

the heart of
health and safety

A close-up photograph of a middle-aged man with short, dark hair, smiling broadly. He is wearing a dark suit jacket over a light blue and white striped shirt. A bright red lanyard is draped around his neck. The background is blurred, showing other people in a social setting.

The networks handbook

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Sarah Hamilton, Networks and International Director, and **Rob Strange OBE**, Chief Executive

This handbook gives you the information and resources you need to support your branch and group activities.

The collective voice of our branch and group networks is a versatile and powerful tool that helps us to lobby for change, share best practice and run high-profile campaigns that make a real difference in the workplace. As an IOSH branch or group committee member, you play a vital role in supporting the careers and professional development of other members in your area or industry. Your work helps us make sure the health and safety profession's collective voice is heard across the world.

That voice is growing, too. IOSH's international network now includes Ireland, Hong Kong, the Isle of Man,

Middle East, Caribbean and Singapore, and our strong online communities make it easy for members to share their views and expertise, wherever they are.

You don't have to look far to see the power of IOSH networks. Each IOSH branch and group is working to share good practice and to support IOSH members throughout its region or industry.

Great things happen when our members share their know-how and experience, and your contribution really does make a difference to the success of IOSH as a whole.

Enjoy your role as a committee member, and don't forget we're here to support you. Together, we can make a difference.



Sarah Hamilton
Networks and International Director



Rob Strange OBE
Chief Executive

Being a volunteer



Members like you, who give your time and energy, help us make sure that our members are supported and that we're able to spread the health and safety message.

Your voluntary work helps IOSH to maintain a high profile – keeping the subject current with employers, high on the political agenda, and at the centre of the debate when it comes to influencing health and safety thinking.

Working in a volunteer role can be an enjoyable, stimulating and fulfilling experience that offers extensive opportunities for your CPD. As well as supporting members and promoting IOSH, you'll also be able to broaden your skills and build your experience.

Even if you haven't got the time to be a full committee member, you might be able to help out by contributing to one-off projects or sharing your expertise. Look at our list of **other ways to get involved**, or ask your branch or group committee if there's anything you can do.

Please remember that we're here to help you in your work as a volunteer, so if at any time you need help, advice, an answer to a question or just some general information then please get in touch.

About the branches and groups

Our branch and group networks are an essential part of IOSH – they're the vital link between IOSH and our members, helping to attract new people, raise our profile, and create a sense of community.

It's important that all networks have a shared purpose and are branded as a network of IOSH. Your work as a network volunteer will help to continuously identify ways of improving your branch or group's activities and how it operates. Find out more about the **role, purpose and regulation of IOSH networks** here.

Regulation

As soon as you join a network committee, you must read the regulations applicable to your network. Branches are governed by **Regulation 15** and groups by **Regulation 16** and **constitutional governance guidance for group committees**. Often these regulations can be ambiguous when problems arise; if you're having trouble with certain issues it's best to contact Networks staff, who will be able to guide you.

A designated Networks Officer supports your branch or group's committee and can help induct you into your volunteer role. It's your responsibility, and that of the committee Chair, to ensure you're up to date with the structure, policies, processes and regulations of IOSH, and of your branch or group. A regular e-bulletin, *Connect Networks*, is issued to all committee members providing operational updates and guidelines, so look out for this in your inbox.

Quick links

- Corporate strategy – an overview
- Code of conduct
- IOSH structure
- Networks (Branches and Groups) committees – roles and responsibilities
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Supporting our branches and groups

In 'Quick links' you'll find links to lots of information about being an IOSH volunteer. This includes the various ways you can get involved, descriptions of the roles you could take, and how long you'll be expected to carry out those duties.

Each branch and group is unique, and the roles on your committee might be different from those at other branches or groups. You'll find some general descriptions of what you can expect in the links on these pages, but please ask your Networks Officer or your branch or group Chair for details of the committee positions they need to fill.

Remember, if you do have any questions, get in touch with your Networks Officer, who will be happy to help.

Getting started

Before you get started in a volunteer role, it's important that you know what to expect. Our corporate strategy gives information on how we manage our business, make decisions and maintain our performance. It includes an overview of our strategies, values and vision, staff and committee structures, and how we monitor performance and allocate budgets and people.

You'll be supporting these goals, so it's a good idea to read the [overview of our corporate strategy](#). You'll find links to key documents signposted throughout this guide, so you can find the information you need quickly.

Volunteer conduct

The IOSH [Code of conduct](#) applies to all IOSH members – it's a condition of membership, and it's important for our staff and committee members to set the example. You need to make sure you're familiar with the Code of conduct, so click the link to read through it.

Reimbursement for expenses

As a branch or group volunteer, you're entitled to claim back reasonable expenses for travel, food and accommodation while on IOSH business. Each committee is permitted a certain number of 'funded' volunteers.

Generally speaking, IOSH will reimburse all approved business expenses that you reasonably and properly incur while on IOSH business. These expenses can include travel, accommodation and refreshment – but they must be reasonable, accompanied by receipts and signed by your branch or group Chair. Read the [travel and expenses policy](#) to find out more.

Branch committee members can claim expenses through the treasurer when on branch business. When visiting IOSH head office, or representing IOSH on corporate business, volunteers will need to complete the [expenses claim form](#). Please make sure you have the form signed by the Chair before leaving your meeting or event and pass it onto the Networks and International staff for action.

You can't claim expenses for buying alcohol.

All expenses claims need to be submitted to the Accounts department at IOSH within one month of the expense being incurred.

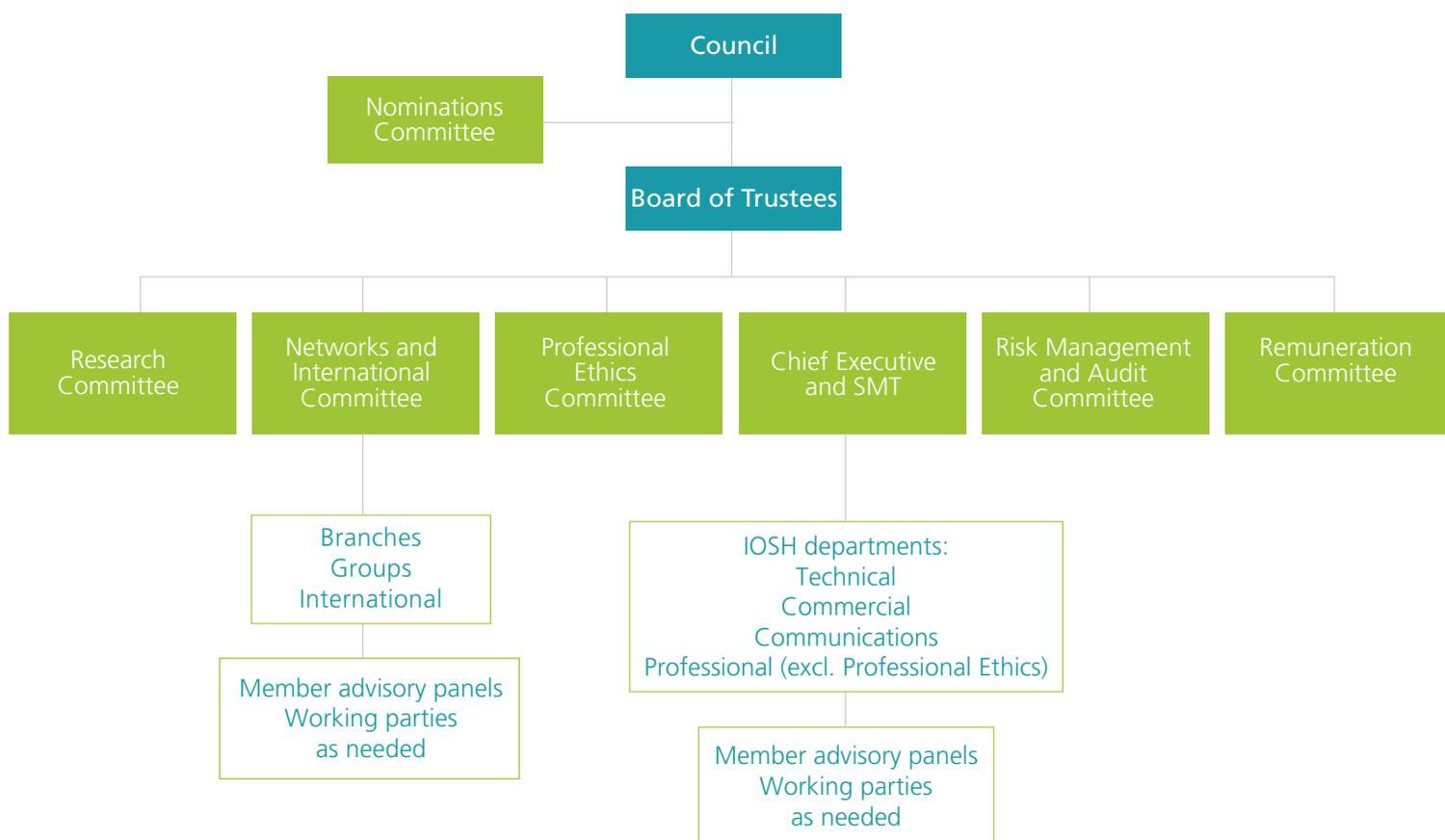


A volunteer's view

"I've been involved with the South Coast Branch for a while now, first as a committee member, then as Vice-Chair and now as Chair, a position I've held since May 2009. It's been a great experience. I'm really enthusiastic about being able to contribute positively to the branch and I enjoy the buzz of meeting other professionals in the same field. And I love the fact that we're doing the best we can for our members by sharing experiences, mentoring career progress and passing on new skills – that's what it's all about."

Helen Woodvine – Chair of the South Coast Branch

IOSH structure



Networks committees

– roles and responsibilities



While there are differences between branch and group committees, there are similarities in terms of roles and responsibilities.

Listed below you'll see the responsibilities for volunteers in network committees. The exact job carried out by these volunteers will vary between each branch or group, and will depend on strategy and area. Some branches or groups find it useful to write job descriptions and set key performance indicators aligned with their strategy.

Chair

It is the ultimate responsibility of the Chair to co-ordinate the activities of the branch or group, ensuring that IOSH's aims and objectives are met.

In the event of a tied committee vote, the Chair has the casting vote.

Branch Chairs are ex-officio members of District committees.

Vice-Chair

The Vice-Chair assists the Chair in co-ordinating the activities of the branch or group. The Vice-Chair may be called upon to stand in for the Chair at meetings or events.

Often, though not always, the Vice-Chair will be voted in as Chair for the next term.

Branch Secretary

Branch Secretaries co-ordinate the administration of their branch and maintain all relevant documentation, records and correspondence.

They are responsible for minutes and are usually the main point of contact between their branch and networks staff.

Branch Treasurer

Branch Treasurers are responsible for maintaining the accounts of the branch, and liaising with IOSH over expenditure and reimbursement of expenses.

Guidance for branch Treasurers can be found in the finance section of the Networks Handbook.

Branch Treasurers are ex-officio members of district and section committees.

Branch Education Development Adviser (BEDA)

The role of the BEDA is to advise their branch members on qualifications and professional development. BEDAs will usually need to take part annually in a one-day meeting at The Grange to be updated about qualifications and professional development. They can also help with providing IPD and CPD support to members.

Web Champion

The Web Champion is responsible for maintaining the branch or group microsite on the IOSH website. The Web Champions' microsite provides full guidance on how to do this, and IOSH's dedicated Web team will assist if there are any problems.

The Web team also give training and ongoing support to help Web Champions carry out their duties.

Committee members

Committee members will provide general help with achieving the branch or group's aims and objectives. Some branches and groups rely on committee members for advice and help with all aspects of management, without assigning individual areas. Others assign individual committee members to certain areas, giving them responsibility for aspects of management or projects for their branch or group. Some branches, particularly those covering large geographical areas, will appoint committee members to look after certain locations and some may establish districts for this purpose.

It is up to the branch or group Chair to decide how best to use committee members and to assign individual actions.

Co-option

Your committee may want additional help with certain projects or agenda items. In this case, you can co-opt someone onto the committee to help with a specific task.

Additional responsibilities that some committees find useful:

- Communications/publicity/press officer
- Finance
- Administration
- Networking
- Branch liaison
- Group liaison
- Industry/community/professional body liaison
- Expert panels
- Training
- Consultation documents
- Newsletter/bulletins
- Sector co-ordination/group representation
- Programme co-ordinator
- Event/speaker co-ordinator

Terms of office



Branch and group committee tenures and election

Branch committee tenures and election

The principal officers (volunteers) of a branch or district (Chair, Vice-Chair, Treasurer, Secretary and auditors) will hold office for one year, and are then eligible for re-election. Other committee members hold office for two years; half of those will retire annually and then be eligible for re-election.

Principal or executive volunteers, other than the Secretary or Treasurer, are not eligible to stay in the same position for more than four consecutive years.

Elections for branch committee roles take place annually at an Annual General Meeting.

Group committee tenures and election

Group committee members hold office for three years, after which they resign or seek re-election.

Group committees elect their Chair from among their members. Chairs hold office for no more than three years.

Group committee members can be elected in two ways:

- election by the members of the group
- informal appointment by the group committee (co-option).

Other ways to get involved



There are many ways in which you can contribute to the activities of your branch or group. If you don't wish to become a full committee member, here are some other ways you can get involved:

- Offer to speak at events to share good practice or update members on topical issues
- Contribute an article for your branch or group's microsite pages
- Act as a Web Champion for a committee by uploading their web material and developing their pages (full training and support is given)
- Tell your branch or group about any interesting, topical activities you think they could link with
- Contribute to one-off projects and events. If you have any ideas for these, please get in touch with your committee
- Do you have a specific area of expertise that you would be happy to provide advice on when needed? Branch and group committees welcome knowing more about their members so they can signpost enquiries from other members
- Are you a member of another body and wish to act as a co-opted member of the committee to help establish links and share good practice?

Role, purpose and regulation of networks



The IOSH networks are an essential part of IOSH and act as an important conduit between IOSH and its members. It's important that all networks have a shared purpose and are branded as a network of IOSH. They should continuously identify ways of improving their activities and how they operate.

Branches

The role and purpose of branches is to serve their local members and align themselves with IOSH's aims and objectives. In particular, branches support their membership and IOSH by:

- providing CPD, learning opportunities and local support to IOSH members
- offering networking opportunities for members
- retaining existing IOSH members by offering local services
- engaging with local communities and raising the profile of IOSH and the profession at a local level
- recruiting and retaining new members

- engaging with branch members, increasing attendance and involvement of members in branch activity through face-to-face activity and e-communications
- linking with groups and other branches
- supporting the IOSH corporate strategy and aligning their activities to IOSH's current priorities
- supporting and reflecting the IOSH corporate brand and aiming for high quality and professionalism
- acting as a conduit for two-way communication between members and IOSH corporate structures
- adapting to meet local members' changing needs.

Groups

The role of groups is to serve their sector-specific members. In particular they should:

- provide CPD, learning opportunities and sector-specific support
- support the IOSH corporate strategy and align their activities to IOSH's current priorities
- support and reflect the IOSH corporate brand and aim for high quality and professionalism
- offer networking opportunities for members – physical and virtual
- raise IOSH's external profile and promote its vision

- provide technical information through articles, advice, generating debate, publicising findings of IOSH-funded research
- contribute to consultation documents
- engage with stakeholders
- stimulate dialogue and debate about sector issues
- retain membership
- establish an international presence
- deliver informative and engaging events for members
- work to the framework of the groups performance management system.

Regulation

You should read the regulations applicable to your network as soon as you join a network committee.

Branches are governed under **Regulation 15** and groups under **Regulation 16** and **constitutional governance guidance for group committees**.

Often these regulations can be ambiguous when problems arise; if you're having trouble with certain issues it's best to contact networks staff, who will be able to guide you.

Regulation 15

Constitution of and rules applicable to branches



Introduction

- 1 In accordance with Byelaw 18(2), these Regulations set out the procedures for the formation and management of branches. Unless the context otherwise requires, words and expressions used in these Regulations shall have the meanings given to them in the Charter and Byelaws of the Institution.
- 2 Districts or sections of groups that are an integral part of the branch, may be formed to look after the needs of members.
- 3 A branch, district or section may only be established with the prior approval of the Board of Trustees, as advised by the Communications & International Committee. All branches, districts or sections are required formally to adopt these Regulations as the constitution of and rules applicable to the branch, district or section, to notify the Board of Trustees that they have done so, and to provide a copy of these Regulations as adopted to head office for record purposes.

Aims and objectives

- 4 The aims and objectives of the branch, district or section are to further the aims and objectives of the Institution as set out in its Charter.

Activities

- 5 Branches, districts or sections may engage in activities within the general framework of the Byelaws,

and which involve expenditure, provided that the Board of Trustees has given general approval to the particular type of activity concerned, or has given special approval for the specific activity. General approval covers such things as hire of meeting rooms, postage and stationery costs. Special approval is required for the organisation of local conferences, training activities or exhibitions.

Membership

- 6 Membership of the branch, district or section is open to all categories of membership of the Institution.

Branch executive committee

- 7 The management of the branch shall be the responsibility of the branch executive committee. The branch executive committee shall consist of:
 - (a) principal officers (elected in accordance with paragraphs 14, 15, 16 and 28)
 - Chairman - corporate member
 - Vice-chairman - corporate member
 - Secretary
 - Treasurer
 - (b) committee members - not less than two other members of the branch, a majority of whom shall be corporate members, elected in accordance with paragraphs 14, 15, 16 and 28.
 - (c) one member from each properly constituted section or district within the branch, elected in accordance with paragraphs 17 and 28.

Districts and specialist sections executive committees

- 8 The management of each district or section shall be organised by a district or section executive committee, which shall report to the branch executive committee. Each district or section executive committee shall consist of a chairman and secretary and other committee members as approved by the branch executive committee.

Co-options

- 9 Each executive committee shall have the power to co-opt members. Co-opted members, if they are Corporate Members, shall have the power to vote at meetings of the executive committee.

Vacancies

- 10 Each executive committee shall, in the event of a casual vacancy occurring in its membership, appoint another member of the same class of membership of the Institution to serve the remainder of the term of office of the position vacated.

Ex-officio members of district and section executive committees

- 11 The branch chairman and branch treasurer shall be ex-officio members of the district and section executive committees.



Voting

12 An executive committee resolution shall be passed by a simple majority of the votes passed by those present at the meeting and entitled to vote. The Chairman of each executive committee shall have and exercise a second or casting vote in the event of an equality of votes.

Quorum

13 A quorum shall be four members of an executive committee, at least one of whom must be a principal officer, and at least three of whom must be corporate members.

Nominations for office and elections

14 Nominations shall be made with the consent of the nominee and be properly proposed and seconded by members of the branch.

Nominations for the principal officers and executive committee members elected under paragraph 7(b) shall be given in writing to the branch secretary twenty eight days before the branch Annual General Meeting.

15 In the event of insufficient nominations being received twenty eight days before the Annual General Meeting, the branch chairman may, in his or her discretion, accept nominations up to the day before the meeting. If there are still insufficient nominations received, nominations may then be accepted at the Annual General Meeting.

16 The branch secretary shall verify as soon as possible after receiving each nomination if the nominee is in good standing with the Institution.

17 Districts and sections shall elect their own officers and executive committee members and their appointment must be confirmed by the branch executive committee. One district member shall be elected to represent each district and one section member shall be elected to represent each section on the branch executive committee. Elections shall be conducted in accordance with the procedure set out in paragraphs 14, 15 and 16.

18 Each district and section officer and executive committee member elected in accordance with paragraph 17, if not already a member of the branch executive committee, may also be co-opted to it and if a corporate member shall have the power to vote on the branch executive committee.

19 The member elected to represent each section on the branch executive committee shall also represent the section on the relevant district executive committee.

Auditors

20 Two auditors shall be nominated and elected at the branch Annual General Meeting.

Terms of office

21 Principal officers of the branch, district or section and auditors shall hold office for one year from the relevant Annual General Meeting and shall be eligible for re-election.

22 Other executive committee members shall hold office for a period of two years. One half of those members shall retire annually and they shall be eligible for re-election.

23 Principal officers or executive committee members other than the secretary or treasurer, shall not hold the same office for more than four consecutive years.

Sub-committees

24 The branch executive committee shall have power to appoint sub-committees for such purposes and with such powers as they decide. The branch executive committee shall appoint a Corporate Member of the Institution as chairman of the sub-committee who shall, if not already a member of the sub-committee, be co-opted to it.

Finance

25 The branch financial year and the financial year of any district or section shall correspond with the financial year of the Institution.

26 Each branch shall prepare budgets and keep such accounts as are directed by the Board of Trustees of the Institution. Where branches have districts and sections, the branch budget and accounts shall incorporate and clearly identify financial aspects of the operations of the district and/or section. All accounts shall be audited and submitted in a prescribed manner for approval by the Board of Trustees.

Ordinary meetings

27 Ordinary branch, district and section meetings shall be held at such places and on such dates as approved by the relevant committee.



Annual General Meetings

- 28 The branch and where appropriate district and section Annual General Meeting shall be held not later than two months after the end of the financial year. The business at the meeting shall be to elect the principal officers and committee members in accordance with paragraph 7; to receive the annual report of the relevant chairman; to approve the accounts; in the case of the branch Annual General Meeting, to elect the auditors; and to transact any other appropriate business.
- 29 District and section Annual General Meetings shall be held before the branch Annual General Meeting.
- 30 The dates of Ordinary and Annual General Meetings of districts and sections shall be notified to the branch secretary in sufficient time to be included in branch programmes.

Extraordinary General Meetings

- 31 Secretaries shall convene an Extraordinary General Meeting at the request of their relevant chairman, or at the written request of ten members of the relevant branch, district or section. The notice of the meeting shall state the purpose of the meeting and no other business shall be transacted at the meeting.

Notice of general meetings

- 32 Secretaries shall send to all members entitled to receive them, notices of all general meetings. They shall be sent through the post, or by email, at least twenty-one days before the meeting, stating the business to be transacted at the meeting.

Voting at general meetings

- 33 All members in good standing are allowed to vote at branch general meetings. A members' resolution shall be passed by a simple majority of the votes passed by those present at the meeting and entitled to vote. The chairman shall have and exercise a second or casting vote in the event of an equality of votes.

- 34 Voting shall be by secret ballot or by show of hands as may be agreed by those present. In the event that those present fail to agree, the method of voting shall be determined by the Chairman.

Quorum at general meetings

- 35 A quorum shall be at least ten members of the branch, district or section of whom at least one shall be a principal officer and at least six shall be Corporate Members of the Institution.

Regulation 16

Constitution of and rules applicable to groups



Introduction

- 1 In accordance with Byelaw 18(2), these Regulations set out the procedures for the governance. Unless the context otherwise requires, words and expressions used in these Regulations shall have the meanings given to them in the Charter and Byelaws of the Institution.
- 2 Groups may be established by the Board of Trustees, on the recommendation of any overseeing Committee, in order to provide a forum for those members of the Institution sharing an interest in a particular area or specialisation.

Formation of groups and constitution

- 3 Groups shall be formed in accordance with the formation process as approved by the Board of Trustees and detailed in the Groups Governance Guide document.

Aims and objectives

- 4 The agreed role of IOSH Groups is to: Create networking opportunities and a 'sense of community' for members of the Group and all other interested stakeholders (i.e including both IOSH members generally and external non-member stakeholders). Such networking opportunities can be either 'physical' (i.e events) or 'virtual' (e.g discussion boards, email etc.) as appropriate.

Stimulate and facilitate open dialogue and debate amongst all interested parties (i.e Group members, other IOSH members, and wider stakeholders) about key issues relevant to the Group's sphere of interest.

Facilitate the provision of CPD opportunities and technical knowledge/updates to all interested parties.

And where appropriate and working in close partnership with the IOSH corporate team: External profile: support IOSH in its strategic objective to raise IOSH's profile, and influence, including its aim to be a 'thought leader'. It is anticipated that this will be achieved primarily through the Group's activities related to its primary roles.

Technical issues: champion through advocacy within IOSH the consideration of key OSH issues and, if appropriate, champion development of technical guidance.

And, thus to:

Retain existing members and support their development, and ideally also attract new members to IOSH through the effective performance of these roles.

Contribute to IOSH's other Strategic Objectives, as appropriate to the particular Group.

Membership

- 6 Membership of groups shall be available both to members of the Institution and to non members, subject to the conditions detailed in paragraphs 7 to 9 hereunder.
- 7 Each Member shall be entitled to join one Group free of charge. Members may choose to join two or more Groups on payment of an annual fee, determined by the Board of Trustees for each additional Group joined.
- 8 Members shall have the opportunity to register or change their membership of groups each year when they pay their annual subscription to the Institution. Payment for additional group memberships shall be made at the same time. Members may join a group at any time during the year subject to payment of the appropriate additional fee.
- 9 Those who are not members of the Institution shall be permitted to join groups subject to payment of an annual fee, determined by the Board of Trustees, for every group joined.
- 10 No insertion in, addition to, or amendments of these Regulations shall be made and any proposed amendment shall not be effective until approved by both the Council of the Institution and the Board of Trustees.

Constitutional governance guidance for group committees



All committees should normally follow the procedures, processes and practices described in this guidance note. Where there needs to be deviation from it, the committee must record the deviation in its own terms of reference. This guidance is subject to the Charter and Byelaws and any Regulations or Standing Orders of the Institution.

Note 1: A committee is a continuing body, a working party (WP) has a limited life. Both are covered where the generic 'committee' is used in the remainder of this document.

Note 2: This guidance is adapted from the Guidance for Council, Standing Committees etc. (Corporate Manual, section 2.1.3).

1 Overall purpose

- 1.1 The declared overall purpose of IOSH is:
"... to promote systematic and organised methods of improving occupational safety and health ...". Within its specific remit, all activities of a group should support and be consistent with this purpose.

- 1.2 In particular, the purpose of each group is to be active in the following areas:

- align with current IOSH corporate 3/5-year plan and priorities
- create networking opportunities and a sense of community
- stimulate and facilitate open dialogue and debate
- facilitate CPD opportunities and knowledge or good practice updates

- 1.3 In addition, groups may choose to have a role in:

- raising IOSH external profile, building relationships
- championing or making inputs on technical issues, guidance documents and so on.

2 Reporting

- 2.1 Groups are ultimately accountable to IOSH members, and their own group members in particular. Each group committee must have a 3-year rolling work plan, agreed with the Groups Management Committee (GMC). GMC reports to its overseeing committee (currently the Technical Committee). Group committees may have subcommittees and working parties reporting to them.

- 2.2 The chair of the overseeing committee is appointed by Council.

- 2.3 Routine reporting of the overseeing committee is to the Board of Trustees (BoT). However, groups may wish to raise issues of strategic importance which would benefit from wider discussion and member feedback before policy decisions are finalised. Such items should be brought to Council, via GMC and BoT. It is anticipated that GMC might initiate a paper for Council discussion and comment no more than once per year.

3. Key responsibilities

3.1 Groups' Management Committee:

- oversight management and monitoring of all groups
- provision of support, mentoring and annual networking opportunities for sharing of good practice
- regular networking between groups, via face-to-face or in a virtual capacity
- meetings, attended by groups' chairs or deputies and a member of the support team
- managing the process of forming, improving, merging and dissolving groups, and/or their committees, as appropriate.

3.2 Group committee:

- comply with the Groups Performance Management System and constitutional and governance guidance
- liaise effectively with IOSH staff and support of corporate activities, via their Networks Officer



- plan and manage all group activities, including any subcommittees or working parties
- set 3-year rolling plans, appropriate annual key performance indicators and terms of reference
- assess resource impacts when projects are initially planned
- manage their group budget
- take account of member feedback, from events, corporate surveys and informal contacts
- produce, update and regularly review a Group Portfolio (known as the 'pink folder')
- agree roles and responsibilities as appropriate to ensure the annual and 3-year plans are successfully delivered
- as appropriate, establish project teams to deliver specific elements of their plan, working to agreed terms of reference, normally included in the project plan
- if there appear to be likely benefits for IOSH, establish and operate an advisory panel, subject to agreed competence criteria
- report progress against their plan to GMC, fully co-operating with the Groups Performance Management System.

Each group should document their specific terms of reference without duplicating this generic guidance. For a group, these will typically be part of the group's portfolio (pink folder) and may cover:

- defined area of interest
- size of committee, means of appointment, quorum
- enduring roles within the committee
- 'business as usual' activities, as annual targets (eg network events, website postings, articles).

- 3.3 Group project team:
- deliver a specific element of the group plan, defined by their project plan
 - report to the group committee.
- 3.4 Groups support team: head office staff (Networks Officers) who help to advise and support the plans, budgets and activities of group committees. This includes ensuring that both they and other IOSH staff communicate effectively with group committees, work to agreed performance standards and identify and resolve problems or concerns.
- 3.5 Subject to the Charter and Byelaws and any Regulations or Standing Orders of the Institution, responsibility for appointments gives matching powers to remove appointees before the end of their normal term of office if required – eg through misconduct or inability to perform duties.
4. Membership of group committees
- 4.1 The committee structure is most effective when member volunteers and staff each contribute to the delivery of completed work, with the experience and resources of both parties complementing each other.
- 4.2 IOSH members undertake committee work as volunteers, and their personal contributions are accepted in that light. However, it is expected that committee volunteers will make every effort to:
- attend meetings, or provide input via comments to the chair or another attendee if they cannot attend

- be familiar with decisions made at previous meetings, and the agenda and any papers sent to them for the current meeting
- complete agreed actions to progress committee work between meetings
- alert the committee Chair or Networks Officer about any concerns that meetings are ineffective, or their potential contributions are not being used
- normally take a lead role in an aspect of the committee's overall activities.

4.3 Numbers:

4.3.1 Group committees should be large enough to cover the necessary range of interests and competences, and to ensure continuity of work plans, but small enough to ensure responsibilities are accepted personally, and to avoid becoming a 'talking shop'. A business case is needed for IOSH to fund more than six committee members for a small group or nine for a large group (> 3,000 members), or a representative of an outside body.

4.3.2 Co-option is generally an option, for either specific agenda items or committee projects. If co-opted for more than a year, co-optees become full committee members, and should be officially appointed via the normal arrangements.

4.4 In order to progress its aims and objectives, each group must form a committee which reports to the Groups Management Committee.



- 4.4.1 Members of a Group committee are to be appointed as follows:
- by election from the members of the group
 - by informal appointment (eg co-opted by a committee elected under paragraph 4.4.1a, or by the GMC). Informally appointed group committee members may be subject to the approval of the GMC.
- 4.4.2 Any member of the Institution may sit on a group committee. Non-members may also sit on a group committee, but any such appointment may be subject to approval by the GMC. For issues subject to a vote, non-members may not have a controlling majority.
- 4.4.3 After three years' service, group committee members must resign and may offer themselves for re-appointment.
- 4.4.4 Each group committee or subcommittee must elect its chair from among its members for a period not exceeding three years. The chair shall be a Corporate Member of the Institution.
- 4.4.5 On behalf of the Board of Trustees, the GMC and the overseeing committee have the power to remove or bar a member from chairing a group committee.
- 4.4.6 The GMC shall ensure there are effective arrangements for each group to be represented in its consultation and decision-making processes.
- Notes:
- Election by group members is a lengthy and relatively expensive process which has to be covered by the group budget, so is unusual. Where appointment is used, there should be an open process for seeking volunteers and arrangements to ensure reasonable representation of all areas covered by the group's terms of reference, while also recognising that there may be limited numbers of volunteers with the necessary competences and commitment.
 - A matrix which summarises the essential and desirable competences, including likely time commitment, is available for the various volunteer group governance roles. Individuals should be fully aware of the relevant competence matrix before being appointed to, or standing for, a group governance role.
- 4.5 The term of appointment is normally for three years with one third of members retiring each year, and the individual is then eligible for a second three-year term. Individuals should then normally stand down for at least one year – but a group committee may waive this requirement if they cannot identify replacement volunteers after repeated appeals to their members.
- 4.6 Group committees may include persons representing other bodies with similar interests. Responsibility for appointment of such representatives rests with the other body, but they should be encouraged not to exceed the standard IOSH terms.
- 4.7 The group Chair is appointed or elected by the group committee members, taking account of the recommended competence criteria. For a new group, the appointment should be endorsed by the GMC. If election is used, it is preferable for candidates to be sought before the meeting, and for the ballot to be secret. The group Chair is normally appointed for two years, or for a period not exceeding three years. WP chairs are normally appointed by the committee for the life of the WP.
- 4.8 It is normal practice for committees to have a Vice-chair appointed or elected by the committee. It should not be assumed that a Vice-chair automatically becomes the next Chair.
- 4.9 A quorum is not generally required.
- 4.10 Members unable to participate in at least 50 per cent of meetings annually should be asked to stand down. In addition to meetings attended in person, participation via, for example, video- or phone-conference may be acceptable, provided effectiveness is not compromised.
- 4.11 Members of committees should ensure that they are aware of, understand and comply with IOSH Networks Operational Guidance, Code of Conduct and any relevant Regulations and/or Standing Orders.
5. Meeting administration
- 5.1 Frequency:
- 5.1.1 Group Committees: typically four per year, but should be driven by the work plan.



- 5.1.3 WPs: as required to complete the task.
- 5.1.4 Hubs: typically about two per year, as well as at larger group networking events.
- 5.2 Secretary: It is good practice for the group committee to nominate a member to undertake a secretarial role, with the level of recording of meetings (for the main committee and WPs) to be at the discretion of the group Chair. A clear and accurate account of the meeting (including decisions and actions agreed) must be documented.
- 5.3 Agendas must be sent out at least five working days before the meeting, unless agreed otherwise.
- 5.4 The groups' budget comes from the Networks and International Directorate, plus a percentage of retained surpluses from events during the previous year.
6. Delegated authorities
- 6.1 Actions which comply with both the groups constitutional and Ggovernance and the operational guidance are designed to achieve the targets set out in the groups' KPIs and annual plans.
- 6.2 Projects which are integral to 6.1, and which do not require significant IOSH staff or budget resources, are covered under the group's terms of reference. The group chair and/or Networks Officer should seek advice and, if necessary, approval from the GMC for any project in the following categories:
- may require significant resources (staff or finance) for successful completion
 - may adversely affect other IOSH activities, eg date or location clashes with a corporate, branch/district or other group event
 - 'good ideas' which arise after the approval of the group's annual work plan.
7. Notes of meetings
- 7.1 Copies of the meeting minutes should be approved by the chair and distributed within 15 days of the meeting.

Travel and expenses policy



It is intended that this policy cover all aspects of the reimbursement of costs that IOSH staff, representatives and members incur during trips on approved IOSH business.

As with any policy, some exceptions are expected; however, requests for such exceptions must be made in a full written explanation and are subject to review. Authorisation for exceptions must be granted in advance, where practicable, by the Chief Executive or Finance Director.

Generally speaking, IOSH will reimburse all approved business expenses reasonably and properly incurred by representatives of the Institution or employees in the performance of their duties including reasonable travelling, hotel, entertainment and other expenses and with the approval of the line manager/Senior Management Team (SMT) member, within one month of the expenditure being incurred. If expenses are returned beyond this period, the claimant may experience a delay in reimbursement.

1 Travel.

Private Car

Private cars may be used by employees on IOSH business when the destination is less than 50 miles from point of origin. Private cars may be used by other representatives on IOSH business regardless of distance. Expenses of 40p per mile will be paid for private car usage, falling in line with guidance from HM Revenue and Customs .

Line managers are expected to ensure that private vehicles are properly insured, maintained and that the drivers have a full license for the vehicle they are driving.

Company Car

Company car users, and members of the SMT who take a car allowance should use their cars where possible if public transport is not an option or inconvenient. Expenses of 12p per mile will be paid for company car usage and those members of the SMT who take a car allowance.

Car Rental

If an employee does not have a company car or use of a private car, or if the journey is over 50 miles, it may be necessary to hire a car. In this case approval is required by the line manager. Rental cars may only be used by employees of the Institution.

Employees who have a company car, or take car allowance, should use their cars regardless if the journey is over 50 miles.

Rail/Public Transport

Train travel is to be taken as standard class. Members of the Presidential Team, Chairman of the Board of Trustees and Chief Executive are entitled to first class travel. Members of SMT are permitted to travel first class only when the total cost of the tickets is less than a standard return.

IOSH has an account with thetrainline.com for booking rail tickets. In order to use this service you must register through the Accounts department.

Taxi

Taxis for employees are permitted where the use can be justified by the line manager. Taxis for other representatives may be permitted where they can be justified by committee administrators.

Flights

There are a number of alternatives to flying, including conference calling, video conferencing and webinars. Given the environmental consequences that flights have on our carbon footprint, please consider alternatives and ensure that the flight is completely necessary before booking.

Once a flight has been deemed necessary it should be limited to the most economical fare available taking account of the cost of any necessary stop-overs and, where necessary, the traveller's need for both flexibility and efficiency in the choice of routes and airlines, with the exception that the cost of business class (or equivalent) fares may be charged for flights of six hours or more. You should also ensure:

- reservations are made a minimum of seven days in advance of travel date;
- non-refundable tickets be used where possible; and
- flexible fares should only be used to facilitate flexible itineraries with the aim of balancing work and IOSH commitments.

Flights should be normally booked by staff at The Grange, unless agreed differently by a member of SMT.

Representatives of the Institution and employees choosing to travel Economy when business class (or equivalent) is permitted will not be eligible to receive credit for the difference in cost between such classes of travel.



When travelling abroad the Presidential Team and Chief Executive have the option to be accompanied by their partner. The total cost, under these circumstances, shall not exceed the flexible business class ticket available at the time of booking and must be within budget. Any additional costs must be borne by the Presidential Team representative or Chief Executive. Under these circumstances the partner would be expected to attend, on behalf of the Institution, the various social and business events that run alongside the conference.

International Visits

Overseas visits that have not been budgeted for need to be considered on a case by case basis. These fall broadly into two categories:

- 1) Presidential "fraternal" exchange visits to other countries;
- 2) Presidential, SMT or other IOSH representative's presentations at international conferences.

Visits that fall into these categories need to be evaluated against the International Department's matrix for assessing conferences and events and the current IOSH events policy. If the visit meets the necessary requirements it needs to be submitted for funding approval by the BoT (Board of Trustees).

Safety

Prior to booking overseas travel, British representatives of the Institution are required to register with the Foreign & Commonwealth Office (FCO) LOCATE service. LOCATE allows you to notify the local British embassy that you will be coming to the country. In the event of emergency, embassy and crisis staff will already have your details from LOCATE and be able to offer you better assistance. Registration is available through the FCO:

www.locate.fco.gov.uk/locateportal/.

Representatives travelling overseas are also required to visit the FCO's travel advice website:

www.fco.gov.uk/en/travel-and-living-abroad/travel-advice-by-country, to ascertain any risks that you may incur while you are on IOSH business in that country.

In addition, you are expected to refer to the IOSH guidance "Safety in the global village – keeping your staff healthy and safe abroad". This document is available via the IOSH website or hardcopy from the Policy and Technical Department.

Emergencies

In the event of emergency travellers should immediately contact:

- the nearest consular service for direct assistance;
- the member of management/SMT responsible for their visit.

Travel Insurance, Advice and Assistance

IOSH representatives and employees are insured whilst on IOSH business. This is provided by Chubb Insurance Company of Europe S.A.

www.chubbassistance.com phone: +44 (0)208 762 8545, Card Number: 1226889. Emergency telephones are manned 24-hours a day by multi-lingual assistance managers that are familiar with the procedures of hospitals and clinics around the world.

If an employee or member wishes to continue the visit as a private trip it is their responsibility to provide insurance for this non-work period of travel.

2. Subsistence.

Accommodation

Should the visit fall over two days or not be conveniently commutable in a day the Institution recognises that accommodation will need to be provided. A good quality chain hotel is recommended.

While in the UK, outside of Greater London, accommodation should come to no more than £80.00 per night. If staying in Greater London, accommodation should not go above £120.00 per night.

When travelling overseas, accommodation should be sensible, safe, reasonable in price, and conveniently located in relation to the traveller's work.

Day Subsistence

IOSH will pay for all reasonable day subsistence expenses if supported by receipts. However, IOSH does recognise that receipts will not always be available in certain circumstances and if approved, expenses may still be claimed.

Business Meals and Entertaining Situations often arise where sensible judgment and customary practice indicates the furtherance of IOSH will be best accomplished by incurring the expense involved as host of a business meal or entertaining.

These instances should be paid for and reported by the most senior employee in attendance from the organisation hosting the event.

It is IOSH policy that employees should refrain from drinking alcohol during the normal working day. However, it is appropriate to offer and partake of an alcoholic beverage with a business guest when the situation warrants.

IOSH will not tolerate inappropriate behaviour due to excessive drinking. IOSH's disciplinary policy will be enforced under such circumstances.



Non-Reimbursable Expenses

IOSH will not reimburse the following expenses:

- flowers, gifts, or cards for special occasions (Birthdays, Christmas etc). The only exception is that flowers may be bought to express condolences to members or employees when a sickness or death occurs, if approved by a member of SMT;
- excessive personal phone calls;
- excessive baggage charges;
- any items bought for personal use (including toiletries, etc).

Combined Business and Personal Trips

If an employee, while travelling for business purposes, decides to take a vacation either before or after the business trip, or brings along family members, the cost of the trip must be split appropriately between business and personal expenses. Only business expenses will be reimbursed.

If the traveller has family members joining for the trip, the difference between single accommodations and multiple accommodations will be charged to the traveller including the proportionate tax.

Incidentals

In certain circumstances, incidental expenses may be listed for reimbursement. However, they must fall within the criteria listed in these paragraphs or be specifically approved through submission of an explanation of the circumstances involved. The inclusion of the incidental charges is subject to review for reasonableness and necessity:

- reasonable laundry and dry cleaning expense are allowable for reimbursement if an international trip exceeds four days. It is also allowable if the trip is extended over the anticipated number of days;
- tips are reimbursable if services have been provided for the traveller. Such services include baggage handling and errand services. Tips should not exceed 15% of the total charges;
- telephone expenditures are fully reimbursable for business purposes and allowable for personal calls on a reasonable basis. If the cost of calls is unusually high, whether for business or for personal reasons, the traveller must explain the nature of the calls;
- IOSH will reimburse the cost of parking fees incurred on company business;
- parking fines will not be met and are the responsibility of the individual concerned. Should a hire company pass on a parking fine, which has not been paid, then the individual would be responsible for this together with any administration charge levied by the hire company.

3. Claiming

Claiming for travel and subsistence should be made by filling in the relevant forms, available from the Accounts department. With the exception of expenses being claimed on a credit card, claim forms should be returned to the Accounts department normally within seven days of the expenses being incurred. Please make sure all receipts for expenditure are attached to the form and it is signed/countersigned and coded by the relevant budget holder.

Floats

Sometimes an advance will be provided subject to line manager approval. Floats should be cleared within seven working days of return to The Grange. A second float will not be advanced until the first one has been cleared.

Payment

Expenses will normally be paid by credit transfer. Petty cash claims will be dealt with within one working day of receipt.

Colin Gore
Finance Director

Jonathan Gorvin
International Officer

Approved by the Board of Trustees by email vote. October 2009

Expenses claim form

Please see the guidance notes on the next page

IOSH
The Grange
Highfield Drive
Wigston
Leicestershire
LE18 1NN, UK



t +44 (0)116 257 3100
f +44 (0)116 257 3101
www.iosh.co.uk

Name	Membership no.
------	----------------

Address

Postcode

Meeting

Date

Venue

Expenses		
Travel from	to	
Car	miles at: private 40p per mile, company 12p per mile (delete as applicable)	£.....
Train		£.....
Hotel accommodation		£.....
Meals		£.....
Other expenses.....		£.....
NB. All receipts must be attached	Total	£
I declare that the expenses claimed have been incurred by me solely on IOSH business. They are in accordance with the policy on the next page which I have read and understood.		

Signed	Date
--------	------

I certify that the claimant attended on the dates shown and authorise payment of the amount claimed.
--

Signed (Chairman of meeting)	Date
---------------------------------	------

Signed	IOSH budget holder
--------	--------------------

FOR ACCOUNTS USE ONLY

Checked by	Allocated code	Cheque/Bacs	Date paid
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Generally speaking, IOSH will reimburse all approved business expenses reasonably and properly incurred by representatives of the Institution in the performance of their duties including reasonable travelling, hotel, entertainment and other expenses.

Expenses will be reimbursed as follows:

Travel

1 Car

Private car at 40p per mile and company car (and those taking car allowance) at 12p per mile. (HMRC rates 2009)

2 Rail/public transport

Standard class fare, unless noted otherwise within the travel and expense policy.

3 Taxi

Must be approved by line manager for employees or committee administrator for members

4 Internal air flights

Must normally be booked by staff at The Grange, unless agreed differently with a member of IOSH's Senior Management Team in advance.

Day subsistence

IOSH will pay for all reasonable day subsistence expenses. A list of non-reimbursable expenses is outlined in the travel and expense policy.

Overnight subsistence

Should the visit fall over two days or not be conveniently commutable in a day the Institution recognises that accommodation will need to be provided. A good quality chain hotel is recommended. A list of incidental expenses for overnight stays is outlined in the travel and expense policy.

Hotel

Actual costs of overnight accommodation (bed/breakfast) can be claimed up to the following limits:

Greater London	£120
Elsewhere	£80

When travelling overseas, accommodation should be safe, reasonable in price, and conveniently located in relation to the traveller's work.

Claiming

Claims for the reimbursement of expenses must be made using this form. Claim forms should normally be returned to the appropriate meeting administrator within seven days of expenses being incurred. If expenses are returned beyond one month of incurrence, the claimant may experience a delay in reimbursement.

Receipts

Please attach all receipts for expenditure on accommodation, meals and travel.

Send to:

Please send all claim forms to:

IOSH

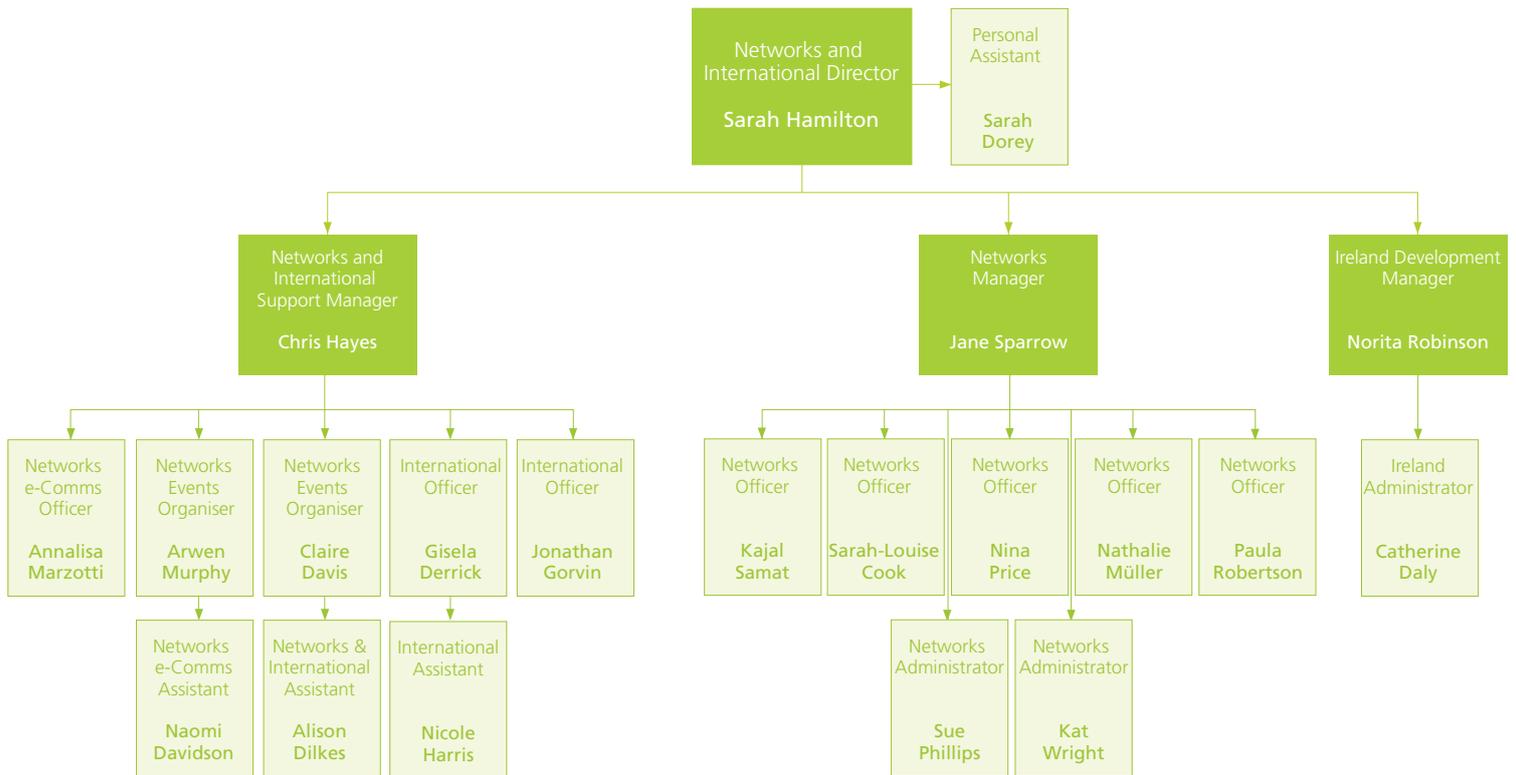
The Grange
Highfield Drive
Wigston
Leicestershire
LE18 1NN, UK

t +44 (0)116 257 3100

f +44 (0)116 257 3101

www.iosh.co.uk

Networks and International team structure



For more details of Networks and International staff roles, contact Sarah Dorey on +44 (0)116 257 3201 or sarah.dorey@iosh.co.uk.

Networks Officers' duties



The Networks Officers' job is to advise and support branch and group committees. In particular, they have the following duties:

- 1 To ensure all networks committee members have appropriate induction and training (this may involve officers developing members' skills through, for example, coaching or delivering training programmes).
- 2 To efficiently and effectively manage change, for example by implementing recommendations in the branch and group reviews.
- 3 To understand and apply IOSH's policies, procedures and guidance, including events, communications and brand policies, the Code of Conduct, Networks Handbook and corporate style.
- 4 To advise groups and branches in producing appropriate plans with relevant performance targets and budgets, for example by applying the groups performance management system.
- 5 To support the committees in preparing their budgets in line with IOSH guidelines.
- 6 To deliver presentations as necessary.
- 7 To take ownership of networks events, adhering to the events processes and procedures and working with colleagues as appropriate.
- 8 To ensure effective project management of group and branch activities.
- 9 To ensure that networks members are fully aware of IOSH developments, for example the corporate strategy, initiatives and priorities.
- 10 To facilitate effective relationships between networks, committees, members and IOSH head office.
- 11 To co-ordinate the organisation of centrally supported branch and group events in line with the IOSH guidelines, including assisting branches and groups to prepare a budget, giving advice on sourcing venues, negotiating prices and so on.
- 12 To help networks committees to govern themselves effectively, for example through appropriate committee constitutions, guidance, running meetings effectively, identifying training and electing committees.
- 13 To develop, deliver and evaluate programmes of effective events and activities.
- 14 To identify and obtain appropriate resources within the Networks and International department, other IOSH directorates and third parties, for example external suppliers and potential sponsors.

IOSH networks staff



Who does what in Networks and International

Networks Officer	Branches	Groups	Event Organiser
Paula Robertson +44 (0)116 257 3177 paula.robertson@iosh.co.uk	Edinburgh North of Scotland Tyne and Wear West of Scotland	Communications and Media Fire Risk Management Offshore	Claire Davis +44 (0)116 257 3373 claire.davis@iosh.co.uk
Nina Price +44 (0)116 257 3213 nina.price@iosh.co.uk	East Midlands (Trent Valley) Humber Manchester and North West Districts Tees Yorkshire	Food and Drink Hazardous Industries Railway	Claire Davis +44 (0)116 257 3373 claire.davis@iosh.co.uk
Kajal Samat +44 (0)116 257 3375 kajal.sammat@iosh.co.uk	Bristol and West Midland South Coast South West Thames Valley	Aviation and Aerospace Education Public Services	Arwen Murphy +44 (0)116 257 3137 arwen.murphy@iosh.co.uk
Nathalie Müller +44 (0)116 257 3123 nathalie.muller@iosh.co.uk	Merseyside Northern Ireland North Wales South Downs South Wales	Consultancy Environmental and Waste Management Healthcare	Arwen Murphy +44 (0)116 257 3137 arwen.murphy@iosh.co.uk Claire Davis +44 (0)116 257 3373 claire.davis@iosh.co.uk
Sarah-Louise Cook +44 (0)116 257 3374 sarah-louise.cook@iosh.co.uk	Chiltern East Anglia Essex London Metropolitan South East	Construction Retail and Distribution Rural Industries	Arwen Murphy +44 (0)116 257 3137 arwen.murphy@iosh.co.uk
Laurence Dufour/ Gisela Derrick +44 (0)116 257 3183 laurence.dufour@iosh.co.uk	Isle of Man Hong Kong Singapore	International	Claire Davis +44 (0)116 257 3373 claire.davis@iosh.co.uk
Jonathan Gorvin +44 (0)116 257 3208 jonathan.gorvin@iosh.co.uk	Middle East Caribbean		Arwen Murphy +44 (0)116 257 3137 arwen.murphy@iosh.co.uk
Norita Robinson Ireland Development Manager +353 (0)1 620 6785 norita.robinson@iosh.co.uk	Ireland		Arwen Murphy +44 (0)116 257 3137 arwen.murphy@iosh.co.uk

To arrange Presidential visits to all networks, contact Alison Dilkes:

t +44 (0)116 257 3145 alison.dilkes@iosh.co.uk

For e-communications for all networks, contact Annalisa Marzotti:

t +44 (0)116 257 3377 annalisa.marzotti@iosh.co.uk



As a member of IOSH, you're part of the world's biggest body for health and safety professionals.

We've got more than 37,000 members worldwide, including 13,000 Chartered Safety and Health Practitioners, and we're formally recognised by the International Labour Organization as an international non-governmental organisation.

Together, our staff, members and volunteers work towards the vision of a world of work which is safe, healthy and sustainable. As a branch or group committee member, you can play your part through a wide variety of strategic and operational duties as we work to meet that goal.

The Networks and International department

Your Networks and International department will support you in all your IOSH activities. Whether you're working to build membership, planning an event or developing a new project, we're here to help – just contact your designated Networks Officer.

The IOSH Benevolent Fund

The IOSH benevolent fund offers practical assistance to members who are experiencing hardship. The fund can offer practical help during long periods of illness, aids for temporary or permanent disability, or help during unemployment, including education or training fees. The attached link gives more information about the benevolent fund and how it may be able to help you.

Quick links

- [IOSH benevolent fund application form](#)

Benevolent Fund

Application for financial assistance



Before you complete the application form, please read these notes carefully. When you've completed the form, detach the notes and keep them for your information. If you have any questions about the Fund, phone Sue Carabott on +44 (0)116 257 3180 or email sue.carabott@iosh.co.uk.

Who can apply?

- Current and previous IOSH members with at least three years' membership
- Previous IOSH employees

What does the IOSH Benevolent Fund do?

As a membership body, one of our great strengths lies in the networking and peer support opportunities that we provide. However, support of a more tangible nature is sometimes needed.

Our Benevolent Fund offers practical help to those suffering from extended ill health or disability, or experiencing hardship during a prolonged period of unemployment.

In general, we offer:

- practical help during a period of illness
- aids to help with temporary or permanent disability
- help during unemployment – including education and training fees.

We try to be as flexible as possible when deciding whether and how we can help. Unfortunately, we can't give help simply to top up a reduced income.

Your application

Please complete the application form as fully as you can and return it in the envelope provided. Your application will be processed as soon as possible. If it's incomplete, this may cause a delay.

Return your completed form to:

IOSH Benevolent Fund
Corporate Services
The Grange
Highfield Drive
Wigston
Leicestershire
LE18 1NN

We may contact you if we need more information.

Benevolent Fund – Application for financial assistance



The information you give will be kept confidential by the Trustees of the IOSH Benevolent Fund.

1 Personal details

Title	First name	Last name
Date of birth	Home address	
Postcode		
Phone number		
Marital status: Single <input type="checkbox"/> Married/partner <input type="checkbox"/> Separated <input type="checkbox"/> Divorced <input type="checkbox"/> Widowed <input type="checkbox"/>		
Number of dependants (including ages)		
Date you became an IOSH member	Date you became an IOSH employee	

2 Career

Please give details of your career

3 IOSH membership

Please give details of your IOSH membership

4 Employment status

Are you currently employed/unemployed/retired? (delete as appropriate)
Please give details
If you're unemployed, please give the reason for leaving your last employment
If you're retired please give the date of your retirement

Benevolent Fund – Application for financial assistance



5 Reason for your application

6 How can the IOSH Benevolent Fund help you?

Benevolent Fund – Application for financial assistance



7 Have you applied to any other organisations for help, for example charitable trusts, government agencies, other funds?

Yes No

If yes, please give details below (continue on a separate sheet if necessary)

Organisation	Date	Amount awarded

8 I give IOSH permission to make enquiries to these organisations on my behalf, as appropriate. I also consent to IOSH checking the information I've provided in this application against my membership or employment record.

Signature..... Date.....

For office use only

Reference number
Date received
Membership check
Discussed by email on (date)
Response received (date)
Outcome

Managing branch and group finances



Our networks are an essential part of our organisation as they strengthen and add value to the relationship between IOSH and its members. However, branches and groups can't function without money.

This section explains all about the financial side of IOSH networks – from how branches and groups are funded to the travel and expenses policy.

Where does the funding come from?

Funding for branch and group activities comes from two main sources: profits generated by our commercial department, and membership subscriptions. We need to manage these funds carefully, to make sure the money is used effectively and efficiently to support IOSH members through their branches and groups.

Read on to find out about branch finances, or skip to the section on [group finances](#).

Branch finances

How branches are funded

To ensure that our processes are fit for purpose, we decided in 2009 to change the way IOSH branches are funded. The new system was piloted during the autumn of 2009 by seven branches. It will be rolled out to all branches during the financial year 2011–12, but the process will begin before then as budgets for the next financial year will need to be prepared

in the autumn of 2010. International branches will start the new process from 2011. Core resources such as IT equipment, branch banners and so on are funded centrally.

Branch funding – the new system

The new system is very different from the old one. Instead of being granted funds on a per capita basis as before, each branch now completes a budget forecast. This means you need to think about your branch costs, your event income and expenditure, and whether you have any new or large projects you'd like to apply for funding to support. You'll then need to complete the appropriate budget forms which are provided in an electronic workbook available from your Networks Officer.

The Branch finance guidelines will give you more operational guidance. And remember, if you have any questions or need guidance, your Networks Officer will be glad to help.

Branch costs

These include the cost of such things as monthly meetings, room hire, catering, speakers, stationery, postage and committee costs for meetings. You need to budget branch running costs and meetings separately from other activities. Where different activities happen on the same day and share a venue, you'll need to apportion the costs appropriately.

A generic branch toolkit consisting of a laptop with software, sound system, podcast equipment and banner stands has been funded centrally and given to all branches and districts. Any additional equipment needed by a branch, eg extra microphones or display stands, would need to be included in the branch's budget forecast.

Quick links

- [Branch finance guidelines](#)
- [Branch finance process](#)
- [Group finance process](#)
- [Frequently asked questions](#)

Events

Event planning is considered in greater detail later on in this handbook, but from a financial point of view you'll need to think about the costs involved in running an event:

- Factor in the number of events you want to hold during the financial year and then think about the costs involved for each event, such as the venue, speakers, catering, advertising, marketing the event and so on.
- Events must break even over the financial year.
- You should complete a separate budget sheet for each event.

Estimates are acceptable at this stage as costings will be detailed at the start of the event planning process with the support of your Networks Events Organiser.



After an event, any profit or loss is added to or taken from the branch bank balance. Surplus from events can remain in the account and must be used for member benefit. Bank balances will be taken into account when adjustments or top-ups are made at the end of the financial year.

Special projects

These are larger, more developmental-type projects rather than discrete one-off expenses. They're likely to be more costly or long running. Your Networks Officer can help you decide whether to apply for these costs in your budget forecast or whether it would be more appropriate to apply to the Research and Development (R&D) fund.

Some applications to the Development fund may involve a lot of discussion before a decision is made, so it can take some time to progress to the decision stage. You should submit your application as soon as possible, and be aware that your planned activity may have to fall into the next financial year. IOSH won't award budgets on the presumption that your branch will secure R&D funding. Similarly, we

won't approve the budget for projects if you intend to, or should, apply for development funding. The Networks team will help you identify projects that could benefit from funding. Note that applications for R&D funds are assessed separately from IOSH annual budgets and can be submitted at any time of the year.

Your branch budget sheets need to be completed and submitted to the Networks manager by early October. Individual branch budgets will then go through the same approval process as all other IOSH departmental budgets. The Board of Trustees will give final approval for all budgets in March, ready for the start of the financial year. The **branch finance process flowchart** shows you how the process works.

A contingency will be added to the approved budget, based on the number of members each branch has. The branch bank balance will then be deducted from this total to arrive at the top-up which your branch will receive from head office. There's an example at the bottom of this page.

Each branch will then need to monitor and audit its own expenditure against the approved budget.

Some branches may delegate funds to districts or sections that are then held temporarily in other bank accounts. These transactions must be audited in the same way as the branch account and must only support activity that was budgeted for in the budget submission. You'll need to provide full audit trails and evidence for these transactions.

Empowering branches

As well as reflecting the real cost of running a branch, the new branch finance system enables the Networks and International department to see when events and projects are being scheduled – so they can see when resources are needed and when and how they can help you with planning and organisation.

Contingency

To supplement branch costs

Membership	Factor
<500	7
501–1,000	6
1,001–1,500	5
1,501–2,500	4.75
2,501–3,500	4.5

Example: 1,200 members × 5
= £6,000 supplement

Calculations

	Members Over 1000 (1,250 × 5)	Members Under 1000 (600 × 6)
Approved budget	4,739.50	4,739.50
Grant based on membership	6,250.00	3,600.00
Total funds required for annual activity	10,989.50	8,339.50
Less branch bank balance at 31.03.10	4,000.00	4,000.00
= Top up from Head Office	6,989.50	4,339.50



The process puts IOSH branches at the heart of the decision-making process. You know your branch better than anyone. You know the events you want to hold, the venues you need to hire and the overall costs involved in running your branch. So it makes sense to put you at the centre of the budget planning process. But don't feel you're on your own – if you have any queries about the new budgeting process, please [contact your designated Networks Officer](#).

Group finances

How Groups are funded

Groups' budgets are based on a financial forecast for the activities you expect your group to be doing over the coming financial year. This means you need to think about your group costs, income, expenditure and whether you have any new or large projects you'd like to apply for funding to support. You need to submit your forecast using budget forms which are provided in an electronic workbook available from your Networks Officer.

Group costs

These include the cost of such things as committee meetings, room hire, catering, stationery, postage and committee costs. You need to budget group running costs and meetings separately from other activities.

Events

Event planning is considered in greater detail later on in this handbook, but from a financial point of view you'll need to think about the costs involved in running an event:

- Factor in the number of events you want to hold during the financial year and then think about the costs involved for each event, such as the venue, speakers, catering, advertising, marketing the event and so on.
- Events should at least break even over the financial year
- You should complete a separate budget sheet for each event.

Estimates are acceptable at this stage, as costings will be detailed at the start of the event planning process with the support of Networks Events Organiser.

At the end of the financial year, any profit generated from events is split 75 per cent to the group and 25 per cent to the Networks and International Communal Group Fund. This balance is monitored separately from the group's main budget, and if you intend to use these funds for any activity, you need to detail this in your group's three-year work plan.

Special projects

These are larger, more developmental-type projects rather than discrete one-off expenses. They're likely to be more costly or long-running. Your Networks Officer can help you decide whether to apply for these costs in your budget forecast or whether it would be more appropriate to apply to the Research and Development (R&D) fund.

Some applications to the Development fund may involve a lot of discussion before a decision is made, so it can take some time to progress to the decision stage. You should submit your application as soon as possible, and be aware that your planned activity may have to fall into the next financial year. IOSH won't award budgets on the presumption that your group will secure R&D funding. Similarly, we won't approve the budget for projects if you intend to, or should, apply for development funding. The Networks team will help you identify projects that could benefit from funding. Note that applications for R&D funds are assessed separately from IOSH annual budgets.

You need to complete your group budget sheets and submit them to the Networks Manager by the first week of October. Individual group budgets will then go through the same approval process as all other IOSH departmental budgets. The Board of Trustees will give final approval for all budgets in March, ready for the start of the financial year. The [group finance process flowchart](#) shows you how the process works.

If you have any questions or need help with budgeting for your group activities, [contact your Networks Officer](#) who will be happy to help.

Branch finance guidelines



Branch finance

What follows was submitted to the Board of Trustees in March 2009 and formed part of the recommendations from the Branch Review Working Party (BRWP). At that meeting the BoT approved 'that branch funding will be moved to a system of finance against planned activities'.

Current position

Several branches are taking part in a pilot budgeting project for 2010–11. Lessons learnt from this will then be included in processes that will be rolled out to all branches for 2011–12.

BRWP report

The current funding arrangements don't adequately reflect the balance of fixed and variable costs that are faced by new and small branches. If we wish the branch network to be dynamic and growing, with a reasonable degree of governance, then the issue of funding has to be considered.

Having consulted extensively on this issue, the BRWP recommends that we move gradually, over 12 months, to an approach which finances branches against their planned activities (with certain basic materials being funded centrally in order to give inter-branch consistency), with an additional contingency fund as outlined in section 4.3.

The planning process should be as simple as possible and should be supported with additional staff resources.

However, to ensure that branches can be innovative and dynamic and respond during the financial year, it's also recommended that each branch have a contingency fund. This would be based on membership numbers.

Comprehensive detail of the new proposed funding arrangements and precisely how the objectives would be achieved are provided in Appendix D.

The budgetary impact of this proposal is broadly neutral, with branch grants continuing to be approximately 10 per cent of membership income.

In 2007/08, branches had net expenditure (total expenditure less external income ignoring grants paid to them) of £223,000. Had they spent all the grant due to them, they would have spent £285,000. In practice £34,000 was withheld due to the capping process. This is the latest year for which figures are available.



1 Branch funding

Previously branches were funded per member, which tended to favour larger branches. For a branch to operate effectively, it must have a funding mechanism that works flexibly, providing additional resources when there are key projects to deliver and recognising the different challenges faced by branches.

The BRWP recommended that IOSH gradually move to an approach that finances branches against their planned activities (with certain basic materials being funded centrally to give inter-branch consistency). This approach is being phased in over three years. The planning process is as simple as possible and is supported with extra resources.

To make sure branches have the freedom to be innovative, dynamic and responsive, the BRWP also recommends that each branch have a fund for discretionary spending.

2 Current position

A quarterly grant was paid to each branch based on the number of paid-up members at the end of each quarter. This included interest income due to the branch and any expenditure paid by head office on behalf of the branch, which was deducted from the grant.

Branches could hold funds equal to £10 per paid-up member before grants were capped. Capping occurred at the beginning of the financial year and continued (for those branches originally capped in quarter 1) until their funds fall back to £10 per paid-up member.

3. Consultation

The main consultation exercise undertaken with branch officials resulted in the following outcome:

- 51 per cent of the respondents agreed with the proposal
- 50 per cent had comments on the proposals
- 15 per cent wanted more information.

Respondents were almost equally divided on whether they agreed or disagreed with the proposal. Those who agreed felt the proposal was more equitable and less discriminating against small branches; and that branch activities and budgeting needed to be carried out in a more business-like manner.

However, the contrary view was that the system could become too bureaucratic and head office could be too controlling; bigger branches require more funding; and that the current method is simple and effective.

Further information and an opportunity for questions was subsequently provided at the Branch Action Day in September 2009. A vote taken then gave the results shown below.

4. Considerations raised during the consultation exercises

The costs of branch meetings may vary greatly depending on geographical location, venue costs and so on, and it is not directly linked to the membership of the branch – so per capita allocation of funds may not be appropriate and may penalise branches in more ‘costly’ areas, and especially smaller branches.

Costs of newsletters and mail shots should also be considered, although using *Connect* will bring savings.

IOSH recognises that branches are run by volunteers whose time is limited and who may not have a background in finance. Nevertheless, we should ensure that they’re aware of the responsibility of holding and using IOSH’s funds, and of the requirements attached to this.

We’ve tried to keep it simple for all concerned and head office support will be available to help branches understand and achieve deadlines both for the budget and also the year end. The new system is also designed to encourage branches to use their funds for the benefit of their members, which some appear reluctant to do.

5. Details of the proposal

There will be three specific areas which make up the total funds transferred:

- 1 the approved budget – ie income less expenditure for the financial year
- 2 the grant on a sliding scale based on member numbers
- 3 the opening branch bank balance.

	Yes	No	Abstain
Stay with the current situation	5	18	3
Move towards a new system along these lines ... subject to the proposals being worked up to take account of the issues raised and caveats (particularly looking at appeals process, incentive issue, timescales for budget submissions)	19	4	2



5.1 Budget

Each branch is to submit their budget to the Networks Manager, detailing planned income and expenditure for the following financial year. Where relevant, district submissions should be included in those of the branch and identified as such. The Networks and International team will review the budget and any significant variances (compared to previous year-end results) will be referred to the Branch Co-ordination Committee and included in the Networks and International Directorate budget submission. The deadline for budget submissions is the first week of October, in line with IOSH's budget timetable. The review and approval process will be the same as that for all IOSH budgets.

Budgets should include the following:

- basic running costs:
 - branch meetings (including speakers, venue, refreshments)
 - committee meetings (based on current costs plus price increase if known, taking into account the number of meetings)
 - event costs (events should break even over the year)
- bids for additional activities that contribute to branch development (included in the budget submission, with supporting paperwork).

The budgets should include proposed events which fall in the financial year, with full costings, showing income, sponsorship and expenditure calculations. Events are not required to generate a surplus and can be subsidised by the branch.

Where figures vary significantly from the previous year's actual results, the branch must give reasons for this, as justification will be required as part of the review process.

This will allow branches to provide for the relevant number of meetings regardless of take-up or membership.

5.2 Grant

Branches will be grouped into bands according to their membership numbers at the start of the financial year, and the grant will be based on this as shown in the first table below.

This will provide all branches with an allocated sum of money that depends on their size. This in effect is the branch's minimum bank balance and will act as a buffer during the year.

Separate arrangements apply to new branches.

5.3 Bank balance

There will be winners and losers, but the branches' starting bank balances will be made up to the value of the approved budget plus the grant to enable them to carry out all of their planned activities. Two worked examples are shown in the lower table below.

The grant will be paid in May each year and will be calculated as follows:

Grant + approved budget less branch bank balance = grant payable

This will top up the branch bank balance to meet the total requirements approved, allowing for a contingency over and above their budgeted requirement. Where a branch is responsible for one or more districts, the collective bank balances and budgets for all of the associated areas will be used for these calculations.

Branch bank accounts must remain in credit at all times, as they do now. In exceptional circumstances where a branch may be in danger of going overdrawn, it can apply to the the Networks and International Directorate for additional funding, detailing the reasons.

Any surplus from an event will remain in the branch bank account for that year, and will only be taken into account when the next year's grant is calculated.

Membership	Average	Factor	Grant
Up to 500	500	× 7.0	= £3,500
501–1,000	750	× 6.0	= £4,500
1,001–1,500	1,250	× 5.0	= £6,250
1,501–2,500	2,000	× 4.75	= £9,500
2,501–3,500	3,000	× 4.5	= £13,500

	Branch A	Branch B
Approved budget	8,000	7,500
Grant (sliding scale)	13,000	3,500
Total funds required for annual activity	21,000	11,000
Less branch bank balance at start of financial year	18,000	3,000
= Top up from head office	3,000	8,000



6. Centrally funded items

Banners and other items which branches are required to use by staff at head office will be budgeted for by the Networks and International Directorate, not by individual branches.

IOSH head office will supply a set-up kit to all branches, to get them started and ensure consistency. Head office will also pay for items over £500 centrally (saving branches the VAT) and then recharge the net amount to the individual branches each quarter, eg printing event brochures, mailings and large items. The procedure for this will remain unchanged: the Accounts Department will reconcile the account each quarter, calculate the amount owed and ask the branches to contact Accounts if there's a query with the calculation before transferring the money out of the branch account.

At the same time Accounts will review the interest income and transfer it into the branch accounts.

7. International branches

From November 2010, the international branches will be introduced to and involved in the same financial arrangements as the UK branches.

Branch finance process



Who	What	How
Branch Committee with support of Networks Officer	Branch plans activity for the next financial year	Production of workplan, identifying key roles and individuals' actions. Member feedback, topical issues, specialists on committee and links in industry or to other IOSH Groups to be considered
	↓	
Branch Committee with support of Networks Officer	Budget forecast completed	Electronic templates completed: - meetings/committee costs ¹ - events costings ² - project plan/development fund application ³ - budget summary – self-populated
	↓	
Branch Chair	Submission to Networks Manager	Email workbook – beginning of October
	↓	
Networks Manager, Networks and International Director	Initial review of submission and highlight of any queries	Response sent to Committee
	↓	
Branch Committee	Queries answered and submission finalised	Final submission/response sent to Networks Manager
	↓	
Networks and International Director, Head of Finance, Chief Executive, Board of Trustees	IOSH annual budgets considered	Assessment meetings March meeting of Board of Trustees
	↓	
Networks and International Director	Approved budget confirmed	Emailed to Chair and Treasurer
	↓	
Networks Officer	Bank account adjustments confirmed	Emailed to Chair and Treasurer - membership grant - total funds required - bank balance - top-up due
	↓	
Branch Committee	Monitor budget closely	

- 1 Printing and postage should only be used in exceptional situations
- 2 Events should break even over the year
- 3 Because of the time it can take to assess and process an application, funded activity may have to move to the next financial year.

Group finance process



Who	What	How
Group Committee with support of Networks Officer	Group plans activity for the next financial year	Production of workplan, identifying key roles and individuals' actions. Member feedback, topical issues, specialists on committee and links in industry or to other IOSH Groups to be considered
	↓	
Group Committee with support of Networks Officer	Budget forecast completed	Electronic templates completed: - meetings/committee costs ¹ - events costings ² - project plan/development fund application ³ - budget summary – self-populated
	↓	
Group Chair	Submission to Networks Manager	Email workbook – end of October
	↓	
Networks Manager, Networks and International Director	Initial review of submission and highlight of any queries	Response sent to Committee
	↓	
Group Committee	Queries answered and submission finalised	Final submission and response sent to Networks Manager
	↓	
Networks and International Director, Head of Finance, Chief Executive, Board of Trustees	IOSH annual budgets considered	Assessment meetings March meeting of Board of Trustees
	↓	
Networks and International Director	Approved budget confirmed	Emailed to Chair and Treasurer
	↓	
Group Committee	Monitor budget closely	

- 1 Printing and postage should only be used in exceptional situations
- 2 Events should break even over the year
- 3 Because of the time it can take to assess and process an application, funded activity may have to move to the next financial year.

Frequently asked questions



- 1 We're concerned that new committees, Chairs and Treasurers will inherit budgets drafted by their predecessors because of the timings of AGMs. Unfortunately this is unavoidable.**
- 2 The timings for drafting budgets don't sit well with the branch shutdown for summer.**

Again, this is unavoidable, but each branch can choose when, or whether, they shut down.
- 3 When will Treasurers get the electronic templates?**

We've sent these out to Chairs and Treasurers and they're also available from the Networks Officers.
- 4 Can IOSH head office provide some benchmark costings for venues, delegate packs, USB pens and so on – ie a range of generic elements of events?**

The Networks Events Organisers can help you with sourcing and pricing these elements, including providing guideline and comparative costs.
- 5 Not all branches have had contact with the Networks Events Organisers. Will NEOs liaise with Networks Officers and actively contact branches to help with event planning and budgeting? Not all branch committees have the NEOs on their radar or know what support they can offer.**

We've given the NEOs' details to all branch committees, who are encouraged to get in touch if they need support. Where possible, NEOs will attend your events or meetings if you ask them to. Networks Officers will hand over event details to NEOs when the planning starts.
- 6 Can the NEOs share case studies and lessons learnt from various kinds of successful event ('chalk and talk', webinars, conferences, site visits and so on) so that other branches can use them as a model for their events?**

We're currently putting together some case studies for this purpose.
- 7 Can you provide populated examples of budget sheets showing branch, district and section elements to all branches?**

As all branches' activities are different and costings vary from region to region and in different countries, we can't provide a one-size-fits-all worked example that would be useful, but your Networks Officer will give you guidance on your particular circumstances.
- 8 Can you provide guidance on what are 'reasonable expenses' for committee members? What is allowed?**

Please see the [travel and expenses policy](#) in the Networks Handbook.
- 9 We're concerned that we might have already committed to venues for the next financial year without knowing whether we've got the funding to cover the commitment.**

If your budget is in line with the guidelines, it's likely to be approved. You can use the contingency buffer to cover shortfalls.
- 10 Does the buffer roll over to the next financial year?**

No.
- 11 Why is the VAT not claimed back for invoices under £500?**

We don't have the resources at The Grange to administer this.
- 12 Cheques are going to be phased out. Will the branch bank accounts be accessed by internet and/or be issued with credit cards instead?**

The Accounts department will contact each branch about changes to their account management.
- 13 Will any budget cuts be across the board?**

If an area of your budget submission isn't funded, we'll explain why. If a blanket reduction needs to be made, this will apply to all IOSH budgets.
- 14 Will the buffer be allocated to each district separately or to the branch as a whole?**

It will be allocated to the branch, as the branch is responsible for the district's activities.
- 15 Have decisions been made without consultation?**

The presentation at the finance sessions provided the history of consultation behind the new process.
- 16 What is the timeframe for approvals of R&D Fund applications?**

When we receive an application, we'll send it to the most appropriate head of department or director. They'll assess the application and pass their comments to the decision makers. If the application is for less than £5,000, the Chief Executive and Finance Director will make a decision. If the application is for more than this, the Board of Trustees will consider it and this decision may need to wait until their next scheduled meeting.



Typically, the process takes about 8–10 weeks, although a number of factors can affect the timeline, including the following:

- If you want general advice on a draft proposal, a member of the Research and Technical Services team can provide this. You should factor in the time needed to deal with this before you can submit the actual proposal.
- As part of the assessment, the head of department or director may need to contact you for clarification.
- If your application needs to be approved by the Board of Trustees, the date of their next meeting will affect how long your application takes to process. The trustees meet around six times a year.
- Your application may be affected by the availability of relevant people – Research and Technical Services staff, reviewers and decision makers.
- Some proposals need more internal discussion than others.

You should take into account all of these factors when submitting your R&D Fund application.

17 Does the branch kit also cover districts?

Yes – districts will receive the same equipment (banners and so on).

18 Can we have a small stock of IOSH books for display or sale at meetings and a set of books for members to use as reference? Is it OK to put this in the budget?

Yes, this is fine to put in the budget.

19 Is there an emergency fund to cover contingencies such as a free venue becoming unavailable, causing the costs of an event to increase significantly, when the buffer has already been spent?

Possibly – this will depend on the circumstances and we'll look at cases individually as they occur.

20 What about insurance of branch equipment? We understand that branch toolkit equipment is covered by IOSH's central policy, but what is the situation for equipment bought by the branch? Cover for these items often exceeds their value, so branches are unlikely to obtain separate cover.

It's up to the branch either to insure equipment that isn't covered centrally or to take the informed risk not to insure it.

21 We've been encouraged to print and post less and use Connect and our webpages more effectively. Can we have some guidance on what we should and shouldn't do?

We're currently reviewing this and will issue guidelines in the near future.

22 We're reluctant to turn some of our meetings into paying events as we've never charged delegates before and feel events should be a benefit of the membership fee. If we submit a forecast without any paying events, will some of our branch costs be cut?

Not necessarily – it depends on the level of activity in previous years and on the actual cost of your meetings and events.

23 How likely is it that events such as Christmas social events or team-building activities will be approved in the budget without charging delegates? These have often been provided free of charge in the past.

Budget submissions are assessed by your peers (the Branch Budgets and Plans panel of the Networks and International Committee) as well as by staff, so members can have a say in this as well as staff. But for this reason we can't predict what the decision will be in any given case.

24 Does IOSH head office take the interest from branch bank accounts?

No. It's paid to the branch each quarter, and has been for several years. Districts usually receive theirs only in the last quarter because of the small sums involved. If the value of interest for a branch is very small, it may also be paid in one lump sum per year.

25 Previously any surplus from delegate fees hasn't been transferred into branch accounts. In the past, when budgets haven't been tight, this hasn't been a problem, but now we're worried that surpluses from our events won't reach us.

Once accounts for an event have been closed and all costs have been met, any profit or loss will be adjusted to the branch bank account.

26 How are member numbers calculated on 31 March for the purposes of the top-up/buffer fund? What if people are in the process of renewing their membership but haven't yet paid?

The membership numbers at 31 March include all members who are charged a membership fee and who are fully paid up or haven't yet paid but are currently in the renewal process. People who get free membership aren't included.

27 Are volunteers covered by IOSH public liability insurance?

Yes. Any committee member is covered while carrying out IOSH business. However, you should also check that any venue you use for IOSH business also has suitable insurance.

Managing branches and groups



Quick links

- [Format for three-year rolling workplan](#)

Your branch or group is accountable to IOSH members, especially those who belong to your network. Here's some guidance on managing branches and groups.

[Managing branches](#)

The [role, purpose and regulation of IOSH branches](#) is outlined here.

Branches are encouraged to plan well ahead. You can use the three-year rolling workplan for groups to help with this. For an electronic copy of the workplan spreadsheet and guidance on filling it in, please contact your Networks Officer.

You should try to incorporate a variety of member activities into your annual programme to benefit members, and conduct member surveys when appropriate to gauge member needs and obtain feedback. You also need to keep your members regularly informed about your branch activity using your branch microsite and *Connect*. See the [Communicating with your members](#) section of this handbook.

Sections and districts report directly to the committee of the branch they belong to. The committee needs to approve and monitor all section and district planning, budget requirements and activity. It's important for every committee to have a Vice-chair to deputise and support the Chair.

Your Networks Officer can provide Information to help with monitoring the performance of your branch, such as the viewing activity reports on your microsite pages and *Connect*, member numbers and locations, accounts information and so on.

IOSH Networks and International Officers provide support and guidance for the branches and are also responsible for monitoring branch activity. The Networks and International Managers provide oversight, management and monitoring for branches and engage with the Networks and International Committee (N&IC) for member input.

The N&IC oversees approvals for new branches and districts, and reports to the Board of Trustees and Council. There are several Member Advisory Panels within the N&IC. One of these, the Branch Budget and Plans Panel, reports to the Networks Manager and provides independent member peer challenges to branches' plans and annual budget submissions.

Find out more about [branch finances](#).

[Managing groups](#)

The [role, purpose and regulation of groups](#) is outlined here.

Groups committees operate to a guidance framework called the IOSH Groups Performance Management System (PMS). You'll need to have a three-year rolling workplan which incorporates a set of Annual Performance Updates (APUs) to measure activity over each 12-month period. For an electronic copy of the workplan spreadsheet and guidance on filling it in, please contact your Networks Officer.

If your group has sections – for example, regional groups of like-minded members who carry out local activity for the group – they must report directly to your group committee. The committee needs to approve and monitor each section's activity, and incorporate it into the group workplan. Every committee should have a Vice-chair to deputise and support the Chair.



Your Networks Officer can provide Information to help with monitoring the performance of your group, such as the viewing activity reports on your microsite pages and *Connect*, member numbers and locations, accounts information and so on.

IOSH Networks and International Officers provide support and guidance for the groups and are also responsible for monitoring group activity against the PMS. The Networks and International Managers provide oversight, management and monitoring for the groups and engage with the Networks and International Committee (N&IC) and Member Advisory Panels for member input.

The N&IC oversees the approvals of new groups, and reports to the Board of Trustees and Council. There are several Member Advisory Panels within the N&IC. One of these, the Group Reviews Panel, reports to the Networks Manager and provides independent member leadership reviews of groups to help them reflect on their own planning and performance.

You also need to keep your members regularly informed about your group's activity, using your group microsite and *Connect*.

Find out more about [group finances](#).

Format of the three-year work plan



This is the format for all committees and work groups specified by the IOSH Risk Management and Audit Committee

Title of committee, sub-committee or working party	Date	Work plan for period:
--	------	-----------------------

Item no.	Task/objective	Reference to corporate strategy	Original date	Owner/champion	Original target date	Progress update
Networking, membership and the 'group community'						
Stimulating dialogue and debate						
CPD and technical updates						
Raising external profile						
Championing technical issues						
Good management						

NB: This plan can be a rolling one but as a minimum must cover the current financial year to 31 March.



Events will form a large part of your branch or group activity and organising a successful event can be very rewarding. Your Networks Events Organiser is there to help and support you as much or as little as you like in running networking events. The rest of this section of the Networks Handbook will give you an overview of the events process, but there's more detail in the Networks Events Guide, which is available from your Networks Events Organiser.

Events are an integral part of IOSH's strategy, as they help to achieve IOSH's corporate aims, including:

- raising the profile of health and safety and the influence of IOSH
- increasing membership
- developing internationally
- leading occupational safety and health thought
- growing financial security in an ethical and sustainable way
- developing people
- managing IOSH efficiently and effectively.

However large or small your event is, by bringing a group of like-minded individuals together, you'll help to:

- raising the profile of health and safety and of IOSH
- offer benefits to existing members and attract new members
- provide education and development
- share best practice
- offer opportunities for continuing professional development
- facilitate networking
- provide a platform for debate.

Quick links

- Events introduction
- Planning and managing events
- Types of event
- Event planner
- Sponsorship policy
- Exhibition policy
- Related events
- Promoting your event to IOSH members
- Promoting your event outside IOSH

Planning and managing events



As a network committee member, you'll be involved in planning activities and events. You could be supporting an IOSH campaign locally or in an industry sector, or running

a 90-minute webinar on a hot topic. Or you might decide to run a seminar, a CPD event or a networking event.

There's a huge range of possibilities – but whatever event you decide on, it's

essential that it's well planned. We'll work with you to make sure your event is a success.

Getting started

This table will help you to work out what kind of event you want to run, and what's involved:

Type of event	Branch or group meeting	Branch or group network events	IOSH corporate events (eg conferences, exhibitions)
Managed by	Member, branch or group	Networks Officer/Networks Event Organiser with branch or group	Corporate Events team
Type of content	Meeting with speaker; AGMs	One day or under; several speakers	One or more days; multiple sessions and speakers; gala dinner and/or drinks reception; involves a working party and detailed research to develop programme
Ticket price	Free to attend or single ticket price, minimal cost	Single ticket options (but can be different prices for members and non-members)	Multiple ticket options (including accommodation)
Sponsorship	All sponsorship must be approved by the Events Manager or the Networks Manager. Corporate events have structured sponsorship packages, contra deals and income targets. See the Sponsorship policy		
Marketing	<i>Connect/Connect</i> Diary; IOSH website; printed branch programmes	<i>Connect/Connect Diary</i> ; IOSH website; printed branch programmes; printed event programmes; partner marketing, eg HSE website	Targeted marketing – <i>Connect/Connect Diary</i> ; IOSH website; advertising; printed brochures; partner marketing, eg HSE website; press activities including editorial and press releases
Target audience	Members/non-members	Members/non-members	Members/non-members, stakeholders
Strategic goals	<ul style="list-style-type: none"> Attract members Member networking opportunities Improve knowledge and opportunities for professionals 	<ul style="list-style-type: none"> Attract members Member networking opportunities Improve knowledge and opportunities for professionals Raise the profile of health and safety and IOSH Stimulate dialogue on key issues 	<ul style="list-style-type: none"> Attract members Member networking opportunities Improve knowledge and opportunities for professionals Raise the profile of health and safety and IOSH nationally and internationally Stimulate dialogue on key issues
Contact	Networks Officer/ Networks Events Organiser	Networks Officer/ Networks Events Organiser	IOSH Events Manager colette.walley@iosh.co.uk



Your Networks Officer is there to offer any help and advice you need, so contact them if there's anything you're unsure about.

Key questions

Before you decide to run an event, ask yourself these questions:

- Does the event fit within the overall IOSH corporate strategy?
- Does it fit within your network strategy?
- Does it clash with other events? (Your Networks Officer will be able to check this.)
- Has it been run before, and was it successful?
- Who is it aimed at?
- What do you want to achieve?
- What kind of venue will you need?
- What is the available budget?
- What level of support do you need from your Networks Events Organiser?

Before you begin preparation, you should read the IOSH Networks Events Guide, which will take you through the whole process of planning and running successful meetings and events. Once you've identified where your event sits using the table above, our guide to **types of event** will help you decide the format of your event.

It's important that you tell us about any events you'd like to run. You'll need to complete an Event notification form and send it to us for approval. Please contact your Network events organiser.

Planning ahead

Planning ahead is essential to make sure people know about your events well in advance.

Some branches and groups provide diaries at the beginning of the year, or after their AGM (in the case of branches), detailing when they'll hold events throughout the year. This means you can avoid any clashes, and it allows your members to keep the dates free.

For network events, you should give a lead time of at least four months – but it's best to have diary dates set well before this point, even if you've not yet confirmed your topic. Our **Event planner** will help you keep your event planning on track.

Location and venue

Location can make a big difference to your event's success. It's wise to consult the Networks team to find out where most of your members are located, so you can make sure your event is in a place that's convenient for them.

It's a good idea to hold events in different locations, so all your members get a chance to attend them, even if your network covers a large geographical area.

Remember – if there's anything you're not sure about, contact your Networks Events Organiser, who will be happy to help.

Sponsorship and exhibitors

Sponsorship packages for other organisations can help you get extra funding for events. You'll need to follow our **sponsorship policy** if you decide to do this.

Inviting companies to exhibit at your event is another way of securing additional financial support. It also offers additional networking opportunities and gives extra benefit to delegates. Our **exhibition policy** covers what's involved.

Remember:

- don't rely on sponsorship income to make sure the event breaks even – the content of your event, and its financial viability, must be established before you approach any sponsors
- sponsorship can be seen as an endorsement of other organisations or products, and it can affect our reputation – so it needs handling with care.

Joint events are another way of spreading cost, reducing risk and attracting more delegates. You could run your event with another professional body, commercial organisation, public sector organisation or charity. This could include:

- hosting – where rooms or catering are provided free of charge by another organisation
- enhancing an event – for example, when another organisation funds a drinks reception at the event.

It's important that we protect our brand and reputation, so you need to notify your Networks Officer whenever you're approached about sponsorship.

Topics and programme

Choosing a topic is one of the most important aspects of event planning. Events attract more people when the topic is popular, current and interactive.

- Ask your members what they want to see at events, and find a unique selling point that makes your event stand out.
- Invite your Networks Officer or Events Organiser to come along and discuss ideas for speakers and topics.
- Run a poll on your network microsite to find out what your members want.



If your event will cross industry sectors or you're holding it in a location where a branch operates, you may be able to get help with programme development from the relevant branch or group.

Budgeting

Typically, for each event, you'll need a budget that breaks even. However, you may need to look at the event as part of an overall picture, so:

- it could generate revenue to add funds, or
- it could run at a loss to be subsidised by the funds.

Overall, you'll need to balance profit and loss over the financial year. Your Networks Officer or Networks Events Organiser will help you with this. Our budget template with guidance will assist you with what costs you need to consider.

Promoting the event

Take a look at our guides to find out more about how to **promote your event to IOSH members** or **promote your event outside IOSH**.

On the day

The day of the event can be stressful, but if you've planned things well and left nothing to chance then it should go without a hitch. Put together an event management plan for the day with clear roles, responsibilities, housekeeping issues, crisis management information and contact numbers – and keep it with you at all times.

Your Networks Events Organiser can provide a feedback form for delegates to complete on the day or help with an online feedback survey – remember, this will be the best measure of the event's success.

After the event

After your event is over, you need to send your thank you letters, settle up payments, invoices and refunds, collate and analyse feedback and review the event.

Types of event



Meetings

- casual events for information, debate or networking, with a single speaker
- usually last a few hours – often outside working hours
- minimal cost for organiser and often free for delegates

Seminars

- half-day or full-day
- larger scale
- several speakers
- careful budgeting required by organiser
- charge for delegates

Conferences – organised by the Corporate Events team

- full-day or multiple days
- multiple speakers and sessions
- multiple ticket and charging options
- gala dinner and/or drinks reception
- working party to help with detailed research for programme

Roadshows

- same topics across different locations for increased member reach
- can be altered according to feedback – this encourages people to attend several events
- offer opportunities for discounted rates for delegates booking onto multiple events or venues
- ideal opportunity to cover a wide range of current topics and spark debate

Additional format options

Multiple tracks or sessions

- provide an opportunity for delegates to choose particular topics
- allow presenters more time to deliver material in greater detail and to interact with the group

Drop-in sessions (CPD/IPD)

- usually held in conjunction with a main event
- give delegates an opportunity to discuss their CPD or IPD and get answers to their questions

Breakout/brainstorming sessions

- give delegates an opportunity to discuss topics raised and to debate before feeding back to the main event

Practical/participation events

- offer the chance to ‘have a go’
- involve a different format and take delegates away from the ‘being talked at’ mentality

Speed networking

- can be used as an ‘ice-breaker’ and offers more opportunities for delegates to network

Joint venture events

- team up with other groups or branches or external organisations to provide an enhanced programme that benefits all stakeholders

Site visits

- demonstrate your topic in action by arranging a tour of a local factory, site or facility

Webinars

- web-based seminars
- used for live meetings, training or presentations over the internet
- facilitate global networking, information and file sharing with attendees, regardless of where they are in the world
- delegates just need a computer with internet access for the visuals and either a phone line for the audio or the ability to listen through their computer

Podcasts

- audio or video files that can be downloaded to an audio player or computer
- can be created for live online events such as webinars, live offline events such as conferences and training, and specially recorded presentations (slides and audio)

Event planner



This event planner shows the typical tasks and deadlines involved in a one-day event and with full involvement from the Networks team. There's an alternative version for committees and working parties to use in the Networks Event Guide.

	Task/activity	Ideal planning time	Not to be started later than	Who is responsible?	Complete (tick)
1	Planning – theme, topics, speakers, target audience, location of event etc (take into account other events happening, for example another event on same topic or in some local area. Does it fit within the IOSH Strategy? Complete notification form	12 months	4 months	Working party (WP) Networks Officer (NO)	
2	Branch/group makes initial contact to proposed speakers to confirm availability and willingness to speak at event	12 months	4 months	WP	
3	Branch/group to complete draft budget form and submit with notification form to NO. Check for IOSH date clashes.	12 months	4 months	WP/NO/Networks Events Organiser (NEO)	
4	WP and NEO agree delegate rate based on budget supplied, previous delegate numbers, topics, economic factors etc.	12 months	4 months	WP/NEO	
5	Source suitable venue and confirm availability/suitability/capacity of the venue and make provisional booking (take into account terms and conditions, for example minimum numbers)	12 months	4 months	WP/NEO	
6	Draft programme completed	6 months	3 months	WP/NEO	
7	Speaker contacts submitted to NEO	6 months	3 months	WP	
8.	Speakers formally invited and speaker kits sent out	6 months	10 weeks	NEO	
9	Draft copy of programme sent to Publishing team with instructions as to whether it is to be printed or in electronic format	4 months	10 weeks	NEO	
10	Identify appropriate mailing list and send out promotional material (mail, <i>Connect</i> etc)	5 months	6 weeks	WP/NEO	

Event planner



11	Chase all speakers for their presentations	3 months	2 weeks	NEO	
12	Check all presentations for quality control, send to Technical team if help required	3 months	2 weeks	NEO	
13	Order catering and AV/display equipment from suppliers	3 months	2 weeks	NEO	
14	Cut-off date for receipts of bookings and payments from delegates	2 weeks	5 working days	NEO	
15	Issue booking confirmation and joining instructions	2 working days after booking received	5 working days	Networks Administrator (NA)	
16	Collate and print delegate pack	2 weeks	3 working days	NEO/NA	
17	Produce badges for delegates and speakers	5 working days	2 working days	NEO/NA	
18	Deliver all equipment, delegate packs, badges etc to the venue	Day before the event	Day of event	NEO/NO	
19	Event registration	Day of event	Day of event	WP/NEO/NO	
20	Send thank you letters to speakers	After event	2 weeks	WP or NEO	
21	Feedback forms analysed and sent to WP	After event	2 weeks	NEO	
22	Actual overall profit/loss notified to WP	Post event	2 months	NEO	

NB The working party will ideally consist of branch/group committee representatives and an IOSH HQ representative.

Sponsorship policy



“Sponsorship is a business relationship between a provider of funds, resources or services and an individual, event or organisation which offers in return rights and association that may be used for commercial advantage in return for the sponsorship investment.”

– BDS Sponsorship

Selling sponsorship and exhibition space is a way of increasing revenue and offering delegates more for their money. For the companies involved, we can offer them a cost-effective way of accessing our members and the chance to associate themselves with the world's biggest health and safety organisation. This revenue should be seen as additional income and should not be relied on to ensure that the event breaks even. The aims and programme content of the event and its financial viability must be decided before you make any approaches to sponsors.

The aims of the policy are to make sure that:

- all IOSH events are of a consistently high quality and project a positive image of the organisation
- sponsorship of/by IOSH is appropriate and manageable to ensure a successful partnership
- all sponsorship arrangements are dealt with and agreed using the same criteria
- the responsibilities are set out appropriately.

The benefits of sponsorship include:

- better service provision to delegates
- income generation
- establishing a relationship with a particular organisation
- access to a pool of potential new members and promotion opportunities
- networking.

The disadvantages include:

- the possibility that by accepting sponsorship we're seen to be endorsing a third-party product or service
- reputational issues
- increased pressure on staff organising the event.

Sponsoring IOSH Networks and corporate conferences

Financial sponsorship

In this scenario, an organisation pays IOSH a sum of money in return for association and benefit from IOSH and our members. Where money is offered, it can only be accepted if there's a clear understanding of the arrangement – ie what the money is going to be used for (hosting a free event, delegate bags, drinks reception and so on, or on specific ad hoc projects, either in addition to funding from the Development Fund or by itself). The quality, relevance and value to members of the sponsorship agreement should be a deciding factor in reaching decisions. It's vital that a representative from the Events team or Networks team is involved in all stages of the process to help with proposals, negotiations and agreements. Please note that as you're providing a service in return for payment, sponsorship is liable to VAT (for UK events).

Sponsorship in kind

In this case, no money actually changes hands but a product or service is provided free of charge in return for benefits. This could entail hosting an event (eg providing a facility, room, catering or speaker for an event) or perhaps providing samples, equipment or goods which are an integral part of the event.

You should bear in mind that all forms of sponsorship could be seen as an endorsement of the sponsor by IOSH. You may need to use a suitable disclaimer; we suggest the following wording:

“The Institution of Occupational Safety and Health (IOSH) acknowledges the support provided to this event by name(s) of sponsor(s). It is IOSH policy that no specific goods or services, or the companies offering such goods and services, can be endorsed in any way by IOSH.”

Sponsorship proposals and packages

Many sponsorships come about from personal or business contacts. As key players in their industry, committee members will often have these contacts – this is an ideal start to securing a sponsor. By working in partnership with IOSH's Events and Networks teams, we can put together a winning proposal for a successful relationship. Bespoke packages can be produced with IOSH's guidance for any prospective sponsor with a range of packages that can be chosen and tailored to create the right overall package for any event – like a pick 'n' mix. The specific deliverables must be realistic and achievable; it's always best to under-promise and over-



deliver. Any proposals you put together should be approved by your Events or Networks representative before you send them out.

For IOSH corporate events, the Events team will work with the working party to introduce potential sponsors to the Events Manager and help to implement sponsorship packages. Corporate events are those which:

- last for a full day or multiple days
- have multiple speakers and sessions
- have multiple ticket and charging options
- include a gala dinner and/or drinks reception
- involve a working party to help with detailed research for programme.

Putting a value on things is never easy but it's important not to under-sell the event. If an item (delegate packs, places and so on) has a specific cost for you to deliver it or include it as a benefit, charge it at the same rate – don't let the sponsorship cost you money. Typical sponsorship benefits include:

- naming rights
- branding opportunities
- inserts in the delegate pack
- a number of free delegate places
- providing a speaker
- giving a welcome or closing address
- free exhibition space.

Sponsorship policy packages – general guidance

Offering a tiered level of packages is a good idea for both networks events and conferences, as it gives companies a range of options and shows a clear guide of what they will receive in return for their investment. Examples for networks events include:

Gold package

- Sponsor branded speaker at event – presentation subject to approval
- Sponsor reference in PR for the project or event – sponsor recognition in all printed and online communication
- Sponsor credited on the IOSH website

- Sponsor's logo and accreditation on project resources, delegate pack, programme, CD and so on
- Sponsor banner in a number of locations at the event
- Two free event places
- Exhibition space

Silver package

- Sponsor credited on IOSH website
- Sponsor's logo and accreditation on project resources, delegate pack, programme, CD and so on
- Sponsor banner in a number of locations at the event
- Two free event places
- Exhibition space

Bronze package

- Sponsor's logo and accreditation on project resources, delegate pack, programme, CD and so on
- Sponsor banner in a number of locations at the event
- One free event place
- One further place at the IOSH members' rate
- Exhibition space

As general guidance, £2,000 is the maximum level of sponsorship for Networks events. It would be difficult to offer a suitable return on the investment for the sponsor on amounts over this.

For conferences the same tiered approach will be used, but more packages are available because the events are larger. The packages can include:

- Lead sponsor
- Delegate pack sponsor
- Delegate bag sponsor
- Gala dinner drinks reception sponsor
- Gala dinner sponsor
- Session or track sponsor
- Named sponsor
- Exhibition sponsor.

Sponsorship agreements

Before entering into an agreement, be confident that you can answer Yes to the following questions about the potential sponsor organisation:

- Do they complement IOSH's corporate aims?
- Are they someone we want to be associated with?
- Are they reputable and in good standing?
- Is their service or product relevant to the theme, programme, or a speaker's topic?

Remember, good impressions last and a good sponsor will make your event even more attractive.

To re-iterate, you'll produce the agreement in conjunction with the IOSH Events or Networks teams. Correctly laid out agreements are the key to any partnership as they'll avoid any misunderstandings or disappointments. An agreement should contain:

- full details of the parties to the agreement
- clauses detailing the arrangement, including:
 - what is agreed
 - the sponsorship amount (including payment information, and VAT for UK events) – alternatively this can be detailed in a separate schedule
 - any breakdown of money provided
 - any additional costs
 - continuation and/or termination arrangements
 - caveats
 - legal arrangements (entire agreement, nature of relationship, assignment, confidentiality, jurisdiction and law and terms)
 - timescales
 - any potential conflicts, eg with other sponsors
- schedules, which can include the amount, invoicing terms and so on, and a full list of benefits
- space for signing by both parties.



There should be two copies – one for IOSH and one for the sponsor – and they should both be originals. You must have agreement from your Events or Networks representative before formally entering into any agreement and any agreement should have the signature of an IOSH Networks Manager or IOSH Events Manager. You'll need to get the company's VAT registration number for invoicing for events held in the UK.

IOSH sponsorship of external events

If you are approached by an external organisation seeking to get IOSH to support or co-sponsor an event, you should consider the following points:

- When and where is it? (Check for diary clashes)
- Who is it organised by and do we want to be associated with them?
- Is it an exhibition or sponsorship opportunity?
- Who are the delegates, speakers, exhibitors and other sponsors? (Ask for a list)
- Who is the target audience?
- How many visitors or delegates has the event attracted in the past?
- What is the programme?
- How long has the event been running?
- What are the aims of the event?
- How will it benefit IOSH? (eg brand awareness, membership recruitment, media coverage, thought leadership)
- What are the costs involved and how do they affect the budget?

If the proposal seems a good opportunity, contact the Events Manager for guidance and support in delivering the sponsorship. Ideally, the event should have been recommended (and attended) by a reliable source, or it should be organised by a partner organisation, such as the HSE.

If IOSH's sponsorship of the event is seen as appropriate in principle, the exact package should be discussed, agreed and confirmed in writing.

Consider the following points:

Exhibition

- stand dimensions
- stand type (shell scheme, fascia, space only)
- furniture
- electricity
- (secure) internet access
- stand passes (how many) and what's included (eg catering)
- advertising, logo usage, copy for website and event brochure
- guidelines for setting up and taking down
- accommodation
- visitor data
- insurance
- package cost.

Sponsorship or support

- sponsorship text details (eg number of words)
- logo usage
- kinds of promotion (brochure, website, event catalogue)

- delegate passes – how many and what's included (eg catering)
- stand passes – how many and what's included
- accommodation
- delegate data
- specific sponsored items – eg menu, delegate bags, catering area, lanyards, event catalogue
- deadlines
- package costs.

Speaker sponsor

- speaker expenses and fee
- accommodation and travel
- length of talk
- topic and guidelines
- detailed briefing and rehearsal
- logo usage
- dress code
- deadlines
- delegate data.

IOSH won't normally sponsor an event if:

- it's organised by a commercial organisation
- it's in direct competition with an IOSH service, product or event
- it's of no benefit to IOSH or its members
- there's insufficient money or other resources
- the lead time is unrealistic
- IOSH could be seen to be endorsing a particular company or product.

International events seeking sponsorship from IOSH may have very different criteria or conditions associated with them. These will be considered on their merits by the Events Manager in conjunction with the International Manager.



Selling exhibition space alongside an event creates an income opportunity but can also add benefit to the event in terms of networking.

When approaching potential exhibitors, IOSH has to make sure that the exhibiting organisation is relevant to the topic or theme of the event, the audience, IOSH and/or health and safety, and isn't there solely to sell a commercial product.

You need to tell potential exhibitors how many delegates you're expecting at the event and send them an exhibitor form to complete and return with payment.

All paying exhibitors will be charged a flat rate per day for Networks events. This fee includes two free places (including catering and a delegate pack). This is a reasonable fee which won't put off potential exhibitors, whose presence may enhance the event and the delegates' experience. The fee should be increased if the cost of a delegate daily rate, catering and delegate pack exceeds £100 – this needs to be agreed on a case by case basis.

Exhibition space at corporate events costs more because of the additional marketing and promotion involved in this type of high-profile conference. The precise cost will depend on the event and industry. Corporate events are managed by the Corporate Events team and:

- last for a full day or multiple days
- have multiple speakers and sessions
- have multiple ticket and charging options
- include a gala dinner and/or drinks reception
- involve a working party to help with detailed research for programme.

You can offer free exhibition space where appropriate, eg to speakers, other charitable bodies or to IOSH's strategic partners, such as the HSE. This can be decided on an ad hoc basis – check with your manager if you're unsure.

Always use exhibition space booking forms to gather information from exhibitors, including those receiving free space. Add all exhibitors attending the event to the booking system and raise an invoice for their total exhibition space.

Related events can be split into three types.

1. Events run by external organisations

These are events that are run completely independently from IOSH and we promote them because we feel they would add benefit to the whole of IOSH or a particular network. We normally ask that the external organisers promote one or more of our events that would benefit their customers or members in return.

How the event will be promoted

This type of event will be added to our events list as a related event and will appear on the calendar of events as a diary listing only. For more information, the user needs to click on the event name in the search results, which will take them to the external webpage.

The web link to the event and full event details, including venue address, must be provided.

If a branch or group would like to highlight these events to their members more directly, they can add a page like the example above to their microsite.



Home Page > Branches > Northern Ireland > Other events of interest

Other events of interest

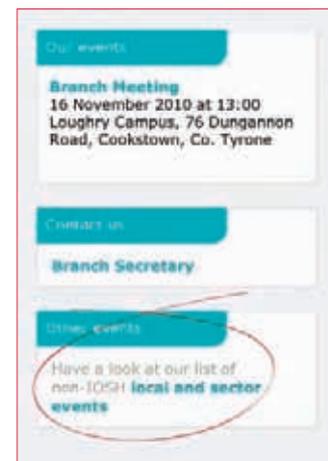
We're always looking out for non-IOSH events that our branch/group members may be interested in. Have a look at the list of events below and follow the links to find out more.

Remember, these events haven't been organised by IOSH, nor our branch/group. You'll need to get in touch with the event organiser for more information, including booking details.

Events coming up

- Monthly meeting of Northern Ireland Safety Group, 27 September 2010
- Northern Ireland Safety Group Hearing Conservation Seminar, 29 September 2010

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Other events

Branch Meeting
16 November 2010 at 13:00
Loughry Campus, 76 Dungannon Road, Cookstown, Co. Tyrone

Contact us

Branch Secretary

Other events

Have a look at our list of non-IOSH local and sector events

This page will list all events the branch or group feels are of interest to their members. If there aren't any events, this page will be hidden. The plug-in on the right of the page (circled above) will be added to the branch/group homepage, advertising the 'Other events of interest' page.

The 'Other events of interest' page can also be linked to in *Connect*.

Examples of this type of event

- Other association events, eg CBI
- Other key stakeholders' events, eg RoSPA or HSE
- Other charities, eg BRAKE

Who will manage this process

The Networks and International department will be responsible for any events of interest to a branch or group. All other related events will be put on by the Events team in the Communications department. The Events Manager will review all related events regularly.



2. Events supported by an IOSH branch or group

If a branch or group is associated with an event in a tangible way (eg by providing a speaker or chair for the event), we should promote IOSH as supporting the event.

How the event will be promoted

Again, this type of event will be added to our events list as a related event and will appear on the calendar of events as a diary listing only. For more information, the user needs to click on a link which will take them to the external webpage. The web link to the event and full event details, including venue address, must be provided. However, the particular branch or group that is supporting the event in some capacity can promote it further by creating a news story on their webpages and adding it to their list of events of interest.

To promote this in *Connect* and *Connect diary*, the branch or group will need to publicise the event through a member news story on their microsite. Have a look at the example opposite.

If the branch or group is promoting a series of events, each event should be hyperlinked to the external webpage covering that event and not just to the homepage of the external provider.

Home Page > Offshore Group > 3rd Int Conf on Human & Organisational Factors in the Oil, Gas & Chemical Industries

The third international conference on Human & Organisational Factors in the Oil, Gas & Chemical Industries

The third international conference on Human & Organisational Factors in the Oil, Gas & Chemical Industries is being held by the Institute of Ergonomics and Human Factors in Manchester 25-26th November 2010. Keynote speakers include Prof Andrew Hopkins; Judith Hackitt, Chair of HSE and Cheryl Mackenzie, HF investigator with the US Chemical Safety Board. The conference will feature several speakers from industry and there will be plenty of opportunities to network informally, including at a conference dinner on the evening of the 25th, when the after-dinner speaker will be Jim Wetherbee of BP.

Examples of this type of event

The Hazardous Industries Group supports the ABB technical lunchtime sessions throughout the year, and these are promoted as above. If each event wasn't hyperlinked and a generic link was included, this would take the user to ABB's main events/courses page, which also promotes all of their commercial training.

Who will manage this process?

The Networks and International team: the Networks e-Communications Assistant will be responsible for adding them to the website. To be able to get the event promoted, the Networks Officer will need to complete a form with the Chair or Web Champion of the branch or group, to make sure it's the right type of event and to obtain the necessary information to promote the event.



3. Partnership events

Partnership events are run by IOSH in partnership with an external organisation.

How the event will be promoted

This type of event can be promoted as a branch or group event. However, all marketing copy needs to make it clear that it's a partnership event. If bookings are being managed by the partner, then the event information needs to make it clear that IOSH isn't managing this process and that the terms and conditions for booking are decided by the partner organisation.

Who will manage this process?

The Networks and International team: the Networks e-Communications Assistant is responsible for adding them to the website. To be able to get the event promoted, the Networks Officer will need to complete a form with the Chair or Web Champion of the branch or group, to make sure it's the right type of event and to obtain the necessary information to promote the event.

[Home Page](#) > [News and events](#) > [Events](#)

Rail industry conference 2010

Event details

Event name:	Rail industry conference 2010
Location:	Glaziers Hall, London. SE1 9DD
Date/Time:	23/11/2010 09:00:00
End Date/Time:	23/11/2010 16:30:00
Organised by:	IOSH
Event type:	Corporate

Overview

The IOSH Rail industry conference 2010 - where do we go from here? takes place on Tuesday 23 November at Glaziers Hall, London.

The change of government and the tentative economic recovery offer opportunities and challenges across the whole industry. This year's conference will focus on responding to a changing world and the future of the rail industry.

Promoting your event to IOSH members



Your branch or group website

Your event will need to have a page on your branch or group microsite. Our e-Comms team can help if your web champion isn't familiar with the process.

There are event template pages set up for each branch/group so you only need to fill in the blanks – or you can put up as much information as you need. The sections include:

- Overview – what the event is all about, timings, content and general information
- What's in it for me – why people should come to the event, what they'll learn, any qualification or networking opportunities
- Who should attend – what type of people the event is aimed at
- Speakers – list and provide name, position, company, biography
- What you need to know – the essential information for the event: who to contact, where to get further information, venue information.

In the 'metadata' section, some basic information is required:

- Event title
- Organised by – your branch or group; there's a drop-down list to select from. You can't choose a district from this list – if you're organising a district event, please make this clear in the main text
- Postcode – of the venue. Make sure it's accurate as this will form a clickable link to Google Maps
- Location – enter the full postal address, but don't include any room names here as it disables the Google link. Include room names in the 'What you need to know' section on the main page

- Event type – select one from the drop-down box
- Event start – select your date using the calendar function and provide a start time (24-hour)
- Event end – select your date using the calendar function and provide an end time (24-hour).

You don't need to fill in the remaining three boxes.

It's also a good idea to attach the event flyer in PDF format for download so delegates can apply – make it as easy as possible for them!

Once you've filled out the details, the event will be included in the main IOSH event listing to make it searchable by any visitor to the IOSH website. It will also pull through to your branch landing page and the IOSH home page when it reaches 'top five' status.

Connect and Connect Diary

Connect and *Connect Diary* are e-bulletins which go out each Monday to members with an email address. They're individually tailored to each member so it's the best way to regularly reach your prime audience. Our e-Comms team submit the links for publication on the Tuesday before publication.

Essentially, *Connect* includes a short, catchy sentence to draw attention to your event, which links through to the event page on the website. Your NEO can help to keep changing the message in the build-up to the event to generate interest. Once an event is included in *Connect*, it will appear every week until the event runs.

For events we're involved in, we'll change the wording to read 'Last chance to book' on the final edition before your event, to stimulate last-minute bookings.

Also think about cross-promoting your event to other branches or relevant groups – you'll need permission from the Chairman though!

SHP

SHP is IOSH's official monthly magazine, going out to all our members. Alongside the printed magazine, there's the *SHP* website, www.shponline.co.uk, and an e-bulletin, *SHPplus*.

As long as the information is available three months in advance of your event, it will be advertised on the calendar page of the 'Interface' section of the magazine.

If your event will interest a wide range of IOSH members, why not submit a proposal for an article about it too?

And if the event is newsworthy, you could flag it up for a report. The deadline is about the 25th of the month, two months in advance – so 25 October for the December issue. But it's important to get your ideas in as soon as possible for planning.

Your Networks Officer will be glad to help you engage with *SHP*.

Promoting your event to IOSH members



E-shots

We can offer these in two forms – past delegate emails and a reminder email to fit in with the *Connect* schedule. We use a programme called Campaign Commander which enables us to monitor opening and click-through rates, helping to show their effectiveness.

We only use a reminder email if bookings aren't at the expected level, not as a matter of course.

Direct mailing

You can have your flyer professionally printed and IOSH can mail it direct to your members. We can target this approach to the venue – something like all members within one hour's drive or maybe group members within a branch. Remember that there will be a cost associated for printing, processing and postage which should be included in the budget – your NEO can help.

Social media

The IOSH Networks department now has an in-house e-Communications team to help you make the most of the available outlets.

We use Twitter to direct people to the IOSH website, highlight events and news releases, promote new videos on YouTube and generally take part in any conversation we think is relevant to IOSH. Get the latest from http://twitter.com/IOSH_tweets.

Visit www.youtube.com/ioshchannel to see our interviews with speakers at events, comments from stakeholders on our campaigns and wider health and safety issues, and discussions with people who can offer a different point of view.

Take a look at our profile on LinkedIn, www.linkedin.com/companies/iosh (you'll need to register to get the full version).

We want to make more of the pictures we take at IOSH events, so we've set up a Flickr channel to give a more interesting view of what goes on at events – go to

www.flickr.com/photos/ioshpix.

If you have any pictures from a previous event, we can upload them and use them to promote the new event.

Promoting your event outside IOSH



Promoting your event outside IOSH

Working or advertising with another organisation is an excellent way to open up your event to people outside your network – this could include commercial companies or regulatory/government bodies. They may help promote your event to their members or employees by including the details in their newsletter or handing out flyers. Remember: you may need to have more flyers printed, which will effect the budget. Your local Chamber of Commerce and councils are good places to start.

Using the IOSH Media team

The media offer several excellent ways to get your message across. However, we need to manage contact with the media across the spectrum of IOSH's activities to make sure that we're presenting a coherent, professional message.

To make this happen, the IOSH Media team will work with you every step of the way to make your event a success – make sure you contact them before approaching the media yourself.

If you want to include PR and media relations in your activities, please contact your Networks Officer, who will arrange for the Media team to work with you.

Your local radio stations will love anything quirky or topical – you could put forward a panel member or start a news campaign and advertise the event off the back of it.

Media partnerships

The trade press often have 'What's on' sections which are free to appear in – or it may be a good idea to approach them about a media partnership, which is like an in-kind sponsorship. You could give them access to the delegates to promote themselves and subscriptions, and they give you a set amount of coverage in return. Also, trade press will be interested in anything newsworthy from your event – maybe your speaker is announcing new data or statistics, or launching a new campaign.

Advertising

You could take out some paid advertising (remember your budget) in the local press, but make sure it's cost effective before committing.

Help

IOSH's Media department will help with the distribution of press releases or any media contacts, and your NEO can also assist with writing any promotional material. Approaching the media can be quite intimidating, so we're more than happy to take the worry away.

For more information about what the Media team can do for you, look at the [Communicating with your members](#) section.

Adding to IOSH networks



IOSH's branch and group networks provide member benefits throughout the UK and have an international presence in five other countries. Branches give members local and regional access to IOSH activity, while groups support members who have a sector-specific interest.

IOSH members belong to both a branch and one or more groups, and these networks are encouraged to work together. If you feel there's a need for an additional branch or group within IOSH Networks, please contact the Networks team to discuss your ideas.

If you'd like to know more about establishing a new branch or group, please read the guidance below. You'll find details of how to go about applying to set up a new branch or group, what's required and what will be expected of the new addition to IOSH Networks.

Remember, if you have identified a gap, you may be able to address this by becoming more involved in existing networks and helping them to develop in other directions.

Establishing a new branch or district
Before embarking on setting up a new branch or district, you'll need to consider whether there will be enough demand for member activity in that geographical area, how you intend to serve the membership, and whether there will be sufficient support to form and maintain a full committee to run the branch.

If there are already branches close by, check whether those branches have districts which reach out further than the branch name suggests. If you're running a district and wish to apply to become a branch, you should analyse your membership carefully and consider what additional benefit the new branch would give to members, above what's currently provided.

For more information regarding the role, purpose and regulation of branches, read our guidance on the [purpose of IOSH Networks, Regulation 15 \(Branches\)](#) and the [Managing branch and group finances](#) section of this handbook.

If you want to apply to establish a new branch, you'll need the backing of 25 members who are willing to provide their support, together with four members who are willing to act as committee members until the first election takes place. You should submit your [application form](#) to the Networks Manager, who will forward it to the Networks and International Committee for consideration.

Establishing a new group
Before embarking on setting up a new group, please have a look at the current list of sector-specific groups at www.iosh.co.uk/groups, which cover a wide range of industry and public sector environments. Any new group proposal must identify a clear need and be able to demonstrate that its aims are specialist and beyond those of any existing group. You'll need to show how you intend to serve the membership and whether there'll be sufficient support to form and maintain a full committee to run the group.

Quick links

- [Branch or district application form](#)
- [Stage 1 Groups application form](#)
- [Stage 2 Groups application form](#)

For more information regarding the role, purpose and regulation of groups, read our guidance on the [purpose of IOSH Networks, Regulation 16 \(Groups\)](#), [Constitutional governance and guidance for group committees](#) and the [Managing branch and group finances](#) section of this handbook.

Applying to establish a new group is a two-stage process. **Stage one** requires the commitment of five sponsors (members) who support the application together with information about the purpose of the new group and evidence that there's enough demand for it. The Networks and International Committee will consider the application and decide whether it should proceed to **stage two**. Here, you need to provide further information about the intended operation of the group. Groups work to a Performance Management System (PMS) and must be able to demonstrate that they'll be able to meet these requirements. Contact your Networks Officer or networks@iosh.co.uk for an up-to-date copy of the IOSH Groups PMS, and to discuss your ideas.

If you'd like to talk to members who've successfully set up new branches and groups, we can put you in touch – just contact the Networks and International team on networks@iosh.co.uk or international@iosh.co.uk.

Establishing a new branch or district



Application form

1 What is the name of the proposed branch or district?		
2 What geographical area will it cover?		
3 Which existing branches and/or districts do members currently belong to?		
4 Where, when and how often do you expect the branch or district to meet?		
5 Why do you think there's a need for a new branch or district?		
6 How many members do you expect to have:	in one year?	in five years?
Normally the minimum sustainable size of a new branch is around 300 members, but in some areas this figure may be lower. If you expect membership to be less than 300 after one year, please explain the circumstances and how the branch can be sustained:		

Stage one application form – Groups



1 Sponsors of the application

[Name at least 5 sponsors indicating whether they are IOSH members and if so their membership number and grade in the first form below]

2 Preferred name

[State the name by which the proposed Group would like to be known]

3 Specialist area(s)

[List the specialist areas which the proposed Group aims to cover]

4 Nominee for interim Chairman

[State the proposed Group's nominee. If listed amongst sponsors, name is sufficient, otherwise give the same information as requested in 1 above]

5 Need for the proposed Group

[Indicate why you believe the Group is needed]

6 Specialist Group aims

[Indicate how the proposed Group matches up to this list of the aims and objectives of SGs]

7 Other aims and benefits

[List any additional aims that the proposed Group would set itself and any additional ways in which it could benefit the Institution and its members]

8 Membership

[Estimate the potential membership in 1 year and 5 years time and, if possible, give a rough indication of break down into IOSH members and non members]

9 Resources

How likely is it that the proposed Group will meet the Institution's broad aim that SGs will become self sufficient after 2 years? (put X in relevant box at the bottom of this page)

[support this answer with a list planned activities which should make major contribution to inflow of funds and major areas of anticipated support requirements]

The Group intends to

10 Other comments

[State any other information, not covered elsewhere, that you wish to offer in support of your case]

No	Name	Membership grade	Membership number
1			
2			
3			
4			
5			
6			

very unlikely ----- very likely

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Stage two application form – Groups



1	Background
1.1	How would industry benefit from the formation of an IOSH Health & Safety Group for ...?
1.2	How could IOSH benefit from the formation of a Health & Safety Group for ...?
1.3	How can this proposal assist IOSH with the corporate strategy?
1.3.1	Interim success against IOSH Corporate strategy:
2	Theme
3	Objectives table
4	Summary Plan
5	Impact
6	Budget If this application is agreed and the group will be formalised mid way through the financial year this will be supported by existing Group Development budget.
7	Resources
8	Progress The progress will be matched against detailed objectives agreed by the committee and Group members in line with the PMS. A formal progress meeting will be part of the agenda for each Group committee meeting.

Communicating with your members



As a Networks volunteer, you'll already be aware of how important it is to communicate. Members really value the benefits of belonging to a branch and group, and your relationship with them and what they get out of their membership depends on the quality of your communication.

Whether you're publicising an event, working to raise your branch or group's profile or trying to increase awareness about a key health and safety issue, there are several simple and effective ways to get your message across.

Stronger together

You're part of a strong family. The close working relationship of IOSH staff and volunteers gives you ample resources for raising awareness, with the backing of the robust IOSH brand.

Our logo and brand are important parts of our corporate identity and it's essential that we effectively manage how they're used. If you'd like to use the IOSH logo on publicity for an event or for other purposes, please contact the Campaigns and Publishing team for help in producing attractive branded literature that meets your needs.

Contact your Networks officer or the IOSH Campaigns and Publishing team at logo@iosh.co.uk for information about how to make sure your materials are on brand.

If you need any help, the IOSH Communications and Networks teams are ready and waiting.

Your network microsite

Every branch and group has its own microsite on the IOSH website. Use this to keep members up to date by:

- publishing the latest news relating to your branch or group
- conducting online polls
- publicising branch or group events
- networking with members on your own forums
- celebrating and showcasing events and activity
- publicising articles on key health and safety issues.

Every Networks committee should have a Web Champion, who'll get full training and support in making the best use of your network microsite, including a dedicated website of resources, www.ioshwebchampions.net.

Remember that your network microsite provides the face of your branch or group and is often the first, or only port of call when a member is looking for information about what you do and the benefits they can get. It's the main vehicle for your communication with your members.

Connect and Connect diary

Connect (www.iosh.co.uk/connect) is a fortnightly e-bulletin tailored to your branch or group. It's delivered into your members' inboxes on the first and third Monday of every month, with news and events relating directly to your branch or group, as well as feature articles and legal tips.

Connect diary is an events-only supplement sent out every second, fourth and occasional fifth Monday of the month.

Items can be pulled from your network microsite pages to appear in *Connect* and *Connect diary*.

You can use *Connect* to promote:

- events organised by your branch or group
- an initiative you're leading in your local area or sector
- a call for more volunteers to help your branch or group, or to work on a specific project, or to join your committee
- a quick single-question poll to find out members' views
- a 'letter from the chair' style article raising a significant issue for your sector.

Your Web Champion should identify the content that your branch or group would like to link to and send it to your Networks Officer.



In the mix

No form of communication achieves 100 per cent awareness or response. Most of our successful events, for example, use more than one of the following:

- website
- email/*Connect/Connect diary*
- *SHP*
- advertising
- partnership marketing agreements with other non-commercial organisations
- e-shots – such as ‘last chance to book’ promotions
- direct mailing
- social media – Twitter, YouTube and Facebook.

Your Web champion will organise content for your network microsite and *Connect*.

If you’d like to use any of the other channels listed here, please contact your Networks Officer, who’ll help with the process and make sure it adheres to brand guidelines and data protection rules.

Communicating with the public

Letting people outside IOSH know about your branch or group’s activities helps to raise awareness of health and safety issues and build IOSH’s profile as a thought leader.

The IOSH Media team will provide support and guidance for all your media activities. For example, you might want to:

- provide information for news releases or features to promote your project or event

- invite journalists to your event
- provide information for reports about the project or event.

All media communication should be run by the IOSH Media team in the first instance. Your Networks Officer can help with this.

News releases

The IOSH Media team can write news releases for you and send them out on your behalf to several publications. You need to give us plenty of notice so we can get the release out in good time.

If you’d like us to send out a news release, please contact your Networks Officer, who’ll put you in touch with the Media team.

Working with the media

The IOSH Media team is here to support you if you’re interested in working with the media.

If you speak to the media as an IOSH member, you represent the Institution as a whole. This means that if you’re considering speaking to the media at any point, you must:

- take part in our media training first. The IOSH Media team will organise a training session
- get the approval of the IOSH Media team each time you want to act as a spokesperson.

If you want to include PR and media relations in your activities, please contact your Networks Officer, who will arrange for the Media team to work with you.

Campaigns and lobbying

Campaigns and lobbying are a great way to get our voice heard.

We support a number of international initiatives and raise awareness by working with the media and stakeholders, presenting at conferences, exhibitions and other events, and sharing information through professional networks worldwide.

We also take part in lobbying activities. Our lobbying team targets politicians of all parties on key issues. We engage them through one-to-one meetings, hosting events, activities at party conferences and specialist briefings.

If you want to engage with politicians and legislators where you are, please contact your Networks Officer, who will put you in touch with the IOSH Policy and Technical team.

Same direction new focus



Strategy 2008–2012: headlines

the heart of
health and safety



Our vision and mission



“A world of work which is safe, healthy and sustainable”

As a leading international health and safety body, IOSH is working to:

- make sure that people are at the heart of safety and health
- be the definitive voice for health and safety at work
- advance high professional standards
- champion pragmatic risk management, based on professional advice
- sponsor research and share knowledge
- support its members as leaders in safety and health in their communities and workplaces
- promote the benefits of good workplace health and safety

Our strategy: how are we doing?



In October 2005, we established six strategic priorities for 2006 to 2010:

- Increase membership
- Raise IOSH's profile and influence
- Become a truly international organisation
- Become the occupational safety and health thought leader
- Grow commercial activities
- Improve efficiency

So, how have we measured up against the targets we set?

Increase membership

When we developed our strategy in 2005, we had 28,000 members. Today, we have 33,000.

Highlights

- We now have 13,000 Chartered Safety and Health Practitioners
- 11 per cent of our members are based outside the UK
- We've developed a comprehensive Initial Professional Development scheme for our Graduate members to help them achieve Chartered status
- 19,000 members have now committed to our revised Continuing Professional Development programme, to keep their knowledge and skills up to date

Raise IOSH's profile and influence

This area of activity has seen exponential growth. We're currently running four major campaigns: Get the Best, on raising health and safety standards, Putting Young Workers First, on safety for working teenagers, Back to Health, Back to Work, on rehabilitation, and Stop Taking the Myth!, which challenges bans blamed on 'health and safety'. Our lobbying work has gone from strength to strength too, with an active UK political engagement

programme that's already showing results – we're currently focusing on health issues, including our call to change the 'benefits in kind' tax rules on services such as physiotherapy to help people return to work more quickly after an illness or accident.

Highlights

- The Work and Pensions Select Committee has recommended that the UK government should work with IOSH to introduce "recognised accreditation for health and safety consultants and advisers" – regulation of the profession is one of the key targets of our Get the Best campaign
- Over 2,000 teachers and trainers have registered to use the free training we developed to help prepare students for work – the pack was developed as part of Putting Young Workers First
- National Director for Health and Work, Professor Dame Carol Black, has called for health and safety professionals to have a stronger role in health at work issues – getting members more involved is a significant component of Back to Health, Back to Work
- Our sponsorship of the World Conker Championships in 2007 gave us the opportunity to practise what we preach – our Stop Taking the Myth! campaign is all about tackling real risks, not stopping things in the name of 'elf 'n' safety'
- We were pleased to see important changes we'd lobbied for included in the Corporate Manslaughter and Corporate Homicide Act, introduced in 2008
- Media coverage in the last two years has more than doubled. National media coverage has been a significant achievement – our sponsorship of the Conker Championships generated 16 national print and 27 broadcast pieces, and this emphasis has continued with high profile positioning including the BBC Chris Evans show and national press



Become a truly international organisation

Success has been on a number of different levels on the

Highlights

- We gained international NGO status from the ILO
- We've been pivotal in the development of the new European Occupational Safety and Health Manager certification standard, due to be launched later in 2008
- We've added the Middle East and Isle of Man to our international branch network, and appointed a development manager in Ireland
- We've developed greater regional influence in the Middle East through the new branch and Intersec event in Dubai
- Our initiative to build relationships with and offer support to new EU accession countries has resulted in meetings with the governments in Romania and Latvia, a seminar in Malta, a study visit to the UK by Czech labour officials, and meetings with key officials from Slovenia and Croatia
- We were invited to comment on the EU strategy on occupational safety and health 2007–12, to help

Become the occupational safety and health thought leader

This is a critical building block for our strategy, and feeds into our work across the board.

Highlights

- We've set up a £3 million Research and Development Fund to lead debate and inspire innovation – 10 projects have been commissioned so far. We've already published two research reports on the impact of expert health and safety advice and management
- A series of new initiatives have benefited from our development funding, including the Occupational Health Toolkit, Workplace Hazard Awareness Course and the Cardiff Work Environment Research Centre
- We're leading the way in sharing research with the unique online OSH Research Database
- In our contribution to the new Institute of Directors/Health and Safety Commission guidance for directors, we set out our position on getting the best health and safety performance, founded on strong leadership, involvement of the whole workforce and expert advice from health and safety professionals
- We've given our views to the Work and Pensions Select Committee, the Better Regulation Executive, the ICL Inquiry, the Sentencing Advisory Panel and the review by the Department of Health and the Department for Work and Pensions of the health of Britain's working age population
- We've published guidance outlining our case for jargon-free 'real world' safety for members of the UK, Scottish and Irish parliaments
- IOSH is currently represented on nearly 40 external committees focusing on health and safety and allied areas

Grow commercial activities

This is a win-win for IOSH. Developing our training business not only means that good health and safety management messages

reach ever bigger audiences, but also delivers the income we need to underpin member services and support our campaign work.

Highlights

- Income from our IOSH Services subsidiary has increased from £3 million to £4.4 million in the past two years
- We've launched a market-leading new Managing Safely training pack
- Corporate clients including Compass and Accenture now work with us to train their teams
- Around 100,000 people are trained by our accredited trainers each year
- In 2008, IOSH Services will transfer the equivalent of more than £96 per member to IOSH



Improve efficiency

As a charity and membership body it's good practice to make sure that we're making the best use of our time and resources.

We've restructured our group network, and are now working on a review of our branch network – we want to make sure that the significant time and effort put in by our volunteer members is used to best effect. Another significant way we've achieved greater efficiency in the last couple of years is to introduce a new information system to help us manage our operations.

Highlights

- Members' records are now held securely online, so contact information can be updated quickly and easily
- this not only means that members can look at and change their records whenever it suits them, it also frees up staff to carry out more support work
- We've rolled out the online CPD system to all members who need to keep their professional development up to date
- New members can join IOSH direct via our website
- Members can now pay their subscriptions online
- We've launched 'Find a consultant', an online consultant matching service for clients looking for accredited consultants

Our strategy: how are we doing?



We have seen some remarkable successes over the past couple of years, which is why our revised strategy is all about refining and refocusing the goals we set just over two years ago, not starting with a blank sheet of paper.

In October 2007 we selected seven priorities, broadly based on the 2005 strategy, but with fresh definition:

- Raising the profile of health and safety and the influence of IOSH
- Increasing membership
- Developing internationally
- Leading occupational safety and health thought
- Growing financial security in an ethical and sustainable way
- Developing people
- Managing the Institution efficiently and effectively

Raising the profile of health and safety and the influence of IOSH

This priority has become more and more important, and it's vital that we maintain the momentum developed in the last few years. Already UK government ministers look to us for advice and views, and our campaign and media targets have been met and, in some cases, exceeded. We're now getting heavily involved in health issues, seen not just in our work with the Department for Work and Pensions on occupational health and rehabilitation, but in support for campaigns such as Men's Health Week. This work has a natural link to heightened status and profile for members.

Increasing membership

We believe that we will continue to attract new members in the coming years. Chartered status – unique for the occupational safety and health profession – is attractive

both in and outside the UK. We also believe that there is substantial benefit in developing links with directors and business bosses through our Affiliate category – these people need to understand and buy in to health and safety, and we can offer them the information and support they need to help make that happen.

Developing internationally

We will work hard to develop our international profile and membership, building on recent successes. The appointment of a development manager in Ireland should not only enable us to increase our activities there, but also gives us the opportunity to strengthen support for members in the country. We're considering creating a further international 'focal point' in Hong Kong, where we have more than 700 members. We'll continue with our programme to encourage more universities across the world to get their degree and diploma courses accredited for IOSH membership – this spreads good practice and drives up standards, as well as helping to attract more international graduates.

Leading occupational safety and health thought

Being recognised as an authoritative and independent voice for health and safety is still critical for our work, which is why we'll be commissioning a benchmarking survey to test our current status. We have a huge range of expertise to call on from our membership, and are making the most of this by setting up advisory panels in our 17 sector groups to provide a pool of members able to comment on specialist areas. We've recently secured match funding from the Department for Work and Pensions for a pilot scheme to train health and safety professionals to tackle specific return-to-work challenges. We will continue to commission and publish research on a range of different issues, both strategic and operational, as well as backing new initiatives via our R&D Fund.



Growing financial security in an ethical and sustainable way

We can only achieve our goals if we have reliable income streams to support our work. This refined priority underlines the high standards that we work to in our trading activities. It also covers income from subscriptions and investments, and plans to contain costs as far as possible.

Developing people

This new priority reflects the importance of people in all that we do. 'Developing people' spans the staff who work for IOSH, our members and the people they work with. Activities under this priority will include rolling out the mentoring schemes we've already set up, offering more, and more varied, opportunities for members to maintain their professional development, and extending our links with Young Enterprise, the charity that works with schools to develop business skills for pupils.

Managing the Institution efficiently and effectively

A key component of this priority is the expanding range of services delivered online. With the development of a new website, to be launched in 2009, this range will grow further. We're part way through a series of reviews of our branch and group networks, and will focus next on reviewing our committee structure.

Working towards IOSH 2012

Our corporate priorities represent a challenging way forward for IOSH. Our professional body is thriving, but we need to work hard to make sure that it remains so. Health and safety, and the profession, don't stand still. We will review this strategy every two months, and undertake a more formal revision in 2009–10.

If you have any comments on our strategy, please email irene.plackett@iosh.co.uk.

In context

Work to develop our revised strategy took on board:

- New workforce trends, including changing patterns of work and rising numbers of vulnerable workers in both small and large scale operations
- Current UK government policies, including on welfare and the health of the working age population
- The emergence of corporate social responsibility as a focus for larger organisations
- The range of health and safety regulations and standards with an international scope
- Increasing uncertainty in the economic climate
- Negative attitudes in the UK media and resistance in some sectors to good health and safety, including using 'health and safety' as a reason to justify unpopular or badly thought through decisions
- Emerging risks, including nanotechnology
- The growing expectation that policy and practice in occupational safety and health will be evidence-based



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IOSH is the Chartered body for health and safety professionals. With more than 37,000 members in 85 countries, we're the world's largest professional health and safety organisation.

We set standards, and support, develop and connect our members with resources, guidance, events and training. We're the voice of the profession, and campaign on issues that affect millions of working people.

IOSH was founded in 1945 and is a registered charity with international NGO status.

IOSH Services Limited is a wholly owned subsidiary of the Institution of Occupational Safety and Health. Registered in England and Wales (01816826). Registered office: as above.

Institution of Occupational Safety and Health
Founded 1945
Incorporated by Royal Charter 2003
Registered charity 1096790



INVESTOR IN PEOPLE

Code of Conduct





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Guidance on:

- ethical issues
- professional conduct
- upholding our reputation

IOSH is the world's biggest body for health and safety professionals. We aim to secure and justify public trust and confidence in the work of our members by ensuring high levels of technical competence and professional conduct.

Under Byelaw 8, all members are required to comply with the Code of Conduct.

The Regulations prescribing how allegations of misconduct can be made and will be handled are contained in the Disciplinary procedure (see pages 10–15). 'Misconduct' is defined in

paragraph 3. If you're considering making a complaint about an IOSH member, you should refer to this definition, as well as paragraph 8.

The status of the Additional guidance is that a member will be expected to show good reason for departing from it if a complaint is received about them.

The document is freely available at www.iosh.co.uk/codeandcharter.



Code points

- 1 Members of the Institution, wherever employed, owe a primary loyalty to the workforce, the community they serve and the environment they affect. Their practice should be performed according to the highest standards and ethical principles, maintaining respect for human dignity. Members shall seek to ensure professional independence in the execution of their functions.
- 2 Members must abide by the legal requirements relating to their practice or operation.
- 3 Members called on to give an opinion in their professional capacity shall be honest and, to the best of their ability, objective and reliable.

Guidance on Code points

- 1 The term 'professional independence' relates to your function within the organisation you advise on health and safety. You may have either an advisory or an executive role. You may also have other responsibilities not related to health and safety. As a professional, you should be able to exercise your health and safety function according to your independent professional judgment.
- 2 Be aware of the appropriate legal requirements for the territory in which you practise or operate.
- 3 An objective and reliable opinion is one based on the best currently available knowledge and data or, if there are no such data, reference to appropriate health and safety principles.



Code points

- 4 Members shall take all reasonable steps to obtain, maintain and develop their professional competence by attention to new developments in occupational safety and health and shall encourage others working under their supervision to do so. They must comply with the Institution's Continuing Professional Development (CPD) scheme, if required to do so.

- 5 Members shall not undertake responsibilities in relation to health and safety which they do not believe themselves competent to discharge. Members shall acknowledge any limitations in their own competence, and shall not undertake any activities for which they are not appropriately prepared or, where applicable, qualified.

Guidance on Code points

- 4 Competence is a combination of knowledge, skills, experience and a recognition of the limits of your capabilities. Knowledge can be gained or developed by studying for qualifications, but a qualification by itself is not evidence of competence. It must be enhanced by skills and knowledge that you develop through experience. We assess competence during Initial Professional Development for Chartered Members, and Technician Members can provide evidence to demonstrate experience in a health and safety role. However, this assessment only reflects your competence at one specific moment. You should maintain and improve your competence by doing Continuing Professional Development (CPD) activities throughout your professional career. You should document your CPD through our system.

If you believe you're being asked for advice that's outside your expertise, you must make this clear and suggest other sources of advice.



Code points

- 6 Members shall accept professional responsibility for all their work and shall take all reasonable steps to ensure that persons working under their authority or supervision are competent to carry out the tasks assigned to them; are treated with fairness and equal opportunity; and accept responsibility for work done under the authority delegated by them.
- 7 Members having good reason to believe that their professional advice is not followed shall take reasonable steps to ensure that persons overruling or neglecting their advice are formally made aware of potential adverse consequences which may result.
- 8 Members shall have regard to the reputation and good standing of the Institution, other members, and professional practice and standards, and shall not either directly or indirectly bring them into disrepute. A member may be required to provide the Institution with such information as is reasonably required by it in order to regulate the professional conduct and discipline of its members.
- 9 Members shall not recklessly or maliciously injure, or attempt to injure, whether directly or indirectly, the professional reputation, prospects or business of another.
- 10 Members shall not behave in a way which may be considered inappropriate to other members or staff of the Institution.

Guidance on Code points

- 8 'Disrepute' amounts to the loss of a previously good reputation. It may occur if your conduct – through action or inaction – lowers the professional reputation of us and our members.
- 10 Inappropriate behaviour includes the use of foul language or acting in an intimidating or threatening way.



Code points

- 11 Members shall not improperly use their membership or position within the organisation of the Institution for commercial or personal gain or use or attempt to use qualifications, titles and/or designations to which they are not entitled.
- 12 Members shall seek to avoid their professional judgment being influenced by any conflict of interest and shall inform their employer, client, or the Institution of any conflict between the member's personal interest and service to the relevant party.
- 13 Members shall not improperly disclose any information which may reasonably be considered to be prejudicial to the business of any present or past employer, client or the Institution.
- 14 Members shall ensure that information they hold necessary to safeguard the health and safety of those persons for whom they have a legal and moral responsibility is made available as required.
- 15 Members shall ensure, in holding or handling any information relating to living individuals, that they comply with the data protection principles and notification requirements set out in the Data Protection Act 1998 or equivalent legislation for the country or jurisdiction in which they undertake their duties.

Guidance on Code points

- 12 Conflict of interest refers to occasions where using professional judgment may lead to problems in securing future or continuing employment or contracts. A simple example of this type of conflict would be if you recognised a dangerous procedure but didn't recommend a shutdown in case it ultimately led to the closure of the company and your redundancy. Similarly, as a consultant you may be aware that your recommendations aren't being implemented, but you continue to advise the organisation so that you don't lose the income from the contract. A third example is a situation in which you're invited to be the adviser to both parties in a contract.
- 14 It's your duty to disclose in an appropriate way any information you have which will influence decisions relating to people's health or safety. You must respect the implications of information technology and data protection requirements.



Code points

- 16 Members shall maintain financial propriety in all their professional dealings with employers and clients and shall ensure that they are covered by professional indemnity insurance where appropriate.

- 17 Members shall not unfairly discriminate in the course of their professional business on the grounds of race, colour, religion or belief, disability, sex, marital status, age, sexual orientation, nationality and ethnic or national origins.

- 18 Members must act within the law and are required to notify the Institution if they are convicted of any criminal offence. A relevant conviction may lead to disciplinary proceedings against that member.

- 19 Members must comply with the Institution's Charter, Byelaws and Regulations and must notify the Institution if they come within the provisions of Byelaw 7 (c).

Guidance on Code points

- 16 You shouldn't accept or encourage any inducements which may be seen as prejudicial to professional independence or being in breach of your contractual or moral obligations. If you work as an independent consultant, you may need to buy professional indemnity insurance. If you're in full-time employment, you'll generally be covered by your organisation's policy. If you're unsure whether you're covered, you should find out.

- 18 Relevant convictions include those:
 - a for which a penalty may be imposed, or
 - b which constitute an offence of dishonesty, or
 - c which call into question your integrity in some other way – for example child abuse, sexual or criminal assault, paedophilia or supply of illegal drugs (this is not an exhaustive list).

- 19 Byelaw 7 (c) relates to bankruptcy restrictions and becoming a patient within the provisions of a mental health act.



As well as the Code, members with particular responsibilities should be guided by the following:

Consultants

If you're a consultant, you must maintain a confidential relationship with your clients that upholds and enhances the public perception of the profession. In particular, you should:

- agree with your client a clear brief, preferably written, for consultancy work
- agree working and charging arrangements
- agree the scope and manner of reporting, including any copyright or patent issues that arise from your work, where appropriate
- not work for more than one client simultaneously on the same case without the express consent of all clients
- not solicit improperly for work by making exaggerated claims or by attacking the reputation of other consultants
- in the case of expert witness services, confine your evidence to matters on which you can speak with authority from personal knowledge and experience
- protect the 'intellectual rights' and confidentiality of your client, and not disclose information to any third party without the full and explicit written authorisation of the client concerned.

If you're acting in private practice or independently of salaried employment, you have the right to stop providing your services in the face of a dilemma involving professional standards or conscience.

Employers

As an employer, you must:

- recognise the right of your professional subordinates to exercise their independence
- resolve conflicts through clear, fair procedures
- support the professional development of your employees
- demonstrate impartiality and provide equal opportunities for all employees.

Researchers

If you're engaged in research, you may have specific ethical concerns in the conduct of your work. You should:

- recognise the nature and limits of your research competence and not propose or undertake any work you're not equipped to carry out
- recognise and tell sponsors about any relevant personal prejudices which may influence your work
- make sure that any ethical implications identified in your work are recorded in your written plan for the proposed research
- where your work affects employees or others, ensure safeguards exist against physical, mental, emotional and social harm to subjects
- be responsible for obtaining freely given and informed consent from individuals who are the subject of any proposed research
- be aware that personal health information is confidential, and that it requires permission and consent before it can be used in research. This doesn't apply to anonymised data. You must be aware that the promise of confidentiality and restrictions on data use must be made clear to anyone contracting research and to the subjects of the work.



Providers of education and training

If you're working in education or training, you should deliver only courses which you're competent to teach. When designing and delivering courses, you should make sure that:

- the teaching team has suitable qualifications and experience to cover the technical content of the syllabus
- there's adequate scope for programme planning and review
- you deliver courses in a physical environment that's suitable for learning, with whatever equipment is needed
- you provide sources of information as required by the level of the course
- where an issue may be contentious, you maintain a balanced approach. You shouldn't let personal prejudices interfere.

Information management, data protection and IT

In the course of your work, you'll need to store and retrieve information. You should make sure that:

- all work that you're responsible for is completely, accurately and indelibly recorded at the time by the person concerned and that subsequent reporting and handling ensures its integrity and availability for as long as necessary
- reports you provide describe the objectives of the work, the methods employed and the measurements and observations made, and accurately reflect the data and information obtained in the workplace
- you date and reference all records where appropriate
- you copy and store all records safely and effectively
- you design forms and schedules that give a clear way of entering the data you're collecting and offer guidance for any calculations

computers on which you store or directly capture data are programmed so that subsequent changes replace but do not overwrite the original, to allow an audit trail to be established

- where records you create or collect fall within the scope of the Data Protection Act 1998 or equivalent legislation for the country or jurisdiction you're working in, all handling of those records conforms to the data protection principles set out in the Act or equivalent legislation.

Legal requirements

Legal issues are addressed under certain Code points.

You must operate under the legal requirements of the country or jurisdiction you're working in. However, your overall obligations go beyond these, whether you're working full or part time. As a competent person, you're required to practise your profession according to established principles for fulfilling legal, technical, social and moral responsibilities to your employer, employees, surrounding communities and, indeed, society as a whole. These responsibilities are described in other publications. The important point is that you keep clearly in mind the legal context within which you work.



- 1 Unless the context otherwise requires, words and expressions used in these Regulations shall have the meanings given to them in the Charter and Byelaws of the Institution, and the following words and expressions shall have the meanings set out below:
 - 'the Chief Executive's Nominee': the person nominated by the Chief Executive to present the case against the Subject of the Allegation, in accordance with paragraph 9.3.2(a);
 - 'the Relevant Committee': a committee determining an issue or conducting a hearing under these Regulations; and
 - 'the Subject of the Allegation': a Member of the Institution who is the subject of an allegation of misconduct.
- 2 These Regulations set out the procedure to be followed where an allegation of misconduct is made against a Member of the Institution, in accordance with Byelaw 8.
- 3 **Definition of misconduct**
 - 3.1 Paragraph 3.2 gives examples of conduct which the Institution regards as misconduct. This is not an exhaustive list.
 - 3.2 Under these Regulations misconduct includes conduct which includes the following:
 - 3.2.1 contravenes the Code of Conduct; and/or
 - 3.2.2 amounts to unacceptable professional conduct within the standards expected in the health and safety profession; and/or
 - 3.2.3 may bring the Institution or the health and safety profession into disrepute; and/or
 - 3.2.4 is prejudicial to the interests of the Institution; and/or
 - 3.2.5 is in breach of a decision made, or penalty imposed, under these Regulations.
- 4 **General principles**

The following principles shall apply to a hearing held at any stage of the procedure set out in these Regulations:

 - 4.1 *Right of representation*

The Subject of the Allegation may be represented at the hearing by a friend, legal or other representative. The Chief Executive's Nominee may be represented by a legal adviser.
 - 4.2 *Advisers*
 - 4.2.1 The Relevant Committee may obtain such legal, technical or other advice as it thinks fit.
 - 4.2.2 Any advice received by the Relevant Committee in accordance with paragraph 4.2.1 shall be disclosed, before the Relevant Committee makes its decision, to the Subject of the Allegation and to the Chief Executive's Nominee.
 - 4.3 *Proceedings in the absence of the member*

The Relevant Committee may proceed in the absence of the Subject of the Allegation if:

 - 4.3.1 the Subject of the Allegation has been properly notified of the date and time of the hearing; and
 - 4.3.2 he or she has failed to provide a reason for non-attendance acceptable to the Relevant Committee.
 - 4.4 *Attendance of complainant or other persons*

Unless determined otherwise by the Relevant Committee (in the interests of fairness or the public interest), the hearing shall be open to members and to the general public, including any person who brought the allegation of misconduct to the attention of the Institution. The Relevant Committee may exclude or expel any person from all or part of the hearing if that person is, or is likely to, disrupt the hearing, or if fairness otherwise requires.
 - 4.5 *Adjournment*

The hearing may be adjourned at the discretion of the



- 4.6 Relevant Committee, on such terms as it thinks fit.
Mitigation
Before imposing any disciplinary penalty the Relevant Committee shall:
- 4.6.1 invite the Subject of the Allegation to make representations by way of mitigation at the hearing;
or
- 4.6.2 if the Relevant Committee adjourns to consider its decision, invite the Subject of the Allegation to provide, within seven days, written representations by way of mitigation.

5 **Standard of proof**

The Subject of the Allegation shall be found guilty of misconduct under these Regulations if the Relevant Committee is satisfied that the allegations required to be proven are more likely than not to be true.

6 **Time limits and role of the Chief Executive**

- 6.1 The Chief Executive may, at his or her discretion, vary any time limit set out in these Regulations.
- 6.2 The Chief Executive may appoint a senior employee of the Institution to carry out his or her role under these Regulations. If the Chief Executive appoints a senior employee under this paragraph, references to the Chief Executive within these Regulations shall be read as references to that senior employee.

7 **Legal proceedings**

- 7.1 If the Subject of the Allegation is, or becomes, the subject of a criminal investigation or any other legal proceedings, the Chief Executive may at his or her discretion suspend or continue disciplinary proceedings under these Regulations.
- 7.2 In determining an allegation of misconduct, the Relevant Committee shall be entitled to rely on a

certificate of criminal conviction and/or transcript of the criminal court's judgment as evidence of the offence committed, or the decision of a civil court or tribunal as evidence of the issues determined by that court or tribunal. The disciplinary penalty to be imposed shall be at the discretion of the Relevant Committee.

8 **Procedure for dealing with alleged misconduct**

An allegation of misconduct which comes to the attention of the Institution shall be dealt with in accordance with the following procedure:

8.1 *Initial investigation*

- 8.1.1 An allegation of misconduct shall be delivered in writing to the Chief Executive by hand, post or facsimile transmission, and must be accompanied by copies of any documents or other written evidence relevant to the allegation. The written allegation must set out which clauses within the Code of Conduct or which of paragraphs 3.2.2 to 3.2.5 the complainant considers may have been breached.
- 8.1.2 The Institution shall not be obliged to investigate an allegation of misconduct if (i) the allegation is made anonymously; or (ii) the alleged incident(s) occurred more than one year prior to receipt of the allegation.
- 8.1.3 Within 15 working days of receiving of an allegation of misconduct delivered in accordance with paragraph 8.1.1, the Chief Executive shall acknowledge receipt of the allegation, and, unless the Chief Executive considers it necessary to obtain further information about the allegations from the complainant or elsewhere, shall inform the Subject of the Allegation in writing of the substance of the allegations, and provide him or her with copies of any documents or other written evidence submitted by the complainant.



- 8.1.4 If the Chief Executive considers it necessary to obtain further information from the complainant or elsewhere, then the Chief Executive shall, as soon as is reasonably practicable after receipt of such further information, inform the Subject of the Allegation in writing of the substance of the allegations, and provide him or her with copies of any documents or other written evidence submitted by the complainant or obtained from any other source.
- 8.1.5 Within 20 working days of receiving a notice from the Chief Executive in accordance with paragraphs 8.1.3 or 8.1.4, the Subject of the Allegation shall confirm in writing if he or she admits or refutes the allegations, and must provide copies of any supporting documents or other written evidence.
- 8.1.6 The Chief Executive shall refer the allegation of misconduct, the Subject of the Allegation's response (if received) and any supporting documents or other written evidence submitted by either party to the Professional Committee, or such other committee as the Board of Trustees may from time to time authorise to consider such referrals.
- 8.1.7 The Professional Committee shall consider the written evidence and may, as it thinks fit:
- (a) dismiss the allegation on the grounds that it is frivolous or vexatious, or that there is no case to answer;
 - (b) if the Subject of the Allegation admits the allegation, either (i) invite the Subject of the Allegation to make written representations by way of mitigation and, after considering any representations received, provide guidance on his or her conduct, or issue a reprimand; or (ii) if the Professional Committee considers that a higher penalty ought to be imposed, refer the matter to the Disciplinary Committee under paragraph 8.1.7(c); or
 - (c) refer the matter to be considered by the Disciplinary Committee.
- 8.1.8 The Professional Committee shall notify the Chief Executive of its decision in writing within 10 working days of the decision being made. The notice must set out the reasons for the Professional Committee's decision.
- 8.1.9 Within 10 working days of receipt of the Professional Committee's decision, the Chief Executive must notify the Subject of the Allegation and the complainant of the decision and inform the complainant of his or her right to request a review under paragraph 8.1.10.
- 8.1.10 If the Professional Committee dismisses the allegation in accordance with paragraph 8.1.7(a), the complainant may request a review of the Professional Committee's decision by the Disciplinary Committee, by submitting the reasons for the request in writing to the Chief Executive within 10 working days of receiving the Professional Committee's decision. The complainant may not request a review of a penalty imposed by the Professional Committee under paragraph 8.1.7(b), or a decision to refer the matter to the Disciplinary Committee under paragraph 8.1.7(c).
- 8.2 *Precautionary suspension*
- 8.2.1 The Subject of the Allegation may be suspended with immediate effect by the Chief Executive (or in the Chief Executive's absence by a senior employee of the Institution) if the Subject of the Allegation is charged with or convicted of an offence under the Health and Safety at Work etc Act 1974, or any other serious criminal offence. If the suspension is effected by a senior employee, it must be reported to the Chief Executive as soon as reasonably possible.
- 8.2.2 Unless determined otherwise by the Chief Executive, a member who is suspended shall not, throughout the period of suspension, be permitted to use any



designation or initials appropriate to membership, and may not attend or vote at any general meetings of the members.

- 8.2.3 Unless determined otherwise by the Chief Executive, the period of suspension shall continue until the conclusion of any disciplinary proceedings.
- 8.2.4 A member who is suspended may make written representations to the Chief Executive within 10 working days of the suspension being imposed.
- 8.2.5 A member who is suspended may apply in writing to the Chief Executive for the suspension to be reviewed every four weeks.

9 Disciplinary Committee

The Disciplinary Committee shall consider:

- (a) Matters referred to it by the Professional Committee in accordance with paragraph 8.1.7(c); and
- (b) A request by the complainant for a review of the decision of the Professional Committee to dismiss an allegation of misconduct, in accordance with paragraph 8.1.10.

9.1 *Composition*

- 9.1.1 The Disciplinary Committee shall be appointed by the Board of Trustees, and shall consist of one member of the Institution and two independent members.
- 9.1.2 An individual will not be eligible to be appointed as a member of the Disciplinary Committee if he or she has had any previous involvement in the matter.
- 9.1.3 The Disciplinary Committee shall appoint one of the independent members as Chair.

9.2 *Clerk*

A senior employee of the Institution who has not previously been involved in the matter shall act as clerk to the Disciplinary Committee.

9.3 *Procedure*

- 9.3.1 Subject to the following and to the provisions of these

Regulations, the Disciplinary Committee shall determine its own procedure.

9.3.2 *Referrals from the Professional Committee under paragraph 8.1.7(c)*

In the case of a referral from the Professional Committee under paragraph 8.1.7(c):

- (a) the Disciplinary Committee shall hold a hearing to consider the matter afresh. The case against the Subject of the Allegation shall be presented by a senior employee of the Institution (other than the Clerk) nominated by the Chief Executive ('the Chief Executive's Nominee'). The Subject of the Allegation and the Chief Executive's Nominee may call witnesses in support of his or her case.
- (b) The Subject of the Allegation shall be informed in writing of the substance of the allegations against him or her at least 30 working days before the hearing. Notice of the allegations must include the date and time of the hearing and be accompanied by copies of any documents or other written evidence (including witness statements) to be considered at the hearing, together with details of any witnesses to be called by the Chief Executive's Nominee.
- (c) At least 15 working days before the hearing, the Subject of the Allegation shall confirm in writing if he or she admits or refutes the allegations, and provide copies of any documents or other written evidence (including witness statements) on which he or she intends to rely, together with details of any witnesses to be called.
- (d) At least 10 working days before the hearing, the Clerk to the Disciplinary Committee shall circulate to Committee members and to the parties a bundle consisting of the documents referred to at paragraphs 9.3.2 (b) and (c), together with a copy of these Regulations.



- (e) The Subject of the Allegation and the Chief Executive's Nominee may question, at the hearing, witnesses called by the other party. The Disciplinary Committee may ask questions of any person present at the hearing. Unless determined otherwise by the Disciplinary Committee, only those witnesses whose details and statements have been provided to the other party in advance (in accordance with paragraphs 9.3.2(b) and (c)) shall be entitled to speak at the hearing.
- (f) Unless determined otherwise by the Disciplinary Committee, evidence shall be taken in the following order:
- the Chief Executive's Nominee will present the case against the Subject of the Allegation;
 - the Subject of the Allegation will present his or her case;
 - the Chief Executive's Nominee will be invited to give a closing statement;
 - the Subject of the Allegation will be invited to give a closing statement.
- (g) The Disciplinary Committee may adjourn to consider its decision.
- 9.3.3 *Requests for a review of the Professional Committee's decision (paragraph 8.1.10)*
In the case of a request by the complainant under paragraph 8.1.10 for a review of the Professional Committee's decision to dismiss the allegation:
- (a) the Disciplinary Committee shall review the decision of the Professional Committee in light of the written evidence before the Professional Committee; and
- (b) shall either (i) confirm the decision of the Professional Committee to dismiss the allegation; or (ii) if the Disciplinary Committee considers that the Professional Committee's decision was flawed or incorrect, or if the Disciplinary Committee considers it is otherwise appropriate to do so, the Disciplinary Committee shall determine that the matter should be considered afresh at a hearing, and the matter shall be regarded as a referral for the purposes of paragraph 9.3.2.
- 9.3.4 *Notification of decisions*
The Disciplinary Committee shall inform the complainant, the Chief Executive and the Subject of the Allegation of its decision in writing within 10 working days of the decision being made. The notice must set out the reasons for the Disciplinary Committee's decision, and, if appropriate, must inform the Subject of the Allegation of his or her right of appeal under paragraph 10.1.
- 9.4 *Powers*
The Disciplinary Committee may:
- 9.4.1 Dismiss the allegation; or
- 9.4.2 Uphold the allegation, and impose one or more of the following sanctions on the Subject of the Allegation, on such terms as it thinks fit:
- (a) provide guidance on his or her conduct;
- (b) issue a reprimand;
- (c) suspend his or her membership of the Institution, and suspend him or her from any position held with the Institution, the Council, the Board of Trustees or any committee;
- (d) expel him or her from the Institution, and terminate any position held by him or her with the Institution, the Council, the Board of Trustees or any committee.
- 9.4.3 If in the opinion of the Disciplinary Committee it is appropriate in the interests of fairness, the Disciplinary Committee may, in addition to any other determination it makes, order the Institution or the Subject of the Allegation to contribute to the costs incurred by the other party in the conduct of the disciplinary proceedings.



10 Appeals

10.1 *Grounds of appeal*

10.1.1 An appeal may not be made against a decision of the Disciplinary Committee made in accordance with paragraph 9.3.3.

10.1.2 The Subject of the Allegation may appeal against the decision of the Disciplinary Committee to the Appeal Committee, by submitting full grounds of appeal in writing to the Chief Executive within 10 working days of receiving the Disciplinary Committee's decision.

10.1.3 Examples of grounds of appeal include:

- (a) serious errors in the procedures followed by the Disciplinary Committee;
- (b) the imposition of an unreasonably excessive sanction by the Disciplinary Committee; or
- (c) the emergence of new material evidence, which could not reasonably have been submitted to the Disciplinary Committee.

10.2 *Chief Executive's Nominee's Response*

If the Chief Executive's Nominee wishes to submit a response to the grounds of appeal, he or she shall do so within 10 working days of receiving the grounds of appeal.

10.3 *Information to be circulated to Appeal Committee*

At least 10 working days before the hearing, the Clerk shall circulate to members of the Appeal Committee, the Subject of the Allegation and the Chief Executive's Nominee copies of the Disciplinary Committee's decision, the grounds of appeal submitted in accordance with 10.1.2, the response of the Chief Executive's Nominee, if any, and a copy of these Regulations.

10.4 *Form of appeal*

The Appeal Committee shall hold a hearing to review the Disciplinary Committee's decision, unless, exceptionally, the Appeal Committee determines that a full re-hearing is appropriate.

10.5 *Composition of Appeal Committee*

10.5.1 The Appeal Committee shall be appointed by the Board of Trustees and shall consist of two independent members, and either (i) a member of Council; or (ii) a member of the Board of Trustees.

10.5.2 An individual will not be eligible to be appointed as a member of the Appeal Committee if he or she has had any previous involvement in the matter.

10.5.3 The Appeal Committee shall appoint one of the independent members as Chair.

10.6 *Clerk*

A senior employee of the Institution who has not previously been involved in the matter shall act as clerk to the Appeal Committee.

10.7 *Procedure*

10.7.1 Subject to the following and to the provisions of these Regulations, the Appeal Committee shall determine its own procedure.

10.7.2 If the Appeal Committee determines, in accordance with paragraph 10.4, that the appeal will be a full re-hearing, the re-hearing shall be conducted in accordance with the provisions of paragraphs 9.3.2 (e) and (f), and references to the Disciplinary Committee shall be read as references to the Appeal Committee.

10.7.3 The Appeal Committee may adjourn to consider its decision.

10.7.4 The Appeal Committee shall inform the complainant, the Chief Executive and the Subject of the Allegation of its decision in writing within 10 working days of the decision being made. The notice must set out the reasons for the Appeal Committee's decision.

10.7.5 The decision of the Appeal Committee shall be final.

10.8 *Powers*

The Appeal Committee may:

10.8.1 Confirm, overturn, or vary the decision of the Disciplinary Committee; and



10.8.2 In addition to any other determination it makes, the Appeal Committee may, as it thinks appropriate in the interests of fairness, order the Institution or the Subject of the Allegation to contribute to the costs incurred by the other party in the conduct of the disciplinary proceedings.

11 **Publication of disciplinary decisions**

Unless the Relevant Committee determines otherwise, disciplinary decisions shall be published in the Institution's magazine and/or on its website. Unless requested in writing by the complainant or by the witness concerned, the published decision shall not identify the complainant or any witnesses involved in the proceedings.

12 **Former members**

12.1 This paragraph applies where:

- (a) The Chief Executive receives an allegation of misconduct in accordance with paragraph 8.1.1; and
- (b) The Subject of the Allegation has ceased to be a member of the Institution by the time the allegation of misconduct is received; and
- (c) The allegation of misconduct relates to matters which occurred during the time the Subject of the Allegation was a member of the Institution; and
- (d) The allegation of misconduct does not fall within paragraph 8.1.2.

12.2 The Chief Executive shall decide at his or her absolute discretion whether or not to investigate an allegation of misconduct falling within paragraph 12.1. If the Chief Executive decides to investigate the allegation of misconduct, then these Regulations

shall apply to the Subject of the Allegation as if he or she had not ceased to be a member of the Institution.



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