

## Senior Community Fund Adviser - Practice Area: Incorporated Community Organisations (ICOs)

The specialist practice area will be to lead our work with incorporated community organisations (ICOs) responsible for community benefit funds. This will include implementing contractual arrangements with current ICO clients, supporting the practice of other colleagues delivering work for ICOs or other types of community organisations and developing our work and approach in this area.

In our experience ICOs tend to have the following hallmarks:

- **Incorporation**, and therefore regulation, in any one of any of the available forms (e.g.: CIC, SCIO, CLG and Community Benefit Society).
- Signatories of **Legal Agreements** with wind farm owners for community benefit fund/s.
- **Significant fund value**, primarily in excess of £200,000 per annum.
- Usually two-tier structures with wider **membership** arrangements provide greater accountability to the community and other stakeholders in relation to the use and distribution of funds.
- Operationally **'hands on' Boards** which usually comprise local volunteer residents drawn from the area of benefit and where the governing document may place further constraints on nomination process. This can have a knock-on effect on the capacity of a Board or individual office bearers to function effectively, and the number of 'hats' any one person may wear within a small community, often with significant associated responsibilities.
- **Contracted out all support services** (rather than employing staff).
- **Pivotal chair** - due to the predominantly non-skills-based nature of Board recruitment and the lack of employed staff, individual competency in this role is crucial to the success of any arrangement.
- There are two distinct categories in relation to **geography**; multi-community ICOs, serving a large area and giving the fund the status of a regional or sub regional fund, usually with a focus on high volume grant distribution; and single-community ICOs where the burden of governance and large sums of money can weigh particularly heavily on volunteer Board members.
- ICCs have their own **brand identity** and associated communications platforms.
- Due to the function of topography in windfarm development and the plethora of developers in the field, ICOs often **overlap with other community benefit fund arrangements**, particularly in the South of Scotland - all ICOs Foundation Scotland works for have overlap with another ICO-delivered fund or one *or more* Panel arrangements administered by Foundation Scotland or another provider. Relationship management, coherence of approach and communication between these overlaps is therefore significant; impacts of Foundation Scotland decisions in relation to grant making policy or systems change are also multiplied up due to these interconnections. This overlap can have a significant bearing on the amount of volunteer energy available for any ICO because many local individuals wear multiple roles on both a number of funds, and a number of funded organisations in communities as small as 150 people.