

Early Years Education & Childcare

Voluntary Managed Childcare Provision: An Introduction



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Introduction

Welcome to your new role supporting children, families
& communities in Warwickshire.

Your Role Matters

You are stepping into a valuable position that brings lasting benefits to children and families in your local community.

Warwickshire's Voluntary Sector Childcare

- Many settings are run by the voluntary sector, especially in rural areas.
- These settings ensure local access to quality childcare and funded nursery places.

Support from Warwickshire County Council

WCC has a specialist team ready to work with you and your setting to help ensure high-quality provision is delivered and maintained.

What We Offer

Our service supports Ofsted-registered childcare providers with:

- ✓ Sustainability
- ✓ Business Planning & Cash Flow Forecasting
- ✓ Support for New Provisions
- ✓ Marketing & Fundraising Guidance
- ✓ Committee / Director Support
- ✓ Signposting
- ✓ Quality Practice & Ofsted Support including Professional Development Meetings
- ✓ Staff Training & Development including Safeguarding and Safer Recruitment

Monitoring & Auditing

Our team also:

- Monitors Early Education Funded Places
- Supports placement of eligible 2 Help children

A Changing Sector

The early years and childcare sector is constantly evolving.

It is essential that management teams stay informed and up to date with the latest guidance and requirements

Know your legal structure

Understanding Voluntary Managed Organisations Supporting Community-Led Childcare Services

What is a Voluntary Managed Organisation?

A voluntary managed organisation is a committed group of individuals who oversee and manage a community-based service, often in the form of a childcare setting.

If you are not sure if your organisation is voluntary managed, please see page 43:

❖ **Is your provision a Voluntary Managed Organisation?**

Legal & Structural Awareness

Many long-standing settings are established on a charitable and Not-for-Profit basis. They are often managed by volunteers and focus on positive outcomes for the children, reinvesting any profit back into the setting.

It is essential that when managing a voluntary organisation, both individuals and the group as a whole are:

- Able to identify and understand the organisations' legal structure and status
- Ensure all volunteers understand their obligations
- Are aware of the wider business responsibilities.
- Comply with sector-specific legislation and reporting requirements

Please see the checklist on page 38 to help with this:

❖ **Your Voluntary Managed Organisation Checklist**

Voluntary managed organisations are usually either unincorporated or incorporated and it is important to understand what this means for the organisation and those who have responsibility for managing it.

Unincorporated Organisation		Incorporated Organisation
Not a separate legal entity; considered a collection of individuals.	Legal Status	Has its own legal identity, separate from its members.
Members are personally liable for the organisations: <ul style="list-style-type: none"> actions debts legal claims. 	Liability	Members have limited personal liability . <i>Important Note: Personal liability may still apply in cases of:</i> <ul style="list-style-type: none"> Fraud Breach of statutory duty Criminal offences
Cannot enter into contracts, or own property in its own name - individual members must do so personally.	Contracts & property	Can enter into contracts, and own property in its own name
Generally low start-up and running costs.	Costs	Higher start-up and ongoing costs due to legal and administrative requirements
Not regulated by a legal body unless registered as a charity.	Regulation	Regulated by one or more legal bodies (e.g., Companies House, Charity Commission). Must meet specific reporting and legal requirements
Small groups with low income Organisations not intending to employ staff or acquire property	Best Suited For	Organisations intending to trade or raise significant funds. Groups entering into large or legally binding contracts. Those employing staff or owning property.
*Charitable Trust *Unincorporated Organisation *Charity	Examples	*Charitable Ltd Company *Company Ltd by Guarantee *Charitable Incorporated Organisation *Community Interest Company
Hybrid Model - A bit of both!		
A Registered Charity (Unincorporated) with a Ltd Company (Incorporated) acting as a trading arm.		

More about a Hybrid Model...

A **Hybrid Model** is a structure used by charities in the UK to separate their charitable activities from any trading or commercial operations. This is what it means:

1. Registered Charity (Unincorporated)

- This is the main charitable body, likely governed by a constitution and managed by a voluntary committee or board.
- Being unincorporated means it is not a separate legal entity—the trustees are personally liable for its actions.
- It focuses on delivering charitable services, such as childcare, community support, or education.
- It is registered with the Charity Commission and must comply with charity law.

2. Ltd Company (Incorporated) Acting as a Trading Arm

- This is a separate legal entity, usually a private company limited by shares or guarantee, set up to handle non-charitable trading activities.
- It is incorporated, meaning it can enter contracts, own property, and is liable for its own debts.
- It might run fundraising events, sell products, or offer services that generate income.
- Profits from the trading arm are typically gifted back to the charity under Gift Aid, helping fund its charitable work.

Why Use This Structure?

- **Risk Management:** Keeps commercial risks separate from the charity.
- **Compliance:** Helps the charity stay within legal limits on trading.
- **Tax Efficiency:** Allows profits to be transferred tax-free to the charity.
- **Professionalism:** Enables the trading arm to operate more commercially, with its own governance and staffing.

Examples

These examples show how charities can use a Ltd company to manage trading activities while keeping their charitable operations separate and protected:

National Trust



Charity Structure: Registered charity.

Trading Arm: It operates National Trust (Enterprises) Ltd, which handles retail, catering, and other commercial activities.

Purpose: Profits from the trading arm are gifted back to the charity to support conservation and heritage work.

Royal National Lifeboat Institution (RNLI)



Charity Structure: Registered charity.

Trading Arm: It runs RNLI (Sales) Ltd, which sells merchandise and runs fundraising events.

Purpose: All profits support the RNLI's lifesaving services.

British Heart Foundation



Charity Structure: Registered charity.

Trading Arm: BHF Retail Ltd operates charity shops and commercial fundraising.

Purpose: Supports heart disease research and patient care.

Governing documents

What Are Governing Documents?

Every voluntary-run organisation has a written governing document that outlines its legal structure, responsibilities, and operational rules. As a new volunteer in a voluntary organisation, it is essential to know and understand this document. Governing documents can include the **Constitution** and **Memorandum & Articles of Association**.

The UK Government provides a range of **model governing documents** for different charity structures, including:

- **Model constitution for an unincorporated charity**
- **Model constitution for a small charity**
- **Model trust deed**
- **Model articles of association for charitable companies**

You can download editable Word and PDF versions directly from the [GOV.UK website](https://www.gov.uk)

As a New Volunteer You must:

- Request and read the governing document
- Understand your role and responsibilities
- Ensure it is accessible to all group members

What the Document Includes

- Membership & Elections
- Powers of Trustees / Members
- Meetings – types and legal requirements
- Financial Reporting & Recording
- How Changes Can Be Made
- Dissolution (Closure)

Why It Matters

- Provides clear aims and objectives
- Acts as a reference and guidance tool
- Ensures legal validity and accountability
- Supports transparent decision-making

Keeping It Current

- Must be reviewed annually
- Charity-registered settings must notify the Charity Commission of any changes
- A copy is retained for public access

Final Reminder

The organisation must always operate in line with its governing document, including:

- Committee/trustee structure
- Meeting procedures
- Model changes or closure processes
- Changes must be made with caution

Roles and Responsibilities

Board Responsibilities

All individual board (committee) members must manage the organisation in line with its governing document, regardless of legal structure.

Key Roles & Tasks

Specific roles help ensure all necessary work is fulfilled. These may include:

- Chairperson – Leadership & oversight
- Treasurer – Financial management
- Secretary – Administration & records
- Safeguarding Lead – Child protection compliance

Legal & Sector Requirements

Board members must operate within:

- The governing document
- Confidentiality policies
- Ofsted regulations
- Wider legal obligations

Working with Integrity

- Respect all viewpoints
- Sign and understand a confidentiality agreement
- Apply confidentiality both internally and externally

Conflict of Interests

A conflict of interest arises when personal interests or loyalties could, or could be seen to, prevent someone from making a decision solely in the organisation's best interests, such as the employment of a board member's relative. While board members must not benefit unless legally authorised, paid staff may receive remuneration but must not be involved in decisions about their own pay or benefits.


The following steps can be taken to manage conflicts of interests:


- Develop a clear conflict of interest policy that applies to board members, staff, and volunteers.
- Ensure regular declarations and maintain a register of interests.
- Train staff and board members on identifying and managing conflicts.
- Avoid staff involvement in decisions where they have a personal interest.
- Document all disclosures and decisions to maintain transparency.


Accountability Reminder

The board is collectively responsible for all actions and decisions. Ignorance is not a defence when accountability is questioned.

The following information relates to key roles and associated tasks, however in some organisations parts of these roles may be outsourced e.g. payroll or be completed by other individuals of the management board or the childcare staff e.g. invoicing.

	<h2>Chairperson</h2>
Role Overview	<p>The lead member (e.g. Chairperson) provides direction and leadership but is not solely responsible for the organisation. Responsibility is shared across the full board (committee, directors, trustees).</p>
<p>Key Responsibilities</p> <ul style="list-style-type: none"> • Unite the board (committee/directors/trustees) • Manage the board to support the staff team • Chair committee meetings • Lead AGMs, EGMs, and represent the setting • Guide decision-making processes • Line manages the senior manager (appraisals & supervision) • Ensure legal compliance (policies, procedures, Ofsted) • Maintain confidentiality • Recruit staff and board members • Stay informed and update the board • Act as signatory • Review key documents regularly • Hold the casting vote • Liaise with external bodies (e.g. WCC audits, health checks) • Monitor quality and national childcare standards • Identify and support training needs • Build a high-quality management board • Oversee premises (leases, repairs, negotiations) <p>Some tasks must be delegated to ensure fair and effective management.</p>	

<div data-bbox="290 183 430 344">  </div> <div data-bbox="802 221 1032 277"> <h2>Secretary</h2> </div>	
Role Overview	<p>Supporting the organisation through administration & communication. Key traits for success:</p> <ul style="list-style-type: none"> • Detail-oriented • Organised • Discreet and professional • Strong communicator
<p>Key Responsibilities:</p> <ul style="list-style-type: none"> • Administrative Support <ul style="list-style-type: none"> - General admin tasks to support the board and setting • Meeting Management <ul style="list-style-type: none"> - Circulate agendas, usually 2 weeks before meetings - Distribute accurate minutes, usually within 2 weeks after meetings - Record decisions and actions clearly • Correspondence & Communication <ul style="list-style-type: none"> - Act as the main contact point - Share relevant information with board members and stakeholders - Draft and send letters to parents • Compliance & Records <ul style="list-style-type: none"> - Manage DBS checks for staff and committee - Support recruitment (e.g. application packs) - Coordinate AGM with the Chair - Organise meeting venues and bookings 	

<div>  <h2>Treasurer</h2> </div>	
Role Overview	Supporting the organisation through managing finances with accuracy & accountability
Key Responsibilities: <ul style="list-style-type: none"> • Financial Oversight <ul style="list-style-type: none"> - Compile financial statements for meetings - Prepare financial forecasts (present & future) - Set and agree forecast figures with the full committee • Compliance & Reporting <ul style="list-style-type: none"> - Responsible for annual audits and returns to Charity Commission and / or Companies House - Maintain and reconcile bank statements - Ensure financial procedures and controls are in place • Operational Finance <ul style="list-style-type: none"> - Work with others handling cash - Oversee invoicing, bill payments, banking securely - Manage payroll - Handle insurance policies and inventories • Strategic Collaboration <ul style="list-style-type: none"> - Work with the committee on grant applications and reviewing fees and salaries 	
Accountability Reminder	The Treasurer plays a key role, but financial responsibility is shared across the board.

 <h2>Committee/Board Member Role</h2>	
Role Overview	Applies to All Members Including Key Officers
Key Responsibilities <ul style="list-style-type: none"> • Attend and actively participate in meetings • Oversee finances and contribute to decisions • Support business planning and financial forecasting • Ensure legal requirements are met • Review and develop policies and procedures • Evaluate services to meet user needs • Assist with staff and committee recruitment • Vote in meetings • Carry out tasks as required by the role • Be a positive representative to staff and parents • Support fundraising activities • Respect and value each member's strengths • Work collaboratively as a team 	
Accountability Reminder	Every committee/board member shares responsibility for the organisation's success and compliance.

Know Your Titles




Trustee or Director? Be sure to use the right terms for the right structure.

Why It Matters

To build effective working relationships with external agencies, it's essential to use the correct terminology for your role and organisation type.

Different structures = different responsibilities and liabilities.

Organisational Structures & Titles

Organisation Type	Correct Title
 Unincorporated Organisation	Committee Member
 Incorporated Organisation	Director
 Charity or Trust	Trustee

Best Practice

- Be clear and consistent when referring to your organisation
- Use the correct title in all communications and documentation
- Avoid confusion by aligning your terminology with your legal structure

Managing Meetings effectively

It is essential to make best use of meeting times for all. Meetings need to be undertaken, at a minimum, in line with that stated in the governing document and effectively managed to ensure time is used efficiently.

Why meet?

The purpose of Board / Committee Meetings is:

- To share information
- Facilitate updates and evaluation
- Facilitate decision making
- To review and progress relevant issues
- To ensure team working
- To meet legal duties

Tips for Efficient and Productive Meetings	
Planning & Structure:	Participation & Clarity:
<ul style="list-style-type: none"> • Time-limit agenda items • Chair to maintain focus • Prepare a focused agenda • Start meetings promptly • Choose suitable times & venues 	<ul style="list-style-type: none"> • Encourage commitment – avoid frequent apologies • Simplify information – limit jargon • Manage strong personalities • Review previous minutes efficiently • Take accurate minutes with clear actions & deadlines • Create space for questions and clarification
Agenda Management:	Meeting Wrap-Up:
<ul style="list-style-type: none"> • Use A.O.B. for minor matters – no surprises! • Include rolling items for consistency: • Safeguarding • Finance Update • Manager's Report 	<ul style="list-style-type: none"> • Chair to summarise key points • Define action items and responsibilities

Recruiting Committee Members

Building a Strong, Skilled & Sustainable Board



Make it a Positive Process

Recruitment should be like hiring staff – professional, welcoming, and strategic.

- ✗ Avoid “arm twisting”
- ✓ Recruit with integrity and intention
- Follow your governing document for guidance on:
 - Number of members
 - Recruitment process
 - Removal procedures (rare cases)



Keep it Fresh

- Regular recruitment keeps the board energised and effective
- 🎯 Aim for a succession plan:
 - A few in / a few out
 - Avoid full board turnover



Skills That Strengthen the Board - Look for individuals with expertise in:

- 👶 Childcare / Teaching
- 🎯 Organisation & Fundraising
- 📁 Finance / Accountancy
- 💻 IT
- ⚖️ Legal
- 📁 Administration
- 👥 Team Management
- 📊 Business & Marketing
- 👤 HR & Recruitment



Reaching Out

- 🏠 Advertise to the wider community
- 🤝 Mix of parents and non-parents
- 🌍 Diverse backgrounds and ages = stronger board



Supporting New Members

- Provide an induction pack
- ⌚ Allow time to absorb key information
- 🛡️ Include Safeguarding guidance

The Employer's Role

Staff Recruitment & Retention

The voluntary management board is responsible as an employer for overseeing the recruitment and retention of the staff team who run the childcare provision day-to-day.

Working Together

- Staff are the professionals delivering the service
- The board must work closely with the team
- Staff often provide specialist knowledge on operations and legislation

Legal Compliance

- Employment law can change annually
- The board must meet statutory employment requirements
- Stay informed via www.gov.uk

Employment Contracts

- Contracts must be issued to all staff
- Both employers and employees must honour written and unwritten obligations

Best Practice Tips

- Treat recruitment like a professional process
- Ensure clear communication and legal awareness
- Maintain positive relationships with staff
- Regularly review employment policies and procedures

The employer must:	The employee must:
<ul style="list-style-type: none"> ▪ Pay wages as agreed ▪ Provide work ▪ Ensure a safe workplace ▪ Cover out of pocket expenses ▪ Provide reasonable notice ▪ Maintain a relationship of trust and confidence and behave reasonably to the employee 	<ul style="list-style-type: none"> ▪ Give faithful service to the employer ▪ Obey reasonable and lawful orders in line with their contract ▪ Maintain confidentiality ▪ Exercise reasonable care and skills

The Employer must meet certain legal rights towards the employee:

- **Equality** - equal pay, without discrimination etc.
- **Appropriate leave** – annual entitlement, maternity, paternity, adoption, sick etc.
- **Contracts** – written statements, written notice of termination, flexible working etc.
- **National Minimum Wage, National Living Wage** – minimum wages that must be paid to employees of specific ages – rates are reviewed annually by government
- **Pension obligations**

Employer Responsibilities - Key Considerations for Voluntary Management Boards

Core Employment Duties

- Know employee rights and employer obligations
- Ensure Health & Safety policies and Risk Assessments are in place
- Provide contracts with written terms including:
 - Sickness & absence
 - Annual leave entitlement
 - Implement disciplinary and grievance procedures
- Offer a robust induction (probation, staff handbook, etc.)

Workplace Pensions

Since 2013, all employers must offer a workplace pension scheme. Employers must automatically enrol eligible staff and contribute to their pension. Learn more at gov.uk or [The Pensions Regulator](https://www.thepensionsregulator.gov.uk)

Additional Policies to Consider

- Salary reviews
- Staff supervision & appraisal (see [EYFS](#))
- Maternity / Paternity / Adoption / Parental leave
- Compassionate leave
- Flexible working requests
- Absence & redundancy
- Whistleblowing

HM Revenue and Customs

The employers must be registered with HM Revenue and Customs – tax and NI contributions must be paid in line with legal requirements – failure to do this can result in fines.

External support may need to be accessed for payroll services, to ensure all correct practices are completed – <https://www.gov.uk/government/organisations/hm-revenue-customs>

Staff recruitment

Safe, Suitable & Qualified – Your Responsibilities as an Employer



Legal & Sector Requirements

- Ensure staff are safe, suitable, and qualified
- Follow Ofsted and EYFS guidelines
- Refer to the Early Years Register and Childcare Register for qualification standards
- Comply with statutory employment law and sector-specific legislation:
 - Visit [gov.uk](https://www.gov.uk) for updates
 - See [Keeping Children Safe in Education](#)



Recruitment Process Essentials

Robust systems must cover:

- 📢 Advertising – include safeguarding info
- 📄 Application Process – forms, monitoring, shortlisting
- 👤 Selection & Suitability Checks
- 📘 Induction – handbook, procedures, probation
- ✅ Record all suitability decisions in the Single Central Record



Safer Recruitment Training

Settings offering Early Education Funding (9 months, 2, 3, 4 years) must:

- Have individuals trained in Safer Recruitment
- Ensure interview panels include trained members as per [Keeping Children Safe in Education – GOV.UK](#)



Succession Planning

- Plan ahead for board member changes
- Maintain continuity and compliance

Ofsted

Who is Ofsted?

Ofsted (Office for Standards in Education, Children's Services and Skills) is the government body responsible for:

- Registering childcare providers
- Inspecting childcare settings
- Enforcing standards

Ofsted is the sole arbiter of quality in childcare provision.

Legal Authority

Powers are defined in the [Childcare Act 2006](#) and this ensures:

- Protection for children
- Reassurance for parents

Copies of the relevant legislations must be read by all new board members to ensure a clear understanding of the service they are agreeing to deliver.

Inspection & Quality Assurance

Ofsted inspections:

- Assess quality of care and early education
- Provide recommendations for improvement

Providers must:

- Show evidence of continued suitability
- Demonstrate how they meet statutory requirements

Responding to Concerns

Ofsted may act on information from:

- Parents
- Other stakeholders

Actions may include:

- Unscheduled inspections
- Referrals back to providers
- Investigations without inspection

Enforcement

Powers

If providers fail to meet requirements, Ofsted may:

- Issue actions to improve
- Take enforcement action for serious concerns:
 - Suspension or cancellation of registration
 - Refuse to register
 - Prosecution in extreme cases

Registration

There are two registers that providers can register on:

1. The [Early Years Register](#) (children from birth to 31 August after fifth birthday) – must meet and follow the requirements of the register which include The [Early Years Foundation Stage \(EYFS\)](#)
2. [Childcare Registers](#) (made up of two parts - Compulsory - children from 31st August after fifth birthday to seven and Voluntary - children over 8) and must meet the requirements of the Childcare Registers

The Registered Person in Childcare Provision		
<p>The Registered Person is the entity legally responsible for the childcare provision. This can be:</p> <ul style="list-style-type: none"> • An individual • An organisation (e.g., a company or committee) 		
Type of Provider	Who is the Registered Person?	Legal Implications
Voluntary Management Board	The committee or directors as a whole	Individual members of an unincorporated organisation may be held accountable
Incorporated Organisation	The limited company	Legal action is taken against the company , not individuals
Legal Accountability	Ofsted may take enforcement action if legal requirements are not met. Depending on the structure:	
	Unincorporated bodies: Action may be taken against individual committee members	Incorporated bodies: Action is taken against the organisation itself

Management Board Ofsted Requirements	
Legal Responsibility and Registration	<ul style="list-style-type: none"> The Management Board (committee) is considered the registered provider of the childcare setting. Each committee member shares legal responsibility for ensuring the setting complies with the Early Years Foundation Stage (EYFS) requirements The board must ensure that Ofsted registration requirements are met and maintained
Notification of Changes	<p>Ofsted must be notified within 14 days of any changes to:</p> <ul style="list-style-type: none"> Committee members The manager of the setting The registered provider's name, address, or contact details Premises that affect the quality or space of childcare provision
Governance and Oversight	<p>The committee must:</p> <ul style="list-style-type: none"> Ensure safeguarding and welfare requirements are met Monitor financial health and ensure adequate reserves Maintain accurate records and ensure compliance with GDPR and employment law Hold regular supervision meetings with the manager and ensure staff receive appropriate support and training
Suitability Requirements	<p>Applicable Registers</p> <ul style="list-style-type: none"> Early Years Register Compulsory part of the Childcare Register <p>Ofsted's Suitability Checks</p> <ul style="list-style-type: none"> Ofsted assesses each board member's suitability to have contact with children Changes in board membership (e.g. after AGM/EGM or resignation) must be reported to Ofsted
New Member Suitability Checks	<p>All new committee members must:</p> <ol style="list-style-type: none"> Undergo a DBS check through the Ofsted DBS application site. It is strongly recommended that they sign up for the DBS Update Service. <ul style="list-style-type: none"> Complete an EY2 form via Ofsted's online portal Submit evidence to be assessed for suitability by Ofsted before they can act in their role
Key Roles: Additional Checks	<p>For roles such as Chairperson or Nominated Person, Ofsted may:</p> <ul style="list-style-type: none"> Conduct a visit Carry out a suitable person interview
Suitability Declined	<p>In the rare instance of a person being deemed unsuitable, the board must have a process in place to manage this outcome.</p>
Failure to replace board members	<p>In very rare cases the organisation may fail to find a new management board, and in a situation where no individuals are available to make up the registered person Ofsted must be notified immediately. Ofsted will make a decision on a case-by-case basis about the registration continuing.</p>

Nominated Person	
Role & Responsibilities	<p>While one member of the management board is designated as the Nominated Person and acts as the main point of contact with Ofsted, it is advisable to ensure that Ofsted is also made aware of an alternative contact. This can help avoid delays in communication, particularly in urgent situations or if the Nominated Person is temporarily unavailable.</p> <p>Please consider notifying Ofsted of another authorised member of the management board who can be contacted in such circumstances. This supports continuity and ensures that any necessary actions or communications can proceed without disruption.</p> <p>Responsible for:</p> <ul style="list-style-type: none"> • Notifying changes to Ofsted • Sharing registration-related updates with the board and staff <p>⚠ This role does not carry more legal responsibility than that of other board members.</p>

Childcare on Non-Domestic Premises

Childcare that is provided in settings such as nurseries, community centres, schools, is known as Childcare on Non-Domestic Premises.

Management board responsibilities for Childcare on Non-Domestic Premises includes:

Suitability checks which, must be carried out on:

- Staff members
- Volunteers
- Any individuals who live or work on the premises

These checks ensure that all individuals are suitable to have contact with children.

Management board key duties include:

- Conducting background and suitability checks
- Making informed decisions about who can be present on site
- Ensuring compliance with the Early Years Foundation Stage (EYFS) Statutory Framework

Please refer to the [EYFS](#) Statutory Framework for detailed requirements and procedures.

Inspection

All settings are inspected by Ofsted and will be inspected at least once within a given inspection cycle.

Ofsted Grading	Reinspection time frame
Outstanding	Usually within a 6 year period
Good	
Requires Improvement	There should be a re-inspection within 12 months or sooner. The local authority has a duty to support these settings to improve.
Inadequate	

The Ofsted report for the setting will be placed on the Ofsted website and is a public document.

Registration Fee

The setting is required to pay an annual registration fee based on the service provided, to remain registered with Ofsted and to continue to operate. Should the fee not be paid, then the registration will be cancelled, and the provision may no longer be able to operate.

Safeguarding

Safeguarding Responsibilities of the Management Board

It is a core duty of the management board to ensure all safeguarding requirements within the provision are met.

Safeguarding informs and supports all aspects of practice, including:

- Health & Safety
- Recruitment (staff & volunteers)
- EYFS & Childcare Register compliance
- Environment & premises
- Policies, procedures & risk assessments
- Day-to-day practice
- Staff & volunteer training

Safeguarding should form a standard agenda item for the management board's meetings. Specific child details will not be discussed but the board need to be aware of up to date information relating to Safeguarding – policy reviews, procedure changes, training, suitability issues, any referrals made etc.



Warwickshire Safeguarding Children's Partnership (WSCP)

The Warwickshire Safeguarding Children Partnership (WSCP) was formed in response to the statutory requirements of the [Children Act 2004](#), which requires the establishment of a Local Safeguarding Children Board by all local authorities. Underpinned by the guidance provided in [Working Together to Safeguard Children 2023 \(Working Together\)](#), the WSCP safeguarding partners, Health, Police and Local Authority, along with Education, have a joint and equal statutory responsibility for the multi-agency safeguarding of children and young people in Warwickshire.

Management board members should know:

- Warwickshire Safeguarding procedures
- How to contact Warwickshire Safeguarding
- Who the Local Authority Designated Officer (LADO) is
- What must be reported to the LADO
- Board members must read and understand the policies of their provision.
- Board members must be familiar with the document ['Keeping Children Safe in Education'](#)

Safeguarding Policy Essentials

A Safeguarding Policy must be in place and up to date, with the following information included:

- Procedures for **Family Connect**
formerly Children and Families Front Door it also incorporates the Multi Agency Safeguarding Hub (MASH)



**Family
Connect**



- Procedures for allegations of professional abuse against staff or board members

Key Guidance

Safeguarding Covers More Than Child Protection.

There are key guidance documents that are essential reading for all board members.

It is your duty as a member of a management board to be aware of and know:

- ✓ Your setting's Safeguarding Policy
- ✓ The Warwickshire Safeguarding referral process
- ✓ Warwickshire Family Connect: <https://www.warwickshire.gov.uk/childrens-social-care>
- ✓ Warwickshire Safeguarding Website: <https://www.safeguardingwarwickshire.co.uk/>
- ✓ The publication: [What to do if you're worried a child is being abused](#)
- ✓ ['Working Together to Safeguard Children'](#) - Sets out statutory safeguarding duties. Informs Warwickshire's Safeguarding Schedule for funded places.
- ✓ [Keeping Children Safe in Education](#) - Statutory guidance for schools and colleges on safeguarding children and safer recruitment.

Essential Safeguarding Training in Childcare

Child Protection Training

Requirements:

- All new staff, or those requiring a refresher, should complete WCC New to Safeguarding training - which is aligned with the EYFS 2025 requirements and the new training annex.
- The [EYFS](#) outlines safeguarding training requirements that must be met by all providers: 3.32 *Training must be renewed every two years. Providers may consider whether any staff need to undertake annual refresher training during any two-year period to help maintain basic skills and keep up to date with any changes to safeguarding procedures or as a result of any safeguarding concerns that occur in the setting.*
- Providers must ensure that practitioners are supported and confident to implement the setting's safeguarding policy and procedures on an ongoing basis.

Responsibility:

Everyone involved in childcare must be:

- Informed
- Trained
- Prepared to act if safeguarding concerns arise

Providers should read '*What to do if you're worried a child is being abused: Advice for practitioners*'.

A lead practitioner must take responsibility for safeguarding and all staff must have training to identify signs of abuse and neglect.

Designated Safeguarding Lead (DSL) Person

Every setting must have at least one trained DSL.

Role:

- Must be always trained and available in line with EYFS requirements: 3.31 *The DSL must provide support, advice and guidance to all practitioners on an ongoing basis, and on any specific safeguarding issue as required. The DSL must attend a training course consistent with the criteria set out in Annex C.*
- Leads on child protection actions
- Supports policy and practice decisions

Safer Recruitment Training

Purpose:

- Provides tools and knowledge to recruit safely
- Ensures staff and volunteers are suitable to work with children

Required For:

- All types of childcare provision (e.g. nurseries, out-of-school clubs, holiday clubs)
- Mandatory for settings offering funded places for 2, 3, and 4 year olds

DBS Checks in Childcare Provision

Staff & Volunteers

All individuals working directly with children must hold a current DBS. The management board is responsible for:

- Initiating DBS checks
- Using checks alongside:
- Interviews
- References
- Qualifications

Policy Considerations

Settings should define their approach to:

- Renewing DBS checks
- Requiring staff to join the update service

Annual Update Service

Strongly recommended to subscribe once DBS is confirmed

Must be completed within the required timeframe. Failure to do so removes the option for future updates



Umbrella Organisation

DBS checks are completed via an umbrella organisation or registered body.



Management Board Requirements

All board members must undergo a DBS check

Checks are initiated by Ofsted via their website

Must be completed before any other Ofsted paperwork

DBS checks for **volunteers** are free of charge.

**Please note that DBS replaced CRB checks in 2013*

Costs & Record Keeping

- DBS checks are charged unless for voluntary roles
- Applicants can join the annual update service for a fee
- All DBS/CRB info must be recorded in the Single Central Record

Portability of DBS Checks

- ✓ Individuals with DBS checks from other roles may be considered
- ✓ Ofsted decides on a case-by-case basis if a new check is needed

Further information:

Find out more at: www.gov.uk and <https://www.gov.uk/government/organisations/ofsted>

Financial Matters

Financial Sustainability in Childcare Settings

Board-Wide Responsibility

The entire management board is responsible for ensuring the financial sustainability of the setting

May involve challenging decisions, such as:

- Increasing fees
- Adjusting staffing or resources

Decisions may impact board members personally, but must prioritise the business's long-term health

Role of the Treasurer

Whilst the whole board retains ultimate responsibility, the treasurer is responsible for:

- Overseeing day-to-day finances
- Acting on behalf of the board
- Ensures accurate reporting and transparency

Decision-Making Principles

Decisions must be:

- Informed
- Collective
- In the best interest of the business
- Aligned with the organisation's aims

Conflicts of interest must be declared and managed appropriately

Financial Reporting at Board Meetings

Reports should include:

- Income
- Expenditure
- Comparison to forecasts
- Issues requiring board review

Regular financial updates help ensure accountability and proactive management

Annual Returns

Legal & Reporting Duties

- All voluntary organisations must keep accounts
- Most must submit annual returns to:
 - Charity Commission
 - Companies House

⚠ Late submissions may result in fines

Registered Charities
<p>Submitted information is publicly available on the Charity Commission website. This shows how the charity is:</p> <ul style="list-style-type: none"> • Meeting its aims • Managing finances <p>Please note that late returns are clearly marked</p>
Sustainability
<p>To ensure long-term viability, the board must implement:</p> <ul style="list-style-type: none"> • Robust financial forecasting • Effective budget management • Strategic business planning

Financial Management Responsibilities	
The board must ensure systems are in place for:	
Area	Key Elements
Forecasting	3-year financial projections
Income	Payments, invoicing, receipts, banking
Expenditure	Bank access, dual signatories
Petty Cash	Receipts, limits, usage process
Debt Management	Clear procedures for recovery
Late Payments	Monitoring and follow-up

Further Guidance

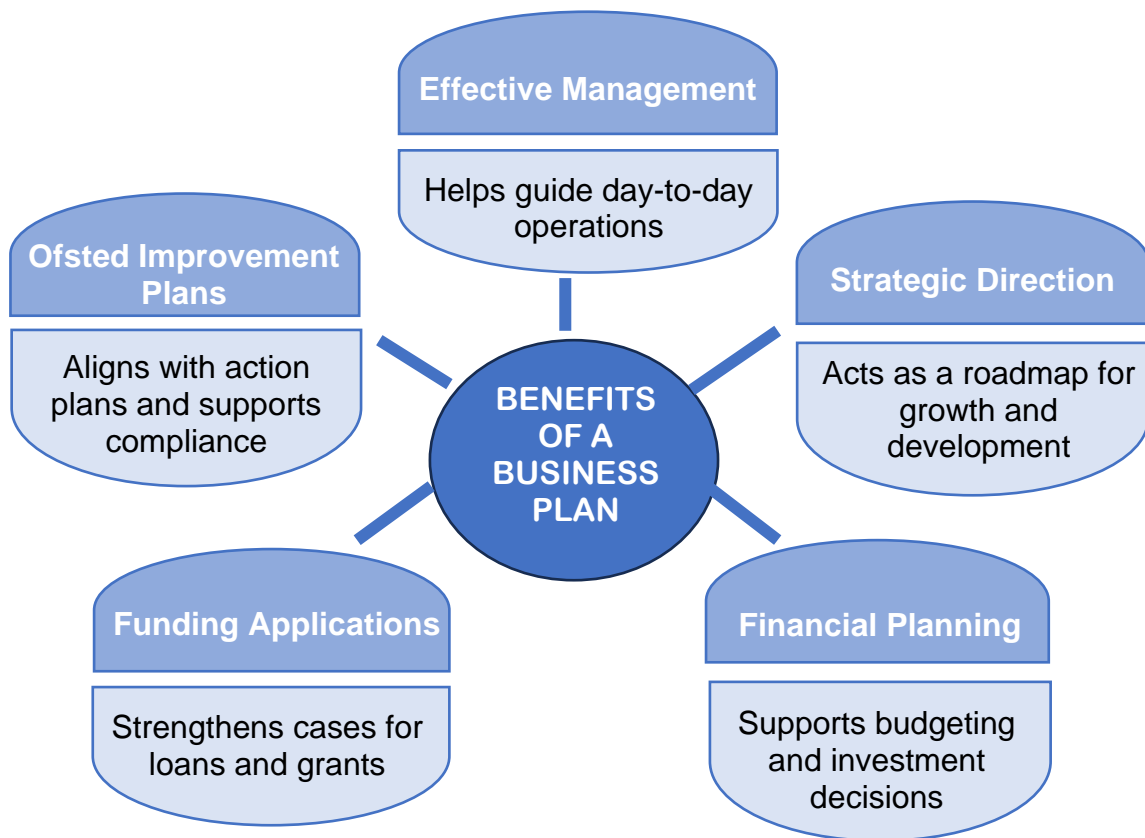
For further guidance please refer to the documents: Warwickshire County Council's "Requirements of Early Years Entitlements Funding" and "Guidance of Early Years Entitlements Funding" available on the website:

<https://schools.warwickshire.gov.uk/early-years-childcare-providers/early-education-funding-entitlements>

Working Business Plan: Why It Matters

A business plan is neither a legal requirement, nor a statutory requirement, however a well-maintained business plan helps ensure the long-term sustainability and success of a childcare provision. Having a robust business plan that is reviewed at least annually will support a childcare provision to stay relevant and effective.

Robust Business Plan: Key Components	
Section	Purpose
Executive Summary	Overview of the business and its goals
Business & Premises Description	Details of the setting and facilities
Market Analysis & Research	Understanding demand, competition, and trends
SWOT Analysis	Strengths, Weaknesses, Opportunities, Threats
Risk Analysis	Identification and mitigation of potential risks
Marketing Plan	Strategies to attract and retain families
Staffing Overview	Structure, roles, and staffing needs
Legislative Overview	Compliance with laws and regulations
Action Plan	Clear steps to achieve business objectives



The business plan should link directly to:

- Financial forecasting
- Budget planning
- Business outcomes

Financial Forecasting: Planning for Sustainability

Why Forecasting Matters

- Helps the board anticipate financial challenges
- Supports strategic decision-making
- Allows time for planned action if issues arise

Link to Business Planning

Forecasting should inform:

- Budget setting
- Business outcomes
- Strategic planning

Integrate with your business plan for a complete financial strategy

Recommended: Forecast at least 3 years ahead, alongside actual figures and annual budgets.

Key Information for Accurate Forecasting	
Category	Details
Income Streams	Fees, funded places (9m+, 2y, 3y, 4y), grants – with specific amounts, fund raising.
Occupancy Trends	Predicted and historical figures, patterns.
Outgoings	Salaries, rent, utilities, insurance, training, resources, registration fees.
Contingency Planning	Minimum 3 months running costs, ring-fenced funds.
Legal Requirements	Staff to child ratios, minimum wage, statutory obligations.
External Factors	Housing growth, new providers, major developments (e.g. HS2), changes to government offers e.g. new entitlements.

Funded Places

Early years settings can sign up with Warwickshire County Council to provide funded places for eligible 9 month olds+ (meeting specific eligibility criteria), 2 year olds (meeting specific eligibility criteria) and all 3 (term after third birthday) and 4 year olds up until statutory school age.

Provider Responsibilities:

- Must sign an annual Provider Agreement. The provider agreement (contract) sets down specific criteria that must be met by the provider. Ensure that you have read a copy of the provider agreement.
- The setting must maintain appropriate levels of quality and if the Ofsted grading falls below acceptable levels, funding may be withdrawn.
- Subject to funding health checks and audits by the Council. A funding health check and audit may be undertaken by the Council at any time to ensure appropriate use of funds.
- Must allow access to funded hours free of charge (charges for meals, consumables, and extras must be transparent).

Annual Funded Hours:

- **2-Help / Universal Entitlement:** 570 hours/year (15 hrs/week over 38 weeks)
- **Working Parent / Extended Entitlement:** 1140 hours/year (30 hrs/week over 38 weeks)
- **Stretch Option:** Can be spread over more than 38 weeks (up to 52 weeks) if the provider is open for more than 38 weeks.

Funded Places in Childcare Settings		
Age Group	Entitlement	Criteria
9 months+	30 hours (working parents)	Working parents with valid HMRC code
2-year-olds	15 hours (2Help)	Eligibility criteria met & approved application
2-year-olds	30 hours (working parents)	Working parents with valid HMRC code
3 & 4-year-olds	15 hours Universal	All children from term after 3rd birthday
3 & 4-year-olds	30 hours Extended	Working parents with valid HMRC code
Foster Children (9m, 2y, 3y+)	Same entitlements	Must align with care plan & foster parent employment criteria

Please note: Entitlements begin **the term after** the child reaches the qualifying age.

Funding Rates:

- Current hourly rates can be found on the WCC website by accessing the specific terms funding information letters. [Early Education Funding Entitlements – Education and Early Years providers \(warwickshire.gov.uk\)](https://www.warwickshire.gov.uk/Early-Education-Funding-Entitlements-Education-and-Early-Years-providers)

Further Information:

- More detailed information regarding the Early Education Funding including eligibility criteria, the funding process, and the requirements of delivering the funding, can be found in:
 - Warwickshire County Council (WCC) Requirements of Early Years Entitlements Funding 2025
 - Warwickshire County Council (WCC) Guidance for Early Years Entitlements Funding 2025.
- Please visit the WCC website to access the current editions:- [Early Education Funding Entitlements – Education and Early Years providers \(warwickshire.gov.uk\)](https://www.warwickshire.gov.uk/Early-Education-Funding-Entitlements-Education-and-Early-Years-providers)

Fundraising in Childcare Provision

Structure & Legal Compliance:

- Fundraising approach depends on how the business is set up
- Must follow legal requirements when:
 - Applying for grants
 - Asking for donations
 - Organising fundraising events

 Over-reliance on fundraising for core running costs can make the business vulnerable

Fundraising Committee:

- Does your organisation have one?
- Must operate in line with the group's constitution
- Funds should be allocated to specific items or projects

A Strong Fundraising Strategy:

Too often, fundraising is reactive to shortfalls. Instead, aim for proactive planning.

Elements of a Strong Fundraising Strategy	
Component	Description
Annual Plan	Outline of fundraising activities for the year
Objectives	Clear goals for what funds will support
Target Amounts	Estimated income from each activity
Activities	Specific events or campaigns
Volunteers	Sufficient support to run events
Local Knowledge	Avoid duplication, collaborate where possible
Promotion	Advertising and community engagement

Useful Contacts

Organisation	Contacts	Support
Warwickshire County Council Early Years Business Support Team	Tel: 01926 742633 earlyyears@warwickshire.gov.uk	Business support, marketing, sustainability, training, Ofsted requirements
WCC – Early Years Entitlements Team	Tel: 01926 742233 Tel: 01926 742218 eyfunding@warwickshire.gov.uk	Advice and support for Early Years Funding Team – Universal offer and working parent entitlements
WCC - 2 Help Officers	Tel: 01926 742218 Tel: 01926 742233 2help@warwickshire.gov.uk	Advice, support and referrals for 2 Help funded places
WCC – Early Years Advisors	earlyyearsadvisors@warwickshire.gov.uk	Advice and support with Safeguarding and the EYFS
HM Revenue and Customs (HMRC)	https://www.gov.uk/government/organisations/hm-revenue-customs	Tax, NI, employment advice
Information Commissioners Office	https://ico.org.uk/	Data Protection Act, GDPR, registration
Action For Children	www.actionforchildren.org.uk	Professional body supporting childcare sector
Early Years Alliance	https://www.eyalliance.org.uk/	Professional body supporting childcare sector
National Day Nurseries Association	www.ndna.org.uk	Professional body supporting childcare sector
Foundation Years	www.foundationyears.org.uk	EYFS, sector specific updates, current information, consultations
ACAS	www.acas.org.uk	Free advice for employment issues
Charity Commission	https://www.gov.uk/government/organisations/charity-commission	Compliance and registration for registered charities

	https://www.gov.uk/guidance/guidance-for-charities-with-a-connection-to-a-non-charity – for charities operating alongside a Company Ltd by Guarantee.	
Companies House	https://www.gov.uk/government/organisations/companies-house	Compliance and registration for registered companies
Ofsted	https://www.gov.uk/government/organisations/ofsted	Registration information and compliance
Central Government	www.gov.uk	Employment, DBS, pensions, childcare legal requirements etc
Community And Voluntary Action	http://www.wcava.org.uk/	Support for voluntary sector
Coventry & Warwickshire CDA	http://www.cwcda.co.uk/home	Support for voluntary sector
Coram Pacey	https://www.corampacey.org.uk/	Support for all childcare and early years professionals

Additional Resources

Publication	ISBN / Information
Working Together to Safeguard Children	https://www.gov.uk/government/publications/working-together-to-safeguard-children--2
Keeping Children Safe in Education	https://www.gov.uk/government/publications/keeping-children-safe-in-education--2
Voluntary but Not Amateur	ISBN 978 1 906294 07 6
Early Years Foundation Stage (EYFS)	Statutory Framework – https://www.gov.uk/government/publications/early-years-foundation-stage-framework--2
Requirements of the Childcare Register	https://www.gov.uk/guidance/childminders-and-childcare-providers-register-with-ofsted/registration-requirements Tel: 0300 123 1231
Requirements of the Early Years Register	https://www.gov.uk/guidance/childminders-and-childcare-providers-register-with-ofsted/registration-requirements Tel: 0300 123 1231
Warwickshire County Council's "Requirements of Early Years Entitlements Funding" and "Guidance of Early Years Entitlements Funding"	WCC Early Years Entitlements Team – See contact sheet. This document is updated and re-issued each academic year. Please visit the website for current edition: https://schools.warwickshire.gov.uk/early-years-childcare-providers/early-education-funding-entitlements
Getting It Right Legally – two publications by Playwork partnerships & Bates Wells and Braithwaite solicitors	https://www.glos.ac.uk/playwork-partnerships/publications-and-research/
EYA publications – various	https://www.eyalliance.org.uk/
Childcare Works HUB	https://childcareworks.org.uk/hub-for-providers/introduction/
Best Start in Life Strategy (BSIL)	https://www.gov.uk/government/publications/giving-every-child-the-best-start-in-life

<u>Your Voluntary Managed Organisation Checklist</u>	
<u>Contact Details</u>	
Full Name and Address of Business:	
Telephone Number:	
Email Address:	
<u>Voluntary Management Team</u>	
<u>Chairperson</u>	
Name:	
Address:	
Telephone:	
Email:	
<u>Treasurer</u>	
Name:	
Address:	
Telephone:	
Email:	
<u>Secretary</u>	
Name:	
Address:	
Telephone:	
Email:	
Names of any other committee / directors / trustees:	

General	
Legal Structure/s of organisation:	
Annual General Meeting (Month):	
Ofsted	
Registration Number:	
Nominated Person:	
Registered Person:	
Suitable Person:	
Ofsted Grading:	
Inspection Date:	
Charity Commission	
Organisation Type:	

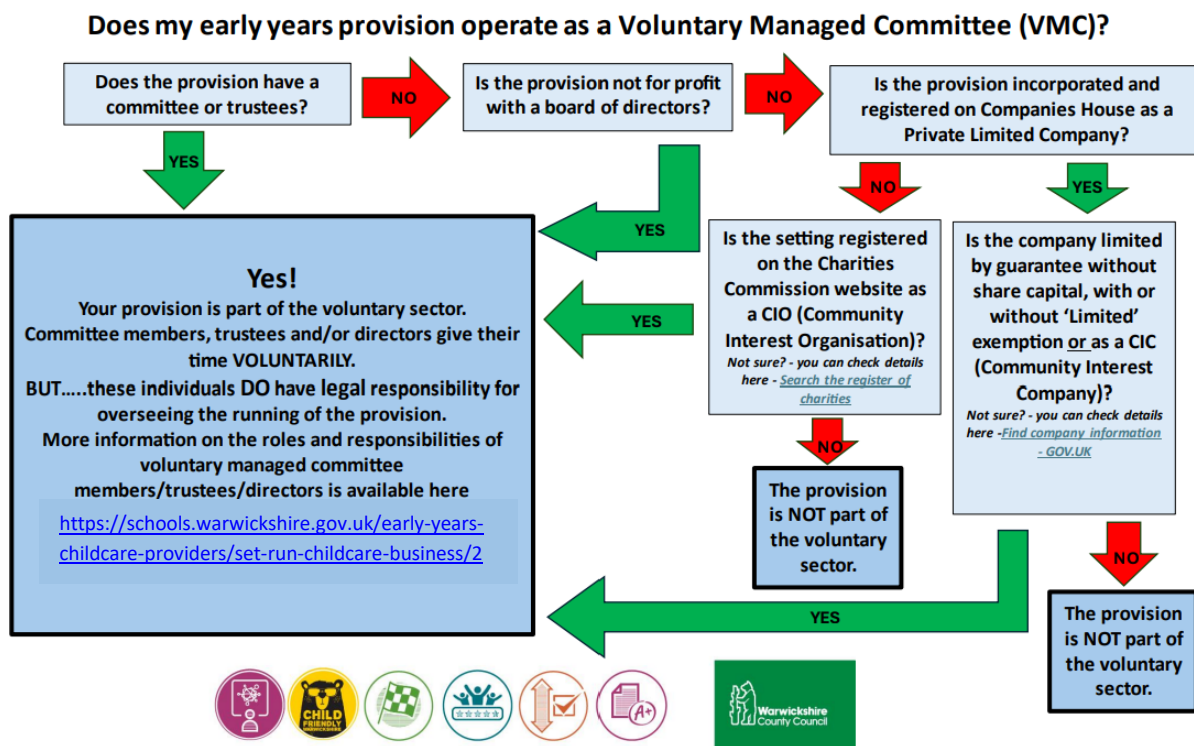
Charity Number:	
Annual Return Date:	
Companies House	
Company Number:	
Annual Return Date:	
Disclosure and Barring Service	
Umbrella Body:	
UR Number:	
Contacts:	
Information Commissioners Officer (ICO)	
Registration Number:	
Contacts:	
Registration Renewal Date:	
Premises Information	
Landlord:	
Tenancy Agreement and Type:	
Financial Requirements:	
Renewal Date:	
Early Education Funding	
UR Number:	

Contacts:	
Synergy System:	
Insurance	
Company:	
Policy Number:	
Renewal Date:	
Contacts:	
Free Milk	
Company:	
UR Number	
Contacts:	
Environmental Health	
Registration Number:	
Grading:	
Last inspected:	
Professional Memberships e.g. EYA	
1. Organisation Name, Contact and UR number, Renewal date etc.....	
2. Organisation Name, Contact and UR number, Renewal date etc.....	
3. Organisation Name, Contact and UR number, Renewal date etc.....	

4. Organisation Name, Contact and UR number, Renewal date etc.....	
Include any other specific information here:	

All legal requirements are the responsibility of the business to maintain and ensure they reflect the correct + current business information and relevant legislation. WCC cannot take any responsibility for their content relating to registration requirements and compliance.

Reviewed – Summer 2025



Search the register of charities: <https://www.gov.uk/find-charity-information>

Find company information: <https://find-and-update.company-information.service.gov.uk/>