

PROPOSED MANAGEMENT AND REPORTING STRUCTURE FOR THE BARLOW

AND

NOTE ON TERMS OF REFERENCE FOR CONSULTATION AND COMMENT

The proposed **Management and Reporting Structure** for The Barlow is set out in diagrammatic form – see attached Diagram.

The overall context and proposed **Terms of Reference** within which the Management and Reporting Structure will operate is set out in this note.

NORTH TURTON PARISH COUNCIL (*No change*)

- Acts as Custodian Trustee;
- Appoints up to four Trustees.

THE BARLOW CHARITY – BOARD OF TRUSTEES (*No Change*)

The Board of Trustees has overall responsibility for the governance of the Barlow Estate.

The Board of Trustees is required to:

- Uphold the Charity's Constitution;
- Hold an AGM and other meetings as required;
- Set the strategic direction for The Barlow;
- Set the overall policy framework for The Barlow;
- Manage the assets of the Charity in accordance with Charity law;
- Ensure financial guardianship - oversee setting of Budgets and preparation of Annual Accounts;
- Oversee future funding and development initiatives;
- Delegate power to the Management Committee to manage day-to-day Barlow operations;
- Regularly monitor and review the performance of the Management Committee under the authority delegated to it by the Trustees.

THE BARLOW MANAGEMENT COMMITTEE (*Proposed Change*)

Under delegated authority from the Trustees, the Barlow will be managed by The Barlow Management Committee.

The Barlow Management Committee is required to act as the interface between the Board of Trustees and the Barlow volunteers with the key task of taking forward and developing the strategic direction and policies of The Barlow.

The Management Committee is the volunteer body with responsibility for managing the day-to-day operations and co-ordinating the efforts of the Barlow volunteer teams.

The Management Committee will comprise no more than 6 nominated members, plus a Secretary, with the power to co-opt additional volunteers as considered

appropriate by the Committee. The initial membership for the Management Committee will be by a selection process organised by the Volunteers, with Trustees acting in an advisory capacity.

The Management Committee will meet monthly and minutes will be taken. Minutes of meetings will be sent to the Board of Trustees.

The Chair of the Management Committee will report to the Board monthly.

Specifically, the Management Committee will:

- Seek to maximise income for the Barlow;
- Set and develop Volunteers' policy;
- Develop plans and actions to implement the Barlow's strategic policies;
- Oversee day-to-day operations in the Barlow;
- Oversee volunteer groups and set work/action programmes;
- Provide input into Barlow Working Groups;
- Report to the Board of Trustees on a monthly basis.

In practical terms the Management Committee will also be responsible for:

- Recruitment and training of Volunteers;
- Cleaning and day-to-day management of the Barlow Building;
- Management of the Office;
- Development and organisation of income generating events;
- Management and running of the Bar and Reading Room Coffee Shop;
- Management and running of the Saturday Café;
- Carrying out of Risk Assessments under the aegis of the Trustees' Health and Safety policy;
- Marketing, including:
 - Website development and maintenance;
 - Advertising and publicity materials;
 - Liaison with media; and
 - Social media.
- Income, including:
 - Establishment and review of charges;
 - Invoicing and debt collection; and
 - Monitoring and development of current portfolio of packages.
- Expenditure, including:
 - An annual budget to be set by the Volunteers;
 - Day-to-day operations e.g. consumables, utilities, ad hoc maintenance, etc, within the limits set by the Financial Policy of the Trustees;
 - Asset acquisition and asset replacement; and
 - Annual maintenance contracts and Barlow safety certificates.
- **Finances, including:**
 - **Management of Accounts;**
 - **Book-keeping;**
 - **Bank reconciliation;**
 - **Preparation of accounts for external audit; and**
 - **Preparation of monthly Financial Reports.**

*** Highlighted functions may need to be kept separate from the Management Committee – views invited.

WORKING GROUPS (*Proposed Change*)

These are action-focused groups set up by Board of Trustees working in partnership with the Barlow Management Committee. These groups will undertake specific tasks either on an on-going permanent basis or within set timescales. Membership of the Working Groups will include Trustees and Volunteers. The Groups may co-opt additional expertise where appropriate.

Working Groups are required to report back regularly to the Board of Trustees and the Barlow Management Committee. The frequency of Working Group meetings will be for the Group itself to determine, in the light of key tasks set.

Proposed Working Groups:

Policy & Planning Working Group with key tasks to:

- Draw up future Business/Development Plan;
- Set short, medium and long term targets;
- Monitor progress and review Business/Development Plan.

Finance Working Group with key tasks to:

- Draw up Annual Finance Plans;
- Set financial targets;
- Monitor financial performance;
- Provide financial reports for the Trustees and the Management Committee.
- Oversee the management of the accounts, book-keeping, etc.
(Note: this Group is already operational)

Funding & Development Working Group with key tasks to:

- Progress implementation of Business/Development Plan projects;
- Research funding and development opportunities.

Estate Management with Health & Safety Working Group with key tasks to:

- Draw up Estate Management Plan;
- Review health and safety procedures;
- Review room capacity arrangements.

VOLUNTEER TEAMS (*No Change*)

The volunteer teams will be responsible to the Barlow Management Committee.

The volunteer teams represent the 'engine room' of the Barlow. Volunteers are organised into teams with specific tasks to keep The Barlow running smoothly on a day-to-day basis.

Each team is headed by a Volunteer Lead and allocated a 'Go to Trustee'.

The 'Go to Trustee' is responsible for providing a link between the Board of Trustees and Volunteer Teams, communicating issues between the Trustees and Volunteers and vice versa.

The Volunteer Lead is responsible for organising the team, the induction of new team members, and overseeing training and development.

May 2019