

## **ROLE OF THE MANAGEMENT COMMITTEE**

### **PURPOSE:**

To set forth the roles and responsibilities of members of the Management Committee to ensure that excellent governance occurs for the organisation.

### **SCOPE:**

- General responsibilities of Management Committee members

### **POLICY:**

The members of the Management Committee are legally responsible for the operations and activities of the organisation.

These responsibilities include:

- Meeting any legal obligations such as complying with the Associations Incorporation Act, the Constitution and Funding Agreements (refer to Registered Rules of Breakaway Toowoomba Inc. - Sections 12, 13, 14, 15, 16, 17, 18)
- Making sure proper financial management procedures are in place and are followed.
- Ensuring the employing, supporting and supervising of staff and all legal requirements associated with employing staff are met.
- Being aware of the day-to-day operations of the organisation and being available when necessary.
- Making sure client needs are met in the best possible way.
- Making sure the organisation remains viable.
- Developing clear and appropriate plans and goals for the organisation.

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## **PROCEDURE:**

### **1 Introduction**

The Management Committee is made up from candidates who are elected from the general membership of Breakaway Toowoomba Inc. Association. This Committee is governed by the Registered Rules of Breakaway Toowoomba Inc.

- 1.1 The Management Committee is responsible for the governance of the organisation and must ensure that the management structure which is adopted, is appropriate and beneficial to the general operation of the organisation.
- 1.2 The membership of the organisation is comprised of people from the geographic community who have an interest in Breakaway Toowoomba Inc. Those who are elected to Management Committee positions should respect the responsibility, which the membership has given to them.
- 1.3 The organisation has a constitution which specifies its objectives and its rules of operation. The Management Committee is bound to adhere to these legal arrangements at all times, or to first take all necessary legal steps to alter these rules.
- 1.4 The Office Bearers and/or other Management Committee members have no authority to implement decisions in between Management Committee meetings, except where they have been given this authority by the Constitution or the Management Committee for a particular matter.

### **2 Roles of Ordinary Committee Members**

The basic formal roles or responsibilities of all the ordinary members of the Committee include:

- 2.1 Attending meetings regularly and making decisions based on the information presented, and in the best interests of the organisation;
- 2.2 Carrying out the tasks that are required;
- 2.3 Making sure that the Office Bearers are carrying out their functions and that they are keeping other Committee Members informed of problems they are having;
- 2.4 Encouraging any sub-committees or employees of the organisation to carry out their functions as instructed;
- 2.5 Ensuring that the organisation operates within its Constitution and fulfils its legal requirements;

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- 2.6 Learning about policies and initiatives of the organisation so that the organisation maintains continuity; and
- 2.7 Providing a Management Committee Induction Kit and adequate written records and reports to the subsequent Committee so that they can also maintain proper continuity.

In addition to these formal responsibilities, all Committee members should work to maintain and enhance the organisation's unity and sense of purpose. This may mean:

- 2.8 If you agree to be involved in a particular project or sub-committee - be involved. Don't leave it to others to carry your workload.
- 2.9 Listening to what others have to say. Try to understand their point of view, especially if it is different from your own. The general aim in a Committee ought to be to arrive at an acceptable and workable mix of the suggestions that have been made.
- 2.10 Doing your best **not** to invade another Committee member's authority. For example, if someone has responsibility for publicity and you have noticed that some opportunity or avenue of publicity has been missed, don't launch into an attack. Talk privately, offering help and suggestions.
- 2.11 Supporting the legal decisions made in meetings of the organisation. Even those who have been opposing a certain course of action are expected to accept responsibility for the final decision and its implementation. However, if you have some concerns about a decision, you may wish to suggest an evaluation of the chosen course of action after a trial period.

### **3 Roles of Executive Members of Committee**

#### **3.1 Role of the Chairperson**

The Chairperson needs to be able to:

- Demonstrate a commitment to Breakaway Toowoomba Inc. Values and Framework, and have a very good understanding of Breakaway Toowoomba's work in the community.
- State clearly and publicly what the role is.
- Demonstrate leadership and ensure an adherence to the principles of Breakaway Toowoomba Inc.

The Chairperson has Responsibility for:

- Making sure monthly meetings are held.
- Encouraging other Management Committee members to attend meetings.
- Preparing the agenda with the secretary and/or facilitators.

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- Ensuring the secretary sends material to Management Committee members before the meeting.
- Ensure the meetings are well facilitated by:
  - Prioritising agenda items and if necessary, set time limits.
  - Lead the meeting through the agenda, keeping discussion relevant and decision making clear and encouraging broad participation. (Make sure everyone gets a chance to talk).
  - Note motions and amendments (with the secretary) and put these to the meeting to vote on.
  - Once accepted, sign the minutes of the previous meeting as an accurate record.
  - Make sure meetings are run in accordance with Breakaway Toowoomba Inc. Rules.
- Act as a spokesperson. (This role can be delegated as long as everyone is clear about who it is and what the role is).e.g.
  - Negotiate with departments about funding.
  - Talk with government and representatives of other organisations about the work of Breakaway Toowoomba Inc.
  - Sign and perhaps write official letters. E.g. Letters to government departments concerning changes to policy.
  - Maintain regular contact with the Facilitators.
  - Make urgent decisions using the agreed upon decision making process.
  - Inform members of Breakaway Toowoomba Inc. of the activities of the Management Committee in the Newsletter.

### 3.2 Vice Chairperson

This person assists the chairperson in carrying out the Chairperson's duties and fills in when the chairperson is unavailable. It is essential that the chair and vice-chair have a good working relationship to ensure that duplication or confused direction does not occur.

The role of Chairperson is a large and responsible one and there are many aspects of this work, which can and should be shared with other Committee members. Thus the role of Vice-Chairperson is largely the same as has been described for Chairperson, but the two people should share that workload as a team.

Vice Chairperson has the responsibility for:

- Taking the place of the Chairperson at official functions.
- Chairs meetings when the President cannot be there.
- Signs and writes official letters when the Chairperson is unable to do so.

### 3.3 Secretary

The Secretary is responsible for keeping full and accurate records of the business decisions of the organisation and for dealing with the correspondence. The Secretary also usually takes responsibility for the detailed co-ordination of the Annual General Meeting. The Secretary either writes the minutes of meetings or oversees this work by the Minute Secretary.

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## Taking Minutes

Minutes are a record of a meeting. They include who attended, the important things that happened and everything that was agreed. They should contain enough information so that a person who was not at the meeting can later understand what happened.

Minutes provide a written record of decisions reached. People often forget decisions, and arguments can arise. With full and accurate minutes, people can refer back to that record to find out exactly what was decided.

As a basic guide minutes must include:

- (i) Date of the meeting and time started;
- (ii) Place of meeting;
- (iii) Names of those present;
- (iv) Names of those who conveyed their apologies for not being able to attend;
- (v) Reference to the minutes of the last meeting. This should include a note that they were accepted as being an accurate record of that meeting or detail precisely what amendments had to be made to them. It should also record any business left over from that meeting;
- (vi) Record the decisions made. This means writing down the exact words of the motion passed at the meeting, the names of the mover and who second the motion, and the decision made.
- (vii) Reference to any reports that are presented. This is the minimum minute entry required. Some Secretaries like to appendix the full report to the minutes to provide the most thorough and detailed account of the meeting, or you could ask anyone who provides a report to also provide a one paragraph summary for the minutes;
- (viii) Any information that members want to make known, or positions they have reached and wish to be recorded;
- (ix) Task lists. Write down who is to do what and when it is to be done by. This information is to be written next to the relevant decision or resolution an action column or listed separately at the end of the minutes. When minutes are sent out, a task list also serves to remind people of their tasks;
- (x) Brief notes on matters or ideas discussed, rejected or amended and the reason for rejection. This minimises later discussions and rescission motions. (A rescission motion is when the group changes its mind);

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- (xi) A list of correspondence received by the organisation since its last Committee meeting, and a list of correspondence sent during that time. The Secretary should be familiar with all this material, and should draw the attention of the Committee meeting to any correspondence, which requires urgent attention or discussion to formulate a reply. The Secretary should ask for guidance and minute the direction of the Committee so that correspondence sent by the Secretary reflects the intention of the whole Committee;

*There are some other matters, which you should remember in relation to the minutes:*

- An official minutes book must be kept. A copy of the minutes must be pasted into your minute's book soon after each meeting.
- When minutes from a previous meeting are accepted at a meeting, another member of the Executive Committee should sign and mark them as accepted. This will avoid any future disputes about whether minutes were accepted or not.

**Other Duties of the Secretary:**

- (a) Make sure that the correspondence is up to date, in order, and is available for anyone to look at;
- (b) Make sure all records of the organisation are in order and up to date e.g. if your organisation is incorporated there will be a Register of Members, Committee members and so on to keep up to date;
- (c) Raise within management any issues relating to the compliance of the organisation with its legal obligations. The Secretary should be fully aware of the rules of the organisation and all legal obligations of the organisation. Use Common Seal of Breakaway Toowoomba Inc. where appropriate.
- (d) Details of all letters written and received by the organisation are the responsibility of the Manager, the Administration Officer and the Secretary. A list of correspondence for the month is to be tabled at the meeting (or sent out with the agenda and minutes of the previous meeting). The Secretary will draw the attention of the Committee only to letters of particular importance. Members may request further information on particular items of interest to them.
- (e) Ensure all policies and procedures are reviewed on a yearly basis.

### **3.4 Treasurer**

The Treasurer has responsibility for monitoring and overseeing the financial state of the organisation, as outlined in the Constitution/Rules.

**In Meetings:**

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The Treasurer presents financial reports at Management Committee meetings. It is important that all the Committee members easily understand these reports because the whole Committee is responsible for keeping a check on the finances of the organisation. (Training for Committee members will be available to make sure this happens. The Auditor is to recommend someone who can assist with this training.) There should be receipts for all money received, evidence that it has been banked, and documentation should be available for all money paid out. The Treasurer does not do all these daily duties personally, however it is the responsibility of the Treasurer to ensure that good systems are in place to allow these tasks to be done efficiently and in a fool-proof manner.

#### Other Duties

The other tasks of the Treasurer include:

- Making sure the finances are planned in advance and overseeing the preparation of the annual budget; then regularly monitoring this budget to see that the organisation is staying within it;
- Making sure that the books are up to date and in order. This means that there is a proper record of all payments, and all money received, and at least monthly reconciliation of accounts takes place;
- Taking reasonable steps to make sure that the way the organisations' finances are arranged prevents funds from being stolen or misused;
- Ensuring that the necessary information and books of account are ready for an audit each year and that an audit is arranged. Auditors will usually provide valuable information to the organisation about the way the books are being kept, and the general financial position of the organisation. It is essential that the whole Management Committee considers this information, and does not see the Auditor as simply "checking up" on the Treasurer once a year. The Constitution requires an audit to take place at a certain time; so that audited accounts can be presented at the Annual General Meeting.
- Being one of the signatories to the cheque accounts.
- Ensuring staff are paid the correct wages, and all their entitlements according to the Industrial Agreements.
- Accompanying the Chairperson in negotiations with funding departments.

The specific tasks of preparing financial reports and maintaining the financial record-keeping system is delegated to a paid bookkeeper. However, it is the Treasurer's responsibility to ensure that tasks are done on time, that the information provided in reports is accurate, and that all financial reports required by the funding body, the Management Committee or any other body are completed and returned within the times specified.

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#### 4 Roles of Sub-committees

Breakaway Toowoomba currently has three sub-committees. They are:

Strategic Planning  
Financial Planning  
Policy Development and Review

The careful use of sub-committees is an important way of distributing the workload of a Committee, and for making the most use of the expertise of the organisation's members. Through sub-committees, people with the most interest in, or knowledge of, particular issues can really become involved. In this way people who may not have the time to serve on the Management Committee can be co-opted onto a sub-committee for a limited time or specific activity. All staff, clients and interested community members are encouraged to be a member of a sub-committee.

However, unless the role, responsibilities and relationship of the subcommittee to the Management Committee are clearly defined, problems and conflicts can arise. Different people may have different understandings and expectations of what they are supposed to do.

*In setting up a sub-committee, remember:*

- Set up the sub-committee to perform a **specific task**: e.g. to review staff salaries, prepare a submission or a budget, look after the grounds, etc.;
- Keep the sub-committee small in size. Usually 3 - 5 people is enough;
- Set them up formally at a Committee meeting and choose one person from the Committee membership as a convenor to call meetings and coordinate the activities of the sub-committee;
- Do not take communication for granted. Make sure everyone is clear about what has to be done and who is going to do it;
- Give the sub-committee specific written guidelines, time frames, duties and powers. This information should be minuted at a Management Committee meeting;
- It is a good idea to actually state that the sub-committee is responsible to the full Management Committee;
- In practice this means that a sub-committee minute-taker should be nominated, and that minutes and reports of the sub-committee should be presented regularly at full Management meetings;
- Any action or policy recommended by the sub-committee needs to be approved by the full Committee before anyone can act on that policy; and

It is useful to set clear goals and time limits on the life of the sub-committee, and to allocate specific funds or other resources at your disposal to enable the sub-committee to do its job.

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Approved (Executive Officer) David Bell Date 17.12.09

Approved (Chairperson) Paul Bennett Date 17.12.09

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