

Community Garden Starter Pack

Introduction

This pack is intended as an introduction to starting, developing and running a community garden or other community managed land-based project in Scotland. It doesn't provide a blueprint of what a community garden should be or look like – that's for your group and your community to decide. Neither does it provide technical advice on specific gardening issues – you can get this information from FCFCG and other support organisations listed at the end of the pack. What it does do – in short, easy-to-read, sections – is:

- Outline the issues you're likely to face
- Provide general advice
- Offer routes to more specific information should you need it.

The detail and depth in which you tackle each issue will depend on your site, your aspirations and the stage that your project is at.

Technical words or phrases in italics are described more fully in the Glossary.

Feel free to photocopy anything in the pack you find useful.

Community Allotments

Although most of the information in this pack is about community gardens, much of it also applies to allotments, especially community-run allotment plots. If you're planning on starting an allotment site or a community allotment on an established site you can get information from:

- Scottish Allotments and Gardens Society (SAGS) www.sags.org.uk
- Allotments Regeneration Initiative (ARI) www.farmgarden.org.uk/ari



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Glossary

Support organisations



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What is a community garden?

All community gardens are unique, locally managed pieces of land that develop in response to, and reflect the needs of, the communities in which they are based.

They are as much about helping communities and people to grow as they are about plants and animals. Community gardens all have plants, but many also provide social, recreational, educational and environmental services, as well as facilities and opportunities that are generated by and help meet local needs.

The usual driving force behind their creation, and the key to their success, is that through community gardens local people can find appropriate solutions to local problems and make a positive contribution to the regeneration of their community.

Why start a community garden?

If you know of a piece of derelict, run-down or under-used land and think that your community would benefit from:

- a community café or art space
- community composting or recycling
- a community meeting space
- community festivals
- a community shop or other community enterprise
- creative workshops
- educational school visits and after school activities
- English classes or other community education courses
- formal training, e.g. NVQs
- girls' groups
- health promotion work
- nature conservation areas
- opportunities for volunteering
- play work
- rural crafts
- specific ethnic and cultural groups and activities
- sporting activities
- under fives' groups
- work with and facilities for disabled people
- young gardeners/farmers clubs
- youth work

...and much more, then you should consider starting a community garden!



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Will we be on our own?

No, you would become part of the community gardening and farming movement that collectively:

- employs about 600 staff on nearly 1,000 sites across the UK, including more than 100 community gardens, city farms and allotment groups in Scotland
- actively supports and empowers thousands of volunteers (two thirds of projects are run entirely by volunteers)
- attracts more than three million visitors a year
- has a turnover of around £40 million

You can also join the Federation of City Farms and Community Gardens for additional support.

What is the Federation of City Farms and Community Gardens?

FCFCG is a membership organisation for community managed gardens and farms. It provides support, advice and guidance as well as acting as an advocate on behalf of its members.

FCFCG exists to help meet the needs of community gardens, farms and similar projects, not to tell them what to do or how to develop - each community farm or garden is unique.

FCFCG strives to improve the quality of community gardening and farming available to everyone throughout the UK. It supports groups in finding appropriate solutions to their unique problems and concerns and promotes good practice at all times.

FCFCG offers newly-established groups help with:

- linking with longer established groups that understand your needs and can offer support (e.g. exchange visits)
- access to specialist experience and expertise; this may be with a member of staff, a fieldworker based at a member group or another experienced and knowledgeable practitioner
- specific advice as your group develops, e.g. when trying to identify a suitable site or seeking funding for a particular project
- help with carrying out feasibility studies
- health and safety, animal welfare and child protection guidelines, fact sheets and good practice guides
- model documentation for establishing a new group or charity
- newsletters

The ethos at FCFCG is to base our advice and support on experience gained within the movement, and to work with you to target your needs. Being able to call on more than 25 years' experience means we can usually provide relevant information and advice ourselves, or know someone who can.



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How do we get started?

Making decisions

It's a good idea to start off with a small group (a 'steering group') to steer ideas and activities and generate interest and support for starting the community garden. Later on you'll need to establish a more formal management committee elected from your 'membership'.

When a group decides to lease or own land, raise funds, involve volunteers or maybe have paid staff, it takes on legal and management responsibilities. It is essential to adopt a set of rules that say who is responsible for carrying out these duties, and how you will manage your activities. The most important rules about the structure and organisation of your community garden should be set out in a constitution.

To gain more knowledge, visit other community gardens and ask about their organisational structures and constitution.

Roles that need filling

A well-organised group will:

- elect a chairperson, secretary and treasurer and delegate responsibilities and tasks as appropriate
- find out what skills members of the group have to offer; everybody has useful experience and skills to contribute
- make sure it has the necessary organisational skills to operate effectively and undertake training if needed - find out about courses for community groups from your local Council for Voluntary Service, or other training providers
- seek out and set up a pool of advisers to help them, particularly for skills the group does not have or where professional advice may be needed, e.g. solicitor, accountant, architect, horticulturist
- appoint a publicity or press officer to build contacts with the media, in particular with local papers, local radio, and regional TV and community newsletters – good press coverage will raise your profile with the local community, council and potential funders
- encourage people from all parts of the community to join it
- follow the rules contained in its constitution.

Who are our members?

This should be one of your first questions - the answer is not always obvious. A supporter can be defined as a person wanting to be associated with your organization, plus its aims and goals. Supporters are often people prepared to give time and talent as well as money, but are these people also your 'members'? Some groups call anyone who gives money a member. Some call anyone who happens to live in a specific area a member. Some call their visitors members, or run a paid membership scheme. You need to decide how to define your members, and include a definition in your constitution. Representatives from your membership may later become the management committee.



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The Constitution

A constitution is a legal document that sets out the rules for governing an organisation. It is necessary for your group to have one in order to:

- make sure the community garden's objectives are clear and agreed by its members
- establish a management committee and define who can be on it
- provide mechanisms for making decisions and resolving disputes
- gain credibility with other organisations, potential supporters and funders
- clarify liability, lines of responsibility and accountability
- become a registered charity.

The steering group should decide on a constitution, setting out the aims of your group and the rules for running it. You will appear more credible if you have a proper structure and clearly represent local people. There are different legal structures and alternatives to a constitution. See the end of this section for places to find out more.

Charitable status

A charity is an organisation established for charitable purposes and registered under the Charity Acts, the most recent and far-reaching being the Charities and Trustee Investment (Scotland) Act 2005, which came into effect in April 2006.

The steering group should consider whether it wants to apply for charitable status. You may have to become a charity if you decide to seek grant aid or donations, or if you propose to hold land in trust for the benefit of your community. Some funding organisations will only donate to registered charities. A garden must have a written constitution in order to register as a charity.

Getting charitable status takes time and you will need advice and support in the process. To register as a charity, the aims stated in the community garden's constitution must be charitable. To be considered charitable your group must meet one or more of the following charitable purposes, as defined by the Charities and Trustee Investment (Scotland) Act 2005:

- relief of financial hardship (poverty)
- advancement of religion
- advancement of education
- other purposes for the benefit of the community. Those most relevant to community gardening include: promoting racial harmony; the resettlement and rehabilitation of offenders and drug abusers; the provision of recreational facilities which are open to everyone, or which are for particular beneficiary groups such as disabled people or the elderly; urban and rural regeneration and community capacity building; promotion of health, for example through education, access to medical facilities or the pursuit of healthy recreation through sport.



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Companies

Some organisations choose, in addition to charitable status, to become a registered, not-for-profit *company limited by guarantee*. This is often relevant where there is a large capital development or trading involved.

The Charities and Trustee Investment (Scotland) Act 2005 introduced a new legal structure called a Scottish Charitable Incorporated Organisation (SCIO). This type of organisation takes on a legal identity of its own without having to register as a company. A new social company is also available, termed the Community Interest Company.

Management committee

Management committee members are responsible for making sure that the organisation is managed properly, that its legal duties are met, and for promoting good practice in all of its activities. Your group's constitution will set out how the first management committee will be appointed (usually through election at your first AGM), as well as how new members are to be appointed in subsequent years.

The management committee is responsible for, and accountable to, the members of your group. Management committee members have specific legal duties and responsibilities and it is important that everyone understands them.

For further information

- Voluntary Management Essentials Project is an online one-stop-shop for Scotland's voluntary organisations. Access free, reliable information on all aspects of setting up and running a voluntary organisation in Scotland at: www.scvo.org.uk/scvo/Projects/Essentials.aspx
- SCVO Guide to Constitutions and Charitable Status - guide book on the process of setting up a charity in Scotland. Includes model documents. £25.00 for voluntary organisations. ISBN: 0 9546930 0 0
- The Chair Pack - for both new and experienced Chairs, covering self-assessment; the role of the Chair; Governance of voluntary organisations and how to recruit and support Committee members. Produced by SCVO. ISBN: 1 870904 877
Tel: 0131 556 3882 or order via www.scvo.org.uk
- Office of the Scottish Charity Regulator (OSCR) has a range of publications as well as a helpdesk on weekdays 8am-12.30pm. Tel: 01382 220446
- To find your local Council for Voluntary Service contact the Scottish Council for Voluntary Organisations (SCVO)
Tel: 0131 556 3882 www.scvo.org.uk
- To find out about Community Interest Companies contact the CIC Regulator.
Tel: 029 2034 6228 www.cicregulator.gov.uk
- SAGS has model constitutions available.
www.sags.org.uk



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How do we find a site?

Most community gardens start because an area of land is derelict or underused and people want to improve it. Others begin with groups wanting to find a suitable site for their project. Existing community gardens vary from a few square metres to a park-sized area of several hectares.

If you don't have a specific site in mind, some possible land sources that may be available in your area for use as a community garden include:

- common land on a housing estate
- allotment plots
- hospital grounds
- land owned by a charity for public benefit
- land within existing parks and recreation grounds
- old churchyards and cemeteries
- school grounds
- urban fringe agricultural land
- waste ground and derelict sites.

A good starting point is to check with the local council what land holdings they have in your area, or whether your group can use part of an existing public facility. All councils have a Development Plan that sets out the authority's planning policy for each area. The Development Plan is made up of two documents – The Structure Plan and the Local Plan. You can read these documents at council offices and libraries. They may help you identify possible sites. If you already have a site in mind, the Development Plan will also tell you whether your authority has policies for the use of derelict open space.

A community garden development can help contribute to your local authority's stated objectives (see 4 *How do we negotiate for a site* for more on this), and they should be able to provide good advice and support to your group. Ask to speak to the planning officer responsible for your area, who may be able to provide some useful additional information.

Draw up a list of possible sites. Get teams of 3-5 people to visit each site and report back to the steering group. Avoid trespassing and get the owner's permission, if you need it, for a site visit.

Having identified one or more possible sites consider the following questions:

- Is it a suitable size for what your group wants to do?
- Is it, or could you make it, accessible to everyone in your community?
- Is it, or could you easily make it, safe?
- Are there others interested in the site, e.g. other groups, businesses?
- Is there a current planning application for the site?
- What planning restrictions are in place, such as listed building, road access or parking restrictions?
- Are there rights of way or *easements* across the site?
- Are there services on site, e.g. water, electricity, gas, sewers, drains, telephone/cable?



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- What was the site previously used for?
- Is the land *contaminated* by a previous use?
- Are there any plants or habitats that should be conserved?
- Who are the neighbours and are they likely to support a community garden?
- If you find more than one site use this list to help decide which to investigate in greater depth. You may need additional advice and support (see *12 Working with advisers*), including finding out who owns the site.

For further information

The Development Plan is usually held by the council's planning office. Most local authorities now have a website explaining how their services are organised and the plans should be available on the website.

The Scottish Executive intends to alter the development planning structure within the next few years. The two-tier system of Structure and Local Plans in most areas is likely to be replaced with a system of single-tier Local Development Plans.

However, a simpler two-tier format will be kept in the four main city regions around Glasgow, Edinburgh, Aberdeen and Dundee.

Existing Development Plans will remain in force until replaced by the new plans.



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How do we negotiate for a site?

Do your homework and be well prepared before you meet the owner or the owner's representatives. The steering group should decide and be clear about what it wants and what it can offer before you arrange to meet any outside person or organisation. Avoid any confrontation and conflict at these meetings. Make a considered presentation of your ideas for the community garden: What do you want? What can you offer the owner?

What do you want?

You may want:

- a *licence* to allow short term (up to a year) improvements on the site which will inspire the community; *licences* can be renewed
- a long term agreement giving the group security of *tenure*
- a *lease* with a low rent
- as few restrictions as possible.

Most existing community gardens do not own the land they use; some are on *licence* but most are leased. Most pay a peppercorn rent, i.e. a nominal sum.

What are you offering?

By putting the land back into use for community benefit, the owner will receive favourable publicity. For some owners, such as the local council, you can show that you will be helping them meet their service targets, e.g. education, facilities for children's play, leisure and recreation, composting or environmental improvements.

If the owner is the local council, your group needs to understand how the council works, what its priorities are and what help it has provided to other community and voluntary organisations – this may give you an idea of what you could reasonably expect or request yourselves. You are likely to want the council not only to release the land to you under a lease agreement, but to give planning permission (if needed) for a community garden, provide advice, help, support and, hopefully, some funding. In some areas the responsibilities of councils are divided between two authorities, so you need to know which council is responsible for what.

To gather this information you will need to develop friendly working relationships with two main groups of people:

- 1 The elected councillors (all councillors should be able to see the benefits of community gardens, regardless of political allegiance). The ones most important to you are those that represent the area where your proposed garden will be located, and those who serve on the committees relevant to your garden, e.g. 'parks and open spaces', 'leisure services' or 'community development'. You can check your council's website for this information.

It might also be a good idea to find out about the *Community Planning Partnership* in your local authority area. Community Planning aims to make sure people and communities are genuinely engaged in decisions about public services which affect them. Following the Local Government in Scotland Act 2003, local authorities and 'core partners'



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(Health Boards, the Enterprise Networks, Police, Fire and Regional Transport Partnerships) must work together to promote *Community Planning*. Your local Community Planning Partnership may also have funding available for community projects.

- 2 The council officers. These are the council's paid staff, who advise elected councillors and carry out council decisions. Find out from them where power lies, who has influence and where decisions are made.

The ground rules of negotiation

- Whatever happens during negotiation, both parties hope to reach a mutually acceptable agreement.
- Each side is expected to be willing to move from its original position.
- Negotiation is likely to include a series of offers that give something of value to both sides.
- Firm offers must be distinguished from provisional offers. Firm offers, unlike provisional offers, must not be withdrawn once they have been made.
- A third party should only be brought into the discussion by mutual agreement.
- The terms of the final agreement should be clearly understood by both parties and put in writing.

For further information

- *Getting to Yes – The art of successful negotiation* by Roger Fisher. ISBN 1844131467
- Most local authorities now have a website explaining how their services are organised.
- The Improvement Service has a very useful website on community planning in Scotland, including contact details for every Community Planning Partnership www.improvementservice.org.uk/commplan



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How do we create a garden?

Having found your site, the next step is to work out how to create your community garden. The aim of this section is not to include specifics such as lists of suppliers or technical details, but to give you some helpful points to consider when creating your garden.

Do some initial research

Ask local people what they want – you could do a survey or ask your community council. Visit other gardens for inspiration and talk to the people who created them. They will probably have many useful suggestions. FCFCG has a map of community gardens and farms in Scotland, and may be able to help with travel bursaries for reciprocal visits to other projects.

Garden Design

There are many ways you can find out about garden design. Study books in your local library, get ideas from other gardens or even see if you can get free garden designs from consultants or horticulture students.

You will need to work out if you need planning permission, especially if you want to erect a building or shelter. It's also important to think about health and safety issues right from the start (see *13 How do we manage health & safety?*)

You might also want to think about creating a wildlife-friendly garden or a sensory garden. Scottish Natural Heritage has some helpful leaflets on wildlife-friendly gardens in its *Plant for Wildlife* series, as well as free wildflower seeds. The Sensory Trust website has free information sheets to download about sensory gardens and Plant for Life has an excellent leaflet on creating a garden that stimulates your senses (see further information).

Other things to consider are accessibility or cultural issues, such as including raised beds for wheelchair gardeners or people with reduced mobility; whether you want to use native or exotic plants, and if you will need to build gender specific toilets rather than unisex ones. The Black Environment Network has information on these issues and many others. FCFCG also has its own multicultural good practice pack (see contact details at end of pack).

Think about the soil conditions and situation of your site. Make sure you choose plants that are appropriate – hardy plants for exposed sites, or plants that are happy in the shade if your site is overlooked. If you don't have regular volunteers, choose low maintenance plants that don't need a lot of care and attention.

Pollution is another aspect to consider – is the site for your garden on contaminated land? If it is, what will you need to do to make it safe?

Always remember, though, that there is no 'right' answer. All gardens are different and that's what makes them special. They should reflect what local people want and need.



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Building the garden

Building your garden can be a daunting task. Start small and add to it over time rather than be too ambitious at the start. As well as your own volunteers, you could try finding extra manpower by using volunteers from businesses (through Scottish Business in the Community) or from BTCV.

Equipment and tools can be expensive, so try talking to local hardware stores which might provide goods or services for free. Contact local plant nurseries and garden centres - particularly in March when many of them change their stock - asking for donations of plants or materials. You could also put an advert in your local shop, supermarket or newspaper asking people to donate gardening tools that they no longer need.

For further information

- British Trust for Conservation Volunteers (BTCV)
Regional Office for Scotland: Balallan House, 24 Allan Park, Stirling FK8 2QG Tel: 01786 479 697 or email: scotland@btcv.org.uk www.btcv.org
- Garden for Life is a Scottish partnership project which demonstrates how all gardens can help to support biodiversity. The group provides leaflets on many aspects of wildlife gardening.
Garden for Life, c/o SNH, Battleby, Redgorton, Perth PH1 3EW
Tel: 01738 444177
www.snh.gov.uk
- Plant for Life is an initiative headed by the Horticultural Trades Association (HTA) aimed at raising the awareness of plants and how they can enhance quality of life.
Tel: 0118 930 3132 or email: plantforlife@the-hta.org.uk
www.plantforlife.info
- The Sensory Trust promotes and implements an inclusive approach to design and management of outdoor spaces. They provide training and have an informative website.
www.sensorytrust.org.uk
- RSPB have a range of worksheets on things you can do in your garden such as planting for birds, peat free gardening, ponds and other projects.
www.rspb.org.uk/gardens
- Scottish Business in the Community promotes responsible business. It makes connections between the private, public and not-for-profit sectors, to channel business resources into communities.
www.sbcscot.com
- Community Recycling Network Scotland has a range of information sheets.
www.crns.org.uk



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How do we publicise and promote our garden?

Having established your group you can then think about how to promote what you plan to achieve to a wider audience, e.g. local residents, schools, libraries, community centres, shops, other local organisations, businesses, local authority officers, councillors and other local politicians. Promoting your group will help to:

- recruit other interested individuals (volunteers and members)
- raise awareness of what your group is aiming to achieve
- encourage people from all sections of your local community to get involved
- attract support from a wider range of individuals and organisations
- attract funding and other forms of help.

First you need to do some research

Ask yourself the following questions:

- What local publications (newsletters, community papers) exist?
- What notice boards are in your area?
- Where do existing groups and organisations get together?
- What schools are in the area?
- Which local groups regularly get positive coverage in local papers, local magazines or on local and regional radio and TV? Why?
- Does anyone in your group, or anyone else you know, have contacts with any of the above?
- Is there an organisation in your area, e.g. a Council for Voluntary Service, that can help you with training and/or support in promotion and publicity?
- If you have previously carried out this research, check that your information is up to date.

Make sure that press releases are checked with the group and that all members agree their content. Alternatively, agree within your group that you are happy to trust one person, or a sub-group, to be responsible for press and publicity and to act without checking each time.

Some ways you can promote your group:

- a simple event such as a family picnic which is open to the wider community (perhaps in a local park if you have not yet secured a site)
- regular press releases for local newspapers
- an information leaflet with a tear-off name and address slip so that people can request further information or offer support
- posters & imaginative publicity stunts
- articles in community and voluntary sector publications
- a website which is regularly updated
- a simple newsletter



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- having a stall at local events
- presentations to local organisations
- public meetings and other forms of local consultation.

In addition to the above, if you already have access to the garden site, or temporary facilities, review your publicity and promotional materials:

- Look at all your signs, notices, notice boards, leaflets and publications: Are they easy to read and simple to understand? Do they explain how your garden is managed, how people can enjoy it or become involved, and how they can become members?
- Remove any old material or out of date information.
- Do notices give positive or negative messages?
- Can your notices and signs be understood? (Where possible use illustrations as well as text).
- Is information available in other languages to suit your local community?

For further information

- *The DIY guide to public relations* by Moi Ali. Available from Directory of Social Change.
www.dsc.org.uk
- *Organising an Event* - Contains useful worksheets on all stages involved in organising an event, including sample forms for conference and event organisers. Also covers publicity, budget, tips on finding suitable venues and speakers, and looks at pitfalls and problems in event organising. Published 2001. ISBN: 1 80904 90 7
- The RNIB 'See it right' campaign aims to promote more accessible information for all.
www.rnib.org.uk
- The Allotments Regeneration Initiative has produced a free factsheet *Promote the plot* detailing promotional ideas for allotment associations which is also appropriate for community gardens.
www.farmgarden.org.uk/ari
- Friends of the Earth have produced several factsheets including *How to use the media* with advice on writing a press release and being interviewed and *How to design effectively*.
<http://community.foe.co.uk/resource>
- The Media Trust works in partnership with the media industry to support the voluntary sector's communication needs. They have a programme of workshops and seminars.
www.mediatrust.org
- Media Trust Scotland is a joint project between Scottish Council for Voluntary Organisations (SCVO) and the Media Trust. Clara Hickey runs the project and is available Monday, Tuesday, Thursday and Friday.
T direct dial: 0131 474 6195, Tel: 0131 556 3882
or email: media@scvo.org.uk



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How do we manage our money?

Good financial management is essential because it allows your group to:

- plan, monitor and assess the development of your project
- make sure that money is being spent wisely and as agreed
- show that your project is well organised and an attractive proposition to potential funders and supporters
- meet legal responsibilities
- compile accurate reports to funders, supporters and members of your group.

First of all, find out what financial skills and experience you have in your group. If you feel your group needs additional support and advice, find out what organisations in your area offer financial services to community and voluntary groups.

A number of areas have community accountancy projects that can offer direct services, training and advice. Check with your local Council for Voluntary Service (CVS), local council or library. Ask other established community groups how they organise their finances, who independently examines (or audits for larger organisations) their books and who gives them financial guidance.

General rules on handling money

- Always issue a receipt when money is received.
- Always obtain a receipt for any money paid out and get people to sign for any money they have received, e.g. expenses for a parking meter while on garden business.
- Always make sure that receipts are written in ink, not pencil. Include the date and a signature.
- Never keep more money than is necessary in the treasurer's home or on the garden premises. Make sure your insurance covers you for holding small amounts of cash (see *14 What Insurance do we need?*).
- Open a separate bank account for the group so group money cannot be confused with an individual's money.
- Always pay income into the bank as soon as possible (if there's no local branch, many banks have arrangements with post offices).
- Never pay for anything from cash just received. Draw cash from the bank for expenditure (otherwise you'll get into bookkeeping difficulties which lead to mistakes in accounting for what you receive and spend).
- Keep as many records and notes of transactions as you can, in one secure place, ideally off site.

The group *must* account for *all* money received and spent whether you are spending £50 or £50,000 each year.

What is budgeting?

A budget is a financial plan for a specific period, usually a single financial year (most organisations set their financial year from April to March). It will help you to manage and control your finances. For example, your budget



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will enable you to predict problems, such as having enough money to pay a bill in a given month (a temporary cash flow crisis) - a problem many gardens experience. To make a good, and therefore useful, budget you need a thorough understanding of the garden's finances.

Preparing a budget

This may seem daunting, but remember that outside help is usually available, or there may be someone in your group with relevant skills and experience. There is a set of logical steps to preparing a budget; each step provides information for the next:

- 1** Look very closely at where you are now and make an '**Opening Balance**' - this is a snapshot of the finances of your garden on a set date. Set out and add up all the money you hold in cash and in the bank, plus any money you are owed. Add up everything you owe to others (e.g. electricity bill) then deduct what you owe from what you have; this will tell you your opening balance.
- 2** Decide what **developments** your group has planned for at least the coming year. Better still, have a 3-5 year plan listing the practical things you want to do, with estimates of what they will cost.
- 3** Prepare an '**Income and Expenditure Budget**' - what money you expect to come in during the year and what you expect to spend, using appropriate headings, e.g. spending such as rent and rates, insurance and volunteer expenses, income such as grants, membership fees, sale of plants and all your fundraising events (use the same headings for your financial record keeping).
- 4** Prepare a '**Cash flow budget**' - this is your Income and Expenditure Budget broken down into a plan of the flow of money in and out each month. Without a cash flow budget you may think you are better off than you are, e.g. having £400 in the bank in September, but forgetting you have the insurance bill of £400 to pay in October.
- 5** At the end of your financial year prepare a '**Balance Sheet**' summing up all your income and expenditure. This then gives you the opening balance for the next year. You may decide to have an accountant or auditor check your figures at the end of the year.

For further information

- The Voluntary Management Essentials Project is an online one-stop information shop for volunteers and staff in Scotland's voluntary organisations. Here, you can access a wide range of free, reliable information on all aspects of setting up and running a voluntary organisation in Scotland.
www.scvo.org.uk/scvo/Projects/Essentials.aspx
- See also *section 15 What are our legal requirements?* in this pack.



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How do we raise money?

Although fundraising and generating income is important - how to get money tends to dominate many community projects - it is not the answer to all your problems. Securing and spending money is only one of the ways in which your group can meet its aims. Obviously you need money for some things, but in-kind support (e.g. in the form of good advice, good volunteers and donations of materials and services) can meet many of your needs. Remember to value the voluntary time and energy given to your group by those who are involved in and support its activities.

Competition for funding

Every year more groups seek support from the same pool of funding - competition is increasingly stiff! If you expect others to fund your activities and help you to develop your garden it is important that you offer value for money and can show that your group is well managed. Ask yourself why should anyone give money to your group? Are you using the money you already have wisely and effectively? How can you demonstrate this to potential funders and supporters?

There are three distinct elements to fundraising:

- 1 Reducing your need for money.
- 2 Raising money within your community.
- 3 Securing funding from other sources such as charitable trusts, government, your local council, the lottery and companies.

Reducing your need for money

Any fool can spend money! Reducing your need for money comes down to your garden's forward planning, organisational systems and negotiation skills. Consider the following questions:

- Could you pay less for services or products you regularly use?
- Do you pay bank charges?
- Do you have clear financial controls that help prevent wasteful spending? (See *7 How do we manage our money?*).
- Consider your insurance - is it appropriate and could you pay less? (See *14 What insurance do we need?*).
- Do you attract voluntary help and have good support systems for volunteers? (See *10 How can we recruit and involve volunteers?*).
- Do you get preferential discounts from your suppliers?
- Do you practice the 5 Rs: Reduce, Re-use, Repair, Recycle and regularly Review?
- Do you encourage and make use of donations of services and resources (donations in-kind)?
- Are there any co-ops or buying consortiums that you can belong to?
- Do you get involved in bartering or belong to a Local Exchange Trading Scheme (LETS)?
- Are your financial systems and maintenance procedures effective?



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- Do you get *rate relief* as a charity?
- Do you get involved with local *time banks*?

Addressing these questions and making changes could be real money savers!

Raising money within your community

This has three complementary elements:

- Donations of services and resources (donations in-kind) - how easy is it for people to donate services and resources to your group?
- Income generation through the sale of services and goods and hire of facilities
- Local fundraising activities.

Donations in kind – five ideas to consider

- 1 Set up a volunteers' notice board (similar to a job centre board) saying how people can get involved and help your garden. Advertise for any specific skills you need (remember to state when you need them, who they should contact etc).
- 2 Produce and distribute a 'wish list', asking for donations in-kind, e.g. plant cuttings, trees, flower pots, tools, timber, printing a newsletter, volunteers, skills, help with specific events or activities etc. Make it as easy as possible for people to give – be clear about what you want and include contact details, dates, times and location, etc.
- 3 Create as many opportunities as possible for people and organisations to donate to your group. If you don't ask, you don't get!
- 4 Mention the things your group needs in a press release and as part of other publicity opportunities (see *6 How do we publicise and promote our garden?*) Most local radio stations have a 'community slot' or 'action line' where you could ask for the things you need.
- 5 Contact your local volunteer centre.

Income generation - five ideas to consider

- 1 Most community gardens are wonderful locations for a whole variety of social events like barbecues, harvest suppers, picnics and games, barn dances, discos, treasure hunts etc. These can be community celebrations, valuable publicity opportunities and by having an entrance charge - or other fundraising element - can generate income for your garden. Events can be related to the seasons and can also involve an activity of benefit to the garden, such as planting, digging a pond, harvesting etc.
- 2 Sell surplus plants, cuttings and produce.
- 3 Sell items made on your garden (e.g. bird tables, window boxes).
- 4 Process produce from your garden for sale (e.g. liquid feed made from comfrey plants or jams made from soft fruits).



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- 5 Provide practical training using, where possible, recycled materials and charge a fee, e.g. 'come and build a compost unit' or 'make and plant a hanging basket using herbs'.

Local fundraising activities - five ideas to consider

- 1 Run fundraising and publicity activities or stalls at other local events.
- 2 Set up a donation box at your garden in a prominent place with an enticing notice; make sure it is secure and emptied daily.
- 3 Set up a group of volunteers and supporters who are willing to give time to run or organise your fundraising activities. You could, for example, decide to hold four seasonal open days over a year to raise money, publicise what you are doing and attract new members and volunteers.
- 4 Think through a range of fundraising activities and critically consider which are likely to be successful for your group. Organising, running and clearing up after events takes time and effort; is the event likely to raise enough money to make it worthwhile? Examples of fundraising events include: jumble sales, car boot sales, raffles, fêtes, carnivals, tombolas, duck races, sunflower growing competitions, vegetable and flower shows.
- 5 Other local organisations or groups might be willing to co-operate with you in organising and running joint fundraising events.

Securing money from other sources

Fundraising can be hard work, time consuming and will have costs. It is important that you set aside the necessary time and resources to do it properly - rushed, inappropriate, inaccurate or poorly thought through applications are rarely successful and could ruin your relationship with a potential long term or regular funder. Remember: more than 90% of fundraising is careful preparation, planning, relationship building and record keeping.

Only apply for funds to do the things that are included in your group's overall development plan (see *7 How do we manage our money?*). It can be tempting to apply for money simply because it is there, or because it appears easy to obtain. There is, however, a danger that your group might end up having to do all sorts of things that do not relate to the real reasons the group was formed in the first place.

It's usually much harder to raise regular revenue funding (running costs) than *capital funding* (e.g. land and buildings) – your development plan should take this into account.

Seek to develop a relationship with existing and potential funders. Keep good records of all aspects of your group's activities, remember to collect evidence of how well your project is progressing and don't be afraid to question and change those things that might not be going so well. Send newsletters or progress reports. Always complete any forms or monitoring that a funder asks you to, within the deadlines they require (see *17 How do we monitor and evaluate our progress?*).

Make sure the information you have on funders is up to date and accurate – funders themes or focus may change from year to year, or they may close a particular fund.



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The five stages of fundraising from external sources

- 1 Reach an agreement about what your group wants to do and how you are going to do it. Draw up a clear overall three or five-year plan (see *7 How do we manage our money?*).
- 2 Research potential funders thoroughly. What do they require? Is there an application form? Who and what will they fund? When do they accept applications? Is there a deadline? A quick phone call to grants' officer at this stage can save you a lot of effort later on.
- 3 Make sure each funding application is tailored to the individual funder – don't just send the same thing to everyone.
- 4 Submit your application in accordance with the specific requirements of the trust/company being approached, e.g. application form, time of submission, additional materials. If the funder does not provide a specific application form send a short personal letter, no more than one page, including an invitation to visit or meet and a summary of what you want funding for.
- 5 Follow up your application with a short phone call or note after any deadline has passed; unless the funder specifically requests no contact.

Preparing your application

All applications should include the "5 Ws":

- 1 Who? Describe your group.
- 2 What? Detail exactly what you want to spend the money on.
- 3 When do you need it? Allow several months for processing your application.
- 4 Where? Describe your local community.
- 5 Why? Explain who will benefit as a result of receiving the grant.

They should also include the "Big 3 Hs":

- 1 How are you going to achieve what you want to do?
- 2 How much will it cost in total?
- 3 How much funding are you requesting?

Other points to remember:

- Enclose relevant support material (not too much) including where possible good visuals, e.g. photos or drawings, a detailed budget for the project and your last annual report and accounts (if your group is more than a year old).
- Always keep a copy of your letters/application forms in case the funder asks for further information or clarification, or so another member of your group can answer queries if the original writer(s) are unavailable.
- Be prepared for rejection. An application may be turned down because it's too weak, it misses the funder's specific priorities, or there may be no money left in that financial year or round of applications. Try to find out why it was rejected and consider applying for a different project next year.



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- As well as sending a thank you letter, keep funders informed as the project progresses. This will strengthen and further develop your relationship with them to potentially secure more funds. Send progress reports and other communications, if appropriate, e.g. annual report, invitations to events, photographs, children's work, publicity material and press releases that mention the funder. Two or three contacts per year is enough; too often and the funder may feel bombarded by it all.
- Be honest. Spend money as agreed and talk to the funder if you need to make significant changes to the project they have funded – it can happen! Sometimes a garden may receive money from two sources, each for the same work. Contact one of the funders, explain and ask if you can spend the money on another specific piece of work; they will usually agree.

Sources of funding

External sources of funding fall into four main categories:

- Charitable trusts
- The Big Lottery Fund
- Public funds
- Companies.

Charitable trusts

There are nearly 4,000 grant giving trusts in the United Kingdom (out of 185,000 registered charities), giving millions of pounds each year, but relatively few donate amounts over £5,000. You can find out about charitable trusts from:

- The Directory of Grant Making Trusts, published by the Charities Aid Foundation and the Directory of Social Change, provides more detailed information. Your local library may have them, or ask other local organisations.
- Directory of Grants and Funds for Scotland 2004. The new Directory of Grants and Funds for Scotland is an essential guide for any organisation in Scotland looking to access funds. Published 2004. £18.00 for SCVO Members. ISBN: 1 870904 98 2
- Some Councils for Voluntary Service, local libraries and other funding advice organisations provide information on appropriate local and national trusts, and will have information on fundraising training/seminars, sometimes with specific themes like how to make a lottery application.
- Community workers and similar local development workers are often a good source of help and advice.
- Other local community and voluntary organisations can also provide help. Look at their annual reports to see who has provided them with money and assistance.
- A number of lists of grant making organisations are also available electronically; access to the internet is available at many libraries, community colleges and community centres, or other organisations in your area may have access.



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- Some of the larger trusts and foundations have websites with useful information about the funding they provide, along with advice and guidance about making an application. It is important to read the guidance notes, and carefully complete all sections of any application form, if they have provided one.

The Big Lottery Fund

Information about the various types of grants available from the Lottery can be found on the Internet (paper copies are available on request). It is likely that there are other groups in your area who have successfully made an application; ask them for advice and guidance. Lottery seminars are regularly held and are a good source of advice and support.

Public funds

This includes receiving money in the form of grants, service agreements and other forms of contract from a variety of public sources like Government departments, your local council, health authority or health trust, or Scottish Executive. There may be other government-funded organisations in your area, which can help fund or support your group, such as Scottish Natural Heritage.

Companies

Local companies and local branches of national or international companies may be willing to support you. There are a number of ways in which they can help, such as:

- sponsoring an event
- donations in-kind (such as a second-hand computer, furniture and tools)
- giving preferential discounts on goods you buy from them
- making cash grants
- major companies often have a 'corporate citizenship' or grant-making arm themselves, often supporting local groups
- providing free use of their facilities or access to services and equipment
- loaning a member of staff on short-term *secondment* to help with a particular project or problem
- paying for some advertising in your newsletter or brochure.

For further information

- Funding websites include:
www.access-funds.co.uk
www.volresources.org.uk/services
www.grants4.info
www.fundersonline.org
www.cibfunding.org.uk www.grantsonline.org.uk
- Your local Council for Voluntary Service (or similar) may be able to help you find out about and apply for grants. To find your local Council for Voluntary Service contact the Scottish Council for Voluntary Organisations (SCVO)
Tel: 0131 556 3882
www.scvo.org.uk
- The Allotments Regeneration Initiative has produced an information pack



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on fundraising for allotment associations which will also be relevant for community gardens. Visit www.farmgarden.org.uk/ari to download a copy for free.

- Directory of Social Change publications include:
Directory of Grant Making Bodies – costs more than £80, but very useful
The Grant Making Trusts CD-ROM
A Guide to Major Grants Volumes 1 & 2
Tel: 08450 777 707 and ask for a publications catalogue. Reference copies should be available in your central library or at your local CVS.
www.dsc.org.uk
- LETS - Local Exchange Trading Systems or Schemes - are local community-based mutual aid networks in which people exchange all kinds of goods and services with one another, without the need for money.
www.letslinkuk.net
- TimeBank is a national campaign inspiring and connecting people to share and give time.
www.timebank.org.uk
- The Big Lottery Fund
Tel: 0845 410 2030
www.biglotteryfund.org.uk
- Volunteer Development Scotland
Tel: 01786 479593 Email: vds@vds.org.uk
- Most local authorities have a Voluntary Sector Support Worker, who can give advice on possible funding sources, in addition to general organisational support.



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What about membership?

If your community garden is, or intends to be, a membership organisation, it is important you can demonstrate that:

- Local people support the garden by choosing to become members
- Local people have a say in how the garden is run and developed.

Groups often don't want to raise money from members – especially where local people (or many of them) are on low incomes, but there can be advantages:

- Money from members is dependable, which helps your cashflow, as long as you do what the membership wants. Think about your own area; do other voluntary and community organisations charge membership fees?
- Paying members tend to feel a sense of ownership and responsibility towards the garden, they are less likely to drift in and out of involvement and more likely to be committed to supporting you.
- Membership demonstrates local support, especially to organisations that can provide help, funds, or donations in-kind so that they will be more likely to support you.
- Garden members may give you access to useful contacts through their employers or other organisations to which they belong. This could lead to further offers of help, like donations in-kind.

Setting membership fees

Once you've decided to charge fees you'll need to decide how much to charge. Even if you have fees now, when did you last raise them? Are they realistic? What proportion of your garden's running costs do they meet? Membership fees should help to cover some of the running costs of your garden. It's not a good idea to set fees too low - better to set them at a level where you get some income from those who are able to pay, and can offer concessions to those who cannot. When publicising membership, point out equivalents – for example, 10p a week makes over £5 a year, 50 members would generate £250 a year, or for the price of a pint of beer you can be a member of the garden for four months.

There are alternatives to fixed fees. You could:

- offer a range of ways to pay, e.g. weekly, monthly or yearly rate
- offer discounts if members provide volunteering services, such as delivering the newsletter
- have different rates for individuals, families, OAPs, low earners etc
- charge affiliation fees to other local community and voluntary organisations
- get someone else, say an employer, to pay the fee.

But always make it clear what the membership fees are paying for, e.g. "Your money will go to buy plants and materials, not admin costs."



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Getting new members

Existing members could be responsible for this. Ask each member to recruit three to five new members a year. Talking to potential members is an important and effective way to promote your garden. You should mention your membership scheme on the publicity you produce, along with contact details.

Membership records and renewals

As a minimum you need to know the name and address of your members and the date they joined. To report to funders and make sure you are attracting all members of the community, you may also want to record details such as age, gender, ethnicity or income. It's also a good idea to ask for and keep records of skills members can share with your group.

If you store information about people on a computer you may need to register with the Registrar of Data Protection under the Data Protection Act 1984.

Keep clear and accurate records; you are dealing with people's money and even small mistakes can cause an upset. Small and new groups can keep records and track renewals by hand using a card index file. Larger groups may need more complex systems.

Try asking your members to collect renewal fees from other members; this can help to form relationships and encourages the promotion of your garden.

Larger community gardens, offering a wide range of services, may combine membership with additional voluntary giving schemes such as *covenants* and *give as you earn (GAYE)*, which give your supporters a means to further contribute to your group.

Remember: active members are your garden's most valuable resource. You will know from your records how to contact them and ask for help. Some of them will be future management committee members.

For further information

- Give as you earn (GAYE): www.allaboutgiving.org/giveasyouearn/uk
- For information on the Data Protection Act: www.ico.gov.uk



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How can we recruit and involve volunteers?

Your most valuable resources are the people in your group. Whatever they do, and no matter how much time they spend, if they aren't getting paid they are volunteers - that probably includes you reading this now!

Community gardens can offer a wide variety of opportunities for volunteering, for the skilled and experienced and the unskilled or less experienced. Volunteering can cover anything from the volunteer chairperson with legal accountability and specialist skills, to the casual volunteer who agrees to deliver leaflets. Volunteers can be recruited from your own members and supporters, people who use your garden, other local residents, members of other local organisations, local school children or conservation work parties from organisations such as the British Trust for Conservation Volunteers (BTCV).

Volunteering should be mutually beneficial, enjoyable and rewarding – your group should benefit from the time, enthusiasm, skills and energy of the volunteer, and the volunteer should be able to learn new skills, meet new people and make a positive contribution to the local community.

To make sure that volunteering on your garden benefits everyone, it's important to keep a balance between your group's capacity to support and manage volunteers, and the amount of work that needs doing. Saying "yes" to everyone who wants to volunteer can cause problems. Some volunteers might have needs that you cannot meet. You need to offer friendly and informal volunteering opportunities while remembering your responsibilities to protect the public and the volunteers working with you.

Respect volunteers - set up systems

Once your group is established, think about recruiting regular and key volunteers in the same way as you would recruit a paid member of staff. Your group should consider the following systems:

- Volunteer job description (clearly defining the work that needs doing)
- Advertising (volunteer notice board, local community papers, volunteer agencies)
- Application process (including an application form and an informal but structured interview)
- References
- Criminal record/Disclosure checks
- Equal opportunities monitoring form
- Volunteer agreement – a written document expressing your commitment to the volunteer and what you expect from them
- How problems will be dealt with - simple guidelines about your group and the volunteer
- Volunteer Handbook – a user-friendly leaflet containing information about your project and how you work
- Induction - draw up a simple checklist of the things a new volunteer will need to know



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- Regular supervision and support – a one to one discussion with the volunteer to find out how they are, thank them for their work, identify any problems and agree how they are to be overcome, assess any training needs and plan what they will be doing until the next supervision session.
- Training - this can take place at your garden or another venue and can be both formal and informal. It should always be tailored to meet the needs of your volunteers. Many organisations can help you set up your own training, or provide training for you (see *11 What training do we need?*).
- Records - keep information on how to contact your volunteers, when they are available, what skills, experience and interests they have, what they want to do and what they want to get out of it. Think about keeping additional useful information for regular volunteers, e.g. an emergency contact and any special medications. All records should be kept in a safe and secure place with restricted access to protect confidentiality; remember that individuals have a right to see their records if requested.
- Expenses - it should not cost people to volunteer so your garden should provide, where necessary, insurance cover, protective clothing, travel expenses, refreshments and a place to relax and have a cup of tea!
- Child and adults at risk protection - if your garden works with children or adults at risk, volunteers and staff need to be police checked. Seek advice from your local Council for Voluntary Service (CVS), or the Central Registered Body in Scotland (CRBS), which was established by the Scottish Executive to provide free Disclosures for volunteers working in the voluntary sector, working with children, young people and adults at risk.

While some of the above will seem daunting, there is plenty of advice and support available for recruiting, inducting and supporting work with volunteers. The most common help is often a local volunteer bureau or a Council for Voluntary Service (CVS). Many places have branches of the British Trust for Conservation Volunteers (BTCV).

Some local councils provide help and support or fund other bodies to do the job of providing volunteering advice and support. Ask other local groups where they've got help or support in recruiting volunteers. Volunteer Development Scotland is a national organisation that could also help.

Developing a volunteer policy and setting up systems to recruit and support volunteers will help to make sure that your group and all your volunteers have positive and rewarding experiences.

Remember - volunteering should be fun!

Make volunteering enjoyable - provide refreshments, organise social events and outings to other community gardens and treat your volunteers as the generous human beings they are!



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For further information

- Disclosure Scotland
Telephone Helpline: 0870 609 6006 (calls charged at national rates)
Email: info@disclosurescotland.co.uk
www.disclosurescotland.co.uk
- Central Registered Body in Scotland
Unit 55, Stirling Enterprise Park, Stirling FK7 7RP
Tel: 01786 849777
www.crbs.org.uk
- British Trust for Conservation Volunteers (BTCV)
www.btcv.org
- Scottish Council for Voluntary Organisations (SCVO)
Tel: 0131 556 3882
www.scvo.org.uk
- Volunteer Development Scotland is Scotland's national centre for volunteering. Links to other useful sites including the Scottish clearing house for disclosures for volunteers.
www.vds.org.uk
- FCFCG has published a set of *Child Protection Guidelines* for city farms and community gardens, last reviewed in 2005. Available to download from our website.
www.farmgarden.org.uk



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What training do we need?

There are many definitions of training; a useful one within the context of a community garden for both people and plants is “to cause to grow in a particular way”. Many of us mistakenly see training as a cost rather than as an investment. Both your community garden and individual volunteers and staff will benefit from an investment in training and each other’s growth and development. “If you think training is expensive, try ignorance!”

Benefits to individuals and the community garden

- Your volunteers and staff are your key resource. Their ability to use their skills, knowledge, experience, enthusiasm and commitment to help your group meet its aims will determine how successful your garden will be.
- A group that cares about its volunteers and staff is one that recognizes the importance of providing them with training opportunities that help them develop and contribute - if it doesn't, people may leave.
- Training allows people to upgrade and diversify their skills, and to move into more challenging roles on the project.
- Training helps your group to put into practice the policies and working practices that have been developed and agreed. For example, policies covering child protection, equal opportunities, or health and safety are worth very little unless practical training is provided so that all volunteers and staff can understand and implement them.
- When you review your progress you should think about how training might help you to make the most of opportunities and reduce any threats facing the garden. For example, training might be needed before you introduce new services or when founder members leave.
- As part of your general plan to develop the garden it's a good idea to include a simple training plan, providing a framework to support your volunteers and staff.

The training plan: what are our training needs?

For a training plan to make sense it should fit into the overall direction your garden is taking, and take into account issues such as:

- What your garden/group is trying to achieve?
- How you are going to achieve it (what you are actually going to do and a list of individual tasks)?
- Who is going to do what?
- Do they need training to do it? If yes, who will provide/fund the training?

Make sure training is appropriate, e.g. if you have a problem with poor use of a piece of equipment, the cause could be lack of training, infrequent maintenance or because it's too old and needs to be replaced.

Sometimes it can be easier for an outside person to see what you cannot – FCFCG can provide advice and support to member groups around issues such as identifying training needs (see also *12 Working with advisers*).



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Training methods

Training does not have to be formal or classroom based; there are lots of training methods that can be used on a community garden, for example:

- watching someone operate a piece of equipment and copying the action
- bringing in a trainer to run a session on financial planning, using practical exercises
- attending an off-site training session on health and safety with people from other voluntary organisations
- taking a self study course using television and study materials
- having a guided tour of another community garden.

You'll need to choose a combination of methods that suit the needs, skills and experiences of those receiving the training. We generally learn most effectively:

- when we want to
- when learning is relevant to our needs
- by action, i.e. doing things
- by getting constructive feedback on results.

Or as one Chinese proverb puts it:

'I hear and I forget; I see and I remember; I do and I understand'.

Evaluating Training

It's important to assess whether training is effective or not. Evaluate the training your staff or volunteers receive by asking two questions: are those who did the training still applying what they learned? Has anyone else benefited from the training they had?

Training can cause changes in practices both immediately and over time, so remember to carry out a follow-up evaluation (e.g. after 6 months), as well as during and immediately after the training (see *17 How do we monitor and evaluate our progress?*).

For further information

- Scottish Council for Voluntary Organisations (SCVO)
Tel: 0131 556 3882 www.scvo.org.uk
- Central Registered Body in Scotland (CRBS) Provides training for voluntary organisations on their requirements to carry out Disclosure checks with staff and volunteers. Tel: 01786 849777 www.crbs.org.uk
- Environmental Trainers' Network – a wide range of short courses for people involved in community and environmental work. www.btcv.org/etn
- Local Further Education colleges often run certificated and non-certificated courses in gardening/horticulture.
- Many of the organisations listed in "Support Organisations" at the end also provide training in gardening/horticulture e.g: Soil Association, Garden Organic.



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Starter Pack

Working with advisers

Why work with advisers?

Advisers with specialist knowledge, skills and experience may be invaluable to the development your community garden. For example, a landscape architect could save you time, money and future problems by helping you turn your ideas into a sustainable, welcoming garden that can cope with future changes.

A solicitor can check and advise on a proposed *lease* or contract and identify potential problems. A community worker could give information about resources and services, or advice and support on local consultation. By obtaining relevant advice, it's likely that your group will save money, resources, time and effort.

Your supporters can also be your advisers

Your best advisers are often those people who support your garden, many of whom will have skills, knowledge and experience you haven't yet discovered! Remember to ask the members of your group if any of them are able to provide the advice you need before seeking external advisers - you need to tap the great variety of local knowledge, skills and expertise that exist in every area, including yours!

External advisers and consultants

- It's good practice to speak with more than one specialist adviser before deciding who to use. You want someone who is good at their particular skill, but who will also listen to your group's ideas and not try to dictate.
- There are a number of national, regional, and local organisations that can give help, advice and support, or at least put you in touch with those who can (see *Support organisations* section at the end of this pack).
- Start by asking other groups in your area who they have used, how good they were and what they charged.
- If you're asking advisers to do a lot of work for you, your group will need to agree a written brief, and later a contract which should include terms and conditions of payment. Even if an adviser agrees to carry out a lot of work free of charge, it's best for both of you to agree a brief, and for the adviser to clearly state what they are/are not willing to do.
- Whether you follow the advice you are given is up to your group – advisers are there to help and advise you, not to tell you what to do!
- Feel free to ask lots of questions about the advice you have been given. If the advice is very technical and difficult to understand, make sure that the adviser presents it in simple way. The adviser should help, not confuse you!



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Advisers on tap not on top

Do seek advice, especially for technical or legal issues, but remember that all major decisions and policies must be made by the community garden organisation, usually in the form of a management committee meeting. If an issue is contentious, publish the pros and cons beforehand, and hold a members' meeting to discuss the issue openly.

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Remember that important decisions need to be owned by your members/users.

Some sources of help and advice

- Local councils often provide general support through staff such as community development workers, and specialist advice through staff such as landscape architects, parks officers and tree officers, all of whom may be able to help.
- Local offices and local groups of national bodies can often help with advice and sometimes practically, e.g. with design and by providing volunteers to help with some of the heavy work (see *Support organisations* section at the end of this pack).
- Local colleges or universities often have tutors and/or students keen to use their skills to support their local communities.

For further information

- FCFCG has a team of regional development workers and fieldworkers (experienced community gardeners who have received extra training from FCFCG) who can provide advice and support to FCFCG's members.
- Scottish Business in the Community manages a network of professional companies prepared to offer free help and advice.
Tel: 0131 451 1100
www.sbcscot.com



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How do we manage health and safety?

Most of us would be shocked if it were suggested that we put peoples' lives in danger, but some community gardens do not pay enough attention to health and safety. The general duties of employers under the 1974 Health and Safety at Work Act in ensuring the health, safety and welfare of their employees are outlined below. We strongly recommend that (whether you have paid employees or not) your garden applies these duties to everybody: volunteers, management committee members, garden members, other users and visitors.

What are the duties?

- To have a health and safety policy - have a group that writes, implements, checks and regularly revises your policy. If you employ staff make sure they, or a staff representative, are part of the group.
- To make the community garden environment safe with minimum risks to health - how often do you inspect and check the garden and its facilities? What problems have these checks identified and what have you done about it? A risk assessment checklist is available from the Health & Safety Executive (HSE) and is summarised over the page.
- To provide good information, instruction, training and supervision - what safety information do you provide on the garden site? Can all users understand it easily? What health and safety training do you provide, e.g. how many of your volunteers (and staff) know how to dig or lift safely, or fill and push a loaded wheelbarrow?
- To provide preventative advice and appropriate First Aid - how many of your volunteers, staff and members are qualified First Aiders (or 'Appointed Persons')? When are they on site? What information do you give users, e.g. Tetanus information? Does the garden display a clear notice stating where first aid is available? For the smaller community garden without facilities you should provide clear details of where to find the nearest phone for 999 emergency calls and other contacts.
- To provide appropriate welfare facilities - are toilets and washing facilities clean and accessible? If there are no toilets on site can you ask to use nearby facilities? Is there a comfortable and warm place where volunteers and staff can relax, make a cup of tea?
- To investigate accidents, industrial diseases and dangerous occurrences where is your accident book kept? Is it accessible? Are there clear instructions about what to do, what needs to be recorded and who to contact?
- To have procedures for the safe use, handling, storage and transportation of articles and substances - the best policy is to minimize the use of dangerous substances on the garden (or even better not use any at all), particularly where children are involved, otherwise you need to state a clear policy and set of procedures for storing and using these substances.
- To provide insurance - what is legally required and what is recommended (see *14 What insurance do we need?*).



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A simple 5-step guide to risk assessment

(Adapted from the Health & Safety Executive (HSE)'s 'A Safer and Healthier Workplace')

- 1 Look for hazards.
- 2 Decide who might be harmed, and how.
- 3 Assess the risks arising from the hazards and decide whether existing precautions you are taking are adequate or if more should be done.
- 4 Record your findings and take action where necessary.
- 5 Review your assessment at least once a year and when any major changes take place on your garden, e.g. building works.

Common danger spots

1 Poisonous plants

If you don't have the expertise in your group to identify poisonous plants and fruits, seek local advice, e.g. the local authority, an established gardening club, a local horticulturalist or landscape gardener. There are books and official publications that can help and posters are available that display the most common poisonous plants. These plants may form an important part of your garden, but you need to manage them to prevent accidents particularly if children are involved with your garden. Make sure if you're growing poisonous plants that you, or who ever else is on site, knows what to do if an incident occurs.

2 Pathways and walkways

These are a major source of accidents. Keep them clear of obstacles and hidden dangers like trailing hoses or electric cables. If you cannot avoid temporary obstacles have a mobile sign pointing out the danger.

3 Use of wheelbarrows

Do not overload; only move what you can easily manage. Load the barrow at the front over the wheel, not at the handles end. Avoid pushing the barrow over soft ground. Train staff/volunteers in their use.

4 Use of garden tools

These are also a major source of accidents, e.g. rakes and forks left lying face up. Proper storage and maintenance helps reduce accidents, as does training.

5 Power and electrical tools

Where appropriate keep power and electrical tools locked and have a booking in/out system to monitor use; only allow those who have been trained to use them. Some power tools require the user to be qualified to use them (e.g. a chainsaw or motorised strimmer) and that the appropriate health and safety equipment be worn. A qualified electrician must check all electrical appliances - even your kettle - annually.

6 Compost heaps

A compost heap that is not managed well can attract vermin. Signpost clearly what can/cannot be put on your heap and timetable regular maintenance into staff/volunteers' duties.



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7 Dogs

Many community gardens are dog free zones (with the exception of guide dogs). Dog faeces can affect land for up to 15 years. Faeces pose a particular set of health problems for young children and pregnant women. Remove dog faeces hygienically from your garden, or have a dedicated bin if you do allow dogs.

It's not possible to cover all health and safety issues here; we recommend that you visit other local groups and learn from them how they deal with the issues. You can also consult local professionals:

- Contact the Fire Safety Officer at your local fire station for advice and assessment of fire hazards on your site
- Your council's Environmental Health Officer can offer advice and support about food issues on your site (see also *15 What are our legal requirements?*).

For further information

- The Allotments Regeneration Initiative has produced an information pack about health and safety on allotments much of which will be useful to community gardeners. Download one for free from www.farmgarden.org.uk/ari
- Health & Safety Executive Publications include:
 - *Workplace health, safety and welfare - Approved code of practice* (L24), for general advice
 - *COSHH: The new brief guide for employers* (INDH 136 Rev), for when you might use any chemicals on the garden
 - *Everyone's guide to RIDDOR 95* (HSE 31) for information about risk assessments
 - *Avoiding ill health at open farms - Advice to farmers (with teachers' supplement)*. Agriculture information sheet No 23 (revised).
Tel: 01787 881165 for a publications catalogue.
www.hse.gov.uk
- *Gardening Which?* magazine has produced a factsheet on poisonous plants to download for free. Visit: www.which.net/gardeningwhich/campaigns and click on 'poisonous plants'.



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What insurance do we need?

To operate a community garden you should have the following insurance cover:

- 1 Public liability - to protect you from being held responsible for injury, disability or death of people visiting or taking part in your activities. You should have at least £2 million cover; most groups are now insured for £5 million.
- 2 Employers' liability - to protect you from being held responsible for accidents causing injury, disability or death of employees and volunteers.

It is also advisable to have the following:

- All risks policy - to cover the community garden property, such as equipment and perhaps money, against fire, flood, theft and other risks. Many policies have an amount you have to cover on a claim such as the first £100.
- Other insurances - to cover you against any other risks considered important, depending on the activities the garden plans to undertake, e.g. a vehicle to carry materials or people for the garden, or for community garden work or activities that take place away from the garden site, or a group personal accident policy for all staff and volunteers.

You must display your public liability certificate and your employer's liability certificate in your main building if you have one or on your public notice board.

You are legally responsible from the day you take over the site, but we strongly recommend that you take out public liability insurance before any site work is undertaken, even if it's only temporary clearance work prior to signing an agreement, to protect your group against any mishaps on site. Ask other local groups what type of insurance and level of cover they have, and what it costs them. Did they use an insurance broker and was the company helpful? Are they happy with their insurers?

Check all your legal agreements to see whether they require specific insurance cover, e.g. your lease (which may require a minimum public liability cover), any funding agreements and any temporary contracts that you have entered into, for instance hiring equipment or training people on placement.

Go to an insurance broker to get quotations and get them to explain to you what is covered and in what circumstances, to make sure you have what you want.

Review your insurance every year and when you make major changes like employing a member of staff, buying equipment or investing in buildings. It's also important to ensure that you have enough cover; being under insured could make your policy practically useless.

For further information

Contact FCFCG for more details about insurance for your garden or project.



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What are our legal requirements?

You must comply with current laws. Each piece of legislation will have specialist organisation(s) - government appointed or voluntary - that can offer support, guidance and help to interpret the legislation that applies to you. For instance, Central Registered Body in Scotland (CRBS) will advise on keeping police checks on volunteers and staff. It's a good idea to seek advice and guidance on legal matters early.

This applies even where you don't necessarily have to abide by the specific law, e.g. much employment law only applies if you employ five or more people, but the principles are worth following even if you have one part-time member of staff and, where appropriate, can also apply to your volunteers. By involving officials, e.g. your local Environmental Health Officer, in discussions about your project, you receive expert advice and can build a working relationship with people you might need to contact again in the future (and who might otherwise make unannounced spot checks to enforce legislation which you don't know about).

Employment

Even employees of small organisations and part-time workers have individual employment rights, such as entitlement to contracts, periods of notice, redundancy payments, claims for unfair dismissal, holidays, maternity and paternity leave etc.

This is a complex and constantly changing field: up-to-date information is available from the Department of Trade and Industry's website or the SCVO Voluntary Management Essentials Project (see 'For further information').

As an employer, you need to get the series of 'Leaflets for Employers' from the Inland Revenue, and bear in mind that trade unions involved in the voluntary sector (e.g. UNISON, TGWU, GMB and MSF) can offer helpful advice and often have a local office and advisers. You cannot refuse to employ someone with a criminal record (under the The Rehabilitation of Offenders Act 1974) but as an employer you must protect adults at risk and children by making police checks through Disclosure Scotland and acting accordingly.

Fire

If you have - or plan to have - a building, invite the local Fire Safety Officer to assess your proposals, and the project site, to give advice and decide whether or not you will need a fire certificate. It is good practice to seek general fire safety advice for the whole of the garden site whether you have buildings or not.

Food

If you intend preparing and/or selling food, either regularly or at one off events, then invite the local Environmental Health Officer for your area, employed by your local council, to give you help and advice.



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Finance

All groups should keep accounts and in most cases are legally obliged to do so:

- Registered charities, co-operatives and companies must, by law, keep proper books of account that have to include a statement of income and expenditure. This normally covers a 12-month period.
- Account books and statements must be kept for a minimum of seven years.
- Accounts must be independently examined by a suitably experienced person. Whether a professional audit is required depends on the type of organisation and the level of its annual turnover. If your organisation is a charity with £50,000 turnover or more we strongly recommend that you have a professional audit, although this is not a legal requirement.
- A registered charity must spend its funds in accordance with what is stated in its Constitution. If not, its trustees (usually the management committee) become personally liable and the OSCR could force them to repay any mis-spent money. Companies must stick to the aims included in their Memorandum of Association.
- Gardens employing staff are legally responsible for maintaining records showing income tax (PAYE) deductions, national insurance (NI) contributions and any statutory sick pay payments, and any maternity or paternity pay and pensions.
- Any community garden that trades, i.e. sells goods or services that are not directly furthering their constitution objectives, and has a taxable annual turnover of more than £61,000 (at April 2006) a year, must register for Value Added Tax (VAT) and keep detailed records. This figure is usually changed annually.

Legal agreements

Who is authorised to sign legal documents on behalf of your group will depend on the type of organisation you are registered or recognised as:

- Community garden bank accounts should have a minimum of two signatories on any cheque issued. The bank would expect that one is your Treasurer and the other should be someone else on the management committee, or a key member of staff. The bank will expect to receive an extract of management committee minutes at which signatories are decided. It is good practice to have three or four people as signatories of which any two can sign; extra security and accountability exists where three people need to sign of which one is usually the Treasurer.
- If you are a registered charity it is essential that the term 'Charity' or 'Registered Charity' appears on your cheques and any fundraising materials you produce. The registration number should also appear on your headed notepaper and any invoices you issue. Similar rules apply if you are registered as a company, *Friendly Society* or *Industrial and Provident Society*.



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Other legal documents, e.g. a *license* or *lease*, should only be signed by people authorised by the organisation. If you are a registered company then documents will usually specify Company Secretary or Chair etc.

As a charity, or unregistered organisation, your management committee (or steering group if you haven't yet formed a committee) should decide who will sign legal documents. Everyone needs to understand the legal responsibilities contained within each document, but it is the individual who will be legally responsible (an unincorporated association or charity cannot itself enter into legal agreements; individuals act on behalf of the organisation).

It is common practice for an 'upstanding' member of the local community (e.g. police officer or vicar) who is not a member of the management committee to become a 'holding trustee' and sign documents where assets (land and buildings in particular) are involved.

Other legal requirements

- If you store information about people on a computer you may need to register with the Registrar of Data Protection under the Data Protection Act 1984.
- You should not sell donated goods unless you either have them tested by recognised professionals, or display clear signs to the effect that the goods are donated and you cannot guarantee their quality and reliability.
- You should maintain an accident book and record all injuries that occur on the site. You can buy these in most stationers or office supply stores.
- For the legal requirements of licences and leases, see *3 How do we find a site?*
- For insurance requirements, see *14 What insurance do we need?*
- For general health and safety requirements, see *13 How do we manage health and safety?*

For further information

- DTI website: www.dti.gov.uk
- The Voluntary Management Essentials Project: www.scvo.org.uk/scvo/Projects/Essentials.aspx
- Leaflets for employers and information about VAT and turnover levels available from the Inland Revenue: www.hmrc.gov.uk
- For more information on the Data Protection Act: www.ico.gov.uk
- Disclosure Scotland. Helpline: 0870 609 6006 www.disclosurescotland.co.uk
- Central Registered Body in Scotland (CRBS) Tel: 01786 849777 www.crbs.org.uk
- The Liberty website www.yourrights.org.uk provides further information about the Rehabilitation of Offenders Act 1974.



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What records should we keep and why?

We need records:

- as evidence of decisions we make and what we want to achieve
- as a means of learning for the future
- to provide the committee, users of the garden, supporters and funders with evidence of what we have achieved
- to provide information to review activities, to support and manage the garden, and as the raw material to produce reports
- to fulfil legal obligations, e.g. employment records or annual accounts.

Visual records

From the time you first start to think about developing your community garden keep a photographic record of the site. This will be invaluable for many reasons:

- It will lift your spirits when the going gets tough - you can look back and see what has been achieved.
- It will provide useful visual information for publicity and funding applications.
- It will help new members to understand the project's development.
- Slides and videos can be used for presentations and talks to promote your garden, to help others starting their own community gardens and for training your management committee members, volunteers and staff.
- Video records can be useful, but keep as well as photographs, slides and drawings. A large collection of unedited video footage of the garden would be time-consuming (and possibly, dare we say, boring?!) to watch. Video needs to be edited into 5-20 minute presentations with a purpose, e.g. the first five years of the garden, the garden across four seasons, a training event, or a training video like health & safety in the garden.
- Keep sets of drawings, architects plans, designs etc as a visual record of all service layouts including water, electricity, gas, drains, sewers, telephone/cable and have all important elements marked, such as stopcocks, meters, drain covers and inspection points. This will help your maintenance programme and in case of an emergency.
- Keep planting plans, exercises and models made in designing the garden, student projects or anything else that provides historical records of development and may stimulate ideas in the future.

Remember it is good practice to get permission before taking photos of individuals.

Written records

As many people may be involved in your garden in lots of different ways, it's important that your record-keeping systems are comprehensive but simple, so that they help rather than hinder communication. See *15 What are our legal requirements?* for records that you must keep.



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- Keep a 'day book' so that members, staff or volunteers coming to work or using the facilities know what has happened since their last visit, e.g. "Lock on tool shed has been changed; see Joe for your key"
- Record numbers and types of visitors to the garden to show who is helping and help identify any groups you may wish to encourage
- Keep a horticultural calendar, marking off what has been done and when, what has flowered and when, etc.
- Funders will also require you to report on how you have spent their money and the positive benefits to the local community that have resulted from their support. Reporting to funders will be much easier if you keep appropriate records of the work, events and activities they have funded.

Contacts and members

Information can be kept on cards showing details for each contact or member: who they are, how they can be contacted, what they can do, when they are available, whether their membership fees have been paid etc.

Remember that the Data Protection Act allows anyone to see personal information about themselves that is being stored; the main principles to follow are to keep information secure, only record the information you need, only record information you know to be accurate (not rumour or personal opinion) and only make it available to those who need it.

Don't give anyone access to records unless they have a legitimate need to see the information. You may also wish to consider seeking signed permission from individuals if you want to store the information electronically, e.g. on a computer database.

Events and activities

If you hold events, keep a file recording relevant information, e.g. who designed the posters; where the bouncy castle came from; who was willing to help. Make notes of what went well, what didn't work and why, as well as numbers of participants, funds raised, etc.

This will save a lot of time in the future and make it easier for new people to get involved in organising events. Keep records of activities in the same way. If your event or activity was made possible by funders, make sure you note the information they need, and report back within deadlines.

Comments book and suggestions box

Have a comments book and/or suggestions box in a secure, prominent place on site and encourage visitors and supporters to use it. Publicise your complaints procedure so visitors and supporters know how they can raise any concerns they might have and make sure you respond to any concerns raised within agreed time limits. Have one group member who regularly monitors these comments and brings a report to your management committee meetings.



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Posters and notices

- Keep up-to-date copies of all policies and legal documents, e.g. whether you can use fertilisers; who can become members of the garden; who they should contact if they would like to volunteer etc. Make sure all staff and volunteers know where to find this information.
- Display key information in everyday language, e.g. whether dogs are allowed in the garden. Consider using drawings as well as text to communicate information whenever possible and translating information into languages appropriate to your local community.
- Try to avoid too many “don’t do” notices, as they can create an unwelcoming atmosphere. Too much information can be as bad as too little.

For further information

- For more information on the Data Protection Act: www.ico.gov.uk
- Evaluation Support Scotland provides specialist support to voluntary organisations in Scotland to help them access monitoring and evaluation tools and expertise, including training, seminars and workshops.
Tel: 0870 850 1378
www.evaluationsupportscotland.org.uk



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Starter Pack

How do we monitor and evaluate our progress?

Monitoring is keeping records of quantities of things – dates, numbers and types of activities, numbers and frequencies of visitors, age/gender/ethnicity of visitors, quantities of plants produced/bought/sold, money spent, suggestions made, etc. Evaluation is taking these facts and figures and using them to weigh up how good and effective your community garden is.

Effective evaluation will help you to:

- Decide what to do in the future – e.g. whether to repeat certain activities or events
- Improve what you do in the future – e.g. using visitors comments about what they liked or disliked
- Learn from your mistakes and successes – e.g. running more of a popular event, or reviewing membership fees
- Decide on future training or staffing needs – e.g. realising that you need a full-time shop manager or horticulturalist
- Report back to your members, supporters and funders about your progress – e.g. that you achieved the membership levels you'd hoped for, or a new group of visitors enjoyed the garden for the first time
- Chart your progress from month to month, year to year, e.g. for tracking financial growth
- Report back to the organisations who (or may in the future) fund your project – to demonstrate how resources are being used and the impact you are making.

A useful way to help you evaluate your garden is to use the concept of 'quality in service delivery'. In this context, 'service delivery' is anything your group or the garden does or provides for local people, and it's the views of the local people that tell you whether you've been successful or not.

There are four reasons for you to measure the quality of what your garden is offering:

- 1 To demonstrate to your members and supporters that you have achieved your objectives.
- 2 To learn by your experiences, positive and negative, in order to improve the experience of all who use the garden in the future.
- 3 To help those involved with the garden to manage its development and change.
- 4 To demonstrate value for money to those who give you grants, donations or sponsorship.

For further information

- The Charities Evaluation Service website has a basic guide to evaluation and monitoring which you can download for free: www.ces-vol.org.uk
- Commission for Racial Equality's website has information on ethnic monitoring, why it is important and how to do it: www.cre.gov.uk



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- Greenspace Scotland has developed a framework for planning and evaluating greenspace related work, which is being used more and more by funders as a way of evaluating the projects they fund. The Greenspace LEAP (Learning, Evaluation and Planning) framework emphasises self-evaluation – in other other words, setting and agreeing the criteria by which you will measure your success as part of the process of planning your project. This way you'll know what data you need to collect and what records you need to keep right from the start of the project. www.greenspacescotland.org.uk



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Glossary

Definitions of terms that appear in *italics* in the text.

Capital funding	Money given to purchase fixed assets such as buildings and equipment (usually over £100), and start-up costs of a new enterprise including for small equipment such as hand tools.
Community Planning	A process which helps public agencies to work with communities to plan and deliver better public services.
Company limited by guarantee	A company without shareholders. Any profits are reinvested in the company. All members must guarantee to pay a nominal sum (usually £1, and almost always no more than £10) if the company becomes insolvent.
Contaminated land	Land on, or in which can be found, waste or chemicals that could be dangerous to the health of people working on the land or eating anything produced from it.
Covenants	Money pledged to a charity by a taxpayer (individual or company) for a period of 4 years or more, where the charity can reclaim tax paid.
Data protection	The storing of personal information is regulated under the Data Protection Act, which requires organisations to register for certain uses.
Easements	Special rights or restrictions that a property may be subject to. A solicitor assisting with the purchase of land should draw these to the attention of the purchaser before the transaction is completed.
Friendly Society	A mutual assurance association providing benefits for members and their families. They usually only deal with investments, rather than the running of projects.
Give as you earn (GAYE)	Donations to a charity taken out of a salary before tax, making it cheaper for the donor (or they may donate a greater amount!); employers have to agree to process the paperwork.
Industrial and Provident Society	Similar to Friendly Societies, where members act together as a commercial trading organization. Commonly known as co-operatives.



Lease	Contract with a landowner setting out what both parties agree to do, and not to do.
Licence	A temporary agreement granting permission to occupy a premises to which the Landlord and Tenant Act does not apply.
Rate relief	Registered charities legally only have to pay 20% of local council business rates (but you have to apply in writing), and each council additionally has discretion to waiver all or part of that 20%.
Secondment	An organisation agrees to 'loan' a member of staff for a period of time to your project; salary and most other costs are borne by the donor organisation.
Service agreement	A contract for the supply of services, such as horticultural therapy training for adults with mental illness, made with a health authority or other public body.
Tenure	The right to property, granted by custom and/or law, which may include land, trees and other plants, animals and water.
Time bank	A way of matching the skills and experience of volunteers with organisations or individuals that need them.
Unincorporated association	An organisation governed by its constitution or rules and which does not have to register with any regulatory body unless it is legally charitable.



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Support organisations

These are some of the support organisations that may be able to offer you help or advice on issues raised in this pack. It's not an exhaustive list – ask other groups where they've found useful help and advice.

In Scotland

Black Environment Network

Established to promote equality of opportunity with respect to minority ethnic groups in the preservation, protection and development of the environment.

5 St Vincent Street, Glasgow G1 2DH.

Tel/Fax: 0131 221 6900

www.ben-network.org.uk

British Trust for Conservation Volunteers

Supporting conservation volunteering opportunities throughout the UK and across the globe.

Regional Office for Scotland:

Balallan House, 24 Allan Park, Stirling FK8 2QG

Tel: 01786 479 697

www.btcv.org

Community Recycling Network Scotland

A membership organisation set up to provide support and information for community led groups involved in recycling, reuse, composting, reduction and waste education activities.

Suite 27, Stirling Business Centre, Wellgreen Place, Stirling FK8 2DZ

Tel: 01786 469002

www.crns.org.uk

Community Service Volunteers Scotland

The UK's largest volunteering and training organisation.

Wellgate House, 200 Cowgate, Edinburgh EH1 1NQ

Tel: 0131 622 7766

www.csv.org.uk

Convention of Scottish Local Authorities

Rosebery House, 9 Haymarket Terrace, Edinburgh EH12 5XZ

Tel: 0131 474 9200

www.cosla.gov.uk

Disclosure Scotland

For processing police checks on volunteers and staff.

PO Box 250, Glasgow G51 1YU

Tel: 0870 609 6006

www.disclosurescotland.co.uk

Development Trusts Association Scotland

The national body for development trusts in Scotland.

54 Manor Place, Edinburgh EH3 7EH

Tel: 0131 220 2456

www.dtascot.org.uk



Federation of City Farms and Community Gardens

Promotes, supports and represents city farms, community gardens and school farms throughout the UK.

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Tel: 0131 623 7058

www.farmgarden.org.uk

Office of the Scottish Charity Regulator

Argyll House, Marketgait, Dundee DD1 1QP

Tel: 01382 220446

www.oscr.org.uk

Scottish Allotments and Gardens Society

SAGS works for allotment sites and plot holders throughout Scotland to protect sites from developers, preserve skills in gardening and design and promote the value of allotments.

www.sags.org.uk

Scottish Business in the Community

Livingstone House, First Floor (East), 43 Discovery Terrace, Heriott-Watt Research Park, Edinburgh, EH14 4AP

Tel: 0131 451 1100

www.sbcscot.com

Scottish Community Diet Project (from Nov 06 SCDP will be known as Community Food and Health (Scotland))

The Scottish Community Diet Project's over-riding aim is to help improve Scotland's diet and health.

C/O Scottish Consumer Council, Royal Exchange House, 100 Queen Street, Glasgow G1 3DN

Tel: 0141 226 5261

www.dietproject.org.uk

Scottish Council for Voluntary Organisations

Represents and campaigns for voluntary organisations, volunteers and communities in Scotland.

Mansfield Traquair Centre, 15 Mansfield Place, Edinburgh, EH3 6BB

Tel: 0131 556 3882

www.scvo.org.uk

Scottish Information Commissioner

Kinburn Castle, Doubledykes Road, St Andrews, Fife KY16 9DS

Tel: 01334 464610

www.itspubliknowledge.info

Soil Association Scotland

Campaigning and certification organisation for organic food and farming.

18 Liberton Brae, Tower Mains, Edinburgh EH16 6AE

Tel: 0131 666 2474

www.soilassociationscotland.org

Trellis (The Scottish Therapeutic Gardening Network)

Supports, promotes and develops therapeutic horticulture in Scotland.

Bells Cherrybank Centre, Perth, PH2 0PF

Tel: 01738 624 348 or Mob: 07770 724 399

hortictherapy@yahoo.co.uk



Scottish Office
PO Box 17306
Edinburgh EH12 1AJ

Tel: 0131 623 7058

UK-wide

Allotments Regeneration Initiative

Aims to increase allotment uptake by individuals and community groups.

The GreenHouse, Hereford Street, Bristol BS3 4NA

Tel: 0117 9631 551

www.farmgarden.org.uk/ari

Community Composting Network

Provides advice and support to community composting projects across the UK.

67 Alexandra Road, Sheffield S2 3EE

Tel: 0114 258 0483

www.communitycompost.org

Community Matters

The nationwide federation for community associations and similar organisations.

12 – 20 Baron Street, London N1 9LL

Tel: 020 7837 7887

www.communitymatters.org.uk

Companies House

Crown Way, Maindy, Cardiff CF14 3UZ

Tel: 0870 333 3636

www.companieshouse.gov.uk

Data Protection Registrar

Water Lane, Wilmslow SK9 5AX

Tel: 01625 545 745

www.informationcommissioner.gov.uk

Development Trusts Association

Encouragement and support for community enterprises and development trusts.

National Office, 3 Bondway, London SW8 1SJ

Tel: 0845 458 8336

www.dta.org.uk

Environmental Law Foundation

This London based charity is a network of lawyers specialising in environmental matters and giving free advice.

Suite 309, 16 Baldwins Gardens, Hatton Square, London EC1N 7RJ

Tel: 020 7404 1030

www.elflaw.org

Garden Organic (formerly HDRA)

Dedicated to researching and promoting organic gardening, farming and food.

Ryton Organic Gardens, Coventry CV8 3LG

Tel: 024 7630 3517

www.gardenorganic.org.uk

Groundwork UK

Environmental regeneration charity with a network of local trusts working in partnership with local people.

85 – 87 Cornwall Street, Birmingham B3 3BY

Tel: 0121 236 8565

www.groundwork.org.uk



Scottish Office
PO Box 17306
Edinburgh EH12 1AJ
Tel: 0131 623 7058

Health & Safety Executive

Information line: 08701 545 500
Publications: 01787 881165
www.hse.gov.uk

Industrial Common Ownership Movement

Non-profit membership organisation promoting and representing democratic employee owned businesses throughout the UK
Holyoake House, Hanover Street, Manchester M60 0AS
Tel: 0161 246 2959
www.icof.co.uk

Letslink UK

Support for and information about Local Exchange Trading Systems.
12 Southcote Road, London N19 5BJ
Tel: 020 7607 7852
www.letslinkuk.org

National Society of Allotment and Leisure Gardeners

Promotion, protection and preservation of allotment gardening.
Hunters Road, Corby NN17 1JE
Tel: 01536 266 576
www.nsalg.org.uk

Permaculture Association (Britain)

Promotes an ecological approach to design of gardens and gardening activities
Permaculture Association (Britain), London, WC1N 3XX
Tel: 0845 458 1805
www.permaculture.org.uk

The Sensory Trust

Advice on inclusive design for public spaces. Projects, examples, publications, services and newsletter.
Watering Lane Nursery, Pentewan, St Austell, Cornwall PL26 6BE
Tel: 01726 222 900
www.sensorytrust.org.uk

The Wildlife Trusts

The UK's leading conservation charity exclusively dedicated to wildlife.
The Kiln, Waterside, Mather Road, Newark, Nottingham NG24 1WT
Tel: 0870 036 7711
www.wildlifetrusts.org.uk

Women's Environmental Network

Charity educating, informing and empowering women and men who care about the environment.
PO Box 30626, London E1 1TZ
Tel: 020 7481 9004
www.wen.org.uk



Scottish Office
PO Box 17306
Edinburgh EH12 1AJ
Tel: 0131 623 7058

www.farmgarden.org.uk scotland@farmgarden.org.uk