

Appendix 4.1 – Further reading

- Geological Society, *The Geologists Directory*, 1999, London
- National Centre for Volunteering, *The Good Practice Guide: the National Centre for Volunteering*. 1998
- National Centre for Volunteering, *The Volunteer Recruitment Book*. S J Ellis, Energize inc. 1996
- National Council for Voluntary Organisations, *Getting Organised – a handbook for non-statutory organisations*, 1988
- National Council for Voluntary Organisations, *The Voluntary Agencies Directory*, 1993
- National Council for Voluntary Organisations, *The Charities Act 1992 and The Charities Act 1993 – A guide for Charities and other Voluntary Organisations* 4th Edition, 1996
- National Council for Voluntary Organisations, *Effectiveness and the Voluntary Sector: Report of a Working Party established by NCVO*, 1990, p77
- National Council for Voluntary Organisations, *The Nest Directory of Environmental Networks*, 1992, p30
- Natwest, *Clubs, Societies and Charities Information Guide*. London, 1997
- Nudds, J, *The Directory of British Museums*. Geological Society, Miscellaneous Paper No.18, pp141 1993
- Northern Ireland Charities – A guide for trustees*. Department of Health and Social Services, 7th Edition 1998
- Oliver, P G, *Proceedings of the First UK RIGS Conference*. Hereford and Worcestershire RIGS Group, Worcester, 1998
- RSNC, *Green It Yourself. A DIY Handbook for Urban Wildlife Conservation*, Newark, 1990
- RSNC, *Starting RIGS*. Newark, 1993
- Scottish Charities Office, *The supervision of charities in Scotland – a brief guide* 1998
- Wildlife Trusts *How to write a development plan – A guide for urban wildlife groups*, Newark 1992
- Wildlife Trusts, *Mucking in... The Community Composting Pack*. Newark, 1997
- Wildlife Trusts, *Putting Wildlife on the Map: Guide to Public Relations*. Newark, 1994

Charity Commission publications

The following publications are available from the Taunton office (see appendix 4.3 for address).

CC1	Charity Commission Publications
CC2	Charities and the Charity and Commission
CC3	Responsibilities of Charity Trustees
CC3a	Responsibilities of Charity Trustees: A Summary
CC7	<i>Ex Gratia</i> payments by charities
CC9	Political activities by charities
CC9a	Political Activities and Campaigning by Local Community Charities
CC11	Remuneration of Charity Trustees
CC13	The official Custodian for Charities Land Holding Service
CC14	Investment of Charitable Funds: Basic Principles
CC14a	Depositing Charity Cash
CC18	Use of Church Halls for Other purposes
CC19	Charities' Reserves
CC20	Charities and Fundraising
CC20a	Charities and Fundraising: a summary
CC21	Starting and Registering a Charity
CC22	Choosing and Preparing a Governing Document
CC23	Exempt Charities
CC27	Providing Alcohol on Charity Premises
CC28	Disposing of Charity Land
CC29	Charities and Local Authorities
CC32	Trustees Investments Act 1961: A Guide
CC33	Acquiring Land
CC35	Charities and Trading
CC36	Making a Scheme
CC38	Expenditure and Replacement of Permanent Endowment
CC40	Disaster Appeals – Attorney General's Guidelines
CC43	Incorporation of Smaller Charities
CC44	Small charities: Alteration of Trusts, Transfer of Property, Expediter of Capital
CC45	Central Register of Charities: Services Available
CC47	Investigating Charities
CC49	Charities and Insurance
CC50	Getting in Touch With the Charity Commission
CC51	Charity Accounts: The New Framework
CC52	Charity Accounts: Charities under the £10,000 Threshold
CC53	Charity Accounts: Accounting for the Larger Charity
CC54	Accounting for the Smaller Charity (for those preparing accounts on the receipts and payments basis)
CC55	Accruals Accounting for the Smaller Charity
CC56	Carrying out of an Independent Examination: Direction and Guidance notes
CC57	Receipts and Payments Accounts Pack
CC58	Accrual Accounts pack

Appendix 4.3 – Charity contacts

England and Wales

Charity Commission (England & Wales)

General Enquiries

☎ (0870) 3330123

London Office

Harmsworth House

13-15 Bouverie Street

London EC4Y 8DP

☎ (020) 7674 2310

Local charities based in:

Bedfordshire, Buckinghamshire, Cambridgeshire, East

Sussex, Essex

Greater London, Hertfordshire, Kent,

Norfolk, Northamptonshire, Suffolk, Surrey, West Sussex

Taunton Office

Woodfield House

Tangier

Taunton

Somerset TA1 4BL

☎ (01823) 345000

Local charities based in:

Avon, Berkshire, Cornwall, Devon, Dorset, Dyfed,

Gloucestershire, Gwent, Hampshire, Hereford and

Worcestershire, Isle of Wight, Mid Glamorgan, Oxfordshire,

Somerset, South Glamorgan, West Glamorgan, Wiltshire

Liverpool Office

2nd Floor

20 Kings Parade

Queen's Dock

Liverpool L3 4DQ

☎ 0151 703 1500

Local charities based in:

Cheshire, Cleveland, Clwyd, Cumbria, Derbyshire, Durham,

Great Manchester, Gwynedd, Humberside, Lancashire,

Leicestershire, Lincolnshire, Merseyside, North Yorkshire,

Nottinghamshire, Powys, Shropshire, South Yorkshire,

Staffordshire, Tyne and Wear, West Midlands, West

Yorkshire

(Note: All general charities operating throughout Wales, but not elsewhere, will be dealt with in the Liverpool office)

Northern Ireland

Department of Health and Social Services

Charities Branch

Castle Buildings

Stormont Estate

Belfast BT4 3RA

☎ (028) 90 522780

Scotland

Enquiries about charitable status to:

Inland Revenue Claims (Scotland)

Trinity Park House

South Trinity Road

Edinburgh EH5 3SD

☎ 0131 551 8127

Complaints about the activities or

administration of charities to:

Scottish Charities Office

Crown Chambers

25 Chambers Street

Edinburgh EH1 1LA

☎ 0131 226 2626

Other useful contacts

Charities Aid Foundation

Kings Hill

West Malling

Kent ME19 4TA

Directory of Social Change

24 Stephenson Way

London NW1 2DP

Appendix 4.4 – Job descriptions for officers

In chapter 4, it was explained how it is useful to give RIGS group members proper job descriptions. Here are some suggested descriptions for the most common roles.

The chairperson

The role of the chair is to lead the committee ensuring that it fulfils its responsibilities for the governance of the charity.

Responsibilities	Personal qualities
<ul style="list-style-type: none">◆ Providing leadership for the committee in their role of setting the strategy and policy of the charity◆ Planning the annual cycle of committee meetings◆ Setting agendas for committee meetings◆ Chairing committee meetings◆ Monitoring how decisions taken at meetings are implemented◆ Representing the charity at functions, meetings and acting as a spokesperson as appropriate◆ Having the casting vote at meetings where appropriate	<ul style="list-style-type: none">◆ Leadership◆ Experience of committee work◆ Tact and diplomacy◆ Good ‘people’ skills◆ Impartiality, fairness and the ability to respect confidences

The secretary

The role of the secretary is to support the chair by ensuring the smooth functioning of the committee.

Responsibilities	Personal qualities
<ul style="list-style-type: none">◆ Preparing agendas with the chair◆ Making arrangements for meetings◆ Minuting meetings◆ Circulating papers◆ Receiving items from other committee members◆ Dealing with all correspondence to and from the group as appropriate	<ul style="list-style-type: none">◆ Organisational ability◆ Knowledge and experience of committee procedures◆ Minute taking experiences

The treasurer

The overall role of a treasurer is to maintain an overview of a charity's affairs, ensuring financial validity and that records are kept and procedures maintained.

Responsibilities	Personal qualities
<ul style="list-style-type: none">◆ Dealing with finance on a day to day basis◆ Overseeing and presenting budgets, accounts and financial statements and ensuring they comply with any relevant legislation◆ Ensuring that correct procedures and controls are in place◆ Liaising with group members and other committee members about financial matters◆ Overseeing any investments◆ Contributing to the fundraising strategy of the charity◆ Dealing with auditors / examiners as necessary	<ul style="list-style-type: none">◆ Experience/qualifications in financial matters

These are simply guidelines for the roles. Their areas of responsibility will vary, depending on the size of the group. In smaller groups, officers may be in charge of areas such as fundraising, marketing, PR and membership recruitment. Larger groups may have the capacity to assign people to each of these areas and provide help for the officers.

Appendix 4.5 – Affiliation to the Geologists’ Association

The objectives of affiliation

The objectives reflect the traditions of the Geologists’ Association and the distinctive role that it now plays in the geological community. It is accepted that not all affiliates will be actively involved in furthering each of these objectives but it is expected that all affiliates will support the objectives in principle.

- 1 To extend the understanding of geology and its allied sciences by publication and demonstration.
- 2 To facilitate the study of geology by holding meetings, through lectures and by other appropriate means.
- 3 To promote amateur as well as professional interest in geology and encourage clear and simple communication of facts and concepts.
- 4 To conduct fieldwork in accordance with the Codes published by the Geologists’ Association (*A Code for Geological Field Work* – 1996 (Appendix 5.14); *Take Care When You Core*; 1989).
- 5 To encourage awareness of the nation’s geological heritage and to safeguard it through conservation, both in the field and in national and local museums.
- 6 To support the activities and continued development of the regional centres for the National Scheme for Geological Site Documentation.
- 7 To support the development and maintenance of a network of Regionally Important Geological Sites (RIGS) and to participate in the setting up and management of such sites.
- 8 To encourage contact with local education authorities and their subject specialists concerned with Earth sciences by offering practical support to schools as they implement the requirements of the national curriculum.
- 9 To explore opportunities whereby geology can be introduced into local government in the context of Planning Enquiries, environmental debates and improved awareness of the geological basis of landscape and building materials.

Benefits and responsibilities of GA affiliation

Affiliation is a formal link which makes it possible to take advantage of the wide experience and national standing of the affiliated groups acting together. There is a cost to join the GA but this is relatively inexpensive.

The Geologists’ Association, through its London Office, and its widely distributed *Circular*, is able to provide an effective means of communication among affiliates and can co-ordinate support for geological initiatives and response to geological problems.

The benefits of affiliation are both general and specific to the affiliated groups. Affiliation encourages improved communication among geologists and thereby makes possible a more co-ordinated and more effective response to such initiatives as the National Scheme for Geological Site Documentation, Rockwatch and RIGS.

Through affiliation, local problems such as vandalism, access to sites and conservation management can be made more widely known and advice, practical help and even financial assistance can be sought among affiliates.

Affiliates have free access to the columns of the *Circular* to advertise lecture programmes, field meetings and publications. Two copies of the *Circular* (six issues per year) are sent free of charge to affiliates,

helping groups keep in touch with the activities of others, to be informed of topical geological issues and be aware of the latest publications. Affiliates are invited to exhibit free of charge at Geologists' Association Annual Reunion (non-affiliated groups are now expected to pay an administrative fee).

The large collective membership brought together by affiliation makes it possible for the Geologists' Association to negotiate favourable discounts and it may be possible to extend these concessions. The following offers are already available: *Geology Today* and *Geology of England and Wales*. Discounts on the Association's own publications will be offered to all members of affiliated groups.

Affiliated groups may reproduce on stationery, posters, etc, the badge of the Association (accompanied by the words 'Affiliated Group' or Society, Trust, etc, as the case may be). Affiliated groups or their members may apply for grants from the special funds of the Association – Visitors Fund, William Baker Fund, G W Young Fund and the Curry Fund. Affiliated groups are invited to recommend to Council candidates for the award of the Halstead and Henry Stopes Medals and the Foulerton Award.

The Association has negotiated a discounted public liability insurance scheme for affiliated societies and local groups with the Zurich Municipal Insurance Company. Those interested in joining the scheme should contact the GA office.

Contact the Geologists' Association on ☎ (020) 7434 9298.

Appendix 4.6 – Case study: constitution 1

Herefordshire and Worcestershire RIGS Groups constitution is included as an example of a constitution that is suitable for Heritage Lottery Fund purposes. In addition the groups objectives are quite different to that of UK RIGS and would be more appropriate to local RIGS groups.

Herefordshire and Worcestershire RIGS Group

Constitution

Adopted on 23 May 1996

- 1 The name of the Association is Hereford and Worcester RIGS Group.
- 2 Subject to the matters set out below the Group and its property shall be administered and managed in accordance with this constitution by the members of the Executive Committee, constituted by clause 7 of this constitution.
- 3 The Group's objectives are:
 - a To identify and survey geological and geomorphological sites in the County
 - b To promote the establishment and protection of Regionally Important Geological and Geomorphological Sites (RIGS)
 - c To create, maintain and enhance a database to include a RIGS list
 - d To select sites for RIGS listing based on criteria such as the use of sites for educational fieldwork, scientific study, historical value, aesthetic value and similar aspects
 - e To promote the protection of RIGS by close liaison with the planning authorities
 - f To inform educational establishments of the work of the Group
 - g To make data available to any interested body
 - h To promote an interest in geological conservation amongst the general public
 - i To maintain an active policy with regard to long term monitoring and management of RIGS
- 4 In furtherance of the objects, but not otherwise, the Executive Committee may exercise the following powers:
 - a Power to raise funds and to invite and receive contributions provided that in raising funds the Executive Committee shall not undertake any substantial permanent trading activities and shall conform to any relevant requirements of law
 - b Power to buy, take on lease or exchange any property necessary for the achievement of the objects and to maintain and equip it for use
 - c Power subject to any consents required by law to sell, lease or dispose of all or any part of the property of the Group
 - d Power to employ such staff (who shall not be members of the Executive Committee) as are necessary for the proper pursuit of the objects
 - e Power to co-operate with other voluntary bodies, charities and statutory authorities operating in furtherance of the objects or of similar purposes and to exchange information and advice with them
 - f Power to establish or support any associations, charitable trusts or institutions formed for all or any of the objects

- g Power to appoint and constitute such advisory committees as the Executive Committee may think fit
- h Power to do all such other lawful things as are necessary for the achievement of the objects

5

- a Membership of the Group shall be open to:
 - Individuals (over the age of 18 years) who are interested in furthering the work of the group and who have paid any annual subscription laid down from time to time by the Executive Committee, and
 - any body, corporate or unincorporated association which is interested in furthering the Group's work and has paid any annual subscriptions (any such body being called in this constitution a 'member organisation').
- b Every member shall have one vote.
- c Each member organisation shall appoint an individual to represent it and to vote on its behalf at meetings of the Group; any may appoint an alternate to replace its appointed representative at any meeting of the Group if the appointed representative is unable to attend.
- d The Executive Committee may unanimously and for good reason terminate the membership of any individual or member organisation: provided that the individual concerned or the appointed representative of the member organisation concerned (as the case may be) shall have the right to be heard by the Executive Committee, accompanied by a friend, before a final decision is made.

6 At the annual general meeting of the Group the members shall elect from amongst themselves a chairman, a secretary and a treasurer, who shall hold office from the conclusion of that meeting.

7

- a The Executive Committee shall consist of not less than three members nor more than five members, being:
 - ◆ The honorary officers specified in the preceding clause;
 - ◆ Not less than 3 nor more than 5 members elected at the annual general meeting who shall hold office from the conclusion of that meeting.
- b The Executive Committee shall consist of not less than five members nor more than two co-opted members but so that no-one may be appointed as a co-opted member if, as a result, more than one third of the members of the Executive Committee would be co-opted members. Each appointment of a co-opted member shall be made at a special meeting of the Executive Committee called under clause 15 and shall take effect from the end of the meeting unless the appointment is to fill a place which has then not been vacated in which case the appointment shall run from the date when the post becomes vacant.
- c All members of the Executive Committee shall retire from office together at the end of the annual general meeting next after the date on which they came into office but they may be re-elected or re-appointed.
- d All members of the Executive Committee shall not be invalidated by any vacancy among their numbers or by any failure to appoint or any defect in the appointment or qualification of a member.
- e Nobody shall be appointed as a member of the Executive Committee who is aged under 18.

8 A member of the Executive Committee shall cease to hold office if he or she:

- a becomes incapable by reason of mental disorder, illness or injury of managing and administering his or her own affairs
- b is absent without the permission of the Executive Committee from all their meetings held within a period of six months and the Executive Committee resolve that his or her office be vacated or
- c notifies to the Executive Committee a wish to resign (but only if at least three members of the Executive Committee will remain in office when the notice of resignation is to take effect)

9 No member of the Executive Committee shall acquire any interest in property belonging to the Group (otherwise than as a trustee of the Group) or receive remuneration or be interested (otherwise than as a member of the Executive Committee) in any contract entered into by the Executive Committee.

10

- a The Executive Committee shall hold at least two ordinary meetings each year. A special meeting may be called at any time by the Chairman or by any two members of the Executive Committee upon not less than four days' notice being given to the other members of the Executive Committee of the matters to be discussed but if the matters include an appointment of a co-opted member not less than 21 days' notice must be given.
- b The chairman shall act as chairman at meetings of the Executive Committee. If the chairman is absent from any meeting, the members of the Executive Committee present shall choose one of their number to be chairman of the meeting before any other business is transacted.
- c There shall be a quorum when at least one third of the number of members of the Executive Committee for the time being or three members of the Executive Committee, whichever is the greater, are present at a meeting.
- d Every matter shall be determined by a majority of votes of the members of the Executive Committee and voting on the question but in the case of equality of votes the chairman of the meeting shall have a second or casting vote.
- e The Executive Committee shall keep minutes, in books kept for the purpose, of the proceedings at meetings of the Executive Committee and sub-committee.
- f The Executive Committee may from time to time make and alter rules for the conduct of their business, the summoning and conduct of their meetings and the custody of documents. No rule may be made which is inconsistent with this constitution.
- g The Executive Committee may appoint one or more sub-committees consisting of three or more members of the Executive Committee for the purpose of making any inquiry or supervising or performing any function or duty which in the opinion of the Executive Committee would be more conveniently undertaken or carried out by a sub-committee; provided that all acts and proceedings of any such sub-committee shall be fully and promptly reported to the Executive Committee.

11

- a The funds of the Group, including all donations and bequests, shall be paid into an account operated by the Executive Committee in the name of the Group at such bank or building society as the Executive Committee shall from time to time decide. All cheques drawn on the account must be authorised by at least two members of the Executive Committee.
- b The funds of the Group shall be applied only in furthering the objects.

12

- a Subject to the provisions of sub-clause (b) of this clause, the Executive Committee shall cause the title to:
 - ◆ all land held by or in trust for the Group and
 - ◆ all investments held by or on behalf of the Group
- b to be vested either in a corporation entitled to act as custodian trustee or in not less than three individuals appointed by them as holding trustees. Holding trustees may be removed by the Executive Committee at their pleasure and shall act in accordance with lawful directions of the Executive Committee. Provided they act only in accordance with the lawful directions of the Executive Committee, the holding trustees shall not be liable for the acts and defaults of its members.
- c If a corporation entitled to act as a custodian trustee has not been appointed to hold the property of the Group, the Executive Committee may permit any investments held by or in trust for the Group to be held in the name of a clearing bank, trust corporation or any stockbroking company which is a member of the International Stock Exchange (or any subsidiary of any such stockbroking company) as nominee for the Executive Committee, and may pay such a nominee reasonable and proper remuneration for acting as such.

- 13 The Executive Committee shall have obligations with regard to:
- a the keeping of accounting records for the Group
 - b the preparation of annual statements of account for the Group
 - c the auditing of independent examination of the statements of account of the Group
- 14
- a There shall be an annual general meeting of the Group which shall be held in the month of April in each year or as soon as practicable thereafter.
 - b Every annual general meeting shall be called by the Executive Committee. The secretary shall give at least 21 days' notice of the annual general meeting to all the members of the Group. All members of the Group shall be entitled to attend and vote at the meeting.
 - c Before any other business is transacted at the first annual general meeting the persons present shall appoint a chairman of the meeting. The chairman shall be the chairman of subsequent annual general meetings but if he or she is not present, before any other business is transacted, the persons present shall appoint a chairman of the meeting.
 - d The Executive Committee shall present to each annual general meeting the report and accounts of the Group of the preceding year.
 - e Nominations for election to the Executive Committee must be made by members of the Group in writing and must be in the hands of the secretary of the Executive Committee at least 14 days before the annual general meeting. Should nominations exceed vacancies, election shall be by ballot.
- 15 The Executive Committee may call a special general meeting of the Group at any time. If at least ten members request such a meeting in writing stating the business to be considered, the secretary shall call such a meeting. At least 21 days' notice must be given. The notice must state the business to be discussed.
- 16
- a The secretary or other person specially appointed by the Executive Committee shall keep a full record of proceedings at every general meeting of the Group.
 - b There shall be a quorum when at least one tenth of the number of members of the Group for the time being or ten members of the Group, whichever is the greater, are present at any general meeting.
- 17 Any notice required to be served on any member of the Group shall be in writing and shall be served by the secretary of the Executive Committee on any member either personally or by sending it through the post in a prepaid letter addressed to such member at his or her last known address in the United Kingdom, and any letter so sent shall be deemed to have been received within ten days of posting.
- 18 The Constitution may be altered by a resolution passed by not less than two thirds of the members present and voting at a general meeting. The notice of the general meeting must include notice of the resolution, setting out the terms of the alteration proposed.
- 19 If the Executive Committee decides that it is necessary or advisable to dissolve the Group it shall call a meeting of all members of the Group, of which not less than 21 days' notice (stating the terms of the resolution to be proposed) shall be given. If the proposal is confirmed by a two-thirds majority of those present and voting the Executive Committee shall have power to realise any assets held by or on behalf of the Group. Any assets remaining after the satisfaction of any proper debts and liabilities shall be given or transferred to such other institution or institutions having objects similar to the objects of the Group as the members of the Group may determine or failing that shall be applied for some other similar purpose.
- 20 Until the first annual general meeting takes place this constitution shall take effect as if references to it to the Executive Committee were references to the persons whose signatures appear at the bottom of this document.

This constitution was adopted on the date mentioned above by the persons whose signatures appear at the bottom of this document.

P G Oliver

Helen E Stace

Alan Cutler

Appendix 4.7 – Case study: constitution 2

The Constitution of Devon RIGS Group is included as an example of a more informal association. This kind of constitution would be suitable for opening a bank account in the groups name and for furthering many of the groups objectives. However, it may not meet the requirements of the Charity Commission.

Devon RIGS Group

Constitution

NAME	The Group shall be called ‘the Devon RIGS Group’.
OBJECTIVES	<ol style="list-style-type: none">1 To promote the conservation of Regionally Important Geological Sites (RIGS) in Devon (otherwise referred to as County Geological Sites (CGS)).2 To identify, describe and document such sites and to maintain a register/database of them.3 To notify the local authorities of those sites designated as RIGS/CGS.4 To promote the appropriate access to and educational use of RIGS/CGS in consultation with landowners.5 To raise funds and sponsorship from interested individuals, authorities and organisations to enable objectives 1-4 to be met.
RULES	<ol style="list-style-type: none">1 Meetings of the Group shall be open to any appropriate person with an interest in the objectives, who shall then be registered on a mailing list.2 There shall be four officers of the Group who shall also be signatories on the Group’s bank account: <i>Chairman</i> <i>Vice Chairman</i> <i>Secretary</i> <i>Treasurer</i>3 Meetings shall be arranged at intervals of approximately two months and shall be notified and open to those on the mailing list, and other invited persons.4 An Annual General Meeting shall normally be held in March of each year, 21 days’ notice being given to the Group. The business of the AGM shall be:<ol style="list-style-type: none">i to present and approve Minutes of the previous AGM;ii to consider matters arising from the Minutes of the previous AGM;iii to receive a report from the Chairman on the previous twelve months;iv to receive and approve a statement from the Treasurer on the finances of the previous calendar year;v to discuss any other business5 Special General Meetings may be arranged with 21 days’ notice if requested by a minimum of four persons on the mailing list.6 The Treasurer shall keep proper books of accounts which shall be audited by a person selected by the officers and who, in the opinion of the officers, is suitably qualified.7 All monies received shall be deposited as soon as practicable in the Group’s account. Withdrawals shall be made on the signatures of any two of the four officers.8 The Group and its officers shall not be liable for any injury, loss or damage sustained to or by members during Group activities, howsoever caused.

- 9 The Constitution of the Group may be varied at a General Meeting by a majority of those present. A quorum shall be six persons (who are on the mailing list) present. Proposed changes to the Constitution shall be subject to 21 days' notification to the Group.
- 10 In the event of the Devon RIGS Group being wound up for good reason, the four service officers shall return all surplus funds to the organisations from which they were granted, in amounts to be agreed by the officers in consultation with the grant awarding organisations. Other assets shall be disposed of to suitable organisations as decided by the officers.

Appendix 4.8 – A suggested framework for a development plan

1 Mission statement

This should answer the question ‘what does your group do?’ and provide a general overview of your work.

2 Executive summary

This should cover the highlights of the document, its main ideas and aims. It should not be more than a page and will help a reader decide if they wish to read the rest of the document.

3 Introduction

This should include:

- ◆ the aim of the plan
- ◆ how the plan is to be used
- ◆ timescales and timetables
- ◆ the process of agreeing the plan
- ◆ the reasons for undertaking the plan.

4 Description of organisation and its aims

This should include your aims, as stated in your constitution, a brief history of the group, a review of achievements, resources and assets and an assessment of the current situation. This is an ideal place to include a SWOT analysis.



SWOT analysis – *SWOT stands for strengths, weaknesses, opportunities and threats. Ideally, it should be carried out with as many people as possible present to contribute ideas. They are very worthwhile exercises and can bring up new ideas and ways of working and new ways of looking at problems*


5 Summary of your main priorities

These should be taken from your mission statement. For example, Herefordshire and Worcestershire RIGS Groups Constitution (appendix 4.6)

6 Detailed aims and objectives

- ◆ What your aims and objectives are
- ◆ How you will actually achieve your aims and objectives

- ◆ How you are going to monitor whether you are achieving your aims and the success of your aims.



Be SMART!

SPECIFIC – Ensure your objectives are clear, keep each to one point only and ensure you are setting an objective – something which you can and will achieve - not just a statement

MEASURABLE – Look at ways that you can monitor the success of your objectives and know when different stages have been reached

ACHIEVABLE – Ensure your group can actually implement the objectives within the context of your development plan. Make sure you have the resources to achieve your objectives or that part of the objectives is to secure those resources first. State who you think should be involved in achieving the objectives

REALISTIC – Don't make objectives Set objectives that your RIGS group can genuinely handle


TIMESCALED – It is important to attach timescales to projects. You can then assess whether you have met your targets in the time you allowed yourself. Allow yourself enough time to carry out a project- but don't set a date you can't meet. Timescales should also be realistic too. Funders will insist on timed objectives because they need to know that you can carry a project through

For example, here is an extract of how it may look:

Objective	Resources	Partners	Timescale
<i>To prepare an educational leaflet for schools on local geology</i>	GA grant from the Curry Fund, expertise on geology and education from the RIGS group, excellent geological resource	St Christopher's School, Borssetshire RIGS Group, GA and ESTA	June 2000
<i>To clear vegetation from the Rocky Edge disused quarry in Borssetshire</i>	Volunteers and tools from the local conservation volunteers and the RIGS group	Borssetshire Trust for Conservation Volunteers, Borssetshire RIGS Group	On a quarterly basis

7 Budget/business plan

The budget is intended to cover the period of the plan and should include revenue and capital.



'Revenue' is ongoing spending whereas 'capital' is one off spending

Prioritise your spending into:

- ◆ **core funding.** This is basic running costs and covers essential items, such as paper, pens, bills, expenses
- ◆ **desirable spending.** This covers items you can plan over the coming year, such as a new database or the group's own equipment
- ◆ **wish lists.** This is those items and projects that you would like to develop or purchase, if you had the resources for example, purchasing a RIG site

Budgeting is very important for accountability purposes if you have a constitution or you are a charity. Potential funders need to see how you are going to spend their money and should be convinced that you can handle the responsibility of a sudden influx of money.

8 Monitoring the plan

Evaluating and reviewing the plan is an important part of the process. This allows you to see what you have achieved and what still needs to be done. You should include:

- ◆ details of any monitoring to be done
- ◆ a timescale of the plan and how it will be reviewed. For example, you could have a rolling programme with an annual review, or a three-year-plan where review and rewriting starts after two years.
- ◆ specify who will be involved in reviewing the plan. Will it be the original members who wrote the document, or new members with new ideas?

9 Presentation of a development plan



Key things to remember – There are a variety of ways to present your plan such as in a leaflet, poster, video, newsletter, or a website. The most appropriate format is likely to be one that looks formal and authoritative, but not too daunting. For example, an A4 ring binder or a spiral bound document will look business-like, but not too expensive

Some useful points:

- ◆ A ring binder will allow for frequent updates
- ◆ Be brief and to the point
- ◆ Use simple, clear language and avoid jargon
- ◆ List information as bullet points wherever possible
- ◆ Keep sentences and paragraphs short
- ◆ Use diagrams and charts where possible
- ◆ Break up the text using subheadings and make use of broad margins – don't crowd text into the page. This also makes the document more user friendly
- ◆ Use summaries where possible
- ◆ Don't forget to include your logo and address

10 Measuring outputs

Your development plan should show how you are going to evaluate and monitor your objectives. For example:

RIGS management

Total number of management agreements entered into

Number of management plans produced

Number of RIGS managed by the group

Research and Data gathering

Number of RIGS surveys

Maintenance of up to date surveys

Number of planning applications considered

Number of planning applications commented on

Number of planning inquiries fought

Environmental Improvements

Number of RIGS sites where improvements have been made

Acreage (hectares of land worked on)

Volunteers

Total number of volunteer days

Number of volunteers

Total number of volunteers involved in:

- ◆ admin and committee work
- ◆ marketing and promotion
- ◆ conservation operation and advice
- ◆ education and interpretation

Partnerships

Number of organisations supporting or represented on the group

Number of requests for information received

Contribution from sponsors/funding bodies

Appendix 4.9 – case study: the Peterborough Geology Audit

This geology audit is driven by Peterborough Environment City Trust (PECT) who identified the need for geology to be considered alongside other environmental audits they were undertaking. These included an energy audit, a waste management audit and a natural environmental audit. The Peterborough Geology Audit is underpinned by the need for sustainable use and development of our natural resource and is based upon the principles outlined in Local Agenda 21.

The Peterborough Geology Audit is a useful and effective means of protecting geological sites within the local authority's development plan. This is being achieved by the Audit being adopted as Supplementary Planning Guidance (SPG) to the Peterborough Local Plan. The Natural Environment Audit having been adopted as SPG in 1995. The Audit summarises the local geological resource, identifies sites and lays down clear methods and objectives for the future conservation, management and interpretation of Peterborough's geological resource.

The method

A steering group was formed incorporating members from PECT, English Nature, Peterborough City Council, Stamford and District Geological Society and Peterborough Museum and Art Gallery. This group has identified objectives, opportunities and resources for the implementation of the Audit. These include:

- ◆ the establishment of an outline project to tap funding resources
- ◆ securing funding through English Nature, the Local Authority, the GA, the Curry Fund and PECT
- ◆ securing a support or host organisation
- ◆ the employment of a Geology Audit Co-ordinator to facilitate access to sites, undertake site surveys, enter records on GD2 (geological database) and physically produce the Geology Audit
- ◆ the establishment of the Peterborough RIGS Group to secure the long-term implementation of objectives within the Audit

Stages in the process of adoption of the Geology Audit as Supplementary Planning Guidance

- ◆ A seminar enabling local authority planners to explain the purpose, production and use of the Audit
- ◆ The production of detailed maps showing potential RIGS sites for inclusion in the document
- ◆ A period of consultation with local authority representatives to ensure it complies with the local plan
- ◆ Agreement from Peterborough City Council's Environment Committee
- ◆ Period of consultation with the public and various organisations, including local geologists, the minerals industry, educational bodies and landowners

- ◆ Consultation responses are taken into account and changes publicised
- ◆ The Peterborough Geology Audit is adopted as SPG to the Peterborough Local Plan

For further information contact:

Vicky Mason

☎ (01636) 670000

Hugh Cripps (PECT)

☎ (01733) 760888

Appendix 4.10 – Case study: the Hertfordshire geological conservation strategy

Hertfordshire has few, if any natural rock exposures and geologists have to rely heavily on permanent man-made exposures such as pits, quarries, road cuttings and temporary excavations, such as gas pipelines, to provide evidence of the county's geological history. Museum collections and library archive material are also an important geological resource and should play a key part in research and raising awareness.

The rocks beneath our feet provide the essential framework upon which all other conservation issues rest. In order for geological conservation to succeed in Hertfordshire, both geologists and non-geologists (politicians, planners, landowners, developers, wildlife conservationists and the public) need to be persuaded of the merits of conserving geological sites.

The Strategy was commissioned by the Hertfordshire Countryside Forum in 1997 and echoed a call for action made by the Hertfordshire Environment Forum in 1995. The consensus amongst members of the two organisations is that Hertfordshire needs to conserve its Earth heritage sites for the following reasons:



- ◆ To provide an essential teaching facility for schools, colleges and universities
- ◆ To act as a focus for leisure activities and tourism
- ◆ Many sites have associated aesthetic, amenity, historical, cultural and wildlife value
- ◆ To preserve the heritage for the future as part of a sustainable approach
- ◆ To allow research for the advancement of science and for the success of industry
- ◆ To train earth scientists

Hertfordshire's strategy for the conservation of Earth heritage sites, *The Hertfordshire Geology Strategy*, sits alongside similar documents for the county's archaeology, biodiversity, landscape, Local Environment Agency Plans (LEAPs), soils, and historic features. Together these strategies help ensure that those heritage features which we value now can contribute to the quality of life in the future, whatever other development is necessary.

The Strategy Steering Team consisted of representatives of the Hertfordshire Countryside Forum, the minerals industry, the County Council Environment Department, English Nature, the Herts and Middlesex Wildlife Trust and the Hertfordshire RIGS Group.

To secure consensus, the draft strategy was discussed with key partners in the Strategy Steering Team and then wider consultation through the Hertfordshire Countryside Forum followed thereafter. It draws on existing knowledge to answer the key questions:



- ◆ What are the key geological/landscape sites in Hertfordshire?
- ◆ How important are they?
- ◆ How many of each do we have?
- ◆ What is needed to conserve and enhance this resource?

The main aim of the strategy is to prepare a series of action plans each with long-term aims and targets. These will guide work on identifying, protecting, restoring and re-creating, landforms and rock exposures including key localities such as Sites of Special Scientific Interest (SSSIs), Local Nature Reserves (LNRs) and Regionally Important Geological Sites (RIGS).

The strategy also aims to increase public awareness in geological site conservation and, to this end, gives a brief jargon-free guide to the geological history, landscape and soils of Hertfordshire. A list of important sites are given in the appendix.

For further information please contact:

David Curry

Hertfordshire RIGS Group

St Albans Museum

Hatfield Road

St Albans

Hertfordshire AL1 3RR

☎ (01727) 819340

f: (01727) 837472