

18 Managing the LRC

Introduction

This chapter focuses on some of the important aspects of managing an LRC that will affect its success. The chapter does not purport to be a management handbook, and the LRC manager may need to consult many other sources for information and advice—however, at very least, it raises some key issues that should not slip the manager's attention.

Of critical importance to the LRC is the management of personnel, both staff and volunteers who carry out tasks on behalf of the LRC. Although the underlying principle should be that volunteers are treated in the same way as staff, there are a few significant differences to be considered, particularly with regard to their motivation and commitment. Development of staff and volunteers is given special consideration, as it is an issue often overlooked in small organisations.

The LRC manager needs to be aware of the legal issues that might affect how they operate the business. Again, this guidance is not comprehensive but highlights a wide range of legal obligations that the LRC manager should be aware of, and suggests sources of further information. The same is true of contract management, again often overlooked, but an area where clear procedures are needed.

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Summary

- An LRC needs to ensure that it has access to the skills it needs at the right time. This can be achieved through a process of manpower planning.
- An LRC needs to have effective procedures for managing staff. These should include job evaluations and performance appraisals, to ensure staff know what is expected of them and how they are progressing.
- Staff management policies should be explicit, with procedures which are simple to follow and fairly applied.

19.1 Background

An effective LRC is highly dependent on its staff. The staffing needs of an LRC must first be clearly identified; then these needs must be met through effective staff recruitment, management and development. A system of manpower planning should achieve this by identifying the skills needed by the LRC, and ensuring that these skills are available as and when required.

The LRC therefore needs effective procedures for managing staff, made explicit in a staff handbook. This makes it clear what is expected from people and provides a valuable tool for staff and managers alike. It might cover such issues as leave, flexi-time, disciplinary procedures, claiming for travel and subsistence expenses.

An LRC that is hosted by another body (in this context defined as a body employing staff on behalf of the LRC) should normally adopt the staff management procedures of the host body. The LRC manager should follow the prescribed procedures and ensure that they are communicated effectively to LRC staff, but should bear in mind that differences in function and structure between the LRC and the host body might cause difficulties.

An LRC can be described as “a professional biological information management service for the local area”. Establishing and maintaining a reputation as such requires staff who are able to act as advocates for the corporate image of the LRC. Staff need to understand the function, identity and ethos of the LRC, and be motivated to develop the LRC’s image. Effective procedures for managing staff are instrumental in promoting such understanding and motivation. In particular, staff development (covered separately in section 21 *Developing LRC staff and volunteers’ skills*) is essential. However, procedures and guidance cannot easily address the soft skills needed when managing staff - motivating, building on their strengths and so on.

The issues raised in this section can be applied to both employees and voluntary staff. However, the special circumstances involved in managing volunteers are described in section 20 *Managing volunteers working with LRCs*.

19.2 Day-to-day management of staff

No matter what systems the LRC has in place for ensuring jobs are carefully developed and appraised, the most important factor in managing staff is the application of soft skills. This includes motivating and encouraging people, setting and communicating quality standards, playing to people’s strengths, providing job satisfaction and providing people with a sense of confidence and self-worth. This relies on the LRC manager having good leadership skills, the ability to communicate effectively with different people and the ability to build a strong team. The LRC’s management board will also have a significant influence on how LRC staff and volunteers develop into an effective team.

This section does not attempt to cover these soft skills, but some aspects are covered in section 21 *Developing LRC staff and volunteers’ skills*.

19.3 Manpower planning

If an LRC is to operate effectively in a service culture, it is essential that systems are put in place to minimise the problems that could arise either from changes in personnel or from demands for increased or different skills. Most LRCs are small organisations with limited scope for promotion and staff development. This presents particular problems that need to be addressed through a combination of manpower planning and staff and volunteer development. An LRC hosted by a larger body may be buffered against some of these issues, and might be able to draw on a human resources department for support. Conversely, an LRC may suffer as a

result of changes elsewhere within the host body.

Manpower planning is a system for ensuring that an organisation has the right people available to carry out tasks when it needs them. The process of manpower planning involves:

- identifying future demand for manpower (through job analysis and evaluation—see below)
- identifying what resources are likely to be available to meet that demand
- taking steps to meet future demands of manpower efficiently, either by identifying sources of new manpower or by reducing a surplus of manpower
- installing mechanisms to minimise the impact of problems if and when they arise

A key aspect of manpower planning is looking at succession within the LRC. A succession plan should consider the development needs of both paid staff and volunteers, and the staffing needs identified through manpower planning, in order to identify where existing staff can be used to meet future needs. The objective should be to ensure that the abilities of everyone in the LRC are optimised and used as effectively as possible. Procedures for performance assessment and staff development should be used for this purpose (see section 21 *Developing LRC staff and volunteers' skills*).

However, an LRC's manpower planning process normally involves looking outside its existing resources, to replace individuals as they move on, and to fill any new posts that arise. People working for partner organisations and other LRCs may be particularly suitable candidates. It is anticipated that more tailored training schemes, giving people essential skills in using and managing biological data, may evolve to service an increased demand for LRC personnel. Somerset Environmental Records Centre and Scottish Wildlife Trust already run "training" schemes that may meet some of the requirements.

In identifying sources of skilled manpower that the LRC might recruit in the future, it may be useful to consider that:

- biological data management skills are likely to come from partner organisations (either within the area or elsewhere)
- the LRC may wish to establish links with organisations running training courses and programmes in this field
- there are significant advantages in sourcing managers from partners (for instance, they may bring with them a clear understanding of the needs of users)
- other skills needed by the LRC (eg financial or business management skills, IT skills) may come from a more diverse range of sources

19.4 Job analysis and evaluation

The manpower planning process should include an ongoing cycle of job analysis. There are several stages in job analysis: job identification, description and evaluation.

19.4.1 Job identification

The need for a particular role has to be identified, sometimes in relation to identifying the need for a new job in the LRC and also to allow for re-allocation of workloads as requirements for skills change. Consideration should be given to 'packaging' job conditions (eg skills and types of skills needed, workloads and levels of responsibility) to define viable jobs (ie positions which do not require superhuman candidates and which are likely to be filled!).

19.4.2 Job description

This should describe the remit of a job, its overall objectives and responsibilities, and the knowledge and skills required (as well as the level at which they are required).

19.4.3 Job evaluation

This involves assessing the range and level of skills and experience required, assessing levels of responsibility and measuring the relative importance of the post to the LRC. This is normally the mechanism for setting salaries.

This Job analysis and evaluation should be carried out periodically as an ongoing process and should not only be undertaken when staff leave or when the need for new skills is identified. Many organisations undertake an annual review of job descriptions and associated job evaluations.

19.5 Performance appraisals

Assessment of individual performance must take place within a framework of clearly and openly defined organisational objectives and culture, with reference to individuals' stated roles and responsibilities. The performance appraisal process can then help confirm what an individual is trying to achieve, how this should

be measured, and therefore how improvements can be made.

A performance appraisal system should include regular (usually annual), formal reviews of progress. At these reviews, overall performance should be assessed and new personal goals and targets agreed. These are often drawn into a Personal Development Plan (see section 21 *Developing LRC staff and volunteers' skills*).

There is a wide range of types of performance appraisal. Normally, an appraisal should involve the manager and the individual member of staff, but it can include assessment of the individual's performance by other LRC staff or by partner organisations. Some organisations choose to introduce performance-related pay, so that performance appraisals affect pay awards.

19.6 Staff policies and procedures

There should be a clear statement of how staff are expected to conduct themselves in carrying out the day-to-day business of the LRC, and in return how they can expect to be treated. It is essential that these expectations are applied fairly to all staff and that the rationales behind exemptions or variations from standard procedures are communicated well. It is good practice to state these policies and procedures in a staff handbook. The handbook does not have to be a particularly lengthy or detailed document; but it should state clearly what the policy is and how the policy is applied via the procedures of the LRC. For example, the policy might state what staff may claim for travel and subsistence expenses (eg second-class travel only, maximum charges for overnight accommodation) and how they should be claimed (eg monthly in arrears using a form that must be authorised by the LRC manager). Policies and procedures should normally cover such issues as: annual leave, time off in lieu, working hours, office security, personal use of office facilities, and travel and subsistence expenses.

A hosted LRC may adopt most of the policies and procedures of its host body. However, it might need to develop its own handbook, combining the host's policies with its own where different policies or, more likely, different procedures are appropriate. In any case, all the relevant issues should be covered.

19.7 Sources of further information

The Industrial Society

Provides advice and training, and produces a range of relevant publications. The website is useful, especially for finding books.

(0870) 400 1000

www.indsoc.co.uk

Chartered Institute of Personnel and Development

The website is a valuable source of information and advice, as well as a route to further sources.

(020) 8971 9000

www.ipd.co.uk

CIPD House, 35 Camp Road, Wimbledon, London SW19 4UX

20 Managing volunteers working with LRCs

Summary

- People working as volunteers with an LRC should expect to be treated with fairness, and the arrangements for dealing with them should be transparent.
- In most instances volunteers should be treated the same as employees, but taking into account their motivation.
- The LRC needs to provide incentives and opportunities which encourage volunteers to contribute their time and skills.

20.1 Background

LRCs usually turn to volunteers for two reasons:

- to gain access to specialist skills not otherwise readily available (eg taxonomic expertise)
- to increase resources

An LRC is likely to depend on volunteers as an essential resource of time and expertise. Likely roles for volunteers working with LRCs include office administration, data entry and validation, training and data analysis. This list is only an example of typical roles; someone working in a voluntary capacity could carry out any task within an LRC. This section addresses issues that affect all those who work voluntarily for LRCs. However, most volunteer recorders (those who pass on their records to the LRC rather than carrying out specific surveys on behalf of the LRC) have special needs in addition to those discussed here. These other issues are addressed in section 17 *Relationships with volunteer recorders and recording schemes*.

Volunteers should be treated in the same way as employees. All LRC policies should normally apply, and volunteers should have clear job descriptions and lines of accountability, receive training and development, and have their progress reviewed regularly. However, all dealings with volunteers should be underpinned by a clear understanding of the individual's motivation for working with the LRC.

The LRC will have certain legal responsibilities towards its volunteers. For instance, volunteers must be covered by the LRC's health and safety policy and by its insurance. Involving volunteers in the work of the LRC involves considerable work for LRC management and staff, but if managed carefully can bring great benefits. All volunteers need day-to-day management (eg support, advice and training), just as employees do. Capacity to provide this management, and procedures to do so, must be in place before any volunteers are recruited. Volunteers should not be just treated as free labour. To benefit from their time and expertise, will need a commitment from the LRC.

An LRC which is hosted by another body, particularly one within the voluntary sector, may be able to draw on expertise from within that host body. The host organisation may already have a volunteering policy, and there may even be a volunteer coordinator able to support and advise on recruiting and managing volunteers.

20.2 Volunteer policy

The LRC should have a volunteer policy if it is to work with volunteers. A volunteer policy should state how the LRC will work with volunteers. It should also explain the LRC's attitude towards working with volunteers. The policy should be understood by the LRC management, staff and volunteers.

Clearly, the primary reason for an LRC working with volunteers is the benefits they bring through the work they do and the skills they contribute. However, a volunteer policy based entirely on a task-orientated approach may be off-putting to many potential volunteers, and can demotivating for many people. A more balanced approach, recognising the benefits to the volunteers, is likely to encourage a wider range of people to get involved in the first place and to continue working with the LRC thereafter. The LRC's positive attitude to volunteers should be expressed at the start of the volunteer policy.

The volunteer policy might also cover:

- recruitment
- induction
- training and development
- insurance
- paying volunteers' expenses
- day-to-day management

The LRC's volunteer policy should state that volunteers should complement the work of paid staff, not replace it. Volunteer workers, once recruited, should be treated in the same way as employees except that they do

not receive financial reward (apart from out-of-pocket expenses) and that their terms and conditions of work (eg hours of work and level of responsibility) are subject to individual negotiation.

20.3 Why people might volunteer to work with an LRC

People volunteer for two reasons. Firstly, people will volunteer to work with the LRC because they see some personal benefit from participating. Secondly, people will offer their time and skills because they see that the LRC will benefit from their involvement. Many volunteers will have both reasons.

To be able to successfully recruit appropriate volunteers, motivate them and retain them, it is essential to understand what motivates people to volunteer. Normally this will fall into four categories. People volunteer:

- for experience or training. Many volunteers use their voluntary work to gain experience or relevant training in a particular field. This will normally apply to people looking for employment either in this field or in a related one. It can, however, apply to those looking to experiment with new experiences.
- to make a contribution. These people are looking to contribute something valuable to society and believe that by working with the LRC they will do so. They will usually have a keen interest in the conservation or understanding of wildlife, and work for the LRC to further this cause.
- in order to participate. Volunteers may be looking for somewhere where they can make friends and work with others. Some people may also use voluntary work as a stepping-stone back into work situations after a period away from work.
- for enjoyment. Many volunteers simply enjoy carrying out the activity they will do for the LRC.

Most people who offer to work with the LRC will probably be motivated by more than one of these reasons, and possibly a range of others.

20.4 Recruiting volunteers

There are many similarities in recruiting volunteers and employees. The need for particular jobs to be done and the skills needed must be identified (see section 19 *Managing staff*). At this point, any fixed terms should be determined (eg someone might be needed for specific hours, for a minimum number of hours a week, or to work in a fixed location). As with any new post, before taking things any further it is essential to ensure that there are sufficient resources to manage and support the new person.

An effective way to recruit new volunteers is through personal invitation. If you know people who have the skills you need, and potentially the time, then the first step should be to ask them. However, always be sure to make it clear whether they are being asked if they are interested (ie you will still need to interview them) or offered a role (ie you know they have the skills you need). This technique only works in a few instances, and it can limit the type of volunteers you recruit. You will normally need to plan a recruitment strategy to ensure that, as well as seeking new volunteers, you are prepared to match them to jobs and provide them with the necessary induction.

When recruiting, remember what motivates people. Usually it is not the task itself, but what people get out of doing it. Emphasise the benefits of the LRC; mention any training people might receive and work situations which they might enjoy (eg working in a team). Target your advertising depending on who you are looking for. If you are looking for someone with recording skills, then local naturalist groups and conservation bodies may be the best place to go. If you are looking for someone with office skills, then local radio or a local volunteer bureau might be more appropriate.

Once people have offered their time they should be interviewed. While this can follow the same format as for potential staff, the whole process should be more informal and you should make sure you find out why the candidate wants to work with the LRC. Remember that the potential volunteer will be assessing the LRC. Once you have interviewed someone and agreed that they can work with the LRC, you should negotiate the arrangements for their work. Be prepared to be flexible.

Always reply to everyone who offers to act as a volunteer, even if you feel that they are totally unsuitable for working with the LRC.

When volunteers start work with the LRC they should undergo an induction process. This should be the same as for employees.

20.5 Day-to-day management of volunteers

The basic principle is to treat volunteers the same as you treat employees. This means that all volunteers should have:

- an identified 'manager'
- day-to-day support (eg advice on technical matters, help in managing workloads, regular feedback on progress)
- a written statement of their terms and conditions (eg what hours they are expected to work, what expenses they can claim)
- a job description, or, at least, a list of tasks and responsibilities
- full training for all the tasks they carry out
- regular reviews of their progress (this could be a modified version of the staff appraisal system)
- references if requested

While the LRC should treat volunteers in the same way as employees, it is important to remember, in all dealings, that they are *volunteers*. All management of volunteers should take into account the motivation of the specific individual.

20.6 Ensuring volunteers benefit from working with LRCs

Volunteers' motivation is maintained if they see themselves as benefiting from working with the LRC. As volunteers have their own individual reasons for working with the LRC, this means that different individuals are looking to benefit in different ways. You have to understand the needs of each individual to ensure that you maintain their motivation. To ensure volunteers benefit from working with the LRC, you must consider, and try to meet, their individual needs for:

- training and development (details on this are given in section 21 *Developing LRC staff and volunteers' skills*)
- experimentation and tackling challenges (eg getting opportunities to try out new tasks)
- progression (eg taking on leadership roles, training staff and/or volunteers)
- social interaction (as well as team working, this might include social opportunities which are suitable for volunteers (eg which are inexpensive))

All volunteers should be:

- made to feel welcome
- treated as one of the team
- given constructive feedback
- publicly recognised for their work, wherever appropriate

20.7 Managing volunteer turnover

To manage volunteer turnover successfully you need to understand why volunteers leave the LRC. Always ask to speak to someone when they leave, or contact them if they just stop coming. Find out why they have left, and, if there is a problem, see if it can be resolved.

Volunteers generally leave an LRC for one of the following reasons:

- their personal circumstances have changed (eg moving house, getting a job, having children)
- they have achieved what they set out to achieve when they joined the LRC (eg they have received relevant training, adapted back to workplace situations, increased their circle of friends)
- they are dissatisfied with the benefits they are receiving from the LRC (eg not receiving relevant training, lack of support, lack of social interaction, job not suiting their available skills)
- they lose interest in the work or organisation

The first of these two are inevitable and should be handled in the same way as for employees, by manpower planning (see section 19 *Managing staff*) and structured recruitment schemes. Volunteers leaving because they have achieved their personal objectives are signs of 'success' for the LRC.

Volunteers leaving because they are dissatisfied are evidence of a problem somewhere with the volunteer recruitment and management process. If volunteers are not satisfied, then either the LRC is at fault or they

had unreasonable expectations which should have been addressed earlier on. Feedback from volunteers leaving should always be used to see if improvements to the system can be made.

20.8 Paying volunteer expenses

Volunteers should not normally receive financial reward in exchange for the work they do, apart from agreed out-of-pocket expenses. Volunteers may receive benefits in kind, such as training or refreshments while at work. The LRC manager should check current legislation influencing what benefits volunteers can receive.

Volunteers should normally be reimbursed for any out-of-pocket expenses they incur as a result of working for the LRC. This should include any materials they need to buy and any travel expenses incurred (either travelling to the LRC or on behalf of the LRC). Clear guidelines for claiming expenses should be given to volunteers as part of their induction. These guidelines should cover what can be claimed for and at what rates, and should describe the process for making claims. This may be different from the process used by employees. It is important to bear in mind that some volunteers may not be able to afford to wait to be reimbursed for travel expenses. Procedures should allow for this.

All expenses payments should only be for actual expenses incurred. Where mileage rates are used, they should be set to cover the actual costs of car usage. A rate for cycling should normally be included. Where volunteers are receiving state benefits (eg income support) you should be aware that these might be affected by any payment made by the LRC.

20.9 References and sources of further information

The Good Practice Guide—for everyone who works with volunteers. The National Centre for Volunteering, 1998.

The National Centre for Volunteering

A wide range of publications and training courses relating to working with volunteers.

020 7520 8900

www.volunteering.org.uk

Regents Wharf, 8 All Saints Street, London N1 9RL

21 Developing LRC staff and volunteers' skills

Summary

- All LRC personnel should have clear development programmes, delivered through a variety of mechanisms and carefully monitored.
- Development plans should ensure that the skills of individuals are optimised and individuals' own needs met as far as possible.

21.1 Background

In order to operate effectively, an LRC needs a range of skills which have been identified through some system of manpower planning (see section 19 *Managing staff*). Although occasionally this means recruiting new people to work for the LRC, effective development of existing staff and volunteers can often ensure that they have the skills and knowledge needed by the LRC. Ensuring that individuals are maximising their potential by developing new and existing skills so they can fulfil new, perhaps more complex roles within the LRC, can also help motivate them and help keep them in the organisation, thus retaining their underlying knowledge and experience. Of course, there is always the risk that, despite a considerable input to developing individuals' potential, they will leave the LRC or, in the case of volunteers, choose not to contribute.

Sometimes it may not be possible for highly valued individuals to develop their full potential within the LRC. This should be recognised, but not regarded negatively. In the past, some conservation organisations have tried to retain staff by 'promoting' them outside their area of expertise. (The skilled ecologist, for example, may not have the skills to be an efficient LRC manager.) In the long term, such promotions are detrimental both to the LRC and to the individuals concerned. Proper planning and staff development programmes will help prevent inappropriate appointments.

All the issues addressed in this section apply to both employees and volunteers.

21.2 Employee and volunteer needs

Employees and volunteers should not be treated differently in terms of considering and delivering development; but it is important to understand that their personal needs may differ. These needs should be identified and considered in relation to the LRC's needs.

Employees may be:

- looking to follow a career plan. This plan might inevitably involve leaving the LRC in the future.
- committed to a specialist field, with no wish to develop skills outside this field

Volunteers may be:

- seeking relevant experience and training which will lead to employment with an LRC or an associated organisation
- following an interest outside their normal employment or activities. Involvement in the LRC may be the only outcome they desire.

It is common for both employees and volunteers working for an LRC to be doing so because they sympathise with the aims of the LRC or its partner organisations.

21.3 Personal Development Plans

Every person working for the LRC (whether voluntary or employed) should have a Personal Development Plan. This Plan should address the development of new and existing skills, using a wide range of approaches, such as self-directed learning, mentoring, project working and study visits. It might also include elements of formal training.

Personal Development Plans should:

- be 'owned' by both the individual concerned and the LRC management
- integrate different development needs
- ensure that people are able to fulfil their current roles in the LRC, as well as preparing them for their anticipated future roles
- help motivate individuals to achieve clear targets
- take account of the personal objectives of the individuals concerned
- be realistic
- provide the mechanism for continual monitoring and review of development needs

A Personal Development Plan should be drawn up following an assessment of the individual's existing skills (including skills that are not currently used in their work for the LRC), and an analysis of their learning needs (often called a training needs analysis).

The Personal Development Plan should be prepared and monitored by the individual in conjunction with their manager. For employees, and often for volunteers as well, this usually forms part of the performance appraisal process (see section 19 *Managing staff*).

Ongoing development of individuals' skills and knowledge helps motivate people and, ultimately, can increase the chances of retaining personnel.

21.4 Training and development

There are many training and development techniques available. Any development activities should be evaluated to assess how far they have met requirements, and how effectively they can be applied in the workplace. There should also be a long-term evaluation to determine whether the desired results are being achieved.

Those which might be particularly relevant to an LRC include the following:

21.4.1 Training courses

Training courses might be considered the first option for meeting training needs. However, formal courses do have limitations. For example, quite apart from their cost, they might not be tailored to suit the LRC's needs. Thought must be given to following up courses with a view to ensuring that the general lessons learnt are applied effectively to the LRC's particular situation.

Courses which lead to formal qualifications can be particularly important to individuals who need evidence of the skills acquired (although it should be noted that NVQs and SVQs can be awarded, based on assessment of skills acquired through any mechanism).

21.4.2 Self-directed learning

In this case individuals take responsibility for their own learning. Often this involves researching or exploring a subject, discussing issues with others and applying the new knowledge to work roles.

Self-directed learning should complement other personal development processes.

21.4.3 Secondment

Secondment is the temporary transfer or loan of an employee to another organisation. Secondment to another LRC or a partner organisation can be extremely beneficial. There may also be benefits to be gained from secondments to organisations outside the sector (eg to IT companies, small businesses or companies providing services comparable to the LRC's).

21.4.4 Conferences/workshops

These can be a very effective way of ensuring that people's knowledge is up to date if the conference is focused on the right subject. Conferences can have benefits over and above their content, as they give people opportunities to network with colleagues. Conversely, conferences can be hard to gauge and depend heavily on the quality of the speakers.

Suitable conferences and workshops might be organised by the NBN or its member organisations (such as Biological Recording in Scotland, National Federation of Biological Recording, Association of Local Government Ecologists and The Wildlife Trusts), or by organisations in the individual's specialist field.

21.4.5 Mentoring

A mentor is usually someone who has proven experience in the individual's field. The mentor should be available to provide ad hoc advice and support, in addition to a regular (perhaps quarterly) meeting to discuss progress. Normally, they should not work for the LRC. It might be appropriate to consider a mentor from another LRC or one of the LRC's partner organisations. The mentor should provide personal advice and support, usually referring to the individual's Personal Development Plan.

21.4.6 Shadowing

This technique may be particularly suitable for employees or volunteers who will be taking on tasks already carried out by someone working for the LRC. In this instance the employee learns the relevant skills and procedures by following someone else doing the job, and then takes over the role.

21.5 Induction

Induction is a specialised form of training and development that should be provided for every individual who joins the LRC. The induction programme has to provide new people with all the information they need about working for the LRC such as its culture and procedures, without overwhelming them. Induction should facilitate fast, effective integration of new people into the organisation.

A good induction programme should include an assessment of the individual's understanding of the issues presented, a short time after the main programme is completed. It should also begin the process of assessing their longer-term development needs.

21.6 References and sources of further information

Attwood, Margaret and Dimmock, Stuart, *Personnel Management*. Macmillan Business Masters, 1996.

The Industrial Society

Provides advice and training, and produces a range of relevant publications. The website is useful, especially for finding books.

0870 400 1000

www.indsoc.co.uk

Chartered Institute of Personnel and Development

The website is a valuable source of information and advice, as well as a route to further sources.

020 8971 9000 " www.ipd.co.uk

CIPD House, 35 Camp Road, Wimbledon, London SW19 4UX

22 Contract management

Summary

- An LRC may need to enter into contracts in a range of situations. These contracts must comply with contract law, as well as following good practice.
- All contracts entered into by the LRC should be confirmed in writing.

22.1 Background

From time to time, all LRCs need to contract external suppliers to provide certain goods or services (eg the undertaking of ecological surveys, or the provision of IT support). Similarly, there are occasions when the situation is reversed and an LRC is contracted to provide services (eg the supply of data) in return for payment. This section deals primarily with the former, when an LRC is contracting external suppliers.

All such contracts are governed by the principles and operation of contract law, as well as being subject to the operation of good practice in their procurement and operation. This section does not attempt to explain contract law but describes a few basic concepts and provides some advice on contract placement and management. LRCs that regularly enter into contracts need to ensure they take adequate advice.

22.2 Use of contracts by LRCs

A contract is a form of agreement between two or more parties that is intended to have legal consequences. For a contract to exist, an offer must be accepted without additional conditions (ie a contract does not exist if it is accepted subject to further conditions). Acceptance can be made orally, in writing or can be implied. Contracts do not have to be evidenced in writing. Indeed, most contracts are not, being either oral or implied agreements.

LRCs may be involved in a range of contracts:

- assignments of copyright
- Service Level Agreements (SLAs)
- contracts for services (eg survey work or IT support)
- contracts for employment

All these contracts should be evidenced in writing.

22.3 Defining the work and preparing briefs

Work packaging is the division of a project or work programme into discrete, commercially attractive units, with the objective of getting the work carried out at the right time, using the greatest level of expertise and at the lowest possible cost.

The basis of division should be:

- the skills and expertise available in the market place
- the type and quantity of resource required
- the stage of project development
- manageability

It is important that the description also says what is not included in the contract, and clearly explains what others will or will not be doing.

22.4 Tendering

The purpose of putting work out to tender is to obtain an acceptable offer from a suitable contractor, at the right time and on which a contract can be based.

All contracts combine three elements: time, quality and cost. Altering the relative 'weight' of one element inevitably affects the others. A 'value for money' judgement can only be made once the relative importance of each element has been decided.

22.4.1 Tendering types

Tenders can be either:

- open—the invitation to tender is made through public media
- selective—tenders are sent to a short list of contractors
- negotiated—terms are agreed with a single firm

22.4.2 Tendering methods

- Single stage—the most usual form for simple contracts. Tender information is sent out, tenders are returned, tenders are evaluated, and the contract is awarded.
- Two stages—the first stage selects the contractor and then the price is agreed in the second stage.
- Serial—the contractor is selected on the basis of a competitive tender for the first phase, and on the understanding that subsequent phases will be negotiated using this tender as the basis.

Pre-invitation enquiries can be used in conjunction with any of these methods, and might be particularly helpful in identifying the best contractors to invite to tender when this is not immediately apparent.

22.4.3 Selecting the appropriate number of tenderers

It can be tempting to invite as many tenders as possible in the belief that this will produce the best possible bid. However, this belief is not generally supported by research into the effectiveness of different procurement strategies; and, as a rule of thumb, somewhere between three and six is an acceptable norm for the majority of contracts. Three provides an acceptable level of competition; more than six, and the evaluation of bids can become unduly difficult and onerous.

In addition, some of the best potential contractors may decline to tender if they believe that the number of invited tenderers is too high. Remember that the cost of tendering is a charge on each tenderer's business, which has to be met from the business's operating profits.

22.4.4 Inviting tenders

The following should always be included in the tender invitation:

- name, address and contact person for the client
- a statement of the client's intentions
- accompanying briefing documents (eg scope of the work, drawings and specifications, work timetable, performance standards, form of contract, collateral warranties, payment arrangements if they are not covered in the contract)
- clear information as to what is being sought from the tenderer (eg a simple price, or a price and a method statement, details of experience, references etc)
- clear instructions as to when, where and how the tender or proposal is to be returned
- clear information as to when and how tenders will be assessed (eg lowest price only, price plus qualitative assessment). All evaluation criteria and, if possible, their weighting, should be made clear.
- information about any post-tender interviews or other additional selection procedures

Allow a reasonable time for tenders to be returned and inform all the tenderers of any additional information or clarifications that come up during the tender period.

22.4.5 Basis of pricing tenders

Tenders should usually be costed either as:

- fixed price ('lump sum')—a single figure is given for doing the work. This usually requires a fairly tight specification, and variations can be difficult to handle.
- cost reimbursement ('day work')—this can be a simple fixed day rate or a range of related options. This makes it easier to handle variations in the work.

22.4.6 Tender evaluation and contract placement

The basis for evaluating tenders should be determined in advance, not after tenders have been returned, and tenderers should be informed of these criteria in advance, particularly if price is not the only criterion.

In general:

- check returned tenders for *full* compliance with the tender documents
- if tender costs are broken down under a series of headings, check for arithmetical mistakes. If errors are discovered, you should give the tenderer the option of correcting the error, withdrawing their tender or standing by the price they have offered.
- accept the chosen tender in writing and issue the contract documents at the same time
- advise all tenderers of your decision promptly

- tell unsuccessful tenderers why their offer was not accepted, using the terms of the evaluation criteria (eg 'Your tender was the highest received, being 15 per cent more than the successful offer')
- in most circumstances, it is unethical to engage in post-tender negotiations on price

22.5 Contracts

A written contract should be issued for all work, however small.

If you are using a non-standard form of contract:

- keep the contract as short as possible to reduce the risk of introducing contrary statements
- use clauses taken from standard forms as much as possible

As a minimum, include clauses for the following:

- the names of the parties, including addresses and contact details
- a description of the work, with reference to any documents (eg the tender documents) and including a timetable (ie start and finish dates)
- the contract sum or fee, including provision for the reimbursement of expenses
- payment terms
- procedures for the handling of variations
- provisions for settlement of disputes (including notification thereof)

There are many advantages to using standard forms of contract. However, there are none commonly accepted within the field LRCs operate in, and most LRCs will have to draw up their own documents.

22.6 Management after the contract has been awarded

'Contract management is the active monitoring and control of all aspects of the relationship between the provider of goods or services and the buyer' (*DTI Procurement Manual*).

If the work under the contract is competently described in the various contract documents, and the contract has been competently tendered for, evaluated and awarded, then its subsequent management should be mainly concerned with ensuring that the work is delivered to the quality, cost and time constraints.

The main responsibilities of the LRC manager are therefore to ensure that:

- adequate progress targets are set and met
- adequate quality checks and reporting procedures are put into place and implemented
- any problems arising are dealt with according to the terms of the contract

While these procedures are valuable, effective communication with the contractor is the most important way of ensuring that they understand the key requirements and the types of issue most likely to be of concern.

22.7 References and sources of further information

Beatson, J, *Anson's Law of Contract*. OUP.

Davies, FR, *Contract*. Sweet and Maxwell.

Duxbury, Robert, *Contract Law*. Nutshells.

McKendrick, Ewen, *Contract Law*. Macmillan.

The DTI publishes its procurement manual on-line at:

www.dti.gov.uk/about/procurement

Advice and publications relating to IT procurement and contract management can be had from the Central Computer and Telecommunications Agency (CCTA), whose role is 'to improve the delivery of public services by the best use of information technology':

www.ccta.gov.uk '01603 704567

CCTA, Roseberry Court, St Andrews Business Park, Norwich NR7 0HS

23 Relationships with donors

Summary

- An LRC may need to seek resources from third parties (ie bodies that are not 'customers' of the LRC), especially during the establishment or development phase of the LRC.
- There is a range of different types of donor. The relationships with different types of donor and how they must be managed vary considerably.
- Donors are not customers of the LRC. They should not receive data, products or services in return for the donation, nor should they receive preferential treatment if they subsequently approach the LRC for access to data, products or services. This also applies to sponsors.

23.1 Background

LRCs within the NBN should be designed to provide a range of services to meet the needs of their users, including recorders and the general public (see volume 2, section 2 *Data needs*). The underlying principles state that users should pay for the services they receive and that the LRC should be run as a non-profit-making business. Why, then, might an LRC require donations from other bodies?

It is considered possible for an established LRC to generate sufficient income to run itself, maintaining its systems and databases and providing services. However, developing an LRC to this point requires considerable investment, and there are significant costs over an initial period (which may be years) during which services available to users are limited or non-existent. The network of LRCs is still at an early stage of development, and persuading potential partners to invest 'up front' to enable an LRC to develop to a point where it can provide services has so far tended to prove difficult.

Donations may be sought to help an LRC become established and able to deliver services to its projected user base. Donations may also be sought to help the LRC develop new or innovative services or to enable the LRC to provide services directly to new customers (eg to provide information services to the general public).

LRCs need to be careful not to confuse the role of organisations acting as donors with the role of customer. This can be particularly awkward when one body has two different relationships with the LRC (eg as the awardee of a grant but also as a customer). Such situations can be handled effectively by explicitly and clearly stating the relationship at the outset and by careful management thereafter.

Fundraising can be a costly and time-consuming activity. This should always be considered before beginning a programme of seeking external funding. LRCs hosted by other bodies might benefit from the expertise of specialist fundraisers. Other LRCs may wish to turn to partners to assist with fundraising activities, to avoid diverting staff time and resources from the core work of the LRC.

23.2 How do donors differ from customers?

Donors are not customers of the LRC. Except when they are sponsors, they do not receive direct benefits from the LRC in return for the contribution they make. Most grants have tight restrictions on how the donations may be used, and require detailed reports of progress. Some grant-making bodies tend to use their status as funders of projects to influence the progress of the work they are funding. This relationship can be handled by the LRC but should always be managed carefully to ensure that the funder does not gain undue influence over the LRC, especially when this might go against the wishes of the LRC's management or primary users.

Sponsorship involves the sponsoring organisation receiving some benefits from the relationship with the LRC (see below), but these benefits should not include access to data or other services.

Customers pay directly for the services they receive and every customer should have a clear contractual relationship with the LRC (see sections 15 *Relationships with core users* and section 16 *Relationships with contractual users*).

23.3 Different types of contributions and identifying potential sources

There is a range of different sources of funding that might be available to LRCs. An LRC needs to consider how to package its work into individual projects to match donors' needs with its own. It is important to match projects with possible funders in this way before approaching the funders. However, it is also important to beware of creating new projects outside the aims or planned work of the LRC simply to match the criteria of a potential funding source. This only serves to create more work, and normally diverts existing resources away from core activities rather than increasing the resources available for planned work.

The status of an LRC affects which sources of funding are most suitable (eg some funders only award grants to registered charities; others are reluctant to work with public bodies). Before approaching potential donors,

the LRC should consider developing a fundraising strategy, which might include a sponsorship and donations policy that identifies any ethical issues to be taken into account when receiving donations.

Given below are some of the major funding types that are most likely to apply to LRCs, and sources of further information on these types.

23.3.1 Company donations

A company may donate money, materials, premises, staff time or any other resource as a donation to an LRC. Many companies find it easier to give support in kind. Gifts to charities can be tax-effective for companies through the Gift Aid scheme. Care should be taken when approaching a company to make sure both you and it understand whether you are asking for a donation or a sponsorship arrangement (see below). A few large companies have developed complex programmes for giving; they are unlikely to consider one-off approaches from LRCs outside this programme. Smaller (and especially) local companies may be more receptive to one-off approaches from LRCs, especially for gifts in kind.

Another valuable commercial source of support is the Landfill Tax Credit Scheme (LTCS). The landfill tax is payable on waste disposed of into landfill sites. The landfill operator is able to claim 20 per cent of this tax back to support environmental projects and schemes conforming to one of five criteria. LRCs should look carefully at what work they could use Landfill Tax Credits for, as most of their work will not meet the criteria and there are strict rules about where resources can be spent in relation to landfill sites. To find out more about the LTCS and whether you can apply for support, contact the regulator of the LTCS, ENTRUST.

23.3.2 Business sponsorship

This does not refer to a gift from a company that receives public acknowledgement but to an association between two parties with different interests who work together to support an activity for their own reasons. The LRC is seeking to finance one of its activities, and the sponsoring company is seeking to enhance its public image through association with a high profile and/or publicly acceptable local project. Many companies give more in sponsorship than as donations, as they see greater benefits to themselves. It is important to specify what the LRC will deliver in terms of publicity, promotional activity, events and so on, and the timescales for delivering this. Remember that there are normally additional costs, associated with meeting the sponsor's needs (eg requirements for promotional materials and publicity work), which need to be costed in at an early stage.

The LRC is giving something back in return for the money it receives and is therefore entering into a contract with the sponsor. A written agreement which specifies the relationship must be drawn up. Sponsorship carries with it certain implications for VAT, and the contract should clarify such issues.

A business sponsor might also be a client of the LRC. The LRC must take great care to avoid confusing business sponsorship contracts and contracts giving access to data. There is a danger in attempting to address the two issues together. In any situation where it is necessary to have both relationships with the same company, the LRC is advised to have two completely separate arrangements and not to provide data, services or products as part of a sponsorship arrangement. Supplying data in return for 'benefits' such as promotion can compromise the independent nature of the LRC, and may cause difficulties with data suppliers.

23.3.3 Trusts and foundations

Grant-making trusts (sometimes called foundations) are set up specifically to give money away for charitable purposes and for the benefit of the community. Most trusts are established with a capital sum provided by a founder. Grants may be made from investment income from this initial sum; but some trusts also raise funds from public subscription and fundraising activity. Some trusts' money comes entirely from these latter two sources. Trusts award grants according to their constitutional objectives, usually on the basis of specific charitable principles and geographical restrictions. Some trusts are reactive, handling requests as they are made rather than actively seeking applications. Some only give money to organisations which are registered as charities.

A range of grant directories can be obtained from The Charities Aid Foundation and the Directory of Social Change.

23.3.4 Grants from government or quasi-autonomous non-governmental organisations (quangos)

Grants can be given, usually to voluntary bodies, by central and regional government, quangos and other government agencies. Grant-making programmes may apply at local, regional, national or European levels. As some government agencies or quangos may also be customers of the LRC, it is important to identify when (and if) it is appropriate to approach them for grants outside the customer–supplier relationship.

Government departments and agencies normally have clearly defined grant schemes operating with fixed schedules based on the financial year (1st April to 31st March) and with definite criteria and rules for applications. As a general rule, grants from these bodies can only form 50 per cent of the costs of the project—and

the remaining 50 per cent cannot come from other exchequer sources.

The European Union (EU) provides a very large amount of money for social and economic development in member states, some of which is available to voluntary organisations. There are three types of funding available from the EU: budget line funding administered by Brussels, directed towards a wide area of activities including training, lifelong learning and Life II nature protection; structural funds controlled and matched by member governments, including the European Social Fund and European Regional Development Funds; and contract and research funding for specific work commissioned by the EU. Obtaining EU funding can be a long process, and you are advised to contact your local Council for Voluntary Service, your Local Authority (who may have a European unit) or your local MEP before getting started.

23.3.5 National Lottery

There are three lottery distribution boards which have potential for supporting LRCs: National Heritage Lottery Fund, National Lottery Charities Board and New Opportunities Fund.

The National Lottery Charities Board (NLCB) awards grants to charities, but also to associations and companies which act in a benevolent way. It funds up to 100 per cent of the costs of projects. However, NLCB's aims are to 'help meet the needs of those at most disadvantage in society, and to improve the quality of life in the community'; most LRC development work is unlikely to fall into this category.

At the time of writing, the NBN Trust is in discussion with the Heritage Lottery Fund with regard to establishing guidelines for LRCs wishing to apply to its revenue grants programme for help with development. It is anticipated that these guidelines will be issued in 2001. In considering this source of funding, note that the revenue programme will only make grants up to a value of £100,000, and that a body may only have one revenue grant 'live' at any one time.

The New Opportunities Fund (NOF) is a new organisation created to distribute lottery grants to education, health and environment projects across the UK. *Green Spaces and Sustainable Communities* will be the Fund's first environmental initiative. Consultation on the first programmes took place during autumn and winter 2000, with invitations for applications starting in spring 2001. By 2002, £125 million will be committed to projects designed to help urban and rural communities understand, improve or care for their environment. LRCs are unlikely to be able to resource their core work through NOF, but may wish to be party to wider applications with other partners.

23.4 Managing the relationship

Once funding has been secured, the LRC's relationship with the funding body (of whatever type) is critical. Most funders will happily adjust to meet the evolving needs of the project, *providing they are kept informed* (so don't wait until they have sent you a reminder for your report before you ask for a change in the rules!). When you accept a source of funding, make sure that you understand what the terms and conditions are, and that you can meet them—and then make sure that you do. Particularly when working with a sponsor, ensure that each party's expectations of the project are clearly understood at the outset.

If you demonstrate that you can manage the project professionally and deliver at least what is expected, then you may benefit from extended relationships with the donor.

23.5 References and sources of further information

Clarke, Sam, and Norton, Michael, *The Complete Fundraising Handbook*. Directory of Social Change

ENTRUST

0161 972 0044 www.entrust.org.uk

ENTRUST Head Office, Acre House, 2 Town Square, Sale, Cheshire, M33 7WZ

Heritage Lottery Fund (HLF)

020 7591 6000 www.hlf.org.uk

Heritage Lottery Fund, 7 Holbein Place, London SW1W 8NR

Charities Aid Foundation (CAF)

01732 520000 www.cafonline.org

Charities Aid Foundation, Kings Hill, West Malling, Kent ME19 4TA

Directory of Social Change

020 7209 4422 www.dsc.org.uk

Directory of Social Change, 24 Stephenson Way, London, NW1 2DP

24 Legal requirements of LRCs

Summary

- LRCs must comply with a wide range of legislation.
- The LRC manager should be aware of these laws and when they might apply, and should seek appropriate advice when necessary.

24.1 Background

How the law affects an LRC depends on what it is doing and how it is set up to do it. In this section, it is only possible to touch very briefly on some general considerations, and to bring to the attention of the LRC manager some of the more pertinent laws and regulations. The LRC manager should ensure they are broadly aware of the laws that may affect the LRC and when they might apply. A wide range of references is given at the end of this section; the LRC manager is recommended to have access to the relevant compendium guides as a minimum.

This guidance does not seek to be a substitute for professional legal advice, and further information and assistance should be sought according to individual circumstance.

24.2 Duties, responsibility for compliance, liability

The law imposes general and specific duties on people and corporate bodies, with responsibility for complying with these duties resting with whoever the law specifies or the court determines. In each circumstance, liability for failure to perform these duties may be either joint and/or several (individual).

24.3 The LRC as a company

In the case of an LRC set up as a company, the directors are responsible for complying with any legal requirements, as they are generally held to be in control of the company. They will ultimately be held liable for any failure to meet legal duties. However, the law also places both general and particular duties on people, other than directors, who are involved in the running and operation of an LRC. For example, at first instance and for minor breaches, the LRC manager and relevant staff are likely to be held responsible for meeting the LRC's duties with regard to health and safety.

If the LRC company employs its own staff, occupies its own premises, and runs its own accounts, then the LRC manager needs to be aware of the full suite of legal requirements, including those of company and employment law (see sections 24.6 and 24.7). If the LRC is also registered as a charity, then the manager must also be aware of the requirements of charity law (see section 24.10).

24.4 The LRC as a hosted or parented organisation

If an LRC is hosted or parented by another organisation, the primary responsibility for complying with certain legal requirements may lie with the hosting organisation (eg with regard to some aspects of employment law, such as issuing written contracts of employment).

However, even in a hosted situation, primary responsibility for health and safety is likely to lie with the LRC manager and staff. Similarly, practical responsibility for complying with trading law will lie mainly with the LRC manager.

Each situation is different, and the manager of a hosted LRC should take care to investigate both what legal requirements apply to the LRC, and who is responsible for meeting them.

24.5 The legal environment

As a background to the following sections, it may be helpful to appreciate what determines the legal environment in which an LRC operates.

The source of all law is regulations and practice arising from three sources:

- statute law
- common law
- European law

Statute law is likely to affect the operation of an LRC most closely. It comprises the Acts of Parliament and their accompanying Statutory Instruments, these being the mechanisms by which the operation of most new law is set out in detail. Acts may also provide for other bodies to pass regulations (eg they may allow local authorities to pass by-laws on local matters).

Common law will also influence the operation of an LRC. It is based on the notion of precedent (ie what has been decided or agreed in similar circumstances on earlier occasions). As well as encompassing a wealth of

ancient custom, it also includes all the judgements of the courts published in the law reports, particularly those judgements made after 1866 when formal legal reporting was introduced.

European law comprises regulations, decisions and directives. Regulations are binding without reference to national governments and apply immediately to all member states. Decisions are binding only on a named state, company, group or individual and may require accompanying domestic legislation. Directives are requirements on member states to enact certain enabling legislation within a certain time.

24.6 Company law

Company law governs how companies are set up and run. If an LRC is established as a corporate body, normally a private limited company, it comes under the jurisdiction of company law. Other legislation applies if the LRC is set up as an industrial and provident society. The most important Acts that an LRC manager should be aware of are:

- Companies Act 1985, 1989
- Insolvency Act 1986
- Company Director's Disqualification Act 1986
- Business Names Act 1985

24.7 Employment law

Both by employing staff and by using volunteers, an LRC comes under the jurisdiction of employment law. The issue of to what extent a volunteer is covered by employment law is a developing area. It is recommended that an LRC manager follows a broadly similar approach in the treatment of volunteers and employees. See section 20 *Managing volunteers working with LRCs*.

Employment law governs matters relating to discrimination (eg race, sex, disability), recruitment, terms of employment, union membership and representation, minimum wage, holiday and entitlement to time off, sick pay, equal pay, working time, maternity rights, parental leave, pensions, grievances, dismissal and redundancy. The most important Acts that an LRC manager should be aware of are:

- Employment Rights Act 1996
- Sex Discrimination Act 1975
- Race Relations Act 1976
- Disability Discrimination Act 1995
- Equal Pay Act 1970
- National Minimum Wage Act 1998
- Working Time Regulations 1998
- Maternity and Parental Release Regulations Act 1999
- Human Rights Act 1998
- Employment Protection (Consolidation) Act 1978
- Rehabilitation of Offenders Act 1974
- Transfer of Undertakings (Protection of Employment) Regulations 1981
- Trade Union and Labour Relations (Consolidation) Act 1992

24.8 Health and safety

Health and safety legislation safeguards the health and safety of both employees and members of the public (eg people visiting the LRC's premises). It is generally administered by the Health and Safety Executive, which has extensive inspections and enforcement powers. The most important Acts that an LRC manager should be aware of are:

- Health and Safety at Work Act 1974
- Office, Shops and Railway Premises Act 1963
- Fire Precautions Act 1971
- Employers' Liability (Compulsory Insurance) Act 1969

Most importantly, there are numerous health and safety regulations which the LRC manager should be aware of, covering such topics as: display screen equipment, electricity at work, first aid at work, management of health and safety, control of substances hazardous to health (COSHH), reporting of injuries, diseases and dangerous occurrences (RIDDOR), construction (design and management), fire precautions (workplace), and manual handling operations.

24.9 Trading and consumer law, including VAT and contract law

This area of law regulates business-to-business and business-to-consumer relations. It includes contract law (see section 22 *Contract management*), data protection (see volume 2, section 30 *Controlling access to data*) and intellectual property law. The most important Acts that an LRC manager should be aware of are:

- Sale or Supply of Goods Act 1994
- Supply of Goods and Services Act 1982
- Unfair Contract Terms Act 1977
- Consumer Protection Act 1987
- Trade Descriptions Act 1968–72
- Arbitration Act 1996
- Competition Act 1988
- Various Finance Acts, including VAT
- Data Protection Act 1998

24.10 Charity

If an LRC has charitable status, then it comes under the jurisdiction of charity law. The most important Acts that an LRC manager should be aware of are:

- Charities Act 1992, 1993
- Law Reform Miscellaneous Provisions (Scotland) Act, 1990
- The Charities Accounts (Scotland) Regulations, 1992
- Public Trusts (Reorganisation and Expenditure) (Scotland) (No 2) Regulations, 1993

The LRC manager should also be aware of the Statement of Recommended Practice on Accounting by Charities (SORP). This is available from the Charity Commission (see below).

Charitable status in relation to LRCs is also discussed in *Developing a Local Record Centre*.

24.11 References and sources of further information

There is a plethora of texts, guides and information sources for company, business and charity law—the list below is far from comprehensive. Even of those listed below, which is 'best' will be determined by a combination of personal preference and circumstance. However, the precedence in the lists may be useful as a guide.

24.11.1 Books

Clayton, Patricia, *Law for the Small Business*. Kogan Page, 1998.

Kadar et al, *Business Law Made Simple*. Made Simple, 1995.

Grewel, B, *General Principles of Business Law*. Castlevale Printers, 1992.

Handley, Peter, *Business Law*. Blackwell, 1996.

Judge, Stephen, *Business Law*. Macmillan Press, 1998.

Lewis, Arthur, *Introduction to Business Law*. Liverpool Academic Press, 1998.

Moran, John Jude, *Practical Business Law*. Prentice Hall, 1994.

24.11.2 Compendium guides

Tolley's *Company Law Handbook*

Tolley's *Employment Law*

Tolley's *Charities Manual*

All published by Butterworths Tolley

020 8662 2000

Croner's *Reference Book for the Self-employed and Smaller Business*

Croner's *Reference Book for Employers*

Published by Croner Publications

020 8547 3333

Adirondack, Sandy, and Sinclair Taylor, James, *Voluntary Sector Legal Handbook*

Published by Directory of Social Change

020 7209 5151.

Blackstone's *Guide to the Data Protection Act 1998*

Published by Blackstone Press

020 8740 1173

24.11.3 Organisations

Companies House

Companies House, 21 Bloomsbury Street, London WC1B 3XD

029 2038 0801

www.companieshouse.gov.uk

UK Government Small Business Service

Small Business Service, 1 Victoria Street, London SW1H 0ET

08456 045678

www.businessadviceonline.org

Health and Safety Executive

08701 545500

www.hse.gov.uk/sources

HMSO (for copies of Acts and Statutory Instruments)

www.hmso.gov.uk

Department of Trade and Industry (DTI)

DTI Enquiry Unit, 1 Victoria Street, London SW1H 0ET

0207 215 5000

www.dti.gov.uk/support

Local Business Links

0845 756 7765

www.businesslink.co.uk/index.shtml

Data Protection

Data Protection Commissioner, Wycliffe House, Water Lane, Wilmslow, Cheshire SK9 5AF

01625 545745

www.dataprotection.gov.uk

Charity Commission

Charity Commission, Harmsworth House, 13–15 Bouverie Street, London EC4Y 8DP

0870 333 0123

www.charity-commission.gov.uk

The Scottish Charities Office

Crown office, 25 Chambers Street Edinburgh EH1 1LE

0131 226 2626