



Governance Policies and Procedures

November 2016

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Appointments and Governance Committee Review date: by September 2017

Interpretation: Chair of the Board of Trustees

Introduction and Policy Statement

Kent Union is committed to ensuring the highest standards of governance. Kent Union recognises that its long-term success and sustainability is inextricably linked to the robustness and effectiveness of its governance arrangements. Kent Union has led the way amongst students' unions in conducting governance reviews, implementing best practice in good governance and in identifying and complying with relevant Codes of Good Governance (in particular the NUS Good Governance Code of Practice). In order to ensure its governance arrangements remain up-to-date and as effective as possible Kent Union shall, as a minimum:

1. Operate an Appointments and Governance Committee, whose remit shall include promoting good governance, reviewing the Union's governance arrangements on a continuous basis and identifying opportunities to improve the Union's governance (see page 11 for terms of reference).
2. Ensure compliance with the NUS Good Governance Code of Practice.
3. Carry out an annual review of the Board's effectiveness and complete a development plan in response.
4. Ensure all trustees are fully inducted and able to effectively fulfil their duties.
5. Utilise more experienced trustees as mentors for newer trustees.

This document, 'Kent Union Governance Policies and Procedures', pulls together into one place many of the policies, procedures and protocols related to governance at Kent Union, including the terms of reference of the Board and its Committees, role descriptions and the Board's delegation of authority. The document should be read alongside the Constitution and Bye-laws of Kent Union, the Trustee Induction Pack and the Sabbatical Officer Guidelines of Office. If there is a need to interpret this document or any of its contents, the Chair of the Board should be consulted.

The Seven Principles of Public Life (The 'Nolan Principles')

Lord Nolan began the First Report of his Committee on Standards in Public Life by setting out "The Seven Principles of Public Life", often described as "the Nolan Principles". Kent Union subscribes to the Nolan Principles and expects its trustees to adhere to them individually and collectively as a full Board. Kent Union also expects its senior managers to adhere to the seven principles. 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.

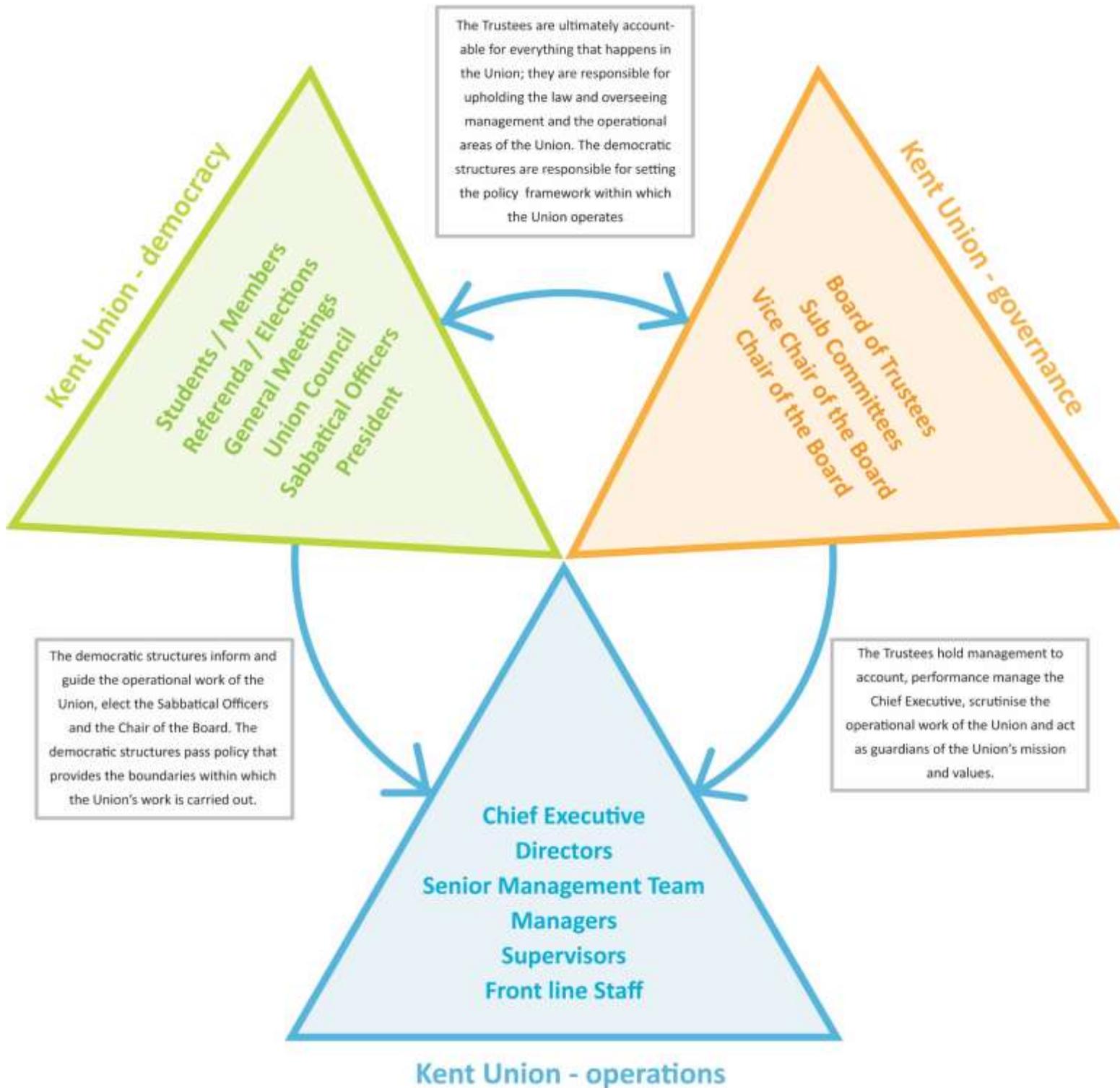
5. *Openness* - holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. *Honesty* - holders of public office have a duty to 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 Union of Students Good Governance Code of Practice

Kent Union was one of the pilot students' unions for, and a member of the steering committee that developed, the NUS Good Governance Code of Practice. Its Appointments and Governance Committee has mapped its compliance with the Code and periodically completes a full re-mapping exercise to ensure full compliance against the Code. Appointments and Governance Committee monitors Kent Union's compliance against the Code; further information about Kent Union's compliance is available from the Head of Governance and Leadership Support.

One of the requirements of the Code is to ensure that 'no trustee or former trustee gains unfair advantage because of their trusteeship when applying for a paid position' within Kent Union. This requirement is in part covered by the Union's Conflict of Interest Policy and the Sabbatical Officer Contract of Employment, which stipulate that Kent Union will not normally employ any Student Officer in a career staff role, within one year of their period of office ending. For the avoidance of doubt, this restriction does not apply to employing former student officers as student staff in non-administrative roles (for example, retail, licensed trade or catering roles). In order to ensure full compliance with this requirement though, no trustee shall be able to take any form of paid employment with Kent Union within 12 months of ceasing to be a trustee of Kent Union. Furthermore, trustees and managers involved in a decision that may lead to a former trustee receiving paid employment, should pay particular attention to ensure that the former trustee receives no unfair advantage or favourable treatment.

Organisational Model



Trustee Code of Conduct

As a trustee of Kent Union I promise to abide by the Principles of Public Life:

- *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.
- *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.
- *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.
- *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.
- *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.
- *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.
- *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, relevant Education Acts and any legislation that impacts on any aspect of my role of trustee.
2. I will be fully familiar with and act within the Governing Document of Kent Union and abide by the policies and procedures of the organisation. The Governing Documents for these purposes is Kent Union's Constitution, its Bye-Laws and Codes of Conduct.
3. I will support Kent Union's Charitable Purpose and consider myself its guardian.
4. I will adhere to and support Kent Union's values, in particular respecting its ethos of student leadership.
5. I will ensure that Kent Union pursues its objects as defined in its Governing Documents and uses its resources exclusively in pursuance of those objects.

Relations with others

6. 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 Kent Union's reputation

7. I will not speak as a trustee on behalf of Kent Union to the media or in a public forum without the prior knowledge and approval of the Chair or Director of Marketing and Business Development (n.b. there is a separate protocol in place covering sabbatical officers dealings with the media, when they are acting in their capacity as elected officers of the Union).
8. When I am speaking as a trustee of Kent Union, my comments will be considered and where possible researched, and will reflect current Kent Union policy even when these do not agree with my personal views.
9. When speaking as a private citizen, I will strive to uphold the reputation of Kent Union and those who work in it, remembering that even in this capacity my responsibility to Kent Union is not diminished.
10. I will respect organisational, Trustee Board and individual confidentiality.
11. I will take an active interest in Kent Union's public image and the students' union and higher education sectors.

Personal gain

12. Unless specifically and lawfully authorised to do so I will not 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.
13. I will document expenses and seek reimbursement according to agreed procedures.
14. I will not accept substantial gifts or hospitality without prior consent of the Board of Trustees.
15. I will register all gifts I receive in my capacity as a trustee and/or officer of Kent Union in the gift register maintained by Kent Union, immediately after receiving such gift.
16. I will use the resources of Kent Union responsibly, when authorised, in accordance with the law and governing documents.

Conflicts of interest

17. I will always use my best efforts to act in the best interests of Kent Union and its present and future members.

18. 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 Kent Union.
19. Notwithstanding clause 18, 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.
20. I will submit to the judgment of the Trustee Board and do as it requires regarding potential conflicts of interest.
21. I understand that a failure to declare a conflict of interest may be considered to be a breach of this code.

In the boardroom

22. I will abide by Trustee Board governance policies, procedures and practices.
23. I will use my best efforts to attend all Trustee Board meetings, giving apologies ahead of time to the Head of Governance and Leadership Support if unable to attend.
24. I will study the agenda, supporting papers and other information sent to me in good time prior to the meeting; I will endeavour to raise queries with the paper's author prior to the meeting and be prepared to debate and vote on agenda items during the meeting.
25. I will honour the authority of the Chair and respect his or her role as meeting leader.
26. 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.
27. I will accept a majority vote on an issue as decisive, final and binding on me as a trustee.

Enhancing governance

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

Leaving the board

31. I understand that substantial breach of any part of this code may result in my removal from the Trustee Board.
32. I will inform the Chair as soon as reasonably possible and in writing of any intention I may have of leaving the Board.

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

34. The Chair will notify the Chief Executive in writing of any intention to resign as chair as soon as reasonably possible.

Board of Trustees Terms of Reference

Purpose

The Board of Trustees has ultimate responsibility for directing the affairs of Kent Union, ensuring it is solvent, well-run and delivering its objects, as detailed in the Constitution.

Remit

1. To ensure compliance with the objects, purposes and values of the organisation and with its Governing Documents.
2. To review the Union's Constitution, Mission, Vision and Values every five years.
3. To ensure development of a strategic plan for the Union.
4. To monitor implementation of such plan on a periodic basis.
5. To ensure the solvency, financial strength and good performance of the organisation.
6. To oversee management of the Union's financial affairs, including ensuring preparation of the Union's annual accounts and appointing the Union's auditors.
7. To review and oversee the Union's audit framework, approve internal and external audit systems and ensure that audit checks are carried out in all key areas of the Union, including legal, financial and tax management, health and safety and insurance.
8. To review the University Internal Audit reports and monitor implementation of any recommendations detailed therein.
9. To receive the Union's Financial Statements and discuss any issues arising from the External Auditor's accompanying report.
10. To ensure that the organisation complies with relevant laws, regulations and requirements of its regulators.
11. To review and approve the Union's terms and conditions of employment and other staffing policies and to consider matters relating to staff discipline and grievance.
12. To oversee the appointment (and if necessary the dismissal) of the Chief Executive.
13. To oversee the performance of the Chief Executive and to appoint members to appraise and performance-manage the Chief Executive (normally the Chair and Deputy-Chair).
14. To determine and maintain a framework of delegation and internal control, including authority to establish committees of the Board as deemed necessary.
15. To agree or ratify all policies and decisions on matters which might create significant risk to the organisation, financial or otherwise.
16. To appoint members to the sub-committees of the Board and to empower such members to act on behalf of the full Board, within parameters set by the Board.

Responsibility and Authority

- The Board must ensure that the organisation's vision, mission and values and activities remain true to its objects.
- Trustees are bound by an overriding duty, individually and as a 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 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 Board meetings shall be 50% + 1 of the filled positions.

Membership

- Chair (President)
- Deputy Chair (one of the Trustees)
- Four Sabbatical Officers
- Four Student Trustees
- Four External Trustees

In attendance

- Chief Executive
- Deputy Chief Executive
- Head of Governance and Leadership Support

Resources

- Any financial resources necessary to achieve the Board's objective.
- Any management resources necessary to achieve the Board's objective.
- Chief Executive to ensure the drafting papers and reports for the Board as well as to develop the agenda for Board meetings in conjunction with the Head of Governance and Leadership Support and the Chair.
- Head of Governance and Leadership Support to take minutes and collate papers for Board meetings.

Regularity of Meetings

At least four meetings per annum

Appointments and Governance Committee Terms of Reference

Purpose

The Appointments and Governance Committee has delegated responsibility on behalf of the Board of Trustees, for appointing, inducting, supporting and developing the Chief Executive, Student Trustees and External Trustees and for inducting, supporting and developing the Officer Trustees; the Committee is also responsible for promoting good governance, reviewing the Union's governance arrangements on a continuous basis and identifying opportunities to improve the Union's governance.

Remit

1. To carry out regular skills, experience and diversity audits of the Board and identify any skills, experience, characteristics and backgrounds that are required to provide a balanced and effective Board.
2. To prepare job descriptions, person specifications and information packs for prospective Student Trustees and External Trustees.
3. To prepare a recruitment plan and timetable to fill any unfilled trustee positions.
4. To identify a list of prospective Student Trustees and External Trustees.
5. To meet prospective trustees to scrutinise their suitability and to make recommendations to the Board as to who should be appointed.
6. To induct, mentor and involve new trustees.
7. To prepare an annual development plan for the full Board and monitor its implementation.
8. To review on a continuous basis the Union's governance arrangements and identify opportunities to improve the Union's governance.
9. To oversee the recruitment and selection process for the position of Chief Executive as and when a vacancy arises.
10. To oversee the induction process of the new Chief Executive.
11. To ensure Kent Union meets its legal obligation under the 1994 Education Act to carry out a review of its Constitution at least every 5 years.

Responsibility and Authority

- The Committee shall ensure that all positions on the Board are filled as quickly as is practicable.
- The Committee shall ensure that the Board has the right balance of skills, knowledge, experience, background and characteristics to facilitate as effective and robust governance as possible.
- The Committee shall ensure that new trustees are inducted quickly and comprehensively to enable them to fulfil their duties.
- The Board shall confirm one of the Committee's full members (who must be a student or an officer trustee) as the Chair of the Appointments and Governance Committee.
- The quorum shall be at least 3 trustees, one of whom must be the Chair of the Board or the Chair of the Appointments and Governance Committee.

Membership

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

In attendance

- Up to three student members, the number of whom and appointment method for which, shall be confirmed by the Board
- Up to three external members, appointed via an external recruitment and selection process, the number of whom shall be confirmed by the Board
- Chief Executive
- Director of Membership Services
- Head of Governance and Leadership Support

Resources

- Any financial resources necessary to achieve the Committee's objective.
- Any management resources necessary to achieve the Committee's objective.
- Chief Executive to ensure the drafting papers and reports for the Committee as well as to develop the agenda for Board meetings in conjunction with the Head of Governance and Leadership Support and the Chair.
- Head of Governance and Leadership Support to take minutes and collate papers for Committee meetings.

Regularity of Meetings

At least two meetings per annum

Finance and Risk Committee Terms of Reference

Purpose

The Finance and Risk Committee has delegated responsibility on behalf of the Board of Trustees, for ensuring that the Union complies with relevant legislation and regulations; that the Union acts in accordance with its mission, vision and values; that the Union remains solvent and in sound financial health; and that the Union analyses and manages its overall risk profile.

Remit

1. To review and advise the full Board of any matter that threatens or carries a serious risk to the Union and of any actions necessary to mitigate such risk.
2. To review the risk profile of the Union, approve appropriate risk management policies and procedures and to monitor the compilation and implementation of the risk register and resulting action plans.
3. To review the effectiveness of risk management activity in the Union on the basis of audit reports received and an annual report from Director Group.
4. To monitor the performance of existing audit systems and present reports to the full Board in respect of the results of any auditing exercises.
5. To review the terms of reference and scope of the external auditor, oversee the appointment, including scrutiny of the audit budget and auditors' fee, and monitor the performance of the external auditor.
6. To approve the Union's annual budget assumptions, guidelines and process, and to appoint at least one member of the Committee to attend each year the presentations and review of Budget Holders' budgets.
7. To review actual capital expenditure compared to the Union's annual capital expenditure budget and to receive reports on any significant variances.
8. To receive regular reports from the Deputy Chief Executive on progress with any major (i.e. over £25,000) capital projects.
9. To receive the Union's most recent management accounts and accompanying management report, discuss any variances to budget and agree any actions necessary to improve the Union's financial performance.
10. To offer an ultimate port of call for any urgent or highly sensitive concerns raised under the Union's Whistleblowing Policy in respect of the Union's integrity, financial or otherwise.
11. To make other decisions of a financial nature as delegated by the Board.
12. To receive an annual fundraising report detailing amounts fundraised during the year, the use to which the funds have been put and the impact on our membership of expending the amounts fundraised, and plan of fundraising activity for the following year.
13. To receive an annual safeguarding management report to consider any safeguarding issues that have arisen in the year, safeguarding training carried out, what the current and future risks are relating to safeguarding, and future plans in relation to safeguarding.

Responsibility and Authority

- The Committee shall endeavour to promote a culture of accountability and transparency throughout the Union's operations and among its staff and officers.
- To call any investigation considered necessary and to call any individual or document relevant to any such investigation in order to meet the objectives and remit detailed above.
- The Board shall confirm one of the Committee's full members as the Chair of the Finance and Risk Committee.
- The quorum shall be at least 3 trustees, one of whom must be the Chair of the Board or the Chair of the Finance and Risk Committee.
- Members of the Committee have the right to ask some or all of those 'in attendance' to leave, especially during presentations by, or discussions with, the external auditors.

Membership

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

In attendance

- Deputy Chief Executive
- Chief Executive
- Up to three student members, the number of whom and appointment method for which, shall be confirmed by the Board
- Up to two external members, appointed via an external recruitment and selection process, the number of whom shall be confirmed by the Board
- One external member appointed by the University's Deputy Vice-Chancellor (Resources)
- Head of Governance and Leadership Support
- Director of Operations (where relevant to meeting)
- Director of Marketing and Business Development (where relevant to meeting)
- Deputy Director of Finance (where relevant to meeting)

Resources

- Any financial resources necessary to achieve the Committee's objective.
- Any management resources necessary to achieve the Committee's objective.
- Appointment of other professional advisors as required to perform its role effectively.
- Deputy Chief Executive to ensure the drafting of papers and reports for the Committee as well as to develop the agenda for Committee meetings in conjunction with the Chair, Chief Executive and Head of Governance and Leadership Support.
- Head of Governance and Leadership Support to take minutes and collate papers for Committee meetings.

Regularity of Meetings

At least two meetings per annum

Human Resources Committee Terms of Reference

Purpose

The Human Resources Committee has delegated responsibility, on behalf of the Board of Trustees, for ensuring that Kent Union is an outstanding employer, that it has a highly motivated and engaged workforce and that it excels at volunteer management. The Committee has delegated responsibility for recommending and overseeing the implementation of Kent Union's People Plan, which covers the Union's paid workforce and volunteers.

Remit

1. To approve and oversee the implementation of the Union's People Plan, which covers the Union's paid and volunteer workforce.
2. To oversee, and approve amendments to (in line with the Scheme of Delegated Authority), the Union's employee policies and procedures and volunteer management policies and procedures.
3. To oversee compliance with current employment legislation and legislation on volunteer management, as well as best practice guidance on employment and volunteer management.
4. To receive the results of the annual staff satisfaction survey and agree any subsequent action to be taken.
5. To receive the results of the annual volunteer satisfaction survey and agree any subsequent action to be taken.
6. To receive other HR and volunteer engagement reports covering, amongst other things, employment and volunteer demographics, staff turnover statistics and other employment and volunteer KPI's.
7. To receive an annual progress report on the implementation of the People Plan.

Responsibility and Authority

- The Committee shall work closely with, and pay due regard to the deliberations of, Kent Union's Remuneration Committee, which shall normally meet immediately before or after a meeting of Human Resources Committee and the members of which shall be largely drawn from Human Resources Committee.
- The Committee shall endeavour to promote a culture of accountability and transparency throughout the Union's operations and among its staff and officers.
- The Committee shall scrutinise and review the areas of work within its remit and make final recommendations to the Board, as necessary.
- The Committee shall ensure that its deliberations and decisions are in line with the overall Kent Union People Strategy.
- The Board shall confirm one of the Committee's full members as the Chair of the Human Resources Committee.
- The quorum shall be at least 3 trustees, one of whom must be the Chair of the Board or the Chair of the Human Resources Committee.
- Members of the Committee have the right to ask some or all of those 'in attendance' to leave for specific sections of meetings.

Membership

- Chair of the Board (ex-officio)
- At least four other trustees (appointed by the Board of Trustees), including at least one officer trustee, one student trustee and one external trustee

In attendance

- Up to three student members, the number of whom and appointment method for which, shall be confirmed by the Board
- Up to three external members, appointed via an external recruitment and selection process, the number of whom shall be confirmed by the Board
- Chief Executive
- Head of HR
- Head of Volunteer Management
- Head of Governance and Leadership Support

Resources

- Any financial resources necessary to achieve the Committee's objective.
- Any management resources necessary to achieve the Committee's objective.
- Chief Executive to ensure the drafting of papers and reports for the Committee as well as developing the agenda for Committee meetings in conjunction with the Chair.
- Head of Governance and Leadership Support to take minutes and collate papers for Committee meetings.

Regularity of Meetings

At least two meetings per annum

Remuneration Committee Terms of Reference

Purpose

The Remuneration Committee has delegated responsibility, on behalf of the Board of Trustees, for overseeing and determining the remuneration package for the Chief Executive and Deputy Chief Executive, Directors and Officer Trustees. In such regard, the Committee must pay due regard to relevant legislation and regulation, best practice guidance on senior executive pay in charities and to the views of the Union's beneficiaries and other stakeholders. The Committee is also responsible for ensuring that the Union's reward package is effective at attracting and retaining talented staff, whilst paying due regard to utilising the Union's limited resources as effectively as possible.

Remit

1. To approve and monitor a remuneration policy detailing the Union's approach to determining the reward package for the Chief Executive and Deputy Chief Executive, Directors and Officer Trustees. The objective of such policy being to attract, retain and motivate senior leaders of the quality required to run the Union successfully without paying more than necessary.
2. Such remuneration policy should have regard to the risk appetite of the Union and alignment to its strategic goals, as well as regard to the pay and employment conditions across the Union.
3. To review the on-going appropriateness and relevance of the remuneration policy, especially in light of changes in regulation and/or best practice on senior executive pay in charities.
4. To receive and review a recommendation from management regarding the annual cost-of-living award for career and student staff pay and subsequently to make a recommendation on such award to the Board of Trustees.
5. To receive benchmarking reports on the Union's staff reward package as necessary and at least every 3 years to commission a benchmarking report on the reward package for staff, including pay, pension, annual leave and all other elements of the reward package.
6. To receive and review an annual report from management about staff reward, including the cost to the Union, relevant results from the staff satisfaction survey and changes in reward.
7. To maintain a watching brief over the Union's pension provision, ensuring compliance with legislation and best practice.
8. To review on a periodic basis the remuneration package for the Officer Trustees, paying regard to benchmarking reports against other students' unions, and to make recommendations to the Board of Trustees as to any necessary changes to such package.
9. To review on a periodic basis the remuneration package for the Chief Executive, Deputy Chief Executive and Directors, paying regard to benchmarking reports against other students' unions, charities and public sector organisations, and to make recommendations to the Board of Trustees as to any necessary changes to such package.

Responsibility and Authority

- The Committee shall work closely with, and pay due regard to the deliberations of, the Human Resources Committee; the Committee shall normally meet immediately before or after a meeting of Human Resources Committee and the members of the Committee shall be largely drawn from Human Resources Committee.

- The Committee shall endeavour to promote a culture of openness and transparency in all of its dealings, as much as this is possible and practicable in dealings with remuneration.
- The Committee shall scrutinise and review the areas of work within its remit and make final recommendations to the Board as necessary.
- The Committee shall ensure that its deliberations and decisions are in line with the overall Kent Union People Strategy.
- The Board shall appoint an appropriately qualified, independent and external person to serve as Chair of the Remuneration Committee.
- The quorum shall be at least 3 trustees, as well as the Chair of Remuneration Committee or an external trustee member of the Committee.
- The Committee has the right to ask some or all of those 'in attendance' to leave for specific sections of meetings, as well as the right to ask Officer Trustee members to leave during discussions regarding their remuneration package.

Membership

- Chair of the Board (ex-officio)
- At least four other trustees (appointed by the Board of Trustees), including at least one officer trustee, one student trustee and one external trustee
- The Chair of the Committee, who shall be an appropriately qualified, independent and external person, appointed by the Board

In attendance

- Up to three student members, the number of whom and appointment method for which, shall be confirmed by the Board
- Up to three external members, appointed via an external recruitment and selection process, the number of whom shall be confirmed by the Board
- Chief Executive
- Head of HR
- Head of Governance and Leadership Support

Resources

- Any financial resources necessary to achieve the Committee's objective.
- Any management resources necessary to achieve the Committee's objective.
- The Head of HR to ensure the drafting of papers for the Committee and develop the agenda for Committee meetings in conjunction with the Head of Governance and Leadership Support and the Chair.
- Head of Governance and Leadership Support to take minutes and collate papers for Committee meetings.

Regularity of Meetings

At least two meetings per annum

Campaigns and Policy Committee Terms of Reference

Purpose

The Campaigns and Policy Committee has delegated responsibility, on behalf of the Board of Trustees, for overseeing the Union's priority campaign(s) and other general campaigning activity. The Committee shall work to ensure that Kent Union is effective at empowering students to have a voice, overseeing all of the Union's representation work. The Committee shall also oversee the Union's democratic structures and processes and work to increase democratic engagement amongst the Union's members.

Remit

1. To annually approve, at its first meeting of the academic year, the Union's priority campaign plan(s), which should include evidence that each campaign is a priority for the Union's members.
2. To receive a progress update against each priority campaign at each meeting of the Committee, following the first meeting of the academic year.
3. To receive, at its first meeting of the academic year, a review of the Union's priority campaign(s) from the preceding year, identifying improvements in campaigning activity and tactics.
4. To monitor the implementation of policy approved via the Union's democratic bodies.
5. To monitor the interface between the Union's governance structures and democratic structures, ensuring there is effective communication and a co-operative approach to their work.
6. To oversee the Union's democratic structures, working to increase student engagement with and participation in the Union's democracy; to receive reports on external best practice and reviews of internal practices in support of such aim.

Responsibility and Authority

- The Committee shall endeavour to promote a culture of accountability and transparency throughout the Union's operations and among its staff and officers.
- To call any investigation considered necessary and to call any individual or document relevant to any such investigation in order to meet the objectives and remit detailed above.
- The Board shall confirm one of the Committee's full members (who must be a student or an officer trustee) as the Chair of the Campaigns and Policy Committee.
- The quorum shall be at least 3 trustees, one of whom must be the Chair of the Board or the Chair of the Campaigns and Policy Committee.

Membership

- Chair of the Board (ex-officio)
- At least four other trustees (appointed by the Board of Trustees), including at least one officer trustee and one external trustee

In attendance

- Up to three student members, the number of whom and appointment method for which, shall be confirmed by the Board
- Up to three external members, appointed via an external recruitment and selection process, the number of whom shall be confirmed by the Board
- Director of Membership Services
- Head of Representation and Democracy
- Head of Governance and Leadership Support
- Chief Executive (where relevant to meeting)

Resources

- Any financial resources necessary to achieve the Committee's objective.
- Any management resources necessary to achieve the Committee's objective.
- Appointment of other professional advisors as required to perform its role effectively.
- Director of Membership Services to ensure the drafting of papers and reports for the Committee and to develop the agenda for Committee meetings in conjunction with the Head of Governance and Leadership Support and the Chair.
- Head of Governance and Leadership Support to take minutes and collate papers for Committee meetings.

Regularity of Meetings

At least two meetings per annum

Chair Role Description

Purpose

The Chair provides leadership for Kent Union and for the Board. The Chair is the main ambassador for the Union and is responsible for performance managing the Chief Executive.

Key Responsibilities

The Chair has the same responsibilities as other trustees, as well as the additional responsibilities specific to the post outlined below. The Chair:

- Helps manage working relationships among the trustees and with the Chief Executive;
- Leads the recruitment and selection of future Board members;
- Takes on the lead ambassadorial role for Kent Union;
- Leads in the performance management and recruitment and selection of the Chief Executive;
- Contributes to creating and sustaining a 'learning Board' by participating in or leading board induction and board development activities;
- Offers support, guidance, mentoring and coaching for other trustees, particularly those new to the Board;
- Co-ordinates and chairs meetings of the Board;
- Is a member of the Committees of the Board.

Person Specification

In addition to the general person specification required of any trustee, the Chair should ideally have the following characteristics:

- Strong communication skills with the ability to present to a variety of audiences;
- Ability to provide strategic leadership to the Union's trustees, elected officers and members;
- Highly developed diplomatic and negotiation skills;
- Ability to build partnerships and develop strategic relationships;
- A strong commitment to the Union's vision and values.

Method of Appointment and Term of Office

The President of Kent Union is automatically the Chair of the Board of Trustees. The President is elected by and from the 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 July to 30 June the following year.

Removal from Office

The Chair of the Board may be removed from office via the democratic processes outlined in Kent Union's constitution, or (in exceptional circumstances) through the Student Officer HR Policies.

Deputy Chair Role Description

Purpose

The Deputy Chair supports the Chair to provide leadership for the Board and performance manage the Chief Executive. S/he also deputises for the Chair in his/her absence.

Key Responsibilities

The Deputy Chair has the same responsibilities as other trustees, as well as the additional responsibilities specific to the post outlined below. The Deputy Chair:

- Helps the Chair manage relationships between the trustees and with the Chief Executive;
- Understands the responsibilities of the Chair and performs them if the Chair is unavailable;
- Is the point of contact for collating responses from Board members in relation to the Chair's review; s/he liaises with the external individual (if utilised) selected to facilitate the process;
- Will (normally) chair one of the Board's sub-committees;
- Recommends actions to strengthen the effectiveness of the Board;
- Assists the Chair in recruiting, selecting and performance managing the Chief Executive;
- Takes on an ambassadorial role on behalf of Kent Union;
- Contributes to creating and sustaining a 'learning Board' by participating in or leading Board induction and Board development activities;
- Offers support, guidance and mentoring for trustees, particularly those new to the Board;
- Supports the Chair in co-ordinating the Board and in chairing meetings of the Board.

Person Specification

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

- Significant experience at executive and/or non-executive 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 appoints the Deputy Chair from amongst its membership. The length of term will normally be three years, with possible extension of term subject to approval by the Board.

Removal from Office

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

Board Committee Chair(s) Role Description

Purpose

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

Key Responsibilities

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

- Co-ordinate and chair one or more of the Board's Committees;
- Participate in the recruitment and selection of Board and/or Committee members and recommend actions to strengthen the effectiveness of the Board and its Committees;
- Take on an ambassadorial role on behalf of Kent Union;
- Contributes to creating and sustaining a 'learning Board' by participating in or leading Board induction and Board development activities;
- Offer support, guidance and mentoring for trustees, particularly those new to the Board Committee(s).

Person Specification

In addition to the general person specification required of any trustee, Board Committee Chairs should have the following characteristics:

- Knowledge and understanding of the area(s) covered by the 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 Board Committee Chairs from amongst its membership. The length of term of office will be agreed by the Board on a case-by-case basis.

Removal from Office

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

Trustee Role Description

Purpose

The Trustees are ultimately responsible, individually and collectively, for all activity within Kent Union. The Board of Trustees 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 and approve and monitor plans to deliver the strategy.

Key Responsibilities

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

- Ensure that Kent Union acts in accordance with its charitable objects, constitution and other guiding documents and, in particular, remains true to its Mission, Vision and Values;
- Help Kent Union achieve its objectives and improve the lives of its members;
- Ensure that Kent Union complies with all relevant legislation and regulations, including relevant charity acts and education acts;
- Ensure that Kent Union 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 Kent Union;
- Participate fully in Board meetings and join one of the Board's Committees;
- Use their personal skills and experience to ensure Kent Union is well run and efficient;
- Seek external professional advice where there may be material risk to Kent Union or where the Trustees may be in breach of their duties, or at any other appropriate moment;
- Add value to the Board and Kent Union through generating ideas, challenging the status quo, broadening thinking and supporting and promoting innovation and creativity.

Student Trustees (elected and selected) and Officer Trustees have a particular responsibility to:

- Ensure decisions of the Board and its Committees take account of the needs and views of Kent Union's members;
- Ensure Kent Union is considering the needs and views of all student groups, for example postgraduate, international and part-time students;
- Ensure effective communication between Kent Union and its members.

External Trustees have a particular responsibility to:

- Use their particular knowledge, skills and experience to improve the decision-making of the Board and its Committees;
- Support and empower the student and officer trustees;
- Act as mentors, as required, for new, less experienced trustees.

Person Specification

Trustees should be:

- Committed to the purpose, objects and values of Kent Union;
- Constructive about other trustees' opinions in discussions and in response to staff members' contributions at meetings;
- Able to act reasonably and responsibly when undertaking Board responsibilities;
- Able to maintain strict confidentiality;
- Understand the importance and purpose of 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 processes outlined in Kent Union's constitution. Selected trustees may be removed via the Board, following a simple majority vote at a quorate meeting of the Board.

Term of Office

The terms of office for student trustees are detailed in the Union's Constitution. Terms of office for external trustees are three years and external trustees may serve up to two terms of office, subject to approval for a second term by the Board of Trustees.

Student and External Committee Members Role Description

Purpose

Student and External Committee Members bring specific skills, knowledge, competencies, experience and/or perspectives to support in the deliberations of Kent Union's Board Committees. Whilst not trustees of Kent Union, Student and External Committee Members are members of the committee(s) that they sit on and play an integral part in the decision-making processes of Kent Union.

Key Responsibilities

Student and External Committee Members are responsible for assisting in the delivery of the responsibilities detailed in the Terms of Reference of the relevant committee that they are a member of. Notwithstanding this, Committee Members have a duty to:

- Help Kent Union achieve its objectives and improve the lives of its members;
- Ensure that Kent Union complies with all relevant legislation and regulations, including relevant charity acts and education acts;
- Work with other trustees, staff and volunteers in a constructive manner and for the greater good of Kent Union;
- Participate fully in Committee meetings;
- Use their personal skills and experience to ensure Kent Union is well run and efficient;
- Add value to Kent Union's Committees and Kent Union through generating ideas, challenging the status quo, broadening thinking and supporting and promoting innovation and creativity.

Student Committee Members have a particular responsibility to:

- Ensure Committee decisions take account of the needs and views of Kent Union's members;
- Ensure Kent Union considers the needs and views of all student groups, for example postgraduate, international and part-time students;
- Ensure effective communication between Kent Union and its members.

External Committee Members have a particular responsibility to:

- Use their particular knowledge, skills and experience to improve the decision-making of Committees;
- Support and empower the student and officer trustees on the Committees.

Person Specification

Committee Members should be:

- Committed to the purpose, objects and values of Kent Union;
- Constructive about other committee members' opinions in discussions and contributions at meetings;

- Able to act reasonably and responsibly when undertaking Committee responsibilities;
- Able to maintain strict confidentiality;
- Understand the importance and purpose of 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

Committee members may be removed from a Committee by the Board, following a simple majority vote at a quorate meeting of the Board.

Term of Office

The terms of office for Committee Members will be agreed on a case-by-case basis, but will be for at least one year for Student Committee Members and at least two years for External Committee Members. Committee Members may serve up to two terms of office, subject to approval for a second term by the Board of Trustees.

Sabbatical Officer Role Descriptions

Introduction and Context

The role descriptions for all sabbatical officers should be viewed as for guidance and general direction, rather than policy of the Union. The role descriptions should work in conjunction with the particular circumstances of the officers' year in office and should not restrict officers from assigning responsibilities based on their skills, experiences, backgrounds and style of working.

Accountability

All sabbatical officers, when in their capacity as elected officers as opposed to trustees, are ultimately accountable to the membership of Kent Union, via the democratic processes detailed in Kent Union's Constitution.

President

Purpose

The President provides leadership for Kent Union and is the main ambassador and external spokesperson for the Union. The role includes working with senior members of the University, staff and officers of Canterbury City Council, local MP's and other external stakeholders. The President leads the team of sabbatical officers and the part-time officers and works closely with the Union's senior management to ensure that the organisation is delivering its charitable purpose and working towards its vision and values. The President is a member of the University Council, Senate and Finance and Resources Committee, which are the highest governing bodies within the University. The post holder is also Chair of the Board of Trustees and, as such, is responsible for overseeing the performance management of the Chief Executive.

Key Responsibilities as President

- To promote, extend and defend the rights of all students at the University of Kent.
- To act as the lead voice of students to Kent Union, the University and external organisations.
- To lead the sabbatical team to ensure that the team is working well together and that the work the team produces is to a high standard and meets students' needs.
- To lead reviews and projects that will enhance the student experience.
- To work with the National Union of Students and to be the lead delegate to NUS Conference and other events.
- To (normally) be the lead officer for GK Unions.
- To lead campaigns to improve the overall student experience and to assist in campaigns that other officers may be running.
- To be the Chair of the Board of Trustees and to sit on all Board Committees.

Key Responsibilities as a Trustee

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

- Ensure that Kent Union acts in accordance with its charitable objects, constitution and other guiding documents and, in particular, remains true to its Vision and Values;
- Help Kent Union achieve its objectives and improve the lives of its members;
- Ensure that Kent Union complies with all relevant legislation and regulations, including relevant charity acts and education acts;
- Ensure that Kent Union 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 Kent Union;
- Participate fully in Board meetings and join one of the Board's Committees;
- Use their personal skills and experience to ensure Kent Union is well run and efficient;
- Seek external professional advice where there may be material risk to Kent Union or where the Trustees may be in breach of their duties, or at any other appropriate moment;
- Add value to the Board and Kent Union through generating ideas, challenging the status quo, broadening thinking and supporting and promoting innovation and creativity;
- Ensure decisions of the Board and its Committees take account of the needs and views of Kent Union's members;
- Ensure Kent Union is considering the needs and views of all student groups, for example postgraduate, international and part-time students;
- Ensure effective communication between Kent Union and its members.

Key Relationships

Vice-Chancellor and other members of the University's Executive Group and senior managers of the University at Director level and above, in particular the International Office; local government councillors and senior staff; local MP's and MEP's; Student Committee Presidents, the Union Chair and other elected Union Officers; Chief Executive and senior management of Kent Union; Deputy Chair of the Board of Trustees and all other Trustees; senior staff and officers of NUS; other external stakeholders at a senior level.

Person Specification

All sabbatical officers should be:

- Committed to the purpose, objects and values of Kent Union;
- Constructive about other officers' and trustees' opinions;
- Able to act reasonably and responsibly when undertaking their responsibilities;
- Able to maintain strict confidentiality;
- 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 sabbatical officer may be removed from office via the democratic processes outlined in Kent Union's constitution, or (in exceptional circumstances) through the Student Officer HR Policies.

Vice-President (Sports)

Purpose

The Vice-President (Sports) is the lead officer on all matters pertaining to sport and well-being and the Union's sports clubs. The role includes working with the University of Kent Sports Department and liaising with other students' union sports departments. The Vice-President (Sports) promotes participation in the Union's sports clubs and facilitates sport for all at the University of Kent. Co-ordinating sports captains and chairpersons and working with volunteers are key requirements of the role, as is working along-side Kent Union Student Activities Department staff. A further requirement is the challenge of balancing Kent Union's belief in 'sport for all' with our aspiration to provide high quality sport. The Vice-President (Sports) is a member of the Board of Trustees of Kent Union.

Key Responsibilities as Vice-President (Sports)

- To promote, extend and defend the rights of all students at the University of Kent.
- To act as a voice of students to Kent Union, the University and external organisations.
- To represent students on all sport related matters.
- To ensure that the sabbatical officer team is working well together and that the work the team produces is to a high standard and meets students' needs.
- To work with British Universities and Colleges Sport (BUCS) for the benefit of students at the University of Kent.
- To chair meetings of Team Kent Exec.
- To run campaigns on sport and to assist in campaigns that other officers may be running.
- Work with other Sabbatical and Part-time Officers to benefit the lives of students at the University.

Key Responsibilities as a Trustee

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

- Ensure that Kent Union acts in accordance with its charitable objects, constitution and other guiding documents and, in particular, remains true to its Mission, Vision and Values;
- Help Kent Union achieve its objectives and improve the lives of its members;
- Ensure that Kent Union complies with all relevant legislation and regulations, including relevant charity acts and education acts;
- Ensure that Kent Union 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 Kent Union;
- Participate fully in Board meetings and join one of the Board's Committees;
- Use their personal skills and experience to ensure Kent Union is well run and efficient;
- Seek external professional advice where there may be material risk to Kent Union or where the Trustees may be in breach of their duties, or at any other appropriate moment;

- Add value to the Board and Kent Union through generating ideas, challenging the status quo, broadening thinking and supporting and promoting innovation and creativity;
- Ensure decisions of the Board and its Committees take account of the needs and views of Kent Union's members;
- Ensure Kent Union is considering the needs and views of all student groups, for example postgraduate, international and part-time students;
- Ensure effective communication between Kent Union and its members.

Key Relationships

Deputy Vice-Chancellor (Resources), Director of Sport and other staff of the University Sports Department; Team Kent Executive Committee Officers and Student Committee Sports Officers; senior staff and officers of British Universities and Colleges Sport (BUCS); Kent Union's Director of Membership Services, Head of Student Activities and Student Activities staff.

Person Specification

All sabbatical officers should be:

- Committed to the purpose, objects and values of Kent Union;
- Constructive about other officers' and trustees' opinions;
- Able to act reasonably and responsibly when undertaking their responsibilities;
- Able to maintain strict confidentiality;
- 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 sabbatical officer may be removed from office via the democratic processes outlined in Kent Union's constitution, or (in exceptional circumstances) through the Student Officer HR Policies.

Vice-President (Welfare)

Purpose

The Vice-President (Welfare) is the lead officer on all student-welfare related issues. The role includes working with University of Kent student welfare, guidance, health and accommodation departments and liaising with relevant external agencies. The Vice-President (Welfare) leads on welfare campaigns and supports the Union's welfare-related and liberation part-time officers. Coordinating part-time officers and working with volunteers are key requirements of the role, as is working along-side Kent Union Representation and Democracy Department and Advice Services Department staff. The Vice-President (Welfare) is a member of the Board of Trustees of Kent Union.

Key Responsibilities as Vice-President (Welfare)

- To promote, extend and defend the rights of all students at the University of Kent.
- To act as a voice of students to Kent Union, the University and external organisations.
- To represent students on all welfare matters.
- To ensure that the sabbatical officer team is working well together and that the work the team produces is to a high standard and meets students' needs.
- To work with local government agencies and other relevant external organisations for the benefit of students at the University of Kent.
- To support and empower the welfare-related Part-time Officers.
- To run campaigns on welfare issues and to assist in campaigns that other officers may be running.
- To work with other Sabbatical and Part-time Officers to benefit the lives of students at the University.

Key Responsibilities as a Trustee

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

- Ensure that Kent Union acts in accordance with its charitable objects, constitution and other guiding documents and, in particular, remains true to its Mission, Vision and Values;
- Help Kent Union achieve its objectives and improve the lives of its members;
- Ensure that Kent Union complies with all relevant legislation and regulations, including relevant charity acts and education acts;
- Ensure that Kent Union 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 Kent Union;
- Participate fully in Board meetings and join one of the Board's Committees;
- Use their personal skills and experience to ensure Kent Union is well run and efficient;
- Seek external professional advice where there may be material risk to Kent Union or where the Trustees may be in breach of their duties, or at any other appropriate moment;

- Add value to the Board and Kent Union through generating ideas, challenging the status quo, broadening thinking and supporting and promoting innovation and creativity;
- Ensure decisions of the Board and its Committees take account of the needs and views of Kent Union's members;
- Ensure Kent Union is considering the needs and views of all student groups, for example postgraduate, international and part-time students;
- Ensure effective communication between Kent Union and its members.

Key Relationships

University senior student welfare, guidance, health and accommodation staff; local government councillors and senior staff, particularly related to welfare, health and accommodation; Student Committee Officers, and other elected Union officers; Kent Union's Head of Welfare and Student Support and staff; NUS staff and officers and other external stakeholders at a senior level.

Person Specification

All sabbatical officers should be:

- Committed to the purpose, objects and values of Kent Union;
- Constructive about other officers' and trustees' opinions;
- Able to act reasonably and responsibly when undertaking their responsibilities;
- Able to maintain strict confidentiality;
- 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 sabbatical officer may be removed from office via the democratic processes outlined in Kent Union's constitution, or (in exceptional circumstances) through the Student Officer HR Policies

Vice-President (Student Activities)

Purpose

The Vice-President (Student Activities) is the lead officer on all matters pertaining to student activities, including societies, student media, volunteering and RAG. The role includes working with University of Kent departments to facilitate student activities and with external agencies to facilitate volunteering opportunities. The Vice-President (Student Activities) promotes participation in the Union's various student activities and supports and empowers the students. Co-ordinating societies' officers and working with volunteers are key requirements of the role, as is working along-side Kent Union Student Activities Department staff. The Vice-President (Student Activities) is a member of the Board of Trustees of Kent Union.

Key Responsibilities as Vice-President (Student Activities)

- To promote, extend and defend the rights of all students at the University of Kent;
- To act as a voice of students to Kent Union, the University and external organisations;
- To represent students on all student activities matters;
- To ensure that the sabbatical officer team is working well together and that the work the team produces is to a high standard and meets students' needs;
- To support all societies, volunteer groups, student media and RAG;
- To (normally) be a director of Canterbury Youth and Student Media Limited, the company that operates CSR FM;
- To (normally) be a member of the university Finance and Resources Committee;
- To run campaigns on student activities issues and to assist in campaigns that other officers may be running;
- To work with other Sabbatical and Part-time Officers to benefit the lives of students at the University.

Key Responsibilities as a Trustee

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

- Ensure that Kent Union acts in accordance with its charitable objects, constitution and other guiding documents and, in particular, remains true to its Mission, Vision and Values;
- Help Kent Union achieve its objectives and improve the lives of its members;
- Ensure that Kent Union complies with all relevant legislation and regulations, including relevant charity acts and education acts;
- Ensure that Kent Union 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 Kent Union;
- Participate fully in Board meetings and join one of the Board's Committees;
- Use their personal skills and experience to ensure Kent Union is well run and efficient;
- Seek external professional advice where there may be material risk to Kent Union or where the Trustees may be in breach of their duties, or at any other appropriate moment;

- Add value to the Board and Kent Union through generating ideas, challenging the status quo, broadening thinking and supporting and promoting innovation and creativity;
- Ensure decisions of the Board and its Committees take account of the needs and views of Kent Union's members;
- Ensure Kent Union is considering the needs and views of all student groups, for example postgraduate, international and part-time students;
- Ensure effective communication between Kent Union and its members.

Key Relationships

Senior staff from the University International Office; CYSM Board members; Societies Federation Committee Officers and Student Committee Activities Officers; student media volunteers, RAG volunteers and other student volunteers; Kent Union Director of Membership Services, Head of Student Activities and Student Activities staff.

Person Specification

All sabbatical officers should be:

- Committed to the purpose, objects and values of Kent Union;
- Constructive about other officers' and trustees' opinions;
- Able to act reasonably and responsibly when undertaking their responsibilities;
- Able to maintain strict confidentiality;
- 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 sabbatical officer may be removed from office via the democratic processes outlined in Kent Union's constitution, or (in exceptional circumstances) through the Student Officer HR Policies.

Vice-President (Education)

Purpose

The Vice-President (Education) is the lead officer on all academic affairs. The role includes working with academic and central support departments of the University of Kent and liaising with relevant external agencies. The Vice-President (Education) sits on a number of high level University committees, including Senate and Learning and Teaching Board. The Vice-President (Education) leads on education campaigns and supports the Union's part-time officers and the network of faculty, school and course reps. Co-ordinating part-time officers and working with volunteers are key requirements of the role, as is working along-side Kent Union Representation and Democracy Department staff. The Vice-President (Education) is a member of the Board of Trustees of Kent Union.

Key Responsibilities as Vice-President (Education)

- To promote, extend and defend the rights of all students at the University of Kent.
- To act as a voice of students to Kent Union, the University and external organisations.
- To represent students on all education matters.
- To ensure that the sabbatical officer team is working well together and that the work the team produces is to a high standard and meets students' needs.
- To work with local government agencies and other relevant external organisations for the benefit of students at the University of Kent.
- To support and empower the Union's network of faculty, school and course reps and part-time officers.
- To run campaigns on education issues and to assist in campaigns that other officers may be running.
- To work with other Sabbatical and Part-time Officers to benefit the lives of students at the University.

Key Responsibilities as a Trustee

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

- Ensure that Kent Union acts in accordance with its charitable objects, constitution and other guiding documents and, in particular, remains true to its Mission, Vision and Values;
- Help Kent Union achieve its objectives and improve the lives of its members;
- Ensure that Kent Union complies with all relevant legislation and regulations, including relevant charity acts and education acts;
- Ensure that Kent Union 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 Kent Union;
- Participate fully in Board meetings and join one of the Board's Committees;
- Use their personal skills and experience to ensure Kent Union is well run and efficient;

- Seek external professional advice where there may be material risk to Kent Union or where the Trustees may be in breach of their duties, or at any other appropriate moment;
- Add value to the Board and Kent Union through generating ideas, challenging the status quo, broadening thinking and supporting and promoting innovation and creativity;
- Ensure decisions of the Board and its Committees take account of the needs and views of Kent Union's members;
- Ensure Kent Union is considering the needs and views of all student groups, for example postgraduate, international and part-time students;
- Ensure effective communication between Kent Union and its members.

Key Relationships

Vice-Chancellor and Senior Deputy Vice-Chancellor of the University, Faculty Deans, Heads of Schools and other senior academic staff; local government councillors and senior staff; Student Committee Officers, faculty, school and course reps and other elected Union officers; Kent Union Representation and Democracy staff; NUS staff and officers and other external stakeholders at a senior level.

Person Specification

All sabbatical officers should be:

- Committed to the purpose, objects and values of Kent Union;
- Constructive about other officers' and trustees' opinions;
- Able to act reasonably and responsibly when undertaking their responsibilities;
- Able to maintain strict confidentiality;
- 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 sabbatical officer may be removed from office via the democratic processes outlined in Kent Union's constitution, or (in exceptional circumstances) through the Student Officer HR Policies.

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
Good governance and democracy	<p>Mentor & support new trustees</p> <p>Provide leadership for the Board</p> <p>Lead performance reviews for the Board, Chair, Deputy-Chair & Committee Chairs'</p>	<p>Appoint new External & 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 & receive & approve recommendations of improvements</p> <p>Approve over-arching principles of elections and election rules</p> <p>Approve Governance Policies & Procedures (if material)</p>	<p>Monitor governance function of the Board & identify improvements – <i>Appointments & Governance Committee (A&G)</i></p> <p>Approve recruitment & selection process for Student & External Trustees – A&G</p> <p>Approve system for Board, Chair, Deputy-Chair & Committee Chairs reviews – A&G</p> <p>Approve Governance Policies & Procedures (unless material) – A&G</p> <p>Responsibility for passing the bye-laws in conjunction with Executive Committee</p>	<p>Implement recruitment processes for External & Student Trustees</p> <p>Involvement in recruitment process for External & Student Trustees</p> <p>Induct, train & 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 & Student Trustees – <i>Head of Governance and Leadership Support</i></p> <p>Involvement in induction of new Trustees – <i>Head of Governance and Leadership Support</i></p>

Area of responsibility	Chair/Deputy Chair responsibilities	Board of Trustees responsibilities	Board Committee responsibilities	Chief Executive responsibilities	Director Group responsibilities	Senior Management responsibilities
Human resource management	<p>Lead performance management of the Chief Executive</p> <p>Lead recruitment & selection of new Chief Executive</p> <p>Disciplinary process at appeal stage for Directors/Senior Management Team</p>	<p>Approve annual pay award for staff</p> <p>Approve changes to the reward/remuneration packages for the CEO, Director Group and Officers</p> <p>Approve Chief Executive appointment</p> <p>Involved in appointment of directors & senior managers</p> <p>Approve changes to management structure at senior management level</p> <p>Approve proposals for redundancies (over 3 staff or at Director/SMT level or a strategic function)</p> <p>Disciplinary process at appeal stage for CEO</p>	<p>Periodically review the reward/remuneration package of the CEO, Directors & officers to ensure cost effectiveness & competitiveness; to recommend changes to the reward/remuneration package as necessary to the Board – <i>Remuneration Committee (RemCo)</i></p> <p>Approve alterations to employee policies (if material) - <i>Human Resources Committee (HR)</i></p> <p>Receive results of annual staff satisfaction survey & agree subsequent action – <i>HR</i></p> <p>Approve recruitment & selection process for new CEO – <i>A&G</i></p>	<p>Recruit & appoint new directors/senior management team</p> <p>Disciplinary process at appeal against dismissal stage</p> <p>Disciplinary process at gross misconduct & dismissal stages at Director/senior management level</p>	<p>Recruit & appoint 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 or use of ‘compromise’ agreements (3 or less staff) (<i>must be noted by Board</i>)</p> <p>Approve re-grading or awarding incremental points for staff below Director Group level (<i>an annual report of changes approved by Director Group must be presented to Remuneration Committee</i>)</p> <p>Approve alterations to employee policies (unless material)</p>	<p>Approve minor amendments to employee policies & procedures – <i>Head of HR</i></p> <p>Approve minor departmental restructuring (not involving redundancies)</p> <p>Disciplinary process up to gross misconduct &/or dismissal stages</p>

Area of responsibility	Chair/Deputy Chair responsibilities	Board of Trustees responsibilities	Board Committee responsibilities	Chief Executive responsibilities	Director Group responsibilities	Senior Management responsibilities
		Receive annual HR statistics report	Approve re-grading or awarding incremental points for Director Group level – <i>RemCo</i>		Disciplinary process at gross misconduct & dismissal stages below senior management/ director level	
Financial management	<p>Approve unbudgeted capital expenditure of £20K and more but less than £50K (<i>but must be reported to next meeting of the Board or F&R</i>)</p> <p>Present the Union’s accounts & budgets to the University’s Finance & Resources Committee (<i>with Chief Executive</i>)</p>	<p>Approve income & expenditure & capex budgets annually</p> <p>Approve quarterly update on financial performance & resulting decisions</p> <p>Approve unbudgeted capex of £50K and over</p> <p>Approve Reserves Policy</p> <p>Receive subsidiary companies’ reports</p> <p>Approve Financial Statements (<i>subject to AGM approval</i>)</p> <p>Annually approve Letter of Representation to external auditors</p>	<p>Detailed review of annual budgets prior to submission to BoT – <i>F&R</i></p> <p>Approve budgeted capital projects of £50K and over – <i>F&R</i></p> <p>Approve unbudgeted capital expenditure of £20k and over - <i>F&R</i></p> <p>Approve Financial Procedures & finance policies – <i>F&R</i></p> <p>Scrutinise accounts with balance sheet, capex update, & Deputy Chief Executive Finance report – <i>F&R</i></p>	<p>Overall management of the Union’s finances, ensuring that resources are utilised efficiently & effectively to deliver the strategic plan</p> <p>Approve unbudgeted capital expenditure £2k and over but less than £10k (<i>in conjunction with President</i>)</p> <p>Write Trustees’ Report for the Financial Statements (<i>with Chair</i>)</p>	<p>Approve unbudgeted capital expenditure of £10k and more but less than £20k</p> <p>Approve unbudgeted expenditure from contingency budgets of £2k and over (<i>in conjunction with President</i>)</p> <p>Receive & monitor weekly financial performance update & take appropriate action in response thereto</p> <p>Implement Financial Procedures & finance policies – <i>Deputy Chief Executive</i></p>	<p>Financial management below specified thresholds</p> <p>Approve unbudgeted capital expenditure up to £2k (<i>Deputy Chief Executive</i>)</p> <p>Approve unbudgeted expenditure from contingency budgets up to £2k (<i>Deputy Chief Executive</i>)</p>

Area of responsibility	Chair/Deputy Chair responsibilities	Board of Trustees responsibilities	Board Committee responsibilities	Chief Executive responsibilities	Director Group responsibilities	Senior Management responsibilities
		<p>Approve external auditors' Audit Findings Report forwarded from F&R</p>	<p>Subject to AGM [for auditors] approval, appoint auditors & bankers – <i>F&R</i></p> <p>Approve Internal Audit Policy & annual Audit Plan – <i>F&R</i></p> <p>Review external auditors' report prior to submission to BoT – <i>F&R</i></p>			
Strategic & operational management	Lead development of the strategic plan (<i>with Chief Executive</i>)	<p>Set vision & values</p> <p>Act as guardians of mission, vision & values</p> <p>Help shape & 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>Review the 3-year financial forecast – <i>F&R</i></p> <p>Approve the Finance strategy supporting the strategic plan – <i>F&R</i></p> <p>Monitor performance against the financial strategy – <i>F&R</i></p> <p>Approve amendments to the financial strategy – <i>F&R</i></p> <p>Approve 3-year capital budget annually – <i>F&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 & ensure strategic plan</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>Approve & authorise leases & property operating agreements with external organisations, notably the University of Kent</p>	<p>Deliver the strategic plan at Departmental level</p> <p>Ensuring that staff work towards the organisation's objectives & adhere to the organisation's values</p> <p>Implement & adhere to leases & property operating agreements</p>

Area of responsibility	Chair/Deputy Chair responsibilities	Board of Trustees responsibilities	Board Committee responsibilities	Chief Executive responsibilities	Director Group responsibilities	Senior Management responsibilities
		<p>Monitor the needs of the membership & ensure strategic plan continues to meet them</p> <p>Approve 3 year forecast & 3 year forecast improvement Plan</p>		<p>continues to meet them</p> <p>Sign leases & property operating agreements with external organisations on behalf of Kent Union</p>	<p>Monitor the implementation of & adherence to leases & property operating agreements</p>	
Risk management	<p>Lead creation of a positive culture of risk management</p>	<p>Set the Union's overall approach to managing risk</p> <p>Approve the Strategic Risk Management process if materially changes</p> <p>Approval Annual Risk Management Report and Plan by Mitigating Risk from F&R</p> <p>Approve annual Safeguarding Management Report forwarded from F&R</p>	<p>Approve the Risk Management Policy on a triennial basis –F&R</p> <p>Approve all other policies relating to risk management – F&R</p> <p>Approve Schedule of Strategic Risks annually – F&R</p> <p>Approve Business Continuity Plan tri-annually – F&R</p> <p>Receive annual report on simulation to test Business Continuity Plan – F&R</p>	<p>Overall responsibility for risk management</p>	<p>Implement & monitor adherence against the risk management policies & procedures – <i>Deputy Chief Executive</i></p> <p>Review Risk Register – Risk Index Update bi-annually</p> <p>Identify & minimise risk & review on an on-going basis Conduct an annual simulation to test the Business Continuity Plan – <i>Deputy Chief Executive</i></p>	<p>Identify & minimise risk at a departmental level</p>

Area of responsibility	Chair/Deputy Chair responsibilities	Board of Trustees responsibilities	Board Committee responsibilities	Chief Executive responsibilities	Director Group responsibilities	Senior Management responsibilities
			Receive bi-annual Tier 4 Visa regulatory compliance report – <i>F&R</i>			
Health & safety management	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&R</i> Receive a bi-annual update report on health & safety management – <i>F&R</i>	Overall responsibility for health & safety management as the designated Safety Officer	Approve health & safety procedures & management systems Overall management responsibility for health & safety	Implement Health & Safety Policy at a Departmental level
Equality of opportunity & diversity management	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	Act as ‘Equality Strand Champions’ in conjunction with the sabbatical officers and relevant part-time officers Approve Equality of Opportunity, Diversity & Inclusion (EDI) Policy Management responsibility for EDI - <i>Director of Medway & Graduate Employability</i>	Implement Equality of Opportunity, Diversity & Inclusion Policy at a Departmental level

Area of responsibility	Chair/Deputy Chair responsibilities	Board of Trustees responsibilities	Board Committee responsibilities	Chief Executive responsibilities	Director Group responsibilities	Senior Management responsibilities
Technology		Approve and oversee implementation of IT and Technology strategy, including capital expenditure plan		Overall responsibility for IT & technology management	Approve IT & technology procedures & management systems Overall management responsibility for IT & technology Implement & monitor technology capital expenditure plan	Implement IT & Technology Strategy at a Departmental level
GK Unions		Receive annual report from the GK Unions Partnership Board Approve annual plan of activity from the GK Unions Partnership Board	Oversee the general management of GK Unions (<i>GK Unions Partnership Board</i>) Oversee the financial performance & operation of GK Unions (<i>GK Unions Partnership Board</i>) Develop & monitor implementation of, a strategic plan for GK Unions (<i>GK Unions Partnership Board</i>)	Ensure an effective & mutually beneficial relationship with Students' Union University of Greenwich Ensure effective communication with GK Unions Partnership Board	Manage relationships with the main stakeholders of GK Unions (<i>relevant Director with responsibility for Medway/GK Unions</i>) Support and facilitate the GK Unions Partnership Board (<i>relevant Director with responsibility for Medway/GK Unions</i>)	Deliver the GK Unions Strategic Plan and annual Operating Plans (<i>Medway Management Team</i>)

Democratic Bodies Scheme of Authority

Ultimate Authority

Level of Authority



Referenda/ cross-campus ballot responsibilities	Annual General Meeting responsibilities	General Meeting responsibilities	Change It responsibilities	Executive Committee	Executive Chair responsibilities	Sabbatical Officers responsibilities	President responsibilities
<p>Approve revisions to the Constitution</p> <p>Set policy of the Union</p> <p>Elect senior office bearers of the Union</p>	<p>Approve Financial Statements</p> <p>Receive the report of the Trustees on the Union's activities since the previous AGM</p> <p>Appoint the external auditors</p> <p>Annually approve the list of affiliations of the Union</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>Offer a forum for open questions to the Trustees by members</p>	<p>Set policy of the Union (lasts 2 years)</p>	<p>Make, repeal and amend the Bye-Laws jointly with the Board</p> <p>Approves Constitution</p> <p>Make, repeal & amend the Bye-Laws jointly with the Trustees</p>	<p>Chair Executive Committee meetings</p> <p>Chair AGM</p>	<p>Represent the membership to the University, local community & national community</p> <p>Implement policy approved by Change It, &/or referenda</p> <p>Implement manifesto pledges</p>	<p>Provide leadership to the membership</p> <p>Act as the senior representative of the membership to the University, local community & national community</p> <p>Act as an ambassador for Kent Union to external stakeholders</p>