

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"> Sabbaticals; Elected Student Trustees; and Part-time Officers. <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"> the governance of the Union; the budget of the Union; and the strategy of the Union. <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"> Financial; Reputational; and Legal. 	<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>Chairs 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>Union President 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
Good Governance	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						
	Lead the Board of Trustees	Sabbaticals 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 and recruitment of new trustees
	Mentor and support new trustees		Support the Chair of the Board		Induct, train, and brief new trustees	Approve the recruitment and selection process for student and community trustees	Facilitate induction of new trustees
	Implement a performance management framework for the Chief Executive Officer	Union President Fulfil the duties as a Governor of the University (ex-officio)	Monitor compliance with governing documents		Monitor changes to key legislation	Monitor the review the schedule for all policies and procedures	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 subcommittees to delegate authority		Review the Delegation of Authority annually at the June Board	Review existing policy and draft new policy	Review existing policy and draft new policy
	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 Constitution of the Union, including all governing documents, before making recommendations to the Board of Trustees		
			Renew the Articles of Association at least every 5 years		Review existing policy and draft new policy		
			Compile an annual report to Members				

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
Effective Democracy	All - Champion the Union's democratic structures and ensure we are always student-led and responsive and reactive to student wants and needs						
		<p>Sabbaticals 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>Union President 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>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)</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
Equality of opportunity and diversity	All - Champion the Union's Values and actively demonstrate individual and collective commitment to Equality and Diversity						
		<p>Union President 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>Lead the creation of a positive culture of equality of opportunity and diversity</p>	<p>Review annually the diversity of the Board and staff, and report on this</p> <p>Review HR systems to ensure equality of opportunity and diversity</p>	<p>Departmental responsibility for equality of opportunity and diversity</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
Strategy	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'						
	Support the President and the Chief Executive Officer in the implementation and review of the 2019-22 strategic plan and annual operational plans	Union President Lead on the implementation and review of the 2019-22 strategic plan with the Chief Executive Officer	Set and uphold the Mission, Vision and Values Shape, approve, and resource the strategic plan, operating plans, enabling strategies, 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 2019-22 strategic plan, annual operating plans Lead the review of the progress of the strategic plan, annual operating plans	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 Monitor membership needs and ensure the strategic plan meets them
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
Health & Safety and Staff Wellbeing	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						
	Lead, with the Union President, the creation of a positive culture of health and safety management	Union President 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 health & safety Report Implement the Health, Safety, and Wellbeing Policy 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
Human Resource Management	All - Support the Union's 'People' strategic enabler, contribute to the Union's positive working and operating culture and engage with the Staff & Officers Working Together protocol						
	<p>Performance manage the Chief Executive Officer</p> <p>Lead on the recruitment and selection for the Chief Executive Officer</p>	<p>Sabbaticals</p> <p>Support a positive working environment</p>	<p>Approve recruitment and selection process for the Chief Executive Officer</p> <p>Approve the Chief Executive Officer's appointment</p> <p>Approve changes to organisational structure at management level</p> <p>Approve proposals for redundancies</p> <p>Disciplinary process at appeal stage for the Chief Executive Officer</p> <p>Approve alterations to employee policies (if material)</p>	<p>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</p> <p>Review the annual staff survey and determine any resulting actions</p> <p>Review the desirability of the Union becoming its own employer during the 2019-22 period</p>	<p>Lead by example and inspire staff and officers to meet objectives</p> <p>Approve minor amendments to employee policies and procedures</p> <p>Approve minor departmental restructuring and re-grading if resources are available</p> <p>Disciplinary process at gross misconduct, dismissal and appeal</p> <p>Monitor and identify Union-wide training and development needs</p> <p>Keep up to date personnel files and records for Union staff and officers</p>	<p>Recruit and performance manage direct reports</p> <p>Monitor and identify staff training needs, feed into the Union's staff development plan and encourage staff to professionally develop</p> <p>Disciplinary process up to gross misconduct and dismissal</p> <p>Monitor and identify staff training needs and encourage staff to professionally develop</p>	<p>Monitor and identify staff training needs, feed into the Union's staff development plan and encourage staff to professionally develop</p> <p>Disciplinary process up to gross misconduct and dismissal</p> <p>Monitor and identify staff training needs and encourage staff to professionally develop</p> <p>Conduct and analyse the annual staff survey</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
Risk Management	All - Participate and enhance the positive culture of risk management that also supports and encourages new ideas, innovation and creativity						
	<p>Lead, with the President, the creation of a positive culture of risk management</p>	<p>Union President</p> <p>Lead, with the Chair, the creation of a positive culture of risk management</p>	<p>Overall responsibility for risk management</p> <p>Receive the updated Risk Register & Dashboard for note at every Board meeting</p>	<p>To review and input into the Risk Register & Dashboard at every meeting</p> <p>Set the Union's overall approach to managing risk</p>	<p>Encourage staff and officers to challenge norms and assumptions and create a culture of innovation and creativity</p>	<p>Maintain and update the Risk Register with input from all managers once a month</p> <p>Act as the Union's Data Protection Champion</p>	<p>Identify and minimise risk at a departmental level</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
Financial Management	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						
	<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>Chair Approve unbudgeted or budgeted capital or revenue expenditure up to £2.5k</p> <p>Jointly approve, with the Chief Executive Officer, unbudgeted or budgeted capital or revenue expenditure between £2.5k to £5k</p> <p>Jointly propose, with the Chief Executive Officer, unbudgeted or budgeted capital or revenue expenditure over £5k to the Finance & Risk Sub-Committee (F&RsC)</p>	<p>Union President Present, with the Chief Executive Officer, the Union's accounts to the University's Finance & Resources Committee</p> <p>Present, with the Chief Executive Officer, the Union's annual budget to the University's Finance & Resources Committee</p>	<p>Overall responsibility for the Union's finances</p> <p>Approve annual budget proposals</p> <p>At the AGM of Company Law Members:</p> <ul style="list-style-type: none"> • Approve the Financial Statements; • Appoint auditors and bankers; and • Approve the Letter of Representation to external auditors • Approve the Union's continued affiliations (subject also to approval at the Annual Members' Meeting) 	<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>Approve unbudgeted or budgeted capital or revenue expenditure of over £5k</p>	<p>Present the Union's accounts to the University's Finance & Resources Committee</p> <p>Present the Union's annual budget to the University's Finance & 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>Jointly approve, with the Chair, unbudgeted or budgeted capital or revenue expenditure between £2.5k to £5k</p> <p>Jointly propose, with the Chair, unbudgeted or budgeted capital or revenue expenditure over £5k to the F&RsC</p>	<p>Act as Secretary to the F&RsC</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 F&RsC</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>