



MANAGEMENT COMMITTEES

Any voluntary organisation needs a Committee of people who will organise how the group is run. This is to ensure that decisions are made in a democratic way and so all Committee members take collective responsibility. The Committee should meet at least as often as is stated in the constitution. This would normally be often enough so that the Committee knows exactly what is going on with the organisation, but not so often that nothing happens except meetings! (For more about constitutions, see *Factsheet 3: Constitutions*). If your constitution states that your organisation has a membership (this is usual for voluntary organisations), then your Committee members usually come from amongst the membership. Your constitution should state how Committee members are voted on to the Committee, and for how long they serve. The Committee as a whole has a responsibility to:

- Meet! This sounds obvious but if the Committee doesn't meet regularly then it can't manage the organisation properly.
- Ensure the organisation follows its aims and objectives.
- Ensure the organisation works towards its aims in accordance with the law.
- Ensure the organisation manages its finances properly.
- Ensure that activities carried out and decisions made are in the best interests of the organisation and not any individual member of the Committee.

If necessary, the Committee can organise sub-committees to take on specific tasks such as finance or for organising an event.

It is important to note that even if an organisation employs staff, the ultimate responsibility for the organisation lies with the Management Committee. Having an induction process for new Management Committee members can help to involve them properly from the start. You could have an induction pack which includes your constitution, all the organisation's policies and recent accounts. Ensure that new members aren't bombarded with lots of jargon.

It is also useful to keep a funding file which can hold all information about funds applied for and obtained – this could be useful to new committee members for reference.

If your organisation is a registered charity, then your organisation must abide by charity law. Officially your Management Committee members are known as charity

trustees. The Charity Commission publishes a leaflet (CC3) called *Responsibilities of Charity Trustees*.

However, if you are not a registered charity it doesn't mean that you can be irresponsible and mismanage the organisation. Following charity law is good practice for all voluntary organisations.

1. HONORARY OFFICERS

Honorary officers might sound rather grand, but essentially it is (usually) three people who have specific responsibilities as well as being Management Committee members. They are not, contrary to popular belief, any more important or powerful than any other Committee member(s). They are:

- Chair
- Secretary
- Treasurer

Some organisations choose to have a vice-chair as well, or perhaps have some form of wording in the constitution that covers what happens if a deputy is needed. (See page 4 of this Factsheet for fuller details).

Some committees have a shadow honorary officer to cover all roles.

The Chair

The Chair is often the spokesperson for the organisation, particularly when an organisation has no paid staff. They also chair the meetings of the Management Committee. To chair a meeting just means to keep the meeting to order and to make sure that the Committee gets through the agenda. You must make sure that you keep to time, and indeed, keep the peace at times! Other important points are:

- Clarifying specific points, especially any names and acronyms that might be unclear, especially to new Committee members.
- Encourage participation by everyone.
- Don't allow certain individuals to dominate the discussions.
- Keep a check on time wasting, interruptions and any personal attacks.
- Remember to thank everyone for their time and effort. Committee members are volunteers and deserve to be valued.

A good Chair will be prepared for meetings and will try to be aware of questions that may be raised by the Committee. It is important that the Chair is supported by the rest of the Committee and doesn't take on too much of the work, as this can lead to "burn-out".

A Vice-Chair can help and support the Chair's workload.

The Secretary

Usually the main job of the secretary is to keep minutes (notes) of meetings and to distribute them to Management Committee members. Any other roles that the secretary should take on can be decided by the Management Committee as a whole - with the agreement of the secretary, of course!

The Treasurer

The duties of the treasurer can depend on the size of the organisation. In a large organisation with paid staff who undertake the day-to-day finance work, the treasurer has more of a planning and authorising role. In a smaller organisation, the treasurer is responsible for:

- Keeping the petty cash book up-to-date.
- Authorising purchases.
- Keeping the books.
- Keeping the rest of the Committee informed about the financial position of the organisation.
- Getting cheques signed.

2. SOME COMMON MANAGEMENT COMMITTEE BEHAVIOUR ISSUES

Power

You need to avoid the danger of having one person wanting to control the organisation and everything it does. This is often the person who first had the idea for the organisation and finds it difficult to let go.

Laziness

There will inevitably be someone who does not pull their weight and will leave everything to someone else.

The Quiet One

Being a Committee member can be quite daunting for some people. Make sure new members are not overwhelmed by what they've taken on and are given as much support as possible.

3. FURTHER HELP

Charity Commission – 0845 3000 218 or www.charity-commission.gov.uk - where you can download publications.

See also Factsheet 6 – Planning and Holding Meetings

COMMITTEE ROLES – SEE PAGES 4 & 5

Who does what on the Management Committee

The role of the Chair

As the key figure in the organisation, the Chair's duties will include:

- regular attendance at meetings;
- planning and preparation in liaison with the Secretary and the Chief Officer or project co-ordinator (where appropriate);
- conducting the meeting efficiently and controlling the discussion without monopolising it;
- making sure everyone has the chance to put their views to the meeting;
- making sure the purpose of the meeting is clear and that it is achieved;
- ensuring the meeting keeps to time;
- ensuring the meeting is properly recorded by the Secretary;
- understanding the organisation's aims, activities and methods of working;
- understanding something of the other members' strengths and weaknesses;
- understanding the political and legal environment in which the group operates.

The role of the Secretary

The Secretary's duties will include:

- regular attendance at meetings;
- to take minutes (notes and action points) of all meetings;
- planning and preparation in liaison with the Chair and the Chief Officer (where appropriate);
- to make sure that the appropriate physical arrangements for meetings are in order – booking of room, setting out the room, relevant documents are distributed;
- to ensure that all rules for calling meetings are observed in accordance with the constitution – this includes length of notice, submission of resolutions, etc.
- in liaison with the Chair and the Chief Officer (where appropriate), to draw up an agenda for meetings.

The role of the Treasurer

The Treasurer's duties will include:

- to understand and be able to present a clear overview of the organisation's accounts and financial procedures;
- planning and preparation in liaison with the Chair and the Chief Officer (where appropriate);
- preparing budgets and possibly co-ordinating fundraising efforts;
- handling or overseeing all financial transactions – paying the bills, banking the money, issuing receipts, collecting evidence to send to fund-givers etc.;
- systematically recording these transactions;
- reporting to the Management Committee and the funders about the group's financial position and ensuring the money is spent on the items for which it was given;

- preparing the Annual Accounts which will be passed on to the Auditor or independent examiner and then presenting these to the Annual General Meeting.

All of the above might be followed as general guidelines for your organisation but you may of course wish to amend the 'job descriptions' to suit your own organisation, with the agreement of all concerned.