Partnership for Success
Committee Training

28th February 2019

EYS Development & Support Officer Team 2019
Governance Section
General Committee Information
What is Governance?

Governance is related to how you operate and manage your setting. Governance is a term used to describe the trustees’ role in:

- the long term direction of the charity, including its objectives or purposes
- implementing policies and activities to achieve objectives
- complying with legal requirements
- accountability to those with an interest or 'stake' in the charity.

Good governance should happen throughout a charity. The trustee board is responsible for good governance but they rely on many different people to be able to govern well: staff, volunteers, advisors and stakeholders.

From NCVO website.
Your Early Learning and Childcare Setting

• Your nursery or playgroup is known as an Early Learning and Childcare (ELC) Setting.

• Within the Early Learning and Childcare sector, the Voluntary Management Committee is the ‘service provider’. This means you have responsibility for ensuring the setting is run properly.

• The Voluntary committee recruits professional staff to take care of the day-to-day running of the setting but need to support the staff to ensure the service runs smoothly.
Committee Roles

Being part of the committee can be a valuable and rewarding experience for parents and carers, which can have lots of advantages. This includes helping to make decisions which will affect your child’s experiences in playgroup, being more involved in your child’s learning, developing long-term friendships and learning new skills that can be transferrable in other aspects of your life (e.g. when applying for jobs).

As a member of the management committee, you may be known as:
• A trustee
• A director
• A management committee member
• Office bearer (chair, treasurer or secretary)

Your title doesn’t matter as you have the same responsibilities regardless.
Why have a committee?

• Your organisation is a registered charity. As a registered charitable organisation, you are required to have a Management Committee
• Without a committee, the setting cannot continue to operate
• Committees are elected to represent the interests of the whole group
• To ensure that the setting operates smoothly
• To ensure that decisions are made fairly, rather than by one or two people – ideally a committee will have up to about eight members
• To share responsibility, workload operating the session, and make the best use of each individual’s experience and expertise.
What makes a great committee?

A great committee:

• Has equal responsibility
• Meets regularly
• Carries out their roles to the best of their ability
• Reports to OSCR (Office of the Scottish Charity Registrar) annually
Constitution Information
Constitution

- The constitution is a document designed to help in the running of a group or organisation. It sets out the aims of the group and its membership and gives clear guidance on the management of the setting’s affairs.

- A registered charity MUST have a constitution and your group MUST adhere to your ELC setting’s constitution.
Constitution

As a new committee member, the first thing you should do is read the constitution of your ELC setting and sign it. It will guide you in running the setting.
Constitution

Having a constitution helps your setting to:

- Open a bank account.
- Establish procedures for finance and dissolution
- Apply for charitable status
- Ensure continuity from year to year
- Establish legal rights
- Effectively manage the setting
- Establish your identity and aims

- Without published accounts and a constitution, you cannot apply for grants or funding.
Constitution

Your constitution will contain information regarding:

• Annual General Meetings (AGM) and Special General Meetings (SGM).
• Which month to hold your Annual General Meeting (AGM) (this can only be changed at an AGM or SGM)
• The number of days notice of the AGM/SGM you must give to members
• Who can be a member of your group.
• Number of members required to be present (quorum) for the meeting to go ahead
• The procedures for changing details within the constitution
Annual General Meeting (AGM)
AGM – Annual General Meeting

The AGM is an opportunity for parents in the setting, and any interested community members, to find out about the activities over the past year. This is also when you would vote on your committee for the coming year.

It should:

• provide the committee with the opportunity to demonstrate its accountability to the membership by reporting to parents and others on the work of the setting e.g. work with the children and families, fundraising activities, social events as well as its financial position.
• enable parents to assess the achievements and progress of the setting and to ask questions of the committee members and staff. It also provides an opportunity to discuss and make decisions about future policy and work of the ELC setting.

Draw up an Annual General Meeting agenda before advertising the event. A sample can be found in “Partnership for Success”
AGM-Election of a new management committee

• The whole committee stands down at the AGM and the new committee is elected, including any of the previous committee members who wish to be considered for the new committee.

• Individuals must be proposed and seconded for committee membership. If there are more names put forward than there are positions on the committee, or more than one nominated person for an office bearing post, a vote must be taken (one vote per family). The vote can be by secret ballot or show of hands.

• The size of the committee should reflect fairly the number of families attending the setting, although there is no legal minimum or maximum beyond the three main office bearers. If you have a large committee, you may be able to create sub-committees e.g. for fundraising. This leaves other committee members to concentrate on other issues relating to the operation of the setting.

• The newly elected committee is then responsible for the affairs of the setting, including finances.
AGM – Election of a new Management Committee

• Elections should take place in accordance with the constitution and in accordance with a procedure agreed by, and known to, the whole setting.
• It would be useful to provide a brief description of the roles and responsibilities of each post, before asking members to commit to a post on the committee.
• The constitution is to be signed by the newly elected committee at the AGM.
• If nobody steps forward to be on your committee at the AGM – you can call an EGM (See constitution for more details).
Committee Responsibilities
Committee Responsibilities

• Read Service Level Agreement
• Liaison with other relevant agencies (e.g. Aberdeenshire Council, Early Years Scotland, Care Inspectorate, Education Scotland, OSCR)
• Notifying Care Inspectorate through their e-forms system, where there is any changes or events impacting your service.
• Read & act on inspection reports (Care Inspectorate & Education Scotland)
• Abide by the SSSC Codes of Practice for Employers (if Care Inspectorate Registered)
• Ensure that the Scottish Charities Number is included on all documentation.
• Listening to, and consultation with, all parents/carers and children to ensure that their needs are met, and their views are represented in decisions made on their behalf
Committee Responsibilities

- **Financial management of the setting** (including keeping accurate cash books, checking statements, payroll and regular financial reports brought to committee meetings).

- **Ensure documentation is up to date and displayed as required** (including Employers Liability Insurance, Care Inspectorate Registration).

- **Fundraising.** Trustees are responsible for taking control of how their charity fundraises.

- **Marketing & Promotion** of the setting.

- **Recruitment**, selection, supervision and support of staff – meeting responsibilities as an employer

- **Adopting, reviewing & updating appropriate policies & procedures**

- **Undertake Child Protection training**
Committee Procedures

Sharing the workload

When committees meet they:
• discuss issues and concerns, pooling information
• draw conclusions from these and make decisions about what action is to be taken
• decide how to carry out their decisions
• allocate tasks to committee members and other people when it is appropriate to do so.
Roles and Responsibilities

There are various jobs involved in running a voluntary setting. Whilst each trustee has equal responsibility for the group, there are specific roles such as Chair, Treasurer and Secretary. These are often referred to as ‘office bearers’.

Their roles can vary between different organisations, but there are some core duties.

Please remember, the running of the ELC is the responsibility of the whole committee, not just that of the office bearers.
Confidentiality

Committee members must understand the importance of confidentiality.

- They must recognise that they may be entrusted with information that is often confidential and/or of a sensitive nature.
- Committee members must respect the information that they are party to and understand that they must consent to keep all matters relating to the management of their setting confidential.
- In the event of a breach of confidentiality, the committee must adhere to their constitutional rules considering how the breach affects an individual’s ability to continue as a committee member.
- Ensure all committee members have read and understand the confidentiality policy. Review this regularly.
## Responsibilities and Delegation

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Committee First Steps

**High Importance:**
- Sign and read the constitution for your setting
- Read the Service Level Agreement (for settings in partnership) – talk to your responsibility
- Read Care Inspectorate Registration Document (should be on the noticeboard in settings) and most recent inspection report.

**Notify change of contact:**
Inform all organizations involved in your setting that there has been a change in contact. Please see Appendix 4 for a list of people to contact.

**Handover meetings:**
Arrange meeting with manager to get a general run down on how the setting operates. Arrange a day to observe a session to further enhance knowledge of day to day operation.

Each new office bearer meets old office bearer for a handover meeting and keeps a folder.

**Passwords:**
Passwords to be handed over and changed by new committee (including Internet banking password).

**Committee calendar:**
Be updated. Use Appendix 7 for example.

Set a date for the first committee meeting. Chairperson and secretary to draw up agenda and distribute (see Appendix 1); invite manager for group update.

Minutes to reflect all discussions made, actions agreed and timescales given. Minutes should be distributed or distributed, or written down.

Discuss importance of confidentiality – sign statements.

**Committee Meeting:**
Adopt policies and minutes
Ensure everyone knows their role and chairperson has overview of everyone’s role.

Discuss finance as collective responsibility of whole committee.

**Policies:**
- Policies to be adopted by the new committee and minutes recorded at first meeting. (must be quoted)

Formal minutes should sign a statement agreeing to abide by the setting’s policies and procedures. They should be aware of their responsibilities within each of these.

- Policies and procedures should be read by all committee members.

- Any changes or amendments to be agreed with staff and approved at a quarterly committee meeting.

**As a matter of urgency, change signatures at the setting:**
All basic bank signatures are required for safeguarding

**Review finances of the setting and review forecast and budget – first is place – implement:**
Ensure financial safeguarding is in place (Appendix 5)

Finances are the collective responsibility of the management committee.

**Treasurer should present a report and show all bank statements and cash books at each meeting:**

**Select from the committee a delegated line manager for staff: responsibility for:**
- Holding regular supervisions/record minutes, supervision meeting with the manager (every term)
- Annual appraisal held and minutes recorded
- Ensuring confidentiality of information is adhered to (see policy)
- Ensuring staff are offered appropriate support and CPD/training opportunities

- The manager usually line manages other staff, but committee line manager should have access to all personnel files and offer support where needed.

- Close staff files and search SSCSC register to ensure registration.

**Documents to familiarize yourself with:**
- Service Level Agreement
- Constitution
- SSCSC Codes of Practice
- Care Inspection Health and Social Care Standards
- ODSC reports
- Previous Care Inspections / Education Scotland Reports

**Training:**
- Attend Early Years Scotland Committee Training – invitational will be sent to your setting.
- Complete Chief Protection Training – ask manager for details.
GDPR
The GDPR sets a high standard for consent, but the biggest change is what this means in practice for consent mechanisms.

The GDPR is clearer that an indication of consent must be unambiguous and involve a clear affirmative action (an opt-in). It specifically bans pre-ticked opt-in boxes. It also requires individual (‘granular’) consent options for distinct processing operations. Consent should be separate from other terms and conditions and should not generally be a precondition of signing up to a service.

You must keep clear records to demonstrate consent.

Early Years Scotland Support

GDPR Aware

This Open Badge will provide an opportunity to reflect on the rights of the individual in relation to their personal data. You will explore the principles, audit process and expectations around gaining consent as well as gaining an insight to the requirement to have appropriate privacy statements. Compliance under the new regulation is everyone’s responsibility regardless of your role.

Criteria

To earn this badge you will need to:

- download and read the GDPR presentation
- download and complete the worksheets
- tell us how you will develop appropriate processes within your practice?
- tell us how you will stay informed about current guidance within the regulation?

You should attach your completed worksheets as evidence for this badge.
Individual Committee Roles
Chairperson

The chairperson has a duty to:

- Ensure the committee fulfils its responsibilities in managing the setting’s affairs in accordance with the constitution, and that the committee achieves the aims and objectives of the setting
- Liaise with staff, all committee members, parents/carers and other agencies
- Plan the agenda for each meeting (with the secretary) and chair meetings effectively, such that all committee members have an equal say in decisions
- Ensure decisions are made and action points set at each committee meeting (note: only committee members have a vote at committee meetings – the chairperson has one additional casting vote).
- The Chairperson, along with the manager of the ELC setting are the main contacts for the charity

The Chairperson and other office bearers should have a PVG from Disclosure Scotland signed by the Care Inspectorate.
The secretary has a duty to:

- Assist the chairperson to convene meetings and prepare agendas
- Ensure the terms of the constitution are followed
- Maintain and securely store the setting’s records
- Deal with the setting’s letters and mail
- Take accurate minutes of all meetings, with action points clearly noted
- Help to keep parents, staff and other agencies informed e.g. newsletters, emails, social media.

The Secretary and other office bearers should have a PVG from Disclosure Scotland signed by the Care Inspectorate.
Treasurer

The treasurer has a duty to:

• Receive money and pay bills on behalf of the setting
• Maintain accurate financial records
• Present a financial report at each committee meeting
• Advise the committee on all matters relating to the finances of the setting
• Calculate and administrate staff’s wages, tax and National Insurance payments as appropriate (or liaise with the accountant or payroll service)

The Treasurer and other office bearers should have a PVG from Disclosure Scotland signed by the Care Inspectorate.
The chairperson should have:
- Good communication and organisational skills
- Knowledge and understanding of the aims of the setting
- Flexibility and able to work as part of a team
- Ability to delegate
- Be aware of the need for confidentiality.

The secretary should have:
- Good communication and organisational skills
- Be aware of the need for confidentiality
- Flexibility and be able to work as part of a team.

The treasurer should have the following attributes:
- To be reliable, meticulous and trustworthy
- Good communication and organisational skills
- To be comfortable working with numbers
- To be willing to seek advice from those with appropriate knowledge where necessary e.g. HMRC re: taxes, National Insurance
- To be aware of the need for confidentiality
- Experience of working as part of a team.
If the Treasurer has problems

Difficulties can arise with financial matters, an inexperienced person may get confused or questions may be raised about the state of finances in the setting.

If you identify any problems:

• Call a committee meeting immediately to review the situation and decide what to do. Your Early Years Scotland Development and Support Officer (DSO) Team may be able to give advice on our local or national helpline.
• Collate all the necessary paperwork and establish the facts as far as possible
• Convene a small group to sort out any problems or misunderstandings.
• Ask an experienced bookkeeper or the setting’s independent financial examiner to help.

If there are serious discrepancies which cannot be resolved, it is essential that the books are independently examined. Contact Early Years Scotland for advice in this situation.
The most important thing to remember is: The committee are the service provider.
The Scottish Social Services Council (SSSC) is the regulator for the social service workforce in Scotland. Their work means the people of Scotland can count on social services being provided by a trusted, skilled and confident workforce.

Your staff must be registered with SSSC within 6 months of starting work. SSSC determines what qualifications are required to work in any particular role, (including how long they have to attain the necessary qualifications) and how much CPD (continuous professional development) they must undertake. As a management committee, you have a responsibility to ensure your staff are compliant.
Care Inspectorate are the official body responsible for inspecting standards of care in Scotland. That means they regulate and inspect care services to make sure they meet the right standards. Everyone is entitled to safe, high quality, compassionate care that meets their needs.

They inspect your setting in line with the National Care Standards and best practice in care.

Care Inspectorate regulate how many children you can look after in your setting and inspect at regular intervals, awarding quality grades, requiring improvement when necessary and investigating complaints.

You must contact the Care inspectorate through e-forms in the event of:

- Change of staff
- Change of committee members
- Notifications or variations
Health and Social Care Standards

Your Early Learning and Childcare Setting will follow the newly published ‘Health and Social Care Standards.’

These Standards set out what we should expect when using health, social care or social work services in Scotland. They seek to provide better outcomes for everyone; to ensure that individuals are treated with respect and dignity, and that the basic human rights we are all entitled to are upheld.
Education Scotland is a government body, responsible for supporting quality and improvement in Scottish education and thereby securing the delivery of better learning experiences and outcomes for Scottish learners of all ages.

They will regulate and inspect the quality of education in your setting.

They provide support and resources including online curriculum advice and guidance for your staff team.

They inspect your setting in line with (among others) the Curriculum for Excellence, How Good Is Our Early Learning and Childcare and Building the Ambition.
Disclosure Scotland aims to enhance public safety through enabling safer recruitment decisions.

Disclosure Scotland issues certificates - known PVGs - which give details of an individual's criminal convictions, or state that they have none. Enhanced and PVG Scheme Disclosures, where appropriate, will also contain information held by police forces and other Government bodies.

Employers, voluntary sector organisations and those in their care must apply for disclosure information, to assist in recruitment decisions, helping protect the vulnerable.

As your setting works with children and families, it is required to ensure all staff and committee office bearers apply for and hold a current PVG certificate.
Local Authority

The Scottish Executive has allocated budgets to Local Authorities for funded Early Learning and Childcare (ELC) places for all 3 and 4 year olds and eligible 2 year olds.

Your setting works in partnership with your local authority to deliver ELC and funded hours.

You will receive support from your local authority to deliver this effectively.

They will also have standards to which you are expected to achieve.
OSCR
(Office of the Scottish Charity Register)

OSCR is a regulator aimed at reinforcing public trust and confidence in charities.
Charities come in all shapes and sizes and make a massive contribution to life in Scotland. It’s estimated that that 183,000 people in Scotland are charity trustees, with many more as volunteers, paid staff and beneficiaries.
In reporting to OSCR and meeting legal requirements, your charity demonstrates to the public that assets are properly accounted for and that it’s being run properly.
Employment Section
How to be an Employer
Staff Files

Some staff files are required to be kept by law and others are for internal purposes for use by your ELC setting. Statutory records would include, tax and national insurance, record of hours worked, holidays, pay, paid sickness, accidents, injuries, infection control issues, and health and safety information.
Staff Files

Staff / Personnel files can contain the following:

• Personal information
• Bank details
• Emergency contacts
• Application for employment, references and copies of certificates
• Induction
• Contract of employment
• Support and supervision/review and planning and appraisal records
• PVG status
Staff training

Staff can access training through:
• ALDO (staff should have a login for this through Aberdeenshire Council)
• Early Learning and Childcare Academy Scotland
• Early Years Scotland Professional Learning
• Aberdeenshire Voluntary Action (AVA)
• Early Education (Aberdeen Branch)
• BNG Training
• SSSC Open Badges.
Staff Wages

The committee are the employers. The committee are responsible for ensuring all staff are paid the correct amount, on time and with all necessary deductions and contributions. This remains to be the committee’s responsibility even if you have an accountant or payroll service – the committee should always double check staff wages.

- The **National Minimum Wage** (NMW) is the minimum pay per hour most workers under the age of 25 are entitled to by law.
- The government’s **National Living Wage** (NLW) is the minimum pay per hour most workers aged 25 and over are entitled to by law.
Management and support of staff

In your setting, you must provide Review & Planning (R&P) for your staff team (this is sometimes called support and supervision).

In most cases, it is the immediate line manager who will conduct support and supervision sessions with individual members of staff.

If there is a management committee however, someone capable and appropriate should be delegated to oversee the task.

It is good practice to designate one named person for this role.
Review & Planning

R&P should be carried out at least termly.
Staff have the right to:

• Receive effective and sensitive supervision and support
• Be treated in a non-discriminatory manner
• Have their feelings and opinions recognised
• Be treated as an adult
• Disagree with the supervisor
• Learn from mistakes
• Seek advice on what they don’t know
• Be listened to
• Be briefed/consulted about changes involving practice and working conditions.
Appraisals

Within your setting’s staff development policy, there is a requirement that regular appraisals will be carried out by the manager or members of the management committee.

Staff appraisals are usually held annually although they can be held as part of the review process after a particular piece of work or project has been completed.

Appraisals are designed to provide a focused and structured opportunity to help employees assess how they are performing in their role and plan for the year ahead.
**Appraisals**

Your setting’s appraisal scheme is designed to:

- Support and assist staff in performing their job to the best of their ability
- Maximise staff job satisfaction and their contribution to helping the organisation meet its objectives.
- Identify individual learning and development needs and wishes and support them where appropriate and possible.
- Highlight the potential that each individual has to develop within their current role.
- To work in parallel with the regular R&P meetings held throughout the year.
Recruitment Section
The information given in Early Years Scotland’s ‘Effective Employment Practice for ELC Settings’ is designed to help with some of the issues that may be encountered during the course of being an employer in a voluntary ELC setting. It contains basic information and guidance on good practice, but it is not intended as a full statement of practice or of the laws that apply to employment. It is available in the members’ area (MY EYS) of the Early Years Scotland website www.earlyyearsscotland.org
Effective Employment

The document has practical templates that can be adapted and adopted to suit individual settings.

Examples include:
- For recruitment
- Recruitment schedule
- Applications forms
- Job descriptions
- Interview questions
- Letters of appointment.

For management practice:
- Induction process
- Appraisals
- Support and supervision
- Checklists for maternity, paternity and flexible working.
Other Recruitment Advice

• Care Inspectorate’s ‘Safer Recruitment through Better Recruitment’ document (hub.careinspectorate.com)
• Advisory Conciliation and Arbitration Service (ACAS) http://www.acas.org.uk
• Early Years Scotland
Management of Finance
ELC Settings must establish sound financial systems and procedures. The Management Committee is accountable to members, funders and stakeholders regarding the finances.

Overall responsibility lies with the whole committee although practical aspects are delegated to the Treasurer.

Observing financial safeguards will help you manage the finance in your setting effectively.
Financial Forecasting

Financial Forecasts are useful for:

• Planning staff wage increases
• Planning and budgeting for improvements for the setting
• Finding money for necessary large purchases
• Ensuring Redundancy and Contingency funds are topped up
• Planning fundraising events to match where funding dips
• Set budgets and work within means
• Foreseeing issues and seeking support before it becomes a crisis
Fundraising & Grants

- Fundraising is an essential activity for many charities. Lots of ELC Settings rely on fundraising to carry out their service.
- It is a committee’s role to organise and carry out fundraising activities.
- Most grants require your setting to be a registered charity with an up-to-date constitution. Usually grants are applied for with a project or large purchase in mind but some can cover staff wages.
- If possible, it is preferable to have a fundraising role on your committee to alleviate the pressure of the role bearers. Also – a parent attending your setting may have skills in filling out grant forms, having someone in that role means you can routinely apply for grants without taking up main role bearers time.
Day to Day Finances
Day to Day Finances

- Receiving fees and other income
- Issuing receipts
- Paying money into the bank promptly
- Recording all financial transactions accurately and promptly and keep all account books/financial records up-to-date
- Paying bills and services as authorised by the committee and obtain receipts and keep invoices
- Ensuring staff wages are paid on time and hours paid correspond to signed, dated and authorised timesheets
- Reconciling bank statements against accounts every month
- Preparing annual statement of income and expenditure
- Prepare financial reports for the committee
- Liaise with appropriate agencies
Partnership for Success: A Committee Handbook

Partnership for Success has all the information a committee needs to be self sustainable and enable a smooth handover for future committees.
Aberdeenshire Council in partnership with Early Years Scotland

PARTNERSHIP FOR SUCCESS
A Committee Handbook