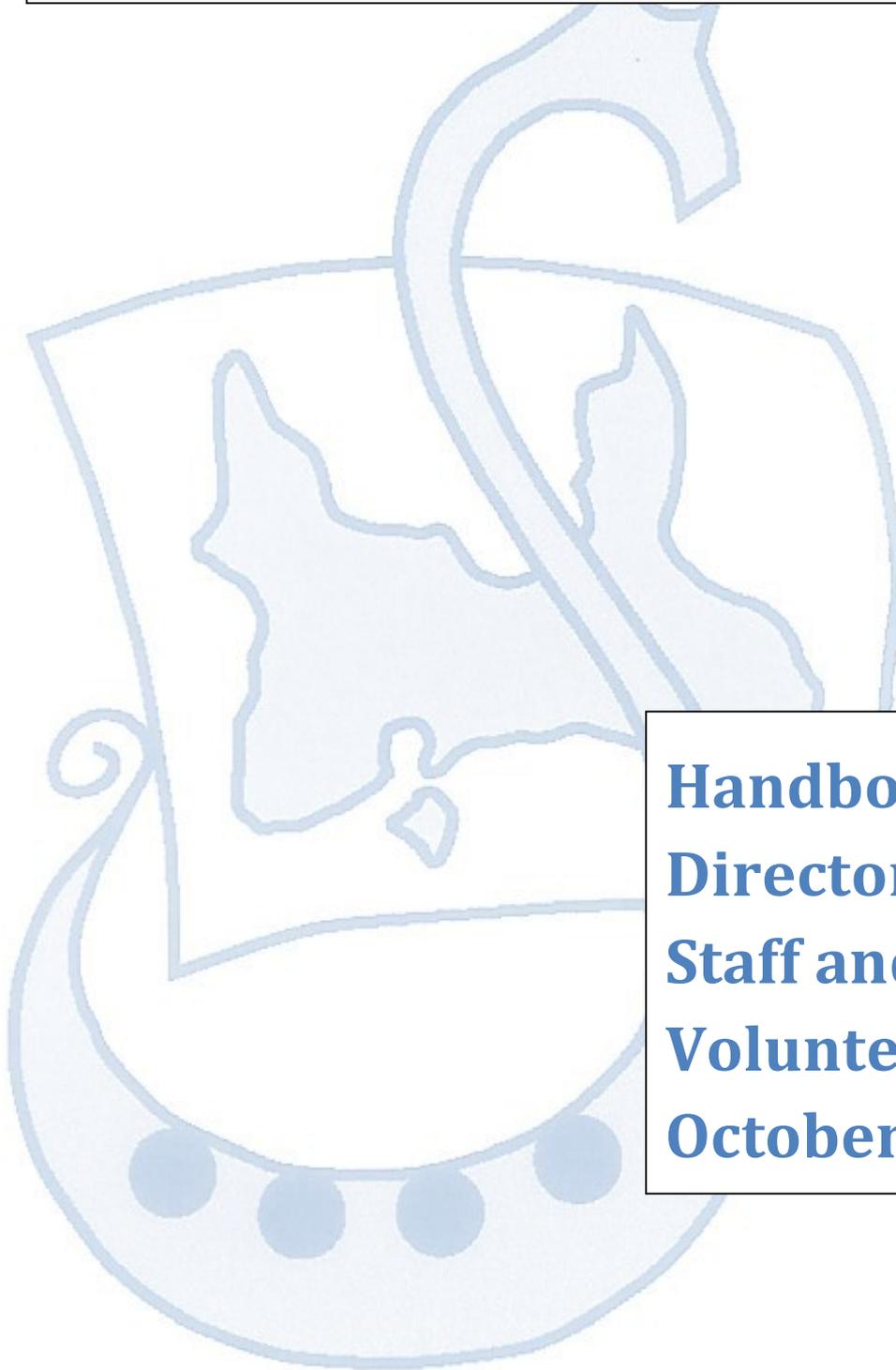


Shapinsay Development Trust



Handbook for Directors, Staff and Volunteers - October 2015

Shapinsay Development Trust. Company Limited by Guarantee. Registered in Scotland No. 255127. Registered Office: 3 Balfour, Shapinsay, Orkney KW17 2DX

Scottish Charity No. SCO34818

The Shapinsay Development Trust is a Company Limited by Guarantee. The aims of the Trust are to deliver the Companies Objects.

The company's objects are:

- 1) to provide in the interests of social welfare, facilities for recreation and other leisure time occupation available to the public at large in Shapinsay with a view to improving their conditions of life,
- 2) to advance education and in particular to promote opportunities for learning for the benefit of the general public,
- 3) to protect and/or preserve the environment for the benefit of the community and the general public,
- 4) to provide or assist in the provision of housing for people in necessitous circumstances within Shapinsay,
- 5) to relieve poverty particularly among the residents of the island of Shapinsay,
- 6) to promote Shapinsay trade and industry for the benefit of the community and the general public,
- 7) to promote, establish, operate and/or support other schemes and projects of a charitable nature for the benefit of the community of Shapinsay.

All Directors are governed by the Memorandum and Article of the Trust and are nominated by the Members to serve according to these Articles. This will form the basis of the work the Trust undertake and the projects that form the needs of the community

Sustainability and Projects

Sustainability of our way of life here on Shapinsay is core to the purpose of the Shapinsay Development Trust. In order to achieve this sustainability, we need to:

Maintain/improve our current levels of population.

Maintain/improve the span of age ranges.

Ensure that we live within the ecological resources available to our generation so we do not compromise the ability of future generations to meet their own needs.

Increase the diversity of the economic base of Shapinsay both in terms of the activities carried out and the ownership of the same.

Work to improve the resilience of our community, building on the "can do" attitude inherited from previous generations.

At the project design and implementation stage there are various aspects that should be considered when evaluating whether an individual project is sustainable and the impacts of that project upon the sustainability of the community of Shapinsay.

Economic: look to minimising running and maintenance costs. Ideally the project is able to generate a source of income to cover running and maintenance costs

Minimise the overall environmental impact of any work carried out.

Design/implement projects in ways that, if possible and relevant, increase the abilities and skills within the community of Shapinsay

Design/implement projects in ways that, if possible and relevant, increase the connections between Shapinsay and the wider community.

Selection of Projects

When selecting projects, the Shapinsay Development Trust is governed by a number of factors.

The objects clauses of the Memorandum and Articles of the Company determine the areas in which the Trust is authorised by law to act.

The acts of the Trust are governed generally by the requirements of company law and charity law. The Directors are obliged to protect the interest of the charity at all times. In order to protect the charitable status of the Trust all projects must be considered charitable in the eyes of the law. The law applicable is section 7 & 8 of the Charities & Trustee Investment (Scotland) Act 2005

The issues of sustainability must be considered.

Community and partnership support for projects must be agreed at the earliest opportunity.

Implementation of Projects.

When considering how to implement projects selected by the above process the Shapinsay Development Trust will:

Consider the sustainability of the approach to be taken

Where possible and permitted by the requirements of funding bodies employ local labour and resources.

Look to see how other community groups have carried out similar projects so that we can learn from their experiences

Keep all relevant stakeholders and partners advised as to our

actions throughout the implementation of the project
Ensure that our policies on equal opportunities, anti- discrimination
and disability are referred to at all stages.

Further roles and responsibilities of Directors are listed in Section 5.1

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Policies and Guidance Notes

The main Policy documents and Guidance notes for Employees and Directors are available from the Trust Office and also in electronic form from the Secretary.

Please find below a list of all Policy Documents and Guidance notes associated with the Policies upheld by the Organisation.

Employment

1. Induction Policy
2. Recruitment and Selection
3. Appraisal
4. Support and Supervision
5. Staff Training
6. Time off in Lieu
7. Equal Opportunities
8. Ex Offenders
9. Flexible Working
10. Sickness
11. Grievance
12. Discipline
13. Confidentiality
14. Bullying and Harassment
15. Health and Safety
16. Drugs and Alcohol
17. Email and Internet Policy
18. Data Protection
19. Portable IT Equipment.

General Policy

1. Child Protection
2. Vulnerable Groups

Access to these documents are available to all Directors, Staff and Volunteers electronically or in paper form from the Office

2. Policies Relating to the Employment of Staff

2.1. Recruitment

Job Description and Skills requirement:

Job descriptions and the skills required will be agreed by the Board of Directors. Existing staff, where appropriate, will be consulted as part of the process.

Advertising: Adverts will be placed in *The Orcadian* and in any other publication thought appropriate or required by grant funders of the post.

All applicants for paid and unpaid positions will complete an application form

Short listed applicants will be asked to attend for interview and will be asked to provide references and these will always be taken up prior to confirmation of appointment

We will follow up each reference with a telephone call or personal contact. If relevant we will discuss the applicant's suitability to work with vulnerable people.

Interviewing and Selection procedures: Interviews will be conducted by a panel made up of the Chair of the Trust, another Director, an Independent Advisor and where appropriate an existing staff member. When making its selections the Interview panel will bear in mind its obligations to the Community of Shapinsay

Where relevant to the post, the successful applicant will be asked to agree to an appropriate disclosure. Disclosures will be requested prior to the applicant taking up the post.

At all stages in the recruitment process the Shapinsay Development Trust will work in accordance with its stated policy on equal opportunities and with its statutory obligations.

2.2 Hours of Work & Overtime Policy

The number of hours to be worked will be set out in the job description. Staff will record the hours worked together with details of the work done in the method laid down by the Trust. These time keeping records will be submitted to the Trust monthly or more frequently if required

If work is required in the evening or at weekend this will be counted as part of the normal working week.

Overtime will not generally be paid. The Shapinsay Development Trust will allow staff to take time off in lieu of overtime provide the time keeping records are up to date and notice is given in accordance with the Absence Procedure (2.9). Time off in lieu can only be taken one day at a time unless it is added to a holiday period.

2.3. Place of Work & Equipment Required

Where an employee is expected to work from their home base the Trust will make a contribution to the extra costs incurred by the employee by the way of electricity, heating and telephone.

Where an employee is based on Trust premises the Trust will ensure that it meets its statutory obligations to ensure that it is a safe place to work.

The Trust will provide the employee with all the equipment s/he needs to do their job. Where an employee is based at home and wishes to use their own equipment this needs to be agreed in advance with the line manager and arrangements put in place to allow the Trust to access information so stored.

2.4. Training & Supervision

The successful applicant will receive induction training that will give an overview of the Trust and ensure that they know and understand the purpose, values, services and structure of the Shapinsay Development Trust.

Relevant training and support will be provided on an on-going basis and will cover information about roles, and create opportunities for practicing and developing skills necessary for the work of the Trust

Training on specific areas such as health & safety procedures, identifying and reporting abuse, and confidentiality will be given as a priority to new staff and volunteers, and will be reviewed annually and in response to specific changes in legislation and/or arising from experience of best practice.

All staff will receive support and supervision and regular feedback

All staff will attend an annual review where their performance, skills, motivation, support and training needs, experiences and expectations will be discussed. Annual reviews will be minuted and copies made available to the staff member or volunteer.

2.5. Payment procedures

Wages/ salaries will be paid monthly by cheque and accompanied by a detailed payslip. Details of dates for submission of hours will be given to employees and these are to be submitted to line managers on dates specified.

2.6 Travel & Subsistence & General Expenses incurred by Employees, Volunteers & Directors

General

As the Trust has very limited financial resources then great care has to be taken over its financial management.

All expenditure on behalf of the trust has to be approved by the Board either directly or via the sub – group if relevant.

Expenditure will be reimbursed on the submission of the Trust's expense form (Appendix 7) together with receipts for all expenses incurred. The claim must be accompanied by reference to the approval by the Board

Travel will be by the cheapest means possible. Every effort must be taken to ensure that the Trust receives the best deal possible for any expenditure it incurs.

Subsistence will only be paid where it is necessary to be away from home overnight on Trust business and will be fixed at £20 per night. Overnight accommodation would have to be sought in the price range £40-£60. (These rates are to be reviewed annually). If accommodation is not available within this price range then the person wishing to travel will need to confer with the Chair and the Treasurer to see what alternatives may be possible.

Employees

All expenditure is to be agreed in advance with the employee's line manager. The line manager is authorised by the Board to agree to expenditure up to predetermined limits, determined by the availability of general funds or the level of grant financing secured for a particular project.

2.7. Holiday Entitlements

Under the Working Time Regulations 1998 (as amended), workers have the right to: 5.6 weeks' paid leave each year (from 1 April 2009)

payment for untaken statutory leave entitlement on termination of employment. Part time employees have the same entitlement (pro rata).

Public holidays, where taken, will be treated as part of the statutory entitlement.

All holidays must be taken during the holiday year for the Trust which runs from 1 April to 31 March.

Employees must comply with the holiday notice periods set out in Absence Procedures (2.9)

2.8. Sick Pay Entitlement

As a charity the Shapinsay Development Trust has to balance the needs of its beneficiaries with the needs of its employees. Employees will not receive company sick pay during their probationary period.

The Trust operates a Company sick pay scheme as follows:

Length of Continuous	Full pay for:	Half Pay for:
1-12 months	2 weeks	2 weeks
12 to 24 months	1 month	1 month
Over 24 months	2 months	2 months

This pay will be inclusive of any Statutory Sick Pay (SSP) that the employee is entitled to: the employee *will not* receive both. Once the period of Company sick pay is exhausted the employee will only receive SSP provided they meet the relevant criteria. In order to qualify for the Company Sick pay scheme, the employee must comply with the following reporting requirements and the notification procedure set out in Absence Procedures (2.9):

For absences of up to 7 days' self certification forms must be completed as soon as possible. See Appendix 5

All periods of sickness exceeding 7 working days must be certified by the employee's medical practitioner and the certificate forwarded to the office not later than the 4th day of absence. Subsequent certificates must be submitted if the absence continues beyond the period covered by the initial certificate.

2.9. Absence Procedures

Holidays: Employees must book holiday leave in writing with their line manager at least 4 weeks prior to the holiday. The trust reserves the

right to give counter-notice within the statutory deadlines should the time booked not be convenient.

Time off in Lieu: Employees must give 48 hours notice.

Sickness : Employees must contact their line manager by 9.00 am on a working day if they are not reporting for work due to ill health.

2.10 Maternity, Paternity & Adoption Leave

The Shapinsay Development Trust will comply with all statutory requirements concerning the above.

Should an employee need time off to deal with an emergency involving a dependent the Shapinsay Development Trust will acquiesce to such a request but the employee will not be paid for this time.

2.11 Disciplinary & Grievance

Procedure. Disciplinary

Minor breaches of the Employee's code of conduct (Appendix 1) will be dealt with by the employee's line manager and will take the form of a "gentle word in the ear". The employee will have every chance to state their case as part of this discussion. The discussion will be rescored and signed by both the line manager and employee as a true record of the meeting.

Repeated breaches or major breaches will be reported to the Chair of the Board who, accompanied by another Director, will instigate a thorough and impartial investigation. Where the Chair is the employee's line manager this investigation will be conducted by two Directors, one of whom shall be an office bearer- employment monitor. The employee will be given the opportunity to state their case as part of the investigatory process. Full written records will be kept of the entire investigation and will signed off by all parties as a true and fair view of proceedings

Once the investigation is complete the employee will be informed as to whether disciplinary action is required and will be given 48 hours written notice of a disciplinary hearing.

The hearing will be carried out by three Directors, not previously involved. Disciplinary action will take one of three forms, as determined by the severity of the offence:

Verbal warning: The employee will be advised that their performance

has been unsatisfactory. The required standard will be outlined and a monitoring procedure advised and implemented. The details of the warning will be confirmed in writing.

Written warning: The procedure is the same as above

Final written warning: As well as the above procedure the employee will be advised, in writing that failure to improve their performance within a designated time frame will result in dismissal.

Following a hearing the employee has the right of appeal to the whole Board of Directors. This must be made in writing within five working days of the disciplinary action being taken. A Hearing will be arranged within five working days and the employee notified in writing. The meeting of the Board will be subject to its normal rules regarding quorums. The employee will be notified of the Board's decision in writing within three working days. The Board's decision will be final.

At all hearings throughout the disciplinary process the employee will be entitled to be accompanied by a colleague or trade union official at the hearing.

Warnings issued to an employee will remain active and on file:

Verbal warning- six months

Written warning- twelve months

Final written warning- twenty-four months

Warnings which are no longer active will be removed from the employee's file in accordance with the Data Protection Act 1998.

Grievance

In the event that an employee has a grievance relating to an aspect of his or her employment, the employee should first raise the matter in writing with the line manager. The line manager for the employee is specified in the contract of Employment.

The line manager will then invite the employee to meet to discuss the grievance. The employee must take all reasonable steps to attend this meeting. The line manager will inform the employee in writing of the Trust's decision within 3 working days of the meeting.

The employee has the right to appeal the decision. All appeals must be made in writing no later than the end of the third working day after the Trust's decision has been notified to the employee. The first of these three working days is the day on which the employee received written confirmation of the Trust's decision. The employee should submit the written appeal to the Chair of the Board of Directors. The Trust will inform the employee of its decision in respect of the appeal within three working days. The decision at this stage will be final.

All meetings provided for in this procedure will be undertaken as quickly as possible in order to settle issues with minimum stress and uncertainty.

At all stages, an employee will be entitled to be accompanied by a fellow staff member or trade union official.

Should an employee wish to raise a grievance after his or her employment has terminated, he or she should submit the grievance in writing to the Chair of the Board of Directors

2.12. Contract of Employment & Termination.

All employees will receive a written contract of employment before commencing work for the Trust. The conditions stated in this employment policy will form the basis of the contract of employment.

The number of hours to be worked a week/month and the rate of pay will be specified in the contract. When relevant the Trust will specify the periods during which the hours are to be worked.

Line management and reporting guidelines will be set out in the contract. Details concerning annual reviews and monitoring procedures will be specified in the contract

If a probationary period is to be worked then its length and specific conditions relating thereto will be specified in the contract of employment.

Termination of Contract: This contract may be terminated by a months notice in writing by either party. The Trust reserves the right to make payment in lieu of notice.

Upon termination of the contract the employee will partake in an exit interview with their line manager and the Chair/employment monitor and will hand over all files and records belonging to the Trust.

2.13 General Notes

For the purposes of the above policy where notification is to be in writing, electronic communication by email or text message will suffice.

For details of the statutory obligations on the Trust and its employees please refer to the website for the Citizens Advice bureau: www.adviceguide.org.uk. Fact sheets on employment issues can be found on the drop down menu under "fact sheets" on the home page.

The Trust will provide a paper copy of any of the fact sheets upon request from an employee.

Further documents relating to current Trust matters can also be found at our website: <http://www.orkneycommunities.co.uk/SHAPINSAY/>.

Other resources regarding employment charitable regulations and company information can also be viewed at these websites:

OSCR - Office of the Scottish Charity Regulator

www.oscr.org.uk

Companies House

www.companieshouse.gov.uk

Acas

www.acas.org.uk/

Supporting Voluntary Action

sva.scvo.org.uk

Voluntary Action Orkney

www.vaorkney.org.uk/

3.1 Equal Opportunities

The Shapinsay Development Trust is committed to providing a working environment in which employees are able to realise their full potential and to contribute to the success of the Trust's activities, irrespective of their gender, class, race, disability, sexual orientation, religion, nationality or belief. This is a key employment value to which all employees, volunteers, members and Directors are expected to give their support.

In order to create conditions in which this goal can be realised, the Trust is committed to identifying and eliminating unlawful discriminatory practices, procedures and attitudes within the Trust. The Trust expects employees, members, directors and volunteers to support this commitment.

Specifically, the Trust aims to ensure that no employee or candidate is subject to unlawful discrimination either directly or indirectly on the grounds of gender, class, race, disability, colour, nationality, ethnic origin, sexual orientation, religion or belief. This commitment applies to all aspects of employment including:

Recruitment and selection, including interview and selection procedures, advertisements and job descriptions.

Training, Promotion and career development opportunities

Terms and conditions of employment, and access to employment related benefits and facilities.

Grievance handling and the application of disciplinary procedures; and selection for redundancy.

The Trust is committed to reviewing its policy annually and in response to changes in legislation and social attitudes so that it remains at all times alert and responsive to the needs and experiences of its employees, volunteers, members and Directors. The Trust will seek to implement changes where it is agreed that such changes could improve equality of opportunity. This commitment applies to all the Trust's employment policies.

In order to safeguard the needs of employees, the Board of Directors will have an elected board with responsibility for monitoring employment issues. Whilst the management of employees will remain the responsibility of the Chair, and contracts will be issued by the Chair on behalf of the Board of Directors, the Employment Monitor will be expected to keep the Trust updated with changes in Employment Law. In this way, the Trust aims to avail itself of examples of best

practice in the area of employment and contract law, so as to attract quality candidates for employment and to develop and maintain a positive working environment.

3.2 Compliance with Disability Discrimination Acts (DDA)

Shapinsay Development Trust recognises the terms of the Disability Discrimination Acts which state that:

An employer has a duty of care to make reasonable adjustments if an employee becomes disabled during a period of employment, or where a disability becomes worse.

3.3 Harassment

Harassment is physical, verbal or non-verbal behaviour which is unwanted and personally offensive, and which causes the recipient to feel threatened, humiliated, intimidated, patronised, denigrated, bullied, distressed or harassed. Shapinsay Development Trust will not tolerate such behaviour and will take steps to ensure that such practices do not occur.

3.4 Handling complaints of unlawful discrimination or harassment

In the event of an employee wishing to make a formal complaint concerning harassment or discrimination, he or she should follow the procedures laid out in the Shapinsay Development Trust's Grievance Procedure.

The Trust will take seriously all allegations of unlawful discrimination or harassment.

Where an employee, Director, volunteer or member is accused of unlawful discrimination or harassment, the Trust will investigate the matter fully.

In the course of the investigation, the alleged offender will be given an opportunity to respond to the allegation and provide an explanation of his or her actions. Where the Trust concludes that no unlawful harassment or discrimination has occurred, the matter will be concluded. If the Trust concludes that the claim is malicious and false, the complainant may be subject to disciplinary action.

If the Trust concludes that the actions or behaviour of an employee, Director, member or volunteer amount to unlawful discrimination or harassment, he or she may be subject to disciplinary action, up to and including dismissal for gross misconduct. The Trust may in the event of a

serious breach of duty, request that a Director step down from the Board. In such cases the Trust may withdraw membership.

3.5 Equality and Diversity

Shapinsay Development Trust is committed to eliminating discrimination and encouraging diversity amongst our workforce. Our aim is that our workforce will be truly representative of all sections of society and each employee feels respected and able to give of their best.

To that end the purpose of this policy is to provide equality and fairness for all in our employment and not to discriminate on grounds of gender, marital status, race, ethnic origin, colour, nationality, national origin, disability, sexual orientation, religion or age. We oppose all forms of unlawful and unfair discrimination. All employees, whether part-time, full-time or temporary, will be treated fairly and with respect. Selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability. All employees will be helped and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the organisation.

Our commitment:

To create an environment in which individual differences and the contributions of all our staff are recognised and valued.

Every employee is entitled to a working environment that promotes dignity and respect to all. No form of intimidation, bullying or harassment will be tolerated.

Training, development and progression opportunities are available to all staff.

Equality in the workplace is good management practice and makes sound business sense.

We will review all our employment practices and procedures to ensure fairness.

Breaches of our equality policy will be regarded as misconduct and could lead to disciplinary proceedings.

This policy is fully supported by all Directors

The policy will be monitored and reviewed annually.

4. Health and Safety

The Shapinsay Development Trust agrees to provide and maintain safe conditions for all volunteers, members, employees and members of the public.

4.1 Risk assessment

The trust will ensure that risk assessments are carried out by a designated person or persons and will take action to minimise the risk of

any identified hazard. A written record will be kept of the risk assessment and the action taken.

4.2 Fire regulations

The trust will undertake to use premises that are subject to fire drills, regular checking of fire appliances and where fire exits have been identified, and are clearly marked.

4.3 First aid

The Trust will ensure that a first aid box is available during its activities. An accident book will be kept in which any accidents affecting employees, volunteers, committee members or members of the public may be recorded. The accident book will be kept by the Employment monitor.

4.4 Food hygiene

The preparation of food will proceed in accordance with current health and safety guidelines. The advice of the local authority will be sought in order that standard precautions are taken.

4.5 Training

Where appropriate, training for committee members, volunteers and employees will be undertaken and reviewed.

5. Organisation of the Trust

5.1 The roles and responsibilities of the Board of Directors

The Board of Directors is the body which is responsible for and accountable for the actions of the Trust both to the Community of Shapinsay and to the wider world. Its collective workings are determined by the Memorandum & Articles of Association of the Company and by the regulations enshrined in the Companies Acts and in Charity law. Training for the entire Board will be arranged if:

There are significant legislative changes impacting upon the Boards responsibilities as Company Directors or as Charitable Trustees. The scale of Trust's activities alters significantly, requiring an improvement in the capacity of the Board.

5.2 Individual Directors

When an individual is newly elected or appointed to the Board s/he will be given copies of:

Memorandum & Articles of Association of the Shapinsay
Development Trust
The Policy Handbook
The most recent set of Accounts
The most recent Development Plan
Companies House Guidebook(s) for Directors responsibilities
OSCR guidance for trustees

The Chairman will be available to help clarify any issues arising and training will be arranged if necessary.

Individual Directors will be expected to conduct themselves in accordance with the Trustee code of conduct drawn up by the National Council of Voluntary Organisations - see Appendix 1

When an individual director leaves the Boards/he will hand over all files and documents pertaining to the Trust's activities and partake in a debriefing interview to ensure that the value of their work is not lost to the Trust.

5.3 Sub Groups

In order to encourage more members of the community to be involved with the work of the Trust the Board can appoint sub groups to take forward projects under the specific object clauses of the Company. Involvement in a sub group is a way of encouraging people to become involved and so allowing them to contribute to the quality of life within the Community without placing an excessive burden on their time or overwhelming them with responsibility. Membership of the Trust is not compulsory for membership of a sub group although it is recommended.

The Board issues policy guidance for each sub group which sets out the areas in which they operate and how they are to interact with the Community of Shapinsay. The sub groups are also given terms of reference (Appendix 2) which establishes how the group is to be run, its purpose and the reporting requirement. Training will be given as and when required to ensure that the sub groups function effectively. This will ensure that they are a useful vehicle for pursuing the work of the Trust and that individuals both learn from the experience and feel that their time is being spent productively.

5.4 Legal Guidance

The following guides are relevant and can be found on the library page of the Trust's website www.orkneycommunities.co.uk/SHAPINSAY:

Directors & Secretaries Guidance – Companies House
Charity Trustees OSCR
Charity Test- OSCR
Memorandum & Articles of Association of the Shapinsay
Development Trust

Paper copies of these documents may be requested from the SDT office.

6. Volunteers, Training & Recruitment

Volunteers are essential to the operation of the Trust. The Trust recognises that people have little spare time and so must feel that their time involved in the work of the Trust is being spent in a satisfactory manner. Often volunteer work is seen as means of gaining new skills and abilities. In recognition of these factors the Trust, as its side of the bargain, will endeavour to ensure that:

All meetings are organised and run in a business like fashion to ensure that time is not wasted.

All Trust procedures and policies are kept up to date to ensure that volunteers become aware of how a well run community group operates. This knowledge is often transferable outwith the third sector.

Opportunities for training for our volunteers will be actively sought and advertised on the Trust website. Where possible funding will be sought for such training other wise it would have to be at the individual's expense.

Volunteers can be involved in the Trust's work on three different levels:

Help with occasional events
Member of sub- group
Director /Trustee

These levels involve increasing demands on time and responsibility. Both membership of subgroups and the Board involve a regular time commitment and we would ask people not to commit to these unless they are prepared and able to put in the necessary effort.

Sub – group membership

The operation of the sub-groups is covered by their own policies and terms of reference. The terms of reference include a maximum number

of community members to sit on the committee. Where volunteers for membership exceed the number of places then selection will be by interview by the Board. Members of sub groups are asked to allow their names and contact details to be made available on the Trust website.

Director

In order to be a Director a volunteer must be a current member of the Trust. The Board has the right to co-opt directors on to the Board should there be any vacancies. However, generally Directors are elected at the Annual General

Meeting.

For more details concerning the roles and obligations of the sub-group members and the Directors please look at Appendix 2

Where volunteers may be working with children or vulnerable people our policies under Section 1 will be followed. These procedures will be extended to other areas should the Trust become legally obliged to do so.

7. Annual Review of Policy Handbook

This will be conducted every October. The procedure to be followed is:

Check that all references to websites contained within the hand book are still current and active.

Consult with the following to see if there have been any legislative changes that we should be aware of when considering whether polices should be amended.

VAO
OSCR
DTA
Companies House

Review the Board minutes to see if there are operational issues requiring further guidance and clarity.

If there have been significant changes in the scale or scope of the Trust's activities, consider the impact of these changes on all the polices.

Produce revised polices for consideration by the Board at its November meeting.

Once the revisions have been agreed issue the revisions to all holders of the policy handbook with appropriate instructions as to what is to be replaced.

APPENDIX 1

Codes of Conduct

a) Directors/Trustees

A Model Trustee Code of Conduct Organisational values as included in the NCVO publication: *“Best Behaviour: Using trustee codes of conduct to improve governance practice”*

As a trustee of the Shapinsay Development Trust I promise to abide by the fundamental values that underpin all the activity of this organisation. These are:

Accountability

Everything the Shapinsay Development Trust does will be able to stand the test of scrutiny by the public, the media, charity regulators, members, stakeholders, funders, Parliament and the courts.

Integrity and honesty

These will be the hallmarks of all conduct when dealing with colleagues within the Trust and equally when dealing with individuals and institutions outside it.

Transparency

The Shapinsay Development Trust strives to maintain an atmosphere of openness throughout the organisation to promote confidence of the public, stakeholders, staff, charity regulators and Parliament.

Additionally, I agree to the following points:

Law, mission, policies

- I will not break the law or go against charity regulations in any aspect of my role of trustee.
- I will support the mission and consider myself its guardian.
- I will abide by organisational policies.

Conflicts of interest

- I will always strive to act in the best interests of the organisation.
- I will declare any conflict of interest, or any circumstance that might be viewed by others as a conflict of interest, as soon as it arises.
- I will submit to the judgment of the board and do as it requires regarding potential conflicts of interest.
- Person to person

I will not break the law, go against charity regulations or act in disregard of organisational policies in my relationships with fellow trustees, staff

volunteers, members, service recipients, contractors or anyone I come into contact with in my role as Charity Trustee.

- I will strive to establish respectful, collegial and courteous relationships with all I come into contact with in my role as trustee.
- Protecting the organisation's reputation
- I will not speak as a trustee of this organisation to the media or in a public forum without the prior knowledge and approval of the Chair.
- When prior consent has not been obtained, I will inform the Chair at once when I have spoken as a trustee of this organisation to the media or in a public forum.
- When I am speaking as a trustee of this organisation, my comments will reflect current organisational policy even when these do not agree with my personal views.
- When speaking as a private citizen I will strive to uphold the reputation of the organisation and those who work in it.
- I will respect organisational, board and individual confidentiality.
- I will take an active interest in the organisation's public image, noting news articles, books, television programmes and the like about the organisation, about similar organisations or about important issues for the organisation.

Personal gain

- I will not personally gain materially or financially from my role as trustee, nor will I permit others to do so as a result of my actions or negligence.
- I will document expenses and seek reimbursement according to procedure.
- I will not accept substantial gifts or hospitality without prior consent of the Chair.
- I will use organisational resources responsibly, when authorised, in accordance with procedure.

In the boardroom

- I will strive to embody the principles of leadership in all my actions and live up to the trust placed in me by (organisation).
- I will abide by board governance procedures and practices.
- I will strive to attend all board meetings, giving apologies ahead of time to the Chair if unable to attend.
- I will study the agenda and other information sent me in good time prior to the meeting and be prepared to debate and vote on agenda items during the meeting.

- I will honour the authority of the Chair and respect his or her role as meeting leader.
- I will engage in debate and voting in meetings according to procedure, maintaining a respectful attitude toward the opinions of others while making my voice heard.
- I will accept a majority board vote on an issue as decisive and final.
- I will maintain confidentiality about what goes on in the boardroom unless authorised by the Chair or board to speak of it.

Enhancing governance

- I will participate in induction, training and development activities for trustees.
- I will continually seek ways to improve board governance practice.
- I will strive to identify good candidates for trusteeship and appoint new trustees on the basis of merit.
- I will support the Chair in his/her efforts to improve his/her leadership skills.
- I will support the CEO in his/her executive role and, with my fellow board members, seek development opportunities for him/her.

Leaving the board

- I understand that substantial breach of any part of this code may result in my removal from the trustee board.
- Should I resign from the board I will inform the Chair in advance in writing, stating my reasons for resigning. Additionally, I will participate in an exit interview.

b) Employees

All employees are expected to abide by the terms and conditions included in their contract of employment, and with the employment policy and all other relevant Trust policies as stated in the current issue of the Policy Handbook.

In addition, employees are required to:

Maintain satisfactory standards of performance at work, a high level of quality, accuracy and diligence
 Co-operate fully with their colleagues and with management and to ensure the maintenance of acceptable standards of politeness and consideration.

Take all necessary steps required to safeguard the Trust's public image and preserve positive relationships with the community of Shapinsay and the wider community.

Refer any queries from the media to their line manager unless specifically authorised to respond to such queries.

Use of the Trust's headed paper must be authorised by their line manager unless a general authorisation has been given in writing.

Be considerate to the demands placed on the trust volunteers which include the Board of Directors.

To keep confidential, both during their employment and at any time after its termination, all information gained in the course of their employment about the Trust's business and any individual/group.

Failure to comply with the above may be considered a disciplinary matter

c) Volunteers

We thoroughly appreciate that our volunteers are giving their time up for free. However, it has to be recognised that while working on behalf of the Trust our volunteers too are representing the Trust to the public at large so the following code is in the interest of clarity to ensure that any misunderstandings are avoided.

Co-operate fully with Trust employees and other volunteers and to ensure the maintenance of acceptable standards of politeness and consideration. Take all necessary steps required to safeguard the Trust's public image and preserve positive relationships with the Community of Shapinsay and the wider community.

Refer any queries from the media to a Director.

Use of the Trust's headed paper is to be specifically authorised by the Board.

To keep confidential all information gained in the course of their volunteering about the Trust's business and any individual/group.

Appendix 2. Sub- Groups

Sub Group Terms of Reference

These policies form the general terms of any sub group designated to a project approved by the Board:

To work within the guidelines of the Shapinsay Development Trust Policies and Development Plan

At all times work within the guidelines of the Shapinsay Development Trust policies and the Development Plan

Membership

At least 2 directors of Shapinsay Development Trust (SDT), and no more than 4 members of the community.

Community members must be approved by the SDT Board prior to appointment. It is recommended that community members be current members of SDT.

Purpose

The sub group will be authorized through the Board to carry out projects that the Board approve.

Delegated Authority

The sub group shall act as advisors to the SDT Board.

Meetings

The Sub Group shall hold at least 4 meetings per year.

Meetings will be called by the Chair of the sub group and 5 clear days of notice will be given to all members, the Chair of the SDT Board and the Board Secretary

Meetings will be held in the Community Centre on Shapinsay. Room hire fees will be met by the SDT

Chair

The Sub Group will be chaired by a director of the SDT, appointed annually by the SDT Board.

In the absence of the chair, the meeting must be chaired by a director of the SDT.

Serviced by

The Sub Group shall appoint a minute taker from within their membership.

Minutes will be a complete and accurate record of the proceedings

of the meetings. Time, venue and attendees will be recorded. The minute taker will be responsible for circulating minutes to all sub group members and to the Secretary and Chairman of the SDT within 7 days of the meeting being held.

Reporting procedure

The sub group shall report to the SDT Board. The reporting mechanism will be twofold:

The minutes of the sub group meeting will be circulated to the Board. The sub group chair will then answer questions from the Board on matters arising out of the minutes

Quorum

At least 3 members of the sub group must be present for the meeting to be constituted.

This number must include at least one director of the SDT.

Communications

Formal communications with outside bodies must be done on SDT headed paper. Use of SDT headed paper must be approved in advance by the Board or if the time scale is too tight to allow this then by the Chairman on behalf of the Board.

Any communications with the press must be approved in advance by the Board or if the time scale is too tight to allow this then by the Chair on behalf of the Board.

Finances & Expenses

Any funds collected by the group will be accounted for in a timely manner.

Prior approval of the Board must be sought before any activity involving the expenditure of Trust funds is undertaken. In accordance with Trust policy any expenses incurred by a sub group member on behalf of the Trust will be refunded following the submission of an expenses claim.

Appendix 3

PERSONAL PROFILE FORM

To be completed by all new volunteers/employees

THE SHAPINSAY DEVELOPMENT TRUST

Personal Details: title: _____ forename: _____

surname: _____

Date of Birth: _____ tel. no: _____

Address: _____

Postcode: _____

Occupation: _____

Currently employed? YES/NO

QUALIFICATIONS/TRAINING

Please enter details of any qualifications or training courses you have attended which are relevant to caring for children

Date(s)	Title of Qualification training	Subjects studied	Length of course	Name of organisation

EXPERIENCE

Please give details of experience of working with under 16 year olds.

Where previously have you worked with children/young people under 16?	In what capacity?	Between which dates

Other comments:

REFEREES

Please provide the names and addresses of TWO responsible persons for reference purposes. Referees should not be related to you, and where possible, should have a knowledge of your ability to care for or be in the proximity of children. All references will be taken up. You should secure prior agreement of referees before providing their names.

Referee 1	Referee 2
Name: Address: Postcode:	Name: Address: Postcode:

DECLARATION

I have read and understood the Shapinsay Development Trust's Child Protection policy and agree to CONFIDENTIAL vetting procedures. I agree to inform the organisation of any change in circumstances.

Signed: ----- Date: -----

Appendix 4

SHAPINSAY DEVELOPMENT TRUST

WORKSHOP/TRAINING FEEDBACK FORM

Training course/workshop	
Tutor	
Date and time/hours	
Cost per person/concessions	
Location of training	
Event organiser	
Contact tel. no.	

Name	
Address	
Contact tel. no.	

1. How did you find out about the workshop / course/training?

- Poster.....
- word of mouth.....
- Radio Orkney.....
- Newspaper.....
- other

3 Did you feel you had enough information before the training?

NO/YES

4. Did the training meet your expectations?

- Yes - better than what I expected
- not as good as I expected
- generally ok but could be improved

4. Were you happy about the group size for this training?
YES/NO

5. How would you rate the instructor/tutor?
Really good
average
okaypoor

6. Did you feel you had adequate facilities? YES/NO

Please add any additional comment you would like to make

7. Would you be interested in doing further training in this area? Yes/No

8. What other training/workshops or courses would you like to see the Shapinsay Development Trust offer in the future?

The information contained on this form is used for monitoring purposes in order to ensure the quality and safety of training provision by the Shapinsay Development Trust.

Thank you

Appendix 5
Shapinsay Development Trust

Organisation
Sick Leave – Self Certification

Employee Name

I confirm that I have taken sick leave

First day of absence

Last day of absence

Total number of working days

Nature of
Sickness

I confirm that the above information is accurate.

Signed

Employee.....

Date.....

RISK ASSESSMENT

Nature of activity:

Number of people involved:

Date and time:

Risk level/Activity	High 3	Medium 2	Low 1	outcome

Risks identified

Action taken

Signed:

Expenses Report

Director / Staff Name:

Address:

.....

Date from:

Date to:

DATE	DESCRIPTION	MILEAGE	LODGINGS	MEALS	OTHER	TOTAL
					SUB TOTAL	
					LESS CASH ADVANCE	
					TOTAL OWED TO YOU	
					TOTAL DUE	

Directors Signature:

Approved by: