

Delegation of authority – Draft January 2017

1. Rationale

1.1 A number of decisions are reserved to the Board in line with its responsibilities for:

- ensuring that UPSU fulfils its statutory objectives, general functions and duties and appropriately exercises the legal powers vested in it, under the Charities Act other legislation
- determining the overall strategic direction of UPSU within resource limits
- monitoring the performance of the CEO and staff team, holding them to account for the exercise of their delegated powers and delivery against plans and budgets
- monitoring the performance of the Sabbatical Officers, holding them to account for the exercise of the powers for which they were elected to office and delivery against manifestos
- promoting and protecting UPSU values, integrity, and reputation
- ensuring high standards of governance that command the confidence of all of stakeholders of UPSU

1.2 The majority of operational decisions are delegated to the Chief Executive, in line with their responsibilities for managing UPSU in accordance with the strategic, planning and budgetary parameters and risk management strategy, as approved by the Board.

1.3 UPSU student leadership powers are delegated by the Board through the Sabbatical Officers to the Leadership Team.

2. Escalation to the board

2.1 There are some issues on which the Board seeks early warning or dialogue, or on which the Senior Management Team or Sabbatical Officers may seek the Board's steer and/or input.

2.2 An agreed approach to risk assessment and management is used to identify high risk and or high impact issues or cases that require early flagging and possible escalation to the Board. These include the high risk issues identified in the UPSU Risk Register.

2.3 Escalation ensures that the Board is made aware and kept informed of high risk issues, and enables it to explore issues with the CEO and Leadership Team and exercise discretion as to whether or not it may need to approve decisions/action formally.

3. Table of delegated authority

3.1 Table 1 outlines:

- decisions reserved to the Board

- decisions delegated to, or which are the responsibility of, the CEO and/or Leadership Team and takes into account the requirement for escalation

SUBJECT	RESERVED TO THE BOARD	DELEGATED TO- RESPONSIBILITY OF THE CEO/Leadership Team
Union governance	Consideration and approval of the Union governance framework, including Mem & Arts, Bye Laws, principles of good governance, memoranda of understanding, delegated powers, standing orders and primary financial policies.	All matters of governance structure below the level of CEO/Leadership Team. Delegation of authority to other Union staff/Officers for the preparation and maintenance of a comprehensive scheme of governance for the organisation.
Strategy	Determining the overall strategic direction of the Union. Consideration and approval of the Union's strategic plan.	Preparation of the Union's strategic plan for consideration and approval by the Board, CEO lead with Leadership Team involvement throughout, ensuring early consultation with the Board.
	Consideration and approval of formal strategic partnerships with other organisations.	Recommendations to the Board after consultation through Leadership Team for formal strategic partnerships with other organisations.
Functions, powers and discretions (legal and administrative)	Strategic principles governing operational policy relating to the exercise of the Union's functions, powers and discretions.	Exercise of all the Union's legal and administrative powers and discretions in furtherance of statutory functions sits with the CEO and further delegations to staff/Officers, subject to escalating any high risk/high impact issues in line with the risk management strategy.
Operational plans & budget	Consideration and approval of the Union's operational plans and annual budgets.	Preparation of operational plans and annual budgets in line with the Union's strategic plan, CEO lead with Leadership Team involvement throughout, ensuring early consultation with the Board.
	Variations to the approved budget where the variation would have a significant impact on the activity of the Union or the overall approved levels of income and expenditure.	Variations to the approved budget where the variation would not have a significant impact on the activity of the Union or the overall approved levels of income and expenditure. All variations over £500 shall be considered by Leadership Team.
Annual report and accounts	Approval of annual report and accounts, in conjunction with the Unions accountants.	The CEO has delegated responsibility for the drawing up the annual report and accounts with the Unions accountants, for Board approval. Signing the Union's annual report and accounts is the delegated responsibility of the President.
Operational performance management	Determination and approval of arrangements for performance	Delegated responsibility to the CEO for informing the Board of progress in achieving performance

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	management and consideration of regular monitoring reports.	objectives and advising of any significant variance from the approved operating plans and budget.
		Informing the board of any significant issues in the operation of the Union is the delegated responsibility of the CEO and full Leadership Team.
Risk management	Approval of the Union's risk management strategy and risk framework and consideration of reports of the Finance and Risk Committee.	Delegated responsibility to the CEO and further delegation to the Deputy Chief Executive for: maintaining the system of internal control and assurance framework within the Union. Providing the Board and Finance and Risk Committee with assurance on its on-going effectiveness. Advising the Board and Finance and Risk Committee as to material changes. Escalation of issues for consideration by the Board in accordance with the Union's risk management processes.
HR issues	Appointment of the Chief Executive through the Union's Operations Committee	The staff structure of the Union is delegated to the CEO for consultation through Leadership Team, subject to Board approval.
	Approval of significant changes to overall HR strategy and policy, including staff terms and conditions of employment through the Union's Operations Committee	All appointments and other HR issues are delegated to the CEO.
	The Operations Committee will carry full delegated authority of the Board for determining the remuneration of the Chief Executive subject to a full report from the committee/CEO to the full Board at least annually.	
Audit issues	<p>The Finance and Risk Committee will carry full delegated authority for;</p> <ul style="list-style-type: none"> • appointing the auditors and approval of changes to auditors' overall terms of appointment • consideration of significant issues arising from the work of appointed auditors subject to a full report from the Finance & Risk Committee to the full Board at least annually. 	<p>Delegated Responsibility to the CEO for management of relationships with internal and external auditors.</p> <p>Reporting to the Finance and Risk Committee and the Board, matters of significance arising from the work of internal and external auditors.</p>

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Communication issues	Approval of communication strategy and plans in relation to matters of major public, political or reputational significance.	CEO through delegation to the Deputy Chief Executive, in consultation & agreement with the President, signing off all press releases and other statements where the statement is on a matter of major public, political or reputational significance.
		Identifications of significant issues to be considered by the Board is the delegated responsibility of the CEO and full Leadership Team.
Union administration	The approval of cycle of Board meetings, the composition of Board agendas and approval of minutes of Board meetings through the Chair.	CEO has delegated responsibility for ensuring adequate resources are available for the functioning of an effective Board and sub Committees. Board Clerk to be appointed subject to chair approval to be provide administrative support.