

Committee of Management responsibilities



Strategic Planning: A strategic plan will allow the work of the organisation to be proactive and based on real community need. Strategic planning also involves regular monitoring of the effectiveness of all activities to ensure they are meeting the strategic directions of the organisation. All Committee members should participate in annual planning days in order to prioritise activities over the coming year. In line with your NHCP funding you are required to have an annual plan and if you receive ACFE funding you are required to have an annual business plan. Either document can be requested at any time by the Stakeholders.

Human Resources: The Committee must ensure that HR policies are in place and actioned. These responsibilities include developing occupational health and safety guidelines, designing jobs, developing job descriptions, monitoring employee performance, and meeting all award conditions. Management functions are undertaken by the co-ordinator or manager who is employed by the governing body. The management role is shaped by the governing body and, while distinct from the governance role, is responsible to advise and inform the governing body, and to manage the operations, internal processes, and day-to-day affairs and activities of the organisation. The Chairperson and the committee should ensure that the Coordinator and other staff receive regular training and professional development.

Policies, Procedures and Processes: Policies are agreed sets of rules and procedures with a common purpose that are critical to good governance. Your organisation's policies should provide information about what you do and, in some cases, what you don't. Policies spell out what the organisation does and Procedures explain how it is done. The purpose of policies and procedures is to ensure a common understanding of all aspects of the organisation. The Committee should ensure a regular review cycle of all policies and procedures.

It is the responsibility of the Board to ensure that policies are developed that:

- reflect the values, belief and philosophy of your organisation;
- are relevant in terms of current legislation and regulation; and
- best meet the needs of your organisation's clients and staff.

Legal requirements: These include a range of federal, state and local government laws and regulations. e.g. The Organisation's Constitution/rules, the Associations Incorporation Reform Act 2012, insurance, permits, licenses, copyright, industrial relations, taxation, work cover, privacy, discrimination, childcare regulations, safety screening - Police Checks and Working with Children Checks, financial management and occupational health and safety, records and privacy management.

Accountability to funding bodies: The responsibility of reporting and accountability to funding bodies lies ultimately with the Committee, even though the practical tasks are usually carried out by the Coordinator/Manager. Committee members should make themselves familiar with the relevant Funding Agreements that they are operating under.

Delegation: The Committee may delegate to a member of the Committee, a subcommittee or staff, some of its powers and functions other than those they are legally responsible for eg tax liabilities, employee rights, OH&S etc. The delegation must be in writing and may be subject to the conditions and limitations the Committee considers appropriate. The Committee may, in writing, revoke a delegation at any time.

Premises and equipment: The Committee should make sure the premises, facilities and equipment are provided and maintained so that the organisation can provide services properly and safely.

Transparency: The Committee should involve and inform the wider Community about all aspects of the organisation. It also provides an opportunity for community feedback.

Promotion and Marketing: The success and credibility of the organisation within the Community, funding bodies and policy makers is largely reliant on effective promotion and marketing.

Committee of Management roles

The Committee of Management is elected annually at the Annual General Meeting.

Individual Committee members are also elected to take on the extra responsibilities of Chairperson (or President), Deputy Chairperson (or Vice-President), Treasurer and Secretary. The following is a summary of the duties that go with these positions.

Chairperson

- The Chairperson requires strong leadership qualities, as well as a thorough understanding of the Governance and Management structures of the organisation.
- **The Chairperson must be willing to take the lead, to allocate responsibility, to speak up, and to make tough decisions if necessary. This does not mean that the Chairperson has the right to impose their views or make decisions independently of the committee.**
- The Chairperson should be in touch with the feelings of the Committee members, to find a way to work through agenda items so that everybody is satisfied with the integrity of the process – if not the outcome.
- The Chairperson should facilitate debate, encourage compromise and limit confrontation.
- The Chairperson should lead by example and encourage impeccable ethical behaviour.
- The Chairperson should take an interest in the activities of the House including the work of volunteers, and should encourage other Committee members to do the same.

In meetings

- The Chairperson chairs Committee meetings and the AGM and any other general meeting of members, and guides meetings through the agenda, ensuring that **discussion is relevant and any decisions are clearly stated.**
- **The Chairperson ensures that everyone who wishes to speak is given the opportunity to do so, providing it is relevant, and encourages all who attend to participate. It is important that no one person is allowed to dominate any discussion.**
- The Chairperson notes all motions and amendments and puts them to a vote.
- The Chairperson should sign the minutes after they have been confirmed as a true and accurate record of the previous meeting.
- The Chairperson should make sure that the meeting is run in accordance with the organisation's Constitution.

- The Chairperson does not usually move a motion unless it is a formal congratulation or condolence motion or similar.
- The Chairperson has the right to vote on every motion and also has a casting vote if there is a tied vote.
- The Chairperson is the point of contact for the Coordinator/Manager should anything urgent occur between Committee meetings unless otherwise delegated.

Outside meetings

- Act as Spokesperson. Traditionally this is the Chairperson's role although it can be any member of the Committee – as long as everyone is clear who it is and what the role means. It is a good idea to have a policy or some guidelines as to what can and cannot be said in any situation, especially in an emergency. A spokesperson should never engage in negative discussion about the organisation or individual members.
- **The Chairperson should sign all funding agreements and changes to policy, after approval of the Committee, and letters concerning any important matters.**
- The Chairperson should be involved enough to know about week to week happenings, and not just read the reports once a month. Where a good rapport exists between Chairperson, Committee, Coordinator and staff, the organisation is stronger more responsive to its community.

Deputy Chairperson (if applicable)

- The Deputy Chair helps support the Chairperson and can take on responsibilities as negotiated with the Chairperson and the rest of the Committee.
- The Deputy Chair needs to be able to do the Chairperson's job if the Chair is unable to do it.
- The Deputy Chair is a back-up to the Chairperson in all areas of responsibility.
- The Deputy Chair can also work with sub-committees, or take responsibility for a specific sub-committee.

Secretary

In meetings

- The Secretary writes up the agenda in consultation with Chairperson. Agenda items are placed in priority order and time is allowed for each, to ensure all items are covered.

- The Secretary takes the minutes, and then writes them up and distributes them to Committee members at least one week before the next meeting.
- The Secretary (together with the Coordinator/Manager) keeps a record of received and sent correspondence, and should point out any items that might be important or urgent at Committee meetings.
- The Secretary needs to become familiar with and meet other legal requirements under the constitution. Update and link to Secretary Satchel

Outside meetings

- Keep the Seal of the incorporated organisation if one exists, and record all documents that are sealed.
- Complete and send the annual statement to Consumer Affairs Victoria within one month of the AGM.
- The Secretary should make sure that all correspondence is up to date.
- The Secretary should keep the register of members up to date, and inform Consumer Affairs Victoria and funding bodies of new office bearers.
- The Secretary should ensure that all relevant information is distributed to the appropriate people. Here is the link to the resources page at Justice Connect.

<https://www.nfplaw.org.au>

Treasurer

- The Treasurer is responsible for the financial management of the organisation.
- The Treasurer should plan the finances in advance by preparing an annual budget. This process should involve the Committee of Management and the Coordinator.
- The Treasurer should make sure all financial records are up to date and in order, by keeping a proper record of all income, payments and receipts.
- The Treasurer must prepare a monthly financial report for each Committee meeting and circulate this to Committee members at least one week prior to the meeting.

- The financial reports should be able to be understood by all Committee members – this enables them to make informed financial decisions.
- All financial records should be available for any member to see at any time. There should be evidence of why money is paid out, and that any income received is banked.
- The Treasurer should organise and prepare the necessary information for the annual audit.
- The Treasurer should liaise with the Bookkeeper, or Coordinator/Manager as directed by the Committee of Management.
- The Treasurer should liaise with any sub-committee as directed by the Committee of Management.
- **The responsibility for all financial decisions lies with the whole Committee – it is the Treasurer’s responsibility to keep financial records, and prepare and present reports so that the whole Committee can make informed financial decisions.**

Ordinary members of the Committee of Management

The responsibilities of the Committee of Management are shared by all Committee members. Once a resolution is passed by the Committee, it is expected that all members will abide by the decision.

All Committee members should become familiar with and abide by the organisation’s constitution. Responsibilities include the following:

- Attend meetings of the Committee of Management.
- Take part in sub-committees and specific working groups.
- Read minutes, agendas, reports and background papers prior to Committee meetings.
- Report on areas of their responsibility.
- Keep informed about issues affecting the organisation.
- Be open and frank with ideas and information.
- Discuss and critique issues - not individuals.
- Listen to others’ views.
- Support other Committee members in their work.
- Support the collective decisions of the Management Committee – even if they don’t agree with them. Members may ask for their objections to be recorded in the minutes.
- Act as an ambassador for the organisation, and promote its activities within the Community.
- Be aware of the organisation’s protocol for any public comment.
- Take part in delegations and lobbying.
- Attend training and development sessions as scheduled.

- Participate in strategic and other planning and evaluation processes as relevant to the future direction of the service.
- Liaise with other organisations as directed by the Committee of Management.

Withdraw from any decision relating to a conflict of interest

Management, on the other hand...

Management functions are undertaken by the co-ordinator or manager who is employed by the governing body. The management role is shaped by the Committee and, while distinct from the governance role, is responsible to:

- Advise and inform the Committee.
- Manage the operations, internal processes, and day-to-day affairs and activities of the organisation.

Coordinator/ Manager

The role of the Coordinator is to put the strategic plan, set by the Committee of Management, into action. Coordinators must know their community and respond to needs by providing a venue and support for activities and services. It means that the underlying motivation for service provision is to enhance the lives of members of the community. Coordinators work closely with the Committee to ensure that strategic plans are developed, implemented and reviewed, that Funding and Service Agreement requirements are fulfilled and policies and procedures are developed and reviewed.

The Coordinator/Manager Position Description should outline the specific duties to be undertaken.

The primary work of the coordinator/manager is to implement the organisation's strategic plan.

On a day to day basis the Coordinator/Manager is responsible for the management of the centre. This includes:

- Recruiting, managing and supervising volunteers.
- Supervising other staff.
- Submission writing.
- Ensuring all programs and events reflect the organisation's strategic plan.
- Liaising with funding bodies and other organisations.
- Some administration.
- Consulting and reporting to the Committee.
- Consulting with other Neighbourhood Houses and the Network.

Original from the Barwon Regional Network Orientation Kit for New Board members.