

## Delegation of Authority – Leeds Trinity Students’ Union

Approved May 2017 by the Board of Trustees. Reapproved January 2018 by the Board of Trustees

The Delegation of Authority (DoA) document has been created to support trustees, staff and our members understanding of the organisation and make it clearer what each group is responsible for, within each sub heading. The DoA will be reviewed annually and brought to the Board of Trustees for note by the General Manger (GM). The DoA should be used throughout the year as a tool to understand the decision making process behind the leadership and management of the organisation.

Area of responsibility	Chair responsibilities	Board of Trustees responsibilities	General Manager responsibilities	Staff Team responsibilities
<b>Good governance and democracy</b>	<p>Provide leadership for the Board</p> <p>Mentor and support new trustees in conjunction with the Vice Chair</p> <p>Lead performance reviews for the Board in conjunction with the Vice Chair</p> <p>Lead recruitment of student trustees</p> <p>Champion good governance taking into account good practice such as the Charity Governance Code</p>	<p>Approve recruitment &amp; selection process for External Trustees and appoint new External Trustees</p> <p>Mentor &amp; support new trustees and the Chair</p> <p>Monitor compliance with governing documents and identify improvements</p> <p>Complete an annual review of board performance &amp; receive &amp; approve recommendations of improvements</p> <p>Approve over-arching principles of elections and election rules</p> <p>Take leadership on ensuring that the organisation has good governance, benchmarking our governance against NUS and Charity Commission good practice (e.g. Charity Governance Code)</p>	<p>Implement and facilitate recruitment processes for Student &amp; External Trustees</p> <p>Induct, train &amp; brief Board members bringing in external training as and when either the Board or GM identify as appropriate</p> <p>Provide information on good practice where requested by the Trustees, for the Board to consider how they might review their performance</p> <p>Support the Board with good governance, identifying and disseminating good practice</p> <p>Monitor and report on changes to key legislation</p>	<p>Meet new trustees as part of their induction</p>

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		<p>Review annually the Delegation of Authority</p> <p>Approve Governance Policies &amp; Procedures</p>	<p>Review annually the Delegation of Authority</p> <p>Ensure all changes to constitutional document(s) are made</p>	
<b>Human resource management</b>	<p>Lead recruitment &amp; selection of new General Manager</p> <p>Approve General Manager Appointment (with support from members of the Board)</p> <p>Performance manage the General Manager</p> <p>Lead and support a culture of continuous training and personal development</p> <p>Be the ultimate level of appeal in regards to staff dismissals including appeals</p>	<p>Approve annual pay award for staff</p> <p>Involved in appointment of General Manager</p> <p>To review the reward package of the General Manager at least every three years, to ensure it is competitive and cost effective; to make recommendations on the reward package as necessary to the Board</p> <p>Approve proposals for restructuring and redundancies</p> <p>Disciplinary process at appeal stage for General Manager</p> <p>Approve alterations to employee policies</p> <p>Appoint a 'Supervising Trustee' at the first meeting of the academic year (usually an External Trustee) to support any Officer Code of Conduct matters</p>	<p>Recruit &amp; appoint new staff</p> <p>Advise on recruitment good practice for appointing a new General Manager</p> <p>Approve minor amendments to employee policies &amp; procedures</p> <p>Disciplinary process at gross misconduct &amp; dismissal stage</p> <p>Champion and lead an organisational a culture of continuous improvement and personal development</p>	<p>Embrace a culture of continuous improvement and personal development through personal development plan and objectives</p>
<b>Financial management</b>	<p>Approve in conjunction with the General Manager unbudgeted revenue or</p>	<p>Approve annual income, expenditure &amp; capital budgets</p>	<p>Overall management of the Unions finances, ensuring that resources</p>	<p>Report against devolved monthly budgets as part of</p>

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	<p>capital expenditure of up to £1K which should be reported in next monthly management accounts</p> <p>Approve budgeted expenditure of up to £5K jointly with the General Manager</p> <p>Present the Unions proposed budget for the following financial year to the University senior leadership team (<i>with General Manager</i>)</p>	<p>Detailed review of annual budgets prior to submission to the University</p> <p>Receive and review monthly management accounts</p> <p>Approve Financial Procedures &amp; finance policies</p> <p>Approve unbudgeted or budgeted capital or revenue expenditure of over £1K</p> <p>Approve Reserves Policy</p> <p>Approve Financial Statements (<i>subject to AGM approval</i>)</p> <p>Subject to AGM approval, appoint auditors</p> <p>Annually approve Letter of Representation to external auditors</p>	<p>are utilised efficiently &amp; effectively to deliver the agreed strategic plan</p> <p>Approve unbudgeted capital or revenue expenditure of up to £500 which should be reported in next monthly management accounts</p> <p>Approve in conjunction with the Union President unbudgeted or budgeted revenue or capital expenditure of up to £1K which should be reported in next monthly management accounts</p> <p>Approve budgeted expenditure of up to £1K</p> <p>Approve budgeted expenditure of up to £5K jointly with the Union President or Vice President</p> <p>Write Trustees' Report for the Financial Statements (<i>with Chair</i>)</p> <p>Receive &amp; monitor monthly financial performance update &amp; take appropriate action in response thereto</p> <p>Implement Financial Procedures &amp; finance policies with Finance Administrator</p>	<p>monthly management accounts</p> <p>Follow Financial Procedures</p>

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			Offer an induction programme surrounding the organisations financial processes to all new core staff and elected officers	
<b>Strategic management</b>	<p>Lead development of the strategic plan (<i>with General Manager</i>)</p> <p>Champion and act as an ambassador for the Strategic Vision embracing the Union values</p>	<p>Set and develop vision &amp; values</p> <p>Act as guardians of mission, vision &amp; values</p> <p>Help shape &amp; approve the strategic plan</p> <p>Approve amendments to the strategic plan with resources</p> <p>Receive annual update on the strategic plan with opportunity to question Sabbatical Officers and General Manager</p> <p>Monitor the needs of the membership &amp; ensure strategic plan continues to meet them</p>	<p>In partnership with the elected officers, craft the strategic plan, following a comprehensive strategy review involving all of the Unions major stakeholders</p> <p>Overall management of the strategic plan</p> <p>Report on progress against the strategic plan</p> <p>Report on the needs of the membership &amp; ensure strategic plan continues to meet them</p> <p>Assist in the development of, and deliver, the strategic plan</p> <p>Lead responsibility for individual areas in the strategic plan</p> <p>Monitor progress against strategic plan</p>	<p>Lead on certain aims within the Strategy as referenced in objectives</p> <p>Present on papers and performance against key performance objectives of the Union to Trustees as appropriate</p>
<b>Risk management</b>	Lead creation of a positive culture of risk management	Approve the Risk Register on an annual basis	Overall responsibility for risk management	Prepare Risk Assessment for any events or activities

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		<p>Monitor the risk register on a quarterly basis</p> <p>Set the Union’s overall approach to managing risk</p> <p>Approve the Health &amp; Safety Policy</p>	<p>Identify, minimise risk and review on an on-going basis</p> <p>Prepare updated risk register as required for Board review</p>	<p>Follow the Union Health and Safety policy</p> <p>Report any Health and Safety incidences to the General Manager</p>
<b>Equality and Diversity</b>	Lead creation of a positive culture towards equality of opportunity & diversity	<p>Support and lead creation of a positive culture towards equality of opportunity &amp; diversity</p> <p>Approve and review as required our equality and diversity policy</p>	<p>Overall responsibility and management for equality and diversity</p> <p>Maintain an equality and diversity policy</p>	Champion the Equality and Diversity policies of the Union