

Delegation of Authority

Area of responsibility	Chair responsibilities	Board of Trustees responsibilities	Board Committee responsibilities	President responsibilities	Managing Director Responsibilities	Management responsibilities
<p>Good governance and democracy</p>	<p>Mentor & support new trustees</p> <p>Provide leadership for the Board</p> <p>Lead performance reviews for the Board,, & Committee Chairs</p>	<p>Appoint new External & Student Trustees (to be ratified by Union Council)</p> <p>Monitor compliance with governing documents</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 changes to delegation of authority (if material)</p> <p>Approve new Constitution and governing documents</p>	<p>Monitor governance function of the Board & identify improvements – <i>Governance Committee</i></p> <p>Approve recruitment & selection process for Student & External Trustees – <i>Appointments & Remuneration Committee</i></p> <p>Approve system for Board, Chair, Deputy-Chair & Committee Chairs reviews – <i>Governance Committee</i></p>	<p>Lead in recruitment process for External & Student Trustees</p>	<p>Implement recruitment processes for External & Student Trustees</p> <p>Induct, train & brief Board members</p> <p>Monitor changes to key legislation</p>	<p>Facilitate recruitment processes for External & Student Trustees – <i>Governance and Admin Manager</i></p> <p>Involvement in induction of new Trustees – <i>Governance and Admin Manager</i></p>

<p>Human resource management</p>	<p>Performance Management of MD in conjunction with Union President</p> <p>Lead recruitment & selection of new MD in conjunction with Union President</p>	<p>Approve MD appointment</p> <p>Involvement in appointment of 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 Managing Director</p>	<p>Approve recruitment & selection process for new MD – <i>Appointments & Remuneration Committee Committee</i></p> <p>Approve alterations to employee and pay policies (if material) - <i>Finance & Risk Committee</i></p> <p>Approve changes in pay, terms and conditions of senior staff <i>Appointments and Remuneration Committee</i></p> <p>Approve appraisal procedure for Managing Director <i>Appointments and Remuneration Committee</i></p>	<p>Performance Management of MD in conjunction with Board Chair</p> <p>Lead recruitment and selections of new MD in conjunction with Board Chair</p> <p>Disciplinary process at appeal against dismissal stage for senior managers where required</p>	<p>Recruit & 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 (if immaterial)</p> <p>Disciplinary process at gross misconduct & dismissal stages, or for senior managers</p>	<p>Approve minor departmental restructuring (not involving redundancies)</p> <p>Disciplinary process up to gross misconduct &/or dismissal stages</p>
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Financial management	<p>'Sign off' Financial Statements and Management Letter to Auditors (when satisfied)</p> <p>Write Trustees' Report for the Financial Statements (<i>with President and MD</i>)</p>	<p>Approve Financial Statements (Annual Report and Accounts)</p> <p>Annual approval of Financial Procedures</p> <p>Approve income & expenditure & capex budgets annually</p> <p>Receive updates on Financial Performance from Finance and Risk Committee</p> <p>Approve un-budgeted capex of over £50K</p> <p>Approve Reserves Policy</p> <p>Receive subsidiary companies' reports</p> <p>Appoint auditors & bankers and approve Letter of Representation to external auditors annually</p>	<p>Detailed approval of annual budgets – <i>Finance & Risk Committee (F&R)</i></p> <p>Scrutinise most recent accounts with balance sheet, capex update, & Director of Finance report – <i>F&R</i></p> <p>Approve unbudgeted capital projects of over £20k – <i>F&R</i></p> <p>Approve Financial Procedures & finance policies – <i>F&R</i></p> <p>Receive internal audit reports – <i>F&R</i></p> <p>Approve External Auditors' report – <i>F&R</i></p>	<p>Approve unbudgeted capital expenditure of over £20K or under (<i>in conjunction with Managing Director</i>)</p> <p>Present the Union's accounts & budgets to the College's Audit Committee (with MD)</p> <p>Write Trustees' Report for the Financial Statements (<i>with Chair and MD</i>)</p> <p>Sign contractual agreements of more than one year (<i>with MD</i>)</p>	<p>Receive & monitor weekly financial performance update & take appropriate action in response thereto</p> <p>Approve unbudgeted capital expenditure of up to £20K (<i>in conjunction with President</i>)</p> <p>Overall management of the Union's finances, ensuring that resources are utilised efficiently & effectively to deliver the strategic plan</p> <p>Present the Union's accounts & budgets to the College's Audit Committee (with President)</p> <p>Write Trustees' Report for the Financial Statements (<i>with President and Chair</i>)</p> <p>Sign contractual agreements of more than one year (<i>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>Head of Finance</i></p> <p>Approve any contingency expenditure – <i>Head of Finance</i></p> <p>Authorise budgeted (non-capital) expenditure up to £10,000</p>


<p>Strategic management</p>	<p>Lead development of the strategic plan with MD and President</p>	<p>Set mission, vision & values</p> <p>Act as guardians of the 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 updates on the strategic plan with opportunity to question management</p> <p>Monitor the needs of the membership & ensure strategic plan continues to meet them</p>	<p>Approve the 3-year financial forecast & financial strategy supporting the strategic plan – <i>Finance & Risk Committee (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>Lead development of the strategic plan with Board Chair and MD</p> <p>Report on the needs of the membership & ensure that the strategic plan continues to meet them</p>	<p>Craft the strategic plan, following a comprehensive strategy review involving consultation with 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 that the 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>Ensuring that staff work towards the organisation's objectives & adhere to the organisation's values</p>
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Risk management	Lead creation of a positive culture of risk management	Approve the Risk Register on an annual basis Receive an annual report on the Risk Register from Finance & Risk Committee Set the Union's overall approach to managing risk	Approve the Risk Management Policy on an annual basis – <i>Finance & Risk Committee (F&R)</i> Monitor the significant risks on a six-monthly basis – <i>F&R</i>	Lead creation of a positive culture of risk management	Overall responsibility for risk management Identify and minimise risk on an ongoing basis. Monitor significant risks on a quarterly basis	Implement & monitor adherence against the risk management policies & procedures – <i>Head of Finance</i> Identify & minimise risk & review on an on-going basis Monitor significant risks on quarterly basis
Health & safety management	Lead creation of a positive culture of health & safety management	Receive an annual report on health & safety management	Approve the Health & Safety Policy - <i>Finance & Risk Committee (F&R)</i>	Lead creation of a positive culture of health & safety management	Overall responsibility for health & safety management as the designated Safety Officer	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 Equal Opportunities Committee Approve Equality of Opportunity, Diversity & Inclusion Policy		Overall responsibility for equality of opportunity & diversity management		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	General Meetings responsibilities	Union Council responsibilities	Union Chair responsibilities	Sabbatical Officers responsibilities	President responsibilities
<p>Approve revisions to the Constitution (if required)</p> <p>Set policy of the Union (if required)</p> <p>Elect senior office bearers of the Union</p>	<p>Debate a specific issue as determined by the members, Union President or the trustees</p>	<p>Scrutinise the work of the Officer Trustees and sub-committees of council</p> <p>Set policy of the Union</p> <p>Refer policy to a referendum of the members</p> <p>Make, repeal & amend the Bye-Laws jointly with the Trustees</p> <p>Receive a termly report from the Trustees</p> <p>Appoint associate members in accordance with the Bye-Laws</p>	<p>Chair meetings of Union Council & General Meetings</p> <p>Plan agenda for meetings of Union Council & General Meetings</p>	<p>Represent the membership to the University, local community & national community</p> <p>Implement policy approved by Union Council, General Meetings &/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 Imperial College Union to external stakeholders</p>