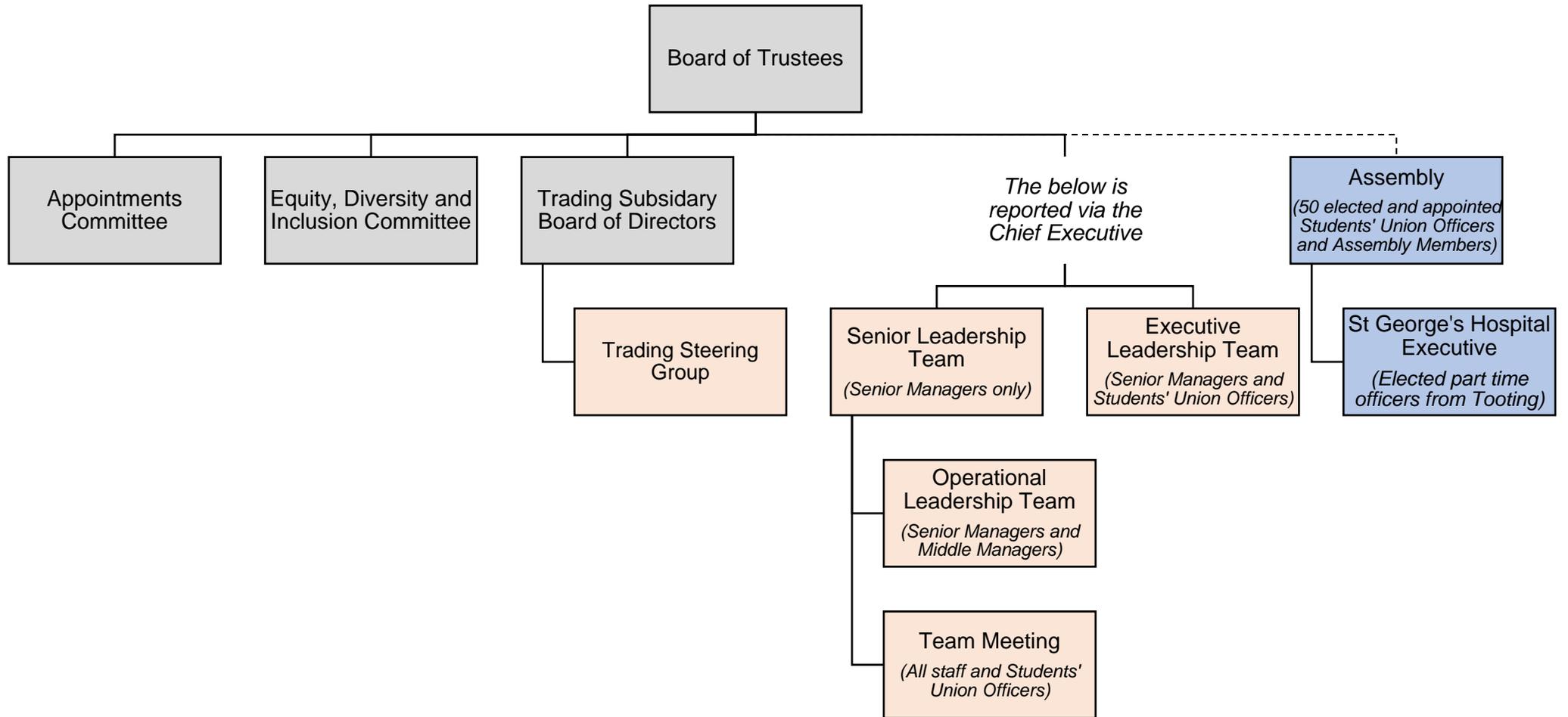


Approved by:	Board of Trustees
Date of approval:	15 July 2024
Implementation date:	1 August 2024
Review date (no later than):	31 July 2025
Responsible for implementation:	Chair of the Board of Trustees and Chief Executive
Responsible for interpretation:	Chair of the Board of Trustees and Chief Executive

City St George's Students' Union has an established governance structure, including Articles of Association and Bye-Laws, and supporting the Students' Union policies to ensure the effective management of the organisation. The Delegation of Authority provides clarity about where decisions are made and who is responsible for core actions, including:

- Good Governance and Democracy
- Human Resource Management
- Financial Management
- Strategic Management
- Risk Management
- Health and Safety Management
- Equality, Diversity, and Inclusion
- Data Protection

Governance / Meeting Structure



Defined in the Articles or a sub-committee of the Board

Democratic meeting

Established operational/strategic meetings

Area of responsibility Good Governance and Democracy

Chair / Deputy Chair responsibilities	Board of Trustees responsibilities	Board Committee responsibilities	Students' Union Officer responsibilities	Chief Executive responsibilities	Management responsibilities	University responsibilities
Mentor and support new trustees	Ensure the Students' Union has a full complement of Trustees	Appoint new Lay and Student Trustees <i>(Appointments Committee)</i>	Participate in recruitment process for Lay and Student Trustees	Implement recruitment processes for Lay and Student Trustees	Facilitate recruitment processes for Lay and Student Trustees <i>(Senior Managers)</i>	Recommend members of university Council to be Lay Trustees when requested
Provide leadership for the Board	Monitor compliance with governing documents	Approve recruitment and selection process for Student and Lay Trustees <i>(Appointments Committee)</i>	Approve amendments to Bye-Laws <i>(Assembly)</i>	Induct, train and brief Board members	Involvement in induction of new Trustees <i>(DCEO, COO-Tooting and Rep Manager)</i>	
Lead performance reviews for the Board and Committee Chairs	Complete a biennial review of board performance and receive and approve recommendations of improvements			Monitor changes to key legislation	Monitor changes to key legislation and inform the CEO	
	Approve over-arching principles of elections and election rules			Support elected officers	Deliver free and fair elections <i>(Deputy Returning Officer and Rep Manager)</i>	
	Approve changes to delegation of authority if material				Deliver the democratic structures of the Students' Union <i>(DCEO and Rep Manager)</i>	
	Approve amendments to Articles and Bye-Laws				Support elected officers	
	Consider priorities, stances and statements approved by the membership through the relevant Article.					

Area of responsibility Human Resource Management

Chair / Deputy Chair responsibilities	Board of Trustees responsibilities	Board Committee responsibilities	Students' Union Officer responsibilities	Chief Executive responsibilities	Management responsibilities	University responsibilities
Performance management of the CEO with the university joint line manager <i>(Deputy Chair)</i>	Approve timeline and process for CEO recruitment	Monitor the diversity of the staff team and make recommendations <i>(EDI Committee)</i>	Involvement in all career staff recruitment processes for student facing roles	Recruit and appoint senior managers	Approve minor departmental restructuring, not involving redundancies	Performance management of the CEO with the Deputy Chair <i>(VP Digital and Student Experience)</i>
Lead recruitment and selection of new CEO in conjunction with the university joint line manager	Involvement in appointment of senior managers		Performance management of Students' Union Officers <i>(Assembly)</i>	Approve changes to the staff structure, including new posts, ensuring changes are noted by the Board	Disciplinary processes in accordance with the university policies for career staff	Lead recruitment and selection of new CEO in conjunction with Chair & Deputy Chair <i>(VP Digital and Student Experience)</i>
Disciplinary process for CEO following university policies <i>(Deputy Chair)</i>	Approve proposals for redundancies (over three staff or a strategic function)			Approve changes to job profiles and requirements	Performance management of career staff and temporary staff	Provide all HR policies and procedures and accompanying HR support
Make recommendations through university processes for changes in pay for the CEO <i>(Deputy Chair)</i>	Approve changes to joint contracts agreement with the university			Approve small scale redundancies (three or less staff) - must be noted by Board	Monitor and identify Staff and officer training needs and encourage staff to professionally develop	Administer payroll for all staff on joint contracts
	Annually approve the pay for Sabbatical Trustees			Approve re-grading staff through the university processes if resource available		Administer temporary staff via Unitemps or other agreed processes
	Performance management of Sabbatical Trustees			Disciplinary processes in accordance with university policies for career staff and Sabbatical Trustees		Approve changes to joint contracts agreement with the Students' Union <i>(University President)</i>
				Performance management of senior management team		

Area of responsibility Financial Management

Chair / Deputy Chair responsibilities	Board of Trustees responsibilities	Board Committee responsibilities	Students' Union Officer responsibilities	Chief Executive responsibilities	Management responsibilities	University responsibilities
'Sign off' Financial Statements and Management Letter to Auditors when satisfied <i>(Chair)</i>	Approve Financial Statements / Annual Report and Accounts	Advise the Board on budget needs for Lay Trustee recruitment <i>(Appointments Committee)</i>	Present the Students' Union's accounts and budgets to the university with the CEO <i>(President)</i>	Receive and monitor monthly financial performance updates and take appropriate action in response	Receive and monitor monthly financial performance updates and take appropriate action in response	Agree a block grant allocation process with the CEO
Write Trustees' Report for the Financial Statements with CEO/DCEO <i>(Chair)</i>	Annual approval of Financial Procedures	Advise the Board on budget needs for EDI initiatives <i>(EDI Committee)</i>	Contribute to the Trustees' Report for the Financial Statements with CEO	Approve unbudgeted expenditure of up to £10,000	Implement Financial Procedures and finance policies <i>(Head of Finance and COO-Tooting)</i>	Pay the block grant at the start of the academic year
	Annually approve budget and revised budgets as required	Approve Financial Statements / Annual Report and Accounts of the Trading Company <i>(Trading Company Board of Directors)</i>		Overall management of the Students' Union's finances, ensuring that resources are utilised efficiently and effectively to deliver the Strategic Plan	Adhere to all Financial Procedures and finance policies	Receive monthly management accounts
	Receive updates on and scrutinise management accounts, balance sheet and cash flow	Approve the budget of the Trading Company <i>(Trading Company Board of Directors)</i>		Present the Students' Union's accounts and budgets to the university with the President	Sign contractual agreements <i>(Senior Managers Only)</i>	Support the Students' Union to budget accurately, providing pay data on time
	Approve unbudgeted expenditure over £10,000	Receive updates on and scrutinise management accounts, balance sheet and cash flow of the Trading Company <i>(Trading Company Board of Directors)</i>		Write Trustees' Report for the Financial Statements with the Chair and DCEO and COO-Tooting	If designated by the CEO, have a credit card on behalf of the Students' Union and follow relevant policies and procedures	
	Approve the Reserves Policy and the Investments Policy			Sign contractual agreements	Approve unbudgeted expenditure in accordance with the limits in the Financial Regulations	
	Appoint auditors and bankers and approve Letter of Representation to external auditors annually			Have a credit card on behalf of the Students' Union and follow relevant policies and procedures	Oversight of the finances of the Trading Company and reporting to the Board of Directors <i>(Head of Finance and COO-Tooting)</i>	

Area of responsibility Strategic Management

Chair / Deputy Chair responsibilities	Board of Trustees responsibilities	Board Committee responsibilities	Students' Union Officer responsibilities	Chief Executive responsibilities	Management responsibilities	University responsibilities
Lead the development of the strategic plan with the CEO	Set purpose and values of the Students' Union and act as their guardians	Monitor strategic progress from an EDI perspective <i>(EDI Committee)</i>	Lead the development of the strategic plan with the CEO <i>(President)</i>	Craft the Strategic Plan, following a full strategy review involving consultation with all of the Students' Union's major stakeholders	Assist in the development and delivery of the Strategic Plan	To support and resource the Students' Union, where appropriate, to deliver its strategy
	Help shape and approve the Strategic Plan and resource needs	Report on the needs of the membership and staff and ensure that the Strategic Plan continues to meet them <i>(EDI Committee)</i>	Contribute to the development of the strategic plan <i>(Assembly)</i>	Overall management of the Strategic Plan	Lead responsibility for programmes of work in the strategy	
	Approve and monitor the Strategic Implementation Plan, approving material changes as required	Oversee any Equality Impact Assessments relating to the strategy <i>(EDI Committee)</i>	Report on the needs of the membership and ensure that the Strategic Plan continues to meet them	Report on progress against the Strategic Plan	Monitor progress against the Strategic Plan and provide reports as needed	
	Approve amendments to the Strategic Plan with resources		Promote the work of the strategy to the membership	Report on the needs of the membership and staff and ensure that the Strategic Plan continues to meet them	Ensuring that staff work towards the Students' Union's objectives and adhere to the values	
	Receive updates on the Strategic Plan with opportunity to question management				Report on the needs of the membership and staff and ensure that the Strategic Plan continues to meet them	
	Monitor the needs of the Membership and staff and ensure that the Strategic Plan continues to meet them					
	Approve and monitor the 3-year financial forecast and financial strategy supporting the Strategic Plan					

Area of responsibility Risk Management

Chair / Deputy Chair responsibilities	Board of Trustees responsibilities	Board Committee responsibilities	Students' Union Officer responsibilities	Chief Executive responsibilities	Management responsibilities	University responsibilities
Lead creation of a positive culture of risk management	Approve the Risk Management Policy	To contribute to the Risk Register as required	To contribute to the Risk Register as required and make the CEO aware of any new or changing risks	Overall responsibility for risk management	Implement and monitor adherence against the risk management policies and procedures	Provide advice on any new risks that the Students' Union need to be aware of
	Approve the Risk Register on an annual basis and receive reports			Identify and minimise risk on an ongoing basis	Identify and minimise risk and manage project specific operational risks	
	Lead creation of a positive culture of risk management			Monitor significant risks on a quarterly basis	Monitor significant risks on a quarterly basis	

Area of responsibility Health & Safety Management

Chair / Deputy Chair responsibilities	Board of Trustees responsibilities	Board Committee responsibilities	Students' Union Officer responsibilities	Chief Executive responsibilities	Management responsibilities	University responsibilities
Lead creation of a positive culture of Health & Safety management	Approve the Health & Safety Policy	Receive an annual report on Health & Safety management for the Trading Company <i>(Trading Company Board of Directors)</i>	Lead creation of a positive culture of Health & Safety management	Overall responsibility for Health & Safety management	Act as the Department Safety Liaison Officer to the university <i>(DSLO for the Students' Union / COO-Tooing for Trading Company)</i>	Provide a Health & Safety Policy and supporting guidance for the Students' Union to follow
	Receive an annual report on Health & Safety management		Implement Health & Safety Policy within activities	Lead creation of a positive culture of Health & Safety management	Implement Health & Safety Policy at a Departmental level	Support the Students' Union in the management of its Health & Safety duties
			Attend the university Health & Safety Committee <i>(President)</i>	Attend university Health & Safety Committee and PS Health & Safety Committee	Deliver Health & Safety training to staff and students as required	

Area of responsibility Equity, Diversity, and Inclusion

Chair / Deputy Chair responsibilities	Board of Trustees responsibilities	Board Committee responsibilities	Students' Union Officer responsibilities	Chief Executive responsibilities	Management responsibilities	University responsibilities
Lead creation of a positive culture towards Equality, Diversity, and Inclusion	Approve the Equality, Diversity, and Inclusion Policy	Set the Students' Union's Equality and Diversity Strategy (<i>EDI Committee</i>)	Lead creation of a positive culture towards Equality, Diversity, and Inclusion	Responsibility for implementing the Equality, Diversity, and Inclusion Policy with the Board	Implement the Equality, Diversity and Inclusion Policy at a Departmental level	Support the Students' Union to deliver fair recruitment processes
	Responsibility for implementing the Equality, Diversity, and Inclusion Policy with the CEO	Appraise the Students' Union's policies, Assembly priorities and activities, in terms of the Equality Duty (<i>EDI Committee</i>)	Chair EDI Committee (<i>Officer responsible for EDI</i>)	Lead creation of a positive culture towards Equality, Diversity, and Inclusion	Report on engagement and performance from an Equality, Diversity, and Inclusion perspective as required	Provide diversity data to the Students' Union on its members and employees
	Receive reports on Equality, Diversity, and Inclusion from the EDI Committee	Review Equality Impact Assessments as required (<i>EDI Committee</i>)		Ex-officio member of EDI Committee	Deliver Equality, Diversity, and Inclusion training to staff and students as required	

Area of responsibility Data Protection

Chair / Deputy Chair responsibilities	Board of Trustees responsibilities	Board Committee responsibilities	Students' Union Officer responsibilities	Chief Executive responsibilities	Management responsibilities	University responsibilities
Lead creation of a positive culture towards data management	Approve the Data Protection Policy		Implement the Data Protection Policy within activities	Supporting the Data Protection Officer to implement the Data Protection Policy	Implementation of the Data Protection Policy across the Students' Union and act as the Data Protection Officer (<i>Head of Communications</i>)	Approve the Data Protection Sharing Agreement with the Students' Union
	Approve the Data Protection Sharing Agreement with the university			Lead creation of a positive culture towards data management	Attend training as required and implement the Data Protection Policy in departments	Provide training for staff on data protection
	Receive reports on data protection			Monitor significant risks and report to the Board as appropriate	Deliver Data Protection training to staff and students as required (<i>Head of Communications</i>)	

Democratic Bodies Scheme of Authority

Level of authority



Referendum (All Student Vote) responsibilities	Student Members Meeting Responsibilities	Assembly responsibilities	Assembly Speaker responsibilities	Students' Union Officer responsibilities	St George's Hospital Executive
May be called on any issue	Discuss and vote on a priority, stance, or statement that needs wider student consultation	Represent the voice of all students.	Lead member of the Assembly and ensure that the body fulfils its responsibilities	Representing Student Members.	Represent the voice of students studying in Tooting to the university and the Assembly.
May set Priorities of the Students' Union. Priorities set by Referendums may overturn Priorities set by the Assembly	Approve the list of affiliations of the Students' Union	Set the Priorities of the Students' Union and review progress (and refer Priorities to a Referendum if required)	Manage the discussion at the meetings	Campaigning on issues affecting Student Members.	Set the Priorities of matters relating to students studying in Tooting.
May disaffiliate the Students' Union from an organisation	Receive the previous year's Trustees Annual Report and Financial Statements (if available)	Make, repeal and amend the Bye-Laws jointly with the Board of Trustees	Lead on the monitoring of Sabbatical Officer performance	Delivering the Priorities of the Assembly.	Scrutinise the action of the Tooting based Sabbatical Officers and support them on the delivery of the agreed priorities
		Approve the list of affiliations of the Students' Union		Attending Union, University and external meetings and engagements as required.	
		Receive a quarterly report from the Trustees		The lead representative to the University and a member of University Council <i>(President)</i>	
		Scrutinise the action of Sabbatical Officers and support them on the delivery of the agreed priorities			