



Governance and Management Role Matrix – Policy

SpringDale Neighbourhood Centre is a community managed organisation with a Committee and staff – both paid and unpaid.

This document has been developed to clarify the roles of both governance and management.

In summary:

- **Governance** = the process of setting and monitoring the strategic direction of an organisation.
- **Management** = the activities involved in implementing a strategic direction by making programs and opportunities available to the community.

In many community based situations these boundaries become blurred – Committee members begin managing programs and staff members set directions.

The matrix on the following pages describes a set of the key operational areas for the Centre:

- **Strategy** – the exploration, development, documentation and promotion of the direction of the Centre.
- **Policies** – the development, documentation and monitoring of all policy statements describing the operation of the Centre.
- **Annual Budget** – the development and monitoring of an overall budget of the Centre.
- **Programs** – the identification, management and monitoring of all programs within the Centre.
- **Information Systems** – management of all databases and programs used by the Centre.
- **Buildings** – liaising with the Council and contractors to maintain the building.
- **Media** – speaking with the media.

The matrix identifies people/roles within the organisation: Committee, President, Treasurer, Coordinator, staff and volunteers. The matrix references each of the operational areas with the key people and answers questions such as: “Who is responsible for....?” and “Who should be consulted when....?”

The matrix goes a step further by describing three types of response:

- **Responsible** = the person or group who actually completes the task. Note that this is usually one person or group. Where there are two people or groups involved the capital “R” has primary responsibility. The buck stops here.
- **Consulted** = the two way process of engagement to share information and ideas to reach an outcome.
- **Informed** = a one way process of information. Keeping the lines of communication clear and open.

GOVERNANCE AND MANAGEMENT ROLE MATRIX... continued

| | Committee | President | Treasurer | Secretary | Coordinator | Administration Officer | Documentation Officer | Volunteers |
|---|-----------|-----------|-----------|-----------|-------------|------------------------|-----------------------|------------|
| Strategy – consult with the community | R | | | | r | | | |
| Strategy – consult with users | r | | | | R | l | | c |
| Strategy – liaise with funders | r | | | | R | l | | |
| Strategy – set direction for the Centre | R | | | | C | C | C | C |
| Strategy – promote direction | R | r | r | r | r | r | r | r |
| Strategy – review performance | R | | | | l | l | i | l |
| Policies – develop draft policies | C | | | | R | C | c | C |
| Policies – formal approval | R | | | | | | | |
| Policies – promote and monitor | r | | | | R | c | c | c |
| Annual budget – prepare draft | | | C | | R | C | c | C |
| Annual budget – formal approval | R | | | | l | l | i | l |
| Annual budget – monitoring | R | | r | | C | l | i | l |
| Annual budget – monthly reporting | l | l | R | | r | l | i | l |
| External entities – formal agreement approval | R | r | | r | r | | | |
| External entities - formal reporting | R | r | | r | r | | | |
| External entities – operational liaison | | | | | R | | | |
| Programs – monitor core programs | l | l | l | | R | C | c | C |
| Programs – identify new opportunities | c | | | | R | C | c | C |
| Programs – draft funding applications | C | C | | | R | c | c | c |
| Programs – approve applications | R | | | | C | | | |
| Programs – reporting | i | | | | R | c | c | |
| Delivery – Publications | l | | | | R | c | r | l |
| Delivery – Classes | l | | | | R | c | ic | l |
| Delivery – Interest Groups | l | | | | R | r | i | l |
| Delivery – Community Support | l | | | | R | r | r | l |

GOVERNANCE AND MANAGEMENT ROLE MATRIX... continued

| | Committee | President | Treasurer | Secretary | Coordinator | Administration Officer | Documentation Officer | Volunteers |
|--|-----------|-----------|-----------|-----------|-------------|------------------------|-----------------------|------------|
| Staff – recruitment of Coordinator | R | | | | | | | |
| Staff – recruitment of other paid staff | r | | | | R | | | |
| Staff – recruitment of volunteers | | | | | R | c | | |
| Staff – support & training | C | | | | R | C | | c |
| Networking & building partnerships | r | | | | R | i | i | |
| Information Systems - management | r | | | | R | c | C | c |
| Buildings – liaise with City | l | | | | R | c | C | C |
| Buildings – determine overall usage | r | | | | R | C | C | C |
| Buildings – maintenance, insurance, security | | | | | R | | | |
| Speak to the media | C | R | | | C | l | i | l |