

# Guidelines for Employing Staff on a Development Project



Item Code FS185087 July 05 Edition No3

This factsheet provides information and advice, on employing paid staff on short-term contracts for a Development Project. It answers a number of basic questions but does not provide comprehensive advice on employment law or practices. Specialist advice should be also sought either locally or from Headquarters. The term District is used throughout this factsheet but applies equally if a County/Area is considering the employment of a Local Development Officer. A useful checklist is given in Appendix 1.

The most effective projects are based upon well-founded research, a succinct statement of purpose, clear objectives and a well defined programme of work. These steps will help determine accurately the resources required for a project and particularly the level of staffing required.

Following the research and design phase, it may be identified that the best way of regenerating Scouting is to employ one (or more) Local Development Officers. If this is the case the formal decision to employ staff must be made by the District Executive Committee in consultation with the District Commissioner.

## The role of a Local Development Officer

Local Development Officers are employed to work with local Leaders, Commissioners and administrators to develop, regenerate and expand Scouting locally. Importantly they are not a Leader or a manager but a catalyst and supporter.

In the main the Local Development Officer's job is to assist with the work needed to set up a new Scout Group or other initiative. This might include planning, developing community relations, undertaking the marketing, securing accommodation, and recruiting Members, Leaders and other adult support. Essentially the worker's role is that of a facilitator, working with others to support and implement the plans.

Generally Local Development Officers should not undertake work normally carried out by volunteers, particularly the running of Section meetings or activities. Where paid staff do get involved in this sort of activity the initiatives often fail once the paid support is withdrawn.

A specimen job description for a Local Development Officer is given in Appendix 2.

## Identifying the Employer

In many cases the District Executive Committee responsible for the project will be the formal employer. Where this is the case the Executive will need to make arrangements for paying salaries, dealing with tax and national insurance issues, ensuring that it meets employment legislation etc.

In some cases the Executive will already employ staff or will be confident in taking on these responsibilities however it might be possible to identify a local employer or a Scout County/Area that already employs staff to take on these aspects. Where another body provides such a service, VAT will be payable on the Local Development Officer's salary and a small management fee might be necessary to cover costs.

Other means of 'employing' staff include:

**Self-Employed Workers** - engaging someone on a self-employed basis, where they have a contract to do certain things and/or work a certain number of hours after which, or at agreed times, they submit an invoice. This arrangement can make it difficult to provide appropriate day-to-day management support or to deal with performance issues. It is strongly recommended that professional advice be sought before engaging a self-employed Development Officer.

**Secondments** – Secondments from the statutory or business sector can provide significant benefits for the company, the secondee and the project. It is vital however that the expectations and responsibilities of all parties, together with an explicit job description, are agreed. The secondee needs to have some level of interest in the project and a positive attitude to the opportunities presented by the secondment. There are local and national agencies that specialise in arranging secondments.

**Student Placements** – Student placements enable students to carry out a short-term piece of specific work that helps to both the student's learning and the organisation. Student placements could be used to undertake research or to organise a Community Action project.

**Government Work Experience Schemes** – These schemes may provide suitable people wishing to re-enter employment or develop their skills. They often pay little more than statutory benefits so it is worth considering paying a 'top-up'. Placements will

usually only last a few months. Contact your local Learning and Skills Council (LSC) or accredited training agency.

### **Line Management**

The provision of high quality management is a critical factor in the success of a project.

The District responsible for the project must appoint a line manager for the Local Development Officer. This would normally be the Project Manager but could be someone else involved in the management of the project. It is important that the line manager has both the time and skills to do the job, in most cases they will have had previous experience of managing staff.

The Line Manager's responsibilities include:

- setting and agreeing work targets;
- supervising the work being undertaken and the hours worked;
- undertaking regular meetings with the Local Development Officer;
- authorising leave and expenditure;
- being on hand to discuss difficulties or issues which may arise.

### **Terms and Conditions of Employment**

Legally, anyone employed for over one month, working eight hours or more per week must be issued with a written statement of the terms and conditions of their employment within two months of their commencement, which must be signed by both parties. In practice it is advisable to give all staff a written statement irrespective of their legal entitlement. The statement should reflect the legal requirements and contain details on the:

- Employer
- Working Hours
- Employee
- Holiday
- Period of Employment
- Sickness
- Place of Work
- Pension
- Job Title
- Disciplinary Procedure
- Remuneration
- Grievance Procedure

Having the terms clearly set down in writing will assist in the recruitment, selection and appointment of a worker and should prevent disputes at a later date. A specimen statement covering the suggested points is given in Appendix 5.

### **Employment Policies**

A range of employment policies also need to be considered, these include:

- Health and Safety
- Insurance
- Travelling and other expenses
- Membership

These will be important issues for the member of staff and it is suggested that they should form an additional part of the Statement of Terms and Conditions of Employment.

### **Recruitment, Selection and Appointment**

Getting the right person for the job is the most important aspect of employing staff. A structured approach to the task is more likely to achieve good results than one that is ad-hoc and hurried. There are four stages to follow:

#### **Defining the Job**

A job description and person specification are essential documents in the appointment process.

The job description should identify what the postholder will do, who they will be responsible to, anyone they will be responsible for and the people with whom they will work (A specimen job description is given in Appendix 2).

The person specification outlines the skills, knowledge and experience required for the job, often listed as "essential" and "desirable" (A specimen person specification is given in Appendix 3).

#### **Advertising and Recruitment**

In order to find the best person, the job should be widely advertised. The advertisement should outline the key features of the job, the main terms and conditions of the role as well as highlighting any special requirements, for example evening work or availability of their own transport. The advertisement should also give details about how to find further information and how to get an application pack.

Application packs should include a copy of the job description and person specification, details of the project together with other background information. Application forms may be designed and produced locally or be those available from the Human Resources Department at Headquarters. Alternatively, applicants may be asked to submit a curriculum vitae.

The method and placement of adverts is also a significant consideration. If local knowledge is important, local advertising will often be the only appropriate means of recruitment. If the post will work with minority ethnic communities it is sensible to place advertisements in the minority ethnic press (locally and/or nationally) in order to ensure that you get as many applications with the relevant experience as possible.

For posts requiring good youth and community work skills, but not necessarily Scouting experience, advertisements placed in the educational and youth work press or the relevant sections of national newspapers may be appropriate, however advertising like this can be expensive. An alternative

would be to circulate the advertisement via local youth and community service networks.

For posts requiring a Scout background, advertising in *Scouting* in District and County/Area newsletters and on ScoutBase are useful methods.

The Human Resources Department at Headquarters will be happy to advise on advertisements, particularly with regard to equal opportunities and other legislative requirements.

#### • **Selection and Appointment**

Applicants must be shortlisted using the criteria set out in the person specification. Take care not to exclude anyone because of preconceived notions of a person's ability to do the job. Use the Association's Confidential Enquiry procedure (Form CE) to check all short listed applicants.

Decide on the timing and format for the interviews; consider if it should include group discussion and skills tests (for example writing, planning or presentation skills). The interview panel should include no more than four people, including the post's line manager and ideally someone with professional youth and community work experience. It is important that the panel have the necessary interviewing skills and experience.

Make sure that the same questions are asked to all candidates and that they are fair, reasonable and relevant. Use the person specification criteria to devise the questions and assess each candidate.

Once all the interviews are complete, use the person specification criteria to consider each candidate and identify the best person for the job. If no candidate is suitable don't rush into making an appointment, it is always possible to re-advertise, or if really necessary to reevaluate the design of the project and the job.

Any offer of a job, whether made verbally or in writing, constitutes a contract of employment. It is important therefore that when talking to a successful candidate you are very clear that you are "taking their application forward by taking up references" and not at that stage, offering them a job. Take up references and if satisfactory confirm the offer of employment in writing, including the main terms and conditions.

#### **Commencement, Induction and Support**

A start date will need to be agreed with the prospective employee. On the first day the line manager should obtain the employment information (P45, National Insurance number and bank details etc.) and ensure that the salary arrangements are in place. Both the employee and the employer must sign a written statement of the terms and conditions of employment, within two months of commencing employment

A personnel file will need to be created and should contain all the information relating to the job and the employee. This would include copies of the job

description, application form, interview notes, references, confidential enquiry return, a copy of the offer letter and the signed statement of terms and conditions, together with personal details such as home address and next of kin.

The induction process is a crucial element in the effective management of a new member of staff. The new Local Development Officer will need to be briefed about the project, the people involved, the project location, Scouting (for those not currently in the Movement) and employment matters (arrangements and expectations). An introduction to the geography of the patch together with a visit to the Development and Diversity Department at Headquarters can also provide valuable insight and support.

Regular supervision and support meetings should be arranged between the member of staff and their line manager. The meetings will provide an opportunity to report progress, agree targets and priorities, provide support, identify training needs and resolve difficulties. An appropriate method of recording and reporting workloads, activity levels and outcomes will also need to be agreed.

In addition to the regular supervision meetings, the line manager must carry out formal appraisals on at least an annual basis. These appraisals may form the basis for the review and renewal of employment.

#### **Where can I get Further Information?**

The Human Resources Department at Headquarters is able to offer information and advice on most aspects of employment and is happy to comment on draft personnel specifications, advertisements, terms and conditions of employment, and employment policies. It also has a range of information sheets on:

- Contracts of Employment
- Written Statements of Terms and Conditions of Employment
- Essential Employment Law
- Recruitment, Selection and Appointment
- Grievance and Discipline Procedures
- Payment
- Terminating Employment

The Development and Diversity Department at Headquarters is able to offer information and advice on the role of, and job descriptions for, Local Development Officers and on the induction, training and support of staff working on development projects.

Development & Diversity Department  
The Scout Association,  
Gilwell Park,  
Chingford  
London,  
E4 7QW  
Telephone: 020 8498 5300,  
Fax: 020 8498 5329  
E-mail: [development@scout.org.uk](mailto:development@scout.org.uk)

## **Appendix 1**

### **Checklist for Employing a Local Development Officer**

Each of these steps will need to be considered in turn and material or statements drafted prior to agreement and implementation.

#### **General**

Consider and, as appropriate, decide on:

- whether and why you need to employ a Local Development Officer, the role they will fulfil and their relationship with volunteer Scouters; who is to act as the Employer (e.g. Scout District or County/Area, local employer);
- whether there are other means of 'employing' paid staff (e.g. self employed, secondment, student placements, work experience schemes);
- who is to act as Line Manager.

#### **Terms and Conditions of Employment**

Decide on terms and conditions of employment in respect of:

- period of employment, notice entitlement, commencement and termination dates; place of work;
- hours of work and system for recording hours worked;
- salary level, frequency and method of payment; arrangements for time off work for holidays, sickness etc.; pension arrangements;
- disciplinary and grievance procedures.

#### **Employment Policies**

Decide on employment policies in respect of:

- Health and Safety;
- Expenses;
- Employers Liability and other insurance arrangements;
- Membership, uniform and Warrant.

#### **Recruitment, Selection and Appointment**

Consider recruitment, selection and appointment issues:

- define the responsibilities of the post;
- prepare job description;
- prepare person specification;
- devise a timescale for advertising, application, short listing and interview;
- agree what information needs to be sent out to enquiries and how an application should be made and to whom;
- prepare the advertisement and consider where to place it and the costs involved;
- decide format and timing for the interviews;
- select and appoint interview panel;
- place advertisement, respond to enquiries and await applications;
- short list applicants and invite to interview;
- brief interview panel;
- carry out interviews and skills tests;
- select (if possible) the most suitable candidate that meets the pre-set criteria;
- submit Confidential Enquiry (Form CE) and Criminal Records Bureau (CRB) forms to Records Office at Headquarters;
- take up references;
- make job offer and confirm in writing (subject to satisfactory references, CE and CRB clearance if necessary).

#### **Commencement**

Consider the following:

- agree start date;
- establish personnel file;
- provide induction programme;
- provide a written statement of the terms and conditions of employment, signed by both parties, within two months of commencing employment.

## Suggested Job Description for a Local Development Officer

The role of a local Development Officer will be defined by the nature of the project they are employed to work on and the tasks to be undertaken. **This job description will need to be adapted to suit local circumstances.**

**Job Title:** Local Development Officer

**Responsible to:** Project Manager

### Functional Relationships:

**Internal:** District Commissioner  
Assistant District Commissioner (Development)  
Other Assistant District Commissioners  
Chair, Project Management Committee  
Group Scout Leaders  
District Public Relations Officer  
District Scout Fellowship  
Assistant County Commissioner (Development)  
Field Development Service

**External:** Schools and Libraries  
Area Youth Officer  
Education Welfare Officers and Social Services  
Police  
Representatives of Minority Ethnic Communities and other Community Leaders  
Community Organisations  
Local Community Development Agencies  
Local Authority(ies)

**Job Summary:** To work with local Leaders and Commissioners in the development, regeneration and expansion of Scouting within *[insert location]*.

**Main Activities:** In conjunction with the Project Team, to plan and implement the *[insert name of]* Development Project in accordance with the project proposal.

To liaise, inform and work closely with members of the District Team(s) and with local Group Scout Leaders.

To gain an in depth knowledge of local communities.

To establish, maintain and develop good relationships with the communities in which the project is based, the client groups with which it is working, local community organisations and other interested parties.

To promote and market the benefits of Scouting to local communities through talks, meetings, literature and other media.

To encourage local communities to undertake a commitment to support existing Scout Groups and/or form new Scout Groups.

To identify and recruit new Leaders, Administrators and other adult supporters from local communities.

To support the County / Area / Local Training Manager and Training Advisors in ensuring that all new adults receive appropriate training.

To support and assist the establishment of new Scout Groups and the development of existing Scout Groups.

To encourage and assist with the formation of a Group Executive Committee within each Scout Group.

To organise, in conjunction with local Leaders, a programme of taster activities that will facilitate the participation of young people within the project and/or encourage them to join the Scout Movement.

To locate and secure adequate accommodation for each new Scout Group established.

To attend meetings of the Project Management Committee and implement the work plans agreed.

To keep records of the work undertaken.

To carry out other duties, associated with the project, as and when required.

**Limits of Authority:**

Within the limits of authority set by the Project Manager

## **Suggested Person Specification for a Local Development Officer**

*The person specification of a Local Development Officer will be defined by the content of the job description, the nature of the project they are employed to work on and the tasks to be undertaken. Each aspect of the profile should be identified as Essential (E) or Desirable (D). This person specification will need to be adapted to suit local circumstances / project details.*

### **Skills**

The Local Development Officer shall have the ability to:

#### **Interpersonal and Group Work Skills**

- speak effectively in formal and informal settings and present self, own and organisational values/purposes clearly (E);
- provide advice and guidance effectively to others (E);
- build, maintain and facilitate effective working relationships with a wide range of people and within groups (E);
- enable others to identify issues, clarify objectives, develop attainable objectives and gain the necessary skills and confidence to work as an effective team (E);
- negotiate compromises (E);
- analyse processes going on in groups, neighbourhoods and organisations (D);
- challenge assumptions and help others question their own assumptions (D).

#### **Planning and Administrative Skills**

- plan, manage and monitor own tasks and time (E);
- write effectively to produce correspondence, daily recordings/contact reports, monthly reports and evaluations (E);
- construct and implement long-term plans for development activities and be able to identify training, resourcing and other needs necessary to implement a plan (D);
- use basic computer software (D);
- use statistical information and help others interpret it (D).

#### **Knowledge and Experience**

The Local Development Officer shall:

- have a sound knowledge of development concepts, theories and processes and the issues facing minority ethnic community groups, and/or youth and community work in urban or rural areas (E);
  - be knowledgeable of evaluation and recording techniques (D).
- and it is likely that the successful candidate will have this through a combination of some or all of the following:*
- experience of youth and/or community work with adult groups in Black or Asian communities and/or urban areas and/or rural areas;
  - professional qualification in Youth and Community Work, Social Work, or Teaching;
  - recent experience of working in the Scout or Guide Movement as an adult.

#### **Personal Qualities**

The Local Development Officer shall:

- have an acceptance of the aims and methods of the Scout Movement and a willingness to make the Scout Promise (E);
- have an understanding of the needs of volunteers (E);
- have resourcefulness, energy, enthusiasm for the job and self motivation (E);
- have a full driving licence and be prepared to use own vehicle for extensive travel throughout (*define area*) (E);
- be readily accessible to the project location [*define area*] and be prepared to work from home, accepting the constraints this places on personal/home ' life (E);
- be prepared to work evenings, and occasional weekends and public holidays (E).

## **Suggested Terms and Conditions of Employment for a Local Development Officer**

*The exact terms and conditions of employment for a Local Development Officer will depend on the nature of the project they are employed to work on and the circumstances involved. Although the headings given reflect legal requirements the terms and conditions outlined will need to be adapted to suit local circumstances.*

### **Employer**

The [insert name of District Scout Council and address] will act as the employer.

or

[Insert name and address of local employer] will act as the employer on behalf of the [insert name of District Scout Council] which will be responsible for the day to day management of the post.

The (Insert name of post to be line manager) will act as Line Manager.

### **Employee**

The employee will be [insert name and address].

### **Period of Employment**

Employment will be part-time and on a temporary basis for a total of [insert number of] weeks and subject to four weeks' notice either side during the course of the contract or summarily should gross misconduct occur.

This fixed term contract will commence on [insert date] and will terminate on [insert date]. For the purposes of continuity of service, your service with (Insert name of Employer) commenced on (Insert date).

### **Place of Work**

The Local Development Officer shall be required to work from home/the District Headquarters [insert address] and will be expected to travel widely within [define project location].

### **Job Title**

The employee's job title shall be that of Local Development Officer whose duties are outlined in the job description provided and which may be subject to change from time to time.

### **Remuneration**

Remuneration will be £ [inset amount] per hour, this being a gross salary payment of £ [insert amount] to cover the period of employment. This will be paid by twelve gross monthly payments of £ [insert amount], on or around the 20th of each month from [insert date] to [insert date] inclusive **by** bank credit transfer.

### **Working Hours**

The Development Officer will work the equivalent of [insert number of] hours per week within the period of employment. The actual working hours will be flexible to suit the tasks to be undertaken and agreed in advance with their Line Manager. This work will include occasional evenings and may include weekends and public holidays by arrangement.

### **Holidays**

Public Holidays (or time off in lieu) and [insert number of] days paid leave (three days of which must be taken [insert dates]) will be provided by arrangement with the Line Manager. Requests for special leave (including religious holidays and festivals) may be made to the Line Manager who will consider the request and exercise discretion in authorising such leave.

### **Sickness**

The employee must advise their Line Manager as soon as possible if absent due to sickness and may be eligible for Statutory Sick Pay. The District Scout Council will not make any additional payments over and above that of Statutory Sick Pay in respect of absence through sickness. A self-certification form should be sent to the Line Manager for absences of up to eight days and a doctor's certificate for absences of eight days or more.

### **Pension**

There is no occupational pension scheme in force and the employee is advised to make their own arrangements. The employer is contracted into the state earnings related pension scheme.

### **Disciplinary Procedure**

The employee must have regard to good time-keeping and attendance, care for the safety of others and a conscientious work effort. Where time-keeping and attendance, work performance or standard of behaviour is unsatisfactory the Line Manager will discuss the employer's concerns with the employee through normal supervision, thereafter the employee may be subject to disciplinary procedures. A doctor's report may be required in the event of continued or prolonged absences. If the employee is dissatisfied with a disciplinary decision they may appeal to the District Chairman.

**Grievance Procedure**

If the employee has a job grievance or is dissatisfied with a disciplinary decision they should initially discuss it with their line manager. If the dissatisfaction cannot be resolved at this level then they should contact the District Commissioner. If not resolved by the District Commissioner then the employee should discuss it with the District Chairman and if necessary ask for it to be considered by the District Executive Committee.

**Employment Policies**

The following is given for the information of the employee and does not form part of the terms and conditions of employment (*insert text as required*).

*(Statement to be signed by both parties and a copy provided for each).*

## **Notes on the Terms and Conditions of Employment and on Employment Policies for a Local Development Officer**

### **Terms and Conditions of Employment**

The Joint Negotiating Committee for Youth and Community Workers (JNC) sets the employment policies and terms and conditions for people (qualified or otherwise) employed full-time or part-time as Youth and Community Workers. As a voluntary Organisation The Scout Association is not bound by -these except where a Statement of Terms and Conditions of Employment (and job advertisement, job description or other documents) specifically link a particular post to JNC terms and conditions. Professional advice needs to be sought.

Staff on secondment or employed by a local company on behalf of the District will usually be governed by their employers' terms and conditions. It is advisable to have an exchange of letters agreeing the working arrangements for the secondee/employee.

### **Period of Employment**

When establishing the level of staffing (both voluntary and paid) needed for a project bear in mind that projects will not be able to proceed too fast if volunteer commitment, and that of the local community, is to be sustained. Think about engaging part-time staff on short-term contracts, although the actual hours and period will depend on the nature of the project.

The fixed term period needs to take account of the time it will take a new worker to orientate themselves into a new job and to plan their work. It can take up to four months for a project to reap the benefits of induction training and get beyond the start up stage. Add to this at least four months towards the end of the contract when the worker may be thinking about looking for a new job and this too will affect their level of output. They may even resign before the term is up in order to take advantage of a job offer. Two or three year contracts may therefore be desirable if a project is to make any headway in achieving its goals. Renewable annual contracts may be a little more practical in the short term but don't have any real advantage over longer term contracts, especially when employment exceeds two consecutive years.

Although there are minimum legal periods of notice entitlement it is recommended that the period of notice should be one month on either side for full-time and part-time employees. Further advice on notice entitlement is available from the Human Resource Department at Headquarters.

### **Place of Work**

Consider if the Local Development Officer is to primarily work from home or to be based at a District Headquarters or some other location. Consider basic office equipment requirements, telephone, answer phone, mobile phone fax, computer and printer, car or travel allowance, access and security (see also Health and Safety).

### **Salaries, National Insurance etc**

An appropriate salary level will need to be set. Consider the need for salary reviews (inflationary and merit) if the project lasts longer than a year and whether you ought to make arrangements for overtime payments. Consider also the frequency and means of payment, which may depend on existing arrangements by whoever is to administer the salary.

The employer will also be liable for the payment of employers National Insurance contributions (passed on by whoever makes the salary payments) and this varies according to earnings. The employee's salary may be contracted into or out of the State Pension Scheme. Further advice on the current rates is available from the Contributions Agency of the Department of Social Security (DSS).

Employers are not required to provide occupational pensions and employees should be advised to make their own arrangements.

### **Hours of Work**

The- requirements of the job will more than likely require work and meetings to be carried out during mornings, afternoons and most certainly during some evenings. It may also require weekend work and exceptionally, periods away from home (for example a week's camp).

Over conscientious local Development Officers could find themselves working all day, most evenings and several weekends in succession if they do not pace themselves and limit the hours worked to that for which they are employed. Project managers and local Development Officers will need to set realistic work targets and timescales. Local Development Officers may be quite happy to work over their contracted hours as part of their voluntary commitment to Scouting but this should not be expected or taken for granted.

Consider the number of hours to be worked and the flexibility of utilising the contracted time over a given period, including the supervision and recording of hours worked. Two possible systems are:

- a 'flexi-time' system where hours worked are recorded daily and accumulated over a given period, subject to the contracted hours being fulfilled;
- a 'session' system where each day is divided into three sessions of 3 ½ hours each (i.e. morning, afternoon and evening) with the local Development Officer completing the required number of sessions in, for example, a week.

The statement of terms and conditions would need to state the normal hours of work, the system for accumulating hours worked and (if applicable) arrangements for the authorization of overtime.

#### **Time Off Work for Holidays, Sickness etc**

Consider whether you are to provide paid holiday entitlement or permit unpaid leave and, if so, how much, when (including whether you need to stipulate that it is to be taken at a given time, for example, over the Christmas holiday period) and what the arrangements will be for the authorization of leave. Consider any special leave arrangements for religious holidays. Bear in mind also that long periods of absence may affect the continuity of the project, particularly if community contacts 'go cold'.

Consider arrangements for dealing with absenteeism and for the reporting of sickness. The administration and payment of sick leave are likely to be determined by whoever deals with salary payments. An employer is not required to provide sickness benefits other than Statutory Sick Pay (SSP) which is paid to an eligible employee by the employer who reclaims a proportion back from the Contributions Agency of the DSS. Other conditions also apply. Further information on SSP, as well as Statutory Maternity Pay, is available from the DSS.

#### **Disciplinary and Grievance Procedures**

Fair and proper disciplinary and grievance procedures will need to be devised. Consider the kind of failings in performance or misconduct, which might lead to disciplinary action (e.g. conduct, time keeping, performance etc).

#### **Employment Policies**

In addition to the terms and conditions of employment there is a need to consider various other matters, detailed below.

#### **Health and Safety**

The Project Management Committee will need to concern itself with health and safety matters and ensure that the Line Manager, who should have day-to-day responsibility for such matters, has adequate procedures in place. The employee will have regard to their own safety and that of others, and must follow the activity rules laid down by The Scout Association when organising taster or adventurous activities.

The Line Manager and employee should carry out a safety audit of the working environment shortly after commencement (and periodically thereafter). Should the Line Manager or employee become aware of, or concerned about, any health and safety related issue, there is an obligation to draw it to the attention of the employer who must investigate the matter and take appropriate corrective action.

There are special factors likely to affect the working conditions of local Development Officers; these may include:

- Office Location - staff working from home should ensure they are free from unnecessary interruptions and that there is adequate space in which to work. Staff working from a Scout Headquarters building should have adequate space, security, lighting, heating, electrical safety and fire precautions.
- Extensive Driving - staff should ensure they have sufficient time to reach their destinations and take care not to subject themselves to driving fatigue.
- Car Theft - staff employed in high-risk areas should be advised of the need to have burglar alarms fitted to their vehicle.
- Personal Safety - staff undertaking detached youth work in high risk areas or working with disruptive and potentially violent young people should be aware of the risk of being subjected to angry behaviour, verbal abuse and threats. It is important to employ staff with the appropriate skills for working with such client groups. Staff working late at night, in high-risk areas, alone in isolated buildings or undertaking extensive night driving may need personal alarms and/or mobile telephones.

Project Management Committees should adopt a positive attitude to providing staff with personal safety or property protection accessories where required.

### **Expenses**

The Local Development Officer will incur expenses in the course of their job such as travel (outside travel to and from the normal place of work and subsistence etc). Arrangements will need to be made for the claiming and payment of such expenses, the payment of any mileage allowance (including the rate) and/or whether a petty cash system needs to operate. A clear understanding of the purchasing limits and authority the Local Development Officer, the Line Manager and the Project Management Committee has is essential if difficulties are to be avoided.

### **Insurance**

Where a District is to act as an employer it has a legal obligation to maintain an approved Employers Liability Insurance Policy (which offers protection against third party claims) and to display the certificate of insurance at the work place. Scout Insurance Services at Headquarters can arrange suitable cover. If somebody else is to act as the employer the worker will usually be covered by their policy.

Staff Personal Belongings and Personal Accident and Medical Expenses (PAME) Insurance are not required by law. Districts can make their own arrangements (relatively inexpensive for the Association's PAME Insurance) for the employee while they are carrying out their occupation or advise the employee accordingly. If somebody else acts as the employer the worker may be covered by any policy provided.

Where the worker is expected to use their own vehicle on Scout business they should be advised of this, at the time of the interview, as their own motor insurance may be invalidated if the vehicle is used for business and/or the worker is in receipt of a mileage allowance payment. Where the District provides a vehicle for use, either as part of its usual activities or specifically for a Development project, it will need to make its own insurance arrangements. Discount motor insurance cover for private drivers associated with The Scout Association and for District owned vehicles is available through Scout Insurance Services and automatically includes cover for use on Scout business.

### **Membership**

Consider if the Local Development Officer will be required to accept and make the Scout Promise, wear uniform on appropriate occasions and/or hold a Commissioner's Warrant. The project should cover the cost of buying the uniform.