Inspection & Regulation In Early Years

Building the Strongest Foundation

Governance & Building Social Capital

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Kent County Council

SureStart

Governance (Management/Control)

Community Mutual – Social Enterprise

- Model of Governance

Children Centre Community Mutual

- Purpose:
  - To provide support and care to children, parents and families, for the benefit of the community and not for the profit of its members
- Function:
  - To provide goods and services, including childcare, health and social care, advisory and counselling services, education, training, information services, and other services to support children, young people, parents and families
- Provide services which aim to:
  - Improve the social and emotional development of children, young people, parents and families

Children Centre Community Mutual (cont.)

- Provide services which aim to:
  - Improve the health and wellbeing of children, young people, parents and families
  - Improve learning by children, young people, parents and families
  - Strengthen families and communities

The community mutual may also carry on other functions in order to make additional income for the society's purpose.

- Powers:
  - The Community Mutual may do anything which appears to be necessary or desirable for the purpose of, or in connection with, its functions

Children Centre Community Mutual (cont.)

- It may:
  - Acquire and dispose of property
  - Enter into contracts
  - Accept gifts of property
  - Employ staff
- The community mutual can borrow money for the purpose of, or in connection with its functions to the limit of £1million
- The Community Mutual may invest money for the purpose of, or in connection with, its functions

Commitments

Community benefit

- The business of the Community Mutual shall be conducted for the benefit of the community and not for the profit of its members
- Any projects or surpluses of the Community Mutual shall not be distributed either directly or indirectly in any way whatsoever among members of the Community Mutual, but be used to:
  - Maintain prudent reserves
  - On expenditure in carrying out the Community Mutual's functions

Representative Membership

- Strive to ensure that the actual membership is representative of those eligible for membership

Representative Membership (cont.)

- *Co-Operation with health services and other bodies*
- In carrying out its functions the Community Mutual shall co-operate with KCC, TDC, health services and other public and voluntary services dedicated to the care and well-being of people

Respect for the rights of people

- The Community Mutual shall respect the rights of members of the community it serves, its employees and people dealing with the Community Mutual, as set out in the Charter of Fundamental Rights of the European Union

Framework

- The affairs of the Community Mutual are conducted by the Board, the Management Executive and the members in order to fulfil the Community Mutual's purpose

Community Mutual Membership
Community Mutual Management Board
Community Mutual Management Executive

Members of the Community Mutual

Members are:

- Those people whose names are entered in the register of members
- Residents living in the Children's Centre area
- Those people employed by the Community Mutual/ volunteering within the programme
- Those who complete a membership application for a share
- Staff members are not entitled to be Community Members
- Community members may be divided into two or three constituencies based on geographical regions. Staff members may be divided into two or more constituencies
- Associate membership is open to persons less than 16 years old who live within the area served by the Community Mutual (these shall not hold a share)

Board Composition

Elected Board members

- Five Community Board members elected by community members (three must have Children eligible for services provided by Community Mutual)
- One staff member elected by staff members
- Not more than four Partnership Board members nominated by those bodies specified in the Board Membership Policy and elected by the members

Appointed Board members

- Four Partnership Board members from local authorities. One appointed by Director of Social Services and one appointed by Director of Education. Two appointed by The District Council
- Three Partnership Board members from the health sector, two from the PCT and one from the Hospital NHS Trust

Board Composition

Co-Opted Members

- Not more than two additional Board members who may be co-opted by the Board in accordance with the Board Membership Policy

Members of the Board will:

- Personally serve for a period of three years
- Not receive payment
- Receive a modest fee and reflect the amount of time needed to carry out their duties
- Claim for payment of reasonable expenses incurred

Board meetings

- Meet at least four times per year
- Quorum – at least one third of Board members including at least two Community members and two Partnership Board members will form a quorum

Responsibilities of the Board

- Appoint CEO and other members of the Management Executive
- Monitor business of Community Mutual
- Each Board meeting receives a report on the business of the Community Mutual from the CEO
- Receive an annual report, revenue account and balance sheet as required by the Rules
- Determine the Community Mutual's strategy and forward plans in consultation with the Management Executive
- Renew membership strategy, Management Board Membership Policy, make recommendations for change, including change of Rules

Management Executive

- The business of the Community Mutual is managed by the Management Executive who shall exercise all the powers of the Community Mutual
- The CEO shall report to each Board meeting on the business of the Community Mutual

Company secretary

- Act as secretary to the Board
- Keep register of members
- Summarise attendance of meetings
- Keep minutes of all meetings
- Returning officer in any elections
- Publish information for members
- Prepare reports for the FSA

Management Board

- The Board may appoint specialist advisors for advice on any issue and invite them to Board meetings
  (but not vote)
- Questions arising at a Board meeting shall be decided by a majority of votes
  - Chair shall have a second and casting vote
  - No resolution shall be passed if it is unanimously opposed by all Community Board members present
- Board members must complete a Declaration of Interest sheet

Committees

- A Remuneration Committee which shall determine the terms and conditions of the members of the Management Executive
- Audit, Governance and Risk Management Committee

- Separate Trading Wings
- Separate (some) Bank Accounts/Business Plans
- Marketing Strategy
- Sustainability

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