



UNION
OF
KINGSTON
STUDENTS



Trustee Information Pack

External Trustees

March 2017

Introduction

Union of Kingston Students is an unincorporated association and has been a registered charity (no 1144763) since 2011 like all students' unions in England and Wales.

We support, empower and enrich the lives of Kingston students through representation and activities including sports, societies and volunteering. We represent 19,000 students across 4 main campuses and we are central to ensuring that all Kingston students make the most of their time at Kingston.

As a charity, we operate under a Board of Trustees. Trustees have the overall control of the union and are responsible for making sure we are doing what we were set up to do. The Trustee Board includes seven elected student trustees and four external trustees. The board meets 4-6 times per year and is chaired by one of the elected full-time student officers. The board has sub-committees that meet 2-4 times per year. The Trustees ensure that the Union operates in accordance with our strategic plan and oversees the setting of, and monitoring of performance against that plan. The board also has overall responsibility for all staffing and financial policies as well as approving the annual budget and accounts.

As Kingston University undergoes significant change to 2020, the union is essential to student engagement and we are looking to refresh our strategy and forge a new path for the organisation.

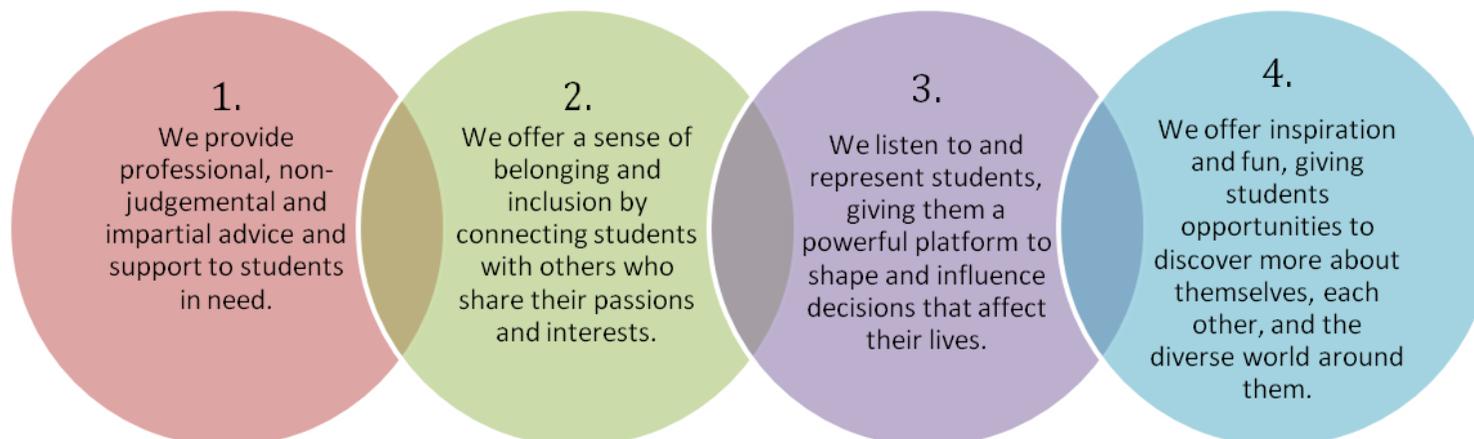
Why we exist

We exist to support, empower and enrich the lives of students at Kingston University.

Where we're going

We will be an effective, relevant and representative union at the heart of Kingston student life, central to the University's strategy and future success.

What we do





Our Organisation

Status

We are an unincorporated association with registered charitable status as per the Charities Act 2006, no 1144763.

We are entirely independent of the University but work closely with many different departments and faculties as well as with the University central management.

Democratic Structures

We are democratically run by students, who each year elect four full time officers to represent the four main Kingston University campuses:

- Kingston Hill
- Knight's Park
- Penrhyn Road
- Roehampton Vale

The students also elect three student trustees.

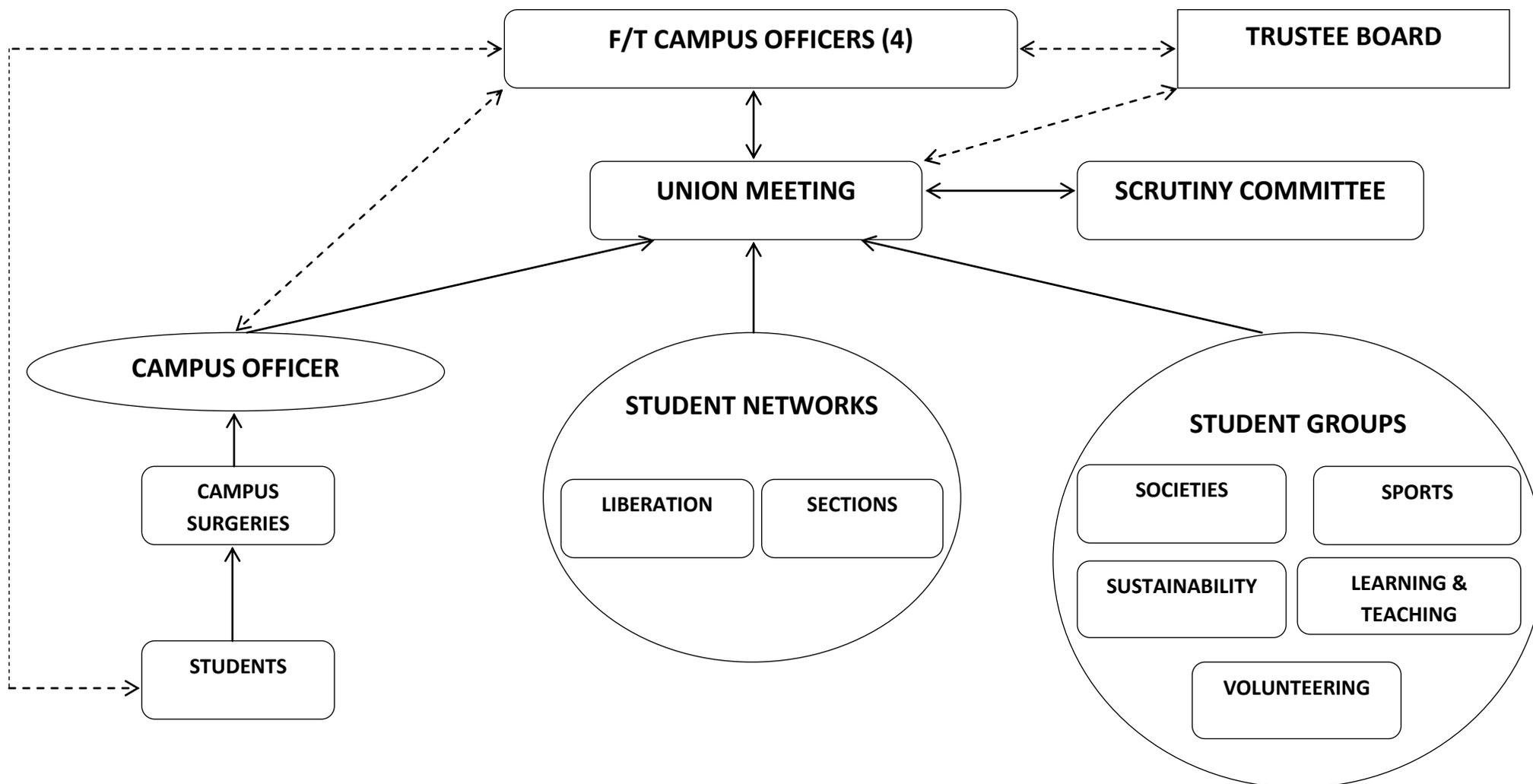
There are monthly Union meetings, responsible for the democratic and representative function of the Union. All students as members can attend.

Student networks and working groups feed into these meetings and have a voting representative to ensure their voice is heard:

- 4 Campus Officers
- 4 Sections Networks Representatives: International | Mature & Carers | Postgraduate & Part-Time | Professional Practice & Commuter
- 5 Liberation Networks Representatives: BME | Disabled & Mental Health (two representatives) | LGBTQIA+ | Women's
- 1 x Societies Working Group Representative
- 1 x Sports Working Group Representative
- 1 x Learning and Teaching Group Representative
- 1 x Volunteering Group Representative
- 1 x Sustainability Group Representative
- 1 x Scrutiny Committee Representative (Chair)

Total Voting Representatives = 18 (Chair does not vote)

GOVERNANCE STRUCTURE – OVERVIEW & DETAILS



The Services We Provide

As stated in our mission statement, we provide a range of services that are intended to “support, empower and enrich the lives of students at Kingston University.”

Our Representation department supports the elected student offices, the voting representatives and our work on Liberation and campaigns. This team also offers independent advice to students in areas of academic misconduct issues, appeals and course complaints.

We have 100 societies and 35 sports clubs as well as hundreds of volunteers who are active within the Union. We also employ students as staff for various social events and in the Activities and Representation departments throughout the year. Additionally we run one of the largest Freshers’ Fairs in the South East, and are one of the top 10 outlets in the UK in terms of selling NUS Xtra cards.

Funding

We are currently funded according to a common model throughout the students’ union sector. We receive a block grant from the University each year which currently stands at approximately £760,000 with additional funds of approximately £90,000. Any marketing income we make is put back into the running of student activities and services.

Management

The Trustee Board delegates the management and discipline of the Union to the Chief Executive Officer. The Chief Executive Officer serves the Trustee Board and is responsible for developing and implementing the strategic plan agreed by the Trustee Board, as well as management of all staff and financial resources. They work closely with the four elected full-time officers and in particular the Chair of the Board, who is the CEO’s reporting line manager.

The Union meeting has policy setting powers and the scrutiny committee forms oversight of student officers and the student networks

Staff Team

The Union employs, full time, part time, casual and permanent staff. We currently have approx 14 full time staff and various casual staff, who are students.

Estate

Whilst Union of Kingston Students does not own any of its own estate, we currently occupy a large area within the Main Building on Penrhyn Road Campus, including a large open social space for students. This encompasses our head office. We also occupy an office at Roehampton Vale campus and are seeking to have equivalent permanent spaces at Kingston Hill and Knights Park campuses.

Affiliations

We are affiliated to the NUS (National Union of Students) which provides Officers with support, advice and information. NUS is a voluntary membership organisation whose core values are democracy, equality and collectivism. NUS is a confederation of local student representative organisations in colleges and universities throughout the United Kingdom and Northern Ireland which have chosen to affiliate and pay a membership fee.

For more information please visit www.nus.org.uk

We are also affiliated with BUCS (British Universities and Colleges Sport) which is the official governing body for Higher Education sport in the UK. Its vision is to enhance the student experience in three key areas: Performance, Competition and Participation.

For more information visit www.bucs.org.uk



Opportunity Profile

The opportunity to join Union of Kingston Students' Trustee Board is an exciting chance to use your skills, experience and knowledge to make a positive impact on the lives of the 20,000 students at the University.

The Role and Responsibilities of the Trustee Board

The Students' Union Trustee Board's responsibilities are laid out in the Constitution. A full Constitution and a list of proposed bye-laws are included as part of this application pack. The byelaws are changeable by either the Trustee Board or the Union Meeting to ensure the proper, appropriate and relevant management of the Union and all our services and activities.

The Board's powers include responsibility for the governance, budget and strategy of the Union.

Additional Responsibilities include:

- to consider and approve strategic plans and budgets
- to oversee the finances of the Students' Union, approve the annual budget, annual accounts and monitor financial activity to ensure compliance with the budget
- to consider and make decisions on capital expenditure
- to approve the financial regulations of the Students' Union; and
- to oversee staffing policy and assist on staffing matters as requested by the People and Places Sub-Committee.

Strategy of the Union and Governance of the Union

The Trustee board will hold ultimate responsibility for the effective implementation of the strategic plan, as well as monitoring the overall effective performance of Union of Kingston Students. To achieve this, the Board will receive regular reports from the Union Chief Executive Officer. The board will also on an occasional basis get reports from the Officers, Senior Management, as well as having access to any other reports they see fit. The Board shall agree the strategic planning process and approve the Strategic Plan, along with monitoring appropriate KPIs on its implementation.

Budget of the Union

Trustees receive the annual budget for formal approval. The preparation of budgets is delegated to individual departments via the Chief Executive Officer. The Trustees shall also receive quarterly reports from the Finance Manager including variances on the budget, as well as receiving and approving the audited accounts. Any capital expenditure shall be approved by the Trustees.

Financial Procedures

The Trustees shall review any changes to the financial procedures and approve the authorisation limits for student officers and senior managers. There is a Finance and Risk sub-committee that looks in depth at the financial processes and reports of the Union.

Staffing

The Trustee Board delegates all matters relating to staffing to the Chief Executive Officer, who will report back on staffing matters to the People and Places sub-committee of the Trustee Board. Any significant changes to staffing policies or requests for additional staff roles will be subject to the Board's approval. An external Trustee will be involved in the the Chief Executive Officer's annual appraisal.

External Trustee

REPORTING TO: The Chair of the Board of Trustees

We are currently seeking for an external Trustee with a strong background in HR, and an understanding of the positive impact of students unions. You will be someone bringing your external perspective to our people management and will assist in the development of our plans for growth. You will be responsible as a Trustee for ensuring the Union complies with regulatory requirements as set by the Charity Commission. You will be overseeing the affairs of the Union by ensuring (a) legal and proper records are kept (b) sound procedures are in place (c) the Board of trustees are fully informed

Specific responsibilities to include:

- Contributing actively in giving the Union firm strategic direction
- Evaluating the Union's performance against agreed targets
- Alongside your fellow trustees, ensure the viability of the Union by, in particular, ensuring trustees are aware of their obligations
- Ensuring the Union uses its resources exclusively to pursue its objectives
- Ensuring the union is setup to deliver its aims, objectives and implementation of its strategic plan

You will be someone with managerial level experience and demonstrable experience of strategy development. This is an excellent opportunity to get involved with setting the framework for Union of Kingston Students to be an amazing place to work with talented and engaged staff, as we go through a period of development and growth whilst also providing an opportunity to expand your existing skills base.

The qualities expected of a trustee

The successful applicant must adhere to the NOLAN principles of working in public life:

- **Selflessness**
 - Trustees have a general duty to act with probity and prudence in the best interest of the Students' Union as a whole.
- **Integrity**
 - Trustees should conduct themselves in a manner which does not damage or undermine the reputation of the Students' Union, or its staff.
- **Objectivity**
 - In carrying out their role, including making appointments awarding contracts, recommending individuals for rewards and benefits or transacting other business, the Trustees should ensure that decisions are made solely on merit. In arriving at decisions in areas where they do not have expertise themselves Trustees should consider appropriate professional advice.
- **Accountability**
 - Trustees have a duty to comply with constitutional and legal requirements and to adhere to best practice in such a way as to preserve confidence in the Students' Union.
 - Trustees are accountable to the Students' Union's members and other stakeholders for their decisions, the effectiveness of the Board and the performance of the organisation.
- **Openness**
 - Trustees should ensure that confidential information and material, including material about individuals is handled appropriately; so that it remains confidential. In addition they should be as open as possible about their decisions and the actions that they take.
 - As far as possible they should give reasons for their decisions and restrict information only when the wider interest clearly demands.
- **Honesty**
 - The Trustees have a duty to avoid any conflict of interest so far as is reasonably practicable. In particular, they must make known any interest in any matter under discussion which:
 - creates either a real danger of bias, or
 - might reasonably cause others to think it could influence the decision.
- **Leadership**
 - Promote and support the principles of leadership by example:
 - striving to attend all meetings regularly, ensuring they prepare for and contribute appropriately and effectively
 - bringing fair and open minded view to all discussions of the Board and ensuring that all decisions are made in the Students' Union's best interests.

Meeting Attendance and Time Commitments

The successful applicants will be appointed for a fixed term in office from the date of appointment. They may serve up to two terms and will be required to attend 4-6 full meetings a year, potentially 2-4 sub-committee meetings as well as undertake the background and preparation work associated with being an effective trustee.

We would also hope that external trustees would be available to support and advise elected officers and student trustees on an ad hoc basis.

There will be additional training days which will be at the discretion of the Board and which Trustees will be expected to attend. Trustees will also be expected to take an active interest in the Students' Union, occasionally attending social or work events as representatives of the Trustee Board.

Eligibility

All trustees must be able to demonstrate that they are legally able to act as a Trustee, and will be required to sign a declaration to this effect. In addition, external trustees cannot be current or students or recent graduates (within the last 3 years) of Kingston University.

Payment to Trustees

Charity Law in the UK discourages the idea of Trustees being paid. Students' Unions are unusual in that they pay full time officers who are also trustees. External Trustees of Union of Kingston Students however are unpaid. As a Trustee you are entitled to claim reasonable expenses incurred in the course of business as a Trustee in accordance with the Union's financial procedures:

- Travel to and from Board Meetings
- Reasonable cost of overnight accommodation should it be required
- Cost of special support needed for a Trustee with a disability
- All expenses must be agreed in advance with the Chair of the Board.

Appointment Process

External Trustees are appointed by the Trustee Board on the advice of the Appointments Committee. We usually suggest a couple of board meetings before formal appointment to see if the fit works for all parties. If you require any further information, please contact us.

Chair of Trustees

Daisy Bow du Toit
E: d.bowdutoit@kingston.ac.uk
T: 0208 417 2868

CEO

Nick Posford, Chief Executive Officer
E: nickposford@kingston.ac.uk
T: 0208 417 2027