

Devon County Council
Children and Young People's Services

Management **handbook**

for childcare settings

August 2008

Management handbook

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Management structures

It is vital that you choose the correct management structure for your childcare facility. We strongly recommend that you seek legal advice before changing a management structure or setting up a childcare provision.

Organisations dealing with childcare can be split into four main legal identities:

Unincorporated associations

These include non-profit and charitable organisations for example, voluntary management committees.

Incorporated associations

These include companies limited by guarantee, community Interest companies and charitable incorporated organisations (CIOs) and charitable industrial and provident societies.

Maintained sector

These include school (governor) run nurseries and childcare.

Private business

If you are not sure about your type of organisation visit www.businesslink.gov.uk or contact your local CVS office, see pages 18-22.

Unincorporated associations

Most voluntary groups begin as an unincorporated association. An unincorporated association is an organisation of people with an identifiable membership. It is governed by its constitution. Its voluntary management committee is responsible for employment, contracting and the organisation's assets. It does not have its own legal identity, that is to say, the law looks on an unincorporated association as a group of individuals.

Advantages:

Unincorporated associations are relatively cheap and easy to set up. They can be easily registered as charities, providing their constitutions or governing documents are set up correctly. They are easy to regulate.

Disadvantages:

Constitutions are not supported by any statutory framework. Individual members are exposed to unlimited personal liability for the liabilities of the organisation.

Incorporated organisations

Company limited by guarantee

This is a not-for-profit company so it does not have shares or share holders. It can register as a charity. It is governed by the Memorandum and Articles of Association, that is; the company's rules. These should be drawn up with legal advice, as the company cannot do anything which is not covered in the Memorandum and Articles. A model document is available from the Charity Commission. The company has a management board of directors and is regulated by Companies House. It has its own legal identity.

Advantages:

The liability for the board is limited (providing the board is not found to be negligent). Company registration is relatively inexpensive and quick. It is possible to register as a charity.

Disadvantages:

There is more stringent regulation around annual general meetings, accounting and auditing. If the company is charitable it must register with both Companies House and the Charity Commission.

You can find more information at: www.companieshouse.gov.uk

Charitable incorporated organisation

These are a new form of incorporated charities, coming into effect in 2008. They will combine the advantages of a corporate structure, such as reduced liability, without the need for dual regulation.

You can find more information on CIOs at:

www.charitycommission.gov.uk/registration/charcio.asp

Community interest companies

These are limited companies with added features and can sometimes be called social enterprises. They are companies which have been created for the community's benefit. The company is regulated by a CIC regulator to ensure that it is run for the community's benefit and that its assets and profits are used for dedicated purposes.

The company may have shareholders and paid directors. The CIC cannot receive tax advantages which charities can.

You can find more information on CICs at www.cicregulator.gov.uk

Charitable industrial and provident societies.

These are charitable, co-operative societies where members have a share in the running of the organisation. CIPS can enjoy many of the tax-breaks available to charities but they can't register with the Charity Commission. They are not registered charities and therefore cannot benefit from this status. They are regulated by the Financial Services Authority, and procedures can be therefore different to companies.

You can find more information at: www.fsa.gov.uk

Maintained sector

For more information about the maintained sector, please contact Devon Early Years and Childcare Service.

Private businesses

There are several ways to set up a private business. They normally fall into one of these:

Sole trader –an individual is the only owner of the business and has complete control over the way it is run.

- The law makes no distinction between the business and a sole trader. This unlimited liability means that any business debts can be met from the owner's personal wealth if the business fails.
- The business usually ceases on the owner's retirement or death.

- They are registered as self-employed with HM Revenue and Customs, must complete a yearly self-assessment and any profits are taxed as any other income by the Inland Revenue.

Example - [childminders](#)

Partnership –when two or more people combine to form a business unit.

- As with sole traders, partners are responsible for all the debts incurred by the business. Each partner is responsible for the debts of the partnership as a whole. This means that each partner's personal assets may be at risk if the business fails.
- They should have a deed of partnership which is a legally binding agreement between the partners. It describes how the partnership will be run and the rights and duties of the partners themselves.
- Each partner receives a percentage of the profits depending on what has been laid down in the deed.
- All partners are registered as self-employed with HM Revenue and Customs, must complete a yearly self-assessment and any profits are taxed as any other income by the Inland Revenue.

Example – [childminders working together or a small private nursery.](#)

Private Limited Company – this is similar to a partnership, it is a privately owned company often identified by 'Ltd' at the end of their name.

- They have named directors and a company secretary.
- They are registered with Companies House and their accounts are for public view.
- They have memorandums and articles which lay out how the company will be run.
- They are registered with HMRC and pay corporation tax on their profits and company directors are taxed as employees in the same way as any other people employed to work for the company.
- Directors can have varying amounts of input into the company.
- Unlike partnerships, the directors and the company secretary have a limited liability which is often stated as £1.
- However, if the company fails and they have not carried out their duties as company director, they could be liable for debts as well as being disqualified from acting as a director in another company.

Example – [Large day nurseries which are often chains.](#)

Public Limited Company – this is very similar to a private limited company. It often offers shares in the company for sale; however, the major share holder will have control over the company.

- Sales of shares can often bring more money into the business.

Structures at a glance

	Unincorporated organisation/ charity	Company Limited by Guarantee	Community Interest Company	Company Limited by Shares	Charitable Incorporated Organisation	Industrial & Provident Society
Incorporated	No	Yes	Yes	Yes	Yes	Yes
Limited Liability?	No	Yes – for members and directors*	Yes – for members and directors*	Yes – for members and directors*	Yes – for members and directors*	Yes – for members and directors*
Register as a charity?	Yes	Yes	No	Unlikely	Yes	Subject to the governing document.
Easy to set up?	Yes	Yes	Similar to Ltd Company	Yes	Yes	Legal advice needed.
Regulator	None /Charity Commission	Companies House	Companies House	Companies House	Charity Commission	FSA
Cost involved?	None	Nominal	Nominal	Nominal	Nominal	Up to £1K

* Providing members and directors do not act negligently.

Management roles and responsibilities

Unincorporated charities

The role of the chairperson

- The chair is the public face of the elected committee, representing the setting where necessary at public events and sometimes at meetings of other organisations.
- The chair is usually the 'nominated person' for the committee (Ofsted requirement)
- The chair liaises with the manager or supervisor to support them in the daily running of the setting. They are responsible for clear communication between the committee and the staff. Making interim decisions if necessary, that does not need the full committee. (Any major decision needs to go to the full committee or sub-committee).
- The chair needs to know the roles and legal obligations of the committee.
- The chair needs to ensure committee members and staff, have clearly identified roles and responsibilities.
- The chair takes charge of open meetings (AGM etc) and committee meetings. Ensuring meetings are effective, kept to time and the agenda fully covered. The chair has the casting vote of any decisions that need to be made at meetings.
- The chair makes the best use of the talents and skills of the volunteers and staff within the setting. e.g. marketing, personnel, or financial experience.
- The chair is usually the line-manger of the person in charge (manager or supervisor).
- The chair must support and authorise the work of the treasurer, checking at regular intervals (at least monthly) that the amounts of money banked correspond with the amounts signed for on original documents such as receipts. The chair should also receive a **copy of all bank statements**.

Some settings also have a **vice-chair**, whose role is to:

- provide support to the chair and share the workload if necessary
- chair meetings in the absence of the chair.

The role of the secretary

The secretary deals with all the official paperwork except for keeping accounts. The work includes:

- writing and receiving letters and keeping all the correspondence
- drawing up and circulating an agenda before meetings in consultation with the chair
- ensuring everyone knows in good time about the date, time and place of committee meetings and general meetings
- keeping proper minutes of meetings
- arranging the venue for meetings
- keeping lists of contacts up-to-date
- producing a newsletter (optional).

The role of the treasurer

The treasurer role is important. They will work closely with, and be supported by, officers (chair, secretary) and delegated staff (manager, administrator) regarding income and expenditure.

The treasurer keeps a record of all the financial transactions. The treasurer can also delegate some of the work to a paid bookkeeper or administrator.

However, if the committee decides to employ a paid person they must ensure that there is also a voluntary treasurer as stated in their constitution.

Bank signatories

The treasurer is usually one of the bank signatories for the group. It is good practice to have three bank signatories. All of these must be volunteer committee members, unless stated differently in the group's constitution.

The responsibilities of the treasurer include:

- guiding and advising the committee on approval of budgets and accounts
- keeping the committee informed of their financial responsibilities, through treasurer reports
- preparing wages and salaries, for payment with regard to PAYE and National Insurance etc. Keeping income tax records/P14/P45/P46 (this can be delegated to a payroll service, or paid administrator)
- ensuring that NEG claim forms and grant administration are correct
- making sure insurance is paid on time
- being responsible for the cheque books and paying in books
- advising the committee and senior staff of the financial implications of the business plan and budget - monitors budget
- confirming that the financial resources of the group meet present and future needs and comply with the reserves policy. (forecasting, reserves cover redundancy commitment/contingency) – reviewing of fees
- understanding the importance of financial procedures and controls
- ensuring the accounts are audited or examined as appropriate and an annual return is sent to the Charity Commission – this can now be done online

- Presenting the accounts and an annual report at the AGM
- maintaining accurate financial records – including, payments, receipts, cash analysis, banking, cash withdrawals, and raising cheques for authorised invoices to support administration, maintenance and development of the budgets
- raising invoices as appropriate and maintaining credit control
- providing financial information to be used by the group in funding applications and in reports to funders
- preparing cash flow forecast and budget monitoring reports
- claiming milk refunds
- ensuring that the chair receives a copy of the bank statement
- ensuring committee expenses are paid.

Roles and responsibilities of other committee members

The rest of the work is shared between the other committee members. In addition to being jointly responsible for all decision making, members of the committee will arrange for the following work to be done, though they may not do it all in person.

- Keeping the whole group informed of the committee's decisions and activities using a notice board, newsletters and letters to parents and carers.
- Administering a waiting list according to the group's admissions policy.
- Fundraising.
- Buying equipment or looking for funding to buy equipment for the group in consultation with staff.
- Ensuring that registration and inspection requirements are met In consultation with staff.
- Arranging the groups insurance and maintaining an inventory - keeping a copy separate from the setting in case of fire.
- Making sure the group is a safe place to be for children and adults - with staff making regular checks on the accident record, conducting risk assessments and ensuring Health and Safety standards are met.
- Making sure policies and procedures in place are reviewed once a year.
- Recruitment and induction of staff.
- Staff appraisals.
- Representing the pre-school or club as and when required.

Incorporated charities

Roles and responsibilities of charity trustees as company officers

The roles and responsibilities of the committee members as charity trustees remain unchanged with the incorporation of the pre-school as a company limited by guarantee. The executive committee members will, however, also now have new obligations as company directors.

All companies must have at least one **director** and a **company secretary**. The directors must manage the company in accordance with **Memorandum** and **Articles of Association** and the **law**.

Responsibilities

Directors

The directors of an incorporated charity have a responsibility:

- to the public and the Charity Commission as the trustees of a charity
- to the members of the company as its executive committee
- to Companies House as the statutory directors of the company
- to staff and third parties as the managers of the business.

Every company director has a personal responsibility to ensure certain **statutory** documents are delivered to the Registrar of Companies as and when required. These include;

- annual accounts
- annual return
- notice of change of director or secretaries and their particulars
- notice of change of registered office.

If the accounts or annual returns are not filed when due, all the directors of the company are liable for prosecution. The Registrar of Companies may also take action to strike-off or dissolve the company for not complying with company requirements. Companies will be charged for late returns.

Company secretary

Every company must have a company secretary; this role does not need any special qualifications. The company secretary usually:

- maintains the statutory registers
 - Register of Members
 - Register of Directors and Secretaries
 - Register of Directors' interests
 - Register of charges.
- ensures that all statutory forms are filed i.e. the appropriate form is filed with Companies House within a fixed time of the change occurring.

- provides members and auditors with notice of meetings e.g. AGM
- sends the Registrar of Companies copies of certain resolutions and agreements
- supplies a copy of the accounts to every member of the company, every debenture holder and every person who is entitled to receive notice of general meetings
- keeps, or arranges for the keeping of, minutes of directors meetings and general meetings
- ensures that people entitled to do so, can inspect the company records.

These duties apply to all companies whether they are a charity or not, although an unincorporated company would only be responsible to Companies House and **not** the Charity Commission.

This information has been taken from *The Complete Guide to Incorporation* Pre-school Learning Alliance Publications www.pre-school.org.uk/shop

For more information about roles and responsibilities of directors or company secretaries, go to www.companieshouse.gov.uk

The Institute of Chartered Secretaries also produces publications and runs courses for people wishing to learn more about this role. Contact **020 7580 4741** or visit www.isca.org.uk

For more information on incorporation visit www.pre-school.org.uk or contact your local CVS – see page 20.

Sample events diary

This sample committee events calendar is to help you with annual planning. The following page has a blank calendar for your use in committee meetings.

January	Committee meeting Plan the year's fundraising events. Discuss changes to the law and regulations
February	
March	Staff appraisals: chairperson and secretary Prepare Easter fundraising
April	Set budget for new financial year Pay annual fees and memberships Insurance renewal Annual registration fee to Ofsted
May	Committee meeting Update policies and procedures Staffing Develop promotional campaign
June	
July	Hold summer fundraising event
August	
September	Committee meeting Prepare for AGM, audit the annual accounts Monitor set budgets Send returns to the Charity Commission
October	
November	Annual General Meeting AGM to recruit new committee members
December	Hold Christmas party or fundraising event

January	
February	
March	
April	
May	
June	
July	
August	
September	
October	
November	
December	

Committee handover checklist

It is good practice to have an information pack to give to volunteers who are thinking about joining your committee.

At the AGM consider providing the following information to prospective committee members. This list is not definitive!

Item	Included?
1. Information about your setting.	
2. Roles and responsibilities of committee members	
3. Skills and experience you are looking for in committee members	
4. Details of current committee members	
5. Last year's full accounts	
6. Your constitution or governing document	

Following the checklist below will ensure that all formalities for new committee members have been taken care of:

- take up references for new committee members
- check that your new volunteers are eligible. Have you:
 - checked that your committee member has completed an Ofsted EY2 form and obtained a Criminal Records Bureau Enhanced Disclosure?
 - requested to see the Charity Commission register of those removed as Charity Trustees?
 - searched the register of disqualified directors at Companies House.
 - ensured the volunteer has completed a declaration of eligibility?
- Set dates for handover meetings with new committee members.

Action	Owner	Date due	Achieved
References			
CRB Disclosure			
Charity Commission Register			
Companies House			
Declaration			
Handover meeting			

Draw up a declaration for new committee members. Include these points.

- I am over 18 years old.
- I am not an undischarged bankrupt.
- I have not previously been removed from trusteeship of a charity by a court or the Charity Commission.
- I am not under a disqualification order under the Company Director's Disqualification Act 1986.
- I have not been convicted of an offence involving deception or dishonesty (unless conviction is spent).
- I have not been disqualified by the Charities Act 1993 (Section 72) from acting as a charity trustee.
- I undertake to fulfil my responsibilities and duties as a trustee of (name of organisation) in good faith and in accordance with the law and within (name of organisation)'s objectives and mission.
- I do not have any financial interests in conflict with the organisation, either in person or through family or business connections, unless they have been formally notified in a conflict of interest statement. I will specifically notify any such interests, and will absent myself entirely from any decision on the matter and not vote on it.

Who have you informed or updated of your committee changes?

Organisation	Date informed/changed	Owner
Ofsted		
Accountants		
Auditors		
Solicitors		
Insurance providers		
Devon County Council Early Years and Childcare Service		
Membership Organisations		
Signatories		
Trustees names on property		
Charity Commission using Trustee Detail Update		
Companies House		

In addition to this, ensure all publicity material has been updated, including:

- website
- newsletter
- brochure
- organisation's address book
- mailing list
- letterhead

Plan a programme of induction for your new members. The checklist below may help.

Activity	When	Where	Date
Introduction to other trustees/committee members			
Attend a session			
Newsletter to parents and carers introducing new committee members			
Introduction to professional advisors, Early Years and Childcare Service district coordinators and development workers'			

After your AGM put together an Induction pack for your new committee members.

Key documents	Included
Governing document, Constitution	9
Latest Ofsted reports and accounts	9
Minutes of recent trustee/committee meetings	9
Copy of the Charity Commission's Responsibilities of Charity Trustees (even if not a registered Charity this is a very useful tool)	9
Other documents/information	Include
Key policies, e.g. staffing, recruitment and retention, Child Protection, financial controls	
History of the organisation	
Organisational structure	
Organisations job descriptions	
Mission statement, ethos, values	
Business plan	
Newsletters, publicity material	
Trustee/Committee structures	
Dates and agendas of forthcoming meetings	
Names and contact details of other trustees/committee members	
Other	

Links and resources

<p>4children</p> <p>Tel: 020 7512 2112 Fax: 020 75376012 Email: info@4children.org.uk Web: www.4children.org.uk</p> <p>Address: 4children City Reach 5 Greenwich View Place London E14 9NN</p>	<p>ACAS Helpline</p> <p>Tel: 08457 474747</p> <p>Equality Direct</p> <p>Tel: 087456 003444</p>
<p>Business Link in the South West</p> <p>Tel: 0845 600 9966 Email: enquiry@businesslinksw.co.uk Web: www.businesslink.gov.uk/southwest</p> <p>Address: Business Link in the South West Great Western Business Centre Emlyn Square Swindon SN1 5BP</p>	<p>Charity Commission</p> <p>Tel: 0845 3000 218 Fax: 0151 7031 555 Web: www.charity-commission.gov.uk</p> <p>Address: Charity Commission Direct PO Box 1227 Liverpool L69 3UG</p>
<p>CIPD</p> <p>Tel: 020 8612 6200 Fax: 020 8612 6201 Web: www.cipd.co.uk</p> <p>Address: Chartered Institute of Personnel and Development 151 The Broadway London SW19 1JQ</p>	<p>Co-Active</p> <p>Tel: 01752 500888 Fax: 01752 500444 Web: www.co-active.org.uk</p>

<p>Community Interest Companies</p> <p>Tel: 029 20346228 Fax: 029 20346229 Email: cicregulator@companieshouse.gov.uk Web: www.cicregulator.gov.uk</p> <p>Address: The CIC Regulator CIC Team, Room 3.68 Companies House Crown Way Maindy Cardiff CF14 3UZ</p>	<p>Community Matters</p> <p>Tel: 020 7837 7887 Fax: 020 7278 9253 Email: communitymatters@communitymatters.org.uk Web: www.communitymatters.org.uk</p> <p>Address: Community Matters 12-20 Baron Street London N1 9LL</p>
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<p>Companies House</p> <p>Tel: 0870 3333 636 Email: enquiries@companies-house.gov.uk Web: www.companies-house.gov.uk</p> <p>Address: Companies House Crown Way Maindy Cardiff CF14 3UZ</p>	<p>Co-operatives UK</p> <p>Tel: 0161 246 2900 Fax: 0161 834 8096 Email: info@cooperatives-uk.coop Web: www.cooperatives-uk.coop</p> <p>Address: Co-operatives UK Holyoake House Hanover Street Manchester M60 0AS</p>
<p>Daycare Trust</p> <p>Tel: 020 7840 3350 Fax: 020 7840 3355 Email: info@daycaretrust.org.uk Web: www.daycaretrust.org.uk</p> <p>Address: Daycare Trust 21 St George's Road London SE1 6ES</p>	<p>DCSF Department for Children, Schools and Families</p> <p>Tel: 0870 000 2288 Fax: 01928 794248 Email: info@dcsf.gsi.gov.uk Web: www.dfes.gov.uk</p> <p>Address: Department for Children, Schools and Families Sanctuary Buildings Great Smith Street London SW1P 3BT</p>
<p>East Devon CVS</p> <p>Tel: 01404 549 045 Fax: 01404 549 048 Email: admin@edvsa.org.uk Web: www.edvsa.org.uk</p> <p>Address: East Devon CVS Newholme Northcote Lane Honiton EX14 1NH</p>	<p>Exeter CVS</p> <p>Tel: 01392 202055 Fax: 01392 202054 Email: cvs@exetercvs.org.uk Web: www.exetercvs.org.uk</p> <p>Address: Exeter Council for Voluntary Service Wat Tyler House King William Street Exeter EX4 6PD</p>
<p>Governance Hub</p> <p>Tel: 020 7520 2514 Helpline- 0800 652 4886 Fax: 020 7278 0211 Email: governance.hub@ncvo-vol.org.uk Web: www.governancehub.org.uk</p> <p>Address: The Governance Hub, NCVO Regent's Wharf 8 All Saints Street London N1 9RL</p>	<p>Involve</p> <p>Tel: 01884 255734 Fax: 01884 232198 Email: Office@involve-middevon.org.uk</p> <p>Address: Involve Raymond Penny House Phoenix Lane Tiverton EX16 6LU</p>
<p>NCVO</p> <p>Helpdesk:</p>	<p>North Devon Voluntary Services</p> <p>Web: www.dacvs.org.uk</p>

<p>Tel: 0800 2798 798 Email: helpdesk@askncvo.org.uk</p> <p>Main switchboard: Tel: 020 7713 6161 Fax: 020 7713 6300 Email: ncvo@ncvo-vol.org.uk Web: www.ncvo-vol.org.uk</p> <p>Address: NCVO Regent's Wharf 8 All Saints Street London N1 9RL</p>	<p>Ilfracombe: Tel: 01271 866300 Fax: 01271 866369 Email: volunteer-centre@tiscali.co.uk</p> <p>Address: NDVS, Volunteer Centre, Ilfracombe 149 High Street Ilfracombe EX34 9EZ</p> <p>Barnstaple: Tel: Volunteer Centre- 01271 344492 CVS- 01271 326700 Email: Volunteer Centre- barnstaplevol@btconnect.com CVS- ndvs@btconnect.com</p> <p>Address: NDVS, Volunteer Centre, Barnstaple 25 Castle Street Barnstaple EX31 1DR</p>
<p>Ofsted</p> <p>Tel: 08456 404045 (education, adult skills, local authority children's services) 08456 404040 (any other aspect) Email: enquiries@ofsted.gov.uk Web: www.ofsted.gov.uk</p> <p>Address: Ofsted Royal Exchange Buildings St Ann's Square Manchester M2 7LA</p>	<p>Pre-School Learning Alliance National Centre</p> <p>Tel: 020 7697 2500 Fax: 020 7700 0319 Email: info@pre-school.org.uk Web: www.pre-school.org.uk</p> <p>Address: Pre-School Learning Alliance The Fitzpatrick Building 188 York Way London N7 9AD</p>
<p>Skills Active</p> <p>Tel: 020 7632 2000 Fax: 020 7632 2001 Email: skills@skillsactive.com Web: www.skillsactive.com</p> <p>Address: SkillsActive Castlewood House 77-91 New Oxford Street London WC1A 1PX</p>	<p>Social Enterprise Coalition</p> <p>Tel: 020 77932324 Email: info@socialenterprise.org.uk Web: www.socialenterprise.org.uk</p> <p>Address: Social Enterprise Coalition Southbank House Black Prince Road London SE1 7SJ</p>
<p>South Hams CVS</p> <p>Tel: 01803 862266 Fax: 01803 862230 Web: www.southhamscvs.org.uk</p>	<p>Teignbridge CVS</p> <p>Tel: 01626 203050 Email: office@teigncvs.org.uk Web: www.teigncvs.org.uk</p>

<p>Address: South Hams CVS The Cottage, Follaton House Plymouth Road Totnes TQ9 5NE</p>	<p>Address: Teignbridge CVS Forde House Brunel Road Newton Abbot TQ12 4XX</p>
<p>The Charities Advisory Trust</p> <p>Tel: 020 7794 9835 Fax: 020 7431 3739 Email: people@charitiesadvisorytrust.org.uk Web: www.charitiesadvisorytrust.org.uk</p> <p>Address: The Charities Advisory Trust Radius Works Back Lane Hampstead London NW3 1HL</p>	<p>Torrige CVS</p> <p>Tel: Volunteer Centre- 01237 421580 CVS- 01237 471136 Email: administrator@torridgecvs.org.uk Web: www.torridgecvs.org.uk</p> <p>Address: Torrige CVS 14 Bridgeland Street bideford EX39 2QE</p>
<p>Trio Childcare Connections</p> <p>Tel: 01793 849621 Email: info@triochildcare.co.uk Web: www.triochildcare.co.uk</p> <p>Address: Trio Childcare Connections Unit 4 Coped Hall Business Park Wootton Bassett SN4 8DP</p>	<p>West Devon CVS</p> <p>Web: www.westdevoncvcs.org.uk</p> <p>Okehampton: Tel: Volunteer Centre- 01837 55047 CVS- 01837 53392 Fax: 01837 55047 Email: info-oke@westdevoncvcs.org.uk</p> <p>Address: The Carlton Centre St James Street Okehampton EX20 1DW</p> <p>Tavistock: Tel: Volunteer Centre- 01822 618230 CVS- 01822618230 Email: info-tavi@westdevoncvcs.org.uk</p> <p>Address: 5 King Street Tavistock PL19 0DS</p>

Useful terms and phrases

Agenda – a list of things to be dealt with.

Aims – long term targets for the future that the organisation would work towards achieving.

Annual General Meeting (AGM) – a meeting held once a year, at which the committee can explain to members of the group how it is managed. It's an opportunity to ask questions. The constitution will state when the AGM is to be held

Assets - the property of an organisation, including, for example: cash bank and building society deposits, consumable stocks, trading stocks, debtors and prepayments or any other amounts receivable in the short term: land, buildings, vehicles and equipment and investments held on a continuing basis; copyright and intellectual rights.

Board – this is the organisation's governing body, often called the management committee, executive committee or board of directors.

Business plan – this is a document which looks at the present position of the provision in the market and its plans for the future; including financial, staffing and marketing reports.

Casting Vote - a deciding vote used by the chairperson to make a decision when the votes on each side are equal.

Charitable Trustees – the people responsible under the charity's governing document for controlling and managing the charity are the trustees of the charity, e.g. if a charity is an unincorporated association the members of the executive or management committee are the charity trustees. The charity trustees are personally accountable for the charity and its assets, and are required to act prudently at all time in the best interests of the charity and its beneficiaries.

Code of conduct – this is a set of written and agreed procedures and rules which govern how the trustees of the board, or management committee, conduct themselves.

Committee – a group of people chosen or appointed to perform a specific service or function.

Conflicts of interest – where for example somebody is not able to be impartial when dealing in with a matter concerning the group because of something they are involved with outside the group.

Constitution – a written document, which sets out how an organisation or group works.

Co-opted member – someone who is added to the group by the agreement of the existing members, usually because of their expertise.

Dissolution – occurs when the group closes down.

Elected member – a person chosen to become a member of the group.

Elected officer – a person chosen to become an officer on the committee (Chair, Treasurer, and Secretary)

Ethos – the provision's unique values and beliefs which influence how it is run.

Extraordinary General Meeting – a meeting that may be called at any time at the request of the committee or a number of the group's members (number should be stated in constitution). Adequate notice must be given.

Governing documents – documents which set out the organisation's purpose and how it will be administered.

Inquorate – when there are not enough people to make a quorum.

Memorandum and Articles of Association – a document which states the organisation's aims and objectives.

Minutes of meeting – a written record of the meeting and the decisions taken at the meeting.

Mission statement – a specific purpose that contributes to the organisation's vision.

Objects – sometimes known as mission statement

Policies and procedures - these are statements of expected practice and the steps to achieve this.

Propose – put forward a matter for consideration.

Quorum – the minimum number of people required to be present at meeting before any voting can take place to make a decision on a matter.

Second – to express formal support for a matter proposed for consideration

Stakeholder – someone who has a vested interest in the provision.

Strategy/strategic plan – a report that looks at how the provision's future plans link with the organisation's aims and objects.

Structure – how the organisation is made up.

Trustee – a person who deals with assets e.g. Property, money etc, on behalf of the group. They are often known as building trustees.

Resolution – a matter to be decided by vote of the members.

Vision – the ultimate goal for which the organisation is aiming.

Working group/sub group – a group of members of the committee chosen to work on a given topic, e.g. fundraising.

Vote – a choice made by a member on a matter which is to be shared decision.