

## DEMOCRATIC BODIES SCHEME OF AUTHORITY

The Democratic Bodies Scheme of Authority aims to summarise the roles of each democratic function, body or person of Christ Church Students' Union.

Article 17 Referenda	Article 18 Student Members Meetings	Article 19 Company Law Meeting	Article 31 Board of Trustees	Article 48 Union Council	A Secure Petition of at least 200 Members	Board of Trustees and Union Council Chairs and Deputy Chairs	Leadership Team responsibilities	Union Staff responsibilities
<p>Elect office bearers of the Union:</p> <ul style="list-style-type: none"> <li>Sabbaticals;</li> <li>Elected Student Trustees; and</li> <li>Part-time Officers.</li> </ul> <p>Approve policy, subject to Article 31.3.</p>	<p>Approve the minutes of the previous Meeting.</p> <p>Receive the report of the Trustees on the Union's activities since the previous Meeting.</p> <p>Receive the accounts of the Union.</p> <p>Approve the list of affiliations of the Union.</p> <p>Open questions to the Trustees by the Student Members.</p>	<p>The Trustees may call a Company Law Meeting at any time.</p> <p>A Company Law Meeting is likely to only be required where the Union wishes to pass a company law resolution (other than by way of written resolution) in accordance with the Articles and / or the Companies Acts, for example a special resolution to amend the Union's Articles of Association.</p>	<p>The Board's powers under Article 31.1 shall include but not be limited to responsibility for:</p> <ul style="list-style-type: none"> <li>the governance of the Union;</li> <li>the budget of the Union; and</li> <li>the strategy of the Union.</li> </ul> <p>The Board of Trustees may override any decision or Policy made by the Student Members at a Student Members' Referendum or by Union Council which the Trustees Consider (in their absolute discretion) has adverse effects with regard to the following matters:</p> <ul style="list-style-type: none"> <li>Financial;</li> <li>Reputational; and</li> <li>Legal.</li> </ul>	<p>Represent the voice of students.</p> <p>Scrutinise the work of the Sabbatical Officers.</p> <p>Set policy of the Union.</p> <p>Refer policy to referenda.</p> <p>Make, repeal and amend the Bye-Laws jointly with the Trustees.</p> <p>Establish Council sub-committees.</p>	<p>Call a Referendum to set policy of the Union.</p> <p>Trigger a Referendum as a Vote of No Confidence in a Trustee.</p> <p>Trigger a Referendum as a Vote of No Confidence in an elected officer.</p>	<p>Chair meetings of the Board of Trustees, Union Council, Members' Meetings.</p> <p>Plan the agenda for meetings of the Board of Trustees, Union Council, Members' Meetings.</p> <p>Act as independent and impartial in their duties, relinquishing the Chair in the event of a conflict of interest.</p> <p><b>Chairs</b> Only vote in the event of a tie.</p>	<p>Represent the membership to the University, local community and national community and act as an ambassador for the Union and University.</p> <p>Implement policy approved by the Board of Trustees, Union Council or Referenda.</p> <p>Implement manifesto pledges.</p> <p><b>Union President</b> University Governor</p>	<p>Implementation of the Articles of Association and Bye-Laws.</p> <p>Facilitation of all democratic structures.</p> <p>Assist elected officers to implement pledges and policy and draft policy for approval by trustees.</p> <p>Independently review the democratic and governance structures of the Union every two years to assess effectiveness.</p>

## DELEGATION OF AUTHORITY

The Delegation of Authority has been created to support trustees and staff in the leadership and management of the Union by clarifying authority and responsibility and should be used as a tool to understand the decision making process behind the leadership and management of the Union. The Delegation of Authority is a summary, and the responsibilities listed are not intended to be exhaustive and greater direction can be found in the Articles of Association; Bye-Laws; the Code of Practice for the Operation of the Students' Union, the Financial Memorandum, the role descriptions of elected officers, the job descriptions of Union staff, and other Union and University policies as appropriate.

Area of responsibility	Chair and Deputy Chair of the Board of Trustees	Union President and other Presidents'	Board of Trustees	Finance & Risk Sub-Committee	Chief Executive Officer	Head of Business & Development	Head of Engagement
<b>Good Governance</b>	<b>All - Champion the Union's stated Charitable Objects, Mission, Vision, and Values at all times, in all decisions and in all individual and collective actions</b>						
	Lead the Board of Trustees	<b>Sabbaticals</b> Participate in the Appointments Panel, according to the Articles of Association	Appoint new community, selected student trustees and University Trustee	Monitor and ensure compliance with the Financial Memorandum	Lead the recruitment process for community and student trustees, participate in the Appointments Panel for new trustees	Monitor the governance function of the Board and subcommittees and support reviews of effectiveness for these bodies	Support the promotion of and recruitment of new trustees
	Mentor and support new trustees		Support the Chair of the Board	Review the Governance and Planning Cycle			Facilitate induction of new trustees
	Implement a performance management framework for the Chief Executive Officer	<b>Union President</b> Fulfil the duties as a Governor of the University (ex-officio)	Monitor compliance with governing documents		Induct, train, and brief new trustees	Approve the recruitment and selection process for student and community trustees	Review the Constitution of the Union, including all governing documents, before making recommendations to the Chief Executive Officer
	Monitor and review the performance of trustees		Establish sub-committees to delegate authority		Monitor changes to key legislation	Monitor the review the schedule for all policies and procedures	
	Monitor the governance function of the Board and sub-committee(s) and lead on reviews of effectiveness for these bodies		Approve policies and procedures		Review the Delegation of Authority annually at the June Board	Review existing policy and draft new policy	Review existing policy and draft new policy
			Renew the Articles of Association at least every 5 years		Review the Constitution of the Union, including all governing documents, before making recommendations to the Board of Trustees		
			Compile an annual report to Members		Review existing policy and draft new policy		

Area of responsibility	Chair and Deputy Chair of the Board of Trustees	Union President and other Presidents'	Board of Trustees	Finance & Risk Sub-Committee	Chief Executive Officer	Head of Business & Development	Head of Engagement
<b>All - Champion the Union's democratic structures and ensure we are always student-led and responsive and reactive to student wants and needs</b>							
<b>Effective Democracy</b>		<p><b>Sabbaticals</b> Fully commit and participate in the democratic functions of the Union, including scrutiny at Union Council</p> <p>Determine, along with Union Council, Union campaigning activity and lead on campaigns</p> <p>Facilitate and promote Union Council and student participation in democracy generally</p> <p><b>Union President</b> Lead the democratic side of the Union as the 'first amongst equals'</p>	<p>Approve overarching principles of elections and election rules</p> <p>Establish KPI's for the Union's democratic functions</p> <p>Approve, jointly with Union Council, revisions to the Bye-Laws</p> <p>Ultimately approve all new policy and procedures</p>		<p>Approve election rules <i>(subject to approval by Returning Officer)</i></p> <p>Approve recommendations for revisions to the Bye-Laws to Union Council and the Board of Trustees</p> <p>Provide ongoing support for all elected officers of the Union</p>	<p>Support the promotion of full-time and part-time elections</p> <p>Promote the campaigning activity of the Union</p> <p>Provide ongoing support for all elected officers of the Union</p>	<p>Execute all Union elections</p> <p>Act as the Deputy Returning Officer for elections</p> <p>Lead on the operation of and review of all democratic processes</p> <p>Plan and execute the Annual Members' Meeting</p> <p>Train and provide ongoing support for all elected officers of the Union</p> <p>Support Union Council in its operation, as well any sub-committee(s), including the Scrutiny Committee</p> <p>Support the campaigning activity of the Union</p> <p>Propose revisions to the Bye-Laws</p>
Area of responsibility	Chair and Deputy Chair of the Board of Trustees	Union President and other Presidents'	Board of Trustees	Finance & Risk Sub-Committee	Chief Executive Officer	Head of Business & Development	Head of Engagement
<b>All - Champion the Union's Values and actively demonstrate individual and collective commitment to Equality and Diversity</b>							
<b>Equality of opportunity and diversity</b>		<p><b>Union President</b> Lead the creation of a positive culture of equality of opportunity and diversity</p>	<p>Overall responsibility for equality of opportunity and diversity</p>		<p>Report the diversity of staff and trustees to the Board annually</p> <p>Review HR systems to ensure equality of opportunity and diversity</p>	<p>Review annually the diversity of the Board and staff</p>	<p>Departmental responsibility for equality of opportunity and diversity</p>

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<b>Strategy</b>	<b>All - Contribute to, champion and implement the Union's 2016-19 strategy, sub-strategies and supporting enablers, but always constructively challenge convention and accepted 'norms'</b>						
	Support the President and the Chief Executive Officer in the and implementation and review of the 2019-22 strategic plan and annual operational plans	<b>Union President</b> Lead on the implementation and review of the 2019-22 strategic plan with the Chief Executive Officer	Set the Mission, Vision and Values of CCSU and act as their guardian  Shape, approve and resource the strategic plan, operating plans, enabling strategies and KPI's  Monitor the progress of the strategic plan, operating plans, enabling strategies and KPI's	Approve the 3 year financial forecast supporting the 2019-22 strategic plan	Lead on devising Union strategy after consultation will all stakeholders  Lead staff to deliver the overall 2019-22 strategic plan and annual operating plans  Lead the review of the progress of the strategic plan and annual operating plans  Monitor membership needs and ensure the strategic plan meets them	Devise the supporting strategies to deliver the overall strategic plan  Deliver and monitor the strategic plan and KPI's at departmental level	Devise the supporting strategies to deliver the overall strategic plan  Deliver and monitor the strategic plan and KPI's at departmental level
Area of responsibility	Chair and Deputy Chair of the Board of Trustees	Union President and other Presidents'	Board of Trustees	Finance & Risk Sub-Committee	Chief Executive Officer	Head of Business & Development	Head of Engagement
<b>Health &amp; Safety and Staff Wellbeing</b>	<b>All - Contribute to active health and safety management and the creation of a supportive, compassionate workplace that prioritises the wellbeing of staff, officers and volunteers</b>						
	Lead, with the Union President, the creation of a positive culture of health and safety management	<b>Union President</b> Lead, with the Chair, the creation of a positive culture of health and safety management	Overall responsibility for health & safety	Review the Health, Safety and Wellbeing Policy  Receive an annual report on health & safety management	Recommend health & safety procedures and management systems for trustee approval	Implement the Health, Safety and Wellbeing Policy at departmental level	Responsibility for health & safety management as the designated Safety Officer  Union representative on the University's Health & Safety Committee  Compile the annual report on health & safety management  Implement the Health, Safety and Wellbeing Policy at departmental level

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Human Resource Management	<b>All - Support the Union's 'People' strategic enabler, contribute to the Union's positive working and operating culture and engage with the Staff &amp; Officers Working Together protocol</b>						
	Performance manage the Chief Executive Officer  Lead on the recruitment and selection for the Chief Executive Officer	<b>Sabbaticals</b> Support a positive working environment	Approve recruitment and selection process for the Chief Executive Officer  Approve the Chief Executive Officer's appointment  Approve changes to organisational structure at management level  Approve proposals for redundancies  Disciplinary process at appeal stage for the Chief Executive Officer  Approve alterations to employee policies (if material)	To review the reward package of the Chief Executive Officer at least every three years, to ensure it is competitive and cost effective; to make recommendations on the reward package as necessary to the Board  Review the annual staff survey and determine any resulting actions  Review the desirability of the Union becoming its own employer during the 2019-22 period	Lead by example and inspire staff and officers to meet objectives  Approve minor amendments to employee policies and procedures  Approve minor departmental restructuring and re-grading if resources are available  Disciplinary process at gross misconduct, dismissal and appeal stages  Monitor and identify Union-wide training and development needs  Keep up to date personnel files and records for Union staff and officers  Recruit and performance manage direct reports	Recruit and performance manage direct reports  Monitor and identify staff training needs, feed into the Union's staff development plan and encourage staff to professionally develop  Disciplinary process up to gross misconduct and dismissal  Monitor and identify staff training needs and encourage staff to professionally develop	Recruit and performance manage direct reports  Monitor and identify staff training needs, feed into the Union's staff development plan and encourage staff to professionally develop  Disciplinary process up to gross misconduct and dismissal  Monitor and identify staff training needs and encourage staff to professionally develop  Conduct and analyse the annual staff survey
Area of responsibility	Chair and Deputy Chair of the Board of Trustees	Union President and other Presidents'	Board of Trustees	Finance & Risk Sub-Committee	Chief Executive Officer	Head of Business & Development	Head of Engagement
Risk Management	<b>All - Participate and enhance the positive culture of risk management that also supports and encourages new ideas, innovation and creativity</b>						
	Lead, with the President, the creation of a positive culture of risk management	<b>Union President</b> Lead, with the Chair, the creation of a positive culture of risk management	Overall responsibility for risk management  Receive the updated Risk Register & Dashboard for note at every Board meeting	To review and input into the Risk Register & Dashboard at every meeting  Set the Union's overall approach to managing risk	Encourage staff and officers to challenge norms and assumptions and create a culture of innovation and creativity	Maintain and update the Risk Register with input from all managers once a month  Act as the Union's Data Protection Champion	Identify and minimise risk at a departmental level

Area of responsibility	Chair and Deputy Chair of the Board of Trustees	Union President and other Presidents'	Board of Trustees	Finance & Risk Sub-Committee	Chief Executive Officer	Head of Business & Development	Head of Engagement
Financial Management	<b>All - Ensure the Union's financial and other resources are utilised effectively for biggest possible positive impact for our beneficiaries and the Union continually represents value for money</b>						
	<p>Write the Trustees' Report for the Financial Statements, with the Chief Executive Officer, and present this to the Annual General Meeting and Annual Members' Meeting</p> <p><b>Chair</b>                      Approve unbudgeted or budgeted capital or revenue expenditure up to £2.5k</p> <p>Jointly propose, with the Chief Executive Officer, unbudgeted or budgeted capital or revenue expenditure over £2.5k to the Finance &amp; Risk Committee</p>	<p><b>Union President</b>                      Present the Union's accounts to the University's Finance &amp; Resources Committee</p> <p>Present, with the Chief Executive Officer, the Union's annual budget to the University's Finance &amp; Resources Committee</p>	<p>Overall responsibility for the Union's finances</p> <p>Approve annual budget proposals</p> <p>Approve unbudgeted or budgeted capital or revenue expenditure of over £5k</p> <p>At the AGM of Company Law Members:</p> <ul style="list-style-type: none"> <li>Approve the Financial Statements;</li> <li>Appoint auditors and bankers; and</li> <li>Approve the Letter of Representation to external auditors</li> <li>Approve the Union's continued affiliations (subject also to approval at the Annual Members' Meeting)</li> </ul>	<p>Detailed review of annual budgets prior to approval by the Board</p> <p>Scrutinise bi-monthly accounts with balance sheet, cap-ex update, and written report</p> <p>Approve Financial Procedures and finance policies</p> <p>Oversee the annual audit</p> <p>Review external auditors' report prior to submission to the Board</p> <p>Approve and review the Reserves Policy</p>	<p>Present the Union's accounts to the University's Finance &amp; Resources Committee</p> <p>Present the Union's annual budget to the University's Finance &amp; Resources Committee</p> <p>Act as the 'Senior Manager' in accordance with the Financial Memorandum</p> <p>Overall management of the Union's finances, ensuring that resources are utilised efficiently and effectively</p> <p>Approve unbudgeted or budgeted capital or revenue expenditure up to £2.5k</p> <p>Jointly propose, with the Chair or Deputy Chair, unbudgeted or budgeted capital or revenue expenditure over £2.5k to the Finance &amp; Risk Committee</p>	<p>Act as Secretary to the Finance &amp; Risk Committee</p> <p>Approve budgeted or unbudgeted expenditure of up to £1k</p> <p>Devise and Implement the Financial Procedures and finance policies</p> <p>Fulfil all finance functions, including payments, compiling accounts and reports and all other financial duties as required by the Chief Executive Officer and the Board of Trustees or Finance &amp; Risk Committee</p> <p>Lead on all Union tenders</p>	<p>Approve budgeted or unbudgeted expenditure of up to £1k</p> <p>Departmental responsibility for income and expenditure</p> <p>Receive and monitor monthly financial performance update and take appropriate action in response thereto</p> <p>Deliver the financial plan and work within the Finance Procedures at departmental level</p>