

## Delegation of Authority

Area of responsibility	Chair/Deputy Chair responsibilities	Board of Trustees responsibilities	Board Committee responsibilities	Chief Executive responsibilities	Director Group responsibilities	Senior Management responsibilities
<b>Good governance and democracy</b>	<p>Mentor &amp; support new trustees</p> <p>Provide leadership for the Board</p> <p>Lead performance reviews for the Board, Chair, Deputy-Chair &amp; Committee Chairs'</p>	<p>Appoint new External &amp; Student Trustees</p> <p>Monitor compliance with governing documents</p> <p>Approve amendments to Constitution, prior to submission for approval to membership</p> <p>Complete an annual review of board performance &amp; receive &amp; approve recommendations of improvements</p> <p>Approve over-arching principles of elections and election rules</p> <p>Approve Governance Policies &amp; Procedures (if material)</p>	<p>Monitor governance function of the Board &amp; identify improvements – <i>Appointments &amp; Governance Committee (A&amp;G)</i></p> <p>Approve recruitment &amp; selection process for Student &amp; External Trustees – <i>A&amp;G</i></p> <p>Approve system for Board, Chair, Deputy-Chair &amp; Committee Chairs reviews – <i>A&amp;G</i></p> <p>Approve Governance Policies &amp; Procedures (unless material) – <i>A&amp;G</i></p>	<p>Implement recruitment processes for External &amp; Student Trustees</p> <p>Involvement in recruitment process for External &amp; Student Trustees</p> <p>Induct, train &amp; brief Board members</p> <p>Monitor changes to key legislation</p>	<p>Approve election rules (<i>subject to approval by Returning Officer</i>)</p>	<p>Facilitate recruitment processes for External &amp; Student Trustees – <i>Governance Support Manager</i></p> <p>Involvement in induction of new Trustees – <i>Governance Support Manager</i></p>

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<b>Human resource management</b>	<p>Performance manage the Chief Executive</p> <p>Lead recruitment &amp; selection of new Chief Executive</p>	<p>Approve annual pay award for staff</p> <p>Approve Chief Executive appointment</p> <p>Involved in appointment of directors &amp; senior managers</p> <p>Approve changes to management structure at senior management level</p> <p>Approve proposals for redundancies (over 3 staff or a strategic function)</p> <p>Disciplinary process at appeal stage for CEO</p> <p>Receive annual HR statistics report</p>	<p>Approve recruitment &amp; selection process for new CEO – A&amp;G</p> <p>To review the reward package of the CEO 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 – A&amp;G</p> <p>Approve alterations to employee policies (if material) - <i>Finance &amp; Risk Committee (F&amp;R)</i></p>	<p>Recruit &amp; appoint new directors</p> <p>Disciplinary process at appeal against dismissal stage</p>	<p>Recruit &amp; appoint senior managers</p> <p>Approve changes to management below senior management level, including new posts (<i>must be noted by Board</i>)</p> <p>Approve small scale redundancies (3 or less staff) (<i>must be noted by Board</i>)</p> <p>Approve re-grading staff if resources available</p> <p>Approve alterations to employee policies (unless material)</p> <p>Disciplinary process at gross misconduct &amp; dismissal stages</p>	<p>Approve minor amendments to employee policies &amp; procedures - <i>HR Manager</i></p> <p>Approve minor departmental restructuring (not involving redundancies)</p> <p>Disciplinary process up to gross misconduct &amp;/or dismissal stages</p>

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<b>Financial management</b>	<p>Approve unbudgeted capital expenditure of over £20K &amp; less than £50K (<i>but must be reported to next meeting of the Board or F&amp;R</i>)</p> <p>Present the Union's accounts &amp; budgets to the University's Finance &amp; Resources Committee (<i>with Chief Executive</i>)</p>	<p>Approve income &amp; expenditure &amp; capex budgets annually</p> <p>Approve quarterly update on financial performance &amp; resulting decisions</p> <p>Approve unbudgeted capex of over £50K</p> <p>Approve Reserves Policy</p> <p>Receive subsidiary companies' reports</p> <p>Approve Financial Statements (<i>subject to AGM approval</i>)</p> <p>Subject to AGM approval, appoint auditors &amp; bankers</p> <p>Annually approve Letter of Representation to external auditors</p>	<p>Detailed review of annual budgets prior to submission to BoT – <i>F&amp;R</i></p> <p>Scrutinise accounts with balance sheet, capex update, &amp; Director of Finance report – <i>F&amp;R</i></p> <p>Approve budgeted capital projects &gt;£50K – <i>F&amp;R</i></p> <p>Approve unbudgeted capital expenditure &gt;£20k – <i>F&amp;R</i></p> <p>Approve Financial Procedures &amp; finance policies – <i>F&amp;R</i></p> <p>Approve Internal Audit Policy &amp; annual Audit Plan – <i>F&amp;R</i></p> <p>Review external auditors' report prior</p>	<p>Overall management of the Union's finances, ensuring that resources are utilised efficiently &amp; effectively to deliver the strategic plan</p> <p>Approve unbudgeted capital expenditure between £2k and £10k (<i>in conjunction with President</i>)</p> <p>Write Trustees' Report for the Financial Statements (<i>with Chair</i>)</p>	<p>Receive &amp; monitor weekly financial performance update &amp; take appropriate action in response thereto</p> <p>Approve unbudgeted capital expenditure between £10k and £20k</p> <p>Approve unbudgeted expenditure from contingency budgets over £2k</p> <p>Implement Financial Procedures &amp; finance policies – <i>Director of Finance &amp; Technology</i></p>	<p>Financial management below specified thresholds</p> <p>Approve unbudgeted capital expenditure up to £2k (<i>Director of Finance &amp; Technology</i>)</p> <p>Approve unbudgeted expenditure from contingency budgets up to £2k (<i>Director of Finance &amp; Technology</i>)</p>

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			to submission to BoT – <i>F&amp;R</i>			
<b>Strategic management</b>	Lead development of the strategic plan ( <i>with Chief Executive</i> )	<p>Set vision &amp; values</p> <p>Act as guardians of mission, vision &amp; values</p> <p>Help shape &amp; approve the strategic plan</p> <p>Approve amendments to the strategic plan with resources</p> <p>Receive twice-yearly update on the strategic plan with opportunity to question directors</p> <p>Monitor the needs of the membership &amp; ensure strategic plan continues to meet them</p>	<p>Approve the 3-year financial forecast &amp; financial strategy supporting the strategic plan – <i>F&amp;R</i></p> <p>Monitor performance against the financial strategy – <i>F&amp;R</i></p> <p>Approve amendments to the financial strategy – <i>F&amp;R</i></p> <p>Approve 3-year capital budget annually – <i>F&amp;R</i></p>	<p>Craft the strategic plan, following a comprehensive strategy review involving all of the 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 &amp; 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>Deliver the strategic plan at Departmental level</p> <p>Ensuring that staff work towards the organisation’s objectives &amp; adhere to the organisation’s values</p>
<b>Risk management</b>	Lead creation of a positive culture of risk management	Approve the Risk Register on an annual basis	Approve the Risk Management Policy	Overall responsibility for risk management	Implement & monitor adherence against the risk	Identify & minimise risk at a departmental level


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		<p>Receive an annual report on the Risk Register from Finance &amp; Risk Committee</p> <p>Set the Union's overall approach to managing risk</p>	<p>on an annual basis – <i>F&amp;R</i></p> <p>Approve all other policies relating to risk management – <i>F&amp;R</i></p> <p>Monitor Significant and Contingency Risks on a six-monthly basis – <i>F&amp;R</i></p> <p>Receive annual report on simulation to test Business Continuity Plan – <i>F&amp;R</i></p> <p>Approve Business Continuity Plan annually – <i>F&amp;R</i></p>		<p>management policies &amp; procedures – <i>Director of Finance &amp; Technology</i></p> <p>Conduct an annual simulation to test the Business Continuity Plan - <i>Director of Finance &amp; Technology</i></p> <p>Identify &amp; minimise risk &amp; review on an on-going basis</p> <p>Monitor top ten risks on quarterly basis</p>	
<b>Health &amp; safety management</b>	Lead creation of a positive culture of health & safety management	Receive an annual report and plan on health & safety management	Approve the Health, Safety & Well-being Policy - <i>F&amp;R</i>	Overall responsibility for health & safety management as the	Approve health & safety procedures & management systems	Implement Health & Safety Policy at a Departmental level

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			Receive a bi-annual update report on health & safety management – <i>F&amp;R</i>	designated Safety Officer	Overall management responsibility for health & safety	
<b>Equality of opportunity &amp; diversity management</b>	Lead creation of a positive culture towards equality of opportunity & diversity	Receive an annual report on equality & diversity monitoring from the Equality of Opportunity, Diversity & Inclusion Committee		Overall responsibility for equality of opportunity & diversity management	Overall management responsibility for equality of opportunity & diversity - <i>Director of Medway &amp; Graduate Employability</i>  Approve Equality of Opportunity, Diversity & Inclusion Policy	Implement Equality of Opportunity, Diversity & Inclusion Policy at a Departmental level

## Democratic Bodies Scheme of Authority

Ultimate authority

Level of authority



Referenda/ cross-campus ballot responsibilities	Annual General Meeting responsibilities	General Meeting responsibilities	Union Council responsibilities	Zone Committee responsibilities	Union Chair responsibilities	Sabbatical Officers responsibilities	President responsibilities
Approve revisions to the Constitution	Approve Financial Statements	Debate a specific issue as determined by the members or the trustees	Scrutinise the work of the sabbatical officers	Set policy of the Union (lasts 1 year) if consensus	Chair meetings of Union Council & General Meetings	Represent the membership to the University, local community & national community	Provide leadership to the membership
Set policy of the Union	Receive the report of the Trustees on the Union's activities since the previous AGM	Offer a forum for open questions to the Trustees by members	Set policy of the Union (lasts 2 year)	Refer policy for discussion at higher decision-making body if no consensus	Plan agenda for meetings of Union Council & General Meetings	Implement policy approved by Union Council, General Meetings &/or referenda	Act as the senior representative of the membership to the University, local community & national community
Elect senior office bearers of the Union	Appoint the external auditors		Refer policy to a referendum of the members	Report back to Union Council on termly basis on work of the Zone		Implement manifesto pledges	Act as an ambassador for Kent Union to external stakeholders
	Annually approve the list of affiliations of the Union		Make, repeal & amend the Bye-Laws jointly with the Trustees	Mandate elected officers to undertake work			
	Offer a forum for open questions to the Trustees by members		Receive a termly report from the Trustees				
			Receive a termly report from each Zone				

Referenda/ cross-campus ballot responsibilities	Annual General Meeting responsibilities	General Meeting responsibilities	Union Council responsibilities	Zone Committee responsibilities	Union Chair responsibilities	Sabbatical Officers responsibilities	President responsibilities
			<p>Appoint associate members in accordance with the Bye-Laws</p> <p>Approve student groups' constitutions</p>				