

Further information

Having trouble finding new committee members? Some suggestions and ideas

If you are having trouble finding new committee members, try to build an initial picture of past committees; look objectively at whether the parents of children attending fully understand how important a good committee is to the overall quality of a setting. Needing a committee is a legal necessity to run the childcare. Does the group make it clear from the moment parents express an interest in their child joining that the legal form of the childcare requires volunteers to form a voluntary management committee?

It can be difficult to strike the right balance between work and family life. There can easily be a divide between those parents who work and those who do not, both from financial necessity and a personal choice viewpoint. This aspect of modern life can impact on the work of the committee and recruitment of new members. There are some people who are obviously capable, there are some who are uncertain and/or lack confidence, and there are others who have no intention of contributing.

When looking across your community you will always find differences but try not to make assumptions. It might be helpful to view committee work as a balance between people getting together and having some fun and people taking the work seriously and treating one another (and most importantly the staff) with respect. Having had a high-powered job is not necessarily a useful prerequisite for becoming chair of a voluntary childcare committee. This is work, but it is unlikely to be as you have previously known it. Everyone is a volunteer and if you treat them as minions you will find yourself with more and more to do!

- Has the committee had a strong leader in the past? If so, the possible complications are numerous. It may mean that other people feel too intimidated to take over; they may feel that they are not as capable; or maybe this strong leader has been doing all the work and not shared key information. Sometimes a committee will all leave at the same time, having had a tight-knit team, and having been busy getting on with it, they have not thought

about nurturing others to follow on. The best thing to do is to enlist the help of outside advice to help set up and support a new committee (see below).

- Do the current parents understand that members of the current committee are serious about leaving? People will often only step forward when they realise that the setting is at serious risk of closure.
- Does the setting have a prospectus explaining the legal structure of the setting and how it is run? Is this information put across effectively? Or are the committee referred to as some distant group of people that you may join if you want to? Does it explain that the committee is formed of parents using the setting?
- Does the manager/supervisor encourage the parents to understand the necessity of their commitment to the setting and therefore to their children? This is vital. It is also in the best interests of the manager/supervisor and staff.
- Are parents interested in joining the committee, but concerned about what it entails? This is fair enough. It is a good time to contact outside support, to go through committee roles and responsibilities.
- Do potential committee members want to share roles? This usually happens when people who are worried about the responsibilities of the chair and the other officer roles. It can seem as if the role of chair is the most important, or has the most authority, but it shouldn't be thought of in this way. The committee must work together as a team. The chair ideally is the coordinator of all the work. In meetings, the chair ensures that everyone has the chance to contribute and that work is shared. However it should always be remembered that the committee are collectively responsible.
- Are you aware of the support structures available from the local authority and charitable support organisations? The key here is that if you don't ask you will definitely not receive. Start by asking your manager or supervisor for the name and contact details of the setting's Childcare Support Coordinator who works for the local authority. They can also put you in touch with other people who



will support. You can also contact WSCC early childhood support services, via the children/family information service (01243 777807). The local authority has a duty to 'facilitate the local childcare market to ensure it meets the needs of working parents' (Childcare Act 2006). Also look online for support with childcare issues at www.ruralsussex.org.uk and www.pre-school.org.uk and other organisations.

It is common in these situations for it to be hard for anyone to get a full picture of what is expected. There are frequently difficulties around friendships and personalities. Sometimes a particularly strong group of committee members will give the impression to the other parents that they are not needed to contribute. Committees can become 'cliquey' – or just seem that way from an outside perspective. Encouraging others and bringing on new committee members is a vital part of handing over responsibly.

It may seem obvious to say this, but you need to meet the parents and talk through the many aspects involved in running the committee. You need, in particular, to deal with their concerns. Central to this process is the provision of a recent financial overview of the group, so that potential committee members can understand issues of liability.

i It is useful to ask a development officer from the local authority and/or local support organisations to come in. Do not hesitate to contact outside support networks. There may be several aspects to the provision that an outside perspective will be able to uncover and help to sort out. An independent person experienced in childcare committee work can help people to question their assumptions. They frequently help a local community to see the relevance and necessity of collaborative working to form and continue to run a voluntary childcare management committee.

Handing over to a new chair and committee

Here are some of the important items that you should handover to a new committee to help them understand the work they are undertaking. Ideally go through these items and summarise areas on which the previous committee focused. Have a discussion about the importance of confidentiality.

This list is not exhaustive. Ideally all items will be handed over electronically, as well as via paper copies if necessary:

- this support pack and or any other committee induction materials (including Action in rural Sussex's main telephone no: 01273 473422)
- the group's constitution
- WSCC children/family information service telephone number (01243 777807): use this to make contact with childcare support officers at the county level
- a copy of the Statutory Framework for the Early Years Foundation Stage
- financial reports (for the last three years is an absolute minimum)
- the setting's business and operational plans and budget forecast (or work in progress)
- minutes of meetings and the archive of previous meetings' minutes
- previous Ofsted reports, noting in particular any key issues that Ofsted have raised and what actions have been taken or need to be taken
- a copy of the setting's policies and procedures
- accident and complaints reports
- details of insurance policies
- a copy of the setting's marketing plan and details of fundraising
- a copy of the most recent prospectus or welcome pack
- previous copies of newsletters

- personnel data:
 - CRB disclosure data
 - photocopies of qualification and training certificates
 - personal training profile
 - signed copies of written statement or contract
 - references
 - emergency contact information
 - operational and pay information
 - copies of written warnings or other disciplinary proceedings.

Remember that you need to notify Ofsted of any changes to the childcare setting. Importantly, this includes changes to the committee. An Ofsted inspector will expect to access the names and contact details of the committee at the setting during an inspection visit.

Useful websites

www.dcsf.gov.uk
(Department for Children, Schools and Families)

www.ofsted.gov.uk
(Ofsted)

www.acas.org.uk
(Advisory Conciliation and Arbitration Service)

www.berr.gov.uk
(Department for Business, Enterprise and Regulatory Reform)

www.businesslink.gov.uk

www.hse.gov.uk
(Health and Safety Executive)

www.hmrc.gov.uk
(HM Revenue and Customs)

www.charity-commission.gov.uk

www.westsussex.gov.uk

www.wsgfl.westsussex.gov.uk

www.surestart.gov.uk

www.ruralsussex.org.uk
(Action in rural Sussex)

www.pre-school.org.uk
(Pre-school Learning Alliance)

www.4Children.org.uk

www.equalities.gov.uk

www.hse.gov.uk
(Health and safety executive)

www.hpa.org.uk
(Health protection agency)

www.cieh.org.uk
(Chartered Institute for Environmental Health)

www.food.gov.uk (Food Standards Agency)

www.dataprotectionact.org/3html

www.isa-gov.org.uk
(Independent Safeguarding Authority)

www.crb.gov.uk
(Criminal Records Bureau)

www.opsi.gov.uk/acts
(Office of the Public Sector Information)

www.cwdcouncil.org.uk
(Children’s Workforce Development Council)

www.childcarecareers.gov.uk

www.daycaretrust.org.uk



www.hmso.gov.uk
 (Her Majesty's Stationery Office)

www.businesslinksussex.co.uk

www.ico.gov.uk
 (Information Commissioners Office)

www.direct.gov.uk
 (Public Services information website)

www.communities.gov.uk

www.childcarelink.gov.uk

www.playgroup-network.org.uk

www.lotteryfunding.org.uk

www.cooperatives-uk.coop

www.cicregulator.gov.uk
 (Community Interest Companies)

www.statistics.gov.uk

www.lotteryfunding.org.uk

www.institute-of-fundraising.org.uk

www.frsb.org.uk
 (Fundraising Standards Board)

www.gamblingcommission.gov.uk

www.westsussex.gov.uk/ccm/navigation/community-and-living/grants---funding/

www.acre.org.uk
 (Action with communities in rural England)

www.ncvo-vol.org.uk/sfp
 (Sustainable Funding Project)

www.financehub.org.uk
 (The Finance Hub Charities Aid Foundation)

Ofsted contact details

Contact Ofsted on:

- 08456 404045 about education, adult skills, or local authority children's services
- 08456 014772 if you want to make a complaint or have a concern about any service for children and young people (8am to 6pm)
- 08456 404040 about any other aspect of Ofsted's work

These help lines are available from 8am–8pm, Monday to Friday. Make sure you log the time and who you spoke to.

The best way to contact Ofsted presently is to email them as this creates a record of contact
enquires@ofsted.gov.uk

To write to Ofsted (remember to always keep a copy of any correspondence and send by registered post)
 Royal Exchange Buildings
 St Ann's Square
 Manchester M2 7LA

Useful email addresses

childrens.info.services@westsussex.gov.uk
 (email for childcare information and contact with WSCC Early Childhood Service)

funding@westsussex.gov.uk (for funding advice)

CRB disclosure information

The organisations subsidised by the DCSF for CRB disclosures: all new applicants will receive a copy these contact details when their EY2 application form is received by Ofsted.

Nestor Primecare Services Ltd

77 Denmark Hill
 London SE5 8RS

Tel: 0845 602 1759

Fax: 020 7434 9216

Email: CRBinfo@nestorplc.co.uk

Website: www.nestor-healthcare.co.uk

TMG CRB

3 Wilford Business Park
 Ruddington Lane,
 Nottingham NG11 7EP

Tel: 0115 969 4609

Fax: 0115 982 1307

Email: crb.enquiries@tmgcrb.co.uk

Website: <http://www.tmgcrb.co.uk>

Capita Education Resourcing (CER)

Walsh Court
 10 Bell's Square
 Tippet Lane
 Sheffield S1 2FY

Tel: 0870 850 2516

Fax: 0114 275 5800

Email: crb.enquiries@capita.co.uk

Website: www.capitaers.co.uk

Glossary

Accounting/book-keeping systems: the series of tasks and documents by which an organisation's transactions are processed and financial records are maintained.

Annual report and accounts: a set of statements which are typically comprised of the director's/trustees' report and the financial statements of the organisation.

Articles of association/articles: a document detailing an organisation's internal constitutional arrangements.

Assessment: through observing children and by making notes when necessary, practitioners can make professional judgments about children's achievements and decide on the next steps to support learning. They can also exchange information with parents about how children are progressing.

Audit threshold: this is the threshold (which may include income, expenditure and asset limits) above which a charity will be required to have a statutory audit.

Beneficiary: the group, individual, activity or object that benefits from the work of the voluntary sector organisation.

Board of management/board: the term used for a governing body of any type of organisation, particularly used in relation to companies. As a term for any governing body of any type of organisation it is synonymous with 'management committee'. A 'voluntary management committee' indicates such a governing body that is not paid. A governing body of a company is comprised of 'directors'; a governing body of a charity is comprised of 'trustees'. In a charitable company 'board of management', 'board of directors' and 'board of trustees' are synonymous.

Budget: a quantitative statement, for a defined period of time, which may include planned income, expenses, assets, liabilities and cash flows. A budget provides a focus for the organisation and helps the coordination of activities and control of facilities.

Budget forecast: a prediction of future income and expenditure (or receipts and payments) for the purpose of preparing a budget.

Budget variances: the difference between the budgeted amount and the actual expense or income, for each expense or income element in a budget.

Chair: an appointed person who leads meetings of the organisation and acts as the liaison between the senior manager and the board.

Charitable Incorporated Organisation: a new charitable corporate body to be regulated only by the Charity Commission (not yet available as a legal form 2009).

Charity/Charitable organisation: legal term for a not-for-profit organisation with a constitution fulfilling further requirements which define it as being established for the public benefit. A charity may remain unregistered for as long as its annual income is below the threshold for registration with the Charity Commission.

Charity trustees: the board of management of a charity.

Childminder: an Early Years childminder provides Early Years provision on domestic premises for reward.

Community Interest Company (CIC): a variation of a conventional company; a not-for-profit organisation which is not a charity.

Community partnership model: example constitution where a community organisation has stakeholders from various other community organisations as company members, and where their representatives are included on the board of management.

Company limited by guarantee: a conventional company in not-for-profit form (see **Section 2.1**).

Company limited by shares: a conventional, commercial company run by a board of directors for the purpose of distributing profit to shareholders. 'Limited by shares' means that the company has shareholders, and that the liability of the shareholders to creditors of the company is limited to the capital originally invested, i.e. the nominal value of the shares and any premium paid in return for the issue of the shares by the company. A shareholder's personal assets are thereby protected in the event of the company's insolvency, but money invested in the company will be lost. A limited



company may be 'private' or 'public'. A private limited company's disclosure requirements are lighter, but for this reason its shares may not be offered to the general public (and therefore cannot be traded on a public stock exchange). This is the major distinguishing feature between a private limited company and a public limited company. Most companies, particularly small companies, are private.

Contract: a legally recognised (and thus, legally enforceable) promise, or set of promises made between parties. The essence of a contract is an agreement setting out the arrangements whereby one party provides a service (or goods) to the other in return for payment.

Controllable costs: costs that can be influenced by the budget holder.

Constitution: the formal document that defines what an organisation is established to do and the rules that will enable it to work.

Contingency fund: money that has been allocated from a budget, and or fundraised, and then set aside by an organisation, which can provide financial assistance in the event of a unexpected occurrence or loss of business.

Co-operative: a descriptive term for a not-for-profit organisation established for the mutual benefits of its members and possibly the wider public.

Current liabilities: liabilities which fall due for payment within one year.

CWDC: the Children, Young People and Families Workforce Development Council (CWDC) are an independent employer-led delivery partner of the Department for Children, Schools and Families (DCSF). CWDC administers the Early Years, Childcare and Playwork Qualifications website for the DCSF. The website supports individuals and employers in identifying appropriate training and development for particular job roles in Early Years and Playwork. It also provides guidance to Ofsted inspectors, employers and practitioners about how specific qualifications meet the requirements set out by the DCSF for Early Years provision.

Direct cost: expenditure that can be identified and specifically measured in respect of a relevant activity.

Directors: individuals acting as the governing body of a company.

Early Years Foundation Stage (EYFSA): the learning and development requirements and welfare requirements that Early Years providers must comply with.

Early Years provider: a person who provides Early Years provision: this will include any person registered on the Early Years Register, and schools (maintained and independent) providing Early Years provision. A company, committee or group may make up the registered person.

Financial management: the discipline of systems, processes and tools used to ensure funds are available when needed and that they are obtained and used in the most efficient and effective way to the benefit of the organisation.

Full cost analysis: understanding and calculating the full costs of a project or service, where the full costs of a project or service equal the direct costs plus a relevant share of overheads.

Fundraising strategy: outline of an organisation's fundraising activities overall, based on the organisation's business plan.

Governance: a function of trustee boards, concerned with the fulfilment of a voluntary community organisation's strategic objectives.

Indirect costs: expenditure on labour, materials or services that cannot be identified with a specific activity.

INCO: Individual Needs Coordinator, this is a term used in West Sussex Early Years settings as an alternative to a SENCO (Special Educational Needs Coordinator). This is the nominated person who is responsible for ensuring liaison, support and advice with parents, staff and other professionals in respect of children who may have additional support needs. The term SENCO is still widely used by government and by schools.

Key person: the named member of staff assigned to an individual child to support their development and act as the key point of contact with that child's parents.

Legal form: this determines an organisation's legal status and the basis for its legal structure (e.g. a Company Limited by Guarantee).

Legal status: legally defined characteristics of an organisation such as being a 'company' or 'unincorporated'.

Legal structure: or constitution is how all those involved in an organisation relate to each other and the function of the organisation.

Maintained nursery school: defined by the Education Acts 1996 and 2002. A school which is maintained by the local authority for pupils aged between two and four, and which is not a special school.

Memorandum of Association/Memorandum: the constitution of a Company Limited by Guarantee that establishes its legal status and relationship with the outside world.

Model constitution: example document that defines what an organisation is established to do and the rules that will enable it to work.

Ofsted: Her Majesty's Chief Inspector of Schools in England. Ofsted is an independent, non ministerial government department, responsible for the arrangement and the inspection of a range of education and children's services, and for the inspection and regulation of Early Years provision and registered childcare. From April 2007 the organisation's full title changed to the Office for Standards in Education, Children's Services and Skills, but it will continue to be known as Ofsted.

Parents: mothers, fathers, legal guardians and the primary carers of looked after children. There may also be other significant adults in children's lives and other relatives who care for them.

Person in charge: an individual appointed by the 'registered person' as the person in charge of providing Early Years provision on the premises or, where that individual is not present, the deputy who they have so nominated as being the person in charge of providing Early Years provision on the premises.

Practitioner: any adult who works with children in a setting.

Premises: any building, area or vehicle in which childcare is provided.

SEN Code of Practice: the code of practice provides practical advice to local authorities, maintained schools and Early Years settings on identifying, assessing and making provision for children with special educational needs.

Setting: any out-of-home provider of education and care for children from birth to five, such as childminders, local authority nurseries, nursery or Early Years centres, children's centres, playgroups, pre-schools, or schools in the independent, private or voluntary sector and maintained schools.

Social enterprise: businesses with primarily a social purpose, pursuing a double bottom line of social as well as financial benefit, whose surpluses are principally reinvested for that purpose in the business or the community.

Special educational needs/Additional support needs: Identified educational needs requiring additional resources/support to typical provision in the setting.

Staffing ratios: the numbers of adults present in relation to the number of children being cared for. The welfare requirements set minimum ratios of adults to children.

Stakeholders: individuals, organisations etc involved or associated with an organisation's work and upon whom it may impact. Stakeholders typically include: funders, staff, volunteers, trustees and most importantly the service users or beneficiaries.

Statement of special educational needs: sets out all the child's special needs and the provision required to meet them. The local authority has a duty to arrange the special educational provision specified in part 3 of the statement. This part of the statement is legally binding. In addition, the statement may also set out non-educational needs and the provision that is required to meet them.

Sustainable funding: an approach to funding and income generation that develops a more stable and reliable income base. It encompasses effective planning, diversifying an organisation's income where possible, building organisational skills and capacity to ensure the



best and most effective use of resources, and pursuing the most appropriate income opportunities for the kind of work the organisation does.

Treasurer: a board or committee member taking responsibility for the organisation's financial management and reporting systems.

Trustees: the governing body of a charity.

Unincorporated association: a group of members entrusting the holding and management of assets to a smaller governing group who may be described as a 'voluntary management committee'.

Unincorporated organisation: an organisation governed by its constitution with the voluntary management committee personally acting as employer, owner of assets and contractor.

Unincorporated trustees: (who may be collectively described as a voluntary management committee) personally holding assets and managing them for constitutionally defined purposes.

Voluntary management committee: another term for a board of management of an organisation, usually one in the legal form of an unincorporated trust or association.

Young child: the Childcare Act 2006 defines a child as being a 'young child' from birth until the end of August following his or her fifth birthday.

Definitions based upon information from:

The Statutory Framework for the Early Years Foundation Stage,
Wikipedia,
NCVO,
the Finance Hub
Charities Aid Foundation and
"Getting it right legally" (SureStart publication)