

## **Organisational and Management Structure including Roles, Responsibilities and Decision Making**

**The basis of this document was adopted by the LGEC Management Committee at its meeting on 5/11/01  
Edits and amendments conducted April 08 to reflect organisational structure.**

- 1. Overall responsibility for the management of LGEC's activities rests with the voluntary management committee** (the trustees of the organisation), who meet 10 times a year. LGEC aims to recruit members of the management committee from diverse backgrounds and who bring with them a wide range of skills, knowledge and experience relevant both to the management of a voluntary organisation and to the work we undertake. The management committee is ultimately responsible for ensuring that:

- We act in accordance with charity and company law as well other appropriate legislation such as employment and health & safety law.
- Our finances are run on a sound basis.
- We fulfil our obligations to our funders
- We provide a satisfactory level of service to our users
- We act in accordance with our charitable objects as defined in our governing document.

- 2. Strategic management is the overall responsibility of the management committee.**

Involvement in LGEC's strategic planning process is designed to actively facilitate the involvement of everyone who works for the organisation, whether as a committee member, member of staff or volunteer. Further details of the strategic planning process can be found in the document on Strategic Planning.

- 3. Operational management is delegated by the management to the Chief Executive.**

The Chief Executive is responsible for:

- The co-ordination and operational management of LGEC's activities
- Financial management
- Managing the implementation of LGEC's strategic and operational plans
- Overall management of LGEC staff

This is further delegated through the staffing structure as appropriate.

#### **4. Involvement in operational decision making is facilitated through LGEC's meeting structure as outlined below:**

##### **4.1 Management Committee meetings**

Staff receive all management committee papers except any confidential items such as those concerning particular members of staff. The Chief Executive is required to attend management committee meetings except where attendance is prevented by holidays or sickness. Staff may be invited from time to time to attend committee meetings in order to give a presentation, provide information to the committee or to take part in relevant discussions. Staff will be asked to absent themselves from the meeting when any confidential items, as outlined above, are being discussed. The agenda for the meeting is drawn up by the LGEC Secretary and / or Chairperson in consultation with the LGEC Chief Executive. Staff may get items put on the agenda by following the procedures outlined in the relevant paper in the staff handbook.

##### **4.2 The key functions of the management committee meeting are to:**

Receive reports from the Chief Executive. These are usually concerned with funding, staffing and key developments in LGEC's work.

- Approve policy.
- Approve income and expenditure budgets
- Approve the allocation of unrestricted funding
- Receive financial reports.
- Approve changes to staffing arrangements (although in accordance with LGEC's financial arrangement the Chief Executive can approve overtime (provided that sufficient money is available in the appropriate budget) up to a limit of £1000).
- Develop the knowledge, skills and experience of management committee members.
- Receive presentations from staff on aspects of LGEC's work.
- To raise any concerns regarding the management committee's responsibilities as outlined in section 1 above.
- To deal with any issues which are beyond the responsibility of, or which cannot be adequately dealt with by, the Chief Executive.

Under charity law the management committee must act collectively. As detailed in LGEC's governing document, decisions are made by consensus where possible, otherwise by majority, with the chair having an additional casting vote if necessary.

##### **4.3 Staff meetings**

All staff and management committee (and volunteers who wish to receive papers) receive papers for this meeting. Attendance is required by all staff working 4 days a week or more (except where prevented by holidays,

sickness or priority work as approved by the LGEC Chief Executive. For staff working less than 4 days a week, levels of attendance are negotiable but would generally be expected to be roughly in proportion to the size of the post. eg. a member of staff working 2 days a week would usually be expected to attend 50% of co-ordinating meetings. Volunteers and management committee members are invited to attend staff meetings. There is usually at least one member of the management committee present at each meeting, to represent the management committee and report back as appropriate. Staff may get items on the staff meeting agenda by following the procedures outlined in the relevant paper of the staff handbook.

#### **4.4 The key functions of the staff meetings are to:**

- Provide an opportunity for the management committee, Chief Executive and other members of staff to consult with colleagues on aspects of their work or for input to decisions that they are responsible for.
- Actively facilitate cross team and project working.
- Development and discussion of policies etc for presentation to committee for acceptance.
- Provide an opportunity for staff to raise issues for consideration by other members of staff, the Chief Executive and / or the management committee.
- Share skills, knowledge and experience.
- Discuss outline project development ideas.

#### **5. Decision Making**

LGEC's approach to decision making encompasses:

- The belief that wherever possible, people affected by decisions should be involved in the selection of solutions, either through participating in the decision or through consultation.
- Encouragement of ownership of and commitment to decisions.
- Measuring options against LGEC values, mission, vision, strategic objectives.
- An organisational culture where everyone's views are valued and where there are a number of mechanisms in place to ensure everyone in the organisation has an opportunity to participate in the development of the organisation and its work.

Some issues are for a collective decision, either by consensus or majority, whereas other decisions may be the responsibility of one person designated with this responsibility as defined in job descriptions, and others are being involved in a consultative capacity. Where there is any doubt over who makes which decision, this should be made explicit.

#### **6. Organisational Structure**

The organisational structure of LGEC is outlined in a diagram updated periodically, illustrating reporting lines and accountabilities. The most up to date version of this document is available via the electronic staff handbook site.