## [insert organisation name and logo]

## Functions and Delegations Matrix

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| **FUNCTION AREA: [organisation] BOARD OF DIRECTORS**  |
| [organisation] is governed by a Board of Directors elected from the membership under the rules of the [organisation] constitution. The Board of Directors is the legal entity of the organisation and is therefore responsible for [organisation]’s overall strategic direction and the effective and transparent management of its resources. The Board’s governance role requires the Board to provide leadership, safeguard the organisation’s interests and ensure accountability and long-term viability. The [organisation] Board meets every [insert schedule] months and the Executive meets [insert schedule]The [organisation] Board has approved [insert schedule] Board committees, these are set out below.**[name] Committee** Purpose: **[name] Committee**Purpose: *Note: Under the position of Ordinary Board Director in the table below, the key functions and delegations of the [organisation]* *Board of Directors are detailed. Functions and delegations for specific office bearers are detailed separately.* |
| **Position** | **Core responsibilities** | **Financial delegations** | **Human Resources** | **Media** | **OHS** |
| **Chair** | * Responsible for providing overall leadership to XX
* Chair each Annual General meeting, Board of Directors meeting and Executive meeting
* Plan the agenda of Board meetings with CEO before each meeting
* Ratify Board meeting minutes
* Prepare report for XX Annual Reports and Annual General Meetings
* Member of Executive and Business Review subcommittee
 | * Co-authorise the Annual Audit Report
* Co-signatory for XX funding and performance agreements as required (with CEO)
* Co-authorise cheques on behalf of the organisation
 | Administer performance appraisal process for the CEO | Support CEO in representing XX in the media. | Refer to Ordinary Board Director |
| **Treasurer** | * Overall responsibility and oversight for the finances of the organisation
* Chair of Business Review subcommittee
* Member of Executive and Business Review subcommittee
 | * Prepare for external audit with Business Manager including co-authorise Bank Audit Request
* Co-authorise the Committee Report (Annual Audit Report)
* Recommend the Annual Audited Finance Report to the Membership at the AGM
* Co-authorise Certificate of Compliance (Annual Statement to Fair Trading)
* Co-signatory for XX funding and performance agreements as required (with CEO)
* Co-authorise cheques on behalf of the organisation
 | Refer to Ordinary Board Director | Refer to Ordinary Board Director | Refer to Ordinary Board Director |
| **Deputy Chair** | * Chair Board meetings in absence of the Chair
* Member of Executive
 | Refer to ‘Ordinary Board Director’ | Refer to ‘Ordinary Board Director’ | Refer to ‘Ordinary Board Director’ | Refer to ‘Ordinary Board Director’ |
| **Secretary** | * Overall responsibility for minutes, membership and other incorporation compliance
* Member of Executive
 | * Co-authorise Certificate of Compliance (Annual Statement to Fair Trading)
* Co-signatory for XXX funding and performance agreements as required (with CEO)
 | Refer to ‘Ordinary Board Director’ | Refer to ‘Ordinary Board Director’ | Refer to ‘Ordinary Board Director’ |
| **Ordinary Board Director and Office Bearers** | * Represent XX
* Set the strategic direction, objectives and define critical policies
* Approve strategic plan
* Monitor the performance of the organisation against the approved plans, reports and budgets
* Define the management delegations
* Approve membership applications for XX
* Endorse XX Operational Policies
* Endorse proposed constitutional changes
* Ensure compliance with legislation, policies and regulations
* Ensure the Board’s own governance structure and processes are effective
 | * Ratification of budgets and forecasts for XX
* Ratification of monthly financial reporting
* Ratification of Annual Audited Financial Accounts
 | * Recruit the CEO and monitor their performance
* Endorse CEO’s recommendations for employment of staff members
* Ensure compliance with HR legislation and regulations
 | No media comment unless endorsed by Chair or Board | Ensure compliance with OH&S legislation and regulations |
| FUNCTION AREA / PROGRAM: STAFF EXECUTIVE  |
| The Staff Executive consists of the 3 senior positions of the CEO, [insert other positions]. This team is involved in program and budget development, strategic liaison with stakeholders and developing and implementing operational systems to ensure the effective management of the organisation. |
| **Position** | **Core responsibilities** | **Financial delegations** | **Human Resources** | **Media** | **OHS** |
| **Chief Executive Officer** | The Board delegates day-to-day management of the organisation to the CEO. The CEO has responsibility for management of the organisation, including: * Implementation of Strategic Plan, including development of and reporting against Operational Plan
* Preparing and delivering reports to Board
* Establishing and maintaining strategic alliances and partnerships for [organisation] and the sector and feeding back partnership information to [organisation] staff
* Advocacy for the NSW non government drug and alcohol sector
* Sector representation and contribution to policy development that affects the sector
* Identify opportunities for enhancing the services and support to members through submission, tenders and other plans and reports that are within the direction and goals established by the Strategic Plan
* Ensure compliance with legislation, policies and regulations
* Participate in team planning and quality improvement initiatives
* Attends Board meetings, Executive meetings and Business Review subcommittee
 | * Overseeing financial management of the organisation
* Approval to incur expenditure on behalf of the organisation
* Develop draft budget and forecasts
* Co-authorise bank audit request
* Co-authorise Management Representation Letter (Annual Audit)
* Authority to hold Business credit card for XX expenditure
* Sign off (with Board signatory) on all external funding and performance agreements
* Sign all contractual relationships (e.g. consultancy agreements)
* Variation to approved budget expenditure as determined by the Board
* Co-authorise cheques on behalf of the organisation
 | * Recruitment of staff
* Approve and enter into employment contracts for staff
* Administer and vary existing employment contracts
* HR delegations for Director Sector Development and Business Manager
* Recruit to vacancies and lead hiring process as relevant
* Orientation and induction of new staff as relevant
* Identify relevant staff members to take on HR responsibilities for casual staff
* To approve student placements and ensure adequate supervision is available
* Participate in staff performance development and appraisal processes
* Comply with HR policies and procedures
 | * Public spokesperson for XX as agreed with the Chair
* Delegate authority for representing XX in the media to other staff or Board of Directors as appropriate
* Comply with HR policies and procedures
 | * Provide OHS reports to the Board
* Nominate a safety officer
* Act upon any identified OH&S risk
* Develop OH&S plan
* Ensure relevant safety mechanisms are in place
* Ensure completion of incident reports
* Comply with OH&S policies and procedures
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| **[e.g. Director of Planning]** | * Acting CEO delegation in absence of the CEO
* Support CEO to identify opportunities for enhancing the services and support to members through submission, tenders and other plans and reports that are within the direction and goals established by the Strategic Plan
* Work with CEO on strategic alliances and partnerships for [organisation]
* Attends Board meetings, Executive meetings and Business Review subcommittee
 | * Assist development of draft budget and forecasts
* Approve budgeted Core and project expenditure
 | * Overall management of [organisation] HR policies and systems
* Identify and lead compliance with HR legislation
* HR delegations as identified
* Recruit to vacancies and lead hiring process as relevant
* Orientation and induction of new staff as relevant
* Participate in staff performance development and appraisal processes
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| **[e.g. Business Manager]** | * Provide accounting and other financial information and advice to assist the Board, CEO and programs to meet financial and compliance goals.
* Provide timely, accurate and relevant budgets that ensure effective monitoring of finances.
* Attend Board meetings, Executive meetings and Business Review Subcommittee
 | * Identify and lead compliance with financial, tax and associations legislation
* Develop and provide advice on draft budget and forecasts
* Approval to incur expenditure on behalf of the organisation
* Recommend variation to approved budget expenditure to CEO
* Co-authorise Management Representation Letter (Annual Audit)
* Approve administration of budgeted Core and project expenditure
* Co-authorise cheques on behalf of the organisation
 | * HR delegations as identified
* Recruit to vacancies and lead hiring process as relevant
* Orientation and induction of new staff as relevant
* Participate in staff performance development and appraisal processes
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