



# Delegation of Authority

Passed at Trustee Board May 2020

Next review date: May 2021

## Overview

The Delegation of Authority (DoA) document has been created to support trustees, staff and our members understanding of the organisation and make it clearer what each group is responsible for, within each sub heading. The DoA will be reviewed annually. The DoA should be used throughout the year as a tool to understand the decision making process behind the leadership and management of the organisation.

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## Board Cycle

There are four Board of Trustee meetings each year. Certain responsibilities are delegated to two subcommittees. They are the Finance & Governance Sub-Committee and the People, Performance & Planning Sub-Committee which typically will meet up to four times a year. Both sub-committees provide updates at each Board meeting via the sub-committee co-chair. For the purposes of our articles of association this document is the resolution delegating authority to the two sub-committees. Sub-committee co-chairs will be elected on an annual basis by a vote of all trustees.

The Board of Trustees have overall oversight for the strategic direction, finance, legal compliance, reputation and governance of the charity.

Sub-Committee	Purpose	Elements of the DoA covered within sub-committee	Membership	In Attendance
Finance & Governance Sub-Committee	To maintain an overview of and provide advice regarding the financial affairs of the organisation. Additionally, to ensure good governance ensuring the organisation follows the Charity Commission governance code.	<ul style="list-style-type: none"><li>Financial management</li><li>Good governance and democracy</li></ul>	Up to 6 trustees (quoracy of three)	Chief Executive Officer Head of Finance Administrator (minutes)
People, Performance & Planning Sub-Committee	To maintain appropriate scrutiny and review in respect of performance relating to quality and use of services and satisfaction, ensure proper risk management is in place and review existing and new HR policies.	<ul style="list-style-type: none"><li>Equality &amp; Diversity</li><li>Human resource management</li><li>Performance targets relating to Strategic management</li><li>Risk management</li></ul>	Up to 6 trustees (quoracy of three)	Chief Executive Officer Administrator (minutes)

Area of responsibility	Chair responsibilities	Board of Trustees responsibilities	Specific Sub-Committee responsibilities	Chief Executive responsibilities	Management Team responsibilities	Staff Team responsibilities
<b>Good governance and democracy</b>	<p>Provide leadership for the Board</p> <p>Provide support to new trustees</p> <p>Lead performance reviews for the Board in conjunction with the Deputy Chair</p> <p>Lead recruitment of student trustees</p>	<p>Mentor &amp; support new trustees and the Chair</p> <p>Complete an annual review of board performance &amp; receive &amp; approve recommendations of improvements</p> <p>Complete annual skills audit to ensure Trustee skills are being utilised</p>	<p><b>Finance &amp; Governance Sub-Committee</b></p> <p>Consider and approve election timetable, Returning and Deputy Returning Officer and receive Returning Officer report</p> <p>Monitor compliance with governing documents and identify improvements</p> <p>Review results of skills audit identifying any gaps for future recruitment</p> <p>Take leadership on ensuring that the organisation has good governance, benchmarking our governance against NUS and Charity Commission good practice (e.g. Charity Governance Code)</p>	<p>Attend meetings and ensure that Officers have the necessary support to campaign effectively</p> <p>Ensure the compliance of relevant Union policies ensuring no Ultra Vires issues arise</p> <p>Support and advise Officers to execute representative and campaigning activities</p> <p>Set out an election timetable and recommendation for the Returning and Deputy Returning Officer for Board of Trustee consideration</p> <p>Implement and facilitate recruitment processes for Student &amp; External Trustees</p> <p>Induct, train &amp; brief Board members bringing in external training as and when either the Board or CEO identify as appropriate</p>	<p>Support and advise Officers to execute representative and campaigning activities</p> <p>Ensure the compliance of relevant Union policies ensuring no Ultra Vires issues arise within area of responsibility</p> <p>Provide training in areas of responsibility as part of trustee induction and development</p> <p>Provide information on any changes to key legislation within area of responsibility to the CEO</p>	<p>Support and advise Officers to execute representative and campaigning activities</p> <p>Meet new trustees as part of their induction</p>

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			<p>Sub-Committee Chair leads an annual review of board performance &amp; receive &amp; approve recommendations of improvements</p> <p>Develop a Governance Manual for all trustee which includes a trustee code of conduct</p> <p>Lead recruitment &amp; selection process for External Trustees and appoint new External Trustees</p> <p>Support elected officers in the recruitment &amp; selection process for Student Trustees</p>	<p>Provide information on good practice where requested by the Trustees, for the Board to consider how they might review their performance</p> <p>Support the Board with good governance, identifying and disseminating good practice</p> <p>Monitor changes to key legislation</p> <p>Review annually the Delegation of Authority with the Chair and Deputy Chair presenting to Board any proposed changes</p> <p>Ensure approved changes are made to constitutional document(s)</p>		
<b>Human resource management</b>	Performance manage the CEO with Deputy Chair conducting a biannual assessment of	<p>Involved in appointment of CEO</p> <p>Approve proposals for restructuring and redundancies</p>	<p><b>People, Performance &amp; Planning Sub-Committee</b></p> <p>Monitor top line reporting of sickness and absence rates</p>	<p>Recruit &amp; appoint new staff at management team level</p> <p>Advise on recruitment good practice for new CEO</p>	<p>Conduct performance reviews of direct reports</p> <p>Recruit &amp; appoint new staff within department</p>	Embrace a culture of continuous improvement and personal development through personal development

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	<p>progress against objectives</p> <p>Lead recruitment &amp; selection of new CEO</p> <p>Lead and support a culture of continuous training and personal development</p> <p>Be the ultimate level of appeal in regards to staff dismissals</p>	<p>Disciplinary process at appeal stage for CEO</p> <p>Approve annual pay award for staff (cost of living)</p>	<p>Approve all new and reviewed HR policies</p>	<p>Approve minor amendments to job titles and role descriptions at manager level and below</p> <p>Disciplinary process at appeal against dismissal stage</p> <p>Disciplinary process at gross misconduct &amp; dismissal stage</p> <p>Support at an organisational a culture of continuous training and personal development ensuring staff development budgets are effectively utilised</p> <p>Develop employee policies</p> <p>Approval and signing of all staff contracts</p>	<p>Ensure role descriptions within department are kept up to date proposing any changes to the CEO</p> <p>Support CEO with disciplinary and grievance matters as directed by them in line with HR policies</p> <p>Identify training and development needs within department presenting these to the CEO</p> <p>Contribute to employee policies</p>	<p>plan and objectives</p> <p>Provide feedback on new and existing employee policies</p>
<b>Financial management</b>	<p>Present the Unions accounts &amp; budgets to the University senior leadership team (<i>with CEO</i>)</p>	<p>Approve annual budget</p> <p>Approve Financial Procedures &amp; finance policies</p> <p>Approve Financial Statements (<i>subject to AGM approval</i>)</p>	<p><b>Finance &amp; Governance Sub-Committee</b></p> <p>Detailed review of annual budgets and endorsement prior to submission to the Board</p>	<p>Overall management of the Unions finances, ensuring that resources are utilised efficiently &amp; effectively to deliver the Union strategy</p> <p>Write off debt under £1000</p> <p>Disposal of individual Assets up to a value of £5000</p>	<p>Develop departmental budget plans for submission to the CEO</p> <p>Write off debt under £100 (Head of Finance)</p>	<p>Follow Financial Procedures</p>

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		Subject to AGM approval, appoint auditors/ independent examiners & bankers	<p>Approve Financial regulations and controls ensuring they are adequate</p> <p>Receive and review the Monthly Management Accounts</p> <p>Subject to AGM approval appoint auditors</p> <p>Write off debt over £1000</p> <p>Disposal of individual Assets over a value of £5000</p> <p>Approval of Capital Expenditure of over £5K when within budget and over £2K when not within budget</p> <p>Approve any financial expenditure for contracts of more than 1 year</p>	<p>Additional emergency expenditure (one off unbudgeted purchases) of up to £3K, necessary for the proper running of the organisation and/or for legal reasons which should be explicitly referenced in relevant set of monthly management accounts</p> <p>Approval of Capital Expenditure of up to £5K within budget and up to £2K when not within budget that should be reported in the next set of management accounts</p> <p>Write Trustees' Report for the Financial Statements (<i>with Chair</i>)</p> <p>Receive &amp; monitor monthly financial performance update &amp; take appropriate action in response thereto</p> <p>Authorisation of expenditure within approved budgets over the value of £1K</p>	<p>Produce Monthly Management Accounts (Head of Finance)</p> <p>Report against devolved monthly budgets as part of monthly management accounts</p> <p>Follow and ensure Department follows Financial Procedures</p> <p>Authorisation of expenditure within approved budgets under the value of £1K</p> <p>Financial management of departmental budgets within the agreed budget</p> <p>Offer an induction programme surrounding the organisations</p>	

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				<p>Implement Financial Procedures &amp; finance policies with Head of Finance</p> <p>Approve any financial expenditure for contracts of 1 year or less</p>	financial processes to all new core staff and elected officers (Head of Finance)	
<b>Strategic management</b>	<p>Lead development of CSU's strategic plan, values and mission (with CEO, Elected Officers, trustees and colleagues)</p> <p>Champion and act as an ambassador for the Strategic Vision embracing the Union values</p>	<p>Approve CSU's strategic plan, values and mission</p> <p>Act as guardians of mission, vision &amp; values</p> <p>Approve amendments to the strategic plan with resources</p> <p>Receive annual update on the strategic plan with opportunity to question Sabbatical Officers and CEO</p> <p>Monitor the needs of the membership &amp; ensure strategic plan</p>	<p><b>People, Performance &amp; Planning Sub-Committee</b></p> <p>Monitor performance against key strategic objectives</p> <p>Monitor in year performance against the quality, financial, activity and people targets of the organisation</p>	<p>Lead development of CSU's strategic plan, values and mission (with Chair, Elected Officers, trustees and colleagues)</p> <p>Champion and act within the values and mission of the organisation</p> <p>In partnership with the elected officers, craft the strategic plan, following a comprehensive strategy review involving all of the Unions major stakeholders</p> <p>Overall management of the strategic plan</p> <p>Report on progress against the strategic plan</p>	<p>Help develop and draft the strategic plan, values and mission</p> <p>Champion and act within the values and mission of the organisation</p> <p>Lead on certain aims within the Strategy as referenced in objectives</p> <p>Present on papers and performance against key performance objectives of the Union to Trustees as appropriate</p>	<p>Contribute to the development of the CSU strategic plan, values and mission</p> <p>Champion and act within the values and mission of the organisation</p> <p>Contribute towards relevant aims within the Strategy as referenced in objectives</p> <p>Contribute to relevant papers against key performance objectives of the</p>

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		continues to meet them		Report on the needs of the membership & ensure strategic plan continues to meet them  Monitor progress against strategic plan	Contribute to reports on the needs of the membership & ensure strategic plan continues to meet them  Report on progress against relevant parts of the strategic plan  Lead responsibility for individual areas in the strategic plan	Union as appropriate
<b>Risk management</b>	Lead creation of a positive culture of risk management	Set the Union's overall approach to managing risk  In depth review of the Risk Register on an annual basis  Receive updates to the risk register on a quarterly basis  Approve the Health & Safety Policy	<b>People, Performance &amp; Planning Sub-Committee</b>  Monitor the risk register on a quarterly basis  Ensure appropriate risk management is in place	Overall responsibility for risk management  Identify & minimise risk & review on an on-going basis  Prepare updated risk register as required for review	Responsibility for risk management of student volunteers (Head of Student Opportunities)  Prepare Risk Assessment for any events or activities  Follow the Union Health and Safety policy  Report any Health and Safety	Prepare Risk Assessment for any events or activities  Follow the Union Health and Safety policy  Report any Health and Safety incidences to the CEO



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					incidences to the CEO  Identify and contribute to the risk register	
<b>Equality and Diversity</b>	Lead creation of a positive culture towards equality of opportunity & diversity	Support and lead creation of a positive culture towards equality of opportunity & diversity	<b>People, Performance &amp; Planning Sub-Committee</b>  Approve Equality & Diversity policies	Overall responsibility and management for equality and diversity identifying with management team training requirements within the organisation	Proactively engage in championing equality and diversity providing ideas and input on training	Champion the Equality and Diversity policies of the Union