

## Devon and Exeter Institution - Management & Governance Structure (from October 2020)

### Background

The DEI Board of Trustees conducted a comprehensive Staffing and Governance review in 2019 which was implemented in April 2020. The aim was to professionalise our operation with some current powers and responsibilities held by committees transferred to senior staffing posts. A key change was the creation of two Director staff posts.

#### 1. Board of Trustees

Oversees the overall direction of the charity and offers strategic decision-making and support to the Leadership Team/Directors. Individual Board members advise within their portfolio (areas of professional expertise). The staff Directors will also be required to advise the Board of strategic opportunities within their areas of sector expertise. The Board can meet in private at the Part 1 meeting to deal with any issues deemed to be confidential.

#### 2. Leadership Team

The Board devolves management responsibility of the DEI to the Leadership Team comprising the two Staff Directors and three trustees (Chair, Finance Lead and Hon Secretary). This team meet bi-monthly to support the Directors to implement the strategy agreed by the Board and to manage the priorities and workflows of the organisation including membership trends

#### 3. Projects Steering Group

The Projects Steering Group (formerly the P&P Committee) oversees all grant and partnership funded projects to ensure that this work is delivered to a standard, to a budget and the deadlines agreed with the external funders in the terms of our grants/partnership agreements. Notably, in the past 5 years this accounts for 50-80% of our total income per annum and this will be the case for the next 3 years.

#### 4. Finance Advisory Group

The Finance Advisory Group has a strategic role in advising on:

- Financial policy changes & initiatives including a review of the Financial Regulations
- Ensuring adequate scrutiny and probity of all financial matters
- Scrutiny of the draft annual budget proposed by budget holders and the Leadership Team
- Investment policy

The Group will also have a monitoring role through liaison with the Bookkeeper to:

- Ensure oversight of overall financial performance including cash flow. (*Daily practical financial control is delegated to budget holders and this is monitored by the Finance Advisory Group (for Coop1), the Projects Steering Group and the external funders (for Coop2) and overall, via the Budget management reports presented at the Board meeting*)
- Coordinate the independent inspection/audit to prepare the annual report and statement of accounts

The Finance Advisory Group has no delegated powers.

#### 5. HR Advisory Group

This group has no delegated powers and will be responsible for:

- Reviewing and recommend changes to the DEI Employment Policies for approval by the BofT to ensure they meet current legislative and heritage sector standards
- Reviewing recommendations from line managers on annual salary adjustments for approval by the BofT
- Reviewing professional development and staff retention/ wellbeing policies issues and procedures in the light of COVID-19

The Board of Trustees can also ask the HR Advisory Group to consider and advise on any HR issues as and when they arise

6. **Staff Meeting**

Takes place weekly. This meeting coordinates the staffing, opening hours, volunteers, events, meetings and workstreams of the Institution over the forthcoming two weeks and ensures good teamworking and communication.