

# Residents' Association Handbook

A Guide to Running Your Association



September 2017



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# Introduction

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Residents' Associations (RAs) are vital in shaping the services the council provides to residents in Wandsworth and we think it is important that running one is made as simple as possible.

All of the sections in this handbook have been written to help you effectively run your RA and to help you through any problems you may encounter.

If there is anything that is not covered in this handbook then please contact your Resident Participation Officer (RPO) who will be happy to assist you with any questions you may have.

We hope that you find this handbook useful.

**Councillor Clare Salier, Cabinet Member for Housing**

**Brian Reilly, Director of Housing and Regeneration**

**Marlene Price, Vice-chairman, Borough Residents Forum**

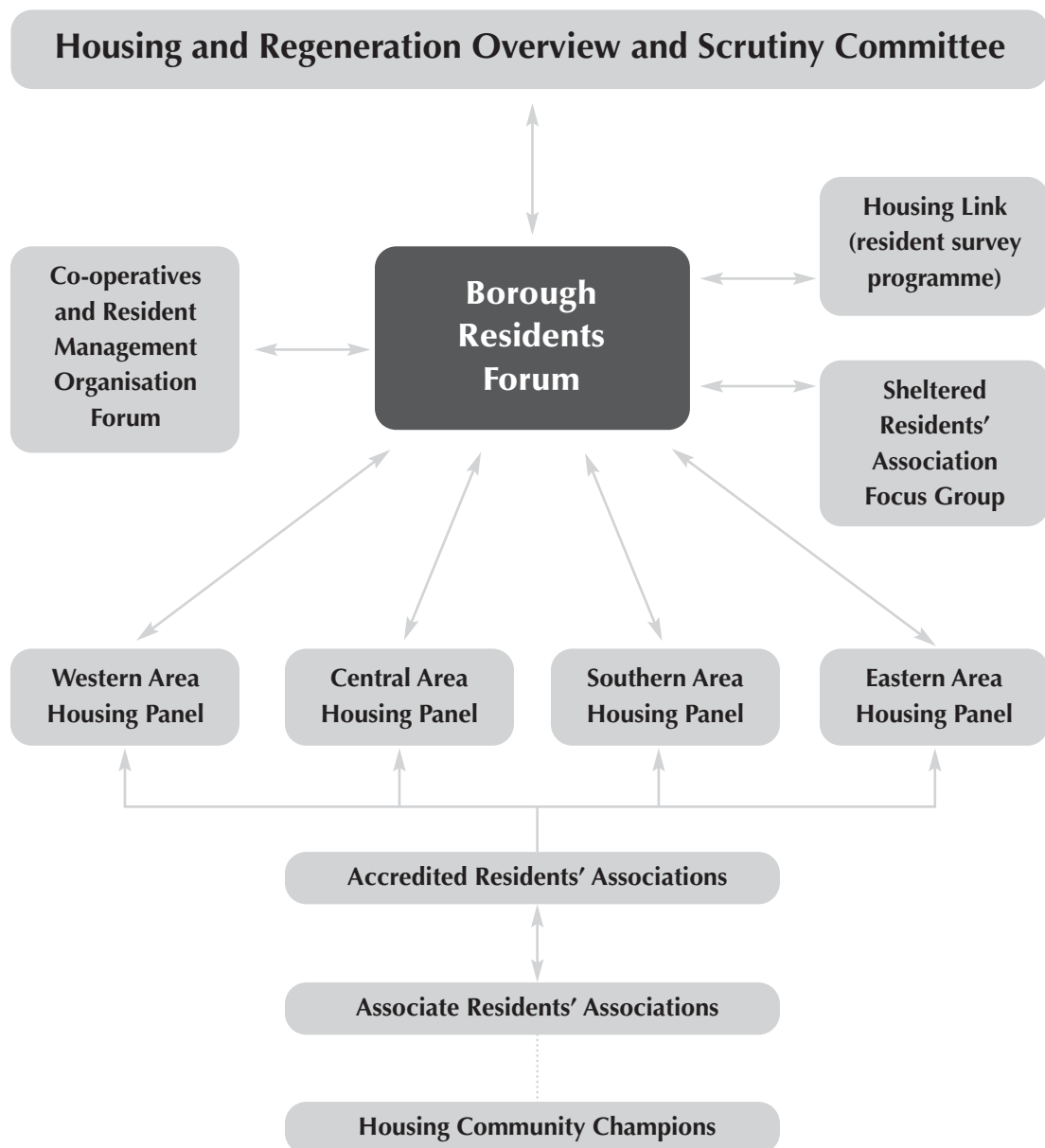


# The Resident Participation Structure and the role of a Residents' Association

As an RA you will primarily look to resolve local issues or concerns and make decisions about the management and maintenance of your block or estate.

Figure 1 shows how RAs form part of the legal resident participation structure and how you can influence the overall housing services provided.

Fig 1: Resident Participation Structure



# The Resident Participation Structure and the role of a Residents' Association

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## Accredited Residents' Associations

Only accredited RAs are able to influence change within the participation structure. To be an accredited RA you need to have a:

- **Constitution which meets our model constitution standards** For example, it will give details of the area it represents, how local residents can join, membership fees and how it will operate.
- **Annual General Meeting (AGM) (or Formation Meeting for new RAs)** These meetings must be minuted and give all residents a chance to find out what has been happening over the last year and what plans are in place for the coming year. AGMs also give residents the chance to nominate and vote new committee members to officer posts.
- **List of members** Where your RA covers 20 properties or more you must have a membership of least 20% of the households within the association's area of operation. Where there are between 10 and 20 properties the association must have a membership of at least 51% of the households in the area it represents.
- **Code of conduct based on an approved model.**

## Area Housing Panels

The Area Housing Panels (AHPs) bring together two representatives from each accredited RA within the following areas:

- Eastern (Battersea)
- Central (Putney & Central Wandsworth)
- Southern (Tooting)
- Western (Roehampton)

AHP meetings are held four times a year in each of the four areas and are chaired by either the Chairman or Deputy Chairman of the Housing and Regeneration Overview and Scrutiny Committee (HROSC). At the AHP each association can raise issues concerning the management of their estate/block. These meetings are an opportunity to:

- assess and comment on the delivery of housing services and our performance;
- consider and approve small improvement grants;
- liaise with the Borough Residents Forum (BRF) on housing reports and decisions;
- invite guest speakers to address issues which specifically matter to your groups or areas.

# The Resident Participation Structure and the role of a Residents' Association

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## **Borough Residents Forum**

The Borough Residents Forum (BRF) is the senior residents' representative body. The BRF is limited to 19 resident members which are elected from the AHPs.

Once elected, members attend meetings in the town hall prior to each HROSC to consider issues of housing policy and performance based on the information received from the four AHPs, the sheltered housing focus group, the Co-op/Resident Management Organisation (RMO) forum and resident surveys.

The elected Vice-Chairman of the BRF (always a resident member) attends the HROSC to report on residents' views.

## **Housing and Regeneration Overview and Scrutiny Committee**

Local Councillors who form the HROSC are appointed to:

- make suggestions to the Executive decision-makers;
- scrutinise Executive decisions;
- assist in developing policy.

The BRF representative attends these meetings to raise residents' views and issues and help inform decision making.





# The role of the council's Resident Participation Officer

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We have four Resident Participation Officers (RPOs) who work within one of the four area housing teams (Central, Eastern, Southern, Western).

RPOs are the key link between you and the council. Our RPOs are there to help, guide and encourage the success of your association, and also provide you with constructive advice about the limitations of what the council can and cannot do.

## How your RPO can help

They are able to:

- help you set up and maintain an RA;
- deliver and facilitate training courses;
- assist with small improvement grant applications;
- support your community activities;
- offer you information and advice on all participation and consultation opportunities.

Your RPO will also attend your AGM and carry out checks to ensure that your association is being managed responsibly and fairly as per your objectives set out in your constitution.

## Residents' Association Training

We have a range of courses available which will help provide the core skills needed to run your association successfully. Training courses and conferences are also important for their networking value and the ability to see how other boroughs and landlords approach various issues.

Courses are periodically run for RA committee members. They are free of charge, run at Wandsworth Town Hall and last for approximately two hours. Training courses include:

- managing RA grants and making bids for other grants;
- committee roles and skills;
- holding meetings and taking minutes;
- creating newsletters;
- how to increase wider resident involvement;
- organising community activities and running a clubroom.

You should contact your RPO for further information about these courses and details on how to book a session.

# The role of the council's Resident Participation Officer

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## **Learning from other Residents' Associations**

Getting to know and networking with other RAs is a good method of establishing contacts and sharing information and getting support. Well established RAs are often keen to pass on their knowledge and experience to a new RAs.

The council encourages networking both within the Borough and with groups outside of Wandsworth. Within the Borough the AHPs are a good means of finding out from other associations how they have overcome problems and dealt with issues.

Speak to your RPO who will put you in touch with relevant RAs within their area.

# Constitution

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A constitution is the document adopted by your RA which states the aims and objectives of the organisation and how it will be run. This is the most important document your association possesses because:

- the council must be satisfied that you are democratic and accountable. This means laying out clear procedures from which decisions can be made;
- it is a good reference point to assist you in resolving any problems which may occur from time to time;
- without one you may find members of your association working at cross purposes;
- a well written constitution will give you the means to address most problems you may encounter in the day-to-day running of the association.

## What must be included in a constitution

### **The constitution will detail:**

- the name of the association;
- what the association will do (aims and objectives);
- who can be members of the association;
- ending membership;
- who will be on the committee (numbers and officers);
- code of conduct (usually a reference to a separate document);
- number of meetings per year (committee and general);
- voting rights;
- subscription levels;
- what the funds raised will be used for;
- who will open the bank account;
- who can sign cheques;
- who will manage the accounts;
- procedure at Annual General Meetings;
- procedure at general meetings;
- quorum (minimum number of households present at each meeting);
- the role of the Secretary;
- amending the constitution;
- dissolution.

# Constitution

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Before you set out to draft your association's constitution, or to revise it, the association should be clear about what it wants to achieve. The constitution needs to be agreed by all the members of the association and you should seek to include as many members as possible in the drafting of it. Once completed it needs to be adopted at the inaugural General Meeting.

Appendix 1 is the council's model constitution which incorporates sections on all of the above. It is however your responsibility to ensure that the sections reflect the particular circumstances of your association and that members adhere to the constitution.

For further support about creating a compliant constitution please seek advice from your RPO.

# Code of conduct

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To ensure your group functions as well as it can it is advisable to put in place a set of ground rules to which all members of the association, particularly the committee, have to abide.

Although this is touched upon in the constitution, a formal Code of Conduct is usually a separate document. You may wish to adopt some rules for meetings such as:

- no cross talking;
- listen to the speaker;
- stick to the agenda;
- no abusive language;
- no personal comments.

Or you may want to make them more formal. A template is attached (Appendix 2) for your guidance however it is important that you tailor this to suit your association and ensure that it covers the areas that are important to you.

Make sure that your members are aware of the clause in your constitution that refers to the Code of Conduct and the fact that any breach could lead to their expulsion from the association.

For further support about producing a Code of Conduct please seek advice from your RPO.

## Managing Disputes

Disputes within the association may occur from time to time due to differing opinions or views. There are some tips which may help:

- negotiation is about reaching a position where both persons are happy with the agreement reached. It is not about confrontation and you should refer members back to your Code of Conduct;
- it is always important to listen to what the other person may have to say and try to understand their position. It may not be one that you agree with but understanding the pressures and constraints faced by the other person can help you work out a strategy to address the issues;
- talking matters through with all members of the association may aid the negotiation process.

It is unlikely that such differences will require any intervention from the council, however if the dispute remains unresolved and the association cannot move forward positively without intervention you should contact your RPO for further advice and guidance.



# Equal opportunities

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One of the purposes of an Equal Opportunities policy is to monitor your activity to ensure that your group is aware of discrimination and to take action to address it if it occurs. It is possible that discrimination can occur unintentionally and the adoption of a policy gives everyone the chance to think about the practical things you can do to ensure that your group is open to all, and that their views will be heard and taken account of.

It is important to remember that equal opportunities is not about treating everyone the same but making sure that differences are recognised, taken into account, and ensuring everyone has the same opportunity to take part.

The following points are protected characteristics under the Equality Act 2010, and your group should have particular regard to these when drafting your policy:

- age
- disability
- gender re-assignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex (gender)
- sexual orientation

Discrimination should always be challenged if it does occur. If you would like further guidance on drafting your Equal Opportunities policy, need advice about ensuring your group is compliant with equal opportunities, or if you have any questions speak to your RPO.





# The role of RA committee officers

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RA Committee Officers are key to ensuring the group is effective and that the day-to-day running of the association is well managed. There are three committee officer positions:

## **1. Chairperson**

## **2. Secretary**

## **3. Treasurer**

The positions of Chairperson and Treasurer are open only to council tenants and resident or absentee leaseholders. The role of Secretary can be held by any member of an RA, including freeholders, leaseholders' sub-tenants and household members of a tenant or leaseholder. These positions must be taken by RA members who have been democratically voted in by relevant group members. (See chapter on annual general meetings for further information on the voting process).

## **1. Chairperson**

A common misconception is that the Chairperson does everything, however they do not. They instead ensure that everything gets done. Being the Chair requires a particular talent to ensure that the resources and skills of all committee members are utilised to the full. This will help in creating an effective RA.

**The main responsibilities for the Chairperson are:**

- setting agendas in partnership with the Secretary;
- ensuring that the meeting gets through all of its business in the allocated time available;
- keeping the meeting in order and ensuring that everyone has an opportunity to be heard and to stop inappropriate interruptions and irrelevancies;
- making sure everyone is clear about what decisions have been taken;
- ensuring that everyone knows who is going to do what tasks.

## **Keeping a meeting in order**

**Generally you should:**

- meet a time limit for the meeting and make sure members know at the start when the meeting will finish;
- ensure the meeting keeps moving and does not run on too much on any one subject. If it looks like doing so, check with everyone that they are happy with this and advise that it will mean that the meeting will go on longer than planned if they want to keep discussing the subject;
- if it looks likely that the meeting will overrun suggest that some items are postponed until the next meeting;
- be clear and concise. Vague suggestions and proposals may result in vague discussion;

# The role of RA committee officers

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- draw the item to a close by summarising the main points, what has been decided, and who is going to carry it out;
- ensure the minute taker has time to record the decisions and who is going to carry them out.

It can be difficult at times to keep meetings in order, therefore it is important for all members to sign up to a Code of Conduct when they join the committee so that everyone knows the rules and parameters.

Depending on the size of your committee it may be useful for people to “speak through the Chairperson” when they have something to say and the Chairperson controls who is able to speak. It is very important that everyone is given an opportunity to speak and those who may frequently interrupt are monitored.

Be aware that some people find it difficult to talk at meetings and you should look to make sure they are included and make it as easy as possible for them. However, the Chairperson also needs to be aware that some people have a lot to say and may need firmer control to allow time for others.

The Chairperson may want to briefly check everyone is happy with their opportunity to speak and that the meeting is ready to make a decision. Then make sure the meeting makes a formal decision (even if it is to defer until further information is obtained) and that this is recorded.

## **Standing Orders**

Many organisations have something called “Chairs Action” whereby the Chairperson makes certain decisions outside of the committee meeting, however this must be formally delegated by the committee. This is known as a ‘Standing Order’ and should clearly state what the Chairperson is allowed to do. This will give the Chairperson the necessary power to act on behalf of the association in the areas delegated. All action taken by the Chairperson must then be formally reported to the committee at their next meeting.

## **2. Secretary**

The role of Secretary is not as defined as that of Chairperson and will vary from one group to another. Your association should set down what it expects the Secretary to do, however there are some basic tasks that can be carried out by the Secretary which include:

- take the minutes in meetings;
- keep the records of past minutes and meetings;
- set the agenda in partnership with the Chairperson;
- let the committee/members know when and where the next meeting will be held;
- keep the membership records;
- keep a log of all correspondence in and out;
- send and receive letters on behalf of the association;

# The role of RA committee officers

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- liaise with the council regarding day-to-day matters.

## **Minute taking**

Minutes are not meant to be a verbatim record of what was said at a meeting. Only the main points of the discussion, and who is to carry out any agreed action, need to be recorded.

**Some tips to remember are:**

- know everyone at the meeting and where they are from (send an attendance register around and ask everyone to write their name and address);
- sit where you can see who is speaking;
- take rough notes in the meeting - they can be written up in full later;
- if it is not clear what is being said or agreed ask for clarification (perhaps speak to the person presenting the item before the meeting for a better understanding of what is being discussed);
- do not try to record everything but make sure there is a note of what has been proposed, who will carry it out and the completion date or deadline;
- record the names of those who propose and second motions;
- after the meeting ensure that members get the minutes in good time (this should be within two weeks of the meeting) and that copies are kept of all past minutes;
- in advance of a meeting, circulate the minutes and action points from the previous meeting along with the agenda.

## **Organisation**

It is important that the business of the association is properly organised and records are easily found. You should:

- have a filing system for records such as minutes;
- do not let paperwork build up - it's more manageable to sort out papers regularly;
- get a book to record correspondence received and when they were answered;
- get a diary to record future meeting dates;
- make a "to do" list;
- share information. The Secretary often receives paperwork on behalf of the group and this must be shared. Make sure that any information received is forwarded to the relevant person.

Ensure that the other committee members work closely with the Secretary and make sure that the workload is shared amongst other members. If there is too much to do, raise it with the committee and ask if other members can assist. This helps to maintain a reasonable workload and gets others more involved.

# The role of RA committee officers

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## 3. Treasurer

The Treasurer is the person who has day-to-day responsibility for the association's money and for keeping accurate financial records. However, it is the committee who has the overall responsibility for ensuring that the finances are managed properly and deciding how the money is used.

**If you are acting as Treasurer, there are a few simple rules which will assist in carrying out this role:**

- be methodical and keep clear records of money received or paid out;
- ensure your paperwork is accurate;
- record everything in and out - do not offset one against the other when entering in the accounts (i.e. if you have collected membership fees and paid for some stationery with some of these fees, record both transactions and not just the remaining sum);
- keep the association's money separate from your own;
- do not keep large amounts of cash - put it in the bank;
- for petty cash, ensure that the amount held equals the figure in the cash book;
- ensure that the bank account requires two signatures for cheques or withdrawal forms;
- check the bank statements carefully and regularly.

### Filing systems

**You should be methodical in the way you act as treasurer, having a good filing system will assist in this function. An effective filing system should have four files:**

1. **Invoices (waiting to be paid)** - these should be kept in date order as they arrive.
2. **Invoices (which have been paid)** - these should be filed in date order as they are paid, and numbered so that you can easily trace them. It often helps to use file dividers and have a section for each month, so you can quickly find them at a later date.
3. **Petty cash slips and receipts** - these should be kept in date order, with monthly dividers. The petty cash slips should be numbered.
4. **Bank statements** - filed in date order.

### Receiving money

- You should ensure that you issue a receipt for any money you receive. You can buy small numbered duplicate books from most newsagents/ stationers. Record the total, the date, the name of the person from whom the cash is received and a description of what it is for (e.g. memberships fees). Hand over the top copy and keep your copy in the book.
- If you receive a cheque, file any accompanying paperwork and write the date and amount received.

# The role of RA committee officers

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## Making payments

- Where possible make the payment by cheque as this provides a clear record of who has been paid, how much they were paid and this can be verified by bank statements.
- Always get an invoice or receipt whether you pay by cash or cheque.
- Fill out a Petty Cash voucher and ask the person receiving the money to sign for it. Staple any receipts to the voucher, number it and keep them in order.
- Write the date and number of the cheque on the bill/invoice, if you have requested the building society to raise a cheque from your account.

## The cash book

You should keep separate books for your Petty Cash and your Bank/Building Society account. Always complete the cash book in pen. See below for what a cash book should look like.

Fig 2: Cash book example

Money In					Money Out				
Date	Rec from	Ref	Total	B/F	Date	Paid to	Cheque number	Invoice number	Total
21/10/16	council	-	£350		22/10/16	Sainsbury's	3507	1	26.57
						BT	3508	2	39.72
						London Electric	3509	3	43.55

**Money In:** The section to the left of the centre line records all payments into the bank. There are columns for the date money was paid in, where it came from and how much it was for.

**Money Out:** The section to the right of the centre line shows the payments which have been made. There are columns for the date on which the cheque was drawn, who it was made out to, the amount and cheque number. There is also a column for the invoice number. This is for your own numbering system - write the invoice number on each invoice as it is paid, as well as in the cash book. This will make it easier to check the invoices against the books. Depending on the size of your association and how many invoices are paid out, you could have additional columns for payment descriptions.

# The role of RA committee officers

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Using the cash book example: You have received a bill for the telephone service of £55.00

- Remove the invoice from the 'to be paid file'.
- Write the cheque and enter the detail in the cheque book.
- Enter the date, who the cheque is made out to, the amount and cheque number in the correct columns.
- Enter your own sequential invoice reference number.
- Write a note on the invoice to say that it has been paid, initial it, write the date of payment and your own reference number.
- File the paid invoice under the month in which it was paid in the 'invoices paid' file.

## **Balancing the cash book**

This needs to be done on at least a monthly basis and when you do a bank reconciliation in order to ensure that you know how much money the association has available.

To balance the cash book rule off the pages and cross through any blank entries (there will always be blanks either in the money in or money out columns unless you have had exactly the same number of transactions on each side) and total the columns. Remember to carry forward the remaining balance in the cash book as this is effectively the first "income" in the next period.

## **Bank reconciliation**

This is checking the entries in your cash book against your bank statements. The bank balance should be the same as the balance showing in your cash book on the same date. If it is, then there is nothing to do. If it is not the same, then you will need to check the entries on the bank statement against those in the cash book to locate where the difference has occurred. It may be that a cheque has not been presented or cleared yet or there is an error which should be corrected. If you find any errors make a note of them and amend the books/statement. If there is an error on the bank statement then this should be followed up with the bank immediately. Appendix 3 gives an example of what a bank reconciliation should look like.

## **Reports to committee**

Your report should be a summary of the current financial position of the association taken from the cash book. It may be either written or verbal depending on the size of your association and the requirements of the committee.

**You should always be in a position to state how much money the association has available and whilst this figure alone may be sufficient for small associations it is best to report:**

- money available in bank/building society;
- amount received and paid out in the year so far;
- expected income and bills due over the next month or quarter.

*Appendix 4 gives an example of a finance report to committee.*

# The role of RA committee officers

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## **Report to the AGM**

**This must be a written report available to all members of the association and should show:**

- total income broken down into sections (grants, membership fees, etc.);
- total expenditure broken down in sections (stationery, electricity, etc.);
- how much money is left and where is it held. You should name the bank(s) used by the association and state how much is in each account. You should also state how much is held in petty cash, including the date.

*Appendix 5 and 6 provide an example of a finance report to the AGM*

## **Auditing of accounts**

We do not insist that the association's accounts are audited professionally, however you should ask a person who is independent from your association to check your accounts. We encourage associations to look at each others accounts to provide this degree of independence.

**The reasons why you would want to do this are:**

- provides an itemised written account to present to the AGM;
- helps and reassures new treasurers;
- identifies and deals with any problems with the accounts;
- demonstrates to your members that the finances are in order.





# General meetings

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General meetings are the chance for your group to raise and discuss matters of importance. Your association will decide how often and for how long each meeting will be held, however we would suggest that you do not meet too frequently unless there is an absolute necessity or in preparation for a special event.

Your constitution will dictate the minimum number of meetings that you must hold per year and the minimum number of households needed to be present for your meeting to be quorate. If the frequency of your meetings proves to be inadequate for your association then use the correct procedure in the constitution to amend the minimum amount.

When deciding whether or not to hold a meeting you should consider:

- what subject(s) will be discussed;
- who needs to be invited;
- whether you need to hold it now;

If it is necessary to hold a meeting, set a convenient time and date for members to attend. It is worth checking with committee members, on at least an annual basis, which times/dates are most convenient.

Set a fixed meeting duration. People lose interest in meetings that last too long. This will need an effective Chairperson to ensure that any business is conducted within the allotted time, which means that residents and other interested groups will be much happier to attend. Make sure that meetings always start on time

## Meeting Agenda

Setting an agenda gives you a structure around which to base the meeting. This is useful because:

- it helps you plan the meeting;
- it helps you to get through the business of the meeting efficiently;
- it helps those members attending follow what is going on;
- it gives members the opportunity to think about the meeting in advance.

Generally it is the Chairperson's job to draft the agenda, however the Secretary often collaborates and it can be worthwhile to get input from other committee members in advance by:

- a suggestion sheet on a noticeboard;
- at the current meeting ask for items for the next meeting;
- when you send out invitations to the meeting ask for items for the agenda.

# General meetings

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## What should be included in an agenda

- It is customary to begin each meeting with a short introduction of each attendee (name, where they are from etc.).
- Most of the agenda will be items you need to discuss therefore make each important matter a separate item.
- Look through the minutes of your last meeting. Are there things to report back on, or are there items to be discussed again?
- Have you received information you need to tell others about?
- Do not put too much on an agenda. This will lead to either very long meetings or too brief item discussions, both of which will be unsatisfactory for participants. You could set a time limit for each item to ensure that discussions do not take too long, although you may want to be flexible on this if the discussion is particularly useful.
- Look at the minutes of the last meeting and agree their accuracy (or correct any discrepancies) and get the Chairperson to sign them.

**Figure 2 gives an example of a general meeting agenda structure.**

*Fig.2 Model Agenda*

Anywhere R.A (Date, Time and Place of meeting)	
Agenda	Time (approx. 1hr)
Welcome, Introductions & Apologies	5 minutes
Minutes of Last meeting	10 minutes
Action points arising	10 minutes
Item 1	10 minutes
Item 2	10 minutes
Any other business	10 minutes
Date, time and place of next meeting	5 minutes

Any other business should not be used to discuss the majority of the business. It should be for important issues/information that have come up since the agenda was circulated. Meeting items should have been included on the main agenda or should be put back to the next meeting when they can be included formally.

If you have anyone specially invited to the meeting, it is usually customary for them to be placed at the top of the agenda so that they can leave once their matter has been dealt with.

Consider including the use of presentations on some issues (see chapter on presentations for further information). This may be particularly useful if you wish to begin a discussion on a potential campaign for your group.

# Annual general meetings

The AGM is the RA's yearly general meeting and subject to the rules set out in your constitution regarding quorum levels and notice given to call the meeting. Where it differs from a general meeting is that there are specific items of business that must be conducted at the meeting. These are usually defined in your constitution and include:

- the passing of the annual accounts;
- appointment of an auditor (sometimes);
- electing the committee. (Some constitutions state that the officers are elected directly by members at the AGM while others state that it is the committee that are elected and at the first subsequent committee meeting they elect the officers);
- committee to inform members of the RA's achievements.

## Planning the AGM

There are some basic requirements that you must meet:

- the notice calling the AGM should state the date, time and venue for the meeting, all business to be discussed and also how the elections will be conducted;
- if nominations are required for the committee officers make sure these are invited in the correct format and that they are received at the correct address and within the specified time frame. Depending on what your constitution states, this will be in advance of the meeting or may allow you to accept nominations in the meeting;
- ensure you give your members sufficient notice of the meeting;
- invite all estate residents (if appropriate);
- post or deliver invitations by hand;
- allow members enough time to add items to the agenda.

## AGM Agenda

Figure 3 details a model AGM agenda.

*Fig 3 Model AGM agenda*

Anywhere R.A (Date, Time and Place of meeting)	
Agenda	Time (approx. 1hr)
Welcome, Introductions & Apologies	5 minutes
Minutes of last AGM	5 minutes
Action points arising	5 minutes
Chairperson's report	10 minutes
Treasurer's report	10 minutes
Election of committee officers	10 minutes
Any other business ( of which due notice has been received)	15 minutes

# Annual general meeting

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Consider including the use of presentations on some issues (see chapter on presentations for further information). This may be particularly useful at an AGM when presenting the year's achievements.

## **Electing the committee**

All members over the age of 18 are entitled to stand for election to the committee, however Wandsworth council tenants or leaseholders must make up a majority of the committee and must be in the majority at any committee meeting votes as they have a legal and financial relationship with the council. In addition, only Wandsworth council tenants or leaseholders are permitted to hold the positions of Chairperson or Treasurer.

Each year at the AGM the committee will stand down and may be re-elected. You may however want to insert a clause in the constitution stating that if a committee member has been elected three years in a row then that committee member must stand down for a year. This will ensure that there is an opportunity for all eligible members to stand and sit on the association's committee as long as Wandsworth council tenants and leaseholders remain the majority.

Plan in advance how you want your election to be undertaken. If your constitution requires nominations to be submitted in advance of the meeting, you will have a clear idea of how many people are interested and whether there is sufficient space on the committee to allow them all to join, or if you will need to have a vote. However, if it is more appropriate for your group it may be useful to give the opportunity to those attending the AGM to join the committee.

If however you need to have a vote or think you will, you should decide in advance how this will be conducted. Will it be sufficient for a show of hands or will you require a 'secret ballot'? If the latter, make sure you have voting forms drawn up (allowing extra space for nominations at the meeting), a 'ballot box' and someone ready to count the votes - perhaps schedule this for a refreshment break. When considering who is going to count the votes, it helps to have a neutral or independent vote counter to avoid problems or concerns over any election results.

# Conducting a presentation

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You may want to deliver a presentation to members of your association at your meetings to provide a more visual, interactive and dynamic way of delivering your information.

## Planning and Preparation

The key to making a successful presentation lies in the planning. You will first need to decide:

- what the presentation is about;
- what are your objectives (do you aim to impart knowledge or are you hoping to get an answer?);
- how long you will have.

## Creating the Presentation

Microsoft Powerpoint Slides are most commonly used to prepare and conduct presentations. If you are using slides try not to put too much information on a slide, rather use the slide to clarify the main point and use your notes to explain the detail to the audience. Also use pictures and colour where possible to make your presentation more interesting.

**General presentation structure:**

- **Introduction.** Give a general overview of who you are and what you are going to be talking about. Keep it brief and use only one slide.
- **Main body of the presentation.** Think about the points you wish to make. Keep to one point per slide. Do not just read from the slide, make the point and talk about it from your notes. If you need to give more detail use handouts.
- **Handouts.** If you are using handouts try to give them out at the start of the presentation to prevent disruption.
- **Conclusion.** At the end of the presentation draw the main points together. Keep it brief and use only one slide.

Practise what you plan to say and ensure that it keeps within your time limit. If possible get a friend to check your slides for spelling and other errors on your slides and listen to your delivery to provide constructive criticism.

## Giving the Presentation

- arrive early and test the equipment;
- expect to take questions from the audience;
- keep to your allotted time.



# Clubrooms

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Not all associations will manage a clubroom, however if your association does have one it is important to keep it well maintained as it is a significant asset.

It provides a meeting place for your association and is a valuable resource which can help bring the community together. However, managing larger community rooms can be very time consuming so try to get members involved in the day-to-day running and upkeep of your clubroom.

Below is some information about clubrooms in Wandsworth.

## Leases

The council will enter into a clubroom lease agreement (between one and three years) with the association. This agreement must be signed by designated individuals. This may require an amendment/addition to your constitution to include a paragraph allowing for the appointment of 2 trustees<sup>1</sup> to enter into a lease agreement on behalf of the association. In return the council will prepare a standard lease agreement and will also indemnify all trustees against incurring any cost to themselves on behalf of the association.

The lease will require the association to maintain the interior decorations but the council will carry out all repairs to the structure and external decorations. The issue of internal repairs will be dealt with on an individual basis depending on the use of the room. Essentially, if it is a meeting place for the association the council will usually carry out internal repairs, if however, it is being used for social events (hiring for parties etc.) then the association is usually expected to meet the cost of internal repairs.

The lease will also state what the premises can and cannot be used for and will state any restrictions, such as opening times.

As long as the building is used mainly for community purposes then the rent charged will be a peppercorn rent<sup>2</sup>. Make sure you read the lease carefully and understand it before signing it.

## Managing the building

This is dependant on the size of the clubroom and activities taking place.

Generally smaller clubrooms will be managed by the RA's committee. However, a larger or well-used clubroom may require more time and staff, so you may wish to develop a sub-committee specifically for this role or you may want to develop a structure with more independence. For example you may wish to set up a committee with members from the local community (not RA members), council officers or members of regular user groups to run and maintain the hall.

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<sup>1</sup> The word trustee is a legal term that refers to a member of a trust, which can be set up for a variety of purposes and is entrusted with the administration of property on behalf of others. The trustee holds legal title to the trust property, is the representative of the trust and has the capacity to sue and be sued on behalf of the trust.

<sup>2</sup> Peppercorn rent – this is a nominal rent amount (not collected) but ensures that a rental contract is in place to maintain a formal relationship between the landlord and tenant.



# Clubrooms

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Whatever route you choose the basic need to involve the wider community in the management of the hall is very important. In order to ensure that you meet the needs of the community you will need to carry out some research into what is required, develop services to meet these requirements and then market them to the community. The benefit of doing this properly is that you are likely to pull in more volunteers to help with the running of the centre.

It is also important that a separate bank account for the clubroom is set up. This will ensure that sufficient funds are being held for any repairs and maintenance required, and any surplus funds can then be used for the community, association or towards any extra clubroom requirements.

## Hiring of Clubrooms

Larger residents associations or community groups may wish to increase their income by hiring out the clubroom for social functions. Before doing this however you will need to have in place appropriate insurance (see chapter on insurance) and letting agreements. All monies owed for hiring the hall must be paid in advance of the event.

### **Matters to consider should be:**

- whether you require any form of licence;
- who is going to arrange to lock up the hall at the end of the night?;
- put in place rules regarding opening times and 'use of building'. As well as what you will do if others breach these rules;
- who pays for any damage caused;
- who will clean up?;
- will the noise levels be too loud?;
- will the event cause a disturbance to neighbouring properties?;
- how will parking be accommodated?;
- catering/bar arrangements.

# Getting people involved

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One of the aims of an RA is to try and get people in the local community involved in its work. You must also ensure that you keep a list of members and to remain accredited your RA must have membership of at least 20% of the households within your area of operation. (If your association is between ten and 20 properties you must have a membership of at least 51% of the households in the area you represent. If there are fewer than ten properties in the area represented the RA may retain its associated status without some of the usual constraints. You should speak to your RPO if you have any questions about representation). It is therefore important for the operation of your RA that you continue to increase residents' interest, involvement and membership. Your RPO will assist you with this.

## Publicity

In order to keep people aware of what you are doing it is a good idea to deliver regular newsletters or bulletins to all residents. These do not need be too long but make them as eye-catching as possible (see the section on producing newsletters).

There are a number of steps you can take to ensure you are attracting members from all sections of the community:

- Nothing generates interest more than success, so set yourself some small but achievable goals that will make a difference to your block/estate. The Small Improvement Budget available through Wandsworth Housing Services may be the ideal way of funding small works on your estate.
- Hold your meetings at a time and place convenient to as many residents as possible.
- Accessibility - is your chosen meeting place accessible to all? This does not just concern physical disabilities and sensory impairment but also moral and religious concerns (e.g. pubs are not a good idea).
- Offer to accompany people to and from meetings - many people do not feel comfortable attending evening meetings after dark.
- Offer refreshments and set up activities for children whilst the meetings are being held.

## Personal contact

One of the most effective ways to involve people is through face to face contact. It enables you to:

- canvas views more effectively;
- explain issues in a more accessible way;
- improve the "community spirit" on the estate;
- make people feel that their views matter and that you are serious about wanting to get them involved.

When calling on people always have information ready that you can leave with residents. A brief piece about the aims of the group, contact details and activities that you are involved in is appropriate. If you do not get a reply make a note and arrange to call back later.

# Getting people involved

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**Personal Safety:** If you plan to go from door to door to speak to people, make sure that you take appropriate measures to protect your personal safety.

- Do not go alone
- Do not go into the flat/house of anyone you do not know (a good excuse to use when declining an invitation into someone's home is to advise that you have a number of people you have to call on and unfortunately do not have the time)
- Make sure someone knows where you are going and what time you will be back

## Existing groups

You should look to create links with existing external voluntary groups in your area. It may be worth finding out and speaking to those who attend such groups and give out information about your association. The links you establish with these groups may also be useful in terms of local campaigning as you may share common concerns.

## Keeping in touch

Having established contact with others and signed them up as new members, remember to keep in touch. Make sure everyone gets invited to meetings. Do not restrict meetings to members as you may be able to sign up new people on the night (although make sure you know who is entitled to vote).

Considering holding some social events to enable people to get to know each other informally.

Most importantly, maintain personal contact. This is far more effective than issuing newsletters or calling meetings. Make sure you tell people what you have achieved and what you are trying to do. Many people join groups, such as RAs, because they want to achieve something so try to assist with this as far as possible.

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Our Small Improvement Budget (SIB) gives grants to residents to make improvements to their

# Small improvement grants

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estate or block which will benefit the community. This budget is for projects which you think are important and would not normally be funded by other budgets.

Your association may have an idea that may benefit from this type of funding, or alternatively, as SIBs can be applied for by anyone living in a council managed property you may find that residents will come to you with ideas or projects, as priority for this grant is given to RAs. Schemes must be considered by the AHP before any budget is granted. To submit a scheme you should make a request through your RPO.

## Types of projects

The types of schemes funded include:

- Community gardens and landscaping
- Railings and other new security features
- Bike stores and racks
- Bin enclosures
- Tables and benches (for clubrooms and gardens)

## Qualifying for a SIB grant

To qualify for funding the project/scheme must:

- Be under £20,000 (£25,000 for central area)
- Be an improvement and not rechargeable to leaseholders
- Not incur any ongoing maintenance costs
- Not be part of an existing programme of works (e.g. door entry systems)

## RPO help and assistance

You should contact your RPO with your project ideas. They will:

- Confirm whether your project meets the criteria
- Take you through the process, explaining which forms to complete and what it entails
- Discuss the suggestion with other residents where necessary
- Seek quotes



# Newsletters

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The production of an RA newsletter is an important means of keeping your members and other estate residents informed of what's happening and what your association has been doing. It may also be a way of encouraging new members to sign up to your group.

Your RPO will be able to assist in both the production and the design of newsletters. Use colour and try to establish a recognisable format and stick to it. You may also wish to develop a logo for your association that you can include on all letterheads and newsletters.

This section is broken down into five parts:

- **Production planning**
- **Content**
- **Design**
- **Printing**
- **Distributing**

It's often useful to give responsibility for the production of the newsletter to one person, although the whole committee should be involved in issues such as design and content approval.

## Production planning

- You should decide how often a newsletter will be published (e.g. monthly or quarterly).
- Collect the information. Keep a file for articles, ideas/suggestions that you might want to use in the newsletter.
- If you are asking people to produce an article for you they should be properly briefed as to the subject, length and the deadline for submission which will allow you enough time to collate articles and meet your publication deadlines.

## Content

The most important thing, whatever the actual content, is to get your facts right. If you are responsible for a story make sure you get the names, dates, times and quotes right.

If you're making a statement of opinion then try to back it up with a reason for the opinion. For example, if something was successful or unsuccessful state why/or provide an explanation.

Whilst articles about people are interesting try not to emphasise the role of specific individuals in a large event unless there is a good reason to.

Think of other things that can grab people's attention; quizzes, recipes and gardening tips are often valued by readers. But be careful where you get this information from, as previously published material is subject to copyright (i.e. it belongs to the author). Personal or family recipes can be a good way to involve those from different communities and can have wider interest. Do you have any residents who have experiences that would be of interest to others? Small personal histories can be a good way to bring the community together and be used as a tool to involve people.

# Newsletters

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## Design

The basic rule is to keep the design clear and simple. A design that uses too many fonts, pictures and colours can look messy and obscure the main message or information. Have a look at other newsletters and magazines, this will help you work out what you like and dislike, then use similar formats and ideas.

If your group has a logo, this should be placed prominently on the front page to create an identity for the newsletter.

Make your headlines as big as possible to grab the readers' attention and use columns for the articles, as using the full width of the paper can create a dense block of text which is difficult to read.

### Other tips:

- Try to avoid using elaborate fonts as they can often be difficult to read
- Put some text in boxes to make it stand out
- Ration your use of pictures; make them relevant to the story. Black and white photos with strong contrasts tend to work best particularly if you are photocopying them
- A small editorial group can help the person preparing the text by agreeing the basic layout and checking the text before printing

## Printing

Check that the printing can be done on time and if the printing is done by someone else make sure that you also have clear agreements about costs, supply of materials (e.g. paper) and delivery.

## Distributing

You should publish the newsletter on your association's webpages, however hand delivering newsletters still remains an important communication method to ensure you are capturing the whole community.

If you need the newsletter out by a certain date e.g. in time for members to receive notices of an AGM, make sure your distributors know, and check with your readers and distributors from time to time to make sure everyone is getting a copy when they should.

# Fundraising

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Groups may wish to undertake fundraising to support the community activities that they organise and it can be a great way to involve local businesses, build links in the community and to raise the profile of your association in your estate or area. The organisation that you approach for funding will largely fall into one of two categories depending on how much money you are seeking.

- Local businesses and agencies
- Major/larger funding bodies and agencies

If you are looking to support a small local event then local businesses would be the most appropriate source. If however you are looking for longer term or ongoing funding for events or projects, then you will need to consider larger funding bodies, such as the National Lottery. The latter will require a much more detailed analysis of your proposals and you should be prepared to put in significant effort to obtain the required funding.

Before you start trying to raise money for an event, undertake some basic research into practical issues and speak to your RPO about funding bodies.

## Fundraising from local businesses

Local businesses and shops are more likely to give to people they know, so make use of all your local connections. If a member of your association is employed by a local business their recommendation will be valuable.

If you are approaching local shops go in person, especially if they know you but if they do not, ensure you take a letter on your association's headed paper to back up your request.

### When you apply:

- Write on your association's headed paper
- Keep the letter to one side of A4 if possible, but make sure you specify what you want the money for and who will benefit
- Ensure you credit the donors in any publicity you produce
- Always say thank you afterwards and provide some information on how the event went (include any local press cuttings or photos from the day)

*See Appendix 7 for a sample letter to write to local businesses. This can be adapted according to your needs.*

## Fundraising from major/larger funding bodies and agencies

Larger funding bodies and companies will usually have an online application that you will need to complete when requesting funding. These types of funders will usually have a set of established criteria against which they will judge your application for funds so make sure you know what they are before you apply.

They will expect you to be clear about why you need the money, how you will use it and how it matches their criteria.



# Fundraising

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If you are hoping to apply to larger funding body remember to plan ahead as there are often quite tight deadlines to be met and the funding application forms are often quite complex. You will need to have worked through your proposal carefully and be clear about your aims. You may need to start planning at least 6-9 months before you require the grant.

## Budgets

When you apply for a grant you will almost certainly be asked about the cost of the project, so it is worth considering your possible income and budget position. Do not just look at costs but consider potential income e.g. if you plan to sell refreshments include this income in the budget.

Be as accurate as possible. If you need to buy or hire equipment get quotes so you can justify your figures. Guessing or estimating may be inaccurate and may lead to applying for insufficient funds.

Do not underestimate what the project will cost. Funders usually have a pretty accurate idea of costs. By putting down an unrealistically low figure it is going to make them think that you do not understand the full cost implications and will create a poor impression. You need to have enough funding to carry out the project. If you do not apply for enough then the project will not complete. Funders may query the delay or failure to complete.

Similarly, do not overestimate costs. Do not opt for the expensive option if there is a more cost-effective option available, and remember to include all the “hidden” extras such as maintenance, insurance, travel, etc.

## Monitoring and evaluation

This is a very important part of the overall programme. You will need to state on your application form how you will know if your project is successful, so think about monitoring the project in the planning stage.

**Monitoring** is simply the process by which you record information about the project such as the numbers attending, feedback from those attending etc. Monitoring is usually a condition of a fundraiser offering funding so if you are successful you will need to start monitoring the project straight away. Your RPO can assist you with setting up an appropriate system if the funders do not have a specific requirement.

**Evaluating** means looking at the information you need to collect in order to assess how well the aims of the project are met.

For example, you may have set up an adult literacy project and have monitored the numbers of attendees and possibly the exam results achieved at the end of the course. The evaluation would look at whether or not the attendees were from the group you had targeted and possibly the increase in employability of those who had attended. This could be undertaken by means of a survey or by talking to those who have attended the course.

# Fundraising

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## **Evidence you will need to provide**

In order to establish that you are a competent association with sufficient legal standing you will also be expected to provide most of the following:

- Details of your bank account
- A copy of your constitution and your legal status (i.e. Limited Company, Industrial & Provident Society etc.)
- A copy of your most recent accounts
- A copy of your Equal Opportunities Policy
- Risk assessment for the project (health & safety)
- Details of what you have achieved as an association so far and how long you have been operating
- Membership numbers and details of volunteers (without giving personal information)
- Details of other funding received (attracting one source of funding often leads to other funders donating money)
- Evidence of your competence both financial and managerial



# Campaigns

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This is an important part of the work of RAs. Campaigns can achieve change or improvement to your estates and surrounding areas to benefit everyone's living environment.

You should first decide what the key areas of the campaign are. This may seem obvious; however many campaigns struggle because key participants have slightly different ideas as to what the campaign is about. You should then make sure that there is enough support from within the community. You'll need to make sure that your neighbours and others in the area support your proposed campaign.

The best way to decide upon what to campaign about and ensure there is sufficient support is through good communication. You may have knowledge of concerns or incidents in your community and to find out if your neighbours have similar views you could set up regular meetings of your group and the wider community. You may also want to consider carrying out a questionnaire in the area and depending on the nature of the campaign you may want to enlist the support of other groups, schools and local businesses.

## Make your campaign **S W E A T**

- **Specific** - make sure your campaign is clear and does not have a vague aim such as 'improvements'.
- **Winnable** - choose targets you can achieve, if they are impossible this will lead to disappointment and loss of credibility.
- **Easy to understand** - use plain English in your communications and make it easy to follow.
- **Agreed democratically within your group.** Let everyone have their say and contribute. This will make the group stronger.
- **Targeted at the right people** - find out who has the power to address your concerns and approach them.

Linked to this is determining the size of the problem. If for example you wish to tackle a concern with the maintenance of your estate, then ask who else is concerned and how widespread does it appear to be (i.e. is it just one or two outstanding repair items or a more serious concern?). To find this out you could:

- Call a meeting and ask people
- Distribute a leaflet
- Organise a petition
- Carry out a survey
- Call in some expert help
- Check out sources of information such as the internet, libraries, community centres, etc.

Remember, communication is a two-way process. Not only will you need information from other people but you must keep them informed as to what you are doing or their support may subside. You will also need to support others to enable them to support you. By this we mean that not everyone who supports your aims will come forward and you may have to seek them out.

# Campaigns

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There may be reasons for residents not becoming involved in your campaign:

- They may be housebound
- They may have language difficulties
- They may have hearing or visual impairment
- They may find it difficult to initiate contact
- They may find it difficult to attend meetings

If you feel this is the case then plan to address the problems, but initially you will need to make contact to find out the difficulties.

## **Organising your campaign**

To run a successful campaign you need to make it attractive, persuasive and factually accurate. A briefing sheet and action plan may be of use to everyone and can be distributed to councillors, officers, etc., outlining your position. It should contain supporting facts and information to back up your proposal. It can also be used to show your concerns and how you are going to pursue them, e.g. a petition, direct action, meetings, etc.

Make sure you send it to everyone who might want to become involved.

# Running events

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For many associations running an event can provide valuable financial support and be an informal way to meet a wider range of residents. However, in order to achieve what you want to and, most importantly, for everyone to remain safe, you need to follow certain steps.

## The five Ws checklist

Whatever type of event you are planning to hold this checklist is key. The answers may differ depending on the type of event but you still need to consider the following:

- **Why** do you want to hold the event?
- **Who** is doing it? Who are your partners in the event? Who are you seeking to influence (if anyone)? Who is going to come? Who is going to do the work?
- **What** kind of event do you want to run? Outdoor? Indoor? Meeting? What is it going to cost?
- **Where** do you want to do it (venue, site)? Where is the money going to come from?
- **When** do you want to do it? (Is there an external agenda driving the event?; is it weather dependent?; have you got the time and funds?)

## Key planning stages

Whatever event you aim to run, planning is vital to its success.

For an event such as a fete or fun day you will need to give yourself enough time to plan and organise the day. You must also ensure that the event you want to hold fits in with the aims of your association and is inclusive of the community. You should ensure that you speak to your RPO about the stages involved in running an event, including ensuring that you have the correct licences and permissions.

### Stage 1 Draft planning:

This is your opportunity to set out a draft plan identifying what the purpose of the event is, who the key individuals are and what tasks will need to be undertaken. Tasks will include:

- Setting up a project group to organise the event and identify roles and responsibilities
- Agree what you want to do. Prepare an outline plan and draft budget
- Agree rough estimates of the time commitment required from each member;
- Agree a rough timeline and proposed date for the event
- Look to identify people who can be called upon to help the group

### Stage 2 Background preparation:

With the group work out a detailed timeline for the event which shows the sequence of events and tasks to be completed. You will also at this stage need to ensure that you have thought about and will comply with any legal requirements related to running a community event.

# Running events

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Tasks will include:

- Finding a suitable venue/site
- Check if there any by-laws you need to comply with (e.g. something prohibiting the use of your location for this type of event)
- Finalising the date with the venue
- Check the availability of any speaker you may wish to invite
- Advise emergency services
- Decide how you are going to publicise the event (draft publicity flyers and posters)
- Decide on the equipment required (e.g., seating, toilet facilities) and research possible suppliers
- Decide if people will need a ticket to attend and determine how will these be distributed or sold
- Confirm and/or apply for any required licence, insurance or permission (e.g. Temporary Event Notice, road closures or permits from the council)
- Decide if you will be offering a crèche facility (check with social services for rules governing this)
- Decide if there will be any catering facilities (check with environmental services for any regulations that will apply)

## **Stage 3 Planning the day:**

- Confirm details of the event with police, the council, etc.
- Ensure appropriate licences and insurance are in place
- If you have a speaker make sure you have a copy of their speech and check its content
- Prepare a risk assessment and health and safety checklist for the event
- Confirm any required access arrangements (In an emergency you must ensure that people will be able to get out and that volunteers are aware of emergency exits)
- Organise a first aid kit and a trained first aider
- Arrange the layout of the event e.g. where the stalls/toilet facilities will be and ensure that people will be able to move around freely
- Prepare any press release advertising the event
- Book a photographer
- Prepare a schedule of what needs to be done on the day (ensure you have a second copy)
- Brief all volunteers in writing on the arrangements for the day and what they need to do
- Create signage for the day (e.g. signs required for stalls)

# Running events

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## **Stage 4 (on the day):**

- Get there early
- Take duplicates of all lists and signs
- Run through the event with the volunteers to make sure everyone knows what they are doing
- Make sure first aid is addressed and everyone is aware of emergency procedures
- Ensure you have somewhere safe to store cash
- Photography - get permission from any adult before taking their picture at the event. Particularly ensure you get the permission of any parent or guardian if you wish to take pictures of children. Appendix 9 provides an example consent form

## **Stage 5 (after the event):**

- Run through the day with the organising committee
- Detail what went right and what could be improved
- Write down all the feedback for next time





# Running events - licences/permissions

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When holding an event you must consider whether you will need to make an application for notice or require a licence. The council has a Statement of Licensing Policy 2014 (Under Section 5 Licensing act 2003) of which relevant excerpts have been included in Appendix 10. The full document can be found on the council's webpages at [www.wandsworth.gov.uk](http://www.wandsworth.gov.uk)

The following are the most common types of permission you may need.

## Temporary Event Notices (TEN)

TENs are required if you want to carry out a 'licensable activity' on unlicensed premises. Licensable activity includes:

- Selling alcohol
- Serving alcohol to members of a private club
- Providing entertainment, e.g. music, dancing or indoor sporting events
- Serving hot food or drink between 11pm and 5am

To qualify for a TEN the event must have fewer than 500 people at all times (including staff running the event).

TENs are issued by the council and are subject to a fee. You must make your application at least ten working days before your event (the date of submitting your application and the day of the event are not included in the total number of working days before the event). Note that you can only apply for a TEN as an individual, not an organisation, therefore someone from the committee will be required to submit the application on the association's behalf.

You must send a copy of the TEN to the police at least ten working days before the event, however if you apply online, the council will contact the police for you.

The council will not unreasonably refuse a notice unless the police or Environmental Health objects to it, which they must do within three working days of receiving it. They can only object if they think your event could:

- Lead to crime and disorder
- Cause a public nuisance
- Be a threat to public safety
- Put children at risk of harm

More information on TENs can be found on the council's webpages at [www.wandsworth.gov.uk](http://www.wandsworth.gov.uk) and from the Government webpages at [www.gov.uk](http://www.gov.uk)

# Running Events - licences/permissions

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## **Road closure permission**

The council will not unreasonably decline a road closure for an event, however you must demonstrate that you have informed and consulted with all affected residents, and that the majority are in agreement with the proposed closure. You will need to circulate paper invitations which will demonstrate to us that you have consulted the estate.

You must contact the emergency services (and Transport for London, if the street party affects a bus route) to tell them of your event.

Street parties are for residents only and there should be no outside 'publicity' - that would make it a public event.

Further detailed information and the online application form can be found on the council's webpages at [www.wandsworth.gov.uk](http://www.wandsworth.gov.uk) and search 'Your guide to organising a street party or fete'.

## **Gambling/Gaming**

You will need to consider the relevant gambling laws if you are planning to hold a raffle or lottery (a raffle is considered to be a type of lottery, a game of chance in which buying a ticket qualifies you for a chance of winning a prize). You must check if you need to register it. Further information can be found at [www.gamblingcommission.gov.uk](http://www.gamblingcommission.gov.uk)

# Insurance

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All RAs should have insurance. This section looks at the various types of insurance, which ones you may need and how the council will assist you

## Why do you need insurance?

People may take legal action if they think your association has been negligent. For example, imagine organising a day trip for residents on your estate and a child is injured crossing the road whilst on the trip or holding a jumble sale and someone trips over items stored on the floor of the hall. In either case there is a possibility that someone may claim your association has been negligent.

When taking out any type of insurance make sure that the insurance company knows exactly what your volunteers do, because if they consider any of the duties high risk then they may need to adapt their policies to your specific needs.

## Types of insurance

- **Employer's liability** - This insurance generally applies when the association employs someone directly, in which case it is compulsory, but it may also cover volunteers (in some circumstances such as running events). If you wish to take out this type of insurance you must declare to the insurance company that volunteers are expressly referred to in the policy.
- **Public liability insurance** - This insurance is sometimes referred to as third party insurance and gives protection to your association against claims of negligence from members of the public (including residents) for acts that lead to death, illness, loss, injury or accident. Any policy should indemnify volunteers against actions against them personally if they were acting for your association at the time of the incident. So, always mention volunteers.
- **Contents insurance (Clubroom)** - This covers against damage or theft of office or clubroom equipment etc.

## The council's role

Where an accredited RA occupies a building owned by the council under a lease or tenancy (clubroom), the council will insure the building and provide for any activity, which contributes to the council's role as landlord.

If you let out community halls for private functions or social events you will need to ensure your association has taken out the appropriate insurance as detailed above. The council does not insure the property of the association, therefore you may wish to take out contents insurance as detailed above.

# Insurance

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## **Taking out insurance**

Associations should consider the type and cost of insurance they buy, as policies and prices vary. There are a number of companies which provide insurance specifically for voluntary groups.

Always take time to consider the pros and cons of taking out any type of insurance; the council will be happy to provide advice on these matters. If you decide to take out a policy make sure you consider the following points:

- Is the insurance a compulsory requirement for the activities you hold?
- What risks are covered by the policy?
- What risks are excluded?
- Does the quotation cover everything?
- Does it cover too much? If so, you may pay higher premiums
- Have you obtained at least two quotations?
- If using a broker, are they independent or tied to a particular company?
- Are there any conditions attached (e.g. types or standards of door/window locks)?

## **Renewing a policy**

- Start looking at alternative options in advance of the expiration of the current policy
- Renew the policy on time
- Check that the level of cover is still appropriate
- Confirm the risks that are covered are still appropriate. Remember to advise your insurers promptly of any changes that may affect the policy

# Glossary

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To someone new representing their community, jargon and acronyms can be confusing. It is often used in council documents and reports so this chapter aims to explain the most common terms. It is by no means exhaustive but covers the main terms that an in Wandsworth may come across.

- **AGM - Annual General Meeting.** The General Meeting held annually to approve the residents associations accounts and elect committee members.
- **AHM - Area Housing Manager.** council Officer with management responsibility for one of the four area housing teams.
- **AHP - Area Housing Panel.** Open to all accredited RAs, within a defined geographic area.
- **ARCH - Association Retained council Housing.** This is the association of councils who have retained ownership and management of their council homes (which includes Wandsworth).
- **Best Value.** This is a duty requiring councils to review all the services which they provide for local people, including housing, and improve them by the best means available.
- **BRF - Borough Residents Forum.** This is the senior residents' panel in the borough. The BRF has representatives from all the Area Housing Panels and the Co-op/RMO Forum. It considers wider strategic and policy issues and reports its findings to the Housing and Regeneration Overview and Scrutiny Committee.
- **Co-op - Co-operative.** A type of Tenant Management Organisation (see TMO). Established prior to the introduction of the Right to Manage regulations in 1994.
- **DCLG - Department of Communities and Local Government.** Government department with responsibility for housing issues.
- **FRA - Fire Risk Assessment.** This is the way of identifying fire hazards and people at risk, then evaluating and reducing that risk.
- **General Meeting.** These are the meetings held by the RAs to discuss issues of importance to them.
- **HCA - Homes and Communities Agency.** The non-departmental public body that funds new affordable housing and acts as the government's Social Housing Regulator.
- **HCC - Housing and Community Champions.** Community Champions are recognised volunteers who have undertaken projects within their community and who can apply for funding to continue their work.
- **HROSC - Housing and Regeneration Overview and Scrutiny Committee.** The council committee with responsibility for housing issues. Decisions taken by this group need to be approved by the Executive.
- **PRP - Private Registered Providers.** (also known as Housing Associations) Not-for-profit organisations that provide Social Housing and are registered with the Homes and Communities Agency.

# Glossary

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- **PSAA - Public Sector Audit Appointments Limited.** The independent public body responsible for ensuring that public money is spent efficiently, economically and effectively. Carries out periodic inspections of the housing service of all local authorities and PRPs.
- **RPO - Resident Participation Officer.** council Officer responsible for working directly with residents to increase levels of participation in the housing service. Based within the area housing teams.
- **Social Housing.** This is housing which is provided to rent (or on a shared ownership basis) at below market cost for households in need by Local Authorities or Private Registered Providers
- **SIBS - Small Improvement Budget.** A resident may apply for a grant from this budget to make improvements to their estate/block to benefit the community.
- **TEP - Tenant Empowerment Programme.** This programme provides opportunities and training for tenants to influence the services provided through regulations such as the Right to Manage and Right to Transfer.
- **TMO - Tenant Management Organisation.** TMOs are resident led organisations which take over the management of parts of the housing stock.
- **TPAS - Tenant Participation Advisory Service.** TPAS is a not-for-profit membership organisation that provides information, advice, consultancy, training and conferences on all aspects of involving tenants in their housing management.

# Appendix 1

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## Model constitution

### Name and Area

1. The name of the Association is: XXXXXXXXX  
and it will represent the residents of: XXXXXXXXXXXX Estate/Block

### Aims

#### The aims of the Association are to:

- 2.1 Promote membership to all people eligible to join the Association.
- 2.2 Promote equal opportunities within the community.
- 2.3 Scrutinise performance and help in improving the housing and other services in the area of the Association.
- 2.4 Be non-party political.
- 2.5 Promote social, welfare, recreational and training activities for the benefit of members of the Association.
- 2.6 Represent the view of the majority of members affected by issues relating to their local environment.
- 2.7 Build a partnership and improve communication between Wandsworth council and the membership.
- 2.8 Provide regular information to all members.
- 2.9 Regularly consult all members.
- 2.10 Monitor the Association, its work, finances and membership.

### Equal Opportunities

3. The Association shall uphold equal opportunities and work for good relations among the community, specifically prohibiting any conduct that discriminates or harasses on the grounds of race/ethnicity, gender, age, sexuality, disability, religion or belief.

### Membership

- 4.1 Membership is open to all persons 16 years or over living in the area of the Association including all, tenants, leaseholders (both resident in the area and who live elsewhere and own property in the area), sub-tenants of absentee leaseholders and freeholders, irrespective of race, colour, ethnic or national origins, nationality, gender, marital status, age, sexuality, religion, disability, political or religious beliefs. As far as possible the membership should reflect the local population.
- 4.2 A record of all members in the current year shall be kept by the Secretary of the Association. Every member shall sign an annual written consent to become a member.
- 4.3 Any membership fee shall be determined by the Annual General Meeting. All payments shall be recorded in an appropriate manner and a receipt given.



# Appendix 1

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## Ending Membership

- 5.1 Membership shall end when a member dies or resigns, a tenant member ceases to be a local authority tenant and moves away from the area covered by the Association or a leaseholder sells their property and moves away from the area covered by the Association.
- 5.2 In the event of a breach of the Association's Code of Conduct (clause 14.1) membership can be suspended or ended by a two-thirds majority vote of the Committee.
- 5.3 A member whose membership has been suspended in accordance with clause 5.2 shall be entitled to have that suspension reviewed at the next General Meeting.
- 5.4 In the event of membership being ended by the Committee under the provision of clause 5.2, membership can be re-instated by a two-thirds majority vote of those present at a quorate General Meeting providing notice has been given of this proposal at the time the General Meeting is called by the Secretary.

## Annual General Meeting

- 6.1 The Association shall hold an Annual General Meeting (AGM) once each calendar year, and not more than 15 months shall pass between the date of one AGM and the next.
- 6.2 The AGM shall: -
  - Receive an annual report from the Committee.
  - Present audited accounts to members.
  - Appoint an independent auditor.
  - Elect the Committee.
  - Elect up to two tenant or leaseholder representatives to attend the local area housing panel (other residents including freeholders, sub tenants of absentee leaseholders and council tenants' or leaseholders' household member are not eligible to represent the RA at the area housing panel but can attend as observers)
  - Agree the annual rate of subscription.
  - Consider any resolutions put forward by members.
  - Vote on any amendments to the constitution.
- 6.3 All members shall be given XX<sup>3</sup> calendar days written notice of the AGM.
- 6.4 Any proposed changes to the constitution or nominations to the Committee must notified and sent to the Secretary in writing at least 14 calendar days before the AGM.
- 6.5 The agenda, minutes of the last AGM, details of nominations to the Committee and any resolutions to be considered (which includes any proposed changes to the constitution) must be sent to all members at least XX calendar days prior to the AGM.

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<sup>3</sup> A minimum of 14 calendar days notice is recommended for most meetings

# Appendix 1

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## General Meetings

- 7.1 Each year the Association shall hold at least XX<sup>4</sup> General Meetings (including the AGM) which shall be open to all members.
- 7.2 All members of the Association shall receive at least XX calendar day's notice of General Meetings.
- 7.3 The General Meetings shall be minuted.
- 7.4 The quorum for all General Meetings shall be XX members.

## Special General Meetings

- 8.1 A Special General Meeting may be called by the Committee and must be called by the Committee if requested by at least 5 members. The Secretary must send to each member written notice of a Special General Meeting at least XX calendar days in advance of the meeting.

## Voting

- 9.1 Each member as defined in 4.1 shall have one vote on any resolution put before an AGM, General Meeting or Special General Meeting. If a leaseholder owns more than one property in the area of the RA, s/he constitutes one member of the TA and therefore is only eligible to cast one vote.
- 9.2 All voting that takes place at an AGM, Special General Meeting, General Meeting and Committee Meeting, shall be counted and included in the minutes.

## Minutes

- 10.1 All formal meetings such as Committee Meetings, General Meetings, Special General Meetings and AGMs must be minuted and the minutes formally approved by the next meeting of the Committee or General Meeting.
- 10.2 All minutes shall be sent to all residents in the area of the Association on request and be available for inspection by members of the Association

## The Committee

- 11.1 All members over the age of 18 are entitled to stand for election to the committee, however Wandsworth council tenants or leaseholders must make up a majority of the committee and must be in the majority at any Committee Meeting votes, as they have a legal and financial relationship with the council.
- 11.2 The Committee shall stand down at each AGM and may be re-elected.
- 11.3 There shall be at least XX<sup>5</sup> committee members.
- 11.4 There shall be no more than two committee members from the same household<sup>6</sup>

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<sup>4</sup> At least two General meetings should be held each year, one of which should be the AGM

<sup>5</sup> At least three committee members are recommended

<sup>6</sup> In the case of properties owned by non-resident leaseholders and resided in by sub-tenants, the property counts as one 'household'. That is, there can be only two committee members with connections to that property. The two positions may be filled with either two sub-tenants, two absentee leaseholders or, one sub-tenant and one absentee leaseholder.

# Appendix 1

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- 11.5 There shall be at least XX Committee meetings each year. The quorum for Committee meetings is XX members.
- 11.6 All members shall be given not less than 7 calendar days' notice of each Committee Meeting, at which any member of the Association shall be entitled to attend (but not to vote).
- 11.7 The Committee may from time to time as necessary create any sub-committees and/or working parties on a permanent or temporary basis. The members of any such sub-committee or working party shall be selected by the Committee and shall include at least one Committee member. Any such sub-committees or working parties shall report to the Committee for decision making.
- 11.8 The Committee shall monitor the work, finances and membership of the Association.
- 11.9 The Committee shall report to each General Meeting on the work done by the Committee since the last General Meeting.

## **Officers Of The Committee**

- 12.1 The Association shall have a Chairperson, Secretary and Treasurer.
- 12.2 The Chairperson shall chair General Meetings and Committee Meetings. The duties of the officers shall be defined in the Standing Orders of the Association.
- 12.3 The officers shall report to each Committee Meeting and General Meeting on their work.
- 12.4 Wandsworth council tenants and both resident and absentee leaseholders are eligible to stand for all officer positions. Other residents living on estates including freeholders, sub-tenants of absentee leaseholders and council tenants' or leaseholders' household members cannot hold the positions of Chairperson, Vice Chairperson or Treasurer.

## **Co-optees**

- 13.1 The Committee may co-opt members onto the Committee in order to fill vacancies that occur during the year to ensure appropriate representation of all people in the community.

## **Code of Conduct**

- 14.1 All members shall agree to abide by the Association's Code of Conduct and failure to do so will result in that member being asked to resign their membership or action being taken under clause 5.2.

## **Finance**

- 15.1 All money raised by or on behalf of the Association will be used only in accordance with the Aims of the Association detailed in clause 2.
- 15.2 The Treasurer shall open a bank or building society account in the name of the Association and keep records of the Association's income and expenditure. The Treasurer shall report the balance in the account to the Committee at each Committee Meeting.

# Appendix 1

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- 15.3 The Committee shall appoint three authorised signatories for any cheques and cheques shall be signed by at least two signatories. The signatories should be from different households and not related to each other.
- 15.4 The Association's accounts shall be kept up to date and annual accounts for each year shall be independently audited and shall be presented to the AGM.
- 15.5 The accounts of the Association shall be made available for inspection by any member of the Association who requires to see them, within 14 calendar days. The request for inspection must be made in writing to the Treasurer. The accounts shall be made available to an officer of the council, upon written request, within 48 hours or such other time as is deemed reasonable by both parties.
- 15.6 The Treasurer is authorised to pay from petty cash travel and other expenses to representatives of the Association undertaking the Association's work providing that each payment is supported by a receipt, ticket or voucher. A receipt for each such payment of petty cash shall be signed by the receiver. The Treasurer shall provide a list of petty cash payments to the Committee at each Committee Meeting.
- 15.7 If the Association is in receipt of a Residents Association Grant from Wandsworth council, it will comply with the requirements set out in the Grant Application Form for the relevant year.

## **Standing Orders**

- 16.1 The Committee of the Association has the power to adopt and issue Standing Orders and/or rules for the Association provided that they are:
  - Subject to review at a General Meeting
  - Consistent with the terms of the constitution.

## **Information**

- 17.1 The Association shall provide information to all its members on matters that effect the Association and its members.
- 17.2 Every member of the Association shall be given a copy of the constitution when they join. Members shall be given copies of any changes to the constitution.
- 17.3 Minutes of all General Meetings and Committee Meetings shall be available from the Secretary for all residents in the area of the Association.

## **Dissolution of the Association**

- 18.1 The Association can only be dissolved by a Special General Meeting called specifically to consider a motion to dissolve the Association.
- 18.2 All members shall be given 21 calendar days written notice of such a meeting, which shall contain the wording of the resolution.
- 18.3 The Association can only be dissolved if two-thirds of members present at a Special General meeting vote for a motion to dissolve the Association.

# Appendix 1

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- 18.4 The Special General Meeting shall decide on disposal of assets, funds and equipment.
- 18.5 Any assets that have been donated or loaned by the council should be returned to the council if the council so wishes.

## **Local Arrangements**

- 19.1 The Model Constitution and the Guidelines for Accreditation are designed to assist RAs in working to consistent, clear procedures. However it is accepted that there may be, in rare situations, particular local circumstances which mean that the guidance set out in the Model Constitution and Guidelines for Accreditation would helpfully be amended in order to better allow the RA to meet its objectives of providing inclusive participation opportunities and representing as widely as possible the views of its members and residents.
- 19.2 Should an RA wish to amend particular points of the Model Constitution (or Guidelines or Accreditation), they should enter into discussions with the Resident Participation Officer (RPO) and Area Housing Manager (AHM) setting out the case for how such amendments would be beneficial to their members and the area the RA represents. Any such proposed amendments must be reasonable, equitable and justifiable. All such amendments would need to be agreed in conjunction with the Area Team after careful consideration and consultation.

# Appendix 2

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## **Code of conduct – (Name of RA)**

This Code of Conduct explains how members of (name of residents association) are expected to carry out their duties whilst representing the association. All members agree to abide by the Code of Conduct laid out below. Any breaches of the code will result in the suspension of membership until such time as the matter can be heard, in full, by a General Meeting of the association.

### **Confidentiality**

The business of the association may involve members in dealing with issues that are sensitive. Members must exercise discretion and care in performing their duties and responsibilities. If confidential information is provided, it may only be used for the business of the meeting and it must not be passed on to anyone outside of that meeting. Such information will not in any case include any personal information about individuals, except at that individual's written request.

### **Conduct at meetings**

Members will at all times observe points detailed below while attending or taking part in any meeting.

- To be courteous to each other and support and assist other members in seeking the best possible solution to problems being discussed.
- To allow each other the opportunity to speak and comment.
- To follow the guidance of the chairperson conducting the meeting.
- To remember that you are representing the views of the community and are accountable to the association.
- To remember that the purpose of any meeting is to benefit the residents generally and not specific individuals.
- To bear in mind the rights of individual residents and the duties of council employees when proposing solutions to problems.
- Not to speak or write on behalf of the association without the prior agreement of the association. Any correspondence sent on behalf of the association should be made available to any member that requests it.
- To operate within the rules laid down in the constitution.

### **Conflicts of interest**

#### **Members:**

- Must not expect favourable treatment from council officers or from the association itself, nor should they be treated any less favourably: e.g. reporting a repair or allocation of a property.
- Must use the agreed procedures for reporting a repair or pursuing any other matter relating to their own property, or on behalf of another individual resident. When dealing with council officers, members must make clear whether they are acting as an individual resident or in their capacity as a representative of the association.
- Must disclose any personal, financial or material interest in any matter being considered by the association, e.g. if a member or member's relation work for a repairs contractor.



# Appendix 3

## The bank reconciliation

Month of: \_\_\_\_\_

### Bank balance

Actual balance at the beginning of the month: £  
Total money paid into the bank for the month: £  
Total money paid out of the bank for the month: £  
Actual balance at the end of the month: £

### Agreement of bank balance to bank statement

Balance shown on the bank statement at the end of the month: £

Money paid into the bank not yet shown on bank statement:

Date	Received from		Amount

Money paid out of the bank not yet shown on bank statement:

Date	Cheque no.	Paid to	Amount

Actual balance at the end of the month: £





# Appendix 4

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## Monthly finance report to committee

Balance of funds held by Residents Association at end of: (month)

At the end of (month), we had £  
\_\_\_\_\_

Since then we have received £  
\_\_\_\_\_

And spent £  
\_\_\_\_\_

**Current total** £  
\_\_\_\_\_

The balance of our bank account is £  
\_\_\_\_\_

The amount of petty cash £  
\_\_\_\_\_

**Total balance** £  
\_\_\_\_\_



# Appendix 5

## Accounts to the AGM

(Name) Residents' Association Income and expenditure account (Year)

	Income £	Expenditure £
Grants receivable	547.00	
Add interest received	2.57	
Membership fees	32.00	
Jumble Sale	355.00	
<b>Total income:</b>	<b>936.57</b>	
<b>Less expenditure</b>		
Newsletters – copying		110.00
Postage		25.43
Stationary		62.00
Travel		24.00
Refreshments		55.00
Fun day		357.00
Other		2.79
<b>Total expenditure</b>		<b>636.22</b>
Surplus for (current year)	300.35	
Add surplus (from (previous year)	120.98	
<b>Balance carried forward</b>	<b>421.33</b>	



# Appendix 6

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## Residents' Association balance sheet

**31st March (Year)**

<b>Current Assets</b>	<b>£</b>
Cash at bank and in hand	457.33
Creditors: Amounts falling due within one year*	36.00
Net Assets	421.33
Accumulated Surplus	421.33

**Approved on behalf of the Residents Association**

**Signed (Secretary)**

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**Signed (Chair)**

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\*Invoices approved for payment but funds still in account



# Appendix 7

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## Fundraising letter

*{Logo for the RA/place on headed paper}*

Dear Sir or Madam,

### **Fun Day for the Estate**

I am writing to ask for your support for our Fun Day which we are holding for the first time this year to help bring all sections of our community together.

Our Fun Day will cater for all ages and tastes and will involve all sections of our community in activities such as face painting, bouncy castle, rides, dancing, music and much more. There will also be stalls and a car boot sale.

We are working with the local primary school, church and mosque to provide the entertainment with dancing displays from the children.

The Fun Day would not happen without the energy and enthusiasm of the local people who organise it. Unfortunately, the Fun day costs a considerable amount to stage. We need to raise approximately £\*\*\*\*\*, to cover the cost of the event which includes publicity, insurance and equipment hire.

The Fun Day could not be held without the support of the residents association, local businesses and individuals who have contributed to the event. I am writing to ask if you would be able to make a donation towards the Fun Day (state money or prizes). Your contribution will be very much appreciated, and acknowledged in our publicity and the Fun Day programme.

If you would like to talk more about the Fun Day and how you could help, please feel free to give me a ring on \*\*\*\*\*.

Yours sincerely,

Chairperson of RA





# Appendix 8

## Contributors' brief

Thank you for agreeing to provide something for our newsletter. Here is some information which you may find useful.

Deadline for contributions	
Publication date	
How to contact the editor	Name: Address:  Phone: Email:
Format for text	
Format for photographs and illustrations	

### Guidance Notes

- Our newsletter is produced for the benefit of our members and its content aims to reflect the diverse cultures and priorities of our community. Please bear this in mind when preparing your information. The Committee will not accept information, illustrations or cartoons that do not meet the requirements of our Equal Opportunities policy.
- Complete text is very welcome but if you prefer, you can simply give us any information which we can then use to prepare the text ourselves. Whichever you choose, please make sure that it gives answers, in the order given, to all the following:
  1. What
  2. Who
  3. Where
  4. When
  5. Why
  6. How
- Always use plain English.
- Try and keep your sentences and paragraphs short.
- Please give us full contact details which we can publish.

If you have any queries or problems meeting the deadline, please contact the editor immediately.

Thank you on behalf of



# Appendix 9

## Photography consent form

Wandsworth Council

### Photography Consent Form



Where the council takes photographs of people for brochures, websites and other publicity material it is its practice to obtain the consent of the individual concerned.

The photograph will only be used for the purpose it is taken for.

For example, if the image is required to promote a club or membership, it will not be used in a campaign to encourage people to become foster carers (vis versa).

It will be held for two years and then deleted.

Name of person photographed:
Purpose of photograph: COUNCIL USE

I consent my photograph being taken and stored by Wandsworth Council.

I consent my photograph being used by Wandsworth Council for the above purposes and I understand that it will be deleted after two years from the date of this consent form.

Name and signature of person giving consent (and relationship to subject if he or she is under 16 years):	Name
	Signature
	Relationship
Address of person giving consent:	
Date:	

Name and signature of photographer or council officer responsible for commissioning photography:	Name
	Signature

PHOTOGRAPHY CONSENT FORM (revised 8/9)



# Appendix 10

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## **Extract from Wandsworth Council Statement of Licensing Policy 2014**

### **16 Temporary Event Notices**

- 16.1 The system of permitted temporary activities is intended as a light touch process and, as such, the carrying on of licensable activities does not have to be authorised by the licensing authority by way of an application. Instead, a person wishing to hold such an event must give notice to the licensing authority of the event (a temporary event notice). A number of limitations apply to temporary event notices and these are laid out in more detail in the Annex that accompanies this Policy.
- 16.2 Although the statutory procedure requires only ten working days notice of a temporary event (or 5-9 working days for a late Temporary Event Notice), the council considers that a longer period is generally necessary to enable any risk of harm to the licensing objectives to be considered and reduced. Organisers of temporary events are therefore urged to give at least 2 calendar months' notice of an event. This will allow time for the council to check that the request is within the legislative provisions and for the Metropolitan Police and the council to investigate whether there are any issues relating to any of the licensing objectives in plenty of time for the organisers to advertise the event with confidence. In addition, advance notification will allow officers the time to assist organisers to plan their event safely and without an unreasonable impact on the environment.

### **17 Live music, dance and theatre**

- 17.1 The Authority recognises the need to encourage and promote all types of entertainment including live music, dance and theatre for the wider cultural benefit of communities, particularly for children.
- 17.2 When considering applications for such events and the imposition of conditions on licences or certificates, where relevant representations have been made, the council will carefully balance the community benefit while promoting the licensing objectives and will, as far as possible, avoid measures that deter live music, dancing and theatre for example by imposing indirect costs of a disproportionate nature.
- 17.3 In the case of limited duration events such as fairs, community events and festivals the views of vocal minorities will not be allowed to predominate over the general interests of the community.
- 17.4 Many venues in the Borough have the ability to provide live music as part of their offering. This Authority continues to promote live music venues within its area and monitors the impact of the licensing policy on regulated entertainment in the Borough, particularly on live music. If there is any evidence that licensing requirements deter such activities then consideration will be given on how to prevent this from happening, including, if necessary, changes to this policy. However, this Authority will consider removing the live music exemption introduced under the Live Music Act 2012 where there is evidence introduced through the review procedure that the music is impacting adversely on any of the licensing objectives.



