

Governance Policies, Procedures and Guidance

Version 4

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Introduction and Policy Statement

At King's College London Students' Union (KCLSU) we're committed to the highest standards of governance. Strong governance is what makes our values of student-led, people-orientated, innovative, straightforward and sustainable come to life.

Governance is the systems and processes concerned with ensuring the overall direction, effectiveness, supervision and accountability of an organisation.¹ Charities are governed by a Trustee Board who take overall responsibility for their work.

We've led the way when it comes to Students' Union governance. We've conducted governance reviews, implemented best practice and worked to identify and comply with Codes of Good Governance including the NUS Students' Union Governance Code.

To keep ahead we:

- run a Governance and Policy Committee, whose remit includes promoting good governance, continually reviewing our governance arrangements and identifying opportunities for improvement.
- ensure compliance with the [NUS Students' Union Governance Code](#)
- carry out regular reviews of our Trustee Board's effectiveness and put together a development plan in response.
- ensure all KCLSU Trustees are given the training and support they need to do their role.
- make the most of the knowledge and expertise of our experienced Trustees as they formally mentor our new or less experienced Trustees.

In this document you'll find the policies, procedures and guidance that support our governance in practice. You'll find the [Terms of Reference for the KCLSU Trustee Board](#) and its Committees, role descriptions and the [Trustee Board's Delegation of Authority](#). We recommend that this document is read alongside our **Articles of Association** and **Bye-laws**. You can find these in our online [Policy Zone](#).

If you've got any questions about our governance policies, procedures or guidance get in touch with KCLSU President and Chair of KCLSU Trustee board by emailing president@kclsu.org

¹ <https://knowhownonprofit.org/leadership/governance/getting-started-in-governance/getting-started-in-governance-1>

The Nolan Seven Principles of Public Life

The [Committee on Standards in Public Life](#) (CSPL) advises the Prime Minister on ethical standards across the whole of public life in the UK. It monitors and reports on issues relating to the standards of conduct of all public office holders. In May 1995, Lord Nolan published a report on behalf of the CSPL that set out [The Seven Principles of Public Life](#) (often known as the Nolan Principles) that apply to anyone working in public office.

At KCLSU we believe in these Principles. We expect our Trustees to follow them both as individuals and collectively as the KCLSU Trustee Board. We also expect the same of all senior managers working for KCLSU.

The Seven Principles of Public Life are:

1. Selflessness - holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
2. Integrity - holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
3. Objectivity - in carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
4. Accountability - holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. Openness - holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. Honesty - holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
7. Leadership - holders of public office should promote and support these principles by leadership and example.

National Occupational Standards for Trustees

The National Occupational Standards for Trustees set out the competences that Trustees need to carry out their role effectively. They can be used to help identify the learning needs of Trustees and to plan any training needed. More generally, they are used to make sure we have a consistent and high quality approach to governance. The National Occupational Standards are divided into four units, each of which details Trustees' responsibilities under the unit, what they need to know and understand in relation to the unit and what Trustees should read for the unit.

The four National Occupational Standards for Trustees are:

1. [Safeguard and promote the values and mission of the voluntary or community organisation](#)
2. [Determine the strategy and structure of the voluntary or community organisation](#)
3. [Ensure the voluntary or community organisation operates in an effective, responsible and accountable manner](#)
4. [Ensure the effective functioning of the voluntary or community organisation's Board of Trustees](#)

Students' Union Governance Code

The [Students' Union Governance Code](#) is a code of good governance, designed specifically for Students' Unions to support their unique and unusual governance arrangements and organisational models. The Code draws upon best practice in governance from the Third Sector and Public Sector in general, as well as the Higher Education sector. NUS launched SU Governance Code in 2018. The Code is adapted from the Charity Governance Code, to be relevant for Students' Union and incorporate the democratic nature of Unions.

Our Governance and Policy Committee monitors our compliance against the Code. We have an Action Plan in place to work towards full compliance.

Who is eligible to be a Trustee?

You must be a current KCL student to stand for the position of Student Trustee.

You may not be eligible if you:

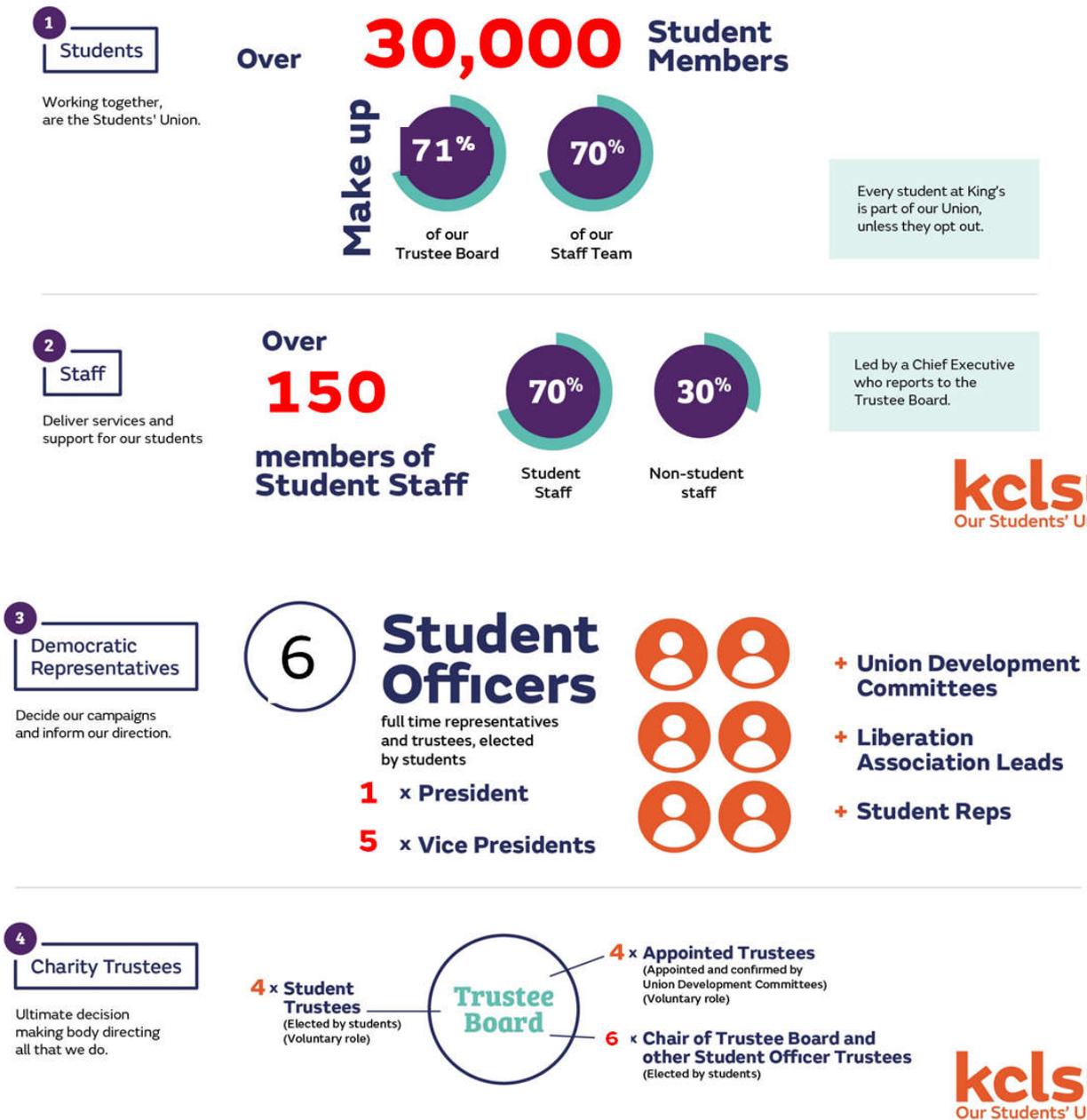
- Are under 18 years old
- Have an unspent conviction of any offence involving deception or dishonesty
- Are an undischarged bankrupt
- Have made compositions with your creditors and have not been discharged
- Have at any time been removed by the Commissioners or by the Court in the UK from being a Trustee because of misconduct
- Have failed to make payments under the County Court Administrators' Orders
- Are a member of KCLSU Student Staff

Our Democratic Structure

At KCLSU we're a democratic charity and a membership organisation, meaning our student members are central to how we're run and what we do.

How we work:

Our Democratic Structure



KCLSU Trustee Code of Conduct

Principles of Public Life

As a KCLSU Trustee I promise to abide by the Principles of Public Life (the Nolan Principles). These are:

1. Selflessness - holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
2. Integrity - holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
3. Objectivity - in carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
4. Accountability - holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. Openness - holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. Honesty - holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
7. Leadership - holders of public office should promote and support these principles by leadership and example.

Additionally, I agree to the following points:

Law, governing document, policies and mission

1. I will act in accordance with the law, which includes for these purposes, charity law, company law and any other relevant legislation or regulations that impact on any aspect of my role of Trustee.
2. I must be fully familiar with and will act within the governing documents of KCLSU and abide by the policies and procedures of the organisation as amended from time to time. The governing documents include for these purposes KCLSU's Articles of Association, its Bye-laws, Codes of Conduct, undertakings and relevant documented policies and procedures.
3. I will support KCLSU's mission and consider myself its guardian.
4. I will ensure that KCLSU pursues its objects as defined in its governing documents and that it uses its resources exclusively in pursuance of those objects.

Relations with others

5. I will use my best efforts to establish respectful, collegial and courteous relationships with all I come into contact with in my role as Trustee.

Protecting KCLSU's reputation

6. I will not speak as a Trustee on behalf of KCLSU to the media or in a public forum without the prior knowledge and approval of the Chair of KCLSU Trustee Board or the KCLSU Chief Executive. Such consent must be obtained by the Chair of KCLSU Trustee Board from the Chief Executive and vice-versa.
7. When I am speaking as a Trustee of KCLSU, my comments will be considered and where possible researched, and will reflect current KCLSU policy even when these do not agree with my personal views.
8. When speaking as a private citizen, I will strive to uphold the reputation of KCLSU and those who work in it, remembering that even in this capacity my responsibility to KCLSU are not diminished.
9. I will respect organisational, KCLSU Trustee Board and individual confidentiality.
10. I will take an active interest in KCLSU's public image and the Students' Union sector noting news articles, books, television programmes and the like about the organisation, about similar organisations or about important issues for KCLSU.

Personal gain

11. Unless specifically and lawfully authorised to do so (by the Students' Union's Articles of Association or by the Charities Act 2006) I will not personally gain materially or financially from my role as Trustee, nor will I permit others to do so as a result of my actions or negligence.
12. I will document expenses and seek reimbursement according to agreed procedures.
13. I will not accept substantial gifts or hospitality without prior consent of the KCLSU Trustee Board.
14. I will register all gifts I receive in my capacity as a Trustee and/or Student Officer of KCLSU in the gift register maintained by KCLSU, immediately after receiving such gift.
15. I will use the resources of KCLSU responsibly, when authorised, in accordance with the law and governing documents.

Conflicts of interest

16. I will always use my best efforts to act in the best interests of KCLSU and its present and future members.
17. Unless lawfully authorised, I will not put myself in a position where my personal interests conflict with my duty to act in the interests of KCLSU.
18. Notwithstanding clause 17 I will declare any conflict of interest, or any circumstance that might be viewed by others as a conflict of interest, as soon as it arises, whether or not it is lawfully intended.
19. I will submit to the judgment of the KCLSU Trustee Board and do as it requires regarding potential conflicts of interest.
20. I understand that a failure to declare a conflict of interest may be considered to be a breach of this Code.

In the Boardroom

21. I will abide by KCLSU Trustee Board governance procedures and practices.
22. I will use my best efforts to attend all KCLSU Trustee Board meetings, giving apologies ahead of time to the Chair of KCLSU Trustee Board if unable to attend.
23. I will study the agenda and other information sent to me in good time prior to the meeting and be prepared to debate and vote on agenda items during the meeting.
24. I will honour the authority of the Chair of KCLSU Trustee Board and respect their role as meeting leader.
25. I will engage in debate and voting in meetings according to procedure, maintaining a respectful attitude toward the opinions of others while making my voice heard.
26. I will accept a majority KCLSU Trustee Board vote on an issue as decisive, final and binding on me as a Trustee.

Enhancing governance

27. I will actively participate in induction, training and development activities for Trustees.
28. I will continually seek ways to improve Trustee Board governance practice.
29. I will support the Chair of KCLSU Trustee Board in his/her efforts to improve his/her leadership skills.

Leaving the Trustee Board

30. I understand that substantial breach of any part of this code may result in my removal from the KCLSU Trustee Board.

31. I will inform the Chair of KCLSU Trustee Board as soon as reasonably possible and in writing of any intention I may have of leaving the Trustee Board.

32. I will participate and cooperate to the best of my abilities in any exit interview

33. The Chair of KCLSU Trustee Board will notify the KCLSU Chief Executive in writing of any intention to resign as Chair of KCLSU Trustee Board as soon as reasonably possible.

KCLSU Trustee Board Terms of Reference

Purpose

The KCLSU Trustee Board is the ultimate decision making body for KCLSU, directing all the organisation does, ensuring we are solvent, well-run and delivering the Charity's Objects set out in the [KCLSU Articles of Association](#).

Remit

1. To ensure compliance with the objects, purposes and values of the organisation as set out within its governing documents.
2. To review the KCLSU Articles of Association, mission, vision and values, at least every five years.
3. To ensure development of a strategic plan for the Students' Union.
4. To monitor implementation of any such plan on a periodic basis.
5. To ensure the solvency, financial strength and good performance of the organisation.
6. To ensure that the organisation complies with relevant laws, regulations and requirements of its regulators.
7. To oversee the appointment (and if necessary the dismissal) of the KCLSU Chief Executive.
8. To determine the Chief Executive's reward package and to appoint members to appraise and performance manage the Chief Executive (normally the Chair of KCLSU Trustee Board and Deputy Chair of KCLSU Trustee Board).
9. To determine and maintain a framework of delegation and internal control, including establishing Committees of the Trustee Board as deemed necessary.
10. To agree or ratify all policies and decisions on matters which might create significant risk to the organisation, financial or otherwise.
11. To appoint members to the Committees of the Trustee Board and to empower such members to act on behalf of the full Trustee Board, within parameters determined by the Trustee Board.

Responsibility and Authority

- The Trustee Board must ensure that the organisation's vision, mission and values and activities remain true to its Charity Objects.
- Trustees are bound by an overriding duty, individually and as a Trustee Board, to act reasonably at all times in the interests of the organisation and of its present and future members.
- All Trustees are equally responsible in law for the Trustee Board's actions and decisions and have equal status as Trustees.
- Trustees must act personally and not as the representative of any group or organisation. This applies regardless of how that person was elected or selected to become a Trustee.

- The Trustees must ensure that they remain independent and do not come under the control of any external organisation or individual.
- The quorum for Trustee Board meetings shall be 5 with elected in the majority unless otherwise 'fixed', if all elected trustees have a conflict then quorum is 3 lay trustees. Fixed at 50% + 1 to include at least one lay trustee, officer trustee and one student trustee.
- The Trustee Board shall appoint one of its members to the position of Deputy Chair of KCLSU Trustee Board.

Membership

(as required under the KCLSU Articles of Association)

- 6 x Student Officer Trustees (the KCLSU President as Chair of KCLSU Trustee Board joined by 5 Vice President Student Officers)
- 4 x Student Trustees
- 4 x Lay Trustees

Board Adviser

- KCLSU Chief Executive

In attendance

- Other members of the KCLSU Senior Leadership Team as required
- Governance operations staff

Resources

- Any financial resources necessary to achieve the Trustee Board's objective.
- Any management resources necessary to achieve the Trustee Board's objective.
- Chief Executive to draft papers and reports for the Trustee Board and to develop the agenda for Trustee Board meetings in conjunction with the Chair of KCLSU Trustee Board.
- Chief Executive to arrange for appropriate member of KCLSU staff to take minutes and collate papers for Trustee Board meetings.

Regularity of Meetings

At least four meetings per year.

Audit, Risk and Compliance Committee Terms of Reference

Purpose

In accordance with Article 40 of the [KCLSU Articles of Association](#), the KCLSU Trustee Board has established an Audit, Risk and Compliance (ARC) Committee to support them in their responsibilities for safeguarding assets, managing risks and overseeing compliance with statutory and legal obligations, e.g. Data Protection, Health and Safety etc. The Committee does not oversee Students' Union policies developed by democratic meetings, which is the responsibility of Governance and Policy Committee. ARC Committee meetings are open, but the Committee reserves the right to ask non-members to withdraw for relevant items.

Remit

1. To oversee management of the Students' Union's financial affairs including approving accounting policies and ensuring preparation and approval of annual accounts.
2. To review and oversee the Students' Union's audit framework, approve internal and external audit systems and ensure that audit checks are carried out in all key areas of KCLSU, including legal, financial and tax management, health and safety and insurance.
3. To receive the Students' Union's Financial Statements and discuss any issues arising from the External Auditor's accompanying report.
4. To receive quarterly report summarising any significant changes to the organisation's Risk Register.
5. To receive an annual report from any Internal Audit undertaken summarising work performed compared with work planned, key issues identified and management's response to internal audit recommendations.
6. To approve the strategic processes and systems for all risk management, control and compliance frameworks and to monitor significant changes in the risk profile of the organisation.
7. To review the management response to issues identified by audit activity.
8. To oversee the appointment of external and internal auditors.
9. To receive an annual report on health and safety and any other areas it deems appropriate in order to fulfil its responsibilities.
10. To approve operational policies necessary for compliance.

Responsibility and Authority

- The Committee shall appoint one of its members (who must be a Trustee) as Chair of ARC Committee.
- The quorum shall be at least 3 Trustees.
- The Committee may ask the Committee adviser and those in attendance to withdraw from the meeting to facilitate open and frank discussion of particular matters.

- The minutes and recommendations from the ARC Committee will be recorded and submitted to the Trustee Board.
- Representatives of External Audit will have free and confidential access to the Committee Chair.
- The Committee may seek assistance from independent advisers, whether legal or otherwise, and may request their attendance at Committee meetings.
- At least once a year the Committee shall meet the external auditors.

Membership

- At least five Trustees (appointed by the Trustee Board) and consisting of at least one Student Officer Trustee, one Student Trustee and one Lay Trustee.
- Neither the Chair of KCLSU Trustee Board nor the Chair of Performance Committee shall be a member of ARC Committee, but the Committee shall have the facility to invite either of these Chairs to attend its meetings.
- Neither the VP for Welfare and Community nor the VP for Activities and Development may sit on the committee, as the committee now reviews the ratification of societies.

Committee Adviser

Director of Operations
KCLSU external Finance Consultant

In attendance

- KCLSU Chief Executive can be required by the Committee to attend
- Other members of KCLSU staff as required

Resources

- Any financial resources necessary to achieve the Committee's objective.
- Any management resources necessary to achieve the Committee's objective.
- Director of Operations and Finance Consultant to draft papers and reports for the Committee and to develop the agenda for Committee meetings in conjunction with the Finance Director and the Committee Chair.
- Staff member to take minutes and collate papers for Committee meetings.

Regularity of Meetings

At least two meetings per year.

Governance and Policy Committee Terms of Reference

Purpose

In accordance with Article 40 of the [KCLSU Articles of Association](#), the KCLSU Trustee Board has established a Governance and Policy Committee to support them in their responsibilities for good governance, and ensure that Students' Union Governance policies and documents, democratic decisions and positions and their implementation are appropriate.

Remit

1. To advise the Trustee Board on the Governance of KCLSU considering any necessary or desirable changes and, in particular, to work towards full compliance with the NUS Good Governance Code of Practice.
2. To advise the Trustee Board on its development and to annually agree a review programme and development plan for the Trustee Board.
3. To monitor and review arrangements for elections, referenda and General Meetings.
4. To monitor and review KCLSU Campaigns, Union Development Committees, General Meetings and Referenda activity.
5. To monitor and review policies, decisions and positions from KCLSU Campaigns, Union Development Committees, General Meetings or Referenda, or formed within the published Student Officer Agenda.
6. To monitor and review student representative structures at KCLSU and King's College London.
7. To receive Student Officer Agenda plans and subsequent progress reports.
8. To monitor compliance with the KCLSU Articles of Association, Bye-laws, Memorandum of Understanding and Relationship Agreement with King's College London.
9. To oversee policies, decisions and positions passed by KCLSU, Campaigns, Union Development Committees, General Meetings and Referenda to provide a check and balance on items that may carry risk in the areas of Legal Challenge, Finance and Reputation as detailed in Article 37.3 of the [KCLSU Articles of Association](#).

Responsibility and Authority

- The Committee shall appoint one of its members (who must be a Trustee) as Chair of Governance and Policy Committee.
- The quorum shall be at least 3 Trustees, one of whom must be the Chair of KCLSU Trustee Board or the Chair of Governance and Policy Committee.
- The Governance and Policy Committee may ask any other student, staff member of KCLSU or King's College London, Trustee or external organisation (such as NUS or another Students' Union) to attend its meetings so as to assist the Committee with its discussions.
- The Committee may ask those in attendance to withdraw from the meeting to facilitate open and frank discussion of particular matters.
- The minutes and recommendations from the Governance and Policy Committee will be recorded and submitted to the Trustee Board.

Membership

- Chair of KCLSU Trustee Board (ex officio)
- At least three other Trustees (appointed by the Trustee Board) and consisting of one Student Officer Trustee, one Student Trustee and one Lay Trustee

Committee Adviser

Community Engagement Director

In attendance

- Other members of KCLSU staff as required
- KCLSU Community Engagement Director
- KCLSU Head of Community Development and Campaigns

Resources

- Any financial resources necessary to achieve the Committee's objective.
- Any management resources necessary to achieve the Committee's objective.
- Director of Communications and Campaigns to draft papers and reports for the Committee and to develop the agenda for Committee meetings in conjunction with the Committee Chair.
- Staff member to take minutes and collate papers for Committee meetings.

Regularity of Meetings

At least four meetings per year.

Democratic Policy Oversight Process

1. KCLSU Campaign Petition, Union Development Committees, General Meeting or Referendum agrees position/decision.
2. President considers position/decision advised by KCLSU Community Engagement Director. Refer to Governance and Policy Committee or Trustee Board immediately if risk of adverse impact is identified.
3. Governance and Policy Committee review all position/decisions and send them to the KCLSU Trustee Board for information.

KCLSU HR Committee Terms of Reference

Purpose

In accordance with Article 40 of the [KCLSU Articles of Association](#), the KCLSU Trustee Board has established a HR Committee to support them in their responsibilities for human resources, reward and recognition.

Remit

1. To review and recommend to the Trustee Board the strategic resourcing plan, training and development plan and annual HR budget.
2. To review KCLSU's performance against the resourcing and training and development plan and budget.
3. To consider KCLSU's future resourcing requirements and training and development implications.
4. To consider proposals for maximising the benefits from KCLSU's people resources, including both staff members and Trustees.
5. To ensure non-student (Lay) Trustee recruitment is undertaken at the appropriate time.
6. To monitor and review KCLSU's levels of employee satisfaction.
7. To ensure that HR activities are linked to KCLSU's strategic plan and compliment the desired culture.
8. To ensure that the Trustee Board receive regular HR reports and Key Performance Indicators.
9. To ensure that the HR function effectively scans internal and external environments to identify HR best practice, new thinking and changes in employment law.
10. To use specialised HR knowledge to inform organisational HR issues.
11. To review and recommend to the Trustee Board the development of KCLSU's reward and recognition policy.
12. To ensure the Trustee Board monitors and reviews the performance of the KCLSU Chief Executive and rewards performance accordingly, and identifies appropriate development opportunities.
13. To review and approve KCLSU terms and conditions of employment and other staffing policies and to consider matters relating to staff discipline and grievance.
14. To ensure that all HR policies respect the diverse nature of our employee demographics.
15. To receive on a regular basis an HR operating report detailing, amongst other things, staff turnover, attrition rates, recruitment activity, absence, exit interviews, disciplinary matters, staff changes.

Responsibility and Authority

- The Committee shall appoint one of its members (who must be a Trustee) as Chair of HR Committee.
- The quorum shall be at least 3 Trustees, one of whom must be the Chair of KCLSU Trustee Board or the Chair of HR Committee.
- The HR Committee may ask any other official of KCLSU or King's College London to attend its meetings so as to assist the Committee with its discussions and deliberations on any particular matter.
- The Committee may ask those in attendance to withdraw from the meeting to facilitate open and frank discussion of particular matters.
- The minutes and recommendations from the HR Committee will be recorded and submitted to the Trustee Board.

Membership

- Chair of Trustee Board (ex officio)
- At least four other Trustees (appointed by the Trustee Board)

Committee Adviser

- KCLSU People & Development Manager
- KCLSU Chief Executive

In attendance

- Other KCLSU staff as required

Resources

- Any financial resources necessary to achieve the Committee's objective.
- Any management resources necessary to achieve the Committee's objective.
- HR Manager to draft papers and reports for the Committee and to develop the agenda for Committee meetings in conjunction with the Chief Executive and the Committee Chair.
- Staff member to take minutes and collate papers for Committee meetings.

Regularity of Meetings

At least three meetings per year.

Performance Committee Terms of Reference

Purpose

In accordance with Article 40 of the [KCLSU Articles of Association](#), the KCLSU Trustee Board has established a Performance Committee to support them in their performance monitoring responsibilities. The Committee will monitor and advise on operational performance, including trading and non-trading activities and review the outcomes of operating plans. The Performance Committee is an open meeting but reserves the right to ask non-members to withdraw for relevant items.

Remit

1. To oversee management of the Students' Union's financial affairs, including reviewing management accounts.
2. To receive and review performance reports, including Operating plans, financial performance reports and measures of success.
3. To receive and review the annual budget and financial forecasts.
4. To oversee the development of an annual operating plan that's linked back to the organisation's strategic plan and to monitor progress against the operating plan.
5. To monitor and review the performance of the Students' Union's Commercial services, drawing upon benchmarking reports, market research, competitor analysis and consultants' reports and working to improve the performance of such services.
6. To receive and review annual Student Survey and associated recommendation to the Board.
7. To receive and assist in the development of proposals for maximising the benefits from KCLSU's assets and resources including proposals for new/revised commercial ventures.
8. To review and oversee the tendering of substantial service contracts.
9. To approve any exceptional payments and losses In line with Delegation of Authority

Responsibility and Authority

- The Committee shall appoint one of its members (who must be a Trustee) as Chair of Performance Committee.
- The quorum shall be at least 3 Trustees, one of whom must be the Chair of KCLSU Trustee Board or the Chair of Performance Committee.
- The Performance Committee may ask any other student, staff member of KCLSU or King's College London, Trustee or external organisation (such as NUS or another Students' Union) to attend its meetings so as to assist the Committee with its discussions.
- The Committee may ask those in attendance to withdraw from the meeting to facilitate open and frank discussion of particular matters.
- The minutes and recommendations from the Performance Committee will be recorded and submitted to the Trustee Board.

- All new members of the group should get some basic training on KCLSU reporting structures for ops plans and accounts. This is required so that all members of the group can fully participate in all conversations and decision making

Membership

- Chair of KCLSU Trustee Board (ex officio)
- At least four other Trustees (appointed by the Trustee Board) and consisting of at least one Student Officer Trustee, one Student Trustee and one Lay Trustee
- The Chair of the Audit, Risk and Compliance Committee shall not be a member of the Performance Committee.

Committee Advisers

- KCLSU Commercial Services Director
- KCLSU Digital and Communications Director

Resources

- Any financial resources necessary to achieve the Committee's objective.
- Any management resources necessary to achieve the Committee's objective.
- Service Development Director to draft papers and reports for the Committee and to develop the agenda for Committee meetings in conjunction with the Finance Director and the Committee Chair.
- Staff member to take minutes and collate papers for Committee meetings.

Regularity of Meetings

All meetings must be held at least 2 weeks prior to Trustee board. Therefore this allows the committee to have fully actioned minutes and decisions made prior to board. It is also recommended that the committee report back to board at each board meeting.

Agenda for meetings (4 per year)

- i. Ops plan – quarterly milestone review – Departments need to have reviewed these prior to the meeting and reported back. Exception reporting will be used.
- ii. Finance Review – Quarterly accounts to be reviewed at each meeting, any significant variances to be commented on before – proposed action list to be done
- iii. Project review – project review by team to be done prior to meeting – Committee action – to review

- iv. Deep Dive – Review of area as detailed below- Committee to provide recommendations on each

Q1 (September) – Review of non-commercial area

Q2 (November) - Commercial Review – Look at commercial performance from Q1 and Join review

Q3 (February) – Commercial Review

Q4 (May/June) - Budget and Ops plan review for year ahead – 3 hour meeting

Chair of KCLSU Trustee Board Role Description

Purpose

The Chair of KCLSU Trustee Board provides leadership for KCLSU and for the Trustee Board. The Chair of KCLSU Trustee Board is the main ambassador for the Students' Union and is responsible for performance managing the KCLSU Chief Executive.

Key Responsibilities

The Chair of KCLSU Trustee Board has the same responsibilities as other Trustees, as well as the additional responsibilities specific to the post outlined below. The Chair of KCLSU Trustee Board:

- Helps manage working relationships among the Trustees and with the Chief Executive.
- Leads the recruitment and selection of future KCLSU Trustee Board members.
- Takes on the lead ambassadorial role for KCLSU.
- Leads in the performance management and recruitment and selection of the Chief Executive.
- Contributes towards creating and sustaining what's known as a 'learning Trustee Board' by participating in or leading Trustee Board induction and Trustee Board development activities.
- Offers support, guidance, mentoring and coaching for other Trustees, particularly those new to the KCLSU Trustee Board.
- Coordinates and chairs meetings of the Trustee Board.
- Is a member of the Committees of the KCLSU Trustee Board, except for the ARC Committee.

Person Specification

In addition to the general person specification required of any Trustee, the Chair of KCLSU Trustee Board should ideally have or seek to develop the following characteristics:

- Strong communication skills with the ability to present to a variety of audiences of various sizes.
- Ability to provide strategic leadership to the Students' Union's Trustees, elected Student Officers and student members.
- Highly developed diplomatic and negotiation skills.
- Ability to build partnerships and develop strategic relationships.
- A strong commitment to KCLSU's vision and values.

Method of Appointment and Term of Office

The KCLSU President is automatically the Chair of KCLSU Trustee Board. The President is elected by and from student members each year through a cross-campus ballot. The Term of Office for the President is one year, with a possible second year subject to re-election through cross-campus ballot. The Term of Office runs from 1 August to 31 July each year.

Removal from Office

The Chair of KCLSU Trustee Board may be removed from Office via the democratic processes outlined in the KCLSU Articles of Association.

Deputy Chair of KCLSU Trustee Board Role Description

Purpose

The Deputy Chair of KCLSU Trustee Board works in partnership with the Chair of KCLSU Trustee Board to provide leadership for the Trustee Board in its role of setting the strategy and policy of KCLSU and performance managing the Chief Executive. They also deputise for the Chair of KCLSU Trustee Board in their absence.

Key Responsibilities

The Deputy Chair of KCLSU Trustee Board has the same responsibilities as other Trustees, as well as the additional responsibilities specific to the post outlined below. The Deputy Chair of KCLSU Trustee Board:

- Helps the Chair of KCLSU Trustee Board manage working relationships among the Trustees and between the Trustee Board and the Chief Executive.
- Understands the responsibilities of the Chair of KCLSU Trustee Board and performs these duties when the Chair of KCLSU Trustee Board is not available.
- Is the point of contact for collating responses from Trustees in relation to the Chair of KCLSU Trustee Board's review. They liaise with the external individual selected to facilitate the process.
- Will usually chair one of the Trustee Board's sub-committees.
- Recommends actions to strengthen the effectiveness of the Trustee Board.
- Assists the Chair of KCLSU Trustee Board in the performance management and recruitment of the Chief Executive.
- Takes on an ambassadorial role on behalf of KCLSU.
- Contributes to creating and sustaining what's known as a 'learning Trustee Board' by participating in or leading Trustee Board induction and Trustee Board development activities.
- Offers support, guidance and coaching for Trustees particularly those new to the Trustee Board.
- Supports the Chair of KCLSU Trustee Board in coordinating the Trustee Board and in chairing meetings of the Trustee Board.

Person Specification

In addition to the general person specification required of any Trustee, the Deputy Chair of KCLSU Trustee Board should have the following characteristics:

- Significant experience at executive and/or non-executive Trustee Board level.
- Knowledge and understanding of good governance.
- Ability to provide strategic leadership.
- Highly developed diplomatic and negotiation skills.

- Ability to build partnerships and develop strategic relationships.

Method of Appointment and Term of Office

The Trustee Board agrees who should be Deputy Chair of KCLSU Trustee Board from amongst its membership. The Term of Office is normally three years, with possible extension subject to approval by the Trustee Board.

Removal from Office

The Board reserves the right to remove a post holder from the position of Deputy Chair of KCLSU Trustee Board, subject to a majority vote by the Trustee Board.

KCLSU Trustee Board Committee Chair Role Description

Purpose

The KCLSU Trustee Board Committee Chairs (one or more of whom may be the Chair of KCLSU Trustee Board and/or Deputy Chair of KCLSU Trustee Board) work in partnership with the Chair of KCLSU Trustee Board and Deputy Chair of KCLSU Trustee Board to coordinate the business of the Trustee Board.

Key Responsibilities

The KCLSU Trustee Board Committee Chairs have the same responsibilities as other Trustees, as well as the additional responsibilities specific to the post outlined below. The KCLSU Trustee Board Committee Chairs:

- Coordinate and chair one or more of the Trustee Board's Committees.
- Participate in the recruitment and selection of future Trustee Board members and recommend actions to strengthen the effectiveness of the Trustee Board.
- Take on an ambassadorial role on behalf of KCLSU.
- Contribute to creating and sustaining what's known as a 'learning Trustee Board' by participating in or leading Trustee Board induction and Trustee Board development activities.
- Offer support, guidance, mentoring and coaching for other Trustees particularly those new to a Trustee Board Committee(s).

Person Specification

In addition to the general person specification required of any Trustee, a KCLSU Trustee Board Committee Chair should have the following characteristics:

- Knowledge and understanding of the area(s) covered by the Trustee Board Committee(s).
- Strong communication skills and ability to chair meetings effectively.
- Well-developed diplomatic and negotiation skills.
- Ability to build partnerships and develop strategic relationships.

Method of Appointment and Term of Office

The Trustee Board agrees who should be KCLSU Trustee Board Committee Chairs from amongst its membership. The length of Term of Office will normally be three years, with possible extension of term subject to approval by the Trustee Board.

Removal from Office

The Trustee Board reserves the right to remove a post holder from the position of Trustee Board Committee Chair, subject to a majority vote by the Trustee Board.

KCLSU Trustee Board Clerk to the Membership

Purpose

The KCLSU Trustee Board Clerk to the Membership has the same responsibilities as other Trustees, as well as the additional responsibilities specific to the post outlined below. The KCLSU Trustee Board Clerk to the Membership:

- Report from the Trustee Board and the decisions made, ensuring the membership is communicated with and engaged in the work of the Trustee Board
- Report from the membership and the decisions made by our democratic structures, ensuring the Trustee Board is communicated with and engaged in the work of our students.

Method of Appointment and Term of Office

The Trustee Board agrees who should be KCLSU Trustee Board Clerk to the Membership from amongst its membership. The Term of Office is normally one year, with possible extension subject to approval by the Trustee Board.

Removal from Office

The Board reserves the right to remove a post holder from the position of KCLSU Trustee Board Clerk to the Membership, subject to a majority vote by the Trustee Board.

KCLSU Trustee Role Description

Purpose

The Trustees are ultimately responsible, individually and collectively, for all activity within KCLSU. The KCLSU Trustee Board is responsible for setting the vision and values of the organisation and for ensuring the delivery of organisational purpose. The Trustees ensure development of and agree a long-term strategy. They approve and monitor plans to deliver the strategy.

Key Responsibilities

Trustees are accountable for delivering the responsibilities detailed in the KCLSU Trustee Board Terms of Reference. Notwithstanding this all Trustees have a duty to:

- Ensure that KCLSU acts in accordance with its charitable objects, constitution and other guiding documents and in particular remains true to its mission, vision and values.
- Facilitate KCLSU being a student-led organisation.
- Help KCLSU achieve its objectives and improve the lives of its members.
- Ensure that KCLSU complies with all relevant legislation and regulations, including relevant charity acts and education acts.
- Ensure that KCLSU does not undertake activities that put its financial stability, members or reputation at undue risk.
- Work with other Trustees, staff and volunteers in a constructive manner and for the greater good of KCLSU.
- Participate fully in Trustee Board meetings and join one of the Trustee Board's Committees.
- Use their personal skills and experience to ensure KCLSU is well run and efficient.
- Seek external professional advice where there may be material risk to KCLSU or where the Trustees may be in breach of their duties or at any other appropriate moment.
- Add value to the Trustee Board and KCLSU through generating ideas, challenging the status quo, broadening thinking and supporting and promoting innovation and creativity.
- Abide by the KCLSU Trustee Code of Conduct.

Student Trustees and Student Officer Trustees have a particular responsibility to:

- Ensure decisions of the Trustee Board and its Committees take account of the needs and views of KCLSU's members.
- Ensure KCLSU considers the needs and views of all student groups including as examples Postgraduate, International and part time students.
- Ensure effective communication between KCLSU and its members.

Lay Trustees have a particular responsibility to:

- Use their particular knowledge, skills and experience to improve the decision making of the Trustee Board and its Committees.
- Support and empower the Student and Student Officer Trustees to act as student leaders for KCLSU.
- Act as mentors, as required, for new or less experienced Trustees.

Person Specification

Trustees should be:

- Committed to the purpose, charity objects and values of KCLSU.
- Committed to facilitating student leadership both within and through the Trustee Board and through the wider democratic structures of KCLSU.
- Constructive about other Trustees' opinions in discussions and in response to staff members' contributions at meetings.
- Able to act reasonably and responsibly when undertaking Trustee Board responsibilities.
- Able to maintain strict confidentiality.
- Understand the importance and purpose of Trustee Board and Committee meetings and be committed to preparing for them adequately and attending them regularly.
- Able to analyse information and when necessary challenge constructively.
- Able to make collective decisions and stand by them.
- Able to respect boundaries between management and governance functions.
- Excellent role models who promote the highest standards of probity and integrity.
- Firm supporters of equality of opportunity and committed to promoting diversity.

Removal from Office

Any Trustee may be removed from Office via the democratic processes outlined in KCLSU's Articles of Association. Selected Trustees may be removed via the Trustee Board, following a simple majority vote at a quorate meeting of the Trustee Board.

Appendix 1: Delegation of Authority

Key for Trustee Board Committees:

- Audit, Risk and Compliance Committee (A,R&C)
- Governance and Policy Committee (G&P)
- Human Resources Committee (HR)
- Performance Committee (P)

The KCLSU Trustee Board delegates the following responsibilities:

Area of responsibility	Chair of KCLSU Trustees / Deputy Chair of KCLSU Trustees	KCLSU Trustee Board	Trustee Board Committee	Chief Executive	Senior Leadership Team	Departmental Leadership Team
Governance	<p>Mentor and support new Trustees and help induct them into KCLSU and onto the Trustee Board with buddy groups</p> <p>Provide leadership for the Trustee Board</p> <p>Lead performance reviews for the Trustee Board</p>	<p>Confirm new Lay Trustees (subject to ratification by Student body)</p> <p>Monitor compliance with governing documents</p> <p>Approve Bye-laws changes</p> <p>Approve Articles of Association changes (subject to AGM and</p>	<p>Annual review of Trustee Board performance and identify improvements <i>G&P</i></p> <p>Approve recruitment and selection process for Lay Trustees <i>G&P</i></p> <p>Approve election, General Meeting and Referenda rules (Subject to approval by Returning Officer)</p>	<p>Participate in recruitment of Lay Trustees</p> <p>Lead on strategic side of induction, training and briefing of Trustees</p> <p>Monitor changes to key legislation and best practice with regard to good governance</p>	<p>Oversee administration and coordination of elections, General Meetings and Referenda</p> <p>Lead on Officer, Student trustee and Lay Trustee Development (<i>Community Engagement Director</i>)</p>	<p>Facilitate recruitment processes for Lay Trustees (<i>People & Development Manager</i>)</p>

Area of responsibility	Chair of KCLSU Trustees / Deputy Chair of KCLSU Trustees	KCLSU Trustee Board	Trustee Board Committee	Chief Executive	Senior Leadership Team	Departmental Leadership Team
		College Council approval)	<p><i>G&P</i></p> <p>Approve date for General Meetings and Referenda on behalf of the Trustee Board. <i>G&P</i></p> <p>Approve system for Trustee Board Performance Reviews <i>G&P</i></p> <p>Receive report on compliance against NUS Code of Good Governance and approve subsequent development plan <i>G&P</i></p> <p>Approve Student Officer Handbook and Officer Agreement including pay level <i>G&P and HR</i></p>			

Area of responsibility	Chair of KCLSU Trustees / Deputy Chair of KCLSU Trustees	KCLSU Trustee Board	Trustee Board Committee	Chief Executive	Senior Leadership Team	Departmental Leadership Team
<p>People Management</p>	<p>Performance manage the Chief Executive</p> <p>Lead recruitment and selection of new Chief Executive</p> <p>Disciplinary process for Chief Executive</p>	<p>Approve Chief Executive appointment</p> <p>Approve annual pay uplift from HR</p> <p>Involved in appointment of Directors and Department Leads</p> <p>Approve proposals for redundancies of over 2 staff or a strategic function</p> <p>Disciplinary process at appeal stage for Chief Executive</p>	<p>Approve recruitment and selection process for new Chief Executive (HR)</p> <p>Approve alterations to employee policies (HR)</p> <p>Receive regular HR key performance indicators report (HR)</p> <p>Receive HR statistics reports (HR)</p> <p>Review proposals for annual pay uplift and recommend to Trustee Board (HR)</p> <p>Approve changes to management structure at</p>	<p>Recruit and appoint Directors</p> <p>Disciplinary process at appeal against dismissal stage</p>	<p>Recruit and appoint Department Leads</p> <p>Approve changes to management and staffing structure below Department Leads level, including new posts. Trustee Board must be notified,</p> <p>Approve small scale redundancies of 2 or less staff which are at junior level. Trustee Board must be notified,</p> <p>Approve re-grading of staff, subject to job evaluation processes, if resources are available</p>	<p>Recruit and appoint staff below Departmental Leads level</p> <p>Recommend minor departmental restructuring that doesn't involve redundancies</p> <p>Disciplinary process up to gross misconduct and/or dismissal stages</p>

Area of responsibility	Chair of KCLSU Trustees / Deputy Chair of KCLSU Trustees	KCLSU Trustee Board	Trustee Board Committee	Chief Executive	Senior Leadership Team	Departmental Leadership Team
			Department Leads level and above <i>(HR)</i>		Approve minor alterations to employee policies Disciplinary process at gross misconduct and dismissal stages Recommend proposals for annual pay uplift to HR Committee and Trustee Board	
Financial Management	Approve unbudgeted expenditure of between £10K and £20K. This expenditure must be reported at the soonest Trustee Board meeting or Performance Committee meeting.	Approve income and expenditure and Capital Expenditure budgets annually Approve quarterly update on financial and operational performance and resulting decisions Approve unbudgeted Capital Expenditure of over £50K	Review annual budget prior to submission to Trustee Board <i>(P)</i> Scrutinise management accounts with balance sheet and Capital Expenditure update <i>(P)</i> Approve unbudgeted expenditure between 10K-50K	Overall management of the Students' Union's finances, ensuring that resources are utilised efficiently and effectively to deliver the strategic plan Approve unbudgeted expenditure between £5K and £10K following liaison	Receive and monitor monthly and quarterly operational, risk and financial reports and take appropriate action Approve unbudgeted expenditure up to £5K Implement, monitor and recommend	Ensure all staff members are inducted to and work within KCLSU's financial procedures and policies Receive and monitor weekly financial performance update and take appropriate action in response

Area of responsibility	Chair of KCLSU Trustees / Deputy Chair of KCLSU Trustees	KCLSU Trustee Board	Trustee Board Committee	Chief Executive	Senior Leadership Team	Departmental Leadership Team
		<p>Approve Reserves Policy</p> <p>Receive subsidiary companies' reports</p> <p>Approve Trustee Annual Report and Accounts</p> <p>Subject to AGM, appoint external auditors and agree remuneration</p>	<p><i>(P)</i></p> <p>Approve financial procedures and policies <i>(A,R&C)</i></p> <p>Oversee appointment of external auditors <i>(A,R&C)</i></p> <p>Approve Internal Audit Policy and annual Audit Plan <i>(A,R&C)</i></p> <p>Review External Auditors' Report prior to submission Trustee Board <i>(A,R&C)</i></p> <p>Approve banking authorisation and signatory changes <i>(A,R&C)</i></p>	<p>with the Chair of KCLSU Trustee Board)</p> <p>Write Trustees' Report for the Financial Statements together with the Chair of Trustee Board</p>	<p>revisions to financial procedures and policies <i>(Chief Executive)</i></p> <p>Appoint internal auditor</p>	<p>Budget oversight and authorisation in line with Purchasing Levels of Authority</p>

Area of responsibility	Chair of KCLSU Trustees / Deputy Chair of KCLSU Trustees	KCLSU Trustee Board	Trustee Board Committee	Chief Executive	Senior Leadership Team	Departmental Leadership Team
<p>Strategic Management</p>	<p>Lead development of the strategic plan</p>	<p>Set vision and values</p> <p>Act as guardians of the organisation’s mission, vision and values</p> <p>Help shape and approve the strategic plan</p> <p>Approve amendments to the strategic plan with resources</p> <p>Receive quarterly update on performance against the strategic plan</p> <p>Monitor the needs of the membership and ensure strategic plan continues to meet them</p>	<p>Approve the long term financial forecast and financial strategy supporting the strategic plan (P)</p> <p>Monitor operational and financial performance against the strategy quarterly (P)</p> <p>Approve amendments to the financial strategy (P)</p> <p>Approve long term Capital Expenditure budget (P)</p>	<p>Craft the strategic plan following a comprehensive review involving all of the Students’ Union’s major stakeholders</p> <p>Overall management of the strategic plan</p> <p>Report on progress against the strategic plan</p> <p>Report on the needs of the membership and ensure strategic plan continues to meet them</p>	<p>Assist in the development of and deliver the strategic plan</p> <p>Lead responsibility for individual themes in the strategic plan</p> <p>Monitor progress against the strategic plan</p>	<p>Contribute in the development of strategic plan</p> <p>Lead on Departmental elements of operational plans</p> <p>Deliver the strategic plan</p> <p>Ensure that staff work towards the organisation’s objectives and adhere to the organisation’s values</p> <p>Report on Departmental progress against strategic plan</p>

Area of responsibility	Chair of KCLSU Trustees / Deputy Chair of KCLSU Trustees	KCLSU Trustee Board	Trustee Board Committee	Chief Executive	Senior Leadership Team	Departmental Leadership Team
<p>Risk Management</p>	<p>Lead creation of a positive culture of risk management</p>	<p>Approve the Risk Register on an annual basis</p> <p>Receive an annual report on the Risk Register from Audit, Risk and Compliance Committee</p> <p>Set the Students' Union's overall approach to managing risk, informed by advice and information provided by management</p>	<p>Approve strategic processes and systems for all risk management, control and compliance frameworks and monitor significant changes in risk profile of KCLSU (A,R&C)</p> <p>Approve Risk Management Policy on an annual basis (A,R&C)</p> <p>Monitor significant risks on a quarterly basis (A,R&C)</p> <p>Approve all policies relating to Risk Management (A,R&C)</p> <p>Receive Major Incident Report (A,R&C)</p>	<p>Overall management responsibility for Risk Management and Safeguarding</p> <p>Report major incidents to the Trustee Board</p>	<p>Identify and review risks on an ongoing basis</p> <p>Review and report on top ten risks on a monthly basis</p> <p>Implement and monitor adherence against the Risk Management procedures and policies</p>	<p>Review relevant risks</p>

Area of responsibility	Chair of KCLSU Trustees / Deputy Chair of KCLSU Trustees	KCLSU Trustee Board	Trustee Board Committee	Chief Executive	Senior Leadership Team	Departmental Leadership Team
			<p>Approve Business Continuity Plan annually <i>(A,R&C)</i></p>			
<p>Health and Safety Management</p>	<p>Lead creation of a positive culture of Health and Safety Management</p> <p>Sign Health and Safety Policy annually</p>	<p>Receive an annual report on Health and Safety Management</p>	<p>Approve the Health and Safety Policy <i>(A,R&C)</i></p> <p>Receive a bi-annual update report on Health and Safety Management <i>(A,R&C)</i></p>	<p>Overall management responsibility for Health and Safety Management and the organisation's designated Safety Officer</p> <p>Sign Health and Safety Policy annually</p>	<p>Approve Health and Safety procedures and management systems</p> <p>Report on Health and Safety Management quarterly</p> <p>Oversee implementation of Health and Safety Policy and procedures <i>(Head of Operations)</i></p>	<p>Ensure all staff members within Department are inducted to and work with KCLSU's Health and Safety Policy and procedures</p>

Area of responsibility	Chair of KCLSU Trustees / Deputy Chair of KCLSU Trustees	KCLSU Trustee Board	Trustee Board Committee	Chief Executive	Senior Leadership Team	Departmental Leadership Team
Diversity and Inclusion Management	Lead creation of a positive culture towards diversity and inclusion	Receive an annual report on diversity and inclusion monitoring	Approve Diversity and Inclusion Policy <i>(HR)</i>	Overall responsibility for Diversity and Inclusion Management	Develop, monitor and review Diversity and Inclusion Policy	Implement Diversity and Inclusion Policy at a Departmental level

Democratic Bodies Scheme of Authority

Level of Authority

Referenda / Cross-Campus Ballot Responsibilities	Company Annual General Meeting Responsibilities	Student General Meeting Responsibilities	Petitions	Union Development Responsibilities	Union Development Committee Chairs Responsibilities	Student Officers Responsibilities	President Responsibilities
<p>Set campaign policy of the Students' Union</p> <p>Elect senior office bearers of the Students' Union</p>	<p>Receive Trustees Annual Report and Accounts and approve the list of affiliations of the Students' Union</p> <p>Appointment of the Auditors and agree Trustees may set their remuneration</p> <p>Offer a forum for open questions to the Trustees by members</p>	<p>Debate a specific issue as determined by the members or the Trustees</p>	<p>Set campaign Policy of the Students' Union and Associations</p> <p>Call for referenda</p> <p>Call for General Meeting</p>	<p>Receive and discuss ideas and issues from the membership; working together to set priorities, find solutions and form non-binding recommendations to the Trustees in regards to developing KCLSU</p> <p>Call for a Student General Meeting on an issue</p> <p>Receive and consider reports from Trustees, union</p>	<p>Chair meetings of Union Development Committees</p> <p>Attend meetings of the KCLSU Trustee Board as an observer</p> <p>Plan agenda for meetings of Union Development Committee</p> <p>Admit /remove Associate Members, Honorary Life Members and KCLSU Patrons in accordance</p>	<p>Represent the membership to the College, local community and national community</p> <p>Implement manifesto pledges</p>	<p>Provide leadership to the membership</p> <p>Act as the senior representative of the membership to the College, local community and national community</p> <p>Act as an ambassador for KCLSU to external stakeholders</p> <p>Plan agenda for and chair Student</p>

Referenda / Cross-Campus Ballot Responsibilitie s	Company Annual General Meeting Responsibilitie s	Student General Meeting Responsibilitie s	Petitions	Union Development Responsibilities	Union Development Committee Chairs Responsibilitie s	Student Officers Responsibilitie s	President Responsibilitie s
				committees, forums and representatives Review and scrutinise the decisions and actions of the Trustees	with the Bye- laws		General Meetings

Appendix 2: Cycle of Business

Term 1

Trustee Board Committee	Month			
	September	October	November	December
Audit, Risk and Compliance Committee			<ul style="list-style-type: none"> Risk Register update with Top Ten Review of Annual accounts at Knox Cropper 	
Governance and Policy Committee	<ul style="list-style-type: none"> Changes to October elections approved Trustee Board Performance Action Plan received Campaigns and policy update and approval 		Upcoming issues meeting	
HR Committee	<ul style="list-style-type: none"> Policy review – approval required 2018/19 Compliance plan 2018/19 Budget plan HR Operations - Performance dashboard HR Operations - Budget overview HR Operations - Risk register Joiners and Leavers Quarterly 		Meeting held if urgent issues arise	
Performance Committee			<ul style="list-style-type: none"> Review of Quarter 1 Operational Performance Reports 	
Trustee Board	<ul style="list-style-type: none"> Trustee Board Meeting 	<ul style="list-style-type: none"> Trustee Board Meeting Appointment to sub committees Officer and student trustee priorities Notification of centrally proposed changes to KCLSU Articles of Association 	<ul style="list-style-type: none"> Quarter 1 and Annual Reports Notification of centrally proposed changes to KCLSU Articles of Association 	

Term 2

Trustee Board Committee	Month			
	January	February	March	April
Audit, Risk and Compliance Committee	<ul style="list-style-type: none"> • Risk Register update • Disciplinary/incident reports • Risk policy (approval) 			<ul style="list-style-type: none"> • Risk Register update • Financial Regulations update • Student activity group, society and sports club funding • Midyear update on incident reports
Governance and Policy Committee	<ul style="list-style-type: none"> • Approve elections documentation • Approve AGM motions • Review SU governance Code compliance • AGM 		<ul style="list-style-type: none"> • If required review Student General Meeting motions 	
HR Committee		KCLSU HR Metrics Report - Absence and TOIL - Retention - Equality and Diversity - Grievances/Disciplinary trends		
Performance Committee	<ul style="list-style-type: none"> • Review of Q1 performance • Receive complaints and disciplinaries, health & safety annual report and incident reports 			<ul style="list-style-type: none"> • Q2 reports received
Trustee Board		Trustee Board Residential	<ul style="list-style-type: none"> • Initial budget estimates 	

Term 3

Trustee Board Committee	Month		
	May	June	July
Audit, Risk and Compliance Committee	<ul style="list-style-type: none"> • Risk Register update • External and Internal Audit Plan • Check compliance and filing with Companies House and the Charity Commission • Review Investment Policy • Review Terms of Reference for year ahead 		
Governance and Policy Committee	<ul style="list-style-type: none"> • Amendments of policy approval • Election review and recommendations • Democratic dates for year ahead • Delegated Authority • Trustee Board Performance Survey results • Review Terms of Reference for year ahead 		
HR Committee	<ul style="list-style-type: none"> • Training needs within Operational Plan • Cost of Living • Staff Survey Action Plan • Review of Terms of Reference for year ahead • Recruitment proposals • Staff Survey results • Staff Development Day feedback • Recruitment proposals 		
Performance Committee		<ul style="list-style-type: none"> • Quarter 3 Operational Performance Reports received • Operational Plan and draft budget for 2019/20 for review and approval • Pricing Policy • Review of Terms of Reference for year ahead 	
Trustee Board			<ul style="list-style-type: none"> • Budget and op plan signoff • Board performance survey action plan • Governance policies & procedures documentation (delegated authority/byelaw changes/terms of reference) • Operational Plan and budget for 2019/20 approval

Trustee Board Committee	Month		
	May	June	July
			<ul style="list-style-type: none">• Trustee Board Performance Survey Action Plan• Governance polices and procedure documentation including Delegated Authority, Bye-law changes and Terms of Reference review

Governance Policies, Procedures and Guidance
Version 4
Published September 2018



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