

3. Management

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NSW Sport and Recreation Industry Training Advisory Body 2001, *Establishing Quality Systems and Processes — A manual for organisations within the Sport and recreation Industry*

Upper Hunter Community Services Policy Group 1999, *Policy and Procedure Register*, Muswellbrook Shire Council

Youth Coalition of the ACT Inc., *Policy and Procedures Manual*

3.1 Key responsibilities of management

The management committee/broader collective is responsible for managing all the affairs of the refuge and the services and programs it provides.

The specific responsibilities and obligations of the management committee/broader collective include the following:

Legal obligations

The management committee/broader collective is responsible for making sure all relevant federal, state and local government laws and regulations are complied with. This includes laws and regulations governing incorporation, insurance, taxation, anti-discrimination, licenses, leases, safety and protection, workplace and workers and occupational health and safety.

Management must also familiarise themselves with the requirements of child protection legislation and the child protection interagency guidelines and ensure that all current and potential workers complete the *Working with children* check.

See the legal requirements page in the Organisation Overview section for further details of the legal obligations for refuges.

Financial

The management committee/broader collective is responsible for the organisation's finances.

Committee/collective members need to know how much money the organisation has access to, where these funds come from, how the money is spent and how to budget for the future.

The management committee/broader collective is responsible for:

- overseeing financial transactions of the organisation (including authorising all expenditure over *(refuges to insert amount, for example \$300)*)
- making sure that Refuge procedures are followed and that proper financial records are kept
- reviewing the monthly financial statements provided by the staff and tracking the Refuge's financial position against budget
- organising the annual audit
- providing financial statements and audit results to the Department of Fair Trading and the funding body and Association members.

Employment

The management committee/broader collective is the legal employer of staff. The management committee/broader collective is responsible for liaising with the manager/collective to oversee the management of staff and staff matters.

For procedures concerning employment, see the staff matters section.

Planning

The management committee/broader collective must familiarise themselves with existing plans for the service, including operational plans as well as plans for services and programs.

The management committee/broader collective, in consultation with staff, is responsible for developing new plans for service as required.

Accountability and reporting

The management committee/broader collective is directly accountable to:

- the funding body
- government departments that administer the laws governing the organisation (including the laws of association, employment and working with adult and child clients)

- members of the Association
- the community, including service users, the community that surrounds the refuge and other service providers.

The management committee/broader collective must provide regular reports as required.

Refuges are to insert a list of reports required, for example:

- *A copy of the financial status of the organisation (for example, a profit and loss statement and a balance sheet) is to be tabled at every management/broader collective meeting.*
- *A copy of the financial position of the organisation at the end of the financial year is to be submitted to the Department of Fair Trading.*
- *This financial statement, along with the outcome of the annual audit, is to be submitted to the funding body (Department of Community Services).*
- *An annual report is to be prepared for Association members and the community.*

3.2 Limits of management committee's authority

Management committee/broader collective members must abide by the following limits to their authority:

- Members of the management committee/broader collective are never to involve themselves in matters directly concerning clients unless a client has made a direct complaint to the committee and the committee needs to address this complaint.
- Management committee members are never to have access to any client's files unless sighting a client's file is essential to resolving a complaint made by this client.

3.3 Decision-making

Which decisions have to be made?

The management committee/broader collective is responsible for implementing the requirements of the funding body and operating within the law.

To do this, the management committee/broader collective must consult with staff (and the community when appropriate) and make decisions about:

- the way the service operates, including hours of opening, staffing, managing money etc
- the programs and services it offers, including what services are to be provided to whom
- financial matters, including authorising all expenditures over (*insert amount, for example \$300*) and overseeing the financial management of the organisation
- the future directions of the organisation, including how any changes that may be necessary will be managed.

How decisions will be made

Decisions are made by (*refuges to insert method, for example by vote with a simple majority or by consensus where everyone agrees*).

A quorum for management decision making is three committee members. A minimum of three committee/broader collective members must be involved in all decisions unless the policy deems otherwise.

The refuge manager/collective will be involved in (*refuges to insert method, for example all decisions made by the committee or some decisions made by the committee*).

Note: if the manager/collective will only be involved in some decisions, list which decisions they will be involved in.)

Where decisions impact staff, the management committee/broader collective will consider consulting with all staff before making the decision.

Where decisions impact the community, the management committee/broader collective will consider consulting with the broader community. For example, if the refuge wants to improve the service it offers to Aboriginal women and children, then it would want to consult with Aboriginal women about how best to do this.

3.4 Roles and responsibilities of individual members

All management committee/broader collective members are expected to:

- attend monthly management meetings
- read minutes, reports and any other papers necessary for the management meetings
- familiarise themselves with the organisation and how it works, for example what services are offered, details about staff etc
- familiarise themselves with the constitution and learn about their legal, financial, employment, planning and reporting responsibilities
- be as active as possible in decision making
- be loyal to and supportive of the organisation, both within the organisation and in public
- be supportive to staff
- be prepared to be involved in sub-committees and to take responsibility for particular areas of expertise
- be prepared to attend functions sponsored by the organisation or to attend as a representative of the organisation where delegated
- participate in planning for the future direction of the organisation.

Office bearer's roles and responsibilities

Within the management committee, there are four key positions. These are chairperson, vice chairperson, secretary and treasurer. The committee members that hold these positions are called office bearers.

The other position that is crucial to management of the organisation is the public officer. This person has to be a member of the association but does not have to be on the management committee.

The term of each position is one year and office bearers are elected at each Annual General Meeting (AGM). Committee members holding office will resign their positions prior to the AGM but may be nominated for re-election if appropriate.

Each office bearer has a series of tasks to perform and is accountable to the management committee and ultimately, all members of the organisation. The full management committee determines the powers and responsibilities of each office bearer. Office bearers must follow the decisions and directions of the full management committee and are not free to act as they personally choose.

The role of each office bearer in detail is outlined below. Please note these are guidelines only and may be varied by committees as required.

Chairperson

The main responsibilities of the chairperson are to:

- Manage the operations of the management group, including meetings and make sure the rules of the constitution are followed (for example make sure the AGM is held and elections follow due procedure etc).
- Make sure the legal responsibilities of the group and the organisation are met.
- Follow-up on tasks which members or sub-committees are supposed to be doing.
- Be a spokesperson for the committee.
- To prepare the chairpersons report to the Annual General Meeting.

In management meetings, the chairperson's role is to:

- Develop the agenda in consultation with the manager.
- Open, manage and close proceedings at the meeting.
- Prioritise the business of the meeting, including adjourning the meeting or deferring less important or less urgent items as needed.

- Ensure there is a quorum (three committee members).
- Welcome and introduce new members or guests.
- Check if the minutes from the previous meeting are accepted and sign them as such.
- Make sure that committee members are aware of the decision making process.
- Keep individuals and the meeting focussed on the topics being discussed.
- Encourage participation from all management group members and make sure everyone can have a say.
- Make sure the meeting comes to decisions on the issues being discussed and that everyone understands what the decision is (especially the secretary who is recording the decisions in the minutes).
- Make sure the minute taker has recorded decisions of the meeting and stop proceedings to enable them to do so if required.
- Keep track of time (or ensure that someone else is doing so).
- Summarise discussions and draw them to a close.
- Deal with emotions and/or conflict which prevent the meeting from proceeding smoothly.

The chairperson's role may be shared with the vice chair.

Secretary

The secretary's main responsibilities are to:

- Deal with correspondence that has been directed to the management committee.
- Help manage committee meetings, including taking minutes.
- Ensure there is a flow of information to and from the management group.
- Ensure that meeting's minutes are kept and maintained in an acceptable order.

In management meetings, the secretary's role is to:

- Prepare the venue for meetings, making sure that chairs, tables, refreshments etc are organised.
- Prepare papers for committee meetings, for example agendas, background material, previous minutes.
- Distribute the minutes from the previous meeting seven days before the next meeting.
- Take minutes at the meeting, or make sure that minutes are taken.
- Present a list of correspondence 'in' and 'out' and ensure that all correspondence received is processed properly (usually a staff member will do the actual processing).
- Work with the chairperson to make meetings productive and effective.
- Contribute to the agenda.

The secretary's role could be shared, for example one person takes minutes while another responds to management committee correspondence.

Treasurer

The treasurer's main responsibilities are to work with the bookkeeper and the manager to:

- Keep abreast of the overall finances, income, expenditure and budgets for the refuge (including staff wages, superannuation and taxation payments).
- Ensure that the procedure for writing cheques is adhered to and that cheques are only signed after the appropriate purchase requisition form, invoice or staff expenses claim form has been sighted (never sign a blank cheque).
- Do, or check, monthly bank reconciliations for each account (reconciling the information in the organisation's accounting program with the bank statements).
- Prepare monthly financial reports to table at each management meeting, including monthly profit and loss reports with comparison to budget, year to

date profit and loss report compared to budget and a schedule of cheque payments made during the month.

- Make sure spending is in line with budget.
- Ensure that any areas of concern in the finances are discussed and resolved by the management committee.
- Ensure that end of year requirements are completed in a timely manner, ready for the auditor.
- Ensure accurate financial reports are prepared for the funding body and for the Department of Fair Trading.
- Close to the end of each financial year, work with the manager and the bookkeeper to prepare a budget for the following financial year.

In management meetings, the treasurer's role is to:

- Table financial reports at each meeting, summarising the overall financial position for other committee members.
- Highlight any areas of note or of concern for discussion and action by the committee.
- Ensure the financial reports are attached to the monthly minutes.
- Once financial reports have been tabled, and discussed if necessary, sign a copy of the financial report and note any areas discussed and any resolutions made. File this signed copy in the minute file.
- At the last meeting before the end of the financial year, present the budget for the next financial year for endorsement/discussion.

Public Officer

The public officer is appointed by the management committee but does not have to be a member of the committee.

The public officer is the primary contact with the Department of Fair Trading (DFT). The DFT should be notified of the name and contact details for the public officer. When the position of public officer becomes vacant, the committee

should notify DFT within one month. DFT should also be notified when someone new is appointed

The public officer is responsible for lodging all documents with the DFT. Their specific role includes:

- Keeping a register of association members, recording name, address and the date the person became a member.
- Ensuring the organisation has appropriate and current public liability insurance as outlined by the organisation's constitution and the laws of Associations.
- Providing DFT with an Annual Statement that includes a copy of the financial reports, one month after the AGM. If an extension is required, the committee needs to apply to DFT.

Staff Liaison Officer

This is an optional position depending how the refuge structures interaction between staff and management.

Management committee may consider appointing a staff liaison officer to act as a link between staff and the management committee. The selection of this person will be carried out by staff and committee members.

The role of the liaison officer would be to:

- ensure open lines of communication
- be the first point of contact during disputes or to discuss issues
- present information from the committee to staff
- be available to staff to discuss ideas and strategies before they are presented to the management committee for consideration if the staff wish it
- conduct staff appraisals with another committee member or manager.

3.5 Recruiting new management committee members

Policy

- New management committee members will be drawn from members of the Association.
- Ex-staff members of *(Insert name)* Refuge cannot become members of the management committee/collective until three years has elapsed since they were last employed by the refuge.
- *(Insert name)* Refuge will promote diversity among members of the management committee. Where possible, management committee members and staff will encourage Aboriginal women, migrant women, women with a disability and lesbians to become members of the Association and to nominate for positions on the management committee (*A&E Resolution 52, 56, 65*).
- *(Insert name)* Refuge may provide supports to facilitate participation from diverse groups on the management committee. For example, the Refuge may employ an interpreter for management meetings or provide training to potential members or provide transport to and from the meetings etc.
- Where diverse communities are not represented on the management committee, existing members will seek input from these communities on issues that may have an impact on them.
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Procedure

- When looking for new management committee members, present to Aboriginal, migrant, disability and lesbian community agencies and let them

know about the management committee and what is required of its members.

Also let people know how they could become involved if they want to.

- If a community is not represented on management, and an issue is being discussed that would impact on that community, seek input from that community. This could be done by attending, or organising, a community meeting or presenting to a relevant community organisation.

3.6 Induction of new management committee members

New members of the committee are to receive an induction kit within three weeks of their election.

The induction kit will include:

- a brief description of the refuge and its history
- aims of the organisation
- information about the services provided
- a structure diagram showing the committee and staff and the lines of accountability
- an outline of the role of the committee and each office bearer of the committee, including key responsibilities and limits to management's authority
- a copy of the last funding submission or workplan and a copy of the approved budget for the current year
- copies of staff job descriptions.

New committee members are to be loaned a copy of the constitution and the policy manual whenever required.

New members are encouraged to meet all staff and to view premises.

3.7 Procedure for the Annual General Meeting

The Annual General Meeting is held once a year to:

- Report on the achievements of the organisation in the previous year; and elect new committee members and office bearers.

Before the AGM

To prepare for the AGM, the management committee must complete the following tasks.

- Organise for the financial records to be audited.
- Decide if the committee wants to have a guest speaker.
- Choose a date, time and venue.
- Advertise the meeting to encourage community involvement.
- Develop an invitation list and send out invitations.
- Appoint a Returning Officer (this is an independent person who will conduct the election of new committee members at the AGM).
- Ensure that the Returning Officer has a copy of the constitution.
- Make sure the chairperson has a copy of the previous year's minutes and a copy of the constitution.
- Organise refreshments.
- Organise who from the committee will speak at the meeting.
- Prepare an agenda for the meeting.

On the day of the AGM

- Set up the room for the meeting, including any props you may need like whiteboards or overhead projectors.
- Have a blank attendance list ready and ask everyone to sign it when they arrive.
- Collect membership fees and issue a receipt.
- Let everyone know that only financial members can vote.

- Distribute copies of the annual report and the agenda.
- Get the outgoing chairperson to chair the meeting.
- Conduct elections for committee members and office bearers.
- Make sure someone is taking the minutes.
- Nominate the auditor for the following year.
- Thank people as appropriate, for example the Returning Officer, guest speakers, outgoing committee members and office bearers etc.

After the AGM

- Change signatories on bank accounts if necessary.
- Post out copies of annual report to interested people that sent apologies.
- Consider the committee's training needs and plan training if necessary.
- Present the approved budget for the financial year to new committee members.
- Prepare minutes from the AGM and post to participants and interested parties.

3.8 Strategic planning

(Insert name) Refuge is to produce a strategic plan annually, usually around *(insert time, for example, March)* each year.

The purpose of the strategic plan is to identify future priorities for the organisation and ensure the refuge can meet the criteria of its funding agreement.

The strategic planning process must decide:

- which services the refuge should provide
- which projects or programs to run
- which community development programs and structural advocacy work to be involved with
- which areas of policy require attention.

The strategic plan will:

- clarify the objectives of the organisation
- identify the specific tasks to be done
- delegate tasks and set timelines
- identify the resources required to complete tasks.

The plan may also develop performance indicators to measure the success of the tasks once they are implemented

Developing the plan and consultation

The strategic plan is to be developed by management and staff.

Any member of the association may also be involved in the process and an invitation to the strategic planning day is to be provided to all members.

The organisation may consider consulting with current or past service users for feedback about the refuge and the services it offers and for ideas about how services could be improved.

The organisation may also consider consulting with the broader community, or specific communities, where issues are to be discussed that will impact on these communities.

3.9 Budgeting

Once the strategic plan is complete, the refuge is to develop a budget for the forthcoming financial year.

A budget is a statement of anticipated costs and likely sources of income. To develop a budget, the Refuge needs to:

- identify all likely sources of income
- identify all anticipated costs (refer to different sections of the organisation, for example wages, food, capital equipment etc and to other activities identified in the strategic plan)
- refer to previous budgets for assistance
- work at the budget until it is accurate. Where a deficit is likely, re-work the budget to determine where cuts in spending can be made.

Refuge budgets can be as detailed as is necessary to manage the money responsibly. Budgets are usually calculated by considering the expected income and expenditure for each month of the year and then totalling these amounts to give an overall budget for the year.

These budgets become the reference points against which actual monthly income and expenditure can be compared to ensure the organisation is financially 'on track'.

A sample budget can be found below.

Annual budget for refuges (*sample*)

Budget for (*insert name of organisation*) for 1 July 20XX to 30 June 20XX

Income \$

Government funds

Client fees

Rent

Fundraising

Donations

Interest

Total \$

Expenditure \$

Wages and wage costs (super, workers comp)

Contractors (garden, maintenance)

Staff training

Rent

Utilities (electricity, gas etc)

Office supplies

Postage

Telephone (including phone, fax, Internet and mobiles)

Insurance

Household equipment (eg vacuum cleaner etc)

Other equipment (eg computer, office etc)

Food and household supplies

Travel

Projects (relating to the strategic plan)

Motor vehicle expenses

Miscellaneous

Total	\$
Surplus/deficit	\$