential crisis situations |  |  |
| All staff and volunteers to be briefed not to talk to media but to refer to a member of the communications team |  |  |
|  | | |
| **Immediate actions once a crisis has taken place** | | |
| The first person to discover an incident will alert crisis response team and communications team and any other people who have key roles to play |  |  |
| Crisis response team to meet within [*timeframe e.g. one hour*] of story breaking or coming to attention, to determine current known facts, position and key messages *(use crisis template below*) |  |  |
| Prepare and issue holding statement to media within [*time frame i.e. two hours*] and agree social media responses/approach |  |  |
| Communicate with key external and internal stakeholders, using distribution systems |  |  |
| Put together full response within [timeframe e.g. 24 hours] |  |  |
| Inform board of trustees |  |  |
| Notify next of kin, if appropriate |  |  |
| Liaise with third parties e.g. event organiser, police, emergency services, hospital, and report back to senior management team and communications team |  |  |
| Provide flow of information for the media through further statements and interviewees |  |  |
| Begin detailed recording of actions in response to crisis |  |  |
| Begin to monitor media output and respond promptly to misinformation |  |  |
| Organise shift system/rota for staff involved in managing crisis i.e. communications team and crisis response team |  |  |
| Ensure adequate breaks and refreshments for staff managing crisis |  |  |
| Explain to media limitations to information that can be provided. Be honest |  |  |
| Arrange media briefings and notify media of times/venues |  |  |
| Brief and rehearse with [*Hub’s name*]'s media spokespeople before interviews/briefings, agreeing information to be released and feeding in expected media questions and angles |  |  |
| If appropriate, make arrangements with local radio to broadcast public information |  |  |
| Anticipate media demands/requirements. E.g. access to families |  |  |
|  | | |
| **Internal communication** | | |
| Ensure staff are briefed on what is happening, how it is being handled and [*Hub’s name*]'s position, and let them know to refer any media interest to communications team – keep them continually updated |  |  |
| Provide briefing information for staff manning telephones so they know what information is in the public domain |  |  |
|  | | |
| **Third parties** | | |
| Establish links with communications personnel at key agencies involved in the crisis (e.g. health, police, fire, event organiser) |  |  |
| Ensure they have immediate copies of anything [*Hub’s name*] releases and vice versa |  |  |
| Share names of [*Hub’s name*]'s key spokespeople |  |  |
| Provide office space and communications equipment as appropriate |  |  |
|  | | |
| **Media monitoring** | | |
| Ensure access to a TV and radio to record coverage |  |  |
| Take notes of main points made in broadcast coverage and record online coverage including social media |  |  |
| Arrange copies of all national newspapers for communications team |  |  |
| Feed media intelligence (i.e. how the crisis is being covered) to crisis response team |  |  |
| Prepare daily press cuttings |  |  |
|  | | |
| **Record keeping** | | |
| Keep chronological record of information released to media and date/time of release |  |  |
| Keep log of key decisions made and reasons for them |  |  |
| Log all media questions and answers provided |  |  |
| Log media attending [*Hub’s name*]'s site/office and media briefings |  |  |
| Keep up-to-date file of media coverage |  |  |
| Keep log of staff hours |  |  |
|  | | |
| **Actions after the event** | | |
| Obtain feedback from other parties for subsequent review of handling of crisis |  |  |
| Evaluation meeting to review the event and lessons learnt, and evaluate the crisis communications plan as well as relevant policies such as the social media policy |  |  |
| Plan ahead regarding future dates related to the incident (e.g. inquests, inquiries, anniversaries) |  |  |
| Thank all who have assisted/cooperated, either publicly or privately as appropriate, including possibly the media |  |  |

**Crisis template**

*In the event of a crisis, complete the following information:*

Incident:

Date:

|  |
| --- |
| Headline facts |
|  |

|  |
| --- |
| Unconfirmed information |
|  |

|  |  |
| --- | --- |
| Stakeholders: [e.g. next of kin, media, police, staff] | |
| Likely questions  (include difficult questions) |  |
| Possible answers |  |
| Who to contact  (named person whose responsibility it is to contact the stakeholder) |  |
| Method of contact  (for example, phone, email, face-to-face) |  |
| Comment  (stakeholder specific remarks that are essential) |  |

**C - Confidentiality Policy for Staff, Volunteers and Board Members**

Add Your Logo Here

<Insert **Your Hub’s** Name here>

Website

[<insert](http://www.pinkladies1st.org) your website address>

**Statement of Confidentiality**

Respecting the privacy of our service users, staff and volunteers is a basic value of <Insert Your **Hub Name**> Personal and financial information is confidential and should not be disclosed or discussed with anyone without permission or authorisation. Care shall also be taken to ensure that unauthorized individuals do not overhear any discussion of confidential information and that documents containing confidential information are not left in the open or inadvertently shared.

Staff, volunteers and board members of <Insert Your **Hub Name**> may be exposed to information which is confidential and/or privileged and proprietary in nature. It is the policy of <Insert Your **Hub Name**> that such information must be kept confidential both during and after engagement or volunteer service.

Staff and volunteers, including board members, are expected to return materials containing privileged or confidential information on the expiration of their service.

Unauthorised disclosure of confidential or privileged information is a serious violation of this policy and will subject the person(s) who made the unauthorised disclosure to appropriate discipline, possibly including removal/ dismissal.

**Certification by Staff, Volunteers and Board Members.**

I have read <Insert **Your Hub** Name> Statement of Confidentiality above.

I hereby agree to abide by the requirements of the policy and inform the manager if I believe any violation (unintentional or otherwise) of the policy has occurred.

I understand that violation of this policy will lead to disciplinary action, up to and including termination of my service with <Insert **Your Hub** Name>

Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date \_\_\_\_\_\_\_\_\_\_

For Office Use Only

Date attached to personnel file [insert date and initials of the person actioning]

Date of review [Usually during personal development review or anniversary]

Add Your Logo Here

**D - Display Screen Equipment (DSE)**

**Risk Assessment Template**

(To be used for every new employee).

Name of employee:

Type to enter text

Date:

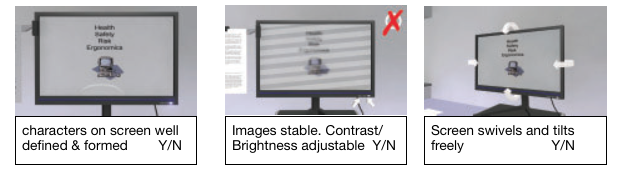
Type to enter text

Employee Job Description (key work tasks)

Type to enter text

Assessors Name:

Assessment: [Tick as appropriate]



A screenshot of a social media post

Description automatically generated

Findings:

Type to enter text

Corrective Actions:

Type to enter text

Signed Off:

Assessors Signature Date

Employees Signature Date

E - Health and Safety Policy Statement

Statement of intent:

This is the health and safety policy statement of:

Type to enter text

Our health and safety policy is to:

Type to enter text

Type to enter text

Type to enter text

Signed Date

Type to enter text

Type to enter text

Print name Review date

Responsibilities for health and safety

Overall and final responsibility for health and safety:

Type to enter text

Day-to-day responsibility for ensuring this policy is put into practice

Type to enter text

To ensure health and safety standards are maintained/improved, the following people have responsibility in the following areas:

Type to enter text

All employees, volunteers and guests should:

• co-operate with supervisors and managers on health and safety matters;

• take reasonable care of their own health and safety; and

• report all health and safety concerns to an appropriate person (as detailed above).

Arrangements for health and safety

Risk assessment

Type to enter text

Training

Type to enter text

Consultation

Type to enter text

Evacuation

Type to enter text

**F - GDPR – Consent to hold personal Information**

[insert your Hubs name here]

For the purposes of GDPR and Data protection please sign in.

I confirm I am happy to share my details as below for the purposes of supporting and assisting me at the [insert your Hubs name here].

I understand my information will not be used for any reason other than stated below.

* Internal record keeping.
* Improve support and services.
* Contact me to inform me about services or with information I have requested.
* Referral to other services not present at the [insert your Hubs name here] but relevant to my needs and agreed by me. (I.E., TiLS, Service charities, SSAFA, RBL, the soldier’s charity.)

|  |  |
| --- | --- |
| **Name:** |  |
| **Address:** |  |
|  |  |
| **Email:** |  |
| **Tel:** |  |
| **Sign:** |  |
| **Date:** |  |

|  |  |
| --- | --- |
| **Seen by Name** |  |

|  |
| --- |
| **Follow Up and on-going information** |

**G - Safe Working Policy for Lone Working, Outreach and Home Visits**

<Insert **Your Hub’s** Name here>

Website

[<insert](http://www.pinkladies1st.org) your website address>

Add Your Logo Here

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### **1. Policy Statement**

1.1. It is the policy of **Your Hub’s Name** to avoid lone working whenever practical and no employee should ever be required to work alone in any environment or situation they are uncomfortable with.

1.2. Where the conditions of service delivery or its associated tasks necessitate staff to work alone, both the individual staff member and their Hub’s Manager has a duty to assess and reduce the risks which lone working presents.

1.3. This policy should be read in conjunction with the Health & Safety policies.

### **2. Purpose**

This policy is designed to alert staff to the risks presented by lone working, to identify the responsibilities each person has in this situation, and to describe procedures which will minimise such risks. It is not intended to raise anxiety unnecessarily, but to give staff a framework for managing potentially risky situations.

### **3. Scope**

3.1. This policy applies to all staff who may be working alone, at any time, in any of the situations described in the definition below.

3.2. Volunteers are not expected to work alone and so should be outside the scope of this policy.

### **4. Context**

Some team members may work outside office hours to provide outreach services and/or alone due to flexible working patterns in order to undertake their job role. The mostly likely cause of lone working will be due to unforeseen staff absence or simply a team member leaving the Centre during a break.

**<Insert your Hubs name here>** principles for supporting lone workers include:

4.1. a commitment to avoiding lone working wherever possible.

4.2. a commitment to supporting staff and managers both in establishing and maintaining safe working practices.

4.3. recognising and reducing risk.

4.4. a commitment to the provision of appropriate support for staff.

4.5. a clear understanding of responsibilities.

4.6. the priority placed on the safety of the individual over property.

4.7. a commitment to providing appropriate training for staff.

4.8. equipment such as mobile phones will be made available as appropriate.

### **5. Definition**

Within this document, **‘lone working’** refers to situations where staff in the course of their duties work alone or are physically isolated from colleagues and without access to immediate assistance. This last situation may also arise where there are other staff in the building but the nature of the building itself may essentially create isolated areas.

### **6. Mandatory Building Procedures**

6.1. Security of buildings. **Hubs Managers** and their **staff** must ensure that:

6.1.1. All appropriate steps are taken to control access to the building and that

emergency exits are accessible.

6.1.2. Alarm systems are tested regularly[[4]](#footnote-4) – both fire and intruder.

6.1.3. When working alone they are familiar with exits and alarms.

6.1.4. There is access to a telephone and first aid kit.

6.1.5. If there is any indication that the building has been broken into, they call for assistance before entering.

6.1.6. External doors are locked to prevent unexpected visitors if working alone.

6.2. Working alone at another building/location - Hubs Managers and their staff must ensure that:

6.2.1. All appropriate steps are taken to control access to the building/room and that emergency exits are accessible.

6.2.2. They are familiar with the fire and, if applicable, intruder alarm procedure and know the location of both exits and alarms.

6.2.3. When making a booking at a venue there will be somebody else present in the building and that this person can be contacted in the event of an emergency.

6.2.4. There is access to a telephone and first aid kit.

6.2.5. If there is any indication that the building has been broken into, they call for assistance before entering.

6.2.6. Whenever possible that they park in a well-lit and busy area.

6.2.7. Ensure sign in and sign out procedures are followed.

### **7. Personal safety**

7.1. Staff should avoid working alone if not necessary and where possible the final two people should leave together.

7.2. Staff must not assume that having a mobile phone and a back‐up plan is a sufficient safeguard in itself. The first priority is to plan for a reduction of risk.

7.3. Staff should take all reasonable precautions to ensure their own safety, as they would in any other circumstances.

7.4. Before working alone, an assessment of the risks involved should be made in conjunction with the Hubs Manager.

7.5. Where required, staff must ensure that they sign in and out of building registers.

7.6. Staff must inform their Line Manager or other identified person when they will be working alone, giving accurate details of their location and following an agreed plan to inform that person when the task is completed. This includes occasions when a staff member expects to go home following an external commitment rather than returning to their base.

7.7. Staff who work to a pre‐planned programme, must inform their Manager if they deviate from the programme.

7.8. If a member of staff does not report in as expected an agreed plan should be put into operation, initially to check on the situation and then to respond as appropriate using emergency contact information if necessary.

7.9. Arrangements for contacts and response should be tailored to the needs and nature of the team.

7.10. Staff working away from the office should ensure that they have access to a mobile phone at all times. Staff may use their own mobile phone for this purpose or may borrow one from the **Your Hub’s Name**. Staff are responsible for checking that the mobile phone is charged, in working order and with sufficient credit remaining with the relevant provider. Please see Appendix 1 for further guidance.

### **8. Assessment of risk**

8.1. In drawing up and recording an assessment of risk the following issues should be considered, as appropriate to the circumstances:

8.1.1. The environment – location, security, access.

8.1.2. The context – nature of the task, any special circumstances.

8.1.3. The individuals concerned – indicators of potential or actual risk.

8.1.4. History – any previous incidents in similar situations.

8.1.5. Any other special circumstances.

8.2. All available information should be taken into account and checked or updated as necessary. Where there is any reasonable doubt about the safety of a lone worker in a given situation, consideration should be given to sending a second worker or making other arrangements to complete the task.

### **9. Planning**

9.1. Staff safety should be considered when choosing locations for courses etc.

9.2. Staff should be fully briefed in relation to risk as well as the task itself.

9.3. Communication, checking‐in and fallback arrangements must be in place. Staff should ensure someone is always aware of their movements and expected return time.

9.4. The Line Manager is responsible for agreeing and facilitating these arrangements, which should be tailored to the operating conditions affecting the staff member.

### **10. Staff working at home**

10.1. Staff working from their own homes should take every reasonable precaution to

ensure that their address and telephone number remain confidential.

10.2. Staff working from home should be in regular contact with their Line Manager or other designated person if working at home for extended periods.

10.3. Managers should be particularly aware of the importance of such arrangements for staff that live alone.

10.4. Staff working from home should be aware that even ex‐directory and mobile numbers will show up on Caller Display and can be retrieved on 1471. To prevent the person you call accessing your number dial 141 before their number, or check the instructions for your mobile phone.

### **11. Practice Guidance – Personal Safety**

‘Reasonable precautions’ might include:

11.1. checking directions for the destination

11.2. ensuring your car, if used, is road‐worthy and has break‐down cover

11.3. ensuring someone knows where you are and when are expected home

11.4. avoiding where possible poorly lit or deserted areas

11.5. taking care when entering or leaving empty buildings, especially at night

11.6. ensuring that items such as laptops or mobile phones are carried discreetly

### **12. Monitoring and Review**

Any member of staff with a concern regarding lone working issues should ensure that it is discussed with the Hubs manager or with the whole team, as appropriate.

### **Appendix 1 ‐ Personal Safety**

**1. Personal Safety**

1.1. There are a number of things you can do to avoid trouble in the first place. The organisation has a responsibility as an employer to ensure the health, safety and welfare of staff, but employees also have a duty to take reasonable care themselves.

1.2. This is not about raising anxiety levels but about recognising potential dangers and taking positive steps to reduce risk, for yourself and for service users in your care.

**2. Be aware of your environment:**

2.1. Know what measures are in place where you work: check out alarm systems and procedures, exits and entrances, and the location of the first aid supplies.

2.2. Make sure that your car and mobile phone are in good working order, and that electrical and other mechanical equipment is safe to use. Check the instructions for use and ensure that faults are reported /dealt with.

2.3. If your work takes you into areas which are isolated, poorly lit at night or known for high crime rates arrange to check in when the visit is over.

2.4. If a potentially violent situation occurs, be aware of what might be used as a weapon against you, and of possible escape routes.

2.5. Try to maintain a comfortable level of heating and lighting in buildings you control.

**3. Be aware of yourself:**

3.1. Think about your body language. What messages are you giving?

3.2. Think about your tone of voice and choice of words. Avoid anything which could be seen as sarcastic, patronising or confrontational.

3.3. Think about what you are wearing. Is it suitable for the task? Does it hamper your movement? What signals does it send out? In a potentially risky situation, does a scarf or tie offer an opportunity to an assailant?

3.4. Be aware of your own triggers – the things that make you angry or upset.

**4. Be aware of other people:**

4.1. Take note of their non‐verbal signals.

4.2. Be aware of their triggers.

4.3. Don’t crowd people – allow them space.

4.4. Make a realistic estimate of the time you will need to do something, and don’t make promises which can’t be kept, either on your own or someone else’s behalf.

4.5. Be aware of the context of your meeting – are they already angry or upset before you meet, and for what reason?

4.6. Listen to them and show them you are listening.

**Appendix 2 ‐ Protocol and Guidance for Home Visits**

Introduction

**1. Guidance for Home Visits**

1.1. Two people should make home visits together, one of whom at least must be a member of staff. Staff conducting home visits or outreach work should provide the Senior Project Manager or their deputy with a list of any home visits arranged, including name, address, phone number of the home/individual visited and an estimated time of leaving and returning.

The home visitors/ outreach workers should ensure they have a fully operational mobile phone with them for the visit. Staff should appraise themselves of any previous visits by other staff or agencies and acquire background information from others.

1.2. Staff visiting should be fully acquainted with the location of a client’s home and how to get there to avoid having to stop and ask for directions. Staff should have the appropriate insurance cover as such visits are regarded as ‘business’ by insurance companies.

1.3. If staff are anxious on arriving at a location and feel their safety could be jeopardised, they should not take the risk of proceeding further. They should telephone the home and advise that they are unable to attend. Alternative arrangements should be made.

1.4. All home visits should be recorded with the reason of the visit, points discussed, agreements reached and any concerns that the member of staff may have from the meeting however trivial these may appear at the time. Clear and detailed record keeping may well prevent problems in the future.

1.5. Travel plans should only be changed if relevant staff have been alerted.

1.6. Staff may consider the carrying of a personal alarm.

1.7. Public transport is a poor option for home visits since a great deal of personal control is taken away. Only a thorough risk assessment should allow for the use of buses, taxis and trains.

1.8. Confrontation should always be avoided. At the first sign of potential danger the staff member should make a speedy exit from a home. Never assume that violence wouldn’t happen as while there are hundreds of home visits made safely every day, personal safety is paramount. Any incident should be reported to the Manager immediately.

1.9. Visiting staff and volunteers are reminded to keep up‐to‐date with current legislation and safeguarding training.

**2. Protocol for Home Visits**

2.1. Where possible, communicate with other agencies already involved with the client.

2.2. There is a need to clarify the role of other professionals involved to avoid duplication and so that **<Insert your Hubs name here>** staff are not working at cross‐purposes with other agencies.

2.3. Evidence of good practice is where two or more services liaise and support each other with a clear common aim of assisting the client.

**3. Health and Safety**

3.1. Always attend visits accompanied and provide the Senior Project Manager or deputy with a list of any home visits arranged, including name, address, phone number of the home/individual visited and an estimated time of leaving and returning.

3.2. Ensure that your mobile phone is operational and fully charged beforehand.

3.3. Demonstrate normal courtesy ‐ wait to be invited into the home.

3.4. A note should be made of all people present at the meeting, dates and times etc.

3.5. Use common sense, trust your instincts and if a situation feels threatening ‐leave, saying for example, that you are going back to get something from your car.

3.6. If in doubt cancel the visit and re‐arrange with a colleague in attendance.

3.7. The staff member undertaking a home visit must ensure they telephone the office immediately after visit has taken place at the agreed time.

3.8. If the home visit takes longer than anticipated, the staff member should ring the office to say that it has run over and give an expected completion time.

3.9. If the staff member doesn’t ring at the expected time, Hubs staff will ring the mobile phone to make sure the home visit has finished and that they are safe.

3.10. If there is no answer, contact should be attempted again after 5 minutes

3.11. If there is still no answer the administrator should ring the contact details on the home visit form to ensure that the staff member has left and at what time.

3.12. Attempts should then be made to contact the staff member at their home by telephone and refer to the Manager for further action.

**4. Risk Assessment**

4.1. Check records as to what is known and what information is available.

4.2. Talk to colleagues and other professionals who may have already have had contact or involvement with the client.

4.3. Discuss with the Manager what strategies to adopt when working with a potentially difficult client.

4.4. Where there are deemed to be potential risks, contact by phone/post and invite them to meet in a public place or do a joint visit with another trained staff member or volunteer.

**5. Unaccompanied visits**

5.1. Occasionally and only as an exception, staff may be permitted to make home visits alone. In this instance, the following guidelines should be observed:

5.1.1. Permission to make an unaccompanied home visit must be given by the Manager in advance of the visit.

Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_

For Office Use Only

Date attached to personnel file [insert date and initials of the person actioning]

Date of review [Usually during personal development review or anniversary]

Review Date (12 months)

**H - Manual Handling Template**

To be used on every new task.

Step 1: Task description: How is the task carried out?

Type to enter text

Step 2: Collect technical information: What are the technical details of the task?

Type to enter text

Step 3: Identify the risk factors: What are the problems/risks?

Type to enter text

Step 4: Identify the improvements to be put in place: What improvements can be made (actions that can betaken to avoid/reduce handling)?

Type to enter text

Step 5: Review the effectiveness of the improvements: Are the improvements effective?

Type to enter text

Date:

Review Date:

Assessed by:

**I - #VeteransHubsSE - Media Strategy**

<Insert **Your Hub’s** Name here>

Website

[<insert](http://www.pinkladies1st.org) your website address>

Add Your Logo Here

## Goal:

To have every armed forces covenant champion, veterans group, veterans ‘charity and project within the FCSE region know about [insert your hubs name]

## Theme:

* To raise awareness of [insert your hubs name] through personal approaches, email and social media contacts.
* To provide useful data on Hub’s events and important dates via a Calendar and Newsletter.
* To share the Hub’s events calendar with our armed forces covenant champions, other local veterans groups and veterans charities by publishing it on social media platforms/local paper/posters in Doctors surgeries/
* Have the hashtag #VeteransHubsSE used by supporters and team members.

**Stakeholders:**

**Allies**

* [Insert supporters]
* Veterans Hubs
* ASDIC

**Adversaries**

Individuals who feel threatened by presence of our Hub

The inertia of large and national organisations who may see this as a challenge to their provision.

**Neutral**

* Armed Forces Covenant Fund Trust media team
* Armed Forces Champions
* Libraries
* Doctors Surgeries
* Community Centres
* South East Veterans Advisory and Pensions Committee (SEVAPC)
* CCGs (Clinical Commissioning Groups)
* Shops/Cafes
* Local military
* COBSEO
* Veterans Gateway.

## The Message:

Veterans, reserves and their families lives matter. There is lots of support out there and we want it to get to those in need. Help us bring that support our veterans.

## Resources:

* FCSE-VH team
* Veterans Hubs
* ASDIC
* Armed Forces Champions
* Libraries
* Doctors Surgeries
* Community Centres
* SEVAPC
* CCGs
* Regimental Associations.
* Veterans facing charities/Service providers.
* Other Charities and groups.
* Shops/Cafes
* Events.
* Brochures
* Leaflets
* Pop-ups/flags

## Budgeting:

## Timeline:

TBA

## Evaluation:

Documenting Impact by means of:

* All print and radio media will be noted, recorded and dated.
* The use of the hashtag #VeteransHubsSE will be noted weekly on Twitter Facebook, LinkedIn and Instagram.
* The number and type of feedback to the Hub team
* The number of requests for leaflets, promotional items and inserts to the calendar/newsletter.
* Targeted questionnaires

Success:

That every armed forces covenant champion, veterans group, veterans charity and project within the FCSE region knows about our Hub and #VeteransHubsSE by [Insert Date].

J - Safeguarding Policy

Add Your Logo Here

<Insert **Your Hub’s** Name here>

Website

[<insert](http://www.pinkladies1st.org) your website address>

### **Introduction**

This policy applies to all staff and volunteers working with < insert your hubs name here>, including the directors, paid staff, volunteers or anyone working on behalf of < insert your hubs name here>.

### **Definitions**

* “**Children**” includes anyone up to the age of 18
* “**Young people**” includes anyone up to the age of 21
* "**Vulnerable Adul**t" means a person aged 18 or over 18 who is elderly or frail due to ill health, physical disability or cognitive impairment or has a learning disability. Has a physical disability and/or a sensory impairment. Has mental health needs including dementia or a personality disorder. Has a long-term illness/condition, misuses substances or alcohol. Is a carer where the person meets the definition or is unable to demonstrate the capacity to make a decision and is in need of care and support

### **Types of abuse include:**

* domestic violence
* financial or material abuse
* sexual abuse
* modern slavery
* psychological abuse
* discriminatory abuse organisational abuse
* neglect
* self neglect including self harm.

### **Purpose and Aim**

< insert your hubs name here> believes that a child, young person or vulnerable adult should never experience abuse of any kind. We have a responsibility to promote the welfare of all children, young people and vulnerable adults and to keep them safe. We are committed to practice in a way that protects these vulnerable groups.

**The purpose of this policy is:**

To protect children, young people and vulnerable adults who come into contact with < insert your hubs name here>, our staff or who use our services. This includes the children of adults who are users of our services

To provide staff and volunteers with the overarching principles that guides our approach to safeguarding and child protection.

**We recognise that:**

* The welfare of children, young people and vulnerable adults is paramount;
* All children, young people and vulnerable adults, regardless of age, disability, gender, racial heritage, religious belief, sexual orientation or identity, have a right to equal protection from all types of harm or abuse;
* Some children, young people and adults are additionally vulnerable because of the impact of previous experiences, their level of dependency, communication needs or other issues;
* Working in partnership with children, young people, their parents, carers and other businesses or agencies is essential in promoting welfare.

**We seek to keep children, young people and vulnerable adults safe by:**

* Valuing them, listening to and respecting them;
* Sharing information about safeguarding and good practice with staff and   
  volunteers;
* Creating and maintaining a welcoming and anti-bullying environment;
* Providing a safe physical environment by applying health and safety measures   
  in accordance with the law and regulatory guidance;
* Making sure no staff or volunteer is left unaccompanied with a child or vulnerable adult;
* Ensuring all necessary checks for staff and volunteers are carried out where required;
* Not publishing any photographs taken of children at the Museum without parental consent;
* Ensuring all suspicions and allegations of abuse are reported appropriately;

### **Procedures for all < insert your hubs name here> staff**

If a child or vulnerable adult is at our premises appears to be unaccompanied and seems to be in distress you are expected to:

1. Make every effort to calm and reassure them and be clear you want to help.
2. If you are on your own with the child/vulnerable adult, ensure that you are in a public area where you can be seen and heard.
3. Try to obtain the child/vulnerable adult’s name, address, telephone number and age.
4. Call the parent/carer to come and collect them.
5. If the child/vulnerable adult does not know their address or telephone number, make contact with the appropriate organisation listed below.
6. Keep a written record of everything you did (who you spoke to, times, addresses, names).
7. Ensure the parent/social services/police verifies themselves when they collect.

### **Contacts:**

**Safeguarding Children or Vulnerable Adults.**

Call the local police service using the 101 non-emergency number available 24hrs.

**In an emergency you should call the Police on 999.**

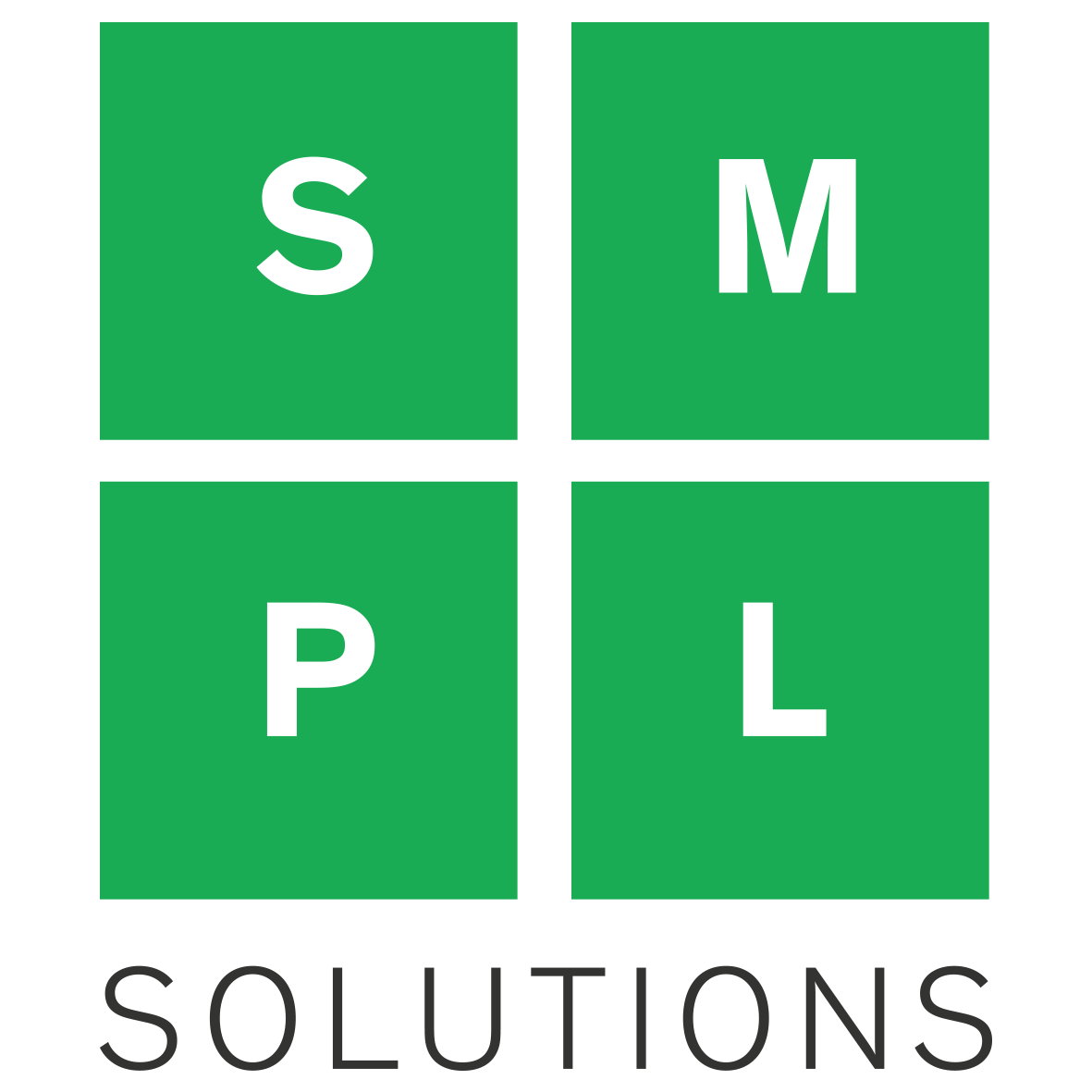
Remember that the child/vulnerable adult is your responsibility until you hand them over to another responsible adult or a police officer.

Key Dates

**Drafted** Date:

**Approved** Date:

**Review annually**  Date:

**K - Scoggins’ Law**

**Mark Scoggins** is a very successful lawyer who has encapsulated a person or organisations risk in to a “law”. This is it:

When faced with a problem you should ask yourself four tiered questions and the closer to the top of the list you fail to address the greater your liability. The more you fail to address the greater your responsibility.

|  |  |
| --- | --- |
| Was there a clear and obvious risk? | Yes/No |
| Did you have a plan? | Yes/No |
| Did you use the best staff available to deal with it? | Yes/No |
| Did they do what you told them to do? | Yes/No |

You can use this for many problems you face or should be aware that you face and so reduce your risk in every sphere of your business.

**L - SOCIAL MEDIA POLICY**

<Insert **Your Hub’s** Name here>

Website

[<insert](http://www.pinkladies1st.org) your website address>

Add Your Logo Here

A guide for staff on using social media to promote the work of [*Hub’s name*] and in a personal capacity

This policy will be reviewed on an ongoing basis, at least once a year. [*Hub’s name*] will amend this policy, following consultation, where appropriate.

Date of last review: [*date]*

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Introduction

What is social media?

Social media is the term given to web-based tools and applications which enable users to create and share content (words, images and video content), and network with each other through the sharing of information, opinions, knowledge and common interests. Examples of social media include Facebook, Twitter, LinkedIn and Instagram.

Why do we use social media?

Social media is essential to the success of communicating [*Hub’s name*] work. It is important for some staff to participate in social media to engage with our audience, participate in relevant conversations and raise the profile of [*Hub’s name*] work.

Why do we need a social media policy?

The difference between a personal and professional opinion can be blurred on social media, particularly if you're discussing issues relating to [*Hub’s name*]'s work. While we encourage the use of social media, we have certain standards, outlined in this policy, which we require everyone to observe. Publication and commentary on social media carries similar obligations to any other kind of publication or commentary in the public domain.

This policy is intended for all [*staff members of all levels, volunteers and trustees (delete as appropriate)*]*,* and applies to content posted on both a *[Hub’s name]* device and a personal device*.* Before engaging in work-related social media activity, staff must read this policy.

Setting out the social media policy

This policy sets out guidelines on how social media should be used to support the delivery and promotion of [*Hub’s name*], and the use of social media by staff in both a professional and personal capacity. It sets out what you need to be aware of when interacting in these spaces and is designed to help staff support and expand our official social media channels, while protecting the Hub’s and its reputation and preventing any legal issues.

Internet access and monitoring usage

There are currently no access restrictions to any of our social media sites in the [*Hub’s name*] office. However, when using the internet at work, it is important that staff refer to our [*policy name i.e. IT Policy*]. You are permitted to make reasonable and appropriate use of personal social media activity during your lunch breaks. But usage should not be excessive and interfere with your duties.

Point of contact for social media

Our [*team name or individual name*] is responsible for the day-to-day publishing, monitoring and management of our social media channels. If you have specific questions about any aspect of these channels, speak to the [*job title]*.No other staff member can post content on [*Hub’s* *name*]'s official channels without the permission of the [*job title*].

Which social media channels do we use?

[*Hub’s name*] uses the following social media channels:

[*List your Hub’s social media accounts such as Facebook, Twitter and Instagram, and include the links*. *For example:* [*www.facebook/Hub’s*](http://www.facebook/Hub's) *name*]

[*Explain what you use these social media accounts for and who your audience(s) is/are. For example: [Hub’s name] has a Facebook account which it uses to share news with supporters (females, primarily aged 20-40) and to encourage people to become involved in our work*].

Guidelines

Using [*Hub’s name*]'s social media channels — appropriate conduct

1. [*Team name or individual name*] is responsible for setting up and managing [*Hub’s name*]'s social media channels. Only those authorised to do so by the [*job title*] will have access to these accounts.

2. [*Add in content about the days/hours you check social media and respond to comments. For example, our digital communications officer responds to comments Monday-Friday, 9am-5pm, and then on evenings and weekends we have a social media out-of-hours rota, covered by the whole communications team.*]

3. Be an ambassador for our brand. Staff should ensure they reflect [*Hub’s name*] values in what they post and use our tone of voice. Our brand guidelines set out our tone of voice that all staff should refer to when posting content on [*Hub’s name*]'s social media channels.

4. Make sure that all social media content has a purpose and a benefit for [*Hub’s name*], and accurately reflects [*Hub’s name*]'s agreed position.

5. Bring value to our audience(s). Answer their questions, help and engage with them

6. Take care with the presentation of content. Make sure that there are no typos, misspellings or grammatical errors. Also check the quality of images.

7. Always pause and think before posting. That said, reply to comments in a timely manner, when a response is appropriate.

8. If staff outside of [*team name*] wish to contribute content for social media, whether non-paid for or paid for advertising, they should speak to the [*team name*] about this.

9. Staff shouldn't post content about supporters or service users without their express permission. If staff are sharing information about supporters, service users or third party organisations, this content should be clearly labelled so our audiences know it has not come directly from [*Hub’s name*]. If using interviews, videos or photos that clearly identify a child or young person, staff must ensure they have the consent of a parent or guardian before using them on social media.

10. Always check facts. Staff should not automatically assume that material is accurate and should take reasonable steps where necessary to seek verification, for example, by checking data/statistics and being wary of photo manipulation.

11. Be honest. Say what you know to be true or have a good source for. If you've made a mistake, don't be afraid to admit it.

12. Staff should refrain from offering personal opinions via [*Hub’s name*] social media accounts, either directly by commenting or indirectly by 'liking', 'sharing' or 'retweeting'. If you are in doubt about [*Hub’s name*]'s position on a particular issue, please speak to [*team name*].

13. It is vital that [*Hub’s name*] does not encourage others to risk their personal safety or that of others, to gather materials. For example, a video of a stunt.

14. Staff should not encourage people to break the law to supply material for social media, such as using unauthorised video footage. All relevant rights for usage must be obtained before publishing material.

15. Staff should not set up other Facebook groups or pages, Twitter accounts or any other social media channels on behalf of [*Hub’s name*]. This could confuse messaging and brand awareness. By having official social media accounts in place, the [*team name*] can ensure consistency of the brand and focus on building a strong following.

16. [*Hub’s name*] is not a political organisation and does not hold a view on party politics or have any affiliation with or links to political parties. We have every right to express views on policy, including the policies of parties, but we can't tell people how to vote.

17. If a complaint is made on [*Hub’s name*] social media channels, staff should seek advice from the [*job title i.e. head of communications*] before responding. If they are not available, then staff should speak to the [*job title i.e. director of communications*].

18. Sometimes issues can arise on social media which can escalate into a crisis situation because they are sensitive or risk serious damage to the Hub’s reputation. Examples might include: [*include example crisis situations for your Hub’s*]. The nature of social media means that complaints are visible and can escalate quickly. Not acting can be detrimental to the Hub’s.

The [*team name*] regularly monitors our social media spaces for mentions of [*Hub’s name*] so we can catch any issues or problems early. If there is an issue that could develop or has already developed into a crisis situation, the [*team name*] will do the following: [*add in* *your crisis management plan*].

If any staff outside of the [*team name*] become aware of any comments online that they think have the potential to escalate into a crisis, whether on [*Hub’s name*] social media channels or elsewhere, they should speak to the [*job title i.e. head of communications*] immediately.

Use of personal social media accounts — appropriate conduct

This policy does not intend to inhibit personal use of social media but instead flags up those areas in which conflicts might arise. [*Hub’s name*] staff are expected to behave appropriately, and in ways that are consistent with [*Hub’s name*]'s values and policies, both online and in real life.

1. Be aware that any information you make public could affect how people perceive [*Hub’s* *name*]. You must make it clear when you are speaking for yourself and not on behalf of [*Hub’s name*]. If you are using your personal social media accounts to promote and talk about [*Hub’s* *name*] work, you must use a disclaimer such as: "The views expressed on this site are my own and don't necessarily represent [*Hub’s name*]'s positions, policies or opinions."

2. Staff who have a personal blog or website which indicates in any way that they work at [*Hub’s name*] should discuss any potential conflicts of interest with their line manager and the [*team name*]. Similarly, staff who want to start blogging and wish to say that they work for [*Hub’s name*] should discuss any potential conflicts of interest with their line manager and the [*team name*].

3. Those in management must take particular care as personal views published may be misunderstood as expressing [*Hub’s name*]'s view.

4. Use common sense and good judgement. Be aware of your association with [*Hub’s* *name*] and ensure your profile and related content is consistent with how you wish to present yourself to the [*general public, colleagues, partners and funders (delete as* *appropriate)*].

5. If a staff member is contacted by the press about their social media posts that relate to [*Hub’s name*], they should talk to the [*team name*] immediately and under no circumstances respond directly.

6. Never use [*Hub’s name*]'s logos or trademarks unless approved to do so. Permission to use logos should be requested from the [*team name*].

7. Always protect yourself and the Hub’s. Be careful with your privacy online and be cautious when sharing personal information. What you publish is widely accessible and will be around for a long time, so do consider the content carefully. When you are using social media sites at work, it is important that you do so safely. You can find more information on your responsibilities when using our computer systems in our [*policy name i.e. IT Policy*].

8. Think about your reputation as well as the Hub’s. Express your opinions and deal with differences of opinion respectfully. Don't insult people or treat them badly. Passionate discussions and debates are fine, but you should always be respectful of others and their opinions. Be polite and the first to correct your own mistakes.

9. We encourage staff to share tweets and posts that we have issued. When online in a personal capacity, you might also see opportunities to comment on or support [*Hub’s* *name*] and the work we do. Where appropriate and using the guidelines within this policy, we encourage staff to do this as it provides a human voice and raises our profile. However, if the content is controversial or misrepresented, please highlight this to the [*team* *name*] who will respond as appropriate.

Further guidelines

Libel

Libel is when a false written statement that is damaging to a person's reputation is published online or in print. Whether staff are posting content on social media as part of their job or in a personal capacity, they should not bring [*Hub’s name*] into disrepute by making defamatory comments about individuals or other organisations or groups.

Copyright law

It is critical that all staff abide by the laws governing copyright, under the Copyright, Designs and Patents Act 1988. Never use or adapt someone else's images or written content without permission. Failing to acknowledge the source/author/resource citation, where permission has been given to reproduce content, is also considered a breach of copyright.

Confidentiality

Any communications that staff make in a personal capacity must not breach confidentiality. For example, information meant for internal use only or information that [*Hub’s* *name*] is not ready to disclose yet. For example, a news story that is embargoed for a particular date. Please refer to our [*policy name i.e. Confidentiality Policy*] for further information.

Discrimination and harassment

Staff should not post content that could be considered discriminatory against, or bullying or harassment of, any individual, on either an official [*Hub’s name*] social media channel or a personal account. For example:

* making offensive or derogatory comments relating to sex, gender, race, disability, sexual orientation, age, religion or belief
* using social media to bully another individual
* posting images that are discriminatory or offensive or links to such content

Lobbying Act

Hubs who are charities are legally allowed to campaign to bring about a change in policy or law to further their organisational purpose. In most cases, spending on Hub’s campaigns that are in accordance with Hub’s law will not be regulated under electoral law. However, the Lobbying Act, which was passed in January 2014, states that during national elections (known as regulated periods) spending on campaigning activities may be regulated.

Charities which spend more than £20,000 in England or £10,000 in Scotland, Wales or Northern Ireland, during the regulated period, need to register with the Electoral Commission. To abide by the Lobbying Act, campaigning activities on social media must not be seen as intending to influence people's voting choice. During these periods, all campaigning activity will be reviewed by the [*job title*].

Use of social media in the recruitment process

Recruitment should be carried out in accordance with the [*policy name i.e.* *Recruitment Policy*], and associated procedures and guidelines. Any advertising of vacancies should be done through HR and the [*team name*]. [*Vacancies are shared routinely on LinkedIn (amend/delete as appropriate)].*

There should be no systematic or routine checking of candidate's online social media activities during the recruitment process, as conducting these searches might lead to a presumption that an applicant's protected characteristics, such as religious beliefs or sexual orientation, played a part in a recruitment decision. This is in line with [*Hub’s name*]'s [*policy name i.e. Equal Opportunities Policy*].

Protection and intervention

The responsibility for measures of protection and intervention lies first with the social networking site itself. Different social networking sites offer different models of interventions in different areas. For more information, refer to the guidance available on the social networking site itself. For example, Facebook. However, if a staff member considers that a person/people is/are at risk of harm, they should report this to the [*job title*] immediately.

Under 18s and vulnerable people

Young and vulnerable people face risks when using social networking sites. They may be at risk of being bullied, publishing sensitive and personal information on their profiles, or from becoming targets for online grooming.

Where known, when communicating with young people under 18-years-old via social media, staff should ensure the online relationship with [*Hub’s* *name*] follows the same rules as the offline 'real-life' relationship. Staff should ensure that young people have been made aware of the risks of communicating and sharing information online, and given guidance on security/privacy settings as necessary. Staff should also ensure that the site itself is suitable for the young person and [*Hub’s name*] content and other content is appropriate for them. Please refer to our [*policy name i.e. Safeguarding Policy*].

Responsibilities and beach of policy

Everyone is responsible for their own compliance with this policy. Participation in social media on behalf of [*Hub’s name*] is not a right but an opportunity, so it must be treated seriously and with respect. For staff, breaches of policy may incur disciplinary action, depending on the severity of the issue. Please refer to our [*policy name i.e. HR policy*] for further information on disciplinary procedures. Staff who are unsure about whether something they propose to do on social media might breach this policy, should seek advice from the [*job title*].

Public Interest Disclosure

Under the Public Interest Disclosure Act 1998, if a staff member releases information through [*Hub’s name*] social media channels that is considered to be in the interest of the public, [*Hub’s name*] [*policy name i.e. Whistleblowing Policy*] must be initiated before any further action is taken.

M - VOLUNTEER ARRANGEMENT

Add Your Logo Here

<Insert **Your Hub’s** Name here>

Website

[<insert](http://www.pinkladies1st.org) your website address>

Between

[Inert your hubs name] and

**[*Name******of volunteer*]**

**[*Address*]**

**[*Date*]**

Dear **[*name of volunteer*],**

# VOLUNTEER ARRANGEMENT

This letter describes the arrangement between [Insert your Hubs name] and you **[*name of volunteer*]**, where you wish to volunteer to help us in conducting the Hub’s business.

As a volunteer it is anticipated that you will gain experience of: ***[state the functions where the volunteer will provide help]***

The arrangement will start on **[*insert* *date*]** It is intended that the arrangement will be in place until **[*insert date or write ‘ongoing’*]**, although either of us can bring it to an end at any time. While neither of us has any obligation to the other, we set out below some principles for the arrangement.

### **What you can expect from** [Insert your Hubs name]

You can expect us:

* To provide you with a thorough induction into your volunteering period and any training you need.
* To explain the standards we adhere to, and to encourage and support you to achieve and maintain them.
* To meet you regularly to discuss your experiences during the volunteering period and any successes and problems.
* To help support your personal development through the experience you gain during the volunteering period.
* To reimburse the following incidental expenses reasonably and necessarily incurred by you during the volunteering period:
  + travel to and from your home to **[*insert* *the place of work*]** up to a maximum **£..............**per day
  + lunch (food and non-alcoholic drink) expenses up to a maximum of **£.............**per day

All expense claims made by you must comply with the requirements of the [Insert your Hubs name]*.* All expenses claimed must be supported by receipts.

* To provide you with adequate training and feedback on any health and safety issues which may affect you.
* To ensure that the principles of fairness and equal opportunity are applied at all times.
* To attempt to resolve fairly any problems, complaints and difficulties you may have during the arrangement.

### **What we expect from you**

We will expect you:

* To assist with the Hub’s business by **[*describe the functions which the volunteer will be helping to conduct]***
* To perform the role of a volunteer to the best of your ability.
* To follow appropriate standards and correct procedures, including those relating to health and safety and equal opportunities.
* To maintain confidentiality.
* To meet the agreed time commitments or to give reasonable notice so other arrangements can be made when this is not possible.
* To provide names of suitable referees who may be contacted and to agree to any security or Disclosure and Barring Service checks being carried out where necessary.

This arrangement is not intended to be a legally binding contract between us and may be ended at any time at the discretion of either party. Neither of us is making any commitment to create an employment relationship in the future through this arrangement.

**If the above arrangement is acceptable to you, please sign and return the duplicate copy.**

**Name of Director authorising placement (delete as appropriate):**

**Signature............................................................................................................................**

**Date…………………………………………………………………………………………………**

**Volunteer’s Name...............................................................................................................**

**Signature.............................................................................................................................**

**Date………………………………………………………………………………………………….**

### **Action for volunteer**

**Bank account details**

Incidental expenses re-imbursements will be paid directly to you. Please complete your bank details below. Please provide UK bank account details only.

Account-holder name: .................................................................................

Bank Sort Code: \_ \_ /\_ \_ / \_ \_

Bank Account Number: \_ \_ \_ \_ \_ \_ \_ \_

**10. FCSE Veterans’ Hub Checklist**

This list has been put together to help you keep some of the key details and dates in one place.

1. What services and support will you offer: Review date. ……………

………………………………………………………………………………………………………………………………………………

2. Local charities and elected members details ………………………………………………………………………

………………………………………………………………………………………………………………………………………………

3. Your venue: is it DDA accessible? With car parking? Nearby bus and/or train services?

………………………………………………………………………………………………………………………………………………

4. List your core group of helpers and “doers’ building resilience. ……………………………………………………

………………………………………………………………………………………………………………………………………………

5. Record Management. Bank Account. Book Keeping. ………………………………………

………………………………………………………………………………………………………………………………………………

6. Your written constitution to guide the group. [Link]

………………………………………………………………………………………………………………………………………………

7. Your funding and cash flow forecast. [Link]

………………………………………………………………………………………………………………………………………………

8. Public Liability Insurance: Insurer, policy number and renewal date. …………… ……………

………………………………………………………………………………………………………………………………………………

9. Health and Safety policy. [Link] Review date. ……………

………………………………………………………………………………………………………………………………………………

10. Media Plan. [Link] Review date. ……………

………………………………………………………………………………………………………………………………………………

11. Doing food? What about a Food Hygiene certificate? [Link] Review date. ……………

………………………………………………………………………………………………………………………………………………

12. Who are your First Aiders and Mental Health First Aiders [Link] Re-Qualification dates ……………

………………………………………………………………………………………………………………………………………………

13. Have you a GPDR and Data Protection policy? [Link] Review date. ……………

………………………………………………………………………………………………………………………………………………

14. Lone Worker policy [Link] Review date. ……………

………………………………………………………………………………………………………………………………………………

1. This will depend on what you provide. [↑](#footnote-ref-1)
2. You may get a “charges free” introductory period from your bank. [↑](#footnote-ref-2)
3. for example only [www.portsmouthlottery.co.uk](http://www.portsmouthlottery.co.uk) we are not recommending this or any other lottery. [↑](#footnote-ref-3)
4. Alarm and evacuation tests must be recorded as per the Health and Safety Policy [↑](#footnote-ref-4)