Comhairle Contae
Fhine Gall
Fingal County
Council

Guidance Manual
For Fingal Community Facilities

Foreword

Fingal County Council's Community Development Office is pleased to have partnered with Quality Matters and the Fingal Community Facilities Network in the production of this Guidance Manual. It is anticipated that it will be a useful on-line resource for voluntary groups and organisations managing community facilities to support them in their day-to-day operation and strengthen their governance practices. The concept of this guidance manual is to provide a centralised location where community organisations managing community facilities can access a wide range of resource materials.

Community facilities provide opportunities for activities, sports and recreational initiatives, social and community interaction and meeting spaces; all of which benefit the local community. Fingal County Council recognises the enormous challenges facing volunteer boards of management and centre managers on a day-to-day basis. The Council's vision is to support community facilities to enhance wellbeing and meet the changing needs of communities.

Our short-term goals are to:

- Develop and improve community facilities
- Support the development of the Fingal Community Facilities Network
- Develop suitable structures to manage Council community facilities.

Community groups work in partnership with Fingal County Council's Community Development Office in the management of their local community facilities. Community groups from across the county are playing a key role in improving health and wellbeing and continually increasing community engagement. They also present many additional opportunities for communities to engage in activities such as training and education, fitness, and local interest groups to name a few. I believe that this guide will assist your group to continuously improve and build on your governance structures within your organisation.

Sustainability of community facilities is central to the work of Fingal County Council. Partnering with Quality Matters and the Fingal Community Facilities Network has enabled us to develop this very useful online resource. I am sure that you will find the guidance manual easy to navigate and your group will benefit from the templates and supporting documentation contained throughout the document.

Robert Burns

Director of Services
Housing and Community Development

Disclaimer: This publication contains references and links to information provided by other organisations. Please note that we cannot guarantee their accuracy. This document is intended for guidance purposes only and it not intended as a replacement for seeking legal advice should that be required. The on-line resources included in the guidance manual include a broad representation of the resources available to organisations managing community facilities. At the time of publication, all policies included in the guidance manual are up to date. Once organisations have adopted their policies it is recommended that they should be reviewed regularly. Community centre boards are advised to also consult their own specialised contractors/advisors, etc. We do not provide any warranty, express or implied, of its accuracy or completeness. The author shall not be liable in any manner or to any extent for any direct, indirect, special, incidental, or consequential damages, losses or expenses arising out of the use of this document. The information contained in the document is correct at the time of writing.

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Introduction

1.1 Purpose of the guide

Community facilities play a vital role in creating healthy communities, enhancing social inclusion, and providing a resource for training, employment and personal development. There are a variety of examples of the positive effects on people´s health and wellbeing in being involved in their local community; for instance, research has identified that the quality of community life and social networks are major factors influencing individual and population health, both physical and mental[1]. However, managing an effective and sustainable community facility can be a complex and challenging task. There is a need to manage the day-to-day operations, to engage with a diverse range of stakeholders, from community members to funding agencies, all while ensuring adherence to increasingly complex governance requirements.

The need for this guide for Fingal County Council supported facilities was identified by the Community Development Office. The Community Facilities Management Support Unit (CFMSU) works with facilities from across the county of Fingal providing guidance, support, training, and funding resources to support the efficient operation of community facilities for the citizens of Fingal - The Unit was set up by the Community Development Office and works with facilities to collaborate, access training and develop synergies.

There are currently 35 community facilities registered with the network. Given there is such a wide range of information and resource materials available to facility managers and boards of management, there is a need to provide a section on the Fingal Community Facilities Network web site, where members of the network can quickly access a range of relevant resources https://fingalcommunityfacilitiesnetwork.ie/

"This guide has been developed to help community facility managers and staff with this range of diverse tasks. It provides practical guidance on the main areas of facility management in a simple and comprehensible language, while linking to resources where more in-depth, detailed information can be found."

This guide has been developed to help community facility managers and staff with this range of diverse tasks. It provides practical guidance on the main areas of facility management in a simple and comprehensible language, while linking to resources where more in-depth, detailed information can be found. The overall purpose is to make it easy and smooth for facility managers, boards of management, and staff to handle the many tasks that must be dealt with daily, by providing clear information and links to best practice.

Acknowledgments

We would like to take this opportunity to thank and acknowledge the contribution of all those who have been involved in the design and development of the Guidance Manual. Those involved behind the scenes who provided guidance and support, technical information, long hours of proof reading and design and those who offered so generously their valuable insights to support the completion of the guide including Anne Vestergaard Quality Matters, Linda Ennis Principal Community Officer, team members of the Community Facilities Management Support Unit, Acacia FM and members of the Fingal Community Facilities Network.

1 Ferlander S. The importance of different forms of social capital for health. Acta Sociologica. 2007;50(2):115- 28

1.2 How the guide was developed

This guide was developed for Fingal County Council's Community Development Office by the consultancy organisation and charity Quality Matters. Their mission is to work with organisations to support the improvement of services to the most marginalised populations (Appendix 7.7). A working group was established by the Community Development Office to oversee the delivery of the guide. The development of the guidance manual has been informed by a needs assessment which was carried out to understand what the community facility managers and boards wanted to achieve from the guide and to ensure that this online resource was as useful as possible to support the daily operation of community facilities across the county.

The guide was developed through the following processes:

- Through desk research and evaluation of existing material such as templates and policies
- An online survey was sent to potential users of the guide with questions regarding their daily work, use of resources, needs, areas of difficulties, and wishes for a useful operational guideline manual. The survey was completed by 41 respondents from across the network.
- An online focus group was conducted with 72% of centre managers during which the areas of difficulties were discussed and explored in depth.

An important part of the development of the guide was reviewing the vast number of resources related to community facility management in order to select documents and resources of the highest quality.

1.3 The approach / how to use it

While the guide recognises the complexity of developing a standard model for the management of community facilities, given the difference in budgets, interests, policies, and visions of involved parties, it focuses on standard good practice. It is formulated as a compendium that will help the reader to understand key aspects of central topics within community facility management, from good governance to HR and Risk Management and provides further links to help and support if needed.

> "The guide can be used at any point in the planning or operational phase of a community facility."

The guide can be used at any point in the planning or operational phase of a community facility. The principles and tools can be applied to new facilities as well as to well-established ones. However, the guide is not intended to be prescriptive as no two community facilities are the same, and the information and issues addressed in this guide will not always be applicable to every facility. The links to the online resources aim to ensure the guide remains relevant, as these will be continuously updated as changes are made.

Guidance Manual Working Group

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02

Facility Management

The benefits of a well-managed community facility in the promotion of efficient business operations are widely accepted. This section aims to highlight the complexities and range of tasks involved in Facilities Management and the responsibilities of the board of directors and facility/centre manager.

The technical practice of sustainable Facilities Management (FM) is rapidly evolving. Sometimes the lack of knowledge of boards and senior management is the main barrier for the implementation of a consistent FM policy.

This section provides an overview of what Facilities Management entails and will hopefully provide the tools to assist and support organisations in the day-to-day management and operation of community facilities. It is divided into the following main sections:

- What is Facilities Management?
- Why is Facilities Management important?
- Main categories of Facilities Management
- Barriers to good facilities management practices
- Useful planning tools within Facilities Management
- Health & Safety in Facilities Management
- Financial Management and Facilities Management

2.1 What Is Facilities Management?

The term Facilities Management is a common term although not everybody will have been involved in the management of facilities in their previous job/role. It is the responsibility of the board of directors and centre/facility manager to provide a well-maintained, smoothly operated and compliant facility to provide a welcoming and safe space for both users and staff. Facilities Management should be implemented in the organisational strategy and thus be coherent with, and driven by, the overall strategic plan.

The following examples from various recognised industry leaders/organisations can help to understand the definition of Facilities Management:

- Facilities Management encompasses multiple disciplines to ensure functionality, comfort, safety and efficiency of the built environment by integrating people, place, process and technology – www.ifma.org/about/what-is-fm
- The organisational function which integrates people, place, and process within the built environment with the purpose of improving the quality of life of people and the productivity of the core business www.iwfm.org.uk/about/what-is-workplace-and-facilities-management.html#
- The tools and services that support the functionality, safety, and sustainability of buildings, grounds, infrastructure and real estate www.ibm.com/topics/facilities-management

EXAMPLES OF THE TYPES OF SERVICES THAT CAN FALL UNDER THE CATEGORY OF FACILITIES MANAGEMENT

- General cleaning
- Specialist cleaning
- Window cleaning
- Specialist maintenance
- Landscaping
- Neighbours
- Reprographics
- Pest Control
- Waste management
- Reception services
- Catering
- Car Parking
- Display equipment
- Mail room services
- First Aid
- Security
- Hygiene services
- Projects
- Events
- Life safety systems
- Structural
- Display equipment
- Energy
- HVAC
- Environmental

2.2 Why Is Facilities Management Important?

Facilities Management is important for many reasons:

- It impacts every part of the organisation from well-being among staff and staff morale to quality of user experience.
- When managed well, it minimises costs because it secures the smooth operation of the facility in the long term.
- It ensures compliance with statutory requirements.
- Planned preventative maintenance can aid in extending the lifespan of costly capital equipment.
- It aims to eliminate and/or reduce downtime and possible building closures.
- Is important for Health & Safety reasons – a well-maintained building helps to prevent accidents and incidents.
- It is critical to provide a warm and welcoming space for the public at large, and entice clients to avail of services in the facility.

2.3 Main Categories of Facilities Management

Facilities Management can be defined under two main categories, i.e. Soft Services and Hard Services.

Examples of Soft Services are:

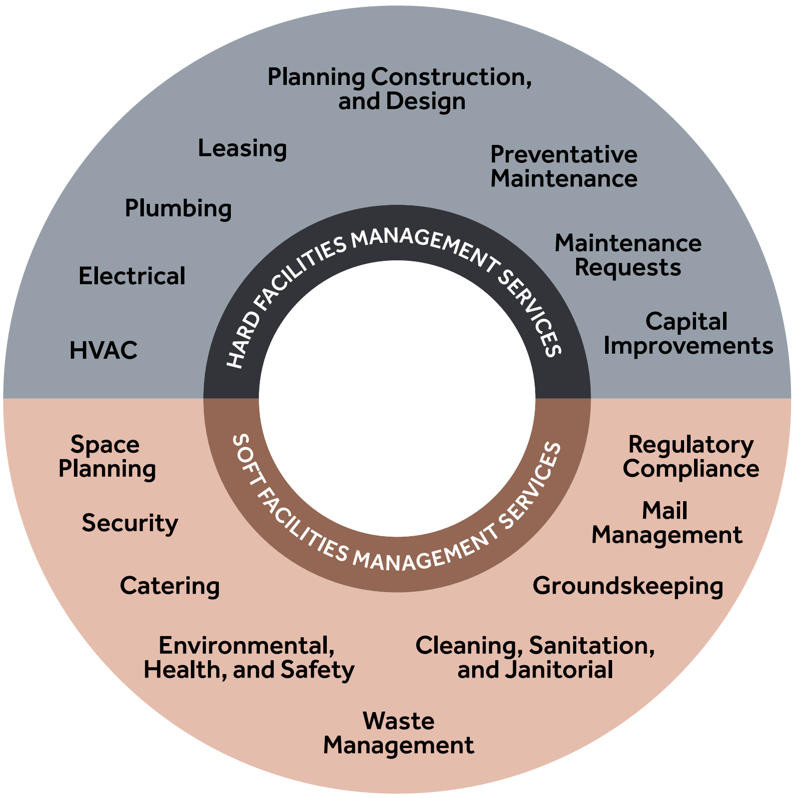
- Pest Control
- Landscaping
- Cleaning
- Catering

Examples of Hard Services are:

- HVAC (Heating/Ventilation/Air Conditioning)
- Life Safety Systems
- Lighting
- Plumbing
- Electrical

Maintenance and repair of categories that fall under Hard Services would normally necessitate the engagement of specialist approved suppliers or subcontractors. In some cases, there will be overlap on certain services, for instance, in regard to security, where contracts of keyholding/monitoring companies would normally fall under Soft Services, but maintenance and repair of the security system including intruder alarm would tend to fall under Hard Services, due to the nature of specialist contractor maintenance.

To help identify these areas, the following model provides an overview of potential crossovers between Hard Services and Soft Services:



The link below sets out an explanation of technical services recommended for community centres.
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Explanation-of-Maintenance-for-community-centres-.docx:

Soft Services

The following outlines examples of Soft Services. However, it is important to note that not all sections will be applicable to all facilities/centres, as each centre is unique.

- Cleaning
- Pest control
- Waste management
- Security
- Reception
- Landscaping
- Car park management
- Catering

Residential
- Rooms
- Bathrooms
- Communal areas

Sanitisation
- Touch points - Infection control & Covid response

Specialised Cleaning
- Hazardous
- IT Equipment
- Comms rooms,
- Clinical

SOFT SERVICES

Industrial
- Windows (Internal & External)
- Carpets
- Vents
- Upholstery
- Kitchens
- Hard flooing
- Post works

Daily Cleaning
- Bathrooms
- Showers
- Desks
- Tea stations
- Bins
- Dusting
- Hoovering
- Mopping floors
- Meeting rooms
- Offices

Hygiene Services Cleaning Consumables
- Feminine hygiene
- Air Fresheners
- Chemicals
- Hand towels
- Toilet paper
- Soap etc.

SOME 'FOOD FOR THOUGHT'

DID YOU KNOW...		
In the span of 24 hours, the average adult touches 7,200 surfaces and touches their face 552 times.	Keyboards harbour 8,900 bacteria per keyboard. Mobile phones harbour 6,300 bacteria per phone.	The average desk has 400 times more bacteria than a toilet seat.
Proper hand drying reduces microbial load on skin by 75%	Nearly 95% of adults do not wash long enough to thoroughly clean the bacteria and germs from their hands	Did you know there are approximately 10 million bacteria living on your desk?

The following is an example of a Cleaning Management Schedule. Although this schedule was originally created for a larger organisation, where cleaning is outsourced, it can be amended to reflect individual centre requirements.

SAMPLE CLEANING SCHEDULE

Sanitisation of touch points incl. Reception 8.00am - 8.30am	
Doors, door handles, swiping units	Daily
Reception	Daily
Lift Buttons, access points	Daily
Toilet Sanitisation/clean 8.30am - 9.00am	
Re stock toilet paper, soap, Tampax	Daily
Empty the bins and replace bags when required	Daily
Clean the hand dryer including the tray	Daily
Clean sinks, taps	Daily
Clean & disinfect toilet bowls	Daily
Clean marks and splashes from mirrors	Daily
Spot clean the floors/ vacuum or sweep & wash if needed	Daily
Tea station / Canteen 9.00am – 9.30am	
Refill coffee machine, coffee beans, empty trays	Daily
Refill sugar, tea, wooden sticks, paper cups, etc	Daily
Empty coffee grounds	Daily
Clean the presses, cupboards	Daily
Empty the bins and replace bags when required	Daily
Clean microwaves	Daily
Clean tables and chairs in Canteen	Daily
Clean and tidy sink area, work top and counters	Daily

Meeting Rooms/ Corridors/ Private offices/ Meeting Pods/ Auditorium/ Phone booth	
Empty the bins and replace bags	Daily
Remove any dishes/ cups left	Daily
Damp wipe tables/ desks	Daily
Clean any carpet stains	Daily
Clean glass doors	Daily
Organise the chairs back under the tables	Daily
Spot clean the floors, using hand-held vacuum	Daily
Doors, door handles, swiping units	Daily
Make sure rooms are kept clean and tidy	Daily
Stairwell from 1st floor to 3rd floor 2:45pm – 3.00pm	
Spot clean/ Vacuum/ sweep floor (when needed)	Daily
Remove any marks from vision panels on doors	Daily
Dust/ damp wipe light switches	Daily
Sanitise door handles	Daily
Spot clean doors	Daily
Mop/ wash floor area (when needed)	Once a week
Open plan area Ground and 1st Floor 3.00pm – 4.00pm	
Damp/ wipe/ dust desks	By rotation if unoccupied
Clean/ wipe the top of the screens	By rotation if unoccupied
Damp/ wipe cabinets/ pedestals	By rotation if unoccupied
Dust all shelves	By rotation if unoccupied
Dust all side cabinets	By rotation if unoccupied
Dust the chairs including legs and arm rests	By rotation if unoccupied
Remove any cups/ glasses, place them into dishwasher	Daily
Sweep/ vacuum the floor	By rotation or when needed
Wash the hard floors	By rotation or when needed

Pest Control

Pest control is an important element of maintaining the facilities/centres for a number of reasons. Pests can cause property damage, make a building an unpleasant place to be, and even cause Health & Safety problems. Pest control is also key to ensuring that facilities/centres which are open to the public are reflected in a positive light.

INSTRUCTIONS
Service: 00010/00002 – Rodent Program

CONDITIONS FOUND AND ACTION TAKEN

Purpose of Visit:
Comment – Carried out a follow-up visit to office and external area

Evidence of Pests:
Comment – Location: Internal Area – No rodent activity was noted at time of today's visit.
Comment – Location: External Area – No rodent activity was noted at time of today's visit.

Structural Comments:
Recommendation – Location: External Area – Gap noted around black cable approximately 2 feet up from ground from vent area. Seal to prevent pest entry or harbourage.
10/02/2022 10:37:59 ECOLAB\Rohan, Jeremiah – [Open] Issue status is Open

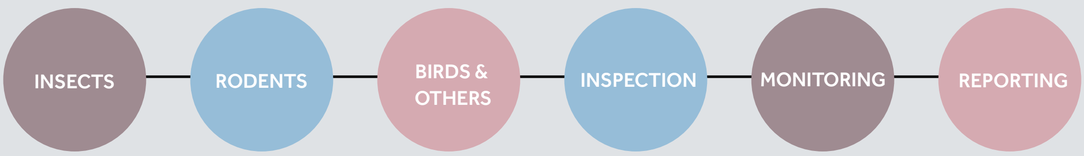
Recommendation – Location: External Area – Gap noted around cables in ESB room. Seal to prevent pest entry or harbourage. Open since 07/02/2022
07/02/2022 11:24:45 ECOLAB\Rohan, Jeremiah – [Open] Issue status is Open
10/02/2022 10:27:59 ECOLAB\Rohan, Jeremiah – [Open] Issue status is Open

Recommendation – Location: External Area – Recommendation: ducts external. I recommend it may be possible for rodents to gain access to building through ducts as it is not possible to inspect where ducts are running underground. These should be investigated to determine if access to building is possible. Open since 07/02/2022
07/02/2022 11:24:45 ECOLAB\Rohan, Jeremiah – [Open] Issue status is Open
10/02/2022 10:27:59 ECOLAB\Rohan, Jeremiah – [Open] Issue status is Open

Hygiene Issues:
Comment – No Findings Noted during Service

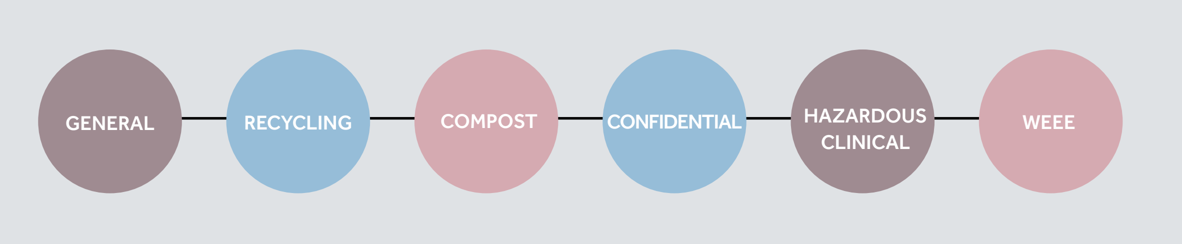
Permit to Work:
Comment – No Permit to Work required.

Service Related Comment:
Comment – Whilst performing the pest service today, the following actions were carried out: Inspection was carried out to the contracted areas, office and external area.



Waste Management

Waste Management is important for the management of the facilities in relation to cleaning but also in relation to environmental management.



*** WEEE - Waste Electrical and Electronic Equipment**

Requirements

- Measure - Reduce - Recycle
- Ensure that the disposal and recovery of waste does not present a risk to water, air, soil, plants and animals
- Waste Management Act 1996 as amended / Protection of the Environment Act 2003
- Waste collection licences
- Permits
- Certificates of Destruction
- Segregation of waste
- Secure waste facilities

The management of physical security in the Centres is usually encompassed in the roles of Centre Attendants. However, management of the security systems (including maintenance) are also key to this function.

Security

- Patrolling/ monitoring CCTV camera
- Access control
- Monitoring company
- Key Holding companies
- Management of system maintenance
- Life safety systems e.g. disabled alarms
- CCTV
- Alarm systems

Landscaping

- Grass cutting
- Weed removal
- Exterior landscaping / ground maintenance
- Seasonal - salt spreading

Car Park Management

Car Park Management ensures that the centre car park is maintained to ensure it is safe and effective for all centre users.

- **Access** - Signage - access control / speed limits / pedestrian safety
- **Allocation** - numbering system, online booking system, bicycle and motor bike facilities, accessible parking
- **Security** - Secure entry and exit, lighting, CCTV
- **Maintenance** - Space marking, risk assessments, security systems, EC charging points where applicable

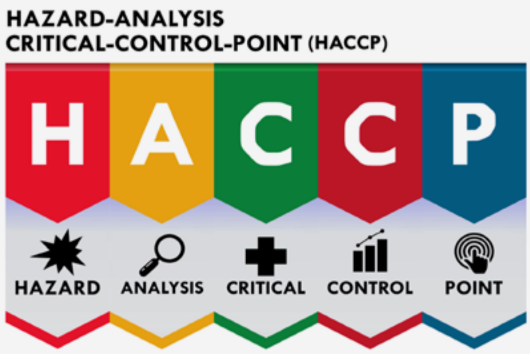
Catering

Catering/Coffee Shops provide an opportunity to engage with the community by providing a service and increasing footfall. They can entice people to the community centre who may not usually avail of the facilities, and provide a comfortable space for friends to meet. It can also provide an opportunity for people to meet new people and or join in community centre activities.

- Coffee shops - breakfast, lunch, sandwiches, snacks
- Tea / coffee stations / barista bar
- Vending / Snacks
- Hospitality & events
- Consideration of dietary requirements is essential

HACCP requirements

It is essential that any facility/ centre offering this service adheres to the HACCP requirements including training, hygiene and temperature controls.



Hard Services

Hard Services can be defined as follows:

> Hard Facilities Management is the traditional idea of Facilities Management. It deals with looking after the building specifically. Any service that maintains or upgrades the physical features of the building is a Hard Facilities Management service. Often these services are part of the building, a permanent fixture required by law

Source: Portobello Institute

The next section details general good maintenance practices and guidelines within the following areas:

- Maintenance practices in non-domestic buildings
- Factors influencing maintenance practices
- Good maintenance practices in community facilities
- Barriers to good maintenance Practices
- Summary and further information resources

Maintenance practices in non-domestic buildings

- Maintenance practices - planned v reactive maintenance
- Documentation
- Maintenance practices specific to non-domestic buildings
  1. Fire Safety (active, passive)
  2. Mechanical (water, air)
  3. Electrical (power, lighting, portable)
  4. Hygiene/ environmental (water, drainage)
  5. Structural (roof, glazing, floors, doors, stairs)
  6. Security (catering, sports/gym, lifts, roof safety etc.)

Please note that some variations exist in each facility/building.

It is crucial that there is a scheduled maintenance programme in place, i.e., statutory, following best practice, aiming to reduce costly repairs, downtime and building closures, although a certain element of reactive (unplanned) maintenance is inevitable. The unplanned maintenance is needed when regular maintenance equipment/assets fail thus requiring reactive/unplanned maintenance.

Documentation and record-keeping is a key element in Facilities Management not only to ensure that the work is carried out in line with requirements but also in case evidence is required in relation to a legal issue/dispute.

The following is a sample list of the key elements of a Planned Preventative Maintenance Schedule:

LIFE SAFETY SYSTEMS

ASSET TYPE	SUGGESTED PLANNED MAINTENANCE FREQUENCY	REASON	SPECIFIC REQUIREMENTS
Fire Alarm (maintenance)	3-monthly	Legal Compliance	Testing and certification of 25% of all devices
Fire Alarm (testing)	Weekly	Legal Compliance	Testing of callpoints (red break glass units) and recording each week) Note: Access controlled doors to also be checked and recorded
Fire Extinguishers (formal inspection and testing)	Yearly	Legal Compliance	Inspection, partial testing and certification of all extinguishers, fire blankets etc.
Fire Extinguishers (visual inspection)	Monthly	Legal Compliance	Inspections to be noted in fire register
Disabled Toilet Alarms	6-monthly	Indirect Legal Compliance	
Fire Hydrants	Yearly	Good Practice, Indirect Legal Compliance	Min of regular visual inspections. Currently covered under British Standards but local fire officers occasionally request evidence of formal testing and certification
Fire Door Inspections	6 monthly	Indirect Legal Compliance	Frequency of inspection likely to change to 3 monthly in the near future

ELECTRICAL SYSTEMS

ASSET TYPE	SUGGESTED PLANNED MAINTENANCE FREQUENCY	REASON	SPECIFIC REQUIREMENTS
Portable Appliance Testing (PAT)	Risk-Based (6-monthly to 5-yearly)	Good Practice, Indirect Legal	All devices with a 3-pin plug
RCD/RCBOs	Yearly	Good Practice, Indirect Legal	Testing of each circuit to confirm that safety devices work correctly
Thermographic/ Infrared Surveying of Electrical Boards	Yearly	Good Practice, Indirect Legal	All connections surveyed to identify potential issues, by competent person
Earthing and Bonding Inspection	Yearly	Good Practice, Indirect Legal	Inspection by competent person
Emergency Lighting	3-monthly Inspection and Annual Testing	Legal Compliance	Inspection/ Testing and certification by competent person
Lightning Protection	Yearly Testing	Good Practice, Indirect Legal, Cost Reduction	Testing and certification by competent person
General Lighting/ External Lighting/ High Level Lighting	Yearly	Good Practice, Indirect Legal	

MECHANICAL SYSTEMS

ASSET TYPE	SUGGESTED PLANNED MAINTENANCE FREQUENCY	REASON	SPECIFIC REQUIREMENTS
Extract Fans	6-monthly	Good Practice, Cost Reduction	May require specialist access equipment also. Relevant to Covid by ensuring good ventilation rates
Kitchen Extraction Systems Ductwork	6-monthly	Indirect Legal, Fire Safety	Cleaning and certification. Assumes access to all sections
Air Handling Units/ Ventilation Supply Fans/ De-stratifi-cation Fans	6-monthly	Good Practice, Cost Reduction	May require specialist access equipment also. Filters to also be replaced. Also relevant to Covid by ensuring good ventilation rates
Heating Boilers/ Hot Water Boilers (Oil/Gas)	Yearly	RGI Recommen-dation, Indirect Legal, Cost Reduction	Gas Boilers require RGI registered maintenance provider. Boiler service report and emissions certification to be provided
High Level Gas Tube Heaters (Sports Halls)	Yearly	RGI, Indirect Legal, Cost Reduction	A competent RGI registered maintenance provider should be engaged for these
Hot Water Storage Cylinders	Yearly	Indirect Legal (Legionella Management)	Inspection and drain-down/de-sludge
Radiators/ Thermostatic Radiator Valves	Yearly	Good Practice, Indirect Legal, Cost Reduction	Inspections for signs of leaks and/or faulty valves
Hot Water Thermostatic Mixers (undersink anti-scauld)	Yearly	Good H&S Practice/Indirect Legal (Legionella Management), Cost Reduction	Flushing out and testing
Heat Recovery Units	Yearly	Good Practice, Indirect Legal, Cost Reduction	Inspection and cleaning of unit. Also relevant to Covid by ensuring good ventilation rates and avoiding cross-contamination of old and new air.
Pumps, Pres-surisation Units, Expansion Vessels, Booster Sets	Yearly	Good Practice, Cost Reduction	Inspection for leaks and early signs of failure, electrical testing
Air Conditioning	6-monthly	FGAS (annual), Good Practice, Cost Reduction	FGAS legal compliance requires at least one visit per year (leak test) by a competent specialist
Heating System Chemical Dosing	3-monthly	Good Practice (to manage rust/bacteria build-up/pH within the heating system), Cost Reduction	Testing and treatment by a competent specialist
Building Management System (BMS)	Yearly	Good Practice, Cost Reduction	Comprehensive service report that confirms that all devices have been tested/calibrated – important for energy management!

HYGIENE/ENVIRONMENTAL SYSTEMS

ASSET TYPE	SUGGESTED PLANNED MAINTENANCE FREQUENCY	REASON	SPECIFIC REQUIREMENTS
Domestic Water Systems (Legionella Risk Assessment)	Yearly	Indirect Legal (Legionella Management)	Full formal RA document by competent inspector to comply with National Guidelines for Legionella Management in Ireland 2009 should be kept updated at all times
Domestic Water Systems (Sampling)	6-monthly	Indirect Legal (Legionella Management)	Certified lab sampling of water for E.coli, Legionella and Pseudomonas, to be kept in an on-site water hygiene logbook
Water Storage Tanks	Yearly	Indirect Legal (Legionella Management)	Formal record of inspection
Water Flushing and Temperature Testing Programme	Weekly (alternating)	Indirect Legal (Legionella Management)	Risk-based programme of flushing and recorded temperature testing of all outlets
Shower Head Sterilisation	Quarterly	Indirect Legal (Legionella Management)	Formal record of cleaning and sterilisation
Grease Trap Cleaning/Disposal	Quarterly	Trade Effluent (FOG) Legal Compliance	Formal records of visits and correct disposal of waste by permitted carrier Note: Trade Effluent (FOG) Licence also required
Site Drainage	Yearly	Good Practice	Full safe working practices to be followed for confined spaces
Internal Drainage	Yearly	Good Practice	Full safe working practices to be followed for confined spaces

STRUCTURAL COMPONENTS

ASSET TYPE	SUGGESTED PLANNED MAINTENANCE FREQUENCY	REASON	SPECIFIC REQUIREMENTS
Roof/Cladding Inspections	Yearly	Good Practice (storm damage can loosen cladding, roof felt, tiles, plant growth etc.)	Full safe working practices to be followed for working at height
Roof Drains	Yearly	Good Practice	Full safe working practices to be followed for working at height
High Levels Electric Windows	Yearly	Good Practice	Full safe working practices to be followed for working at height
Glazing	Yearly	Good Practice	Visual inspection/maintenance only confirm that all window restrictors, hinges and locks are working correctly
Glazed Balustrades	Yearly	Good Practice, Indirect Legal	Industry norm moving to inspections by competent specialist contractors like roof safety systems

SECURITY SYSTEMS

ASSET TYPE	SUGGESTED PLANNED MAINTENANCE FREQUENCY	REASON	SPECIFIC REQUIREMENTS
Access Control (Card/Keypad) Systems/ Locksmiths	Yearly	Site Security, Legal Compliance, Good Practice	Works by PSA registered providers only
CCTV	Yearly	Site Security, Legal Compliance, Good Practice	Works by PSA registered providers only
Intruder Alarms incl. Remote Alarm Monitoring	Yearly	Site Security, Legal Compliance, Good Practice	Works by PSA registered providers only
AutoDoors/ AutoGates/Electric Barriers/ Electric Shutters/Intercoms	Yearly	Indirect Legal Compliance, Good Practice	Works by competent specialists only due to various applicable standards relating to machinery, guarding etc and general reliability

OTHER SYSTEMS

ASSET TYPE	SUGGESTED PLANNED MAINTENANCE FREQUENCY	REASON	SPECIFIC REQUIREMENTS
Passenger Lifts (Maintenance)	3-monthly	Indirect Legal Compliance, Good Practice, Cost Reduction	Comprehensive type contract recommended to minimise risk of excessive unplanned costs
Passenger Lifts (Statutory Inspections)	6-monthly	Legal Compliance	Usually by insurance provider but can be by others instead (not lift maintenance providers)
Burco/Zip Water Boilers	6-monthly	Indirect Legal Compliance, Good Practice, Cost Reduction	Inspection and de-scaled if necessary
Goalposts (Inspections)	Yearly	Legal Compliance	Formal Inspection report by competent person
Basketball Hoops (Inspections)	Yearly/6-monthly	Legal Compliance	Formal Inspection report by competent person (including wall fixings)
Gym Equipment	Yearly	Good Practice, Cost Reduction	Formal inspection and maintenance by competent provider
Kitchen Equipment	Yearly	Indirect Legal Compliance, Good Practice	FGAS and RGI certified provider to complete fully documented inspection and maintenance of all equipment incl. PAT

2.4 Barriers To Good Maintenance Practices

Lack of proper decision-making approaches and lack of maintenance planning can increase the cost of operation and influence the quality of facility management. Facility managers are constantly under pressure to reduce costs and maximise the efficiency and productivity of staff and it can be difficult to create the right balance between facilities' requirements and financial limitations.

As the following lists shows, some of the key barriers to good maintenance practices are related to a lack of quality assurance, insufficient planning and unclear placement of responsibility:

- Difficulties locating full building documentation (Safety File)
- Poor handover of new/refurbished sites
- Badly installed systems
- Unique systems that can be maintained only by a single provider
- Lack of understanding of installed systems by on-site staff
- Lack of clarity regarding responsibility for maintenance
- Insufficient budget for planned, reactive or upgrade works
- Poor service by maintenance contractors
- Shortage of competent contractors in some markets causing high costs
- Lack of a management system for tracking maintenance.

2.5 Useful Planning Tools Within Facilities Management

This section describes two tools that are useful for efficient, smooth and correct Facilities Management, namely the Asset Register and the Planned Preventative Maintenance Schedule (PPM).

CREATING AN ASSET REGISTER

Put simply, an Asset Register is a detailed compiled list of all the business assets. It includes details of assets such as property, condition and owner. The purpose of an Asset Register is to enable businesses to know the status, procurement date, location, price, depreciation and current value of each asset.

Although building and maintaining a complete Asset Register may seem like a huge undertaking it can have an overall positive impact on a business's bottom line and can help with future financial planning.

Other benefits of an accurate Asset Register include:

- Providing complete transparency on all asset data.
- Ensuring all assets remain compliant with regulatory standards.
- Providing an accurate audit trail.
- Helping to track and identify assets.
- Preventing assets from being lost or stolen with accurate location data.
- Calculating depreciation.
- Estimating maintenance and repair cost.

What should be included in an Asset Register?

- Name of the asset.
- Exact location of each asset.
- Procurement details including purchase date and price.
- Estimated life expectancy.
- Depreciation value.
- Insurance and compliance details.
- Maintenance history including repairs and downtime.

In addition to being a requirement of Fingal County Council, there are many reasons for creating and maintaining an Asset Register. One of the benefits of having an Asset Register is that it can assist in creating and maintaining a Planned Preventative Maintenance Schedule (PPM). This will assist in the scheduling of the planned preventative maintenance in a timely manner in line with the required maintenance frequency of the asset as dictated by statutory requirements/best practice/protection of guarantee.

Other issues to be aware of in relation to assets:

- Most types of assets are directly or indirectly influenced by legislation; it is the responsibility of the board of management/directors and centre/facility manager to ensure compliance.
- Initial building documentation is essential for the management of all assets.
- Some maintenance providers must now be registered with an accreditation body to demonstrate their competence.
- Sufficient budget must be allowed for planned and reactive maintenance of all assets and systems, but cost savings can be achieved from energy reductions and/or avoidance of bigger issues (Legionella, etc.).
- Good asset management should include life-cycle planning to ensure adequate capital budget is available when required for replacements/upgrades, etc.
- Fabric refurbishment works can be treated as planned, unplanned or large project works.

Further information can be found here:

- www.hsa.ie
- www.hsa.ie/eng/topics/electricity/inspection_and_testing/
- https://assets.gov.ie/218254/7273fa79-7b17-4525-ac64-ea2774bb9cac.pdf (draft)

EXAMPLE OF AN ASSET REGISTER
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Asset-Register-Sample-Register.xlsx

Creating a Planned Preventative Maintenance Schedule (PPM)

PPM refers to planned preventative maintenance, otherwise known as scheduled maintenance. The PPM is based on the belief that preventing failure is better than waiting for equipment to fail. As such, it provides an opportunity to create a plan to have assets checked on a regular schedule to make sure they are operating at their best all year long.

A Planned Preventative Maintenance Schedule should include all assets requiring planned maintenance as well as frequency date and month of the scheduled maintenance visits. This does not negate the importance of having a detailed list of the roles, responsibilities and actions required by the maintenance provider for the maintenance of the asset, which should be outlined in the contract/agreement with the maintenance provider.

EXAMPLE OF A PLANNED PREVENTATIVE MAINTENANCE SCHEDULE
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/PPM-PLANNER-TEMPLATE.xlsx

2.6 Health & Safety in Facilities Management

Health & Safety is of critical importance in Facilities Management. This section looks at some of the many aspects of Health & Safety in Facilities Management, divided into the following categories:

- Legislation
  - Access and Egress
  - Safe Plans and Work Permits
- Safety Statement
  - Risk Assessment
  - Hazards and Controls
- Emergency Procedures
- Understanding the Fire Services Act.

Current Health & Safety Legislation

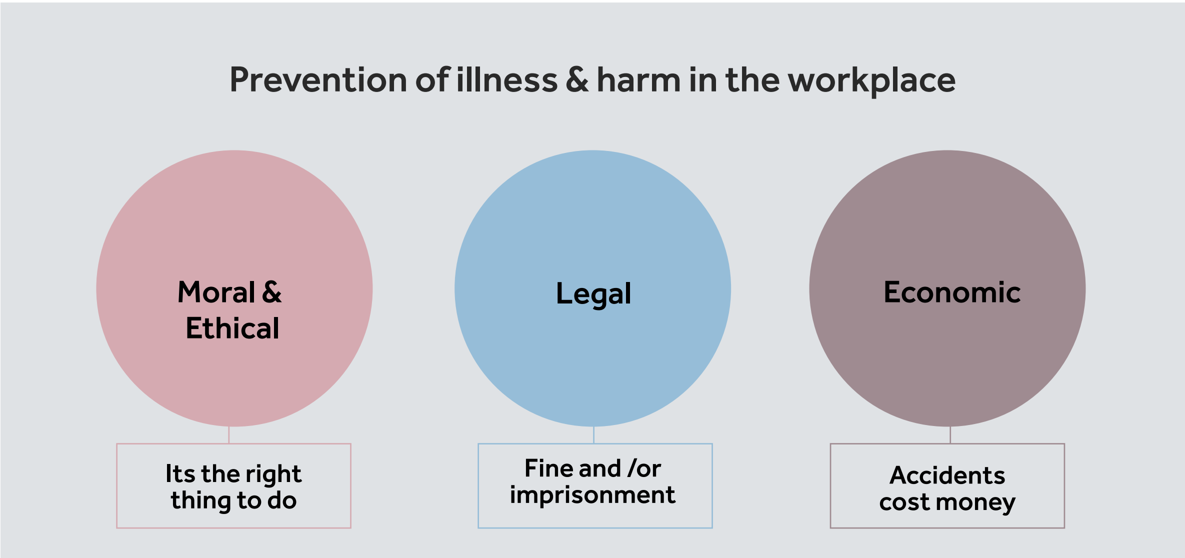
1. Safety Health & Welfare at Work Act 2005
2. Safety Health & Welfare at Work (General Application) Regulations 2007

- **SHWW Act 2005:** Main piece of legislation regarding H&S in the workplace. Gives power to the Authority (HSA), sets out Employer and Employee duties, provides for a range of enforcement measures.
- **General Application Regulations 2007:** They cover workplace, work equipment, PPE, manual handling, DSE, electricity, work at heights, physical agents (noise and vibration), sensitive risk groups, pregnant employees, night work/shift work, safety signs, first aid and various schedules.
- **Codes of Practice (COPs):** They cover agriculture, confined spaces, safety in roof work, working on roads, biological agents, rider operated lift trucks, access and working scaffolds.
- HSA Guidelines.

Why Manage Health & Safety?

There are many good reasons to manage Health & Safety. As facility managers, we have an ethical and legal responsibility to protect both our people and the environment we ask them to operate in. Apart from this, the consequences of not managing Health & Safety to a sufficient standard can be grave and can include the following:

- Employees or affected persons suffering pain, inability to work, loss of earnings
- Employer suffering guilt and bad conscience
- Costs of insurance and sick pay
- Organisation suffering negative publicity
- Need to replace staff
- Time for investigation
- Fines and legal fees
- Damaged equipment
- Imprisonment.



Terminology used in this section:

'Employees' include – managers, supervisors, contractors, visiting employees, etc.

'Employees' do not include – members of the public, clients, etc.

'Items provided for protection' include – PPE, lifting aids, lone-working devices, ergonomic equipment

'Improper conduct' includes – horseplay, bullying, harassment, workplace violence, tampering with safety devices.

Directors' Liability

Directors and officers of undertakings who authorise or direct any work activities must understand their legal responsibilities and their role in governing health and safety for their business, upholding core values and setting good health and safety standards (HSA).

- Directors and officers
- Prosecutions under 2005 Act
- Onus of Proof
- Negligent acts & failure to act
- Personal fine up to €3m and / or up to 2 years imprisonment

Duties of Employers

The employer's main responsibility is to make sure that the workplace is safe and that anyone working in or visiting the workplace is not exposed to hazards or harmed by the work. This includes responsibilities to:

- Manage and conduct all work activities safely
- Design, provide and maintain a safe place of work
- Provide safe access and egress (*i.e. entry and exit)
- Provide safe plant and equipment
- Provide information/instruction/training/ supervision
- Provide and maintain welfare facilities
- Complete risk assessments
- Have plans (*e.g. Emergency Plan) in place to prevent and control emergencies.

All work activities include work carried out by contractors and extend beyond routine activities specific to the site such as office work, maintaining a residential care facility, etc.

Safe access and egress include access to and egress from plant rooms and roof tops.

Safe Access and Egress

- As regards the place of work concerned, ensuring so far as is reasonable practicable - the design, provision and maintenance of safe means of access to and egress from it
- Where a person has, by virtue of any contract, tenancy, licence or other interest, an obligation to any extent -
    - (a) to maintain or repair a place of work or the means of access thereto or egress there from

SAFE PLANS

Employer Duty:

- Provide systems of work that are **planned**, organised, performed, maintained and revised as appropriate.
- Adequate **plans** and procedures to be followed and measures to be taken in the case of an emergency or serious and imminent danger
- Designate employees who are required to implement those **plans**

1. Plan all work activities including work by contractors. Ref RAMS (Risk Assessment Method Statement), insurance, training, statutory inspections.
2. Plan in advance for all emergency scenarios (in so far as reasonably practicable).
3. Consider who will be on site – employees, clients, minors, contractors, visitors, persons who require physical assistance or those with different intellectual needs.
4. Prepare PEEPs (Personal Emergency Evacuation Plans).
5. Prepare Emergency Response Plan.

Permits to Work

Permits to work are required whenever there is a significant risk to health and safety and where precise preparation of the site or plant and clear communication of procedures is needed to control the risk. However, issuing a permit does not make a task safe as that can only be achieved by the careful and persistent effort of those preparing, supervising and carrying out the work. The permit to work system does, however, provide a formal procedure to determine systematically what precautions are required; how they should be communicated, recorded and monitored; and how work should be authorised

WHAT ARE WORK PERMITS?

A permit to work system is a formal procedure to ensure that the system of work is properly planned and implemented for jobs which have a significant risk (HSA)

Every employer shall ensure....manage and conduct work activities...to ensure, so far as is reasonably practicable, the safety, health & welfare at work at work of his or her employees

COP mandates requirement for Permit for Confined Space Entry

Duties of Employees

While employers have a wide range of duties related to Health & Safety, employees also have responsibilities for their own health, safety and well-being and that of their colleagues.

- Comply with all relevant laws
- Not be under the influence of any intoxicant
- Use in the correct manner any item provided for protection
- Participate in safety and health training offered by their employer
- Report any dangerous situations, practices or defects
- Not to engage in any improper conduct

What Is a Safety Statement?

The Safety Statement is a written document that specifies how health and safety is going to be managed within the business. It is the cornerstone of effective health and safety management in any business as it shows the organisation's commitment to protecting the health and safety of employees.

Some important details of a Safety Statement are:

- Health & Safety Policy forms part of the Safety Statement.
- It includes Risk Assessments.
- It should be reviewed regularly and at least annually.
- It must be brought to the attention of staff in a form and manner that can be understood.
- There should always be a copy of the Safety Statement on site in case of inspections by the HSA.

Overview of Hazards in the Workplace

Just as improperly stored toxic materials constitute a workplace hazard, so does faulty electrical wiring. Workplace hazards can result in accidents, or they can lead to slowly developing adverse health consequences for employees.

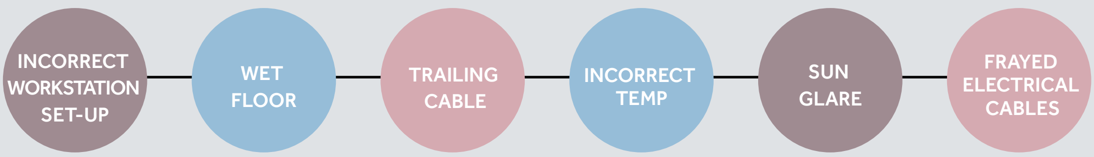
The number of potential hazards is extensive, of which a few examples are:

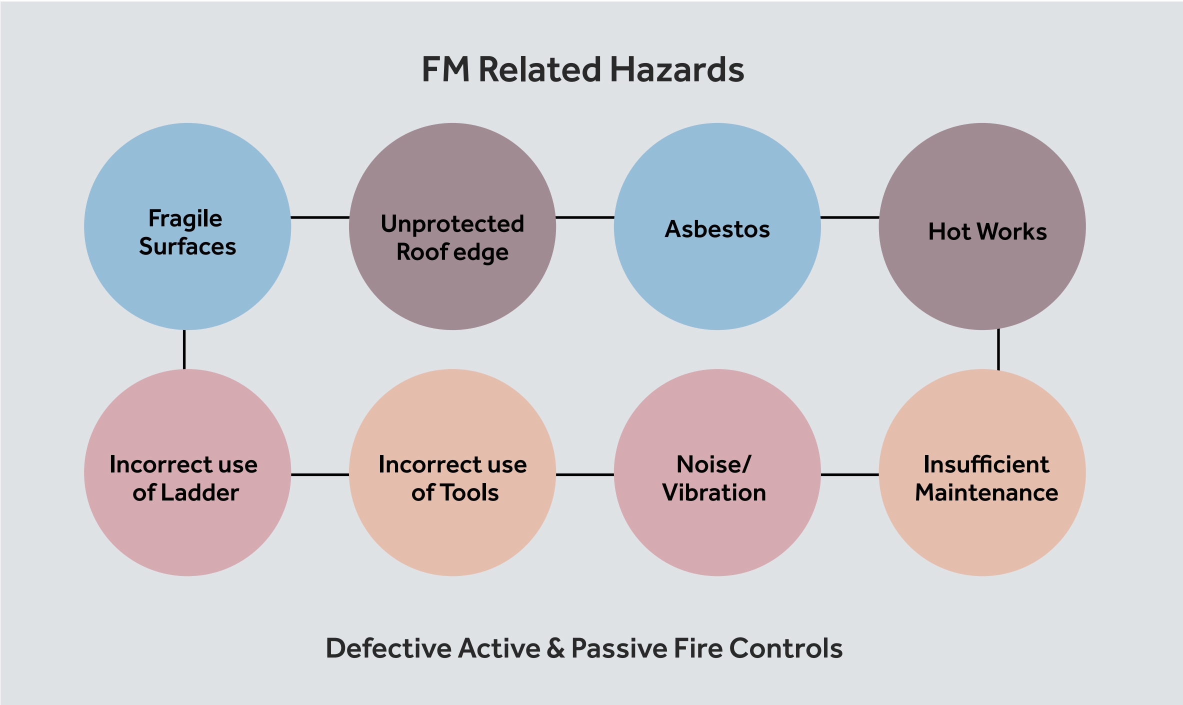
- Overloaded sockets
- Blocked exit routes
- Heat sources
- Insufficient rest breaks
- Inclement weather
- Road use including poor driving techniques or defective vehicles.

WHAT IS A HAZARD?

Anything that has the potential to cause injury or harm to human health, property and/or the environment.

Examples of Hazards in the workplace include:

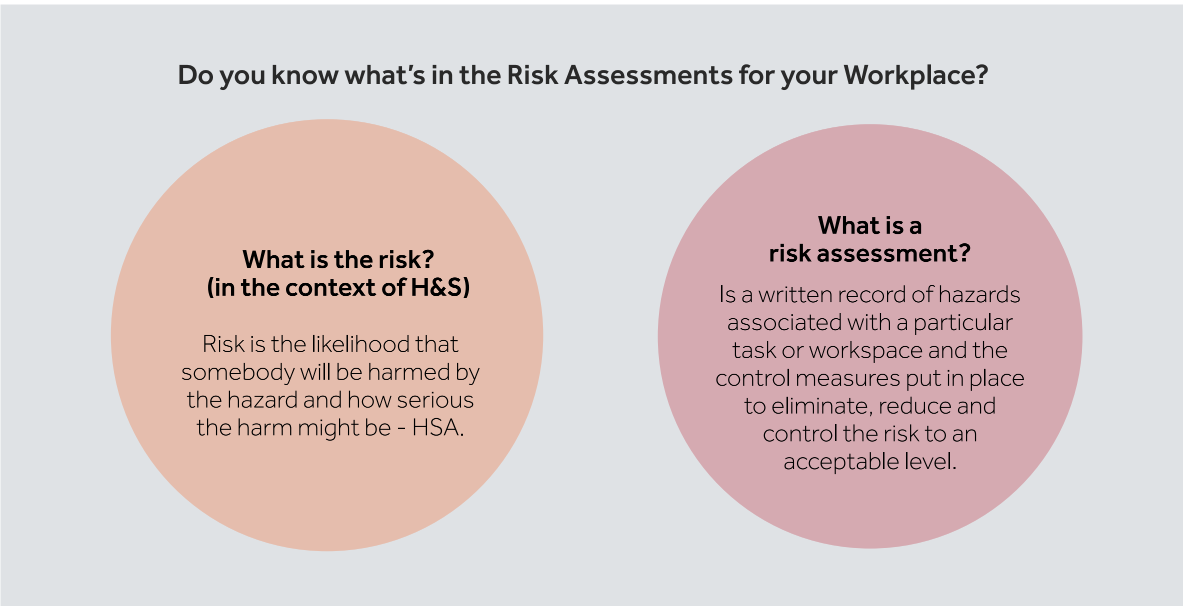




Active fire protection is about detecting, stopping and escaping fire, whereas passive fire protection means containing the fire and preventing it from spreading further.

Risk Assessments

Organisations must either eliminate workplace hazards altogether or put controls in place that help prevent workplace hazards from causing harm. These controls are done through risk assessments, as illustrated in this visual:



Relevant stakeholders should all know where to find the risk assessments for their workplace as well as its main content. The board of management and centre manager should have clarity over whose responsibility it is to complete the risk assessments. A risk assessment should be carried out for all tasks and reviewed regularly. For further information please refer to the section on Risk Management.

A risk matrix is used to determine if hazards are low – medium – high – very high, etc.

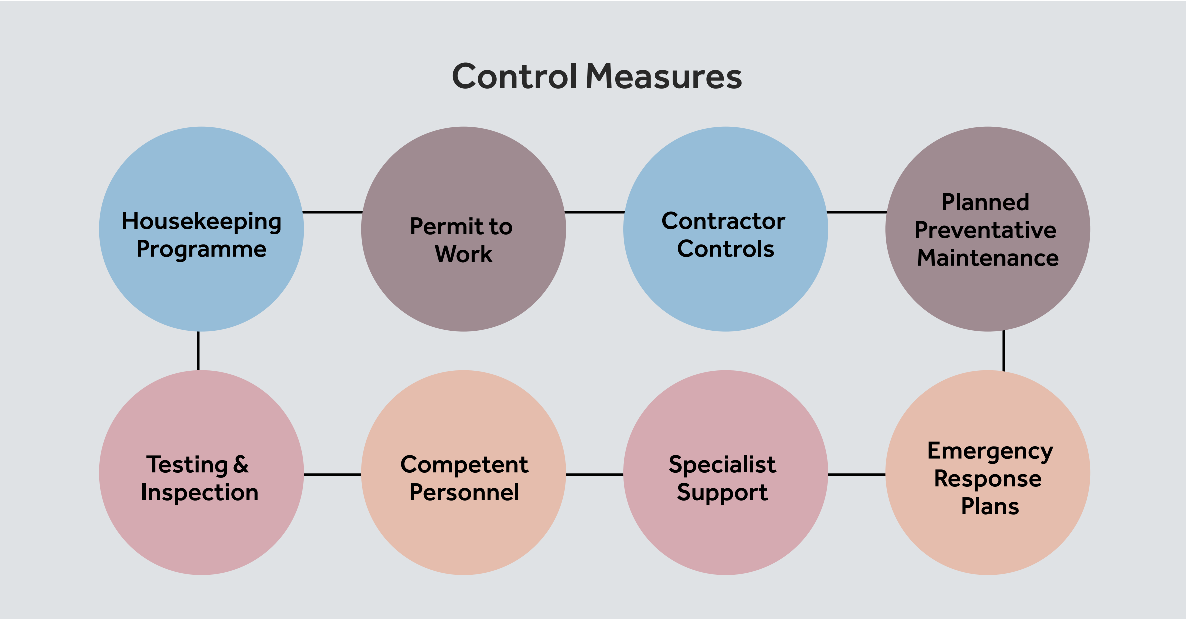
What Are Control Measures?

Control measures are the precautions taken to ensure a hazard will not cause injury or harm to persons, property or the environment.

Contractor controls include making sure that key personnel are aware if contractors are on site, where they are and what they are doing. RAMS documents can be used as part of the Control Measures. RAMS stands for Risk Assessment Method Statement, and these documents can be used in conjunction with the risk assessment process to identify the steps to be undertaken to carry out a specific activity or task in a safe manner.

Checking RAMS before the work starts. Managing conflicts e.g., if one contractor is using a flammable substance and another is doing hot works. Permit to work system.

Emergency Response Plans: Rescue plans (e.g., Work @ Height or Confined Space), Evacuation Plans, PEEPs (Personal Emergency Egress Plans).

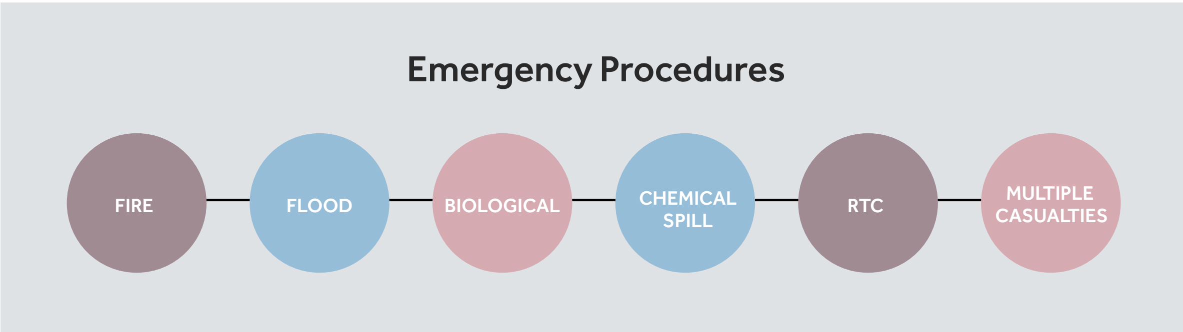


What Are Emergency Procedures and What Do You Need to Have in Place?

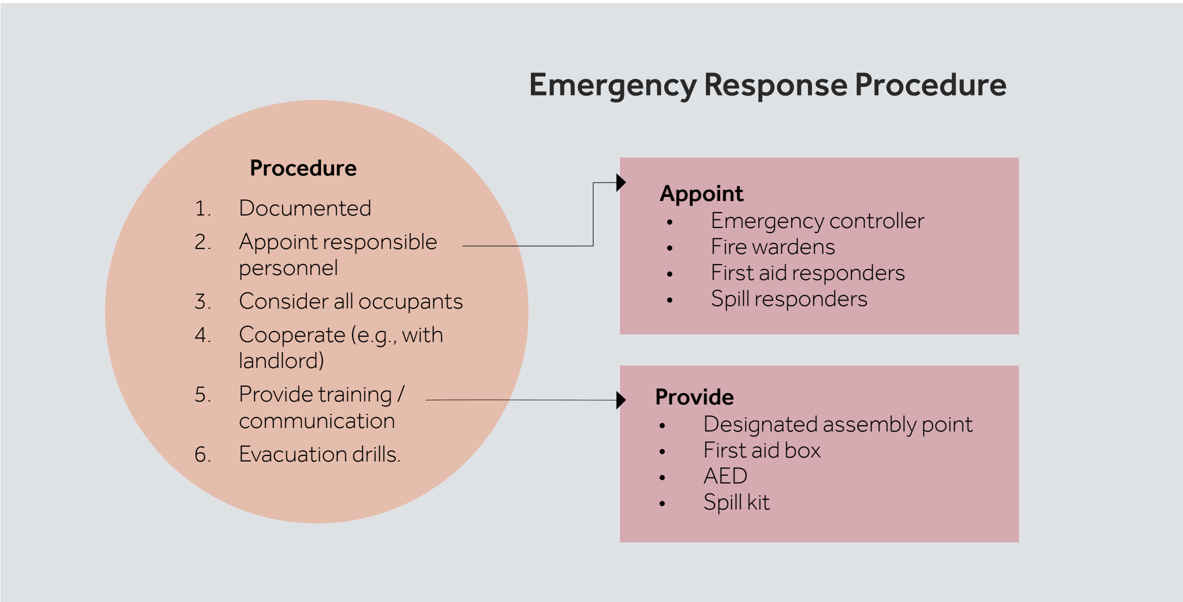
In times of sudden and serious crisis, a well-defined action plan makes the difference between complete chaos and a best-case scenario where damage is reduced to a minimum. In a workplace, facilities managers are the first line of defence for emergencies. A well-developed, thought-through emergency plan is essential to surviving serious dangers, including natural disasters and terrorism.

To develop an emergency management plan it is useful to start with the following three main aspects of Facilities Management emergency preparedness:

- **Assessing vulnerabilities:** Vulnerabilities are areas that can potentially be linked to catastrophic failure. These include fire, flood, power outages, chemical spills, inclement weather, terrorism and natural disasters. An assessment should focus on identifying how the facility is vulnerable in any of these situations.
- **Defining roles:** This implies clarifying who is responsible for what in an emergency. Specific tasks must be delegated to individuals who can take on the responsibility.
- **Communicating the plan:** An action plan is only efficient and useful if everyone knows what the plan entails so it needs to be communicated. Usually, it makes sense to inform those with defined key roles first and then, as second step, publish the most basic, straightforward version for employees.



EMERGENCY RESPONSE PROCESS – WHAT IS REQUIRED



Fire Safety

Most facilities managers will have attended training on fire prevention and therefore should be aware of the common risks and how to minimise them. However, ensuring that buildings are free of fire risks is an ongoing activity, requiring lots of floor walks and inspections. It is also important to conduct periodic assessments of things like fire extinguishers.

UNDERSTANDING FIRE SAFETY REQUIREMENTS

- Safety, Health & Welfare at Work Act 2005
- Information, supervision and training
- Safety, Health and Welfare at Work (General Application) Regulations 2007
- Children and young persons
- Electricity
- Safety signs
- Accidents and dangerous occurrences.
  - Workplace
  - Doors and gates
  - Emergency routes and exits
  - Fire detection and fire fighting
  - Cleanliness and accumulation of waste
  - Employees with disabilities

UNDERSTANDING THE FIRE SERVICES ACTS (1981 AND 2003)

- Fire Authority – Power of inspection/ Enforcement
  - Duty of care – Owner/Occupier
  - Reasonable measures to guard against outbreak of fire
  - Reasonable Fire Safety Measures and
  - Appropriate Fire Safety Procedures (always applied)
  - Ensure the safety of persons on the premises
- Penalties:
  - Summary conviction – €3,000 and/or 6 months
  - On indictment – €130,000 and/or 2 years.

FIRE SAFETY – THE BASICS

Fire Safety Certificate (FSC)

- Specific to the current use of the building
- Changes may affect its validity

Fire Risk Assessment

- Competent person
- Reviewed regularly (at least annually).

FIRE SAFETY REQUIREMENTS – WHAT ARE THEY?

- Building fabric maintenance
- Fire alarm testing & maintenance
- Emergency lighting testing and maintenance
- Periodic inspection of gas and oil installations
- Maximum occupancy
- Periodic inspection of electrical infra-structure
- Control of combustible material
- Maintain emergency escape routes
- Fire hose reels maintenance
- Control sources of ignition
- Fire Extinguishers
- Smoke control systems
- Sprinkler testing and maintenance
- Signage way finding / fire safety notices
- Daily inspections of escape routes

Contractor Management – Why Is It Necessary?

Contractor management forms a critical part of FM because most services require the engagement of specialist providers so good practice FM requires the following:

- Clearly documented service requirements and agreements of scope by suppliers from kick-off including performance measures, penalties for non-compliance, reporting requirements, payment terms etc - review periodically!
- Regular time spent walking the building formally inspecting and formally auditing with contractors - ask questions and aim to identify issues before others report them!
- The FM must be competent to know what the directors dont know and be confident to leverage relationships with providers for support - possibly engage 3rd party specialists to engage specialist provider or to assess supplier performances. Always take opportunities to learn from suppliers
- Appreciate the role of contractors - manage them firmly but fairly
- Assess the market (benchmark) to understand where the contractor fits regarding pricing and quality - consider if a "plan B" is an option
- Use technology and data as much as possible to monitor performance - help desk statistics, energy consumption, BMS alarms etc.

Training and Competencies

It is essential that anyone carrying out work has the appropriate level of training and competence to carry out the tasks required.

As defined by the Safety, Health and Welfare at Work Act 2005: a person is deemed to be a competent person where, having regard to the task he or she is required to perform and taking account of the size or hazards (or both of them) of the undertaking or establishment in which he or she undertakes work, the person possesses sufficient training, experience and knowledge appropriate to the nature of the work to be undertaken.

www.irishstatutebook.ie/eli/2005/act/10/section/2/enacted/en/html

Accident and Incident Reporting

- All accidents/ incidents and near misses MUST BE REPORTED to the centre manager immediately.
- A report must be made to the local trained FAR (First Aid Responder).
- An accident report form must be completed in conjunction with line manager/supervisor.
- The centre attendant should contact the centre manager immediately about any incident which requires Emergency Services to be contacted.
- Relevant personnel (e.g. Board, Insurers) should be notified, mindful of GDPR requirements.
- A comprehensive Accident/Incident Investigation should be undertaken with a view to preventing a recurrence.

2.7 Financial Management and Facilities Management

Financial Management is a key component in the successful implementation of any Facilities Management/Maintenance programme. Maintenance is expensive and directors, stakeholders and decision makers need to buy into this to effectively maintain the assets of the facility/community centre and plan for the replacement of capital items when required.

WHY IS GOOD FINANCIAL MANAGEMENT IMPORTANT?

All managers need to understand about budgets and costs because:

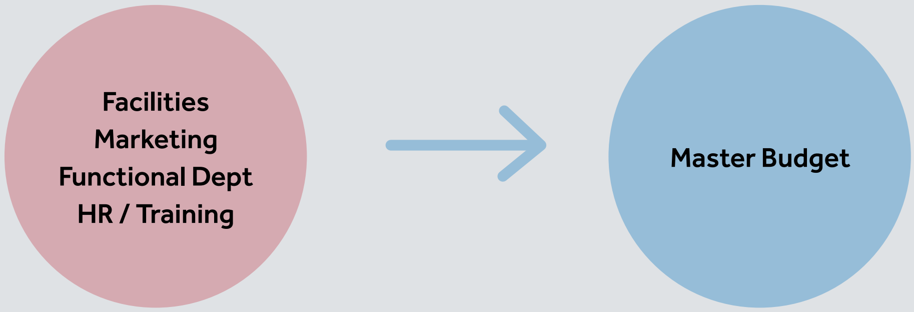
- Finance is at the heart of every business.
- Accounts are the means of communication in reports from financial departments.
- Financial management is needed for planning and control of each department.
- Financial information is used for decision-making and risk evaluation.

Those responsible for Facilities Management must understand about budgets and costs because:

- FM services are non-revenue generating.
- FM services are usually just an additional cost to the business, and often their importance is not understood.
- Facilities costs may affect the overall performance of the organisation – they can often be the second-highest cost behind payroll and/or represent 10–25% of annual turnover!
- Capital costs can be significant so these need to be budgeted for carefully.

FM Budgets

Examples of functional budgets



The Master budget is usually managed by the head of finance for the organisation so each functional budget must be agreed and reviewed with them.

FM BUDGETS – OPERATIONAL COSTS

Facilities	Utilities	Planning & Design	PPMs	Cleaning / Waste	Reactive Works
Lease	Electricity	Consultants	Landscaping	Daily	Landscaping
Mortgage	Water	Planning	Exteriors	Office	Exteriors
Service charges	Gas / Fuel	Design	Roofing	Windows	Roofing
Rates	Oil	Furniture	Interiors	Janitorial supplies	Interiors
	Phones	AV	Electrical	Specialist cleaning	Electrical
		Energy	HVAC	Carpet cleaning	HVAC
		Management	Plant	Pest control	Plant
			Security	Waste disposal	Security
			Life safety	Blinds	Life Safety
			Furniture		Catering equipment
			Catering equipment		

Note: May be fixed or variable cost.

FM BUDGETS – ADMIN/OPERATIONAL VARIABLE COSTS

Fixed costs could vary because of:

- Building/area closure
- Headcount reduction due to operational efficiencies
- Increase/decrease in client staff headcount
- Increase/decrease in scope - new buildings, new work practices
- Legislation change during budget period
- Weather
- Incorrect scope initially issued to supplier

- Supplier/manufacturer of system cease trading
- OEM parts prices increase during budget period
- Damage

Whereas variable costs already vary!

FM BUDGETS – CAPITAL COSTS

Capital costs: costs associated with long-life assets that have a value over serveral years so capital expenditure is used to meet these costs...often used to expand or modernise.

A capital budget is used to provide information on the major spending on buildings, furniture, furnishing and equipment that the organisation needs to perform it's business. Defining when an item is capitalised when it is recorded as an asset, rather than an expense. This means that the expenditure will appear in the balance sheet, rather than the income statement.

Usually the decision around what can and can't be capitalised lies with the head of finance but often the decision is based on

1. Tax rules around depreciation
2. Defining when an item is capitalised

FM BUDGETS – CAPITAL COSTS

Budget influences:

- Business strategy
- Upcoming changes - dates/time-frames, associated direct and indirect costs
- Market changes - labour rates, acquisitions
- Stability of costs - new building, warranty expiration
- New legislation - fire, water, Fgas, pay rises for specific service industries
- Varying utility costs - electricity, water, gas rates

For FM budgeting to be successful, it cannot be done in isolation so must involve:

- Senior management
- Other department managers
- Other stakeholders
- Contractors/ specialist providers

This reduces the risk of overlapping/ duplication and that nothing is missed/ underestimated

We hope that this section has provided a good insight into Facilities Management and its importance in the operation of community centres. The information aims to assist in the improvement of the FM function within the organisation. However, please note that this document is only a brief overview to Facilities Management practices in community facilities/centres and is not exhaustive. It is only intended to serve as a guide as all facilities will differ.

03

Governance

Governance constitutes the legal and organisational scaffolding of an organisation. It sets out the rules, processes, and structures that must be adhered to in the operation and regulation of the company. It is important for a variety of reasons. Some of which are outlined below:

- From a legal perspective, in order to ensure that the organisations operate legally and that structures and procedures meet the legal requirements
- To ensure the objectives of the company are advanced
- To ensure that the organisation contributes positively to the community and continuously serves the target groups or communities it is intending to support
- To make sure that the organisation reaches its objectives and behaves with integrity
- To ensure that there is robust financial oversight
- To support stakeholder's voices to be part of the management of community resources
- To support the overall management of the company and to ensure that the facility is well-managed, open, and transparent.

3.1 Organisational structure types / ownership models

An incorporated company means that the company has gone through a formal legal process and has adopted a governing document that sets out the rules by which the company will be operating.

Focusing specifically on not-for-profit organisations the following structure types are applicable:

- Company Limited by Guarantee (CLG)
- Company Limited by Shares (LTD Company)
- Designated Activity Company (DAC)
- Unlimited Company

It is estimated that almost 75% of not-for-profits in Ireland are companies limited by guarantee[2]. The fact that a CLG is not owned by its members and surplus value cannot be distributed to its members, makes this business structure particularly fitting to clubs, members organisations, and charities. The following section focuses on the CLG structure type. Should you wish to read more about other types of organisational structure types, you will find useful links in the end of this section.

A company limited by guarantee is characterised by the following:

- Min. 2 directors but a min 3 non related directors to grant charitable tax exemption and charitable status
- It has a constitution
- It has limited liability with no share capital
- The name of the company must end in Company Limited by Guarantee (CLG)
- It can claim eligibility for audit exemption and dormant company audit exemption

2 https://www.pobal.ie/app/uploads/2018/06/managing_better_01_governance.pdf

The key document within company law is the Companies Act 2014. This single piece of legislation provides information for a number of different topics including incorporation, everyday administration, and management, to winding up and dissolution.

IT CAN BE FOUND HERE:
www.irishstatutebook.ie/eli/2014/act/38/enacted/en/html

Charities

In the Republic of Ireland, all organisations that fall under the legal definition of a charity must register with the Charities Regulatory Authority. This is a legal requirement. It is important to note that the definition of a charity is quite broad and therefore, many organisations that might not consider themselves charities in a narrow understanding of the term are, nonetheless, required to be registered as charities and live up to the associated legal requirements. In order to define whether your organisation is considered a charity or not, The Charities Act 2009 sets out these requirements. The forms a charity can take include a Company Limited by Guarantee, other company types, associations, or trusts[3].

If the application to register with the Charities Regulator is accepted, and the organisation is awarded charity status, it will receive a **Registered Charity Number (RCN)**. It should be noted that this is separate to having a **Charity Tax Exemption number (CHY number)** from the revenue commissioners. While it is required for a charity to register with the Charity Regulator, the organisation can choose to apply for tax exemption in a separate process if they wish to do so.

Should a company limited by guarantee wish to register as a charity and be granted charitable tax exemption, it is worth considering the following key criteria in legislation:

- It operates in the Republic of Ireland
- It exists for a charitable purpose(s)
- It promotes this charitable purpose(s) only
- It carries out all activities to further this charitable purpose(s)
- It exists to benefit the public or a section of the public in Ireland, or elsewhere, through its charitable purpose(s)
- It is not an excluded body. Excluded bodies include some sporting bodies, bodies that promote a political cause unless it relates directly to the advancement of the charitable purposes of the body, political parties, or bodies that promote a political party or candidate, trade unions, or representative bodies of employers, chambers of commerce, and bodies that promote purposes that are unlawful, immoral and/or contrary to public policy[4]
- It must have minimum 3 members to grant charitable tax exemption and charitable status (members can also be directors)
- It must have at least 3 directors to grant charitable tax exemption and charitable status
- If a charity has a gross income €100,000 or more in one financial year, it is required to have its accounts audited.
- If a charity is incorporated as a company, it must have its accounts audited annually

FURTHER DETAILS ON CHARITIES CAN BE FOUND HERE:
www.charitiesregulatoryauthority.ie

3 https://www.citizensinformationboard.ie/downloads/relate/Relate_2018_05.pdf
4 For more information on excluded bodies, see https://www.citizensinformation.ie/en/government_in_ireland/national_government/standards_and_accountability/what_is_a_charity.html#l86568

SPECIFICS OF THE CONSTITUTION OF A CHARITY AND A COMPANY LIMITED BY GUARANTEE[5]

WHAT YOUR ORGANISATION NEEDS TO DO IF IT'S A CHARITY

All charities must be included in the Register of Charities maintained by the Charities Regulator. This can be done here: www.charitiesregulatoryauthority.ie

A charity's **Governing Document/Constitution** must include:

- The name of the charity
- A clear statement of your primary charitable purpose and your charitable objectives. You can read more here: **www.charitiesregulator.ie/media/1544/what-is-a-charity-rev-001.pdf**
- The powers of the charity which allow the charity to carry out its function, e.g., the power to fundraise
- Details of its geographic range of operation
- Its rules, which should cover membership, appointments and dismissals, executive committees, meetings, and any other rules required for the proper conduct of the organisation
- Specific clauses relating to income & property. You can read more here: **www.charitiesregulator.ie/en/information-for-charities/apply-for-charitable-status**

IF YOU ARE A COMPANY LIMITED BY GUARANTEE WITH NO SHARE CAPITAL

The constitution of a Company Limited by Guarantee comprises a **Memorandum of Association** and **Articles of Association.**

There are also specific clauses relating to income & property that must be contained in the Constitution. These clauses are available here: **www.charitiesregulator.ie/en/information-for-charities/apply-for-charitable-status**

The Memorandum of Association sets out the object's clause of the company. To ensure compliance with the Charities Regulator and Revenue Commissioners requirements in seeking charitable exemption from tax, it must state the following:

- The name of the company
- Its aims and objectives
- The limited liability clause: This states that the liability of the members is limited
- The capital clause: This states the amount they have undertaken to contribute to the assets of the company in the event of it being wound up, typically €1
- The association clause: This states that the founding members declare that they wish to form a company

The **Articles of Association** set out the rules and regulations of the company, including the internal management of the company. The areas covered will include:

- Members of the company
- Annual general meeting and extraordinary general meetings
- Board of Directors appointment, removal of same, specific roles: Chair etc.
- Meeting of the directors
- Minutes of meetings
- Company seal
- Accounts and audits

5 https://www.wheel.ie/sites/default/files/media/file-uploads/2018-08/Factsheet_Forming_A_Charity.pdf

3.2 Good governance

The 'governors' of an organisation are the members of the governing body. Depending on the legal status as well as the customs of the company, these can be referred to as 'Management Committee Members', 'Board Members' 'Directors' or 'Trustees'. These will hereafter be referred to as 'directors' or 'Board Members'. The directors are responsible for ensuring that the company complies with the laws and rules in line with the constitution of the company.

Apart from the important role of being responsible for legal compliance, the directors have other key responsibilities, such as directing the company so that it reaches its objectives and being accountable for financial matters and activities. It is important to mention that in some companies, especially smaller ones, directors might also be closely involved in the day-to-day running of the facility. In these cases, the director still holds the responsibility under the **Companies Act 2014** associated with being a member of the governing body.

In order to operate efficiently and maintain relevance in a dynamic environment, an organisation must strive to implement good governance. Basically, good governance establishes trust in your organisation and builds confidence in how it operates. The Charities Regulator launched a new Charities Governance Code in 2018.[6] This code sets out a mandatory standard for governance in Irish charities and from 2020 onwards, all charities in Ireland must implement the code.

In order to operate efficiently and maintain relevance in a dynamic environment, an organisation must strive to implement good governance. Basically, good governance establishes trust in your organisation and builds confidence in how it operates.

The *Governance Code* identifies six principles that all charities are expected to adhere to. Although the code was specifically developed for charities, not-for-profits that are not defined as charities, can also benefit from it by applying it as best practice. The code identifies these six principles as a foundation for good governance, summarised in the following model:

6 https://www.charitiesregulator.ie/en/information-for-the-public/our-news/2018/november/charities-governance-code-launched

ACCOUNTABILITY & TRANSPARENCY
An organisation is accountable to those who will be affected by its decisions. Decision taken should be transparent and taking into account the organisation's vision/goals.

ADVANCING CHARITABLE PURPOSE
Only relevant for actual charities as Charitable Purpose has a specific meaning in charity law, as defined by The Charities Act 2009

WORKING EFFECTIVELY
This requires a clear agenda for meetings and directors to come prepared. Also, the board of directors should represent a good mix of skills, experience and background.

BEHAVING WITH INTEGRITY
Integrity is a crucial determinant of trust. In practice this means that Directors do not act in their own personal interest or the interest of other individuals or bodies

EXERCISING CONTROL
The company must abide by all legal and regulatory requirements. Financial controls must be in place and risks must be managed.

LEADING PEOPLE
Good governance promotes a culture of respect where people feel valued. This involves people having clarity around their own roles and reponsibility and those of others.

Figure 1: *Good Governance according to the Governance Code*

YOU CAN FIND A MUCH MORE DETAILED DESCRIPTION OF THE GOVERNANCE CODE HERE:
www.charitiesregulator.ie/media/1609/charities-governance-code.pdf

It is important for an organisation to understand and distinguish between the **theoretical** environment around good governance on one side and good governance in **practice** on the other side. An example of two core principles that might be difficult to implement in everyday life are those of **Working effectively** and **Exercising control.** In summary, these principles require that the board of directors represent a variety of skills, experience, and backgrounds and that they work to ensure that the company abide by all legal requirements and actions. Not-for-profit boards usually consist of volunteers who are driven by an admirable wish to contribute to the local community. However, it can be frustrating for some to be required to devote a significant amount of time to administrative and legal responsibilities when they might be more interested in day-to-day practices, operational matters, and community engagement.

Another potential issue is that there might simply be a lack of staff with the necessary expertise on legal and regulatory matters. The ideal board in a non-profit organisation would consist of a mix of relevant professionals, such as accountants, solicitors, and members that represent the community.

You can use the following questions to discuss and reflect on the role and expertise of your organisation's board of directors[7]:

- Is there clarity on the roles of the board and the roles of staff?
- Are there written and agreed role descriptions for all directors of the board?
- Do all the directors fully understand the business and attend meetings?
- Are there set terms for board members to ensure rotation?
- Does the board have a succession plan?
- What is the risk management framework?
- Is the board being fully challenged on performance and decision making?
- What matters are reserved for board decision / approval?
- How well is the board prepared for a governance review?

HELPFUL TIPS

TO ENSURE THAT YOUR BOARD HAS THE NECESSARY MIX OF SKILLS AND COMPETENCIES

Conduct a skills analysis of the board members' skills, knowledge, and competencies according to the **Governance Code** to identify the boards strengths and weaknesses. Basically, this means ensuring you have people with the following skills (think about someone who has acted in a professional role for an organisation your size or larger) in at least the following:

- Financial
- HR (if you want to hire people)
- Legal / Governance
- Your area of work
- And any other specific skills you need to achieve the goals in your plan or funding agreements

If you don't have people who match these skills, you will need to recruit new members. To do this try the following:

- Write a brief role description (see appendix for samples) and ask for CVs
- Contact Board match and put role description online www.boardmatch.ie
- Contact Volunteer Ireland and put role descriptions up as a voluntary role www.volunteerireland.ie to find your local centre
- Ask all your contacts to think as to whether they know someone suitable for the role
- Prioritise and provide inductions and on-going training for board members and communicate clearly to potential directors the impact on their time commitment to the board

7 https://governanceireland.ie/why-you-need-good-governance/

3.3 Governance Resources

TOPICS WITHIN LEGAL STRUCTURES AND STATUS

Types of legal structures and management models
www.irishstatutebook.ie/eli/2014/act/38/enacted/en/html
www.pobal.ie/app/uploads/2018/06/managing_better_01_governance.pdf
www.cro.ie/Registration/Company/Company-Type-Information.
www.icos.ie

Setting up a company
www.cro.ie/en-ie
www.cro.ie/Publications/Company-Forms
www.odce.ie/en-gb/faq/companies.aspx

Charities – Definition and charitable tax exemption
www.charitiesregulator.ie/en
www.charitiesregulator.ie/media/1544/what-is-a-charity-rev-001.pdf
www.irishstatutebook.ie/eli/2009/act/6/enacted/en/print
www.revenue.ie/en/companies-and-charities/charities-and-sports-bodies/index.aspx
www.revenue.ie/en/tax-professionals/tdm/income-tax-capital-gains-tax-corporation-tax/part-07/07-01-07.pdf

Change of Company name
www.cro.ie/Portals/0/Leaflets/Info%20Leaflet%208.pdf

Governance hand book
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Governance-Manual.pdf

Terms of Reference for Governance and Finance Subgroup
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Terms-of-Reference-for-Governance-and-Finance-SG.pdf

TOPIC WITHIN THE BOARD OF DIRECTORS

Requirements, responsibilities, and duties of Directors
www.pobal.ie/app/uploads/2018/06/managing_better_01_governance.pdf
www.cro.ie/Portals/0/Leaflets/Info%20Leaflet%2036.pdf
www.odce.ie/Portals/0/Information%20Booklets%202014%20Act/Directors%20LoRes%2031%20Jan%202019.pdf
www.cro.ie/Portals/0/Leaflets/Info%20Leaflet%2036.pdf

Good Governance and the Governance Code
www.charitiesregulator.ie/en/information-for-charities/charities-governance-code
www.charitiesregulator.ie/media/1609/charities-governance-code.pdf
www.governancecode.ie
www.pobal.ie/app/uploads/2018/06/managing_better_01_governance.pdf

The Company Secretary
www.odce.ie/Portals/0/Information%20Booklets%202014%20Act/Secretaries.pdf
www.cro.ie/Portals/0/Leaflets/Info%20Leaflet%2016.pdf

Meetings of the Board of Directors
www.odce.ie/Portals/0/Information%20Booklets%202014%20Act/Companies%20-%20LoRes%20(%20Jan%2019).pdf

Managing conflicts of interest
www.charitiesregulator.ie/media/1417/managing-conflicts-of-interest-may-2018.pdf

TOPICS WITHIN LEGISLATION FOR COMMUNITY AND VOLUNTARY ORGANISATIONS

Data Protection Legislation www.dataprotection.ie
Freedom of Information Act 2014 www.irishstatutebook.ie/eli/2014/act/30/enacted/en/html
Child Protection www.tusla.ie/children-first
National Vetting Bureau (Children and Vulnerable Persons 2012-16) www.irishstatutebook.ie/eli/2012/act/47/enacted/en/html www.revisedacts.lawreform.ie/eli/2012/act/47/revised/en/html
Regulation of Lobbying Act 2015 www.lobbying.ie
Employment Equality Law www.ihrec.ie/your-rights/ www.workplacerelations.ie/en/publications_forms/wrc-quick-guide-booklet-eng-.pdf
Health and Safety Legislation www.hsa.ie/eng
Public Procurement Guidelines www.gov.ie/en/publication/c23f5-public-procurement-guidelines-for-goods-and-services/?referrer= www.etenders.gov.ie
Ethics in Public Office www.sipo.ie/acts-and-codes/guidelines
Official Languages Act www.coimisineir.ie/index?lang=EN
Code of conduct www.gov.ie/en/publication/0918ef-code-of-practice-for-the-governance-of-state-bodies
Public Sector Equality and Human Rights Duty www.ihrec.ie/our-work/public-sector-duty

04

Human Resources

4.1 The Human Resources (HR) guidebook or policy

The HR function is responsible for a wide variety of responsibilities and tasks related to the company and employees such as:

- Recruiting employees
- Developing and administering benefits including pay, sick leave, holidays, bonuses, retirement plans, and health plans
- Training and development of employees, including job skills training, career planning, policy and legal training, and team building
- Monitoring employee performance
- Carrying out performance appraisals and working with the employee to achieve a positive outcome based on these appraisals
- Promoting the organisation's culture by addressing issues related to job satisfaction, environmental circumstances, and office politics

While the HR function, especially in smaller organisations, may be primarily carried out by senior management, some organisations engage the services of a HR expert / company to advise them on their HR matters. This can be an expensive option but can provide reassurance to employers and boards of management that all of their HR matters are being dealt with correctly and efficiently.

All details related to HR should be gathered in your organisation's **Human Resources guidebook or policy**. This describes all processes to support and manage your workforce. While this is not a comprehensive guide to employment law, it should provide an overview to both management and staff on rights, entitlements, and obligations that inform your processes for managing employment from the beginning to the end of an employee's time with your organisation.

Some organisations will also provide a staff handbook, which can be a shorter, more basic outline of the HR and other core policies. If you have one of these, staff and volunteers should be provided with a copy during their induction. This is best practice.

Overall, the many areas within HR described in a HR guidebook can be divided into three broad categories:

- **Legal guidelines:** These are strictly related to the legal requirements and must be dealt with in accordance with the law. There are several pieces of legislation and codes of practice to which both employers and employees must adhere to in relation to employment. A full list of legislation is listed in the appendix and accessible information about employment for employees is available from NERA (the National Employment Rights Authority).
- **Good practice:** This refers to practices where you strive to act on what you ought to do or should aspire to do. Good practice generally comes from research, policy, and other literature relevant to this area, including guidance from IBEC (Irish Business and Employers Confederation) and NERA, and other groups with expertise in Human Resource Management (HRM) and related fields.
- **Customs and practices in the company:** This refers to the procedures or processes included in the guidebook that have evolved over time and are now embedded in the company policy. All these processes and procedures must be in line with the law.

4.2 Principles Guiding Human Resource Management

The following lists standard good practice principles for Human Resource Management and refers to law and legislation where required. This list can be included in your organisation's HR guidebook as foundational principles for policies and procedures:

- **Adherence with the Law:** all Human Resource processes are conducted in line with Irish and European law.
- **Fair, honest and transparent:** all Human Resource processes are applied equally and in line with these procedures to all employees, with due consideration for personal and professional circumstance considered at all times.
- **Efficiency:** all processes are completed as efficiently as possible and without undue delay. This is not to the detriment of good and considered decision making, and adequate time is taken in all decision-making relating to employees.
- **Quality:** all Human Resources processes are in line with good practice standards and from an agreed framework or evidence-based practice guide. Quality staff management processes are more likely to produce better services for the clients.
- **Equality:** always operate according to principles of equality for all employees and potential employees, adhering strictly to employment equality legislation.
- **Performance improvement & leadership:** Company should be committed to processes that support performance improvement, staff development, and the delivery of high-quality services. Encourage staff to take on leadership roles and grow in their roles.
- **Skill development:** be committed to the professional development of employees and recognise your responsibility to support the development of skills and abilities for full performance within their positions, and for career advancement.
- **Resource constraints:** ensuring that skills development is supported where possible, although budgetary constraints do not always facilitate this.

4.3 Motivation and engagement among staff

Non-profit organisations have an extremely valuable advantage because most of their employees base their career choice on interests, values, and passion. As most non-profits have tight budgets, money is usually not the motivation that drives people to join this type of organisation and to keep working there. Research shows that motivation among people working in the non-profit sector is intrinsically linked to three factors, namely, personal connection to one's work, personal desire to make a difference and personal desire to perform[8]. While many non-profit organisations can hire great people, they risk losing staff if they are not kept motivated and engaged.

Employee engagement is crucial for many reasons. It is associated with optimism and contentment among staff as well as with an increased ability to focus on their work, have higher productivity levels, greater commitment to the organisation's goals and mission, and a lower level of turnover among staff. Engagement is, in other words, a great way to make your organisation efficient, sustainable, and attractive for its users.

8 Renard, M. & Snelgar, R.J. 2016, "How can work be designed to be intrinsically rewarding? Qualitative insights from South African non-profit employees", SA Journal of Industrial Psychology, vol. 42, no. 1, pp. 1-12.

In terms of ***how*** to create an environment that fosters engagement, there are some common factors that tend to be highlighted in research on the topic[9].

These are:

- Having **supportive relationships** with managers
- Having supportive co-worker relationships and **positive teamwork**
- Receiving positive and **frequent feedback**
- Having feelings of **control and choice** over one's work
- Being and feeling **involved in decision-making** processes relevant to one's work
- Having a **sense of connection** with the organisation and its purpose
- Perceiving the organisation as **fair and supportive**
- Having the necessary **resources** to do one's job
- Having **opportunities** to grow and learn
- Having clear **expectations and goals**
- Having a well-balanced **tasks and skills** variety in one's job role

It is useful to have a method to measure staff engagement every 1 – 3 years. You may wish to align this with other processes such as strategic planning or board reviews. It helps if you can compare data year to year (or survey to survey), or if you can use a benchmarked tool (see tables for a not-for-profit tool).

While having a **formal retention strategy** is currently not the norm among non-profits internationally[10] it is recommended to have such a strategy in place because it creates awareness of the importance of keeping staff motivated and engaged. One fundamental starting point for creating a retention strategy is to measure your **retention rate**, which refers to the metric system that measures the percentage of employees who remain employed over a specific period of time. This will help you keep track of your efforts and see if your strategy is working.

YOU CAN FIND HELP ON HOW TO DO THIS HERE:
www.peoplehr.com/en-gb/blog/benchmarking-employee-turnover-how-do-you-compare

The next step is to check if you know why your employees are leaving in the first place. If you want to keep your staff for a longer period, the importance of understanding their reason for leaving cannot be underestimated. An easy way to do this is by conducting exit interviews every time a member of staff leaves, including volunteers. You can use this information to analyse and identify trends and use their feedback in your strategy to minimise employee turnover.

At this point you will know more about your staff engagement and turnover, and you will also know the main reasons for leaving the organisation. The next step is to create a plan to keep staff. Ask yourself what can you do to retain your employees in the organisation.

9 http://qualitymatters.ie/wp-content/uploads/2021/06/Engagement-Insight-Literature-Review.pdf
10 https://www.nonprofithr.com/wp-content/uploads/2016/04/2016NEPSurvey-final.pdf

The following list summarises good practice for increasing staff engagement and commitment and suggests different things you can do to nourish your employee's motivation in everyday work life:

SET WEEKLY/MONTHLY GOALS

While your organisation will have big, visionary goals as part of your overall strategy, setting smaller weekly goals can be incredibly motivational. Apart from praising your employees when they reach these smaller goals you can also consider rewarding the team.

SHOW THAT YOU TRUST YOUR EMPLOYEES TO LET THEM LEAD

In general, people like to be given responsibility from their managers because it is a sign of trust. You can do this by letting them lead occasionally when you run meetings (i.e., team meetings / onsite projects)

GIVE FEEDBACK AND SEEK FEEDBACK

When employees feel that their opinion counts and that they are being listened to, they will become more dedicated and engaged. If you talk to your employees often and take time to genuinely consider their feedback and comments you will promote a culture in which employees do not feel intimidated to speak up and share their opinions and insights. You can also do this in a more structured way by facilitating meetings where important conversations can happen, and feedback can be given.

BE VERY CLEAR ABOUT VALUES, NEEDS, AND EXPECTATIONS WHEN HIRING NEW PEOPLE

This will increase your chances of attracting employees that fit your organisation and who feel drawn to your goals, vision, and values. Make sure your interview questions and other assessment methods reflect these.

BUILD A CULTURE OF TRUST

While this might be easier said than done, there are certain things you can do to show that you are serious about building trust. Autonomy and transparency are powerful forces when it comes to trust building. You can show that you trust your employees by encouraging ***them*** to find new, creative ways to solve problems and, whenever possible, allow them to guide the direction of your organisation. Another way to establish trust is to consistently keep your employees updated on where the organisation is headed and encourage them to share their opinion on this.

DO NOT FEAR DISAGREEMENT AND CONFLICTS

Most organisations will encounter conflict at some stage. When handled well, conflicts cannot only be resolved, but channeled into creative energy and ideas, that can lead to innovation and positive changes in approach, solutions, and everyday practices. Dealing with conflicts does, however, require certain skills and training and if you are in doubt about how to handle conflicts, it is important that you seek advice.

YOU CAN FIND GREAT GUIDANCE ON CONFLICT RESOLUTION IN NON-PROFIT ORGANISATIONS HERE:
www.nonprofitrisk.org/wp-content/uploads/2016/11/RME_Spring_2016.pdf

RESOURCES ON GENERAL HR AND RECRUITMENT OF STAFF

The Wheel´s Good Practice Guide on Human Resources
www.wheel.ie/sites/default/files/media/file-uploads/2019-04/19212-The%20Wheel%20Workplaces%20That%20Work%20WEB.pdf

Pobal Managing Better series on Human Resources
www.pobal.ie/app/uploads/2018/06/Managing-Better-volume-3-Human-Resources.pdf

Matching individuals who wish to volunteer with organisations that require skilled board members
www.boardmatch.ie

The Wheel's advertisement for community and voluntary sector jobs, volunteering opportunities, and tenders
www.wheel.ie/jobs

Activelink's advertisement for community and voluntary sector jobs, volunteering opportunities, and tenders
www.activelink.ie/vacancies

Dóchas advertisement of paid jobs and voluntary opportunities in the field of global development
www.dochas.ie

Recruitment of volunteers
www.volunteer.ie

National database where you can post volunteer positions and look for potential volunteers
www.i-vol.ie/post-a-volunteering-opportunity

Recruitment and Selection Policy
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Recruitment-and-Selection-Policy-Template.pdf

Sample Terms of Reference for a HR Subcommittee
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Terms-of-Reference-for-HR-Sub-committee.pdf

RESOURCES ON WORK CULTURE & LEARNING AND DEVELOPMENT

Here you can read about places that have been nominated 'best workplaces'
www.greatplacetowork.ie

Insight engagement – a benchmarking and validated engagement tool for the Irish not for profit sector
www.qualitymatters.ie/insightengagement

'Excellence Through People' is a certification scheme designed to help organisations engage better with employees. You need to pay for this. You can contact them to get a quotation
www.nsai.ie/certification/management-systems/excellence-through-people

Community Centre Manager Support Manual
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/Community-Centre-Managers-Support-Manual.pdf

RESOURCES ON EMPLOYMENT RIGHTS AND RESPONSIBILITIES

Citizen's information on Employment support schemes www.citizensinformation.ie/en
Statutory Redundancy Information and Calculator www.welfare.ie/en/Pages/secure/redundancycalculator.aspx
The Revenue's code of practice for determining the employment or self-employment status of an individual www.revenue.ie/en/self-assessment-and-self-employment/documents/code-of-practice-on-employment-status.pdf
Department of Social Protection Information from Department of Social Protection for employers on PRSI, benefits and redundancy www.gov.ie/en/organisation/department-of-social-protection
Revenue Code of Practice for Determining Employment Status www.revenue.ie/en/self-assessment-and-self-employment/documents/code-of-practice-on-employment-status.pdf
Congress website - The umbrella organisation for trade unions www.ictu.ie
National Employment Rights Authority www.nera.ie
The Labour Relations Commission www.lrc.ie
Employment Rights Ireland www.employmentrightsireland.com

OTHER HR RESOURCES

Carmichael Payroll outsourcing and other services for smaller organisations www.carmichaelireland.ie/what-we-do/services/payroll-and-accounting-services/
Information on Garda Vetting www.garda.ie/en/about-us/online-services/garda-vetting/
Carmichael Performance Appraisal guide www.carmichaelireland.ie/resources/performance-appraisal-make-it-meaningful-and-motivational/

05

Finance and Procurement

5.1 Basic good practice

Financial management is a key part of operating a community facility in a sustainable way. The key processes involve keeping accurate accounts and records, monitoring, planning, and reviewing. It is very important that finance is managed in an efficient, structured, and transparent way. In practice, this means having **appropriate financial management systems** in place, strong **internal controls**, a detailed **finance policy** and a clear **finance strategy.**

The Board has final responsibility for an organisation's financial management, and this needs to be part of the organisation's short and long-term strategic planning process. Consequently, the responsibility of day-to-day management of finance can be delegated fully to the staff, treasurer, or an accountant, but the board must maintain oversight and ensure checks and balances.

There are multiple benefits of good financial management, such as:

- It ensures that the organisation uses its resources in the best way possible
- It supports greater accountability
- It ensures that the organisation keeps a good reputation among stakeholders and funding bodies.

All these parameters are important for the organisation's overall stability and sustainability.

The integral key principles for best practices within a company's financial system are:

- **Consistency:** to ensure that the systems put in place remain consistent over time
- **Transparency:** to ensure that the organisation makes all financial information available to all key stakeholders
- **Compliance:** to guarantee that all the financial systems comply with accounting standards

YOU CAN FIND GREAT SUPPORT FOR DEVELOPING AND IMPLEMENTING INTERNAL FINANCIAL CONTROLS WITHIN YOUR ORGANISATION IN THIS GUIDE BY THE CHARITIES REGULATOR:
www.charitiesregulator.ie/media/1081/financial-controls-guidelines-june-2017.pdf

5.2 Introduction to Planning and Budgeting

An organisation's budget tells the story, in monetary terms, of what the organisation's plans and goals are. This should be finalised prior to the commencement of the financial year. It will help you make financial decisions and monitor expenditure during a year or a specific project. You will also need a budget to apply for a grant, because you need to let the funder know what you need the grant for, and what other money, if any, you will be receiving or contributing towards a project. A good strong robust financial system is recognised positively by all funders. Funders need to be assured that any resources they allocate to your organisation will be managed transparently and will be used in accordance with the funding criteria.

Strategic planning, business planning and **budgeting** go together in the sense that the main aim of an annual business plan is to reflect and implement the strategic goals of your organisation. This means that in terms of budget allocations, priority will be given to issues that provide direction for the strategic plan and future goals. As part of the budget planning, you should consider the estimated timing and amount of cash flows, both in and out. This ensures that your organisation/company will be able to plan a potential need to use **reserves,** which refers to the capital of an organisation that is not designated for any specific purpose. Reserves can be used in cases where there is a gap in time between necessary spending and when grants come in, and/or in the case of reduced income or changes in circumstances.

One of the main reasons for a company to have reserves relates to the possibility that funding, for some reason, will be unattainable, reduced, or cut. Should this happen, you will need reserves to fund any agreed expenditures until you manage to guarantee alternative funding to cover your expenses.

YOU CAN FIND A DETAILED AND EASILY COMPREHENSIBLE GUIDE TO RESERVES HERE:
www.charitiesregulator.ie/media/1919/guidance-on-charity-reserves-final.pdf

5.3 Financial Roles and Responsibility

Staff with a professional accountancy qualification are your key assets in relation to economic management. However, if you succeed in creating a workplace where fiscal management skills are shared throughout the organisation, with overall responsibility with the board of directors, it will be necessary to ensure that there are sufficient checks and balances by a qualified person to provide assurance to the board that everything is being carried out professionally, consistently, and to a high standard.

OVERVIEW OF THE ROLES AND RESPONSIBILITIES IN FINANCIAL MATTERS[11]:

Board of Directors	• Responsible for long term stability in relation to financial performance • Each board member must understand their role and responsibilities in financial matters and ensure adherence to legal requirements • Approve policy and ensure its application • The board must approve a realistic budget annually
Management Team (This could be the CEO, manager, or a small management team)	• Ensure implementation of policy and all checks and balances • Monitor and compare financial results against planned budgets. In the case of variances, activities are modified to ensure the organisation is in line with its budget • Plans and monitors cashflow so it is possible to meet obligations • Prepares budgets and aligns with operating needs
Staff This could be a financial administrator, or external accountant	• Manage finance in line with the organisation's policy • Competent staff must prepare and analyse financial reports in a consistent, accurate, and timely fashion • Raise any concerns as soon as possible with management

11 https://www.pobal.ie/app/uploads/2018/06/Managing-Better-volume-2-Financial-Management.pdf

5.4 Audit of Financial Statements

Organisations are required to keep books of accounts on their financial affairs. These books are then used to prepare their financial statements which, in short, show the origin of an organisation's money and where it is now/how it has been spent. All financial reporting and management activity is based on bookkeeping, which should be performed in an accurate, detailed, and timely manner.

The key principles to apply in good financial book-keeping are straightforward:

- You should keep and record ***all income received*** and ***all payments made***
- It is imperative that all income received **is lodged** into the organisation's bank account so there is a **true and accurate record** of all income.
- In following these key steps, it creates ease for which you can **track and evaluate** your company's financial status at any given moment
- It is the **statutory duty** of the directors of a company to prepare the financial statements on an annual basis

The audit examines the financial statements with the aim of giving the organisation's board of directors an independent, professional, and informed evaluation of the financial statements of the company to confirm that:

- The records have been prepared according to the Companies Act 2014 and any other relevant legislation and accounting standards.

  YOU CAN FIND THE COMPANIES ACT HERE:
  www.irishstatutebook.ie/eli/2014/act/38/enacted/en/html

- The records should provide a true and fair picture of the organisation's affairs, surplus or deficit, and its assets and liabilities for that year

There are various types of audits:

External Audits are performed by accountancy companies specialising in audits to prepare a neutral and an independent evaluation of the organisation's financial statements.

External Grant Audits are conducted to ensure that any grants are spent in a way that corresponds with the agreement of the funding body, including the planned activities and the agreed budget. These are usually conducted by the funder or by a representative for the funder. The engagement of an auditor by your organisation is managed through a letter of engagement which must contain various clauses.

Internal Audits can be conducted by the organisation's own employees or by an appointed consultant. They focus on evaluating the efficiency of an organisation's risk management, governance, and internal control processes. Internal auditors report back to the board of the directors for the group and make recommendations for improvement where relevant. Set up a finance and audit committee as this is considered as best practice for larger not-for-profit organisations or charities. This committee should meet as regularly as required to enable it to report to the board with confidence on the effectiveness of financial practices.

YOU CAN READ MORE ABOUT THESE CLAUSES AND OTHER IMPORTANT DETAILS ON THE AUDIT HERE:
www.pobal.ie/app/uploads/2018/06/Managing-Better-volume-2-Financial-Management.pdf

5.5 Finance and Audit Resources

WHAT IS IT?

Pobal Managing Better series: Financial Management
www.pobal.ie/app/uploads/2018/06/Managing-Better-volume-2-Financial-Management.pdf

CRO information leaflet on annual return and financial statement requirements
www.cro.ie/Portals/0/Leaflets/Info%20Leaflet%2023.pdf

A checklist to ensure consideration is given to the appropriate controls/processes required
www.charitiesregulator.ie/media/1081/financial-controls-guidelines-june-2017.pdf

The Charity Regulator's guidelines focusing on Internal Financial Controls
www.charitiesregulator.ie/media/1333/internal-financial-controls-guidelines-for-charities.pdf

The Wheel brief guidance when reviewing your financial management system
www.wheel.ie/advice-guidance/managing-your-organisation/financial-management-nonprofits/financial-controls

Carmichael templates for organisations to help meet compliance requirements in annual reporting
www.goodgovernanceawards.ie/resources/#toggle-id-1

Carmichael guidance on how to improve annual reports and financial statements
www.carmichaelireland.ie/app/uploads/2021/01/Improving-Your-Annual-Report.pdf

Revenue's information on taxation issues can be found on their website
www.revenue.ie/en/search.aspx?q=charities

The Circular outlines the public economic management principles, procedures, and additional reporting requirements to be followed in the management of grant funding provided from public money
https://circulars.gov.ie/pdf/circular/per/2014/13.pdf

Guidance on Charity Reserves
www.charitiesregulator.ie/media/1919/guidance-on-charity-reserves-final.pdf

Sample budget template
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/Sample-budget-template.xlsx

Brief guide to explain some of the legal duties and rights of auditors under the Companies Act.
www.odce.ie/Portals/0/Quick%20Guides%202014%20Act/Auditors%20-%20Lo%20Res.pdf

Informational booklet on the principal duties and powers if auditors
www.odce.ie/Portals/0/Information%20Booklets%202014%20Act/Auditors.pdf

The requirement to prepare audited annual accounts is set out in the Companies Act 2014 which can be found here
www.irishstatutebook.ie/eli/2014/act/38/enacted/en/html

Financial policy template
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Financial-Policy-Procedure-Manual-Template.pdf

Finance policy and procedures hand book
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Financial-Management-Policy.pdf

5.6 Procurement

The objective of procurement is to ensure transparency and equity is always applied in procuring goods and services. All organisations in receipt of funding from any public body are required to operate within Government procurement guidelines. This is applicable to the awarding of contracts for supply of goods and services. When making purchases of goods or services, formal procedures must be followed. While there are some general basic rules and principles that apply in the process of purchasing good and services, the process varies depending on the value of the expenditure to be undertaken.

General guidance and principles when purchasing or agreeing contracts of supply:

- The Centre Manager must make sure that all expenditures are approved by the Board within the agreed limits set out in the company's financial policy and procedures document
- Payments are made based on the production of an invoice
- All products and services purchased must be exclusively for the use of the centre
- Purchase invoices should be processed and paid in line with the payment policy of the centre
- All routine expenditure must be approved in advance by the Centre Manager and supported by an original invoice and/or receipt
- Any extraordinary payments (over a limit that has been agreed in advance and which is noted in the finance policy or board handbook) must be pre-approved by the board before the expenditure takes place
- Good value for money must be central to the choice. It is recognised that this may not necessarily be the lowest price but may also take other factors into account such as-quality/support. A record of decision making should be kept for all significant purchases
- There must be no special influencing factor affecting the decision. Any member of the Board of Directors who has a beneficial or other commercial interest in the decision, must declare a conflict of interest and must abstain from the purchasing decision

PURCHASE AMOUNT	SPECIFIC CRITERIA
up to €3,000 (non-recurring purchases only)	• A minimum of one quotation to be sought • Approval by authorised approver in accordance with the organisation's financial policies and procedures document
up to €6,000 (Works, Supplies or Services)	• A minimum of three quotations to be sought
€6,000- €25,000 (Works, Supplies or Services)	• Supplies or service contracts between €6,000 - €25,000 require a written invitation to quote. • Three independent quotations are required. These quotations must be in writing and must set out the price, terms, and any specifications. • The quotations must be retained and a record of the decision must be made in the minutes of the relevant meeting. This should include notes as to the measures taken in inviting suppliers to quote and the reason(s) for the selection made
€25,000- €50,000	• A minimum of five quotations to be sought • Approval by board of Management • Evaluation report to be completed and retained on file • The quotations must be retained and a record of the decision must be made in the minutes of the relevant meeting. This should include notes as to the measures taken in inviting suppliers to quote and the reason(s) for the selection made.
Over 50k	Evaluation of tenders • For expenditure of this level, a committee should be formed. This may include external specialists who have the expertise to assist the group in making the best choice. If the project is grant aided, the funding body should also be invited to participate. • It may be appropriate to invite the most competitive candidates to attend and elaborate on proposals for technical or consultancy projects. However, care must be taken to avoid dialogue with candidates which could be seen as "post tender negotiation" on price or changes to tender specifications. • It may be necessary to make a shortlist of tenders in order to reduce the number or in order to obtain further information. This procedure should be documented by way of a report • An evaluation report on all tenders should be prepared. The contract should ideally be awarded to the lowest quotation, but other factors must also be considered such as supplier competence, quality of service, overall value for money and references • The reason for the final choice must be recorded in the minutes of the meeting when the decision is made.

HELPFUL TIPS

FOR PROCUREMENT

- **Conduct and analyse research before writing your request for tender** to understand the market, explore the options that are available, and find out about new products/ solutions. The latter is particularly important around IT where significant developments of options or good practice are common.
- **Write a brief request for tender and have an experienced person check this for quality reasons**. This is especially relevant if the request involves technical specifications. Encourage the experienced person to provide any suggestions for improvement, for instance they might be able to propose a better way of meeting the objectives than the one suggested. Include a section on:
  - Objectives
  - Process
  - Timeline
  - Cost
  - Criteria for decision making
- Develop a marking schedule. It might be relevant to look for the cheapest option if you are clear on what you are looking for, for instance "10 new Acer Aspire XC-1660 Desktop PC's". However, if there are some unknown factors and solutions could range in scope, type, and price, for instance when looking for a new lighting system or a strategic plan to be developed, you are best to set a guideline price and develop a marking schedule. This should clarify how you will make the decision, i.e., "Experience 20%, Product description / methodology 20%, Price 60%". This ensures all tenders meet the requirements and are evaluated in a fair and structured manner.

5.7 Procurement and Tendering Resources

WHAT IS IT?

Office of Government Procurement website
http://ogp.gov.ie

Office of Government Procurement has developed this guidance to assist procurement practitioners in managing procurements
www.etenders.gov.ie

06

Fundraising

Innovation and development programmes frequently require additional fundraising to get these off the ground. In some cases, community and voluntary services may also need to fundraise to supplement funding for core services. Securing funding can be demanding and is often in addition to other management tasks. However, conducting research systematically, should enable an organisation to identify the funding opportunities that are suitable for their particular community facility and formulate efficient funding applications that will be successful, at least some of the time. In general, getting initial grants can be the most difficult task as many funding agencies like to invest in projects who have already shown themselves to be successful and have a proven track record.

6.1 Fundraising for core costs and using a full cost recovery model

There are many kinds of grants, ranging from small voluntary sector grants on one side of the scale to large grants given out by international foundations. Some grants priortise projects with a specific focus, i.e., mental health or youth engagement, and others on purchasing capital. Grants that cover core staff costs are less frequent and this can pose a challenge if the organisation needs to subsidise its core staff costs.

One way to address this challenge is to use **a full cost recovery model.** This means splitting the costs of programme operations across all individual programmes/projects that you run. So, for instance if you are applying for €10,000 for a new youth programme, €2,000 of this may be towards the core costs of the organisation, i.e., rent, power, insurance, and management or admin time. This model means core costs are supplemented and provide a real estimate of how much one-off projects actually cost (i.e., they should contribute to building and staff costs). Of course, funders prefer that overheads are kept as low as possible. The amount of funding you apply for is always a judgement call. As a rule of thumb, overheads tend to be between 5 – 20% with a safe median of between 10 - 12%. Your calculation will depend on the number of individual programmes you run and your costs and funding model. It can be useful for the board to agree that all funding applications will utilise a full cost recovery model and to agree on a percentage that you will use to calculate this across all applications.

6.2 Where to find out about funding options

Most funding schemes are only open for applications at certain times, so it is crucial that you keep yourself constantly updated so as to not miss out on funding opportunities. Here are some tips for what you can do to begin to keep track of available grants:

WHAT IT IS
Fingal County Councils Community Development Office Grant Schemes including application forms and information on the funding criteria. www.fingal.ie/council/service/community-activities-funding-scheme
Subscription to receive Activelink's twice weekly newsletters aimed at the community and voluntary sector with information about funding and fundraisers. This is free. www.activelink.ie/newsletter-info
Subscription to the Wheel's Funding point service, which is an online database of 800+ grant schemes for the Irish community and voluntary sector. This costs 125 Euro for Members of The Wheel and 200 Euro for non-members www.wheel.ie/funding/subscribe

WHAT IT IS

Fingal Public Participation Network's grant overview and information on how you can identify grants. This is free. www.fingalppn.ie/resource/grants
Rethink Ireland www.rethinkireland.ie
The NTR foundation is an independent philanthropic organisation that provides multi-annual support for innovative environmental projects www.ntr-foundation.org/projects-we-support
Social Entrepreneurs Ireland provides programmes comprising funding, training, and supports for social entrepreneurs www.socialentrepreneurs.ie
Heritage Council – Supporting community- based projects that conserve Ireland's heritage www.heritagecouncil.ie/funding
Sustainable Energy Authority of Ireland Better Energy Communities – For community-based energy efficiency projects. www.seai.ie/grants/community-grants/
The National Lottery disburses large amounts of money for charity. On their website you can read about how to apply for the various streams of funding. Generally this requires support from your local health services. www.lottery.ie/useful-info/apply-for-good-causes-funding
Pobal provides management and support services to these programmes on behalf of Government. www.pobal.ie/programmes
The Ireland Funds is a global philanthropic network. On their website you can find a selection of grant opportunities for community groups across various fields www.irelandfunds.org/grants
Community Foundation for Ireland administers a range of grant schemes that can be found here www.communityfoundation.ie/grants/types-of-grants
ESB's Energy for Generations Fund sees €1m per year disbursed through a quarterly fund to charities working in the areas of suicide prevention, homelessness and education access and support. www.esb.ie/acting-responsibly/community-stem-and-the-arts/esb-corporate-responsibility
The Tesco Community Fund was launched to support local good causes in the communities around each of their stores throughout Ireland www.tescoireland.ie/sustainability/places/community-fund
The Coca Cola Thank You Fund support local Irish non-profit organisations by funding projects that matter to their communities www.coca-cola.ie/community/thank-you-fund

WHAT IT IS
The Supervalu - Sponsored Tidy Towns Initiative offers cash prizes to winning towns each year. In addition, Special Awards are held that highlight particular local environmental activities. www.tidytowns.ie
The Google Ad Grants programme is designed to help non-profits attract donors, raise awareness for their organization, and recruit volunteers with in-kind advertising on Google Search. www.google.ie/intl/en/grants
Community Volunteers is a pilot programme that gives organisations a chance to engage trained volunteers in local events/initiatives and at shorter notice when urgent needs arise in the community www.i-vol.ie/find-volunteers

Places to search for European Union grants

WHAT GROUP/ ORGANISATION/FUND IS IT?
Overview of EU – funded grants https://ec.europa.eu/info/funding
Access Europe is a support and capacity-building programme for Irish civil society organisations to better access EU funds www.accesseurope.ie
Léargas manages funding for organisations involved in any type of educational activity www.leargas.ie
The Life Programme provides funding for the support of Environment Climate Action projects throughout the EU where NGOs and community groups can participate. www.gov.ie/en/publication/7e5e8-life-programme

6.3 Securing Statutory Funding

In Ireland, the state is the most important provider of grants to non-profit organisations. These are referred to as **statutory grants** and can come from government departments, public service bodies (i.e., Túsla, the Department of Social Protection), local authorities such as City and County Councils, or be managed through Pobal. Multiannual grants are highly sought after and so, often competitive when these arise, there is always a much greater need for funding than there are funds available to adequately serve the need. For community services, local council funding is a good option to explore.

HELPFUL TIPS

FOR SECURING STATUTORY FUNDING

- Review the funding models of organisations doing similar work to your own. Try to match potential funding agencies with funds to the specific work you are doing.
- Understand and make a case on the problem you are resolving for this agency or the gap you are filling. This takes research and should involve speaking to key people in these agencies to understand their priorities. Remember, if there is an open-call or competitive process for funding they may be hesitant to be specific with you, as they may be careful to be seen as being fair to all organisations.
- Remember the adage 'ask for money get advice, ask for advice get money'. It can be a better strategy to build relationships and ensure common focus and priorities before being too direct about funding requests.
- Make a case for what you can offer; use research, needs analysis, a comparison between what is available in your area and others. But remember even when you have a strong case, this does not guarantee funding.
- Build political and agency support by creating well-positioned advocates for your work
- Often it can take years of relationship building with agencies prior to securing a grant, so having a longer-term strategic approach is useful.

6.4 Securing Philanthropy and European Union Grants

There are many different **trusts and foundations** that also provide grants. Traditionally these have been grounded within a philanthropical worldview but within recent years there has been a growth in corporate foundations giving out grants. Most grants have competitive calls, however there are also some foundations that directly approach organisations (and they sometimes have a regional focus), these foundations generally keep a lower profile, so to find them – look at who is funding local services.

The European Commission offers a large array of grants. While some of these funds are managed from Brussels, others are managed within specific countries, referred to as National Contact Points. The application process can be very complex and bureaucratic, so we advise that you compare the required resources to make an application with the potential financial outcome of the funding opportunity before starting to work on the application. Note that you will need to spend quite a lot of time on the application process and managing the fund requires a high level of administrative skills. There are different support organisations that can help you find appropriate grant streams and seek out potential European partners which is usually a requirement for EU grants (see link on previous page).

How to write a successful grant

1 INVESTIGATE AND PREPARE

Before you start writing anything, you should go through all the documents provided by the funder to make sure that you are eligible. Read the criteria thoroughly and make sure that you have understood everything correctly. If in doubt, you should consult a colleague, or you might be able to contact the funder directly for advice. If eligible, prepare a checklist of the information you need to provide. Not all funding agencies are perfect communicators and might not be 100% clear in their formulations. Therefore, if you are in doubt about the exact meaning of the wording of the funding guidelines, remember that most organisations will be happy to take a phone call or answer an email to explain anything you're not sure about.

2 GET TO KNOW THE FUNDING ORGANISATION

When writing your funding application, you need to show not only that you fulfil the specific funding criteria but also that you are a good match to the aims and objectives of the larger organisation. In general, people will want to work with people who share their values and beliefs. Once you have studied their vision and organisational aim, you can, to the extent that these corresponds to your own ideas, let these be reflected in the way you frame the application.

3 START FROM SCRATCH

Even if you are a well-known organisation, you should not take for granted that the funder knows anything about you. Keep in mind, that they might receive a huge number of applications and therefore you should clearly explain who you are, what you do, what your strengths are and what benefit you can bring to the project.

4 ASSESS YOUR STRENGTHS WEAKNESSES IN RELATION TO THE GRANT

Ask yourself what they are looking for and compare this to your strategic goals or actions plan (or the needs of the community), ideally you can match the funding objectives to something you were planning on doing anyway. If it doesn't exactly match – can you adapt the project slightly, so it does? But beware of mission drift – this happens when organisations change their goals and programmes, so they meet funder needs rather than that of the community. Review your strengths and ensure you have evidence of these (data, quotes, case studies), review your weaknesses, how can you address these: i.e., if you don't have experience in the area of work, consider partnership. If you don't quite meet the criteria, can you adapt the way you deliver your programme or include a new target group?

5 DEMONSTRATE YOUR EXPERTISE – USE STATISTICS AND REFERENCES

Explain how you will address the funds objectives. Be as specific as possible and use statistics as appropriate, and reference wherever possible (try to use footnotes to save space) for instance: "Women in Ireland are more likely than men to be poor, be single parents, be the main providers of unpaid care work, and work in precarious employment"[12]

12 CSO (2020) www.cso.ie/en/releasesandpublications/ep/p-wamii/womenandmeninireland2019/work/

6 EXPLAIN HOW YOU WILL COLLECT OUTPUTS AND SHOW OUTCOMES

It is important to explain what difference your project or service will make to people's lives. Ask yourself 'What are the real and positive differences we are seeking to make in the lives of our service users?' Try to show how you will record outputs and outcomes:

- **a** An output is what you do, i.e., a count of how many people will be served, how many hours of services are offered, or how many people are engaged – ensure you know what you will record, when, who will do it and how it will be kept.
- **b** An outcome is what changed as a result of what you do, i.e., improvement in mental health wellbeing, school attendance, confidence, community connection. This is best measured using scaled questions in a survey after the intervention (i.e., how much the following improved for you) or using a pre and post survey and contrasting the change between these two points.

7 KEEP THE LANGUAGE SIMPLE AND CONCISE

Make sure that what you say is clear and as to the point as possible. Avoid buzzwords, jargon and be critical about your choice of words; always ask yourself if there is a simpler way to say things without losing the meaning of what you want to say.

8 BE CAREFUL AND ATTENTIVE WHEN YOU COPY AND PASTE FROM OTHER APPLICATIONS

Readers will immediately notice if an application is based on too much 'copy and paste'. This makes it generic and less interesting, and it can make you appear disengaged in the process. Of course, you can copy and paste to a certain extent, such as factual information about your organisation but make sure that you tailor and check all that you copy carefully as mistakes can severely damage your credibility.

9 PROOFREAD

Inconsistencies and errors can damage your credibility and the funder might start doubting your professional skills. You should proofread yourself and then get someone else to do it also.

6.5 Resources on how to write funding applications

WHAT IS IT?
Beginner guidance on the essentials of fundraising from how to set realistic targets to engaging your board in fundraising. www.wheel.ie/funding/guidance/fundraising-essentials
Practical tips and guidance on how to write funding applications of high quality www.wheel.ie/funding/guidance/applying-to-grant-makers
Practical information and advice on how to source and apply for European funding streams www.wheel.ie/advice-guidance/eu-hub
Video with advice on how to apply for grants www.communityfoundation.ie/grants/grants-support-hub

6.6 Engaging corporate sponsorship

A corporate sponsorship is a form of collaboration between a non-profit organisation and a sponsor corporation, in which the sponsor organisations fund a project or programme managed by the non-profit organisation in exchange for recognition. The sponsor corporation may have its logo and brand name displayed alongside of the organisation undertaking the project or programme, with specific mention that the sponsor corporation has provided funding. Corporate sponsorship is not the same as philanthropic funding, which involves funding to causes that may not yield any return in terms of branding to the sponsor organisation. Please make sure that you are familiar with any rules that might apply when you receive funding through corporate sponsorships as there might be certain tax regulations you should be aware of.

An essential first step is to **build relationships and create awareness**. This will be your foundation for getting companies engaged in a sponsorship. While you can try cold calling companies to see if they would be interested in sponsoring you it will be easier to get access to the companies either if you have a contact person, or you, have managed to create awareness around your organisation and purpose. You can do this by attending networking and charitable events in the community, writing guest blogs on various websites and/or share your cause with the media and hope they pick up on it. It will be a lot easier to engage potential sponsors if the company knows your organisation and if you have a positive reputation as being dedicated to your cause.

In order to find out which companies are most likely to believe in your cause and see it as a good fit to their brand, you should research **potential sponsors** to understand their values and motivation. A first step is to study their corporate social responsibility profile; sometimes they will have listed particular causes that they care about on their website or through their social media profiles. You can also research other charity events of organisations that work in areas similar to yours and see if they have managed to get corporate sponsorships. Those companies will be likely to wanting to be associated with that particular cause in a wider perspective and might wish to sponsor your project too.

When you approach a prospective sponsor, **be very specific** about what you are asking for, whether this is monetary or/and in-kind support and what the benefits are for the sponsoring company. When you are looking for corporate sponsorships, it is hugely important that you **follow-up in a polite way** on your requests to potential sponsors. Ask them if they have any questions or would like to have more information about your request and ask if they have made any decisions on sponsoring your cause. If you get a rejection, this is a great opportunity to learn and make your next sponsorship request more successful. In order to learn, you can ask the company if they are willing to share any feedback and the reason for the rejection. It could also be that they really liked your cause and request, but the timing is not right because they have already distributed their budget for the year. This gives you a great opportunity to get back to them at the exact right time next year.

HELPFUL TIPS

FOR ENGAGING CORPORATE SPONSORSHIPS

- **Make contacts and build relationships**: find someone who can introduce you to the company. If you have a personal connection in the company, this is a great way to get access to the right person to talk about corporate sponsorships within the company
- **Try a cold call, a good pitch or write a letter:** where you speak to the heart and head: tell a story about the change you create and the need you meet
- **Be concrete**: let them know how much you need; what it will be used for and tell them how you will involve them. Make a visual 1-pager description of what your goal is and what you are asking for
- **Look for companies that share your values:** Keep in mind that a company's sponsorship has to align with their own brand and values. Get in touch with companies where you identify a shared mission
- **Link to their marketing goals:** Tell the company how you will help support people to learn about your shared values and the support they have given you. This will help the company link the sponsorship to their marketing goals
- **Frame the sponsorship as a mutually beneficial relationship**. While you will get concrete support from the sponsoring company, they will benefit from being associated with your cause.
- **Follow up and learn from rejections:** Ask politely if decisions have been made and if the company needs additional information about your request. If you get a rejection, ask for feedback, and use this to improve your next application

6.7 Resources on Corporate Sponsorships

WHAT IS IT?

The Wheel's brief introduction to corporate sponsorships
www.wheel.ie/funding/guidance/applying-to-grant-makers/applying-corporate-grant-makers

Public information on various aspects of Public Social Responsibility in Ireland
www.csrhub.ie

07

Community Development

7.1 Impact of a Community Centre based in a local community

A community can be a geographical area; for example, a local government region or a specific town, or it can be defined according to shared interests, identity, or characteristics. Community Development can be described as the process whereby members of a community are supported to engage in activities and take action on issues which would be considered important to them.

Community Development is grounded in principles that value the importance of empowerment, human rights, inclusion, social justice, self-determination, and collective action[13]. **When done well, Community Development has the potential to improve the lives of those living in the community by reducing social isolation and supporting dialogue between groups of people that do not normally interact with each other.** Eventually, community building can help create stronger and more connected communities.

Community Centres are incredibly important for a healthy, vibrant community. They are not just for seniors, not just for kids, not just for families. They can offer an enormous variety of educational, social and recreational activities, tailored to what the members of the community are interested in and in the end, improving the quality of life.

Here are some of the many ways Community Centres improve communities:

- **Enrichment Activities for all ages at Community Centres:** Community Centres offer something for everyone, programmes for all age groups and interests. This includes both group classes and opportunities for individuals to enjoy the resources provided by the Community Centre. Some of these programmes include gardening, yoga, language classes, personal development, chair aerobics, tai chi, creative activities etc
- **Bring Communities Together:** Community Centres serve as an affordable place for people to get physically fit, enjoy activities, and spend time with their family and friends. A Community Centre provides residents with a common setting to congregate for recreation and improve wellness.
- **Community and Inclusivity:** A community Centre's main purpose should be to provide opportunities for active living and recreation in a safe, inclusive environment. By creating a positive atmosphere, centres become essential to personal health and wellness. The social bonds that are created at Community Centres help build strong, safe and inclusive communities; social interaction, volunteerism, and civic pride. These spaces are meant for all ages, ethnicities and skills levels and should promote cultural diversity and inclusion.
- **Improving health and wellness:** A Community Centre should provide a convenient and fun opportunity for the community to stay fit. Physical activity has shown to decrease the risk of disease, improve physical and mental wellbeing, lower risk of injuries and premature death.
- **Impacting the youth and community members:** A Community Centre with the support of the local youth service and voluntary led youth groups can provide recreation or targeted programmes to help deter at-risk youth from antisocial activities. A friendly centre environment can encourage a cohesive sense of community where friends and family can meet and enjoy: exercise, fitness and conditioning; fun and entertainment; learning and education; relaxation; healthy lifestyles
- **Programmes and Events:** Community Centres can offer a wide range of space including meeting rooms, childcare, dance studies, one to one consultation rooms for community activities. Local community groups and organisations have the opportunity to avail of this space to deliver programmes and services that respond to a specific community need i.e. education and training services, child and family support services, disability support, rehabilitation services, youth programmes and services. Alternatively, a Community Centre can reach out and partner with these local organisations to deliver activities in the centre.

13 Kenny, S. (2007). Developing Communities for the Future (3rd ed.). South Melbourne: Thompson

7.2 Defining Community Development

While it is rather easy to understand Community Development in theory, and the key principles and values, it can be more complex to translate this into practice. This guide goes through some of the foundations of Community Development, with a specific focus on how this can be supported from a Community Centre, space, or physical resource perspective. Hopefully, this will give you some concrete ideas on how to engage with this very important aspect of running a community facility.

Figure 2: *The three key steps of community building*

7.3 Community Needs Assessment

A community is dynamic and behaves more like a living organism than something static like a building. Communities evolve and change over time, the needs change as people leave, and others arrive or when members' age or circumstances change. **For this reason, it is necessary to do a needs assessment every two to four years as part of your planning processes.**

A needs assessment aims to understand the local community. There is often a focus on the needs and wishes of people that are not currently engaged in local initiatives or are the most marginalised. When your organisation dedicates time to get to know your target groups, it will become much easier to initiate projects and activities that bring real value to community members.

When engaging in a community needs assessment it is important that you consider community members to be the experts in their lives and communities. The people doing the needs assessment need to have an open mindset and really listen to the community members' ideas and feedback.

The first step is to develop an overview of the information that you already have and clarify the information that you need to collect in order to develop a solid profile of the community. The following table shows the key areas to cover in a community needs assessment:

v

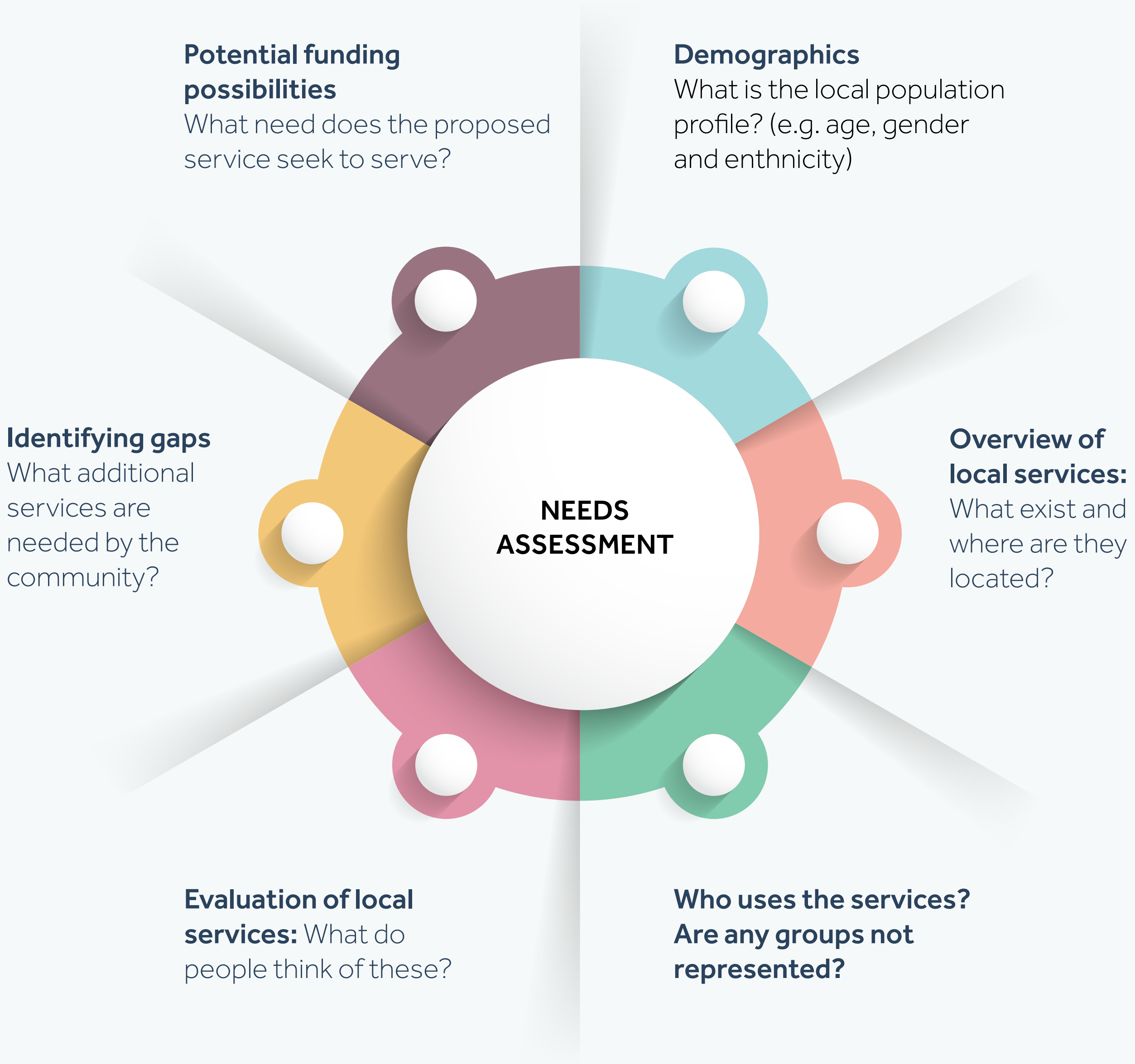


Figure 3: *Important steps when doing a needs assessment*

Start with existing data

While facility staff will often have a 'hunch' that a specific initiative is needed or that a certain group of people are not using the centre, it is important to have data to back up these hunches, not least to include this in funding applications. Desk research and analysis of census data are useful as they provide a factual foundation to your assessment. To develop a demographic profile, some useful online resources are:

1 LOOK AT CENSUS DATA ON www.cso.ie

On this website you will be able to find statistical data and reports, including a 'Census 2016 Sap map area: County Fingal' which provides detailed information on parameters such as demographics, housing, education and employment in Fingal.[14] On the CSO YouTube channel you can find different tutorials that can help you use Census data.
See: www.youtube.com/user/CSOIrelandMedia/search?query=tutorial

2 GO TO https://maps.pobal.ie

Pobal Maps is a free Geographical Information System which provides a range of functions, such as area deprivation profiling, details on Childcare Services, and other information on specific local areas. To make it extra user-friendly, you will find user guides and tutorial videos that can guide you.

3 GO TO www.fingal.ie

This provides a great variety of information on Fingal County including community and recreational facilities, housing, planning and events.

4 OTHER LOCAL SERVICES

Your Local Development Company, Health Service Executive, Youth Services, Family Resource Centre etc., may have previously compiled demographic profiles

These online resources will make a solid, general starting point for you in your assessment. Which can include some of the following:

- The levels of disadvantage (using the deprivation index)
- Whether the following are more or less than the national average
  - Lone parent households
  - Young or older age groups
  - Unemployment levels
  - Educational attainment
  - New community populations
- Whether the list above has decreased or increased between censuses, as well as overall population numbers
- Most local authorities also construct area profiles as part of their strategies so this can be useful to find www.fingal.ie/fingal-economic-and-community-monitor

14 Census 2016 Sap map area: County Fingal: http://census.cso.ie/sapmap2016/Results.aspx?Geog_Type=CTY31&Geog_Code=2AE1962914A013A3E055000000000001

Conducting online surveys

A survey is a quantitative data method designed to gather information from many people. Before you decide to conduct a survey, you should reflect on the sample size, i.e., how many people are likely to fit the recruitment criteria and participate in the survey. If the number of people within your defined population is very small or very hard to reach (i.e. young people not in school in the local area), it might be more efficient to use other research approaches such as focus groups. If you would like to do a survey that represents the whole population in your area, and is of very high quality, find out how many people should complete it by using a sample size calculator (see links at the end of section). Even if you don't reach this target it gives you something concrete to aim for.

There is a vast amount of free software available online (see link at the end of the section) for people who wish to conduct online surveys and it is usually rather easy to learn about setting up a survey even for inexperienced survey designers. However, it is very important to keep in mind that it takes time to ask the right questions in the right way. The following steps can act as a guide for this:

STEP 1 DECIDE WHOM YOU WILL SURVEY

Who can best answer the questions you are planning to ask? Is it people in a specific area or segment of the community, for instance young people or parents will small children? Remember: you should only be surveying, or interviewing adults (18+). Minors should not take part in your survey or interview unless you have explicit written permission from a parent or guardian. Fingal Comhairle Na nÓg - Youth Voice on issues relevant to young people.

STEP 2 WRITE QUESTIONS WITH THE RIGHT WORDING.

This is one of the most challenging parts of creating surveys because you can never be 100% sure how participants interpret the questions. Here are some tips to help:

- Use blocks of questions scaled in the same way (i.e. in groups of 5 - 7 questions that all use a common scale - an agreement scale, or satisfaction scale for instance)
- Use no more than 3 open questions at max (i.e. a text box where the person being surveyed can write whatever they like) each open question increases the chance that people will not complete
- Ensure it takes no more than 5 – 7 minutes to complete the whole survey
- Make sure you ask questions about their needs / gaps in services and what other services they would like in the area
- It can be useful to ask demographic questions at the end and keep these more minimal, so it feels less invasive or personal. Important is age, gender, and potentially questions that relate to equality or disadvantage indicators (ethnicity, disability) to make sure you are reaching hard to reach groups.
- Ensure people know it's anonymous. Tell them what you will do with the information, how it will be stored, and when you will delete it.
- Offer a prize – this can increase participation by 20 – 30%. You need to get the person's phone number and let them know this information will only be used for the prize draw and then deleted, and only one person will have access to the file to ensure anonymity.

STEP 3 ASK PEOPLE TO TEST YOUR SURVEY.

Have your survey tested by at least two people before it is published, as this will help clarifying whether the questions are clear or need to be amended in any way. Send a test version by email to your volunteer survey testers. Ask the test participants for feedback and, if time permits, go through each question together to make sure that they have indeed understood the questions in the intended way.

STEP 4 NOW IT'S TIME TO GET IT TO AS MANY PEOPLE AS POSSIBLE.

Here are some ideas to help with dissemination:

- **Offer a prize!** Did we already say that – it really does help
- **Ask community leaders or gatekeepers to ask people to complete** – send them email and with a text and a link that they can forward to their stakeholders
- **Get it on social media** – ask people to retweet and share, say why you are doing it, and include a picture and @, tag or link to others so that they will re-share
- **Clarify hard to reach populations and come up with a plan to get them involved** – this may include door to door survey drop offs or using lap tops and asking people to do it there and then, as well as having paper or reader /writer options for people. You could also set up a stand at the supermarket or the centre at a busy time. Check the results at mid-point. Are there certain groups that require additional supports? If so come up with a way to engage with them (you will need to ask demographic questions to allow you to check this)
- **Send a last reminder** (or two) and let people know how many people have completed and how many more you need to do it.

STEP 5 ANALYSE THE RESULTS.

- When the survey has been online for the agreed period of time and you are close to your goal, it is time to analyse the data. In some cases, all you must do is tabulate the results (most software will produce nice graphs for you). It can also be useful to produce tables that look at the results by different demographics, i.e. how many people from different age groups said they wanted a place to have party rooms for hire? Again, most software has functions that allow you to do this.
- If you have asked a lot of open-ended questions, you will need to thematically analyse the feedback. This means putting the answers into themed groups and looking for patterns and topics across responses. The following steps can help:
  - Read through the comments and write some general categories i.e. wants more services for teenagers / wants more mental health supports etc. You can use excel or word for this.
  - Then go back and copy each comment into the relevant category, some comments may relate to two categories (i.e. more mental health and other groups for teenagers), make sure you keep a record of what number survey the comments came from, so you can back track or check if you need to.
  - Now have a read of the theme for each grouping – can you refine this? Sometimes at this stage themes get merged with others that are very close in meaning, or you may think it more accurate to split a large theme into two. It can be useful to get a colleague to review your work – would they code the answers in the same way – professional researchers will generally have two team members work on it at this stage.
  - Retention of personal information / data must comply with GDPR

- Now write it up, count how many people said each thing and use quotes to illustrate the points. Hopefully between the data from the graphs and the information from the open question – you have a good story about what people like and value, the supports that are missing, and what else they would like from your organisation.

STRENGTHS AND WEAKNESS OF ONLINE SURVEYS

STRENGTHS	WEAKNESSES
Can be used to gain feedback from large and diverse groups of people	Online surveys are widely used, and people might feel demotivated to complete 'yet another survey' or they might not be fully committed to give correct and detailed answers
Can often be produced and distributed in large quantities relatively cheaply	If the target group is very narrow, it might: • be difficult to get enough responses to • compare data quantitively
Enables comparison between groups in the community, or between changes over time	May not be accessible for people with limited literacy or people with limited English skills or who are not involved in services
Easy to list or tabulate responses	Impossible to get clarification or extra details of responses if you are not sure of the meaning

USEFUL LINKS WHEN CONDUCTING ONLINE SURVEYS

Understanding and calculating a sample size
Survey System's Sample Size Calculator[15]

Free software for survey design and publication
www.sogosurvey.com
www.surveymonkey.com
www.questionpro.com

How to formulate effective survey questions
www.surveymonkey.com/mp/writing-survey-questions

How to do a thematic analysis
http://eprints.uwe.ac.uk/21183[16]

15 See: https://www.surveysystem.com/sscalc.htm#one
16 Braun, V., Clarke, V. and Rance, N. (2014) How to use thematic analysis with interview data (process research). In: Vossler, A. and Moller, N. P., eds. (2014) The Counselling & Psychotherapy Research Handbook. London: Sage.

Focus groups and 1-1 interviews

Focus groups and 1-1 interviews are two different kinds of interview methods that are commonly used within research. A focus group is a facilitated group discussion between usually 6-10 participants. An interview is a dialogue between one participant and an interviewer. Focus groups and 1-1 interviews have many similarities:

- Both types of meetings should be conducted accordingly to gather opinions on a specific topic. This process allows for deeper analysis compared to the information extracted from a survey.
- The interviewer has agreed interview questions beforehand
- Participants are generally recruited according to defined screening-criteria, e.g. 'young people between 18 and 25 who still live with their family'

Focus groups and interviews usually work well when combined with an online survey. For instance, the focus group/interviews can be used to get to know the members of a specific target group identified in a survey in much more detail, or to deepen knowledge on a certain interesting issue that has come up in a survey. Conversely, a survey can also be used as a way to test the validity of the insights that have been obtained in a focus group or in a 1-1 interview to see if the views are relevant to a larger population.

The following steps are suggestions when conducting a focus group or 1-1 interviews:

STEP 1 PLAN THE FOCUS GROUP/INTERVIEW

- Decide who you would like to invite, and let people know clearly who you are aiming to invite.
- Decide the location and setting for the focus group/interview. For a focus group you will need a room of a certain size, a large table and chairs and preferably a white board/ flip chart for recording. For a 1-1 interview you can manage with a smaller room but may need a recording device so that you can focus on having a 1-on-1 conversation.
- Seek information on the best way to recruit participants. For instance, you might have one contact that can ask the relevant individuals
- For focus groups: invite 8-12 participants and expect 6-8 to attend. The day prior to the meeting, it is a good idea to call or send them a reminder on their mobile or email.
- For 1-1 interviews – conduct minimum 5 interviews to be able to draw some conclusions,
- Arrange tea/coffee/water and if possible, some snacks to offer participants
- Decide about incentives. Although some people will participate because they want to help or are just curious, the recruitment goes much smoother if you have something to offer, like a gift voucher. If you cannot offer anything, you can think about other possible incentives such as public recognition or an opportunity to take part in activities in the centre free of charge. Giving attendees an amount or money or a voucher for the expenses of getting there will often increase participation. Vouchers can be an issued for use amongst some groups who don't feel comfortable using them so understanding your participant group will give the guidance around this issue.
- Think about how you will manage common challenges like strong personalities, conflictual topics and people who don't engage.

STEP 2 ORGANISING THE FLOW OF THE INTERVIEW/FOCUS GROUP

› Focus group discussions generally last from an hour and a half to two hours and 1-1 interviews for 20 -45 minutes. A skilled interviewer will be able to create an atmosphere in which the discussion/ dialogue flows smoothly and where views on a subject emerge naturally. You must formulate an interview guide that the interviewer can follow in order to secure that all relevant questions have been asked. This kind of interview is called semi-structured.

› The usual sequence of a focus group/interview is usually quite standardised and will include the following steps which should all be written down in the interview guide:

- **Welcome:** Introduce yourself and your background for doing the research, thank people for coming and introduce the topic and purpose of the discussion. Ground rules are set, i.e. that all opinions are welcome and that participants are not obliged to answer any questions that they are not comfortable with. It is also a good idea to introduce your facilitation style and relevant information, such as 'I am not an expert of the topics we are going to discuss today, so I might ask you to explain some things in a simpler way if I am not sure what you mean'. This helps participants understand the framework and aim of the discussion.
- **Participant consent:** Ensure that participant(s) sign the consent sheet confirming their agreement to participate or give verbal consent.
- **Introduction:** Get participant(s) to introduce themselves briefly. It can be useful at this stage to ask a positive tone setting question e.g. 'state you name and what you like most about this area'.
- **Questions and discussions.** Depending on the topic, this part of the interview/focus group will consist of various questions and exercises. When conducting focus groups, it can be very useful to use a white board/flip chart to take notes on so that the participants can follow the interviewer's interpretation. If resources allow, it may also be possible to have a separate note-taker present so that they can record quotations and pick up on anything the facilitator may have missed.
- **Closing:** Close the interview/focus group by making a summary of what have been discussions and key take-outs. This is a good way to end the discussions and makes sure that participants have been truly listened to and understood. Thank everyone for taking time to help.

STEP 3 SUMMARISE YOUR FINDINGS

Following the actual conduction of the interviews/focus group(s), it is time to analyse the findings. Summarise what was said on each topic, providing any numbers of quotes from the group that you collected on the flip chart.

STRENGTH AND WEAKNESSES OF FOCUS GROUPS AND 1-1 INTERVIEWS

STRENGTHS	WEAKNESSES
Targets specific groups	Participants may not be representative – it is often the most engaged and confident community members that will attend
Provides rich, in-depth information - can answer a very specific question 'i.e. 'why don't young people come to the group'	Limitations of self-reporting and selective memory, i.e. people do not always do what they say they do
Harness community energy, knowledge, and expertise to generate innovative options	Participants may be less candid and honest in responses in front of an interviewer/other people
Minimal risk that questions are misunderstood by participants as the interviewer can clarify any doubts	A small sample hampers the ability to generalise findings to a larger population
Demonstrates your willingness and interest to consult with the community in a public forum	Usually more time-demanding than, for instance, an online survey

Gathering data 'in the field' – the ethnographic interview and observations

Ethnographic interviews and observations refer to a 'real-world' way of doing research within the community by observing and talking to people while they go about their day. When you do this kind of research, you engage actively and in person with community members. For instance, if you would like to know more about the variety of activities for parents with young children, you might spend time at the local playground inviting people to participate in a short interview on the spot. This method is very useful in order to begin a dialogue with community members who are not currently engaged in your community facility, for instance marginalised groups of people that might be difficult to reach in other ways. Another benefit is that it can serve as a way to introduce you and your facility to people who are not aware of your facility. When planning to conduct this kind of research, we suggest that you follow these steps:

STEP 1 PLAN YOUR ETHNOGRAPHIC RESEARCH:

- Decide which locations you would like to know more about and which people you would like to talk to. It might be an idea to do some walks in the area during the week to decide on the most suitable time to conduct your research.
- If your aim is to talk to 'hard to reach' groups, it is beneficial to try to identity 'community leaders' and engage them in your project, i.e., accompanying you on your walk in the area and introducing you to potential participants.
- Develop a safety plan and agree with management to ensure you are safe and that risks have been considered and managed. If there is hostility or anti-social behaviour, it may not be safe for you to survey some neighbourhoods. In general, risks can be greatly reduced by doing the research with a colleague.

STEP 2 CARRYING OUT YOUR ETHNOGRAPHIC RESEARCH

- Present yourself to the people you would like to talk to in a friendly, calm, and informal way. Be respectful and accepting if they do not wish to talk to you. You may want to wear an ID and carry a clip board badge to help identify you as a professional.
- Introduce yourself and explain the following: where you work, why you want to speak to them and what how you would like to use their feedback. It is a good idea to emphasise the importance of talking to 'real people' who are the true experts of the community instead of taking decisions inside an office that might not create any real value for the community members.
- Explain to the participants that all they say is confidential and anything written up will be anonymous and will not name them. If there are any questions, they do not wish to answer this is completely fine.
- Take notes during the interview of what is being said, any observations you make and explain to them what you are writing down. Thank them for taking part in the research.

STEP 3 ANALYSE YOUR DATA

- After each interview make sure to capture your insights and your initial key conclusions, for instance that there is great unmet need for more physical activities for young children in the late afternoon, or that young people from a specific migrant background are not engaged in many community facilities in the area.

- Following your interviews and observations you should go through all your notes and organise your insights in a meaningful way. A useful approach is often to do a thematic analysis as described above.

STRENGTH AND WEAKNESS OF ETHNOGRAPHIC INTERVIEWS AND OBSERVATIONS

STRENGTHS	WEAKNESSES
Can provide detailed descriptions of the lived experience of community members and provide a sense of unmet needs	Not suitable if you need quantifiable data
Can be used to study behaviour that is difficult to access through a structured interview, for instance the use of green spaces within a neighbourhood	The process can be time-consuming
Allows for flexibility and intuition as you can probe for more specific answers, repeat questions, and follow interesting paths in the conversation	Managing improvision in an interview requires the interviewer to demonstrate skill and tact
Particularly suitable when working with people with limited literacy and/or English is not their first language	Some groups might not feel comfortable being approached by a stranger and can be suspicious or hostile

7.4 Desktop Analysis of Relevant Policies and Strategies

As part of the needs assessment, you should look at relevant national and local policies and strategies in order to connect these to the emerging needs. Linking to policies and strategies can help with funding applications and when engaging stakeholders and partners in the project as it will make your strategy and objectives seem even more solid and relevant. Public policy is how governments and local authorities deal with problems or issues that affect a locality or the people in a community.

Depending on your focus areas, there are many online sources to draw upon and there is often not a single path to centralised information about policies in a particular area. Therefore, you will have to do some desktop research to guide you in the right direction.

A good place to start would often be www.gov.ie/en/policies where you will find a lot of information on government policies

Other relevant sources to look at when identifying relevant policies are:

- **The Programme for Government:** This is a government's 'work plan' for its period in office and changes when new governments are elected. You can read the current Programme for Government here: https://www.gov.ie/en/publication/7e05d-programme-for-government-our-shared-future/
- **National plans:** Which can be from public bodies or agencies, often set out targets and objectives such as the HSE National Service Plan dealing with topics such as health & wellbeing social care and social inclusion. The link to the 2022 version is: www.hse.ie/eng/services/publications/serviceplans/hse-national-service-plan-2022.pdf
- **Media statements:** from politicians that indicate priorities and focus areas. You will find announcements from the Government Press Office here: www.merrionstreet.ie .
- **Research and reports:** by public agencies, NGO´S, and international bodies, like the EU, the UN, or the OECD.
- **Testimonies:** by people who have first-hand experience of issues. This information may be found in newspapers or on social media

After having identified the policies and strategies that underpin your community needs assessment, you can implement these sources to explain why the gaps you are addressing are important also in a broader national perspective. This will create a valuable link between local policies and strategies and the community that is impacted by them as identified in your needs assessment.

Public Particpation Network (PPN) Policy Hub comprises of policies in 3 areas:

- Fingal wide
- Regional
- National and European
- www.fingalppn.ie/policy-hub

7.5 Developing a Strategic or Community Action Plan

A strategic plan is grounded in your vision. A vision can in short be described as the answer to this fundamental question: 'What is the point of our organisation?'

The vision is the shared understanding of what the organisation is trying to achieve and the value it aims to offer the community. It paints a picture of the ideal future and it can be both creative and grand. Closely linked to a vision is your vision statement which is a statement of how the world will look different if you achieve your vision over the long-term. A vision statement is the anchor point of any strategic plan. It outlines what your organisation would like to ultimately achieve and gives purpose to its existence. The vision statement is not about what the organisation currently is, but what it hopes to become. Usually, a vision and vision statement cannot be created in just one sitting but will have to be formulated through a collaborative process, gathering insights and perspectives. A well-written vision statement should be short, simple, and specific to your facility.

A community action plan is used to engage community members in acting in accordance with the problems, needs, potential, and wishes of the community. It focuses on activities and initiatives that matters to community members and encourages those who are interested to engage actively in the process. Developing a Community Action Plan is the process of translating your vision and ideas for a project into actual, tangible activities. It provides concrete steps or tasks required to fulfil each objective and outline the individuals who are responsible for the action, the time frame for implementation, and the resources that are required.

The development of A Community Action Plan requires resources and dedicated leadership and, if successfully composed and implemented it can:

- Lend credibility to your organisation. An action plan conveys a commitment to achieving tangible, measurable results to the community, existing and potential funders.
- Ensure that important details are not overlooked
- Save time, energy, and resources in the long-term perspective
- Ensure that people involved are engaged and committed throughout the process

The following steps can guide you through the process of developing a strategic or community action plan:

STEP 1 ESTABLISH A STEERING GROUP

Broadly speaking a steering group consist of different relevant stakeholders (usually between 4-6 people) who provide strategic direction for a project and align project goals to organisational goals. After the steering group has been established, the group should:

- **Develop** a terms of reference (see sample in appendix)
- **Agree** the format of the plan
- **Agree** how long the plan will be for 2 – 5 years is usual, with organisations in a fast-changing environment

STEP 2 FORMULATE THE VISION, MISSION AND VALUE

- **A vision** is a statement about why you do what you do. It is a statement that describes the future you are working towards.
- **A mission** describes what you will do. It outlines the purpose of your organisation
- **Values** describe how you will do it. It describes what you care about and the principles that underpin your work.

HELPFUL TIPS

FOR DEVELOPING A MISSION STATEMENT WITH YOUR STAKEHOLDERS

A good way to develop vision, mission, and values is to bring together a group of stakeholders. Work on one statement at a time, i.e., do vision, then mission, and then values.

Below is a tried and true process to develop a **mission statement** for a new service or centre. This is written assuming you have done a needs assessment and have a general idea of what you want to achieve. This session could be done in 1.5 hours, with a group of 6 – 15 people:

1. Bring together your stakeholders and explain what the goal of the new centre/service is, provide an opportunity to answer questions.
2. Get everyone to offer general comments on what they think the mission should be and what should be included.
3. Break people into smaller groups (2 – 3 people) and get them to write a out the mission statement. Give them a flip chart page and marker to write out their mission statement so they can feed back to the larger group.
4. A mission statement should be less than 30 words, it should be direct, simple, and inspirational.
5. Once these are drafted, ask each group to read out their mission statement. Encourage the groups to listen carefully to the others' mission statements in order to 'steal' from each other.
6. Have each group redraft their original statement and 'steal' as many ideas, words or phrases as they can from other teams.
7. Ask all groups to share again and see what the emerging themes are. The group selects the one or two they most prefer, and someone takes these away to edit after the session.
8. These statements can then be finally agreed by email or in another workshop.

STEP 3 DO A SWOT ANALYSIS

A SWOT-analysis is structured analytical process that aims to identify and analyse your company´s stronger and weaker points and the opportunities and threats that it is surrounded by. In this sense it looks both on internal and external factors.

It is really useful to use the SWOT model as a tool when formulating a strategic/action plan because it helps you reflect and discuss your company´s DNA and uniqueness as well as exploring new opportunities. The best piece of advice to give you when doing a SWOT analysis is to be honest. A SWOT analysis will only give you value if everyone involved feels free to express their thoughts also if this means sharing less pleasant ideas about how things are going in the company.

- **Strengths:** describe what your organisation does particularly well and what separates it from competition. These are what you have expertise in, the traits, and qualities your employees possess, individually and as a team, and the distinct features that give your organisation its consistency. Examples of strengths could be loyal customers, a high level of engagement, commitment among staff, unique facilities, high quality services, and financial resources

- **Weaknesses:** are inherent features of your company that stops it from performing at an optimum level and where there is room for improvement. Weaknesses have a negative influence on your organisations success and stands in the way for it reaching a desired standard. Examples could be poor facilities, a high turnover among staff, or poor customer engagement

- **Opportunities:** are openings or chances for something positive to happen. They usually arise from situations outside your organisation and scanning for opportunities is done most efficiently with an eye on what the future might bring. Being able to spot an opportunity can be quite a creative achievement and can be a great way to position your facility positively

- **Threats:** include anything that can negatively affect your company from the outside, such as supply-chain problems, rising costs of materials, or increasing competition. It is important to monitor and anticipate threats continuously so that you can take as much action as possible against them in due time

A common way to draft a SWOT analysis is creating a table split into four columns to list each impacting element. The following illustration show the different parts of the SWOT analysis in more detail:

STRENGTHS	WEAKNESSES
• Think about your people, resources, systems, and procedures - what do you do particularly well? • What do you do better than others? • What unique resources can you draw on? • What do others see as your strengths?	• Think about your people, resources, systems, and procedures – what can you improve and what are you lacking? • Take time to examine if, how and why other similar companies are doing better than you
Examples of identified strengths: "The combination of indoor and outdoor facilities provides a unique sports and recreational resource for the local community" "Board members are a diverse group who are all greatly committed, experienced and skilled in their role as board members"	**Examples of identified weaknesses:** "Board members lack knowledge about law and legislation" "Limited space and small meeting rooms do not meet the needs of a growing number of community groups requesting these facilities"

OPPORTUNITIES	THREATS
• Think about good opportunities that you can avail of. These don't need to be game-changers - even small advantages will do • Are there any changes in government policy related to your field or changes in social patterns and population profiles?	• Explore if there are areas of vulnerability within your organisation that might turn into problems due to external factors. Consider how you can minimise the risk • Keep an eye on facilities like yours – what are they doing and how is it going? You do not need to copy them, but you can learn a lot from their success and failures
Examples of identified opportunities: "Statistics show that there is an increase in young families moving to the area. How can we engage these in the facility? " "What can we do to engage the growing number of young people who experience isolation and loneliness?	**Examples of identified threats:** "Funding has been withdrawn due to budget cuts" "Another facility has recently been established in an area from where many of our current users live"

STEP 4 PLAN HOW YOU WILL ENGAGE STAKEHOLDERS

- You will have much better chances of reaching your vision with the help, support and cooperation of other individuals, groups and organisations within the community.

- With these challenges and possible remedies in mind you are well-equipped to conduct a stakeholder analysis session. The following table provides an overview of important information to gather and parameters to take into consideration when doing this:

CHALLENGES/RISKS	POSSIBLE SOLUTIONS
Failure to involve a cross-section of community members and interests	Use multiple sources in your network to discuss and identify the interests, individuals, and organisations that need to be part of the stakeholder analysis session.
Assuming needs: presenting definite ideas instead of asking for input	While completing a needs assessment will give a good indication of needs, do not assume such findings are 'bulletproof'. Give stakeholders the opportunity to challenge your findings.
Treating feedback as competition and negative critique, instead of learning opportunities	It is important that you remain open to differing views otherwise stakeholders may not feel confident expressing a different view
Giving more credence and attention to officially recognised leaders.	Roles and relationships are not always clear-cut at the beginning of the process. Be aware that recognised leaders may be divisive figures and responsible for some people not engaging

STEP 5 SET CLEAR OBJECTIVES AND GOALS

To make sure that your objectives are clear and reachable, its useful to formulate them using the 'SMART' model. This approach eliminates generalities and guesswork, sets a clear timeline, and makes it easier to track progress, and identify missed milestones. Each letter in SMART refers to specific characteristics that should be reflected in the objective. These are **S**imple, **M**easurable, **A**chievable, **R**elevant and **T**ime bound. In the following, we will look closer at what lies behind these words and provide suggestions for questions you can ask to check if your goals live up to the SMART requirements.

SMART REQUIREMENTS

Specific	Your goal should be clear and specific in order for you to be able to focus your efforts and feel motivated to achieve it. When drafting your goal, try to answer these questions: • What do we want to accomplish? • Why is it important? • Who is involved? • What steps need to be taken to achieve it? • Does our goal statement say what we are doing and for whom and use a strong verb – i.e., To develop a new programme for lone parents that runs two days a week and involves 30 families.
Measurable	Quantifying your goal to some extent makes it appear more tangible because it provides a way to track and measure progress and meet deadlines. It can also encourage everyone involved to stay motivated and focused because of a shared experience of approaching a common goal. When making sure that your goal is measurable, you can ask questions such as: • What metrics/parameters are we going to use to determine if we are making the planned progress towards the goal? • How will we know if we are on track? • A metric can be output based, i.e. the number of people or sessions or hours, or it can be outcome based and seek to identify whether people got the target outcome, i.e. 75% of the young person's group remain in school for the year.
Achievable	This part of the goal-setting process involves a critical reality-check because a goal, in its core, needs to be realistic to be worth aiming for. It is rather easy to guarantee the achievability of a goal if you are the one setting it. However, this is not always the case as sometimes goals are handed to you from elsewhere. In these cases, it is pivotal that you communicate any doubts or constraints you may be working under up front. In order to evaluate a goal's achievability, you can ask the following questions: • Is the goal something your team can reasonably accomplish, taking available resources into account? • Do you and the team have the tools and skills needed? If you do not currently have the tools and skills that are required, consider what it would take to attain them.

SMART REQUIREMENTS

RELEVANT	When you consider the relevance of the goal, you need to think about the bigger picture and why you are setting this specific goal. It is important that the goal aligns with the values of the community facility in a broader perspective so it can be beneficial to be mindful of your organisation's vision statement. In order to discuss relevance, it is useful to reflect on the following questions: • Does the goal seem worthwhile? • Are we duplicating the work of other organisations (if so, are you better to partner with them rather than do it yourself)? • Does the goal match the needs identified in the needs assessment? • Are we the right people to reach this goal?
TIME BOUND	A goal needs to have a target date, so there a deadline to focus on and something to work toward. It is crucial that everyone is aware of time-related parameters so that there is a shared agreement of time-frame and desired progress as this will help to prevent everyday tasks from taking priority over the longer-term goals. In order to discuss and agree on issues related to time, these questions are useful to answer: • Have we a lead staff member for each action? • What is the time frame for accomplishing the goal? • Does everyone know what they have to do, when they have to do it and when they will have to be finished? • Is everyone comfortable with the time-horizon?

STEP 6 WRITE UP YOUR PLAN, DISSEMINATE IT AND USE IT IN ANNUAL & MONTHLY PLANNING

At this point you should write up the Strategic Plan/Action Plan. (See appendix for Templates).

To evaluate the quality of your strategic/action plan, you can use the following questions:

- Is the plan complete? Does it list all the action steps or changes to be sought in all relevant parts of the community (e.g., schools, business, government)
- Is the plan clear? Is it apparent who will do what by when?
- Is the plan flexible? Does it reflect that the plan is work in progress and does it accommodate potential newly emerging opportunities and barriers

While it might seem appealing to stick closely to a well-defined action or strategic plan in the dissemination of it, reality will often present the need to adjust and find creative solutions along the way. Therefore, it is important to prioritise communication with your stakeholders and monitor and plan in a continuous and dynamic fashion. Some points to be aware of in the process are:

Close communication and frequent follow-up with all involved	Keeping everyone informed as to what is going on is incredibly important for the whole process as this communicates to people that they are important, thus maintaining motivation and reinforcing their sense of responsibility. This can be done through: • Distributing the action plan in writing to all people with names attached to specific tasks. • Regular supportive phone calls asking how staff, including volunteers, are getting on
Evaluate progress and results	No matter how much planning you do beforehand, you will not be able to predict exactly how the process will unfold. Therefore, you will need to evaluate and assess progress and results continuously. Doing this will help determine if you are moving toward your objectives and goals. It is important to think about what success will look like and what outcomes are desired in advance as well as during the activities. You can use the following questions to evaluate progress and results: • To which extent have you reached what you had set out to achieve at a given time? • How well was it managed and who was involved? • Did those that promised to complete tasks do so and in a timely fashion? • What challenges and opportunities did you run into along the way? How did you handle them? • What lessons did you learn? • What do you plan to do next

STEP 7 ADAPTING AND TRACKING THE COMMUNITY ACTION PLAN

Looking specifically at a community action plan, this is a *living* document and as such you need to make adaptations as required while staying true to the overall principles, values and purpose of the plan. It is important that the wider community are kept involved in the process, for instance through information on development and progress and by encouragement to comment and ask questions in relation to the progress.

Some useful ways of doing this include:

- Send out a newsletter focusing on the community-led action plan every 4-6 months
- Create a community-led- actions page on social media
- Deliver community-led actions plan update sessions on a 6-monthly basis where all community members are invited
- Presentations to key local groups on request

7.6 Resources for developing a Strategic Plan/Action Plan

WHAT IS IT?
Business plan template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/Business-plan-template.docx
Centre Work Plan Template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Centre-Work-Plan-Template.pdf

7.7 Overview of Fingal County Council Community Development Supports

Fingal County Council Community Development Office recognises the importance of the ongoing development of community initiatives in our centres. A number of initiatives have been developed to encourage community participation and increase footfall in community centres and to give members of the local community an opportunity to engage in their local community facility. We support events such as Family Days, Story Telling, Summer Programmes, Arts & Crafts, English Classes, Creative Activities, Book Clubs, Healthy Food Made Easy, Talent Shows, Afterschool Activities/Clubs, Happy Days Club, Parent & Toddler Groups, Coffee Mornings, Cinema Club, Home Work Clubs, Breakfast Clubs, Fitness Classes, Dance Classes, Older People's events and Integration Initiatives.

The Community Officer Role includes:

- To support a centre to identify and develop programmes, activities and services that respond to local need
- To assist a centre in securing maximum community use
- To frame a centre as a focal point/gathering place/ hub in a community (to provide important sense of place in a community)
- To connect a centre with key stakeholders (local groups, services and agencies) that will facilitate networks, linkages and collaborations.
- To support a centre to involve community people in the management of the centre
- To provide funding to support a centre to deliver initiatives in their community

Specific supports include:

- Design and development of a local community activity programme
- Connect a target Community Group into using the centre (Event/ Meeting)
- Support the establishment of a local advisory groups to inform the activities of a centre – including centre users, residents, local community groups/services/ agencies
- Identify and support community representation on a community centre board of management
- Facilitate community centres' participation in Fingal County Council led Initiatives i.e. Summer Project, Halloween Project, Social Inclusion Week

Funding Support includes:

- Provide advice and information on applying for the Fingal Community Activities Funding scheme
- Provide Programme Funding for special once off activities that target a specific need in the community education programmes under Pathways to Participation
- Support a Community Centre in preparing non-Local Authority Funding Applications
- **www.fingal.ie/council/service/community-officers-team**

08

Marketing and Social Media

A well-planned marketing and branding strategy can help you maintain a strong year-round engagement with your community members. This section looks at using free and easily available tools with a focus on social media.

8.1 Newsletters

Even with the sharp rise of new digital tools and techniques, email remains an efficient and effective form of digital marketing for community centres. A basic condition for email marketing is that you have collected people's email addresses and that they have agreed to receiving information from you. A well-chosen first step of your email-marketing strategy is, if you have not already done so, to create a **newsletter** that you distribute on a regular basis to all people on the mailing list.

HELPFUL TIPS

FOR WRITING EFFICIENT NEWSLETTERS

- You should send a newsletter when you have something interesting to tell, rather than sticking strictly to a specific frequency, for instance once a month.
- Do some research, talk to people, look at other newsletters: what makes them interesting, catchy, and relevant, both visually and in terms of content? Use this as inspiration. Good tips: keep it local, have a variety of voices and information, include photos, keep everything short.
- Explore the resources available to you in your facility. Do you have someone with graphic design expertise, a visual eye, a skilled storyteller or an attentive proofreader? Ask them for their expertise and help.
- Examine the goals of your newsletter: what do you want to tell, and what outcome are you aiming for? You should consider how your newsletter can engage all your target audiences.
- Be careful to avoid repetition as the reader might lose interest reading the same information repeatedly.
- Focus on sending your subscribers educational, relevant, and timely information. People want NEW information, or things that are about them or relevant to them – can you engage local groups in giving you content – prizes, poems, stories, photos, local achievements, and notices of upcoming events?
- Could local politicians provide interesting content? If you have reach, they will be glad of the exposure – but make sure you give every party the opportunity.
- If you use photos, ensure you have consent.
- Be aware of the technical issues, if you do not have technical skills, consult with someone who does. For instance, the newsletter must be visually pleasing and functional to both desktop and mobile users. Good newsletter software (i.e. MailChimp, mailjet) or graphic design (Canva) can help
- Ask your users what they think of your newsletter and optimise it gradually according to their feedback

8.2 Target group segmentation

The next foundational step of your email marketing strategy should be segmenting your audience which means that you divide them into groups according to specific characteristics defined by you. The main idea behind doing so is that your communication is much more effective when it is specifically targeted to a particular audience and for a particular reason – i.e., sending emails about services and supports for families to people with children.

A condition for doing segmentation of your audience is that you have a database that includes information on how you can segment them. Before gathering information on people and contacting them, please make sure that everyone has agreed to receive communication from you. Think about the different segments of your members and other supporters that you wish to send a particular message to. As you will see of the following examples, there are many ways you might choose to segment your contact list:

- All current members
- Current members who regularly attend your facility
- Current members who rarely attend your facility
- Previous or lapsed members
- People who have attended your facility but are not members
- Volunteers – past or present
- Sponsors – past or present
- Members of a particular age range
- Members who live within a specific area of your community
- Members who have attended specific activities in your facility

You can use your segmentation to target the information so it appears relevant to the receiver, for instance, if you start offering a sporting activity that some of your members who rarely attend your facility have previously actively participated in, you can aim the information at them. Targeted information shows significantly better outcomes, as most people today receive emails from multiple senders on a daily basis that have been distributed, without taking into consideration individual preferences and habits.

If you want to take it to the next level then you can develop a CRM - client relationship management system, that will do a lot of the work in relation to keeping records of people and their engagement with you. To find out about this and donations of software, contact www.enclude.ie who are charity that specialise in supporting other not for profits to use this kind of technology.

8.3 Social media

Social media is a great way to connect and keep in touch with your community and advertise your facility and services. The financial benefits of social media are huge as the largest platforms such as Facebook and Instagram are free of charge, and you can reach many people in a very short time. However, beware that having a profile on social media and successfully engaging members takes commitment, human resources, and creativity from your side. If you don't post regular and interesting content that relates to your audience, you may not get the followers you need. It is useful to develop a social media marketing strategy to help you make the most of social media.

The following provides a list of tips you can use when working on your social media strategy, bring together a few people and:

- Clarify the objective of your social media (i.e. new members?)
- What resources do you have to allocate to it?
- Outline that you have the right not to reply or respond to every message
- Define the roles and responsibilities within your team and be clear on aspect such as the frequency of updates, time for responses when people send private messages, types of announcements etc.
- Discuss your communication style: what language will you use, what atmosphere do you wish to create, what values do you want your profile to transmit to the users? What will you not post on i.e. politics?
- Agree the type of posts and the content they will create – maybe a calendar of posts
- Decide if you are just starting or want to bump up followers quickly: you could run a competition!
- Evaluate your profile on a continuous basis: ask your users for feedback and use this to improve

When you have been active on social media for a while, you should get your stakeholders together again to evaluate your efforts so far. Ask the following questions:

- What is working, and what is not?
- Who is engaging with you?
- Which other networks does your target audience use?
- How does your social media presence compare to the competition?
- Who is doing this well?

Once you have discussed all these questions you will be ready to start thinking about ways to improve your social media marketing strategy.

8.4 Resources Marketing and Social media

WHAT IS IT?

Report with data from Irish charities on their use of technology and social media
www.wheel.ie/sites/default/files/media/file-uploads/2019-10/Digital%20Charity%20Lab%202019%20Ireland%20Tech%20Survey%20Results%20%20Resources.pdf

The Essential Digital Marketing Guide for Charities
www.thewebbureau.ie/media/1707/charity-pack.pdf

Step by step to creating a social media plan
https://monday.com/blog/marketing/social-media-marketing-plan/

Marketing Strategy and Plan
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/Marketing-Strategy-Plan.docx

Marketing and Coms plan v.3 23rd January 2023
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/Marketing-and-Coms-plan-v.3-23rd-January-2023.pdf

Practical Planning Guide support summaries
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/Practical-Planning-Guide-support-summaries.xlsx

09

Risk Management

Risk is a reality for all organisations and stems from a variety of sources. There are risks of financial uncertainties, legal liabilities, technology issues, strategic management errors, natural disasters, accidents, injury, and loss or damage to property. Risk Management is the process of identifying, assessing, and controlling these threats.

Employers have a duty to ensure employees' safety, health, and welfare at work, as far as reasonably practicable. **To prevent workplace injuries and ill-health, the employer must take certain actions which include[17]:**

- Provide and maintain a safe workplace which uses a safe plant and equipment
- Prevent risks from employees using any article or substance, and from exposure to physical agents, noise, and vibration
- Prevent any improper conduct or behaviour likely to put the safety, health, and welfare of employees at risk
- Provide instruction and training to employees on health and safety
- Provide protective clothing and equipment to employees
- Appoint a competent person as the organisation's, safety officer

Employees also have duties related to health and safety while at work. These include:

- Take reasonable care to protect the health and safety of themselves and of other people in the workplace
- Not engage in improper behaviour that will endanger themselves or others
- Not be under the influence of drink or drugs in the workplace
- Undergo any reasonable medical or other assessment if requested by the employer
- Report any defects in equipment or the place of work which might be a danger to health and safety
- Participate in training as prescribed by the employer

Boards need to regularly evaluate potential risks and set time aside to properly consider how to reduce these. A well-functioning risk management process helps the organisation not only to comply with the law but also to manage negative publicity which may affect the organisation's trustworthiness in the community. Non-profit organisations, more than most other organisations, rely on the public's trust to exist; funders and volunteers tend to disappear if an organisation is characterised as 'untrustworthy'.

Overall, there are two main categories of risks that you are likely to identify in your risk management analysis:

- **Risks that the law requires the organisation to deal with** in order to eliminate or prevent them completely. For instance, you might be required by law to file your annual audited financial reports. The most appropriate way to deal with such issues is by a legal compliance plan which ensures that all laws are complied with.
- **Risks that need management and decisions** from your side to be dealt with and reduced. Typically, this will involve an analysis that considers likelihood and impact of potential risks, which will then determine the risk management strategy

17 https://www.citizensinformation.ie/en/employment/employment_rights_and_conditions/health_and_safety/health_safety_work.html

WHAT IS IT?

Example of Safety Management Manual from Ongar Community Centre https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/Example-of-Safety-Management-Manual-from-Ongar-Community-Centre.pdf
Example of Emergency Response Plan from Ongar Community Centre https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/Example-of-Emergency-Response-Plan-from-Ongar-Community-Centre.pdf

This chapter addresses the second category - risks that need you to actively reduce. The ideas provided here will assist you to develop a risk management plan, which is an essential part of the Charities Regulator Governance Code, if you are a charity or are aiming for good practice in your governance.

9.1 Overview of Risk Categories[18]

Governance	Risks may occur if the legal and governing documents for the charity are not fit for purpose, or the board does not apply its own policies. It also includes high board turnover, conflict on a board, and conflicts of interest not properly managed at board level.
Strategic	Strategic risks include any risk which may cause an organisation to be delayed or prevented from achieving its objectives. Examples include: • Overspending/failure to control costs • Failing to plan for a particular project or particular service
Compliance	Compliance risks include failure to comply with legal or regulatory requirements. This could be due to lack of knowledge or resources, however neither is an excuse. Examples include: • Not meeting Health and Safety laws and standards[19] • Child protection • Data protection • Employment law • Company law • Having an appropriate level of insurance in place
Operational	Operational risks include failure to have in place systems, policies, or plans to deliver services. Examples include: • Volunteers or employees being unavailable for work • Volunteers or employees that are only trained for one role and are unable to cover for another volunteer or employee in the event of an absence • Lack of necessary equipment to provide a service • IT is not backed up or secure • Lack of planning if premises are damaged and unusable for a period of time, for instance in case of electricity and heating failure

18 Based on Guidance from Charities Regulator. See: https://www.charitiesregulator.ie/media/1693/risk-management-for-charities.pdf.
19 The main legislation covering the health and safety of people in the workplace can be found here: http://revisedacts.lawreform.ie/eli/2005/act/10/front/revised/en/html

Financial	Financial risks include failure to meet financial management and reporting requirements, for instance: • Lack of financial reserves. • Failure to plan financially for future needs. • Misunderstanding funder priorities / not meeting funder requirements • Poorly articulated funding applications or missed deadlines for funding applications.
Environmental	Environmental risks involve risks that arise from a change in the overall environment, for example: • Change to Government policy that affects organisations such as supported employment schemes, childcare subsidies and/or community grants. • New and resource-intensive requirements for buildings
Reputational	Reputation is one of a non-profit's most valuable assets, as the reputation influences how stakeholders, service users, and funders continue to engage with the organisation. The reputational risks are typically less tangible/concrete than other types of risks and can be related to the public perception of areas such as: • The quality of the services • The attitudes of the staff • The allocation and prioritising of finances

9.2 Establishing a Risk Assessment and Management Process

STEP 1 FORM A WORKING GROUP

Risk management is the responsibility of the board of directors who have the ethical, and ultimate legal responsibility for what happens within the organisation. The board should form a small working group to develop a risk management plan. Ideally this group will also involve senior staff who understand the organisation's day-to-day realities. At this point, the group who will be responsible for the actual implementation of the risk management plan should be established – this role may be delegated to staff.

STEP 2 IDENTIFY THE RISKS

Once the working group has been formed, identify the risks. This can be carried out with the help of a H&S specialist or be done by staff. If the identification of risks is done inhouse, staff will need sufficient training of on how to do this.

Invite others to contribute, i.e., engage with staff through a team meeting or a survey.

Inspect it's site: Investigate your workplace and look for potential risks. Talk to your staff while doing the inspection – they see something that you do not. In this context it can be useful to observe the facility from the perspective of the different people who use it, for instance children or older people.

Are there any loose electrical connections, hidden steps, damaged furniture, or access to very hot water? It can be useful to have more than one person do the inspection so that you can discuss your observations and compare notes.

Review the organisation's daily work practices. The activities that take place in your facility will have varying degrees of risk. You can reflect on questions such as: Are staff required to perform physical activity which may result in injury, such as heavy lifting? Is the work in the facility particularly stressful for some or all staff? Are staff required to drive their own or company cars?

STEP 3 EVALUATE THE RISKS

Once the risks have been identified, the next step is to assess the probability and likely impact that each risk might have. In general, most of us are prepared to accept risks that have a low probability and only minimal consequences but, as the probability or seriousness of consequences increase, we will need to manage these more thoughtfully. The risks that concern us most are those that are likely to happen, and which would have serious effects. The following illustration presents a matrix you can use to do this. Each risk is given a score in terms of:

Likelihood i.e., the probability of future occurrence, how likely the risk it is that the risk will occur and how frequently it has occurred in the past.

Impact i.e., the impact on the organisation and external stakeholders if the risk occurs.

The risk score is then determined by multiplying the risk likelihood by the risk impact-
e.g., L x I = Risk Score.

LIKELIHOOD (L)
Scale of 1 - 5
1 = Rarely, if ever
2 = Possible
3 = Likely
4 = Very likely
5 = Unavoidable / already occurring

IMPACT (I)
Scale of 1 – 5
1 = No significant impact
2 = Minor impact
3 = Significant but containable impact
4 = High impact
5 = Extremely detrimental impact

STEP 4 PRIORITISE AND MITIGATE.

Once you have identified a risk and have an idea of its probability and impact, you will need to work out a response to the risk. You can use the following risk-rating tool to assist you in the decision-making process. It provides direction for how to deal with the risk according to the **risk score**, which is divided into areas of low, medium, and high.

Depending on the calculated risk-level, a set of actions will be planned. **Please note**, that the table below shows an **example** of how actions can be planned. **The details on this will have to be agreed on by the governing body of the organisation according to existing policies and procedures.**

RISK LEVEL	RISKS CORE	DECISION MAKING/ ACTION / RESPONSE (TO BE AGREED ON - CHECK EXISTING POLICY)
High	15+	Immediate action must be taken which is monitored by the Board. This may include termination of the activity, transfer to third party, or immediate mitigation steps.
Medium	7 – 14	Senior management review mandatory action required to mitigate the risk. Manage and contain to an acceptable level
Low	0 – 6	Management responsibility allocated for monitoring & reporting. Tolerate the risk - No further action required

STEP 5 IMPLEMENTING YOUR RISK MANAGEMENT PLAN.

Having analysed the risks and decided on your response in the working group, it is time to present the risk management plan to the board, who will be responsible for ensuring it is implemented. Once it's approved by the board, the staff who will be responsible for the risks need to be engaged in making and implementing a plan to address these risks. This person or group needs to clarify any questions regards the actions, assign lead staff to each action, and clarify when it will be completed. The implementation of the plan may involve:

Training may be needed to provide a good understanding of good safety practices (i.e., first aid, manual handling, or fire safety training)

Establishing and documenting procedures. Your risk management plan will probably include some procedures that need to be developed. It is also important to review any existing procedures to ensure that they are consistent with the risk management plan.

STEP 6 ONGOING RISK-ASSESSMENT.

It is important that you keep a consistent focus on ensuring that your risk management plan and practices remain effective. To do so, you can benefit from the following steps:

Appoint one person who will be responsible for the risk management. You should identify one person who agrees to take on the task as 'risk manager'. It is only very large organisations where the risk manager will not have other responsibilities in the organisation as well.

Keep procedures up to date and update your plan at least every year. As a rule of thumb, the more volatile your organisation's circumstances, and the environment around it are, the stronger your focus should be on keeping your risk management plan up to date. In your ongoing re-assessment of risks, you should keep an eye on changes that might impact your organisation, such as new legislation, new equipment, or creation of new positions.

Keep reports on risk management. **The last step of your ongoing risk-assessment concerns the importance of keeping records on risks and risk management.**

9.3 Risk Management Resources

WHAT IS IT?

Risk Management Policy
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Risk-Management-Policy.pdf

A framework recommended by the Charities Regulator for developing a Risk Management System and Risk Register
www.carmichaelireland.ie/app/uploads/2022/03/Sample-Completed-Risk-Register.pdf

The Wheel's introduction to Risk Management
www.wheel.ie/advice-guidance/managing-your-organisation/risk-management

The Wheel's Risk Management Good Practice Guide
www.wheel.ie/sites/default/files/media/file-uploads/2019-04/WHEEL%20-%20RISK%20BODY%20FINAL.pdf

Website of the Health and Safety Authority with useful information on risk management and Health and Safety regulation
www.hsa.ie/eng

Main legislation covering the health and safety of people in the workplace
http://revisedacts.lawreform.ie/eli/2005/act/10/front/revised/en/html

Specific health and safety laws that apply generally to all employment are set out in these regulations
www.irishstatutebook.ie/eli/2007/si/299/made/en/print

Guidelines to Good Maintenance Practices in Community Centres - Fingal
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/Guidelines-to-Good-Maintenance-Practices-in-Community-Centres-Fingal.pdf

Client Health and Safety Checklist
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/Client-Health-and-Safety-Checklist-Rev-4.docx

Training in Health and Safety for Community Centre Managers
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/Training-in-Health-and-Safety-for-Community-Centre-Managers.pptx

Example of Emergency Response Plan from Ongar Community Centre
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/Example-of-Emergency-Response-Plan-from-Ongar-Community-Centre.pdf

Example of Safety Management Manual from Ongar Community Centre
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/Example-of-Safety-Management-Manual-from-Ongar-Community-Centre.pdf

Example of Accident or Incident Investigation Report Form from Ongar Community Centre
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/Example-of-Accident-or-Incident-Investigation-Report-Form-from-Ongar-Community-Centre.pdf

Health and Safety Guidance Documents for Centre Managers
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/Health-and-Safety-Guidance-for-Centre-Managers.zip

The Wheel Good Practice guide on GDPR
www.wheel.ie/sites/default/files/media/file-uploads/2018-07/GDPR_Guide_2017_Web_Edition_0.pdf

10

Policies and procedures

As described in the Charites Governance Code, charities must develop operational policies to guide the actions of everyone involved in the charity[20]. Although not all facilities are registered charities, policies and procedures form a key part of the operational framework. They need to reflect your values and guide employees in their daily work. They are a good way of clearly defining the organisation's regulations in areas such as facility management and operation, staffing and finance, and provide operational direction for the Board of Management. Policies should apply to all stakeholders, including staff, user groups, members, and others involved in the community facility.

Put simply, policies tell people ***what*** to do and procedures tell people ***how*** to do it, i.e., while policies provide guidelines or rules that govern behaviour within the organisation, procedures describe the specific steps that need to be followed to implement the policy. These can be in separate documents or joined in one document. The necessity and importance of having policies and procedures in place are multiple and include:

- They ensure compliance with laws and regulations that are relevant or applicable to the organisation, hereby keeping both staff and organisation out of legal trouble
- They provide guidance, support decision-making, answer questions, solve ambiguities, and detail best practices and standards for performance
- They help to ensure that a consistent approach in line with corporate values is adopted throughout the organisation
- They ensure transparency and accountability and identify opportunities for improvement to current practices

10.1 Developing and writing policies

Since a given policy affects how people work every day it is important to get it right and to have the necessary number of policies in place - too many policies may cause confusion, too few may create risks for your organisation. As a rule of thumb, policies and procedures are most effective when they are simple and easy to read. It is imperative that when a policy is developed that is not just signed off by the board and left on a shelf. It is imperative that the policy is presented to all relevant stakeholders and those implementing the procedures fully understand what is required.

Involving stakeholders should be part of any policy development as having multiple perspectives helps to generate ideas and clarify potential areas of disagreement. Stakeholders could be trustees, staff, volunteers, clients/service users, funders, and external advisors, depending on the nature of the policy. To identify stakeholders, you can ask yourself questions such as 'who will be affected by this policy?' and 'who might dislike changes in the area?'. The number of stakeholders to involve and the level of consultation and required engagement will depend on the nature of the policy, how it is likely to affect people and the potential level of conflicting perspectives. In some cases, it may be enough to send out a draft and give people time to respond. In other cases, it may **be a better** idea to actively seek views before any writing is done.

Having identified stakeholders and potentially consulted with them, you should consider what resource implications the new policy will have for your organisation. Costs need to be considered when any policy is being developed, as the chances are that it will be ignored if there are not enough means to implement it.

20 https://www.charitiesregulator.ie/media/1609/charities-governance-code.pdf

You will have to walk a fine line between your experts' need for thoroughness and your non-experts' need for clarity and simplicity. Once the policy is drafted, it should be signed off by the Board.

Staff will most often need to sign a statement confirming that they have read and understand the policy.

Research is an important part of policy development: As a first step, you should check whether there is any legislation/regulation that will have an impact on the policy area that you are working on, for instance GDPR legislation or employment law. There is no need for you to reinvent the wheel every time you are working on a new policy. It is recommended that you draw on existing documents within your organisation such as its constitution, mission statement, planning documents and any existing policies. Apart from the fact that it saves you time to use already existing resources/materials, doing this also ensures that the new policy fits in with what already exists and fills the gaps needed. When developing policies, most people will notice that you rarely start with a blank canvas; for many problems or issues identified, a policy is often already in place which may need to be adjusted. As part of the research process, it is valuable to look at the policies of organsiations like yours, as you can use these as inspirations when developing your own.

Before developing new policies, it is a good idea to ask yourself[21]:

- What are the legal/regulatory requirements that apply to your organisation?
- Does a written or de facto policy already exist?
- Does an existing policy need to change?
- Are there new or updated legal/regulatory requirements being introduced that will require you to update or develop a new policy?
- Are there adequate provisions for policy implementation and review?

HELPFUL TIPS

FOR WRITING A POLICY

- Consider why you are writing your new policy and let that inform the actual writing process
- Involve those who are going to be affected by the policy. This will ensure that the policy is grounded, and it will make it more likely that it will be implemented properly.
- Use clear and simple language
- Be direct and use constructive language
- Explain the reasons for the policy including who should use it and when
- Give all stakeholders the opportunity to provide input but assign one person to do the writing
- Date the final copy and any future updates accordingly
- Keep in mind that some policy development or policy changes need to be agreed by the Board and others by a senior staff member

21 Based on information from: https://www.carmichaelireland.ie/app/uploads/2022/02/How-to-agree-operational-policies-for-your-nonprofit.pdf

10.2 Implementation, communication, and monitoring of policies

Development of policies is only one part of the process. The new / updated policy needs to be communicated throughout the organisation and put into practice. It is the responsibility of the Board to ensure that policies are in place, however many operational policies are delegated to senior staff. A first step is to explain the policy, and the rationale behind it to those who must implement it and to clarify questions. You may need to provide training for staff and volunteers. Your organisation's policies need to be regularly reviewed, and updated to reflect these changes, ensuring that the policies remain current, relevant, and workable. As a rule, organisations should review their policies at least every 2 to 3 years, or in line with legislative changes. Some policies however, such as Finance, may require an annual review.

10.3 Resources Policies and Procedures

WHAT IS IT?

This article from Carmichael explains how to agree operational policies for any non-profit and the steps involved in putting policies in place.
www.carmichaelireland.ie/app/uploads/2022/02/How-to-agree-operational-policies-for-your-nonprofit.pdf

Handbook from Carmichael based on the principles and standards of the Charities Governance Code. The handbook Includes a useful sample list of policies in the appendix.
www.carmichaelireland.ie/resources/board-trustee-governance-handbook-template

Fingal PPN policy hub providing a wide range of resources.
https://fingalppn.ie/policy-hub/

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Appendix

11.1 Relevant Legislation

Non-exhaustive list of legislation relevant to HR procedures
Adoptive Leave Acts 1995 and 2005
Carer's Leave Act 2001
Data Protection Acts 1998 and 2003
EC (Protection of Employees on Transfer of Undertakings) Regulations 2003
Employees (Provision of Information and Consultation) Act 2006
Employment Equality Acts 1998 – 2011
Employment Permits Acts 2003 to 2012
Industrial Relations Acts 1946 to 2012
Juries Act 1976
Labour Services Act 1987 – 2009
Maternity Protection Acts 1994 and 2004
Minimum Notice and Terms of Employment (Information) Acts, 1994 to 2001
National Minimum Wage Act 2000
Working Time Act 1997
Parental leave Acts 1998 and 2006
Payment of Wages Act 1991
Protection of Employees (Fixed-Term) Work Act 2003
Protection of Employees (Part-Time) Work Act 2001
Protection of Employees (Temporary Agency Work) Act 2012
Protection of Employees (Employers' Insolvency) Act 1984
Protection of Employment Acts 1977 to 2007
Protection of Young Persons (Employment) Act 1996
Redundancy Payments Acts 1967 to 2007;
Safety, Health, and Welfare at Work Act 2005
Unfair Dismissals Acts 1977 to 2007;
National Vetting Bureau (Children and Vulnerable Persons) Act 2012
The Data Protection Act, 2018
The General Data Protection Regulations (EU), 2018

11.2 Policy templates

LINKS TO POLICY TEMPLATES
Adverse Weather Policy Template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Adverse-Weather-Policy-Template.pdf
Audit Policy Template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Audit-Policy-Template.pdf
Board Attendance Policy Template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Board-Attendance-Policy-Template.pdf
Board Confidentiality Policy Template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Board-Confidentiality-Policy-Template.pdf
Board Conflict of Interest and Loyalty Policy Template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Board-Conflicts-of-Interest-Policy-Template.pdf
Board of Directors Terms of Reference Template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Board-Terms-of-Reference-Template.pdf
Business Code of Conduct Template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Business-Code-of-Conduct-Policy-Template.pdf
CCTV Policy Template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/CCTV-Policy-Template.pdf
Centre Work Plan Template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Centre-Work-Plan-Template.pdf
Child Protection Policy Template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Child-Protection-Policy-Template.pdf
Community Centre Manager Support Manual https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/Community-Centre-Managers-Support-Manual.pdf
Complaints Policy Template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Complaints-Policy-Template.pdf
Conflict of Interest Policy Template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Conflict-of-Interest-Policy-Template.pdf
Customer Care Policy Template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Customer-Care-Policy-Template.pdf
Customer Journey Template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Customer-Journey-Template-.pdf
Data Protection Policy Template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Data-Protection-Policy-Template.pdf
Diversity Policy Template https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Diversity-Policy-Template.pdf

LINKS TO POLICY TEMPLATES

Environmental Policy Template
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Env-Policy-Fingal-Keen-to-be-Green-Facilities.pdf

Finance Policy & Procedures Manual Template
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Financial-Management-Policy.pdf

Financial Management Policy
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Financial-Policy-Procedure-Manual-Template.pdf

Fundraising Policy Template
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Fundraising-Policy-Template.pdf

General Staffing Policy Template
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/General-Staffing-Policy-Template.pdf

Governance Manual
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Governance-Manual.pdf

Recruitment & Selection Policy Template
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Recruitment-and-Selection-Policy-Template.pdf

Remobilisation Response Plan (sample)
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Remobilisation-Reponse-Plan-Template.pdf

Reserves Policy
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Reserves-Policy-Template.pdf

Risk Management Policy Template
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Risk-Management-Policy.pdf

Social Media Policy Template
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Social-Media-Policy-Template.pdf

Substance Abuse Policy Template
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Substance-Abuse-Policy-Template.pdf

Terms of Reference for Governance & Finance sub group Template
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Terms-of-Reference-for-Governance-and-Finance-SG.pdf

Terms of Reference for Staffing Sub Group Template
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Terms-of-Reference-for-HR-Sub-committee.pdf

Volunteer Policy Template
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Volunteer-Policy-Template.pdf

Whistle Blowing Policy Template
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Whistleblowing-Policy-Template.pdf

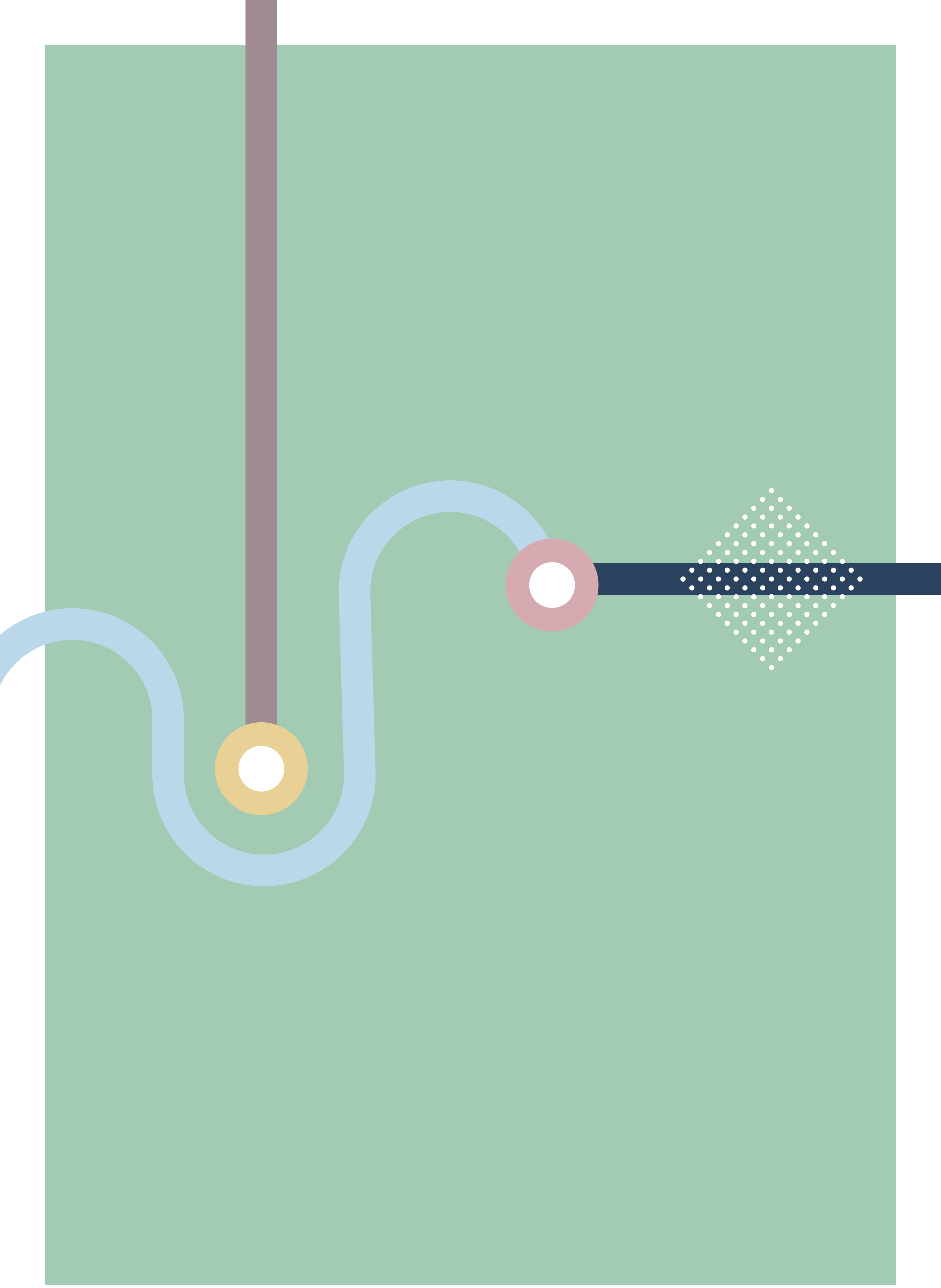
Explanation of Maintenance for community centres
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/Guidelines-to-Good-Maintenance-Practices-in-Community-Centres-Fingal.pdf

LINKS TO POLICY TEMPLATES

PPM Planner Template
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/PPM-PLANNER-TEMPLATE.xlsx

Asset Register - Sample Register
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/02/Asset-Register-Sample-Register.xlsx

No Smoking Policy template
https://fingalcommunityfacilitiesnetwork.ie/wp-content/uploads/2023/03/No-Smoking-Policy-template.docx



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