

Carmichael.

Working Efficiently and Effectively as a Team

**Senan Turnbull for
Wicklow PPN
November 16th 2022**

Guiding nonprofits
carmichaelireland.ie

Purpose of this Session – 1st of 2

To create an understanding of:

1. The **changing context** in which not-for-profit organisations operate,
 2. Committee members **Roles and Responsibilities**,
- Enable groups/committees to work effectively as a team while minding themselves and each other

Next session – November 23rd

- 1 Telling Your Story/Effective Communications
- 2 Getting People Involved for general community support
- 3 Succession Planning for committees
- Enable groups/committees to engage with others, so that everybody connected with the group feels included and valued
- Motivate and encourage engagement of volunteers for succession and group resilience



1. The Operational Context for Voluntary Organisations

A New Context

- Requirements from members, funders, donors, beneficiaries and the public.
- **'GOVERNANCE'** is the term which captures all of these legal and other expectations.
- It's about achieving your objectives and minimising **RISK** to your **REPUTATION**
- The development of **Codes of Governance**

Governance

- “the duties and responsibilities of the directors to put in place systems and processes to ensure that the organisation achieves and sustains its objectives with integrity, and is managed in an effective, efficient, accountable and transparent manner.

(adapted from the Consultative Panel on the Governance of Charities, Irish Charities Regulator 2018)

Good Governance

- It's **NOT** about always making the 'right' decisions, but it's about having clear practices and processes to enable the making of the best possible decisions.
- *Good Governance is about adopting policies, procedures, plans, reports and structures to support the efficient effective, transparent and accountable running of an organisation.*
- Its about being and being seen to be a **well-run organisation**
- Its about saying what you do and doing what you say.

Importance of being a well-run organisation?

- Provides **assurance** to all stakeholders* that you are good at what you do
- * *members, funders, sponsors, beneficiaries, other organisations in the specific sector, wider community, statutory, business and political interests* - its how they see you and how they talk about you
- Achieves **efficiencies** - use time and money wisely
- Attracts potential **new leaders**
- Gives committee members a sense of satisfaction because of **achievement and progress**

Valuing and Supporting ourselves - 1

- It is essential in our work in voluntary/community/charity committees that we have pride in our work and we appreciate and value each other as committed volunteers.
- It is important that our conduct reflects best values of such as
- respect, inclusion, parity of esteem, honesty and best endeavour



2. Committees' Roles and Responsibilities

Roles & Responsibilities - 1

- Develop, own and review the Organisation's **Plan** (and Strategy)
- Ensure adequate **Resources** are provided to make the plan a reality
- Develop **Policies** to set out limits for the activities of the organisation
- **Delegate** work and hold people to account
- **Ensure** compliance with Legal Obligations
- Assess **Risk** and ensure it is managed

Roles & Responsibilities - 2

- Act in **good faith, honestly and responsibly** and in the organisation's interest
- Act in accordance with the organisation's **constitution**
- Not use company property/information/opportunity for **personal/third party gain.**
- Act with due **care, skill and diligence**
- Have regard to the interests of **employees/members**
- Be, and be seen to be, **Accountable and Transparent** in all that you do

Roles & Responsibilities - 3

- Maintaining a **Register of Members**
- Maintaining **proper books of account**, portraying a 'true and fair' picture
- Preparing **annual financial statements** - having financial statements audited
- Holding an **AGM**-Providing a written report to members
- Ensuring **minutes** of AGM/EGM, MC, sub-committees are kept
- Ensuring the **annual report** is completed and returned*

Roles and Responsibilities - 4

- Ensuring that you are always **complying** with the legal requirements which govern what you do and within the rules and regulations of the organisation
- **Responding** to questions, comments and especially complaints in a professional manner
- Working in an **open** fashion seeking ideas, feedback and criticism from others which will improve your workings

Roles and Responsibilities - 5

- Act in the **collective interest** of the organisation and not on behalf of the sector/area/activity they come from
- Being **fair and honest** in all matters
- Creating an awareness to avoid **'conflicts of interest/loyalty'**
- Protecting and promoting the interests of the organisation
- Being aware of the need for **confidentiality** at particular times and about particular issues.

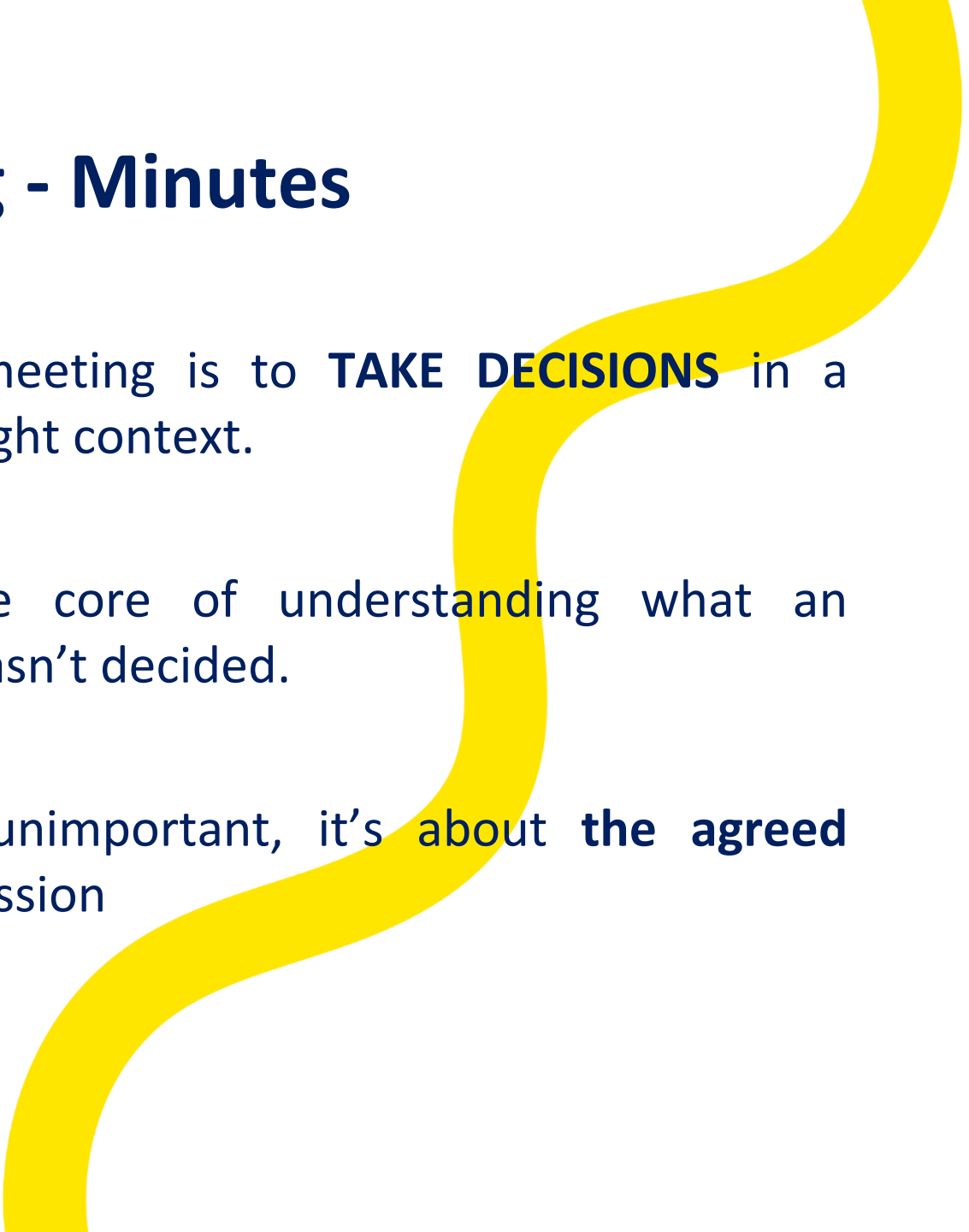
What should officers actually do?

- What exactly does everybody do/what are they responsible for?
- **'Job Descriptions'** for each of the following – at least
- Chair, Secretary, Treasurer, Communications Officer and Volunteering Officer.
- Terms and term limits e.g. three three-year terms maximum
- Written tasks/manual for each event or ongoing activity
- Everybody to report in writing

Standing Orders

- Agree an annual **schedule** of meetings
- Have a process for setting and circulating **agendas** with supporting documents in advance of meetings
- Adopt **procedures** as to how meetings are conducted and only discuss what's on the agenda – NO AOB
- Produce accurate decision focused **minutes** including who is to do what and when and circulate them quickly after the meeting

A Good Meeting - Minutes

- The purpose of a meeting is to **TAKE DECISIONS** in a leadership and oversight context.
 - **Minutes** are at the core of understanding what an organisation has or hasn't decided.
 - Who said what is unimportant, it's about **the agreed outcome** to any discussion
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Valuing and Supporting ourselves -

- Given the challenges committee members need always act to support each other. This requires among other things;
- Listening without prejudice
- Seeking to support each other while seeking clarity in the interests of the organisation
- Saying what you'll do and doing what you say
- 'Chatham House Rules'
- Having 'rules' around communications schedules, times and content

Discussion / Q&A

- What are your immediate thoughts on **how your organization** measures up to what has been presented.?
- What needs to be done to ensure **better practices**?
- What **obstacles** exist to doing these things?
- What can you do from **today** to make **progress**?

Recap



Successful Committees

- Are clear about their overall **purpose**
- Are clear on the **role & responsibilities** of every person on the Committee & Committee and the delegated responsibilities of staff
- **Share** out the work
- Prepare for and follow-up on meetings
- Produce timely, clear and complete documents to advance and record their work.
- Have agreed ground rules for meetings i.e. **Standing Orders**

Role of EVERY Member

- To ensure that the organisation sticks to its **purpose, policies & processes**
- To use their **skills and experience** to give direction through effective planning and decision-making
- To ensure smooth running of the Committee/Committees – conflict, communication styles and conduct at, and between meetings

Resources

- There are templates and advisory notes on the following websites
- <https://www.charitiesregulator.ie/media/1609/charities-governance-code.pdf>
- <https://www.sportireland.ie/GovernanceCode/Resources>
- <https://countywicklowppn.ie/train-support/>

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**Thank you for your time and best
wishes with all that you do.**

**See you next Wednesday 23rd at 7.30
for**

**Telling Your Story
Getting People Involved
Succession Planning**

senanturnbull@gmail.com

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