

KASP

Management
Information Pack

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A. The Roles, Responsibilities and Liabilities of Management Members

If you are interested in becoming a management member there are certain roles and responsibilities that you should be aware of. Although some of these may look quite daunting, members of the Management Committee will receive regular training and supervision to help them with their responsibilities. Furthermore, the roles and responsibilities are undertaken as a group so each individual is not responsible for all the roles mentioned below.

Those management members who have previously been involved with the Management Committee are keen to help new members with any problems or uncertainties they may have.

If you are considering joining the Management Committee please feel free to discuss any of the points outlined below with a current management member.

Roles of Management Members

1. To ensure all activities are within the law
2. To ensure policies are developed and agreed
3. To develop and agree the strategic plan
4. To agree the budget and monitor financial performance
5. To ensure there are adequate resources
6. To ensure all assets are managed effectively
7. To monitor and evaluate services
8. To ensure accountability as required by law
9. To ensure accountability to funders, donors, beneficiaries and the general public
10. To review annually the performance of the Management Committee
11. To appoint staff and annually review their performance, salary and other benefits
12. To ensure that supervision is provided for staff
13. To act as a court of appeal on personnel matters
14. To act within the powers as set out in the constitution

To carry out this role management members must meet as often as is necessary for the proper administration of the organisation. They must also seek professional and other expert advice when necessary.

Being a management member requires that you take an active role in the governance of the organisation, give time for reading papers, attend management meetings and keeping yourself informed about KASP's activities. In return, management members will receive training and support to ensure that they have the appropriate skills required to be an active and valued member of the Management Committee.

The Roles Responsibilities and Liabilities of Management Members contd...

Responsibilities of Management Members

- Management members are responsible for **all** the organisations activities, including matters delegated to staff and sub groups.
- Management members are **jointly** responsible for all the organisations activities; the majority bind the minority and you will be bound by the decisions of your fellow management members even if you are absent from a meeting
- You must act within KASP's objectives or you will be in breach of trust and could be personally liable to repay monies spent on activities outside the objects.

Duties of Management Members

1. The overriding duty is to act in good faith – the belief that what you are doing is correct.
2. You must - Act personally –
 - Take an active part in management
 - Act in the best interests of the organisation
 - Avoid conflict of interest
 - Not profit from your membership
 - Pursue the organisations aims
 - Use the organisations assets to pursue the aims
3. You are expected to act prudently and reasonably in all matters. This will mean that you will need to know about the legal, financial and managerial issues affecting the organisation.
4. You are NOT expected to have expert knowledge in these areas but you MUST seek advice in matters in which you are not expert or you could be regarded as having acted imprudently and be personally liable for the consequences.

B. Member Of Management Committee Contract

Members of the Management Committee must be duly signed up members of KASP.

Members of the Management Committee must complete the nomination form demonstrating the skills and experience s/he brings.

Management Committee members must be committed to the aims and objectives of KASP, these are defined in the Constitution.

Management Committee members must undertake to read and comply with all KASP policies.

Management Committee members should strive to attend all Management Committee meetings per year. Management Committee members have a responsibility to give apologies and a reason for non-attendance in advance.

It is acknowledged that Management Committee members may need "time-out" if his/her personal circumstances change. This must be negotiated with the other Management Committee members. If however after an agreed time out period has lapsed and the Management Committee member cannot resume full commitment then the contract will be terminated.

Members of the Management Committee are required to attend training courses, supervision and workshops as appropriate.

Management Committee members are required to put resignations in writing to the Chairperson.

Person Specification for Management Members

All management members will need certain qualities such as integrity and commitment. However, not every member will need to have the full range of experience needed by the whole group. Each management member of KASP should have:

1. A commitment to KASP
2. A willingness to devote the necessary time and effort
3. Integrity
4. Good, independent judgement
5. An ability to think creatively
6. A willingness to speak their mind
7. An understanding of the legal duties, responsibilities and liabilities of Management Committee members
8. An ability to work effectively as a team member

The Management Committee as a whole should have skills and experience in the following areas:

1. Setting targets, monitoring and evaluating performance and programmes
2. Financial management
3. The type of work undertaken by KASP
4. Legal Matters
5. Fundraising
6. Recruitment and personnel management
7. Public relations
8. Information Technology
9. Campaigning

Duties of the Management Committee

1. To ensure that KASP complies with its constitution and all relevant legislation.
2. To ensure that KASP applies its resources exclusively in pursuance of its objectives.
3. To contribute actively to the Management Committee in giving firm strategic direction to the organisation e.g. setting policies, defining goals, setting and evaluating targets.
4. To safeguard the good name of KASP
5. To ensure the effective and efficient administration of KASP
6. To ensure the financial stability of KASP
7. To protect and manage the property of KASP and to ensure the proper investment of funds.
8. Each member should use any specific knowledge or experience they have to help the Management Committee reach sound decisions. This may include scrutinising Management Committee papers, leading discussions, focusing on key issues, and provide advice and guidance requested by the Management Committee on new initiatives, or other issues relevant to KASP.

C. Chairperson's role within KASP.

The roles outlined for the chairperson will be the same as those for the vice chair and the two should work closely together to fulfil these roles.

The Chairperson does not have the right to exploit this position to his/her personal gain. The Chairperson's role is to ensure the efficient management of KASP in a climate where all group members' contributions are valued and heard.

1. The Chairperson will be required to act as a signatory on behalf of KASP on legal documents and correspondence as appropriate.
2. The Chairperson will share responsibilities of acting as a spokesperson for KASP with all other Management Committee members and paid employees.

Similarly attendance at functions and meetings will be shared with other Management Committee members, members of KASP and paid employees.

3. The Chairperson will chair all Management Committee meetings in a manner that ensures business is attended to efficiently. The Chairperson has a responsibility to facilitate not dominate the discussion.

The Chairperson has a responsibility to encourage all members of the Management Committee to contribute to the discussion and decision making.

4. The Chairperson will draw up the agenda for each meeting in consultation with the Project Manager.
6. The Chairperson is responsible for ensuring effective decisions are made.
7. The Chairperson has the authority to make urgent decisions.

It is the responsibility of the Chairperson to be familiar with the Constitution requirements e.g. quorum and KASP policies and code of conduct.

8. The Chairperson has a clear responsibility to liaise closely with the Vice-Chair.
10. The Chairperson and the Project Manager must be clear about their partnership. Their responsibilities should be stated in writing.
11. The Chairperson has a responsibility to raise any difficulties inhibiting the role being undertaken efficiently with the Management Committee.

Person Specification for the Chairperson

In addition to the qualities needed by all trustees, the chair/vice chair should also possess the following:

1. Leadership skills – e.g. taking a lead role in ensuring equal participation so that decisions are reached in a fair way and that the agenda is adhered to.
2. Tact and diplomacy
3. Good ‘people’ skills
4. Impartiality, fairness. and the ability to respect confidences

It would also be desirable for the chair/vice chair to have a wider involvement with the voluntary sector, other networks, and the type of work undertaken by KASP.

D. Treasurer's Role Within KASP

The overall role of a Treasurer is to maintain an overview of KASP's affairs, ensuring its financial viability and ensuring that proper financial records and procedures are maintained.

The main responsibilities of the Treasurer are laid out below. The Project Manager and Administrator carry out many of these activities but the Treasurer will be expected to oversee the process and assume ultimate responsibility:

1. Overseeing, approving and presenting budgets, accounts and financial statements.
2. Being assured that the financial resources of KASP meet its present and future needs.
3. The preparation and presentation of financial reports to the Management Committee.
4. Ensuring that appropriate accounting procedures and controls are in place
5. Liaising with paid staff and volunteers about financial matters
6. Advising on the financial implications of KASP's future plans
7. Ensuring that financial investments are consistent with the aims and objectives of KASP
8. Monitoring Body Positive's investment activity and ensuring its consistency with the project's policies and legal responsibilities.
9. Ensuring that the accounts are prepared in the form required, included in the annual report and submitted to the relevant statutory bodies
10. Ensuring that the accounts are audited in the manner required
11. Keeping the Management Committee informed about its financial duties and responsibilities
12. Contributing to the fundraising strategy
13. Making a formal presentation of the accounts at the annual general meeting and drawing attention to important points in a coherent way

Person Specification

In addition to the qualities needed by all Management Committee members, the treasurer should also possess the following:

1. Financial qualifications and/or experience
2. A willingness to be available to staff for advice and enquiries on an ad hoc basis
3. Some experience of charity finance and fundraising
4. The skills to analyse proposals and examine their financial consequences
5. A preparedness to make unpopular recommendations to the Management Committee

E. Secretary's Role within KASP

The role of the secretary is to support the chair by ensuring the smooth functioning of the Management Committee. The responsibilities of the secretary will include either doing the following tasks or delegating them to the Project Manager and ensuring that they have been carried out.

General Duties

1. Make arrangements for meetings.
3. Prepare the agenda with the Chairperson.
4. Circulate agenda with papers and previous minutes.
5. Receive agenda items from members of Management Committee, sub groups & staff.
6. Check at meetings that a quorum is present.
7. Record decisions and policy in the minutes, circulate the minutes.
8. Make sure that any members who have been given tasks know what it is they have been asked to do.
9. Check that members have taken agreed action following last meeting.
10. Keep a check on the progress of work as agreed by the Management Committee.
11. Deal with official correspondence, press and publicity.

In Meetings

1. Ensure Chairperson signs minutes of previous meeting, once approved by the Management Committee.
2. Produce the minutes. (The task of minute taking can be delegated).
3. Make sure decisions are clearly recorded.
4. Include in minutes who will do which tasks, and when.
5. Keep the official files.

The Minutes

The minutes are a legal record of the decisions made by the managing group. Decisions recorded in the minutes are checked by all those present and, if approved at the next meeting, are signed by the Chairperson. The decisions are legally binding on the group.