

Housing and Property Services

Getting Involved

**A guide to starting and running a
Tenants' and Residents' Association**

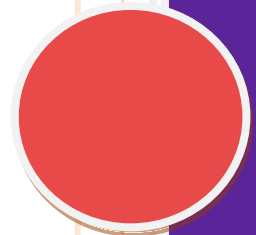
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March 2012

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Session 1 – Committee Skills



Agenda - Committee Training Session 1 – Committee Skills

- 1) Welcome and Introductions
- 2) Register of Attendees
- 3) Minutes of public meeting
- 4) The Role of TCOs
- 5) Getting Organised
- 6) Reconfirm the boundaries of the Association
- 7) Training Exercise –
Office Bearer's and Committee Members' Roles
- 8) Roles and Responsibilities of the Office Bearers and Committee Members:
 - a) The Role of the Chairperson
 - b) The Role of the Secretary
 - i) Taking Minutes
 - ii) Example Agenda
 - iii) Example Minutes
 - iv) Booking a Venue
 - c) The Role of the Treasurer
 - i) Opening and Operating a Bank Account
 - ii) Keeping a Track of the Money
 - iii) Managing Petty Cash
 - iv) Presenting Financial Statements
- 9) The Role of the General Committee Member
- 10) Annual General Meeting
- 11) Model Constitution
- 12) Tenant Participation Code of Conduct
- 13) Question and Answer Session
- 14) Any Other Business
- 15) Thank you and Close Meeting

The Role of the Tenant Consultation Officer

There are several aspects to the job of a Tenant Consultation Officer (TCO), but the principal role is to assist tenants and residents represent their views in discussions with your landlord (Renfrewshire Council) regarding the delivery and development of services.

This is done in several ways:

Tenants' and Residents' Associations (TRAs)

Tenant Consultation Officer (TCO) is the initial point of enquiry for tenants and residents wanting to establish an association. TCO organises and Chairs the initial meetings (i.e. 2 x public meetings and 3 x training sessions to ensure the association meets registration requirements). Thereafter TCO offers advice and assistance to the office bearers and members in the running of the association, e.g. organise training, attend the Annual General Meeting (AGM) and offer advice on grant funding.

Renfrewshire Tenant Involvement Structure

TCO also assists Tenants' and Residents' Association representatives participate in a variety of forums and tenant / officer working groups where tenant representatives are able to discuss current issues. These include:

- The Council-wide Forum
- The Council-wide Housing Executive
- 9 x Neighbourhood Housing Forums
- Tenant / Officer Working Groups:
 - Repairs Working Group

For further assistance and advice regarding setting up and running a Tenants' and Residents' Association please contact our tenant consultation officer - Alasdair Miller:

- **Write to us or visit:**
Strategy and Development Section
Housing and Property Services
Renfrewshire Council
Renfrewshire House
Cotton Street
Paisley
PA1 1JD
- **phone:** 0141 840 3670
- **email:** tp.hps@renfrewshire.gov.uk or alsadair.miller@renfrewshire.gov.uk

Getting Organised!

1. What do you think the group should be called?
(Should it be for tenants and residents? Should it be called a Tenants' Association or an Action Group?)

2. What area / streets do you want the group to cover?

3. How often do you want to:
 - meet as a committee?
 - hold a public meeting?

4. How do you want the committee to be organised?
(maximum numbers, type of office bearers, quorum, need for sub-committees - new tenants, youth facilitators, social events).
The committee should aim to involve as many members as possible.

5. When will you meet and where?

6. Who will be your:
 - Chairperson?
 - Secretary?
 - Treasurer?

7. What role do you think other committee members can play?

What are the duties of the various office bearers and committee members?

Identify which committee members and/or office bearers would be responsible for each of the duties listed. Remember some duties may be shared between office bearers or all of the committee.

1. Ensuring that all committee members' views are heard.
2. Booking a hall for a public meeting the committee has decided to call.
3. Bringing up all correspondence at committee meetings.
4. Entering a record of a grant received into the accounts.
5. Paying out travelling expenses.
6. Drafting minutes of the last committee meeting.
7. Signing cheques for money the association has decided to spend.
8. Preparing the agenda for the next meeting.
9. Ensuring orderly debate about any matter being discussed in a committee meeting.
10. Representing the Association's view to a newspaper reporter.
11. Deciding to spend money on stationery.
12. Taking decisions for the committee between meetings.
13. Writing any letters that should be sent.
14. Attending training courses or conferences.
15. Reporting on the state of the books at committee meetings
16. Advising the committee about the financial consequences it takes.
17. Collecting background information about agenda items before a committee meeting.
18. Organising and maintaining the filing systems.

The Role of the Chairperson

Success (or otherwise) of a meeting can depend upon how it is chaired. The Chairperson is the person who makes sure things get done; not the person who does everything.

There are two basic jobs the Chairperson should do:

1. Guide the group to achieve its aims
2. Chair the meeting of the group

Some of the duties of the Chairperson are as follows:

- Know the constitution
- Liaise with the secretary on the agenda and meeting arrangements
- Welcome members and introduce guests
- Ensure fair discussion
- Stop anyone taking over, dominating discussions
- Sum up problems, points, decisions
- Keep order / ensure a chance for all to have their say
- Get through the agenda on time
- Help prepare agendas
- Ensure decisions are carried out

A Chairperson should always have:

- A diary
- Necessary paperwork for the meeting, e.g. agenda, minutes, reports
- Notepad & pen
- Folder to keep all your paperwork
- Chairperson's Hammer (to keep order if everybody is talking at once)
- Watch (to ensure meetings keep to time)

The Role of the Secretary

A good Secretary must be reliable and efficient. He/she will pay strict attention to matters of detail and ensure incoming letters receive prompt replies.

It is important that the Secretary's name, address and telephone number are well publicised to landlords and organisations that want to make contact with the committee.

Before the meeting:

- Arrangements and an agenda for the meeting should be prepared in consultation with the Chairperson (to book a Council Community Centre, School or Town Hall see overleaf)
- A suitable venue for the meeting should be organised and a speaker arranged if necessary
- A notice of the meeting and agenda should be sent to all committee members so that they will receive them at least a week before the meeting is arranged. Agendas should be sent out for all meetings even if they are held at the same time and place each week or month
- The Secretary must keep a complete, approved and signed up to date set of minutes
- Ensure that all correspondence has been dealt with, and where necessary, obtain replies of the next meeting
- Keep an accurate filing system which includes copies of all minutes of meetings and relevant paperwork

At the meeting:

- Keep a record of everyone attending the meeting or collect their signatures in an attendance book. Apologies for absences should also be recorded
- Ensure that a quorum is present before any business is done
- Read the minutes of the previous meeting (unless already sent out) and obtain the Chairperson's signature for the official copy
- Read out all correspondence received and report any action taken since last meeting
- Ensure that the Chairperson is supplied with all the necessary papers and information relevant to the meeting

The Secretary should have:

- A diary
- Necessary paperwork for the meeting, e.g. agenda, minutes, reports
- Notepad and pen
- Folder to keep all your paperwork
- Headed notepaper
- Stamps and envelopes
- Access to a computer or typewriter

Taking Minutes - Quick and easy guide to taking minutes

Minutes are simple notes taken during the meeting to remind you what was discussed and agreed. They don't need to be long or complicated, in fancy language or perfect grammar. They do need to record clearly and simply what decisions were made at the meeting and who is going to carry them out. Some sample minutes are attached to the back of this sheet.

It is Secretary's job to take minutes.

Why is it important to have minutes?

- It is useful to have written record of the meeting, what you've decided to do and who is going to do it – memories are unreliable! This is true even if the meeting is very small and informal
- Minutes keep members of the Association who weren't able to attend a meeting informed about what went on

What tasks are involved in taking minutes?

- The basic tasks for the minute-taker are:
- Taking rough notes during your meeting
- Writing these notes neatly or typing them out
- Copying and distributing them to relevant people
- Keeping all minutes together in a file for future reference

What should you write down?

One of the most difficult things about taking minutes is knowing what to write down and what to leave out. Keep these three central points in mind:

- Don't try to write everything down - it's impossible and not useful
- Concentrate on **what** has been decided and **who** is going to do it
- Don't worry about producing the perfect minutes – it's not a test or a competition

Sort out the basics

- Make sure you have a copy of the agenda to follow. If the agenda is produced in advance of the meeting, read it carefully and if possible go over it with the Chair
- Get a decent pad of paper and some good pens
- Make up an attendance sheet in advance, and pass this around for people to sign
- Have the file of past minutes with you, in case any questions come up about decisions from previous meetings

Writing rough notes

- The rough notes you take at the meeting need to be clear when you come to write them up! The following things can help:
- Start the page with the name of your association, date and place of meeting
- Always put an underlined heading for each separate item
- Leave a few lines space between one item and the next, so you have room to add other points if the discussion comes back to it later in the meeting
- Underline or highlight decisions and who has agreed to do what

- Remember that minutes need to be understood by someone who wasn't at the meeting, so you need to give a bit of background. For example, put *'the people in High Court were disgusted by the rubbish in the street'* rather than *'they all thought it was disgusting'*.
- The most important thing is to write the minutes up **quickly**. Don't put the job off for weeks – it makes a **huge** difference as the meeting is still fresh in your mind

Some common problems

- There are some things that make every minute-taker's life difficult. Here are some of the most common problems:
- It is difficult to know exactly what *has* been agreed. No one is sticking to the point and lots of different suggestions are being made about what to do
- The discussion jumps from one item to another before any of them are finished
- Everyone is talking at once, and you can't follow the discussion
- There is a long, confusing discussion and you don't know which bits are important to get down
- You have been very involved in a particular issue and want to say things, but can't minute at the same time
- You are nervous about getting it right

Some solutions

- If a meeting is well run it makes taking the minutes much easier. It's the Chair's job to keep the meeting in order – but they can only do this with the co-operation of everyone at the meeting
- One idea is to discuss and agree together some guidelines by which you'll run your meetings – for example not interrupting, putting your hand up when you want to talk, keeping to the agenda item under discussion
- Feel free to point out that it is impossible to take minutes if everyone is talking at once and not following the agenda
- If it's not clear what decision has been made, ask the Chair to clarify this
- If there is a particularly important or controversial decision it can be useful to check what you are writing down with the meeting. For example, *'so the meeting wants it minuted that we have agreed to boycott all Council meetings until they meet our demands.'*
- If you are concentrating on taking minutes it does limit how much you can join in the meeting – it goes with the job. If there is an item where you have been centrally involved and have a lot to say, think about asking someone else to take minutes just for that item

Some more solutions...

- If there is a long discussion try to pick out the main points and list them. For example, *'There was a long discussion about rubbish collections and the following points were made...'*
- Discuss the agenda with the Chair before the meeting – the clearer you are about the content of the meeting, the easier it is to minute it
- Go through your minutes with the Chair after the meeting. It can be helpful to check through what you've written with someone else
- Don't worry if your minutes aren't perfect – this won't really matter, and like everything it gets easier the more you do it

Golden Rules

The main things to remember when you are taking minutes are:

- Don't try to write everything down
- Concentrate on writing down *what* has been decided and *who* is going to do it
- Give each item a separate heading
- Write your rough notes up *soon* after the meeting

High Court Tenants' and Residents' Association

Agenda

Thursday 20 December 2007 at 7.30 PM
High Street Community Centre.

- 1) Apologies
- 2) Minutes from Previous Meeting
- 3) Matters Arising
- 4) Correspondence
- 5) Treasurer's Report
- 6) Condition of the communal areas of the estate
- 7) Extension to the community centre
- 8) Training Seminar
- 9) Any Other Business
- 10) Date of Next Meeting

High Court Tenants' and Residents' Association

Minutes

High Park Tenants' and Residents' Association Committee Meeting held on Thursday 20 December 2007 at 7.30 PM within High Street Community Centre.

Attendance: *'outline all those who attended'*

1) Apologies

2) Minutes from Previous Meeting

The minutes from Thursday 15 November 2007 were read and approved.

3) Matters Arising

Decision on the grant for landscaping the area has been deferred for a further six months.

4) Correspondence

- a) Letter received from Housing and Social Work Services inviting the group to an annual tenants conference. It is agreed that the chairperson will attend.
- b) Letter received from Freeland Building Contractors. No further action required.
- c) Leaflet from the Tenants Information Service about new strategies for participation. This will be distributed to all members.

5) Treasurer's Report

The treasurer outlined the financial statement for the month ending the 30 November 2007. The group has £325.00 in the bank account and is also due to receive £85 from a recent sponsored walk. It was agreed that train fares would be given to two members to attend the National Tenants Conference in Dundee. It is necessary that receipts of travel are given to the treasurer.

6) Condition of the communal areas of the estate

Ian reported the results of the recent estate inspection and outlined that there were a number of areas for concern. Firstly that the landscaped area between flats had become a dumping ground for excess rubbish and the surrounding plants were being destroyed by children playing football. It was agreed that a solution to the situation had to be found and that all members had to think of possible proposals for regenerating the area for the next committee meeting.

ACTION: ALL

7) Extension to the community centre

Sally reported the outcome of her meeting with the Council on the development of an extension to the local community centre. Copies of the proposed plans were distributed to all committee members for discussion at the next meeting. Sally informs the meeting that a meeting has been arranged with the Council for six weeks time in order for the committee to provide feedback.

ACTION: ALL

8) Training Seminar

Angus reported that the presentation skills workshop has been set for Tuesday 19 February 2008. It is agreed that it would be most useful if John and Sally attend and each produce a report on the key outcomes of the course that could be discussed at the next meeting.

ACTION: JOHN AND SALLY

9) Any Other Business

Lorna reminded the group that all the money raised from the sponsored walk had not been collected and returned. The committee was asked if this could be done as soon as possible.

10) Date of Next Meeting

The date of the next meeting will be held on Thursday 17 January 2008 at 7.30 PM in the High Street Community Centre.

Booking a Venue

Community Centres, Schools and Town Halls

The Council's Leisure Services deal with bookings for Community Centres, Schools and Town Halls from their offices at,

Johnstone Town Hall
Ludovic Square
Johnstone

Telephone number (bookings) 01505 335550.

Check the availability for your booking(s) with them and request a booking form is sent to you.

For single bookings a deposit must be paid prior to the date of your booking, either in person at Johnstone Town Hall or by sending a cheque.

For serial bookings an invoice will be issued.

Paisley Town Hall

Bookings for Paisley Town Hall must be done directly with the venue, either in person or by phoning 0141 887 1007.

Top Tips

When organising events which involve your members, try to ensure that consideration is given to the following:

- Location and timing of meetings
- Meeting venues are barrier free (Is the venue wheelchair accessible – most Council buildings are.)
- Crèche facilities

The Role of the Treasurer

Every Tenants' and Residents' Association (TRA) should make sure a Treasurer is appointed to handle the money coming in and going out of the Association.

- The Treasurer should keep a clear and accurate book-keeping system and should be able to handle figures (see Keeping a Track of the Money);
- The Treasurer should keep a clear and accurate filing system which is maintained to ensure receipts and other paperwork are available to backup all items of expenditure and income;
- The Treasurer should open and manage a bank account (see overleaf);
- The Treasurer is responsible for the proper handling of the finances of the organisation, but not the actual raising of money;
- The Treasurer will be one of the three officers of the committee authorised to draw out money. Normally two out of three of the signatories are required when money is withdrawn.

Before the meeting:

- The Treasurer should prepare a financial report before each meeting. The report must include all transactions from the start of the TRA's financial year to date. Transactions must be reconciled against bank statements, although transactions occurring after receipt of the most recent statement but before the date of the meeting will not be able to be reconciled at that time.
- The Treasurer should check members have paid their subscription (if applicable) and ensure all approved bills are paid.

At the meeting:

- The Treasurer should present a report of money paid into the;
- The Treasurer should bring all the account books to the meeting so that he/she can answer any questions;
- The Treasurer should advise on the amount of money available for the group's work and warn of excess expenditure;
- The Treasurer should collect any subscription (if appropriate);
- Any financial decisions must be made at the meeting and recorded in the minutes.

At the Annual General Meeting (AGM):

- The Treasurer should prepare a statement for audit prior to the AGM account (see Presenting Financial Statements);
- The Treasurer should present the balance sheet and financial statement at the AGM after they have received the audited accounts.

The Treasurer should have:

A diary;
Money box;
Cheque book;
Accounts book;
Folder for receipts;

Receipt book;
Bank book;
Petty cash book;
Notepad and pen;
Necessary paperwork for the meeting,
e.g. agenda, minutes, reports.

Opening a Bank Account

Opening a Treasurer's Account

Once your Tenants' and Residents' Association (TRA) has been set up and your constitution is agreed, a financial account must be opened up with a bank or building society. If you wish to receive grants from the Council or any other body they will insist on seeing your bank details. Once you have decided which bank you wish to use, ask for a treasurer's account for a group or organisation. The bank or building society will give you a form which must be completed by the Treasurer on behalf of the TRA. The form will also require the signatures of committee members for the cheque book. Normally banks or building societies will ask for three signatures. This is usually the Chairperson, Secretary and Treasurer. (Signatories should not be from the same family). Two signatories are required to withdraw any money from the account.

Constitution

The bank or building society will ask for a copy of your constitution which should be signed by the Chairperson and Secretary on the date it was approved. The bank or Building society will keep this for their records.

Proof of Identity

It is likely that you will be asked for proof of identity when you go to open the account. So remember to take some with you. Your passport is the best proof of ID (if you have one). You could also use your driver's license or a utility bill.

Money to deposit to open account

Your Committee may have to consider asking members for a small fee to get the TRA started.

Change in Office Bearers

If you change the office bearers and therefore the signatories of the bank account, you have to inform the bank or building society. They will issue you with a form for the new signatories and again will want a copy of your minutes where the changes were agreed. It is a good idea to ask the bank for a "change of signatories" form prior to the AGM or special meeting called for the purpose and deal with any changes within four weeks.

Closing the Account

If your TRA decides to close the account you will have to call a special general meeting of the TRA to agree this. Any funding that you have from grant making bodies will require to be returned to them before dissolving the TRA. Again the bank will want to see the minute of this agreement.

Things to consider when opening a bank account

- The **location** of the bank – you may want to use your local branch for ease of access
- Bank **opening hours** – again this is about ease of access – some smaller local branches may have restricted opening hours
- Whether or not there is a minimum or maximum balances required for the account
 - **Minimum balance** – some banks require that a minimum amount of money is always available in the account – you may be charged if your balance goes under that amount
 - **Maximum balance** – Some banks have a maximum limit that you are allowed to keep in you account, usually £500,000
- **Deduction of tax** – Some banks operate a system where voluntary organisations receive bank interest gross – this means that no deduction of tax is made from your account
- **Transaction Charges** – this is worth checking out! Some banks do charge for transactions whereas some do not
- **Credit Search** – most banks will, do a credit search of the person(s) opening the account

Things you need when opening an account!

- ✓ Complete Application form
- ✓ Personal identification (passport or drivers licence, etc)
- ✓ At least three agreed signatories
- ✓ Group Constitution
- ✓ Copy of minute of you meeting that agreed opening a bank account

Banks and Buildings Societies in Renfrewshire

Many of the high street banks and building societies have branches located in the towns and villages of Renfrewshire:

- Bishopton
- Bridge of Weir
- Erskine
- Johnstone
- Paisley
- Renfrew

Keeping a Track of the Money

A proper record needs to be kept of all income and expenditure which will run for each financial year. In order to keep track of the money, you need to get a ledger book from a local stationary shop. (They will also sell petty cash receipts and cash boxes). Remember keeping a ledger is a term used in accounting for filing information. In a ledger book mark out columns as suggested below:

Date	Cheque No.	Description	Income (£)	Expenditure (£)	Balance (£)
01/02/07		Previous Balance	120.00		120.00
01/02/07		Council Grant	200.00		320.00
01/02/07	001	Petty Cash		30.00	290.00
10/02/07	002	Travel Expenses		50.00	240.00
20/02/07	003	Stationary		40.50	199.50
26/02/07		Raffle Money	115.00		314.50
28/02/07	004	Hall Lets		32.00	282.50
TOTAL			435.00	152.50	<u>282.50</u>
01/03/07		Balance brought forward			282.50

Example of keeping an Accounts System.

Notes:

1. In this system expenditure is recorded in **bold text**. However you can also record expenditure in a different coloured ink.
2. At the end of each month, check that the bank statement matches up with your accounts. It is important to keep a record in your accounts of the cheque numbers and tick against the bank statement. (Sometimes this is not possible as statement dates do not always go to the end of the month and you may have to work on two statements at a time).
3. Keep all bank statements and receipts in a folder.

Petty Cash

Petty cash is a method of keeping small amounts of cash available to pay general items. TRAs often keep a record of their petty cash at the back of their ledger book. **No money should be issued without a receipt.** You can record your petty cash in a similar way to your main accounting system. Here is an example of recording information for petty cash.

Date	Description	Income (£)	Date	Description	Expenditure (£)
31/01/07	Cash in hand	2.14	03/05/07	Postage	3.20
01/02/07	Received from Bank	30.00	07/07/07	Stationary	6.27
02/03/07	Membership	2.00	27/09/07	Photocopying	3.96
14/04/07	Membership	2.00	29/10/07	Misc. (tea/coffee)	5.97
	Total	36.14		Total	19.40
	Cash in hand	16.74		Balance	16.74

Top Tips

- Make sure you keep all receipts for every item. If it is not clear what it is for write it on the back of the receipt.
- It's a good idea to clip receipts together for each month.
- This will make it easier to answer questions relating to the accounts if asked and it will assist your auditor to conduct the annual audit of your accounts.

Presenting Financial Statements

At the Annual General Meeting (AGM) of the Tenants' and Residents' Association (TRA) the Treasurer has to present a financial statement or reconciliation. This is a record showing that your financial statement is the same as the bank statement.

This means that approximately a month before the AGM the Treasurer has to have the accounts audited. This does not mean the TRA having to go to the expense of hiring an expensive accountant. Normally two people are appointed at every AGM to act as Auditors. This should be someone with financial skills, totally independent of the TRA. (It cannot be members of the Treasurer's family or any members of the TRA).

The "Auditor" will check your monthly accounting, bank statements and receipts. The following is an example of an end of year financial "Reconciliation".

High Court Tenants' and Residents' Association				
Balance sheet from 01/04/06 to 31/03/07				
INCOME (£)			EXPENDITURE (£)	
Balance Brought Forward	205.02		Hall lets 10 x £3.80	38.00
Administration grant	300.00		Blue Dolphin Ink	35.00
Local Grant	300.00		Scanner	27.84
			Laptop	250.00
			Telephone expenses	40.00
			Subscriptions (TIS)	10.00
			Stamps & Stationary	10.00
			Computer repair	28.00
			Travel expenses 470 miles @ 20p	94.00
Total Income	805.02		Total Expenditure	532.84
Balance as at 31 March 2007			£272.18	
The above financial statement is accepted as being correct on behalf of the Association by:				
Signed:	Print Name (Treasurer):		Date:	
Signed:	Print Name (Chairperson):		Date:	
Having examined the books, receipts, cheques and bank statements, I find all to be correct as at 31 March 2007.				
Signed:	Print Name (Auditor):		Date:	
Signed:	Print Name (Auditor):		Date:	

The Role of a Committee Member

A Committee Member may not have any special title or task, but their presence on a Committee is just as important as that of the office bearers.

Some duties of the ordinary members are as follows:

- Attend meetings/start on time;
- Stick to the agenda;
- Support the group/work as a team;
- Take action on tasks identified from the previous minute;
- Vote on issues;
- Discourage domination by one or a few;
- Assist with projects, fund raising, etc.;
- Support and encourage quieter members;
- Abide by the decisions of the group;
- Encourage membership;
- Listen to each other;
- Feedback to the committee;
- Aim towards constructive discussion and decisions;
- Help with advertising, distributing pamphlets, etc.;
- Elect office bearers;
- Put forward ideas;
- Make suggestions.

A good committee member should always have:

- A diary;
- Necessary paperwork for the meeting, e.g. agenda, minutes, reports;
- Notepad and pen;
- Folder to keep all your paperwork.

Annual General Meeting

An Association must hold an Annual General Meeting (AGM) every year. The purpose of the meeting is to: discuss the business of the previous year (including Secretary's and Treasurer's reports), to receive and approve the Auditors' Report and to elect Committee Members and Auditors.

The Association should hold their AGM at the same time every year as detailed in the Constitution.

The Secretary shall advertise the AGM locally not less than **fourteen** days prior to the meeting. Also, the Secretary on behalf of the Association should invite the Tenant Consultation Officer (TCO) to the AGM to oversee the election of the new Committee.

At this public meeting the Committee Members will report on the business and finances of the Association for the previous year.

The election of the new Committee (including a Chairperson, Secretary and Treasurer) will be conducted at the AGM. At each AGM the committee members will stand down but can be nominated for re-election.

Two people, independent of the committee, should be elected at the AGM to audit the accounts for the forthcoming financial year.

Changes to the Constitution

The constitution may only be amended at the Annual General Meeting. All proposed changes to the constitution must be submitted in writing to the secretary at least **twenty one** days before the Annual General Meeting. All members must be notified of the proposed changes at least **fourteen** days in advance of the meeting. Any changes to be adopted to the constitution must be agreed by a simple majority of those present at the Annual General Meeting.

Following the AGM the Association should send the following documentation to the Tenant Consultation Officers within **one month** of the meeting:

- A copy of the minute of the AGM;
- The names and addresses of the Association's committee and office bearers;
- The names and addresses of the other members in attendance;
- The signed audited accounts approved at the AGM.

Model Constitution

Constitution of _____

Tenants and Residents' Association

1. Name of Association

The name of the Association shall be _____ Tenants' and Residents' Association.

2. Aims of the Association

(a) To represent the residents of _____ Tenants' and Residents' Association within the geographical area listed in Appendix 'A'.

(b) To improve the physical, social and cultural conditions of the members and shall be non political, non racial and non sectarian.

3. Membership

Membership of the association shall be open, regardless of race, age, sex, religion, sexual orientation or political opinion to all tenants and residents of the above area.

4. Committee

- (i) A committee shall be elected at the Annual General Meeting of the Association to carry out the business of the Association.
- (ii) The committee shall consist of at least 3 members and include within their number a **Chairperson, Secretary, Treasurer, and _____** and _____ general members.
- (iii) Vacancies on the committee may be filled by election at a general meeting. Only members of the Association may stand for election.
- (iv) At each Annual General Meeting the committee members will stand down but can be nominated for re-election. Should vacancies arise in the course of the year new members can be co-opted on and this appointment should be endorsed at the next public meeting of the association.
- (v) The committee office bearers shall carry out the duties on behalf of the Association in an honest and fair-minded manner. Any decisions reached shall be in accordance with the aims of the association
- (vi) Committee meetings will be held every _____. Any member may request to attend the committee meetings by submitting a letter stating why they wish to attend the meeting. Consent to attend should not be withheld without a valid reason and such reason must be given to the member.
- (vii) A quorum for a committee meeting will be _____ members.

- (viii) Committee members can be removed from office if they do not attend three meetings without submitting apologies or by moving out of the area.
- (ix) Committee members must declare any interest that they may have in the topic under discussion and forfeit their right to vote on any decision taken.

5. Conduct of Business or Standing Orders

- (i) Members may only speak through the chair.
- (ii) Decisions will be made by simple majority, voted on by a show of hands or secret ballot.
- (iii) Meetings will end at a time agreed by the Committee.
- (iv) Any offensive behaviour, including racist, ageist, sexist or inflammatory remarks will not be permitted.
- (v) Any member who consistently brings the group into disrepute or refuses to comply with the constitution shall be expelled on two thirds majority vote of the full committee.
- (vi) Any such member shall have the right to appeal within twenty-eight days of the expulsion. The letter of expulsion must detail the right to appeal and give a closing date for reply. The appeal shall be heard by the membership at a Special General Meeting called for that purpose.
- (vii) The secretary shall deal with all correspondence.
- (viii) Agendas will be distributed to the membership at least 7 days before a meeting. Any items for inclusion on the agenda shall be forwarded to the Secretary and Chair at least 14 days before a meeting.
- (ix) Minutes shall be distributed to those attending and made available to any others no less than 28 days after a meeting.

6. Financial Accountability

- (i) The Association may raise funds by obtaining grants from other bodies or by fundraising schemes.
- (ii) All funds shall be kept in a bank account which shall be opened in the name of the Association.
- (iii) Three committee members shall be signatories on the account and all cheques shall require two of these signatures.
- (iv) Accounts shall be kept by the Treasurer, who will report to every committee meeting.
- (v) The Association must submit a statement of audited accounts to the Annual General Meeting and the Council at the end of each financial year.
- (vi) Two people, independent of the committee, should be elected at the Annual General Meeting to audit the books for the forthcoming financial year.
- (vii) All expenditure shall be agreed and controlled by the committee.

7. General Meetings

- (i) There shall be a general meeting open to all members of the Association every **three months** or at any other time if requested by a member of the Association.
- (ii) A special general meeting open to all members of the Association will be held if **ten** members submit, in writing, a request to the secretary to call such a meeting. This meeting would be called an Extraordinary General Meeting.
- (iii) All votes shall be decided by a simple majority of the members present. This applies to all meetings of the Association.
- (iv) In all these cases the secretary will publicise the meetings at least **fourteen** days in advance.

8. Annual General Meeting

- (i) There shall be an Annual General Meeting in _____ of each year. At this public meeting the committee members will report on the business and finances of the Association for the previous year. The election for the new committee will be carried out at the Annual General Meeting. Amendments to the constitution can only be voted on at the Annual General Meeting.
- (ii) No general meeting or Annual General Meeting will take place if less than _____ members are present.
- (iii) A copy of the minute of the Annual General Meeting will be sent to the Tenant Liaison Officers of Renfrewshire Council within one month of the meeting.
- (iv) The Secretary shall advertise the Annual General Meeting locally not less than **fourteen** days prior to the meeting.

9. Changes to the Constitution

- (i) The constitution may only be amended at the Annual General Meeting.
- (ii) All proposed changes to the constitution must be submitted in writing to the secretary at least twenty one days before the Annual General Meeting. All members must be notified of the proposed changes at least fourteen days in advance of the meeting.
- (iii) Any changes to be adopted to the constitution must be agreed by a simple majority of those present at the Annual General Meeting.

10. Dissolution of the Association

- (i) The Association may only be dissolved by a special general meeting called for that purpose.
- (ii) Such a meeting must be advertised locally at least **fourteen** days before the meeting date.
- (iii) A proposal to dissolve the Association shall only take effect if agreed by a simple majority of those present.

- (iv) A Council Official shall be present to minute the dissolution and ensure that the Association's funds and equipment are disposed of correctly.
- (v) If a portion of any grant paid by Renfrewshire Council is unspent the balance should be forwarded to the Department of Finance and Information Technology for the attention of the Chief Accountant.
- (vi) All remaining funds and equipment relating to the Association shall be dispersed in accordance with the wishes of the majority of those present at the meeting to dissolve the Association. Any funds left or goods purchased with donations from a fund or agency shall be disposed of in accordance with any conditions attached to the award. No individual can gain from this decision. The bank account should then be closed without delay by the Treasurer.

11. Equal Opportunities Statement

- (i) We will encourage and promote active measures to ensure that all groups have equal access to participation and that no group is disadvantaged in the participation process owing to disability, age, ethnic origin and sexual orientation. When we organise events which will involve our members, we will ensure that consideration is given to the following:
 - ◆Location and timing of meetings
 - ◆Meeting venues being barrier free
 - ◆Crèche facilities

This constitution was agreed.

Chair _____

Secretary _____

Date _____

Code of Conduct

Renfrewshire Council

Tenant Participation Code of Conduct

1. Purpose

To provide the office-bearers of tenants' and residents' associations / Council officers with joint guidance on what constitutes acceptable standards of individual behaviour, and what to do when these are breached.

2. General matters

- i. All association members will operate within the rules laid down in that association's constitution.
- ii. No association member* will:
 - discriminate against any Council officer, other association member or member of the public on the basis of their nationality, race, religion, sex, sexual orientation, age or disability. Discriminatory language – verbal or written – will not be tolerated;
 - speak or write on behalf of the association without a mandate to do so. Any correspondence sent on behalf of an association should be made available to members of that association;
 - use abusive, offensive, or threatening language; or
 - use or threaten violence.
- iii. Individuals may be affiliated to / members of a political party but they may not represent that political party in their role as an office-bearer of the association*.
- iv. Specific cases should not be mentioned where this could result in embarrassment to / identification of an individual.
- v. Confidential information about individual circumstances may only be disclosed with the consent of the individual concerned.
- vi. Elected tenant representatives must not seek or expect special treatment because of their position.

[Please Note: Council officers are subject to similar conditions as part of their contract of employment.]*

3. Behaviour at meetings

- i. Everyone has the right to be treated with dignity and respect, and must not be subjected to personal abuse.
- ii. The conduct of meetings is a matter for the chairperson of that meeting. Chairpersons shall ensure that all those attending comply with this code of conduct. Refusal to comply may result in the individual concerned being excluded from the meeting and / or disciplined as outlined in 4, below.
- iii. All those attending meetings will:
 - be courteous to each other and support and assist others in seeking the best possible solution to problems being discussed;

- allow each other the opportunity to speak and comment;
- follow the guidance of the Chairperson in the conduct of the meeting; and
- keep to the agenda, and to help each other reach effective decisions.

iv. Tenant representatives must:

- represent the views of the association, not necessarily their own;
- remember that the purpose of most meetings is to benefit residents generally and not specific individuals – except where a particular case highlights issues of general concern;
- disclose any special interest that could affect or influence their approach to the matter under discussion;
- refrain from asking officers to express their personal views about the policies, management, staff or elected members of the Council;
- make requests upon staff in a constructive manner; and
- consider the rights of individual residents and the duties of officers when proposing solutions to problems.

v. Council officers must:

- represent the views of the Council, not necessarily their own;
- value the input of tenant representatives;
- listen without making assumptions; and
- actively seek constructive solutions to problems raised.

Local Customer Service Managers (or another officer deputising for them) will normally attend tenants' and residents' association meetings in their area where specifically requested to do so – provided they are given at least 14 days written notice of the meeting, a copy of the agenda and minute of the previous meeting.

Where associations invite officers to attend a meeting, they shall not expect them to respond to issues raised in connection with any item not specifically noted on the papers supplied to them as part of the invitation to attend.

4. Breaches of the Code of Conduct

- Council officers reserve the right to refuse to deal with individuals who threaten them with violence, or who use offensive, threatening or abusive language.
- Council officers who fail to observe the terms of this code of conduct lay themselves open to disciplinary action (under the Council's agreed Disciplinary Procedures). Complaints about officers' behaviour should be made in writing to the Director of Housing and Property Services.
- Where an association member fails to observe the terms of this code of conduct, disciplinary action shall be a matter for the association to address in terms of its constitution. However, where they consider that an association is failing to adequately address serious or repeated breaches of this code of conduct, Council officers may submit a report to the Housing and Community Services Policy Board recommending the suspension or withdrawal of that association's registered status.

Session 2 – Renfrewshire Council

Agenda - Committee Training Session 2 – Renfrewshire Council

- 1) Welcome and Introductions
- 2) Register of Attendees
- 3) Minutes of Training Session 1
- 4) The Council and Housing and Property Services
- 5) Role of Councillors
- 6) Customer Service Centres
- 7) Questions and Answer Session
- 8) Any Other Business
- 9) Thank you and Close Meeting

Renfrewshire Council

Chief Executive Services

The **Chief Executive** is head of the Council's paid service and has overall responsibility management of the organisation

The service includes:

- **Senior Management Team and Administrative Team**
- **Corporate Policy and Performance Team**
- **Communications Team**
- **Partnership**
- **Civil Contingencies Team**

Education and Leisure Services

The service includes:

- **Children's Services**
- **Planning and Community Services**
- **Resource Services**

Environmental Services

The service includes:

- **Operations Group** (Amenity Services, Site Services and Regulatory Services)
- **Resource**

Finance and Corporate Services

The service includes:

- **Corporate Finance and Operational Services**
- **HR and Organisational Development**
- **Legal and Administrative Services**
- **Strategic Procurement**
- **Reform and Change Management**
- **Internal Audit**

Housing and Property Services

The service includes:

- **Building Services**
- **Housing Services**
 - Housing Services
 - Homelessness and Community Services
 - Housing Strategy and Development
 - Housing Investment
 - Finance and Surveying
- **Property Services**
 - Asset Management
 - Energy Management
 - Technical Services

Planning and Transport Services

The service includes:

- **Transportation**
- **Economic Development**
- **Business Support**
- **Operations**

Social Work Services

The service includes:

- **Child Care and Criminal Justice:**
- **Adult Services**
- **Resources and Support**

Further information on Renfrewshire Council services can be found at www.renfrewshire.gov.uk

Councillors

What do Councillors do?

Councillors have a wide-ranging role, however broadly speaking Councillors have three main areas of responsibility:

- ward representation
- policy setting and decision-making
- community leadership

Ward representation

Renfrewshire Council is divided up into 11 areas – known as wards – and each ward elects three or four Councillors.

For many Councillors, representing their ward is the most important aspect of their role. This can involve lots of different things but usually means Councillors will spend time:

- listening to the views of local people so that they know what problems and issues exist in their ward;
- ensuring that the needs of their ward are taken into account when the Council is making decisions about how it is run, what services it should provide and how it should spend its money;
- working with Council officers to bring about improvements to their ward;
- holding surgeries where local people can drop in with enquiries about the Council;
- getting involved in local campaigns; and
- offering support to local schools, community groups, businesses and other organisations.

Policy Setting and Decision-making

All Councillors are involved in making decisions about how the Council is run, what services the Council should provide, and how the Council should spend its money.

The full Council is made up of all 40 Councillors and is responsible for setting the Council's overall policy and budgetary framework. This includes making decisions about major Council strategies, agreeing the Council's annual budget and approving the level of council tax each year.

Renfrewshire Council carries out its functions by dividing the responsibility for the administration of services among a group of boards. Each board has a particular set of responsibilities. These boards are:

- Adoption and Fostering Panel
- Appeals Board
- Appointment Board
- Community and Family Care Policy
- Investment Review Board
- Leadership Board
- Local Area Committees
- Petitions

Board

- Education Policy Board
- Emergencies Board
- Environment and Infrastructure Policy Board
- General Management and Finance Policy Board
- Housing and Community Safety Policy Board
- Planning and Economic Development Policy Board
- Regulatory Functions Board
- Scrutiny and Petitions Board
- Sounding Board

Community leadership

The Council is not the only organisation which affects the quality of the local area. Lots of other organisations and agencies play an important role too, from public services such as the NHS and the police to businesses, charities, and voluntary and community groups. Community leadership is about ensuring that these organisations all work together with the Council to make Renfrewshire a better place for the residents who live and work here.

Since Councillors cannot tell these other organisations what to do, the Councillor's – and Council's – role as a community leader is centred around:

- building a shared understanding across all these different organisations about which key local issues need addressing and
- co-ordinating the actions of these organisations to make sure that everyone is working together in the most effective way.

Political groups

Most Councillors are members of a political party group. Their membership of that party group will have been stated when they stood for election and that party group will generally have assisted in promoting their candidacy. Membership of such a group offers support and assistance from other Councillors who will share collective goals and aspirations. Each political group represented on the Council holds group meetings where the approach to different issues being considered by the Council will be discussed. Government guidance is that there should be no such party group discussion for matters being considered by the overview and scrutiny committees (Scrutiny Committees), the Standards Committee and those dealing with regulatory functions (Planning Applications and Licensing Committees).

The traditional view of the relationship between Councillors and officers is that Councillors make policy and officers implement it.

Inviting Councillors to Your Meeting

If you want to invite a Councillor to your meeting you must remember to invite all Councillors for your ward.

List of Renfrewshire Councillors

Ward No	Ward Name	Name	Address	Contact Number
1	Renfrew North	Derek Mackay	32 North Road, Renfrew PA4 9AS	07985 749425
		Alexander Murrin	5 Tweed Crescent, Renfrew PA4 OUF	07717 432902
		Bill Perrie	22 Leander Crescent, Renfrew PA4 OXB	07825 761949
2	Renfrew South and Gallowhill	Mary Fee	19 Percy Road, Renfrew PA4 8AZ	07768 122323
		Eddie Grady	31 Elizabethan Way, Renfrew PA4 OLY	07917 882295
		Cathy McEwan	21 Elm Avenue, Renfrew PA4 9AN	07917 882289
3	Paisley East and Ralston	Brian Lawson	24 Brabloch Crescent, Paisley PA3 4RG	0141 840 3525
		Celia Lawson	27 Ben Lui Drive, Paisley PA2 7LU	0141 840 3706
		Susan McDonald	East Lodge, 50 Darvel Crescent, Ralston, Paisley PA1 3EQ	07768 143155
4	Paisley North West	Jim Sharkey	C/O Renfrewshire, House, Cotton Street, Paisley PA1 1WD	07768 142462
		Mike Dillon	3 MacFarlane Street, Paisley PA3 1RY	07768 142369
		Terry Kelly	105 Greenhill Road, Paisley PA3 1RD	07736 838146
5	Paisley South	Kenny MacLaren	2 Avondale Drive, Paisley PA1 3TT	07768 142258
		Tommy Williams	83 Arkleston Road, Paisley PA1 3TS	07768 421294
		George Adam	01/59 Seedhill Road, Paisley PA1 1QS	07768 124819
		Eddie Devine	96 Burnfoot Crescent, Glenburn, Paisley PA2 8NP	07917 882292
6	Paisley South West	Marie McGurk	68 Southwold Road, Paisley PA1 3AL	07717 432898
		Roy Glen	51 Castle Gardens, Paisley PA2 9RA	07506 966362
		Lorraine Cameron	12 Fairway Avenue, Glenburn, Paisley PA2 8DG	07768 131368
		Jackie Green	15 Baronscourt Gardens, Paisley PA1 2TJ	0141 840 3253
7	Johnstone South, Elderslie and Howwood	Mark Macmillan	3/02 Anchor Mill, 7 Thread Street, Paisley PA1 1JR	07770 448350
		Eileen McCartin	13 Greenways Avenue, Paisley PA2 9NG	07717 432894
		John Caldwell	207 Main Road, Elderslie PA5 9ER	07769 643015
		John Hood	7 Planetree Place, Johnstone PA5 OBT	07717 432888
8	Johnstone North, Kilbarchan and Lochwinnoch	Tracie McGee	Cochranefield, 131 Beith Road, Johnstone PA5 0SE	07768 142489
		Iain McMillan	7 Swift Place, Johnstone PA5 ORY	07717 432899
		David Arthur	17 Beechburn Crescent, Lochwinnoch PA12 4EW	07768 122316
9	Houston, Crosslee and Linwood	Neil Bibby	5 Millview Crescent 2/2, Johnstone PA5 8QA	07917 882294
		Bruce McFee	36 Troubridge Avenue, Kilbarchan PA10 2AU	0141 840 3610
		David Clews	29 Oxford Road, Renfrew PA4 OSJ	07768 142027
		Audrey Doig	8 Moorburn Place, Linwood PA3 3SH	07768 130935
10	Bishopton, Bridge of Weir and Langbank	Anne Hall	C/O Renfrewshire, House, Cotton Street, Paisley PA1 1WD	0141 840 3663
		Allan Noon	8 Brierie Avenue, Crosslee, Houston PA6 7BQ	07770 647203
		Michael Holmes	93 Newtyle Road, Paisley PA1 3JY	07917 882296
11	Erskine and Inchinnan	Iain Langlands	"Colmont", Gledstane Road, Bishopton PA7 5AU	07717 436415
		Carol Puthuicheary	C/O Renfrewshire, House, Cotton Street, Paisley PA1 1WD	07717 432907
		Jim Harte	5 Semphill Avenue, Bargarran, Erskine PA8 6DQ	07717 432887
		Jim McQuade	48 Mainshill, Erskine PA8 7JD	07917 882291
		Sam Mullen	80 Mainscroft, Erskine PA8 7AP	07717 432901
		Iain Nicolson	54 Allands Avenue, Inchinnan PA4 9LG	07826 532335

Customer Service Centres

Your local Customer Service Centres (CSCs) will usually be your first point of contact for all council housing services.

The CSCs have a secure cash desk where payments can be made for council services such as rent, council tax, home help bills. They also have a free phone service that tenants can use to report repairs. General enquiries on homelessness, rent arrears and housing benefits can also be dealt with here. If the CSC staff are unable to answer your enquiry, they will be able to direct you to the person or section responsible for that particular aspect of the service.

Paisley Housing Office

Renfrewshire House
Cotton Street
Paisley
PA1 1TW

tel. 0141 840 2100

fax. 0141 840 3311

email. paisley.hps@renfrewshire.gov.uk

Housing Services staff for Paisley can be contacted through the new CSC in Renfrewshire House between 8am and 6pm, Monday to Friday.

Renfrew Housing Office

14 Renfield Street
Renfrew
PA4 8RN

tel. 0141 886 3344

fax. 0141 889 5296

email. renfrews.hps@renfrewshire.gov.uk

Johnstone Housing Office

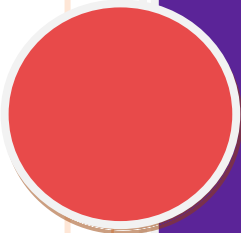
Floorsburn House
Floorsburn Street
Johnstone
PA5 8TN

tel. 01505 342250

fax. 01505 342299

email. johnstone.hps@renfrewshire.gov.uk

Session 3 – Representation and Funding



Agenda - Committee Training Session 3 – Representation and Funding

- 1) Welcome and Introductions
- 2) Register of Attendees
- 3) Minutes of Training Session 2
- 4) Confirm the following issues:
 - a) List of names of possible committee members and office bearers;
 - b) The boundaries of the association;
 - c) The regularity of the associations future committee and public meetings;
 - d) The venue for these meetings;
 - e) The grants available to the association and the method of application for these grants
- 5) Training Exercise - Aims and Objectives of the Association:
 - a) List in order of priority what will be the main aims and objectives of the Association;
 - b) One by one discuss these aims and objectives, discussing how the Association can become involved in achieving these aims
- 6) Representation and Funding
 - a) Representing and Funding Your Association
 - b) Information on grants/funding available
 - c) Annual Re-registration and Grant Application
- 7) Independent Tenant Support Organisations
- 8) Negotiation Skills
- 9) Getting Your Message Across
- 10) Questions and Answer Session
- 11) Any Other Business
- 12) Thank you and Close Meeting

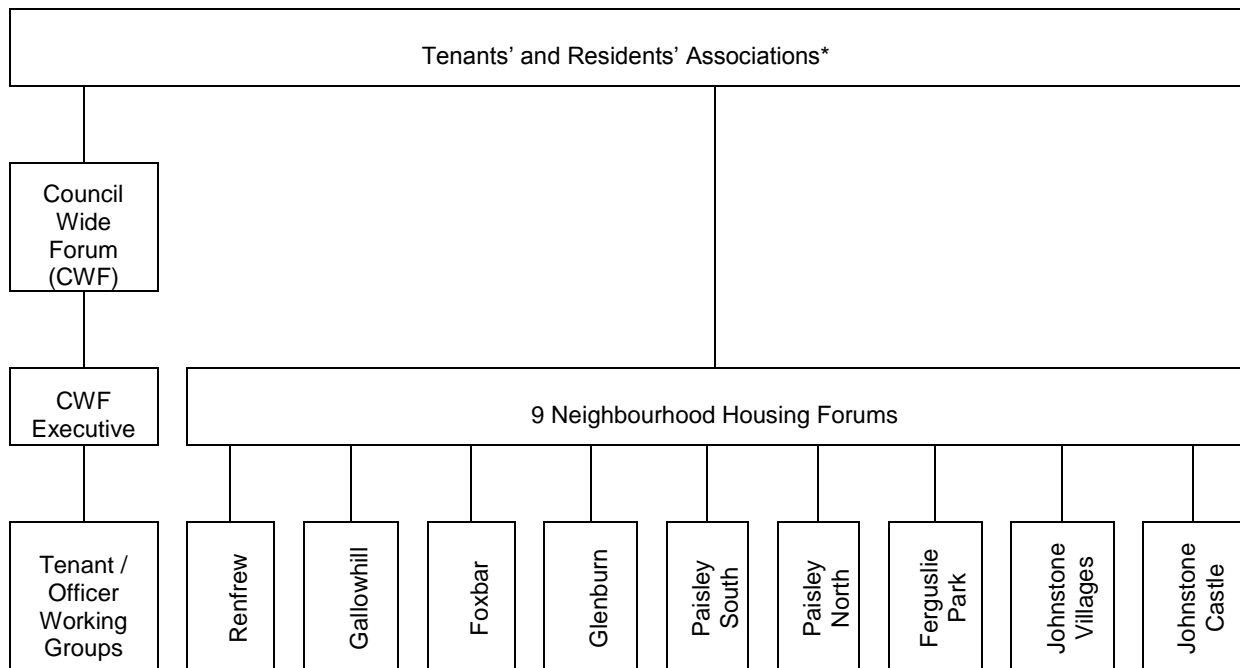
Representing Your Association

As a Tenants' and Residents' Association (TRA) representative it is useful and important to attend meetings other than your own Association's where broader issues are discussed and/or have budgets which may benefit your Association and local community.

It is also useful to include as many different members of the committee as possible in representing the Association at different meetings. This has two advantages: it reduces the number of meetings each person has to attend and gives a wide number of people an active role in the committee. Committee members should be encouraged to report back to their committee the most important points raised at the meetings they have attended.

Consultation Structure

Renfrewshire Council's Tenant Participation Strategy sets out the framework within which we seek to involve / consult with our tenants. The principal components of this framework are show in the table below.



*Tenant and Resident Associations on Renfrewshire Council's Enhanced Register

Registered Tenants' and Residents' Associations: Before they can be registered, TRAs must be properly constituted and service the interests of their wider membership. The full registration criterion is set out in the Council's Tenant Participation Strategy.

Council-wide Housing Forum Executive: Membership consists of 2 tenant members nominated from each Neighbourhood Housing Forum (18 tenants) and 2 owner occupiers representatives nominated from Council-wide Forum (2 owners). This gives a total membership of 20 representatives. The Executive routinely agrees agenda items for Council-wide Forum meetings, and provides feedback on performance issues and on the introduction of initiatives which help mould departmental policies and procedures.

Council-wide Forum: All TRAs are invited to the Council-wide Housing Forum.

- **How often do they meet?**

The Forum meets three times each year (including an Annual Conference), usually in the evening. Catering and travel costs are all provided from the Tenant Participation Budget.

- **How many delegates can attend?**

Two representatives from each Tenants' and Residents' Association

- **Who else is invited?**

The Convenor and Vice-Convenor of the Housing and Community Safety Policy Board and senior staff from Housing and Property Services.

- **What business is discussed?**

Policy matters or topics of interest to tenant representatives that are of primary concern to Housing Services. Previous meetings have discussed the rent setting process, the capital programme, the Safe Community Initiative projects, tenant participation procedures and the repairs service.

- **Are there any budgets attached to the meeting which the Association would be eligible to apply for?**

No.

Tenant / Officer Working Groups: We currently have one working group which involves both employees and TRAs:

- Repairs and Maintenance Sub-Group

These groups monitor the performance of individual services and help shape their future development.

Neighbourhood Housing Forums (NHF): There are 9 NHFs covering the following 9 areas:

- Paisley North
- Ferguslie Park
- Paisley South
- Foxbar
- Glenburn
- Renfrew
- Gallowhill
- Johnstone and Villages
- Johnstone Castle

- **How often do they meet?**

The forums meet once every three months.

- **How many delegates can attend?**
Two representatives from each recognised Tenants' and Residents' Association (on Renfrewshire Council's Enhanced Register) within area of operation.
- **Who else is invited?**
 - local elected members
 - representation from Council Services as appropriate
 - representation from Housing and Property Services as appropriate
- **What business is discussed?**
Within its area of operation, the Neighbourhood Housing Forum shall:
 - Monitor progress in relation to housing services and monitor progress in respect of local housing initiatives
 - Monitor progress on any Estate Action Plans in place within the Neighbourhood Housing Forum area
 - Agree and prioritise small scale improvement works which are funded through the Neighbourhood Forum Budget
- **Are there any budgets attached to the meeting which the Association would be eligible to apply for?**
NHF's have a budget available to TRAs to bid on how to spend the money.

Funding Your Tenants' and Residents' Association

Housing and Property Services are able to offer several types of grant to registered Tenants' and Residents' Associations. For further details see the guidance note on Grant Association to Registered Tenants' Organisations (Information Sheet 11).

NAME OF GRANT AND DESCRIPTION	MAX. AVAILABLE	EXAMPLE	CONTACT
Housing & Property Tenants Association Start-up and Annual Grants Funding to cover the costs of setting up a new group and running it.	£250 - New Group Grant max £500 - Annual Grant max	Start up and running costs such as hall bookings, stationary, postage etc.	Tenant Consultation Officer Housing and Property Services Renfrewshire Council Renfrewshire House Cotton Street Paisley, PA1 1JD Tel: 0141 840 3670
Housing & Property Tenants Association One-off Grants Funding to help meet the costs of individual items and events out with the normal running costs of a group.	Depends on size of project and funds available	Equipment, such as a word processor or filing cabinet, or training.	Tenant Consultation Officer Housing and Property Services Renfrewshire Council Renfrewshire House Cotton Street Paisley, PA1 1JD Tel: 0141 840 3670

In addition to the Start-up, Annual and One-off Grants, which can be applied for from Housing and Property Services, other sources of funding are available to Tenants and Residents' Associations (TRAs).

Renfrewshire Council Your Guide to other Council Grants

Below is a list of grants that the Council provides to groups, projects or organisations. The grants are listed under the Council services that provide them. To apply for a grant or find out more please use the contact telephone numbers. Please note that some of the grants are only available at certain times of year. Alternatively for further information log onto the Council's website www.renfrewshire.gov.uk and select Community and Living.

Name of Grant and Description	Max. Available	Example	Contact
<p>Education & Leisure Services After School Care</p> <p>Services for children from primary school entrance age upwards. Services which are registered under Children's Act 1989.</p>	<p>Depends on size of project and funds available.</p>	<p>Provision of quality out of school care services within the Renfrewshire area.</p>	<p>Pamela McKechan Renfrewshire Council Education and Leisure Services Renfrewshire House Cotton Street Paisley PA1 1LE Tel: 0141 842 8930</p>
<p>Education & Leisure Services Category C</p> <p>Available to groups which provide facilities or services of a community education nature e.g. for unemployed, young people etc.</p>	<p>Depends on size of programme and funds available.</p>	<p>Staffing or equipment costs for adult education groups</p>	<p>John Laurenson Renfrewshire Council Education and Leisure Services Renfrewshire House Cotton Street Paisley PA1 1LE Tel: 0141 842 5681</p>
<p>Education 7 Leisure Services Pre-Five Voluntary Sector Grants</p> <p>Available to groups who wish to promote work relating to Pre-5s, under 3s and workplace day care facilities.</p>	<p>Depends on size of project and funds available.</p>	<p>Staffing costs for playgroup</p>	<p>John Laurenson Renfrewshire Council Education and Leisure Services Renfrewshire House Cotton Street, Paisley PA1 1LE Tel: 0141 842 5681</p>
<p>Education & Leisure Services Playschemes</p> <p>Grants are available to support the Playschemes Forum and</p>	<p>Depends on size of project and funds available.</p>	<p>General operational costs.</p>	<p>John Laurenson Renfrewshire Council Education and Leisure Services Renfrewshire House Cotton Street,</p>

Name of Grant and Description	Max. Available	Example	Contact
organisations operating playschemes in Renfrewshire. A specific application form is required.			Paisley PA1 1LE Tel: 0141 842 5681
Education & Leisure Services Pre-Five Voluntary Sector Grants Available to groups who wish to promote work relating to Pre-5s, under 3s and workplace day care facilities.	Depends on size of project and funds available.	Staffing costs for playgroup	John Laurenson Renfrewshire Council Education and Leisure Services Renfrewshire House Cotton Street, Paisley PA1 1LE Tel: 0141 842 5681
Education & Leisure Services Leisure Services Grants are available to support recreational and cultural activities. The amount granted is dependent on funding available and the appropriateness of the activity within the Council's defined priorities.	Depends on nature of activity and funds available.	Equipment for sports clubs or bands	John Laurenson Renfrewshire Council Education and Leisure Services Renfrewshire House Cotton Street Paisley PA1 1LE Tel: 0141 842 5681
Finance & Corporate Services General Grant Scheme Distributed proportionately through the 5 Local Area Committees. Grants available to properly constituted local groups and voluntary organisations which undertake activities and which provide tangible benefits for local communities.	Up to £10,000	Running costs (not full amount), equipment, community safety projects and environmental improvements.	Dave Low Renfrewshire Council Finance and Corporate Services Renfrewshire House Cotton Street Paisley PA1 1TR Tel: 0141 840 3399
Finance & Corporate Services Paisley Common Good Fund Distributed proportionately through the Renfrew & Gallowhill, Paisley North and Paisley South Local Area	Depends on nature of grant request and funds available.	Equipment for local clubs and groups, outings for social clubs and locally based seminars.	Dave Low Renfrewshire Council Finance and Corporate Services Renfrewshire House Cotton Street Paisley PA1 1TR

Name of Grant and Description	Max. Available	Example	Contact
Committees - Paisley Common Good funds are intended to benefit inhabitants of the former Burgh of Paisley.			Tel: 0141 840 3399
Finance & Corporate Services Renfrew Common Good Fund Distributed proportionately through the Renfrew & Gallowhill Local Area Committee - Renfrew Common Good funds are intended to benefit inhabitants of the former Burgh of Renfrew	Depends on nature of grant request and funds available.	Equipment for local clubs and groups, outings for social clubs and locally based seminars.	Dave Low Renfrewshire Council Finance and Corporate Services Renfrewshire House Cotton Street Paisley PA1 1TR Tel: 0141 840 3399
Finance & Corporate Services Renfrewshire Educational Trust Makes grants for educational purposes, including travel, music and the arts, to individuals and bodies, such as schools, within Renfrewshire, East Renfrewshire and Inverclyde areas.	Usually between £100 - £400, taking into account those on degree courses.		Anne McNaughton Renfrewshire Council Finance and Corporate Services Renfrewshire House Cotton Street Paisley PA1 1TR Tel: 0141 840 3399
Finance & Corporate Services Youth Challenge Fund Distributed proportionately through the 5 Local Area Committees. Grants available to properly constituted local groups and voluntary organisations which undertake activities and which provide tangible benefits for young people.	Up to £20,000	Youth club running costs (not full amount), equipment, Leadership/development training.	Dave Low Renfrewshire Council Finance and Corporate Services Renfrewshire House Cotton Street Paisley PA1 1TR Tel: 0141 840 3399
Social Work Section 10	3 levels: - Less than £500 Scheme of delegation	In line with S10 criteria, small start up In line with S10 criteria, small start up grant, revenue cost, equipment,	Renfrewshire Council Social Work Department Renfrewshire House

Name of Grant and Description	Max. Available	Example	Contact
<p>The sole or primary purpose of the organisation must be to promote social welfare by providing social work related services. The organisation must offer a cost effective, quality service which complements rather than duplicates Renfrewshire Council's services. Grant requests must indicate or demonstrate tackling poverty and disadvantage, enabling and empowering disadvantaged people or groups to participate as equal and valued members of society regardless of age, race, gender, sexuality or disability.</p>	<p>- Less than £5000 Subject to Board approval - £5000 + Subject to Board approval and contract</p>	<p>service development, etc.</p>	<p>Cotton Street Paisley PA1 1TZ Tel: 0141 842 5117</p>

In additions to the grants available from Renfrewshire Council, funding is available to TRAs from organisations sources. Below are a few examples:

Awarding Organisation	Address	Telephone	Email	Website
Awards for All	4th Floor 1 Atlantic Quay 1 Robertson Street Glasgow G2 8JB	application pack hotline: 0845 600 2040 general queries: 0870 240 2391 Glasgow office: 0141 242 1400	Scotland@ awardsforall.org.uk	www.awardsforall.org.uk
Big Lottery Fund	1 Atlantic Quay 1 Robertson Street Glasgow G2 8JB	0845 4 10 20 30 Glasgow office: 0141 242 1400	enquiries.scotland@ biglotteryfund.org.uk	www.biglotteryfund.org.uk

Grant Assistance to Registered Tenants' and Residents' Associations Guidance Note

1. To qualify for grant assistance, Tenants' and Residents' Associations must be included in Renfrewshire Council's Enhanced Register of Tenants' Organisations.
2. All applications for Tenant Participation Annual Grant from existing registered associations must be submitted by the designated closing date each year. All applications received will be processed by Housing and Property Services within 10 days of receipt of all relevant information, and instructions issued to Finance and Support Services to make any payment due to the named account by bank transfer.
3. Newly registered associations may apply for Tenant Participation Annual Grant at any time throughout the financial year. The maximum amount payable in such circumstances will be a percentage of the usual annual sum. This will be calculated based on 1/12th of their annual entitlement for every full calendar month between receipt of the association's date of application and the following 31 May.
4. Applications for a one-off grant can be made at any time to cover the cost of items deemed necessary to the workings of a Tenants' and Residents' Association (e.g. filing cabinets, computer equipment, photocopying, stationery or training). Applications must be made in writing to the Director of Housing and Property Services, accompanied by any supporting documentation (Tenant Consultation Officer will advise associations on what is required). Instead of awarding a cash grant, the Director of Housing and Property Services may purchase the items on behalf of applicants where such a purchase would ensure best value.
5. The award of one-off grant is at the discretion of the Director of Housing and Property Services and will be subject to budget availability. Receipts for any goods or services purchased with grant aid must be submitted and any excess money returned to the Director of Housing and Property Services within 3 calendar months of any award.
6. A minute of the association's last Annual General Meeting must accompany all applications for grant assistance. This meeting must have been held within the previous 12 months.
7. Payment of grant will be subject to the following restriction:
 - An association's entitlement to funding will be reduced by 2% for every 1% below 50% of Council tenants within the boundary of the association (as set out in their constitution).

Independent Support Organisations



Tenants Information Service (TIS)

The Tenants Information Service (TIS) is a national organisation, which provides independent information, advice and training for tenants. Since 1989, it has been a major contributor to developing good tenant participation practice in Scotland.

TIS can offer a range of services to assist tenants and landlords to review and put their tenant participation strategies into practice. A key part of its work is supporting tenants and landlords to review housing services and standards to improve service delivery.

Tenants Information Service
Suite 124-128
Baltic Chambers
Wellington Street
Glasgow
G2 6HJ

tel: 0141 248 1242
fax: 0141 221 1911
email: info@tis.org.uk
website: tis.org.uk



Tenant Participation Advisory Service (TPAS) (Scotland)

The Tenant Participation Advisory Service (TPAS) (Scotland) is a national membership organisation for landlords, tenants and other related organisations. TPAS is a not-for-profit voluntary organisation registered as a Company Limited by Guarantee.

It aims to promote tenant involvement in decisions about their housing and to bring tenants and landlords to work together.

TPAS Scotland
74 - 78 Saltmarket
Glasgow
G1 5LD

tel: 0141 552 3633
fax: 0141 552 0073
email: enquiries@tpassotland.org.uk
website: tpasscotland.org.uk

These organisations provide independent training and briefings for Tenants' Associations on specific issues. Tenants' Associations can become members of the groups by contacting them directly.

Renfrewshire Council may fund places on training courses organised by these groups. In addition, if the course is booked through the Tenant Participation Section, out of pocket expenses for the course may also be paid as appropriate.

Negotiation Skills

Introduction

As a member of a tenants' and residents' association you may, at some time, be called upon to represent your group in negotiations with Renfrewshire Council and/or with other agencies. Alternatively you may have to persuade other members of your group to agree with your point of view.

Planning for a Negotiation

The key principle in any negotiation is all about **planning**. You may be anxious, concerned or all fired up about the issues you plan to negotiate on, being aware of how you feel before a negotiation can assist you plan and prepare for that negotiation. The following highlights how some people feel about negotiating:

- **Its something you've never done before** – new experiences can be rather daunting and make us feel anxious or afraid of making a fool of ourselves
- **The last time you met with agencies you felt no one listened to your views** - this can make us loathe to have the same thing happen again
- **In previous negotiating meetings your point was lost because another member of your group kept wandering off the point** – sometimes it's easy to get side tracked into other things
- **You're getting more familiar with how the other side operates** – this means you can be prepared and get a good outcome
- **You've done your homework and know what you want from the negotiations will be the best for everyone** – it may be easier to persuade the other side to agree with you when you can explain the mutual benefits
- **This is an issue you are very passionate and informed about** – knowing your subject can well assist you put your message across and persuade others to your point of view

Preparing for a Negotiation

Successful negotiation is an attempt by two people or groups to achieve a mutually acceptable solution.

In order to successfully prepare for a negotiation it is important to:

- **Write down all you objectives**
- The first step in planning any form of negotiation is to identify all your objectives – What do you want to get out of the negotiation?
- **Prioritise the objectives**

There is rarely one objective to a negotiation.

Before entering a negotiation, make a list of you objectives, then put them in order of priority and identify those you can live without. When it comes to a compromise you will then be aware of which objectives to give up first.

- **Identify issues open to compromise**

By classifying properties you can divide them into three groups:

- Those that are your ideal
- Those that represent a realistic target
- Those that are a minimum to fulfil so that the negotiation is not a failure

Point to Note!

Always remember that when you are the representative of an association all of the above must be agreed by the members of the association, prior to the meeting with Renfrewshire Council and/or with other agencies.

You are there to represent their views – not just your own.

Conducting a Negotiation

Negotiating is as much about listening and observing as it is about talking. You need to be very alert to the mood of the negotiations, since this can change quickly. Being alert involves using all your senses to pick up signals given off by others.

Remember to Keep Your Options Open! Leave yourself plenty of room for manoeuvre when presenting your case. Do not make rash statements that suggest your position is immovable – make your hypothetical statement to leave scope for both sides to make concessions at any time.

Some Do's & Don'ts to think about	
Do listen to the other party	Don't make too many concessions at an early stage
Do leave enough room to manoeuvre in your proposals	Don't make your opening offer too extreme that you lose face if you have to climb down
Do feel free to reject the first offer received	Don't ever say "never"
Do make conditional offers, such as "If you do this, then we'll do that"	Don't simply answer questions directly with a simple "yes" or "no"
Do probe the attitudes of the opposition: "What would be your feelings if..."	Don't make the opposition look foolish

Closing a Negotiation

Sometimes bringing a negotiation to a close can prove quite difficult as each party tries to ensure they have achieved something from the negotiation.

The end of the negotiation meeting could be indicated by:

- Each party achieving a satisfactory outcome and agreeing next steps

- Reaching the time set for the meeting and agreeing to further discuss the issue at a later date
- Agreement that further information is required and a timescale agreed to do this within
- One or other party deciding to withdraw from the negotiating table as it is considered that the demands of the other are unreasonable or differences cannot be resolved at this time

At the end of a negotiating meeting it is important that:

- Each party is clear about what has been agreed and achieved
- The agreement is noted in minutes or in a letter shortly after the meeting
- That each party agrees what action is to be taken, by whom and within what timescale
- That a meeting is agreed to monitor progress and implementation of agreed actions

A Negotiation Checklist

1. Reaching agreement

You negotiate to get agreement about something. It may or may not be all that you wanted agreement on, but it should be more than you had at the outset.

2. The common ground

You are not out to prove that you are right and they are wrong. Instead try to find the common ground. What is it that both parties already agree about? Can this be built upon? Working from the common ground is the secret of successful negotiating.

3. “Win – Win approach”

Can you persuade the other side that what you want is also in their interests? The best negotiators use this approach.

4. Compromise

How much you compromise is your decision. Work out what will give you the most gains. When representing your group or members in negotiations, it is best if the compromise position is agreed before hand.

5. Power

Your landlord has power – but so do you! Work out the best way to use this power.

6. Campaigning

It is important to distinguish between negotiating and campaigning. Use campaigning to increase your negotiating strength. Campaigning is not something you do instead of negotiating. It is something you may have to do as well.

7. Who do you negotiate with?

You should negotiate with whoever has the authority to make or change decisions you are trying to influence. Sometimes you'll have to negotiate with someone who can't take the decision, but is in a position to recommend, and therefore has a lot of influence.

8. The stages in negotiating

There are distinct stages you should work through when negotiating. They are:

- Collecting information
- Preparing your case
- Planning your approach
- Face to face meetings and
- Implementing the decisions

9. Prepare your case

You should have a clear view of the problem or issue at stake and what you want from the negotiations.

10. Both side of the case

It is not enough to go into negotiations and put forward your case. You have to understand the other side's case as fully as possible. If you can, try to find something out about this before the negotiations. Sometimes this is not possible and you have to go into meetings not really knowing what their view is.

11. Probing their case

In negotiations, spend time probing and questioning the other side's case. The more you can find weaknesses in their case the more opportunity you create to highlight the merits of your ideas.

12. Persuasion

Part of negotiating involves you persuading the other side to adopt your perspectives and committing themselves to action based upon it.

13. Responding to offers

When the other side makes an offer, it is wrong to give an immediate yes or no to it. Get it clarified if you are in any doubt, consider all the alternatives, and negotiate to get the best agreement you can.

14. Get it in writing

Any important agreements should be put in writing. Whose version is written down could be important. (Remember not everyone interprets things the same way)

15. Implementing the decisions

It is important that you report back to your group or committee. Assess the results carefully: -

- What real gains have you made?
- What tactics can you employ to make further gains?
- Also check what the other side are doing, what they have committed themselves to do, and on the timescale promised.

REMEMBER, REMEMBER!

As individuals we enter into negotiation with others on a daily basis. Therefore the basic skills are already in place – work on them and develop them even further.

Getting Your Message Across

Introduction

Good publicity is vital to every group – for raising funds, recruiting members informing members about your aims and activities and most importantly publicising your achievements. But not all publicity can turn out to be good publicity therefore you need to be clear about what kind of image you want to present to the public.

Using the Internet

The internet provides a major means of worldwide communication between individuals and organisations as well as a major means of locating and sharing information. For many, having access to the internet is the main reason for having a computer. To use the internet, you must have a connection, either through a “dial-up” connection or “broadband” connection. You can however get access to the internet from your local library or an internet café. You can send and receive e-mail, access the “World Wide Web” and use instant messaging. The internet has transformed communication and changed the way we live and work.

Websites

Websites provide a lot of useful information, goods, and services and can be a gateway to online communities.

How do you get “On Line”

Before you even start thinking about accessing the internet, you or your association need to make sure that you have the correct equipment. To get connected you will need:

- A computer
- A modem (broadband or dial-up modem)
- An account with an Internet Service Provider (ISP)
- A browser (software to browse the web, pickup e-mail and download files)

All new computers, whether PC or Mac, are internet-ready with internet browser software already installed, but will require a separate modem. To make the most of the multimedia aspects of the web you should buy a computer with a built-in sound card.

(Remember, however that you can get access to the internet from your local library or an internet café).

E-mail

E-mail is a simple and cheap way to keep in touch with people. To use e-mail you need to have an e-mail account with a provider. Writing an e-mail is fairly easy, but just like anything else, you have to learn how to do it.

- Think before you write. Who is your target audience?
- Keep your message to the point. Save longer messages or newsletters/postcards for attachments. Remember e-mails are treated just like written letters
- Use the "subject" line to get your reader's attention.
- Who are your contacts? Do you have e-mail addresses for them all? e.g. contact the Tenant Participation Section at, tps@renfrewshire.gov.uk

Sending and Receiving E-mail

Think before you write

Just because you can send information faster doesn't mean you have to send it. Think about your target audience and make sure that the message you are sending will be both clear and useful.

Keep your message to the point

Remember that the view screen in most e-mail programmes only shows about half of a page. On the other hand, do not keep your message so short that the reader has no idea what you are talking about. Don't send unnecessary or frivolous messages as your readers will stop opening any messages from you.

Remember that e-mail is not necessarily confidential

Don't send anything that you wouldn't be comfortable seen published elsewhere.

Setting out your e-mail

Don't use all capitals! IT LOOKS LIKE YOU'RE YELLING AT THE READERS! Remember, if you emphasize everything, you will have emphasized nothing. Also, don't type all lowercase. Try to use Plain English and don't use jargon or else you make it difficult for the reader to read.

Checking the content

Take the time to check your e-mail before sending it. This will make it more understandable and you look more professional.

Subject box

Use the subject box to let your readers know immediately what you are contacting them about.

Contacts

E-mail programmes allow for “Group” contacts in the “Address Book”. This allows you to create a distribution list in your address book. It is an ideal way of making sure that the same information is sent out to everyone at the same time. This is particularly useful if you are communicating the date, time and place for a meeting.

E-mail attachments

Attachments are files of any sort (minutes of meetings, reports, photos, etc) that are sent with an e-mail. (The paperclip icon is often used to show attachments). This can be a very useful way for groups to share information quickly.

Newsletters & Leaflets

Many people read newspapers or magazines on a daily basis because they are interested in what’s going on around them, and like to find out others’ view on current events. Many tenants’ and residents’ associations produce their own newsletter to keep their members up to date, to get their ideas and opinions across to a wider audience and to get feedback from their membership.

Why produce newsletters or leaflets?

In many cases a newsletter will be the main method of communicating local issues to your wider membership. Successful newsletters find it easier to maintain peoples’ interest with a mixture of campaign information, local news and events, letters, etc. A good newsletter can also be used to build links with the wider tenants’ movement. Exchanging newsletters or leaflets can provide a source of articles or information to make your own publication more interesting, and highlight shared concerns among tenants.

Who are they aimed at?

It is very important to be clear about who your publication is aimed at. Keeping in touch with your members and local support can make all the difference to the success or failure of a campaign. Newsletters/leaflets may also be used to put pressure on elected members or agencies by publicising disputes or suggesting action.

Frequency of issue

How often you can produce a newsletter will be determined by a variety of factors, for example, the amount of news you have to share, the capabilities and resources of the group, etc. If you are an occasional newsletter producer try to link your issues with specific events: for example, a Christmas edition or Summer Special, your AGM, etc.

Distribution

It is important to consider how you will distribute your publication, for example, round the doors, in libraries, shops or community centres. They are no good to anyone lying on a shelf!

How much will it cost to produce?

Get costs estimates (for example, from printers) as soon as possible.

Layout

While there are no hard and fast rules there are some useful tips, e.g. your second most important story often works better on page three rather than on page two. For other tips see the following example.

NEWSLETTER

The box above is called the masthead. Take your time and get it right. This is what your readers recognise you by. This is called a strapline. It can be used to give information on what the newsletter is about, the cost, date, issue number, etc. The text in the strap line is usually smaller than the rest of the text.

Design The Purpose of good design is to make your publications easy to read and attractive to the eye. Pages should look balanced and well thought out. The best way to design your newsletter is to copy someone else's. If you are designing an A4 newsletter look at other A4 publications that you like.

For a general guideline copy the three-column format here. With one strong vertical column.

Typefaces There are two main types of typefaces. Serif and sans serif. Serif means that they have curly butts and sans serif means they do not. It is recommended that you use "sans serif", as it is easier to read.

Body text The bulk of the text is called the body text. You should only use one typeface of "font" for the body text. Where possible it should not be less than 12point.

Paragraphs It is easier to arrange text if it is in short paragraphs. The first paragraph of every article should be in bold.

Captions Any Captions should be based on the body text, but maybe a point size smaller or in italic.

Box clever Avoid too many boxes and never join horizontal and vertical dividing lines.

BIG & BOLD HEADLINES

Headlines are used to grab attention and to guide the reader's eye around the page. In this respect they are as important as photo and graphics. Use a font that is suitable. These are usually called "Display fonts".

It is usually best to choose two or three fonts for headlines and vary them throughout your newsletter. Use fonts that are dissimilar to vary your headlines. Headlines should be used like graphics on a page. They should be big and if possible fit into a rectangle. Look at the headline "Graphics and Photos" below. Photos take up the same space as graphics. This would not have happened if graphics AND photos had been used. Either one line or the other would have been too long. Similarly "PHOTOGRAPHS" would have taken up too much space.

COLUMNS

Conventionally, pages are divided into columns. It gives order to information. You should fit your graphics and headlines to these columns as well as your text.

To break up your page, divide it into horizontal sections as well as vertical. So if a story takes up the whole length of a column, try running it across two columns half as long like the text above about headlines.



GRAPHICS & PHOTOS

Make your graphics big. Its true about a picture being worth a thousand words. Try to get photographs and have them scanned. Also, it is better to use one good big graphic than a lot of average smaller ones.



AND FINALLY.....

The bottom of the page should look solid. You could also run a "footer" along the bottom of the page like the one below. "Big Prize Competition on Page 2". This gives the impression to the reader that the page is balanced with the masthead. Remember your pages should always look balanced. Try looking at them upside down.

Posters

Posters are a key means of publicising special events, meetings or issues. Depending on where they are displayed, they can catch the eye of a great number of people. The art of poster-making lies in the mixture of graphic design and the economic use of wording to best effect.

Why use posters?

Posters can draw attention to an event in a few seconds; they may attract people who may not take the time to read a newsletter which contains the same information. As they are inevitably displayed in public places they can start people talking about the event or the issues. Make them memorable and recognisable, for example always use your logo when advertising meetings.

Who is your target audience?

Consider shop windows. Post Offices, libraries, community centres – anywhere people gather. Try to keep posters to a reasonable size (for example, A4 – this size) for shop windows. A3 (twice this size) is sometimes too big. Keep a distribution list of all the places where your posters could be displayed.

Where can you display the posters?

Put posters on notice boards in local Council facilities, e.g. community centres, libraries, nurseries or schools. Also ask local shops if you can display a poster within their premises.

Timing

Don't put posters up too far in advance: the message will cease to have any impact, and the date of your event may slip by unnoticed. They can also be taken down or have other posters put on top of them.

Do put posters up in time for people to make any arrangements (for example, baby-sitting) in advance, and to contact your group for any further information.

Information on posters

Keep it simple! The text you use should be kept to an absolute minimum. Only include the essential information. (The five "W" listed below). Make sure the name of your group appears clearly on the poster, along with any logo you have. It can also be helpful to include a contact name/number.

The five “W”

- What are you promoting?
- Why are you promoting it?
- Where is it happening?
- When is it happening?
- Who is featured?

Drafting Posters

Be bold! Be eye-catching. Small print or too much writing defeats the purpose of a poster, while computer graphics undoubtedly provide a very professional presentation.

Photocopying or printing?

A basic photocopier will only give you black lettering and graphics on either white or coloured paper. Colour photocopying, if available, is a lot more expensive. For bulk copies of posters it may be worth asking a local printer for a quote.

Finally, please remember to take your posters down after the event. It's very frustrating to read a poster that sounds interesting only to discover it took place last week.

HIGH COURTS TENANTS' & RESIDENTS' ASSOCIATION

Fed up with disturbances in the area!

Come along to the meeting with the Police and key Council Officials to put forward your point of view. We hope to be able to work together to find a solution to the problems. We want to improve and maintain the quality of life within the Courts. Invited to attend our next meeting are representatives from:

- Strathclyde Police
- Housing Services
- Neighbourhood Warden Service
- Anti Social Investigation's Team
- Our local Councillors



Date of Next Meeting

DATE: Thursday 20 December 2007

TIME: 7.30PM

PLACE: Community Room, High Court

All welcome All welcome All welcome

Contact for details XXXXXXXXXXXX

