

Bath SU Elections 2016/17

SU Officer Job Roles

Trustee Roles and Responsibilities

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Trustee Roles and Responsibilities

1. *Trustee person specification*¹

- 1.1. Commitment to the organisation
- 1.2. Willingness to devote the necessary time and effort
- 1.3. Strategic vision
- 1.4. Good, independent judgement
- 1.5. Ability to think creatively
- 1.6. Willingness to speak their mind
- 1.7. Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- 1.8. Ability to work effectively as a member of a team

2. **SU Officers**

2.1. **Specific responsibilities**

- 2.1.1. Responsibilities of charity trustees
- 2.1.2. To be an effective representative of the Membership
- 2.1.3. To proactively seek feedback from Members
- 2.1.4. To keep abreast of local, national, international matters
- 2.1.5. Responsibility for achievement of SU-wide objectives
- 2.1.6. Responsibility for the effective operation of Student Forums and Student Engagement strategies
- 2.1.7. Responsible for the implementation of campaigning and change strategy
- 2.1.8. Managing the dual role and responsibilities therein of a trustee and representative

2.2. **Portfolio Responsibilities**

2.2.1. **General SU Officer responsibilities**

| Key Accountability | Performance Indicator |
|---|--|
| Ensure that the Membership's views are researched and represented. | High satisfaction levels from membership and low levels of complaints. |
| Ensure the SU's representational goals are effectively formulated and progressed and that representational and political issues are regularly reviewed by the SU Officer team | Actions and impacts regularly updated against the plan. High satisfaction levels from membership |

¹ Amended from Marie Curie Cancer Care

Trustee Roles and Responsibilities

| Key Accountability | Performance Indicator |
|---|---|
| Ensure efficient and effective communication takes place between SU Officers and all areas of the SU | General awareness of SU activities amongst staff and SU Officers. Positive relationship between SU Officers, staff and the Membership |
| Ensure that the SU's Values are communicated and promoted throughout the SU and its Membership | Membership and all staff respected and have respect for others. Values of the SU are understood, respected, promoted and are reflected in the behaviour of SU Officers, staff and the Membership |
| Support effective representation at faculty level through attending meetings for the relevant faculty and liaising with the Education Officer and faculty reps | Awareness of faculty specific issues. Routine attendance at relevant committees (BoS, FLTQC) |
| Providing individual student support/representation in disciplinary and academic appeal processes, working with the Education and Community Officers as appropriate | Positive feedback from Members |
| Uphold, develop and maintain Ethical and Environmental standards in the SU | High ethical and environmental standards |

2.2.2. Role Specific responsibilities

SU President

| Key Accountability | Performance Indicator |
|---|---|
| Co-ordinate the SU Officer team | Regular appraisals and constructive feedback on team effectiveness. Team adheres to SU Officer Standards |
| Monitor issues on a University, local and national scale which may affect Members | Good knowledge of current issues |
| Ensure that SU rules and standards of behaviour are adhered to, particularly with respect to the SU's Equality & Diversity and Safe Space policies. | Disciplinary procedures and timescales followed |
| Ensure the SU Officer team are accountable, that the views of the Membership are well researched and that SU Members are regularly engaged with by leading and developing the Student Engagement Strategy | High numbers of students engaged with on a regular basis. Strategy is regularly updated |
| Effectively chair the Board of Trustees | Trustee Board has regular, effective meetings |
| Convene and chair Student Forums | A minimum of 2 Student Forums are held per year |

Trustee Roles and Responsibilities

| Key Accountability | Performance Indicator |
|---|--|
| Develop the SU Strategic Plan in conjunction with the Chief Executive for ratification by the BoT | Strategic Plan regularly reviewed and updated twice a year |
| Work with the Chief Executive to ensure the sustainability of the SU's finances and the development of the SU's financial strategic planning for ratification by the Board of Trustees | Representation of the SU at the University Finance Committee. Finance plan regularly reviewed and updated twice a year and approved by Board of Trustees |
| Take a lead on strategic SU campaigns that are relevant to the Members | Good uptake and reception of campaigns from the Members with high levels of involvement |
| Ensure SU Members are represented on a national scale by co-ordinating dealings with the NUS and that the SU is involved in national campaigns | The SU represented at all key national student events. SU involved in NUS campaigns and projects |
| Positively promote the work and objectives of the SU by acting as the figurehead in dealings with the public | Positive profile in local, national and international media |
| Attend appropriate University committees, supporting the Education Officer when necessary | High attendance levels Awareness of relevant issues with ability to comment and campaign when required |
| Work with the Marketing Manager to ensure relevant press releases are published and Members are well informed. Ensure policy changes are communicated to the membership | Positive feedback from press releases Released stories used in local and national media. Members aware of key strategic issues. Regular updates through Students' Union media with regards to any changes made to policies. |
| Work with the Marketing Manager to develop communication and transparency throughout the SU and the continual development of the SU's website. | Communications strategy regularly reviewed and updated twice a year. Good levels of understanding from the Members. Ensure regular communication from the SU Officers through a variety of media. Positive feedback from website users Site content relevant and useful to the Members. |
| Seek advice from the Postgraduate Officer to develop postgraduate specific opportunities and ensure Postgraduates are easily able to join and participate in the Media and Politics & Activism groups | High levels of postgraduate student involvement and satisfaction |
| Support the Politics & Activism Exec and individual groups and encourage them to develop themselves. Work with the Executive Support & Facilities Manager to ensure development of these groups. | High levels of involvement and satisfaction. Ensure the P&A area update their area development plans annually in April/May. |

Trustee Roles and Responsibilities

| Key Accountability | Performance Indicator |
|---|--|
| Support Student Media and encourage them to develop themselves. Work with the Marketing & Promotions Co-ordinator to ensure development of these areas. | Ensure Student Media update their area development plans annually in April/May |
| Support the Student Media Executive to ensure the development of the area | Student Media strategic plan regularly reviewed and updated twice a year – once in August/September and again in February/March |
| Responsible for co-ordinating the proof reading and feedback section of impact and ensuring the Student Media Groups act within the law. | Proof reading and feedback takes place on time. No legal problems arising from Student Media Group |
| Work constructively with Student Media and Marketing Manager to ensure effective and efficient publicity of SU activities & Campaigns | Positive promotion of SU activities and campaigns. Positive reception from the Membership Members are aware of key strategic issues |

Education Officer

| Key Accountability | Performance Indicator |
|--|---|
| Monitor higher education issues on a local and national scale | Good knowledge of current issues and trends in higher education |
| Input into and representation of students' views of current University education projects, policy-making and issues | Awareness of relevant issues, with ability to comment and campaign when required Informed input into University education projects, policy-making and issues Attendance at SU briefings |
| Regularly liaise with relevant University officials and departments (e.g. Learning and Teaching Enhancement Office, Pro-Vice Chancellor (Learning & Teaching), Registry etc) and attend relevant academic based committee meetings (e.g. Learning & Teaching, Quality Assurance Committee, Senate etc) | Awareness of relevant issues, with ability to comment and campaign when required Good working relationship between the University and the SU High attendance levels and minutes that show the contribution and impact made on University decision and policy making |
| Co-ordinate and support the Academic Representation system across the University, including ensuring the smooth running of the Academic Rep elections and chairing Taught Academic Council jointly with the Postgraduate Officer | High participation in Academic Rep elections Good level of attendance at Academic Council Academic reps are well informed and aware of relevant issues |
| Support Academic Executive in order to develop academic representation and support services and academic representation at a Faculty level | Committed, motivated members of Academic Executive, with high attendance levels |

Trustee Roles and Responsibilities

| Key Accountability | Performance Indicator |
|---|--|
| | Faculty representatives who effectively represent students at Faculty Board of Studies meetings |
| Work with the Postgraduate Officer to support postgraduate student representation and the PGA Executive | High levels of postgraduate student involvement Awareness of current issues with ability to comment and campaign when required |
| Ensure that Members studying at Learning Partnership Organisations (LPOs) are effectively represented | LPO Members aware of the services and representation available to them. LPO Members engaged with the academic representation system. |
| Lead on providing student support/representation in academic reviews. Undertake individual casework with regards to academic issues | Appeals procedures followed Positive feedback from Members |
| Work with the Community Officer, Advice & Community Manager and Research & Representation Manager to ensure the development of the Academic and Advice services | Academic and Advice services strategy regularly reviewed and updated twice a year – once in August/September and again in February/March |

Community Officer

| Key Accountability | Performance Indicator |
|---|---|
| Monitor community, welfare and diversity issues on a local and national scale. | Good knowledge of current issues and trends |
| Take a lead on developing the relationship with the local community. | Increasingly positive profile in the local media, with local residents associations and with the local authority. Good knowledge of current local issues. |
| Positively promote the work and objectives of the SU and its Members through attendance at community meetings, | Positive profile in local media |
| Represent students' welfare and the specific requirements of various cohorts through attending appropriate welfare or diversity related University meetings (e.g. Equalities & Diversity Committee and Network etc) | High attendance levels Awareness of relevant issues with ability to comment and campaign when required |
| Lead on providing support/representation for students in disciplinary procedures. Undertake individual casework with regards to welfare issues | Positive feedback from students Stays well informed of both sides, students are informed of the consequences, all hearings attended are fair |
| Co-ordination of welfare awareness campaigns that are relevant to the Membership | Good uptake and reception of campaigns from the Membership with high levels of involvement |

Trustee Roles and Responsibilities

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|--|---|
| Lead in representing international students working with the ISA Executive. With the ISA, work collaboratively with the Postgraduate officer to represent international postgraduate students effectively. | High levels of international student involvement Awareness of current issues with ability to comment and campaign when required |
| Lead in supporting student groups in order to develop non-traditional participation and representation | Student groups well represented within BUSU and on University committees. Awareness of current issues with ability to comment and campaign when required |
| Work with the Student Development Manager (Volunteering) to support the Volunteering groups and Volunteer rep in ensuring the development of their area. | High levels of participation. Area development plans completed in April/May. |
| Work with the Advice & Community Manager to support the Diversity & Support Executive committee in ensuring the development of their area. | High levels of participation. Area development plans completed in April/May. |
| Support Diversity & Support groups and Volunteer groups encourage them to develop themselves | Ensure Diversity & Support groups and Volunteer groups update their area development plans annually – in April/May |
| Seek advice from the Postgraduate Officer to develop postgraduate specific opportunities and ensure Postgraduates are easily able to join and participate in student groups and activities. | High levels of postgraduate student involvement and satisfaction |
| Work with the Activities Officer to ensure effective collaboration between Volunteering and the ISA and the Activities area. | High international student participation. Regular collaboration between groups within both areas on events and projects. |
| Work with the Advice & Community Manager and the Student Development Manager (Volunteering) to support volunteers in welfare, diversity, support and volunteering activities | Committed, motivated volunteers with high involvement levels Effective Volunteer recognition and accreditation programmes. High attendance at Volunteer training |
| Work with the Education Officer and Advice & Community Manager to oversee the development of the Academic and Advice services | Academic and Advice services strategy regularly reviewed and updated twice a year – once in August/September and again in February/March |

Postgraduate Officer

| Key Accountability | Performance Indicator |
|---|---|
| Responsible for representing all aspects of the postgraduate student experience and acting as the principal contact for all | High engagement levels with all groups of Postgraduate students |

Trustee Roles and Responsibilities

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| Postgraduate students in the Students' Union. | |
| Work with the Education Officer on taught postgraduate academic issues, lead on research postgraduate academic issues, and develop the two Postgraduate Staff Student Liaison Committee Annual Report Overviews. | Awareness of relevant issues, with ability to comment and campaign when required. |
| Collaborate with the Education Officer to facilitate the academic representation system for Postgraduate students including leading Research Academic Council and jointly co-chairing Taught Academic Council with the Education Officer | High participation in academic representative elections. Academic representatives are well informed and aware of relevant issues. Taught and Research Academic Council used to gather evidence for Union activities. |
| With the SU President, oversee and monitor the development of appropriate strategies, within the context of the SU's overall Plan, in order to ensure the needs and interests of postgraduate students are effectively addressed. | Appropriate strategies and plans developed indicating the intended outcomes and performance indicators Strategies developed as part of the SU's current strategic plan. |
| Monitor issues on a local, national and international level that affect Postgraduate students and ensure that relevant issues are raised and represented at appropriate meetings and forums. | Strong knowledge of current issues and trends in higher education. |
| Regularly liaise with relevant University management (e.g. Pro Vice Chancellor Research and International, Associate Deans Research and Graduate Schools, Graduate School Managers etc.) to ensure strong and effective working relationships. | Evidence of a good working relationship between the University and the SU. Contribution and impact made on University decision and policy making. |
| Regularly liaise with relevant University departments (e.g. Centre for Learning and Teaching, Graduate Schools, Doctoral College, Research Innovation and Skills, Registry etc.) to ensure strong and effective working relationships. | Evidence of a good working relationship between the University and the SU. Contribution and impact made on departmental decision and policy making. |
| Regularly attend relevant University committees (e.g. University Research Students Committee, Boards of Studies, and Faculty Research Students Committee etc.) | High and regular attendance levels. Contribution and impact made on University decision and policy making. |

Trustee Roles and Responsibilities

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| Working either with or independent of the Education Officer, take responsibility for engagement with the University on the development of postgraduate specific strategies, covering education and the wider student experience. | Awareness of relevant issues, with ability to comment and give informed input into University projects. |
| Support and develop the Postgraduate Association and its Executive Committee. | Committed, motivated members of the Postgraduate Association Executive Committee, with high attendance levels at Exec meetings. |
| Work with the Postgraduate Association and its Executive Committee to develop and support the postgraduate community. | High levels of postgraduate student involvement and satisfaction Involvement of PGA Exec in campaigns and outreach efforts. |
| Work with the Postgraduate Association Executive Committee to organise PG Forums as well as other Postgraduate social and representational activities. | High levels of postgraduate student involvement and satisfaction (measured by SOS, PTES and PRES, as well as participation data for key events). Acknowledgement of wide range of interests and backgrounds |
| Advise and support the Officer team to develop postgraduate specific opportunities in their areas and ensure Postgraduates are easily able to participate in student groups and activities. | High levels of postgraduate student involvement and satisfaction. Frequent meetings with the Officer team to advise them on Postgraduate events and engagement. |
| Advise and collaborate with the Community Officer and International Students Association and its Executive Committee to represent International Postgraduate students effectively. | High levels of involvement with International Postgraduate students Joint events between the PGA and ISA |

SU Activities Officer

| Key Accountability | Performance Indicator |
|--|--|
| Monitor relevant area specific issues which may affect Members | Awareness of relevant issues with the ability to comment and campaign when required |
| Support Societies, the Development and Enterprise areas and encouraging them to develop themselves | Ensure Societies, the Development and Enterprise areas update their area development plans annually – in April/May |

Trustee Roles and Responsibilities

| Key Accountability | Performance Indicator |
|---|--|
| Co-ordinate, motivate and develop volunteers in Societies and the Development and Enterprise areas | Good levels of knowledge and high levels of satisfaction amongst volunteers. Effective volunteer recognition and accreditation programmes. High attendance at volunteer training |
| Work with the Activities Manager to support the Societies Executive in ensuring the development of the area. | High levels of participation. Area development plans completed in April/May |
| Work with the Community Officer to ensure effective collaboration between the Societies area and Volunteering and the ISA. | High international student participation. Regular collaboration between groups within both areas on events and projects. |
| Seek advice from the Postgraduate Officer to develop postgraduate specific opportunities and ensure Postgraduates are easily able to join and participate in student groups and activities. | High levels of postgraduate student involvement and satisfaction |
| Work with the Bath Award Co-ordinator to support and promote the development of the Bath Award | High participation in the Bath Award. High profile for the award amongst University staff. |
| Ensure Societies, are financially sustainable | Budget allocations to be made by September Regular meetings with area treasurers |
| Take a lead on developing and maintaining Ethical and Environmental standards in the SU | High ethical and environmental standards |
| Ensure Ethical and Environmental standards are monitored throughout the SU. Attend related University meetings. Support student-led campaigns in this area. | Standards monitored. Regular attendance at relevant meetings. Ethical and Environmental groups and campaigns well-supported |
| Attend appropriate University committee meetings and panels. Liaise with appropriate University departments (e.g. ICIA). | High attendance levels. Awareness of relevant issues with ability to comment and campaign when required. Positive working relationship with University staff (e.g. ICIA) |

SU Sport Officer

| Key accountability | Performance Indicator |
|---|---|
| Monitor university sport issues locally and nationally | Awareness of relevant issues with the ability to comment and campaign when required |
| Work with the Sports Department to further the development of sport at the University | Effective communication and a good working relationship maintained with the Sports Department |
| Represent student sport at a local, regional and national level (e.g. BUCS) | Good national profile and involvement at local and national level |

Trustee Roles and Responsibilities

| Key accountability | Performance Indicator |
|---|--|
| Work with the Activities Manager to support the Sports Executive to ensure the development of the area | Sports area strategic plan regularly reviewed and updated once a year |
| Work with the Activities Manager to support clubs by ensuring they have the means to develop themselves. | Ensure clubs update development plans annually in April/May |
| Ensure financial sustainability of the Sports area and its affiliated clubs | Sport supported without overspending on budget. Club budgets to be allocated by September |
| Seek advice from the Postgraduate Officer to develop postgraduate specific opportunities and ensure Postgraduates are easily able to join and participate in student groups and activities. | High levels of postgraduate student involvement and satisfaction |
| Co-ordinating facility provision for all clubs with the Sports Department | Effective allocation of facilities. High satisfaction of Membership. |
| Develop the coaching provision for sports clubs | Maintain a financial and logistical strategy for the provision of coaching within clubs |
| Co-ordinate, motivate and develop volunteers in the Sports Clubs | Good levels of knowledge and high levels of satisfaction amongst officers Effective volunteer recognition programme. High take-up on club committee training |
| Attend appropriate sport related committee meetings. Meet regularly with club committees | High attendance levels Awareness of relevant issues with ability to comment and campaign when required |

2.3. Period of office

SU Officers are elected by cross campus secret ballot to the full time position in the second term. A one year period of office (52 weeks) begins and ends at a time commensurate with the dates of the end of the third term, which is set by the University. The post will actually commence two weeks earlier to allow for a period of handover between the incoming and outgoing SU Officers.

The working week is a minimum of 40 hours with core hours being between 10.00 a.m. and 4.00 p.m. However, to fulfil the requirements of the role, they may be required to work additional hours, including in the evenings and at weekends.

SU Officers shall undertake not to accept any other employment, whether paid or unpaid, during the period of office without the permission of the Vice-Chancellor and Board of Trustees.

Trustee Roles and Responsibilities

2.4. Reward

SU Officers shall be remunerated in accordance with the Education Act 1994. The current remuneration is at the University's Grade 1, Point 1, paid monthly.

All benefits available to staff will be available to SU Officers.

Reasonable legitimate expenses will be reimbursed following the appropriate financial procedures.

SU Officers will be entitled to 23 days annual leave pro rata in addition to leave on all public holidays and general University of Bath holidays for which the SU is also closed.

3. Independent and Co-opted Trustees

3.1. Independent Trustees

3.1.1. Specific responsibilities

The Trustee Board may allocate specific duties or portfolios to Independent Trustees, as appropriate. Independent Trustees will bring specific skills and areas of expertise to the Trustee Board. The following areas of expertise have been identified as key requirements when recruiting Independent Trustees:

- a. Knowledge of trusteeship and/or scrutiny and overview
- b. Resource allocation including finance and/or human resources
- c. Legal knowledge preferably charity law or company law
- d. Policy formulation or corporate strategy in a higher education environment if possible
- e. Independent Trustees should be receptive to the values of the SU

3.1.2. Period of office

The Trustee Board appoints Independent Trustees with advice from the Nominations Committee, a sub-committee of the Trustee Board. The term of office is three years for Independent Trustees. At the end of this period Independent Trustees can be re-appointed for an additional term of office of three years.

3.2. Co-opted Trustees

3.2.1. Specific Responsibilities

The Trustee Board may allocate specific duties or portfolios to Co-opted Trustees as appropriate. In addition to the skills identified above the Co-opted Trustee may be able to provide specialist

Trustee Roles and Responsibilities

knowledge of or experience in a strategic development area or s/he may be appointed for any good reason determined by the Board of Trustees.

3.2.2. Period of Office

The Trustee Board appoints Independent Trustees with advice from the Nominations Committee, a sub-committee of the Trustee Board. The term of office is one year. At the end of that term s/he may be reappointed for a further period of one year but s/he may not serve for more than two years in total.

3.3. Reward

Reasonable legitimate expenses will be reimbursed following the appropriate financial procedures.

As SU volunteers, Independent and Co-opted Trustees will be entitled to all rewards and recognition as detailed in the SU Volunteering Policy.

4. Model Trustee Code of Conduct²

Below is a model code of conduct for the Trustee Board to discuss, amend and sign up to either annually or in the event it acquires a new member or members.

4.1. Standards in Public Life

As a Trustee of the SU I promise to abide by the standards in public life. These are:

Accountability

Everything the SU does will be able to stand the test of scrutiny by University of Bath students, The University of Bath, the public, the media, charity regulators, members, stakeholders, funders, Parliament and the courts.

Integrity and honesty

These will be the hallmarks of all conduct when dealing with colleagues within the SU and equally when dealing with individuals and institutions outside it.

Openness

The SU strives to maintain an atmosphere of openness throughout the organisation to promote confidence of The University of Bath students, the University of Bath, the public, stakeholders, staff, charity regulators and Parliament.

² Adapted from Akpeki, T(2004) 'Best Behaviour: Using trustee codes of conduct to improve governance practice', NCVO

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In addition, I agree to the following:

4.2. Law, mission, policies

- 4.2.1. I will not break the law or breach charity regulations in any aspect of my role of Trustee
- 4.2.2. I will support the mission and consider myself its guardian
- 4.2.3. I will abide by SU policies

4.3. Conflicts of interest

- 4.3.1. I will always strive to act in the best interests of the SU
- 4.3.2. I will declare any conflict of interest, or any circumstance that might be viewed by others as a conflict of interest, as soon as it arises
- 4.3.3. I will submit to the judgment of the Board and do as it requires regarding potential conflicts of interest

4.4. Person to person

- 4.4.1. I will not break the law, breach charity regulations or act in disregard of organisational policies in my relationships with fellow Trustees, University of Bath students, The University of Bath, staff, volunteers, members, service recipients, contractors or anyone I come into contact with in my role as Trustee
- 4.4.2. I will strive to establish respectful and courteous relationships with all I come into contact with in my role as Trustee

4.5. Protecting the SU's reputation

- 4.5.1. I will not speak as a Trustee of the SU to the media or in a public forum without the prior knowledge and approval of the Trustee Chair or Chief Executive
- 4.5.2. When prior consent has not been obtained, I will inform the Chair or Chief Executive at once when I have spoken as a Trustee of the SU to the media or in a public forum
- 4.5.3. When I am speaking as a Trustee of the SU, my comments will reflect current SU policy even when these do not agree with my personal views
- 4.5.4. When speaking as a private citizen, I will strive to uphold the reputation of the SU and those who work in it, remembering that even in this capacity my responsibility to the SU is not diminished.
- 4.5.5. I will respect the SU, Board and individual confidentiality
- 4.5.6. I will take an active interest in the SU's public image, noting news articles, books, television programmes and the like about the organisation, about similar organisations or about important issues for the SU.

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4.6. Personal gain

- 4.6.1. I will not personally gain materially or financially from my role as Trustee, nor will I permit others to do so as a result of my actions or negligence (except as authorised by the SU's Articles of Governance)
- 4.6.2. I will document expenses and seek reimbursement according to procedure
- 4.6.3. I will not accept substantial gifts or hospitality without prior consent of the Chair
- 4.6.4. I will use SU resources responsibly, when authorised, in accordance with procedure

4.7. In the boardroom

- 4.7.1. I will strive to embody the principles of leadership in all my actions and live up to the trust placed in me by the SU
- 4.7.2. I will abide by Trustee Board governance procedures and practices
- 4.7.3. I will strive to attend all Trustee Board meetings, giving apologies ahead of time to the Trustee Chair if unable to attend.
- 4.7.4. I will study the agenda and other information sent me in good time prior to the meeting and be prepared to debate and vote on agenda items during the meeting
- 4.7.5. I will honour the authority of the Trustee Chair and respect his or her role as meeting leader
- 4.7.6. I will engage in debate and voting in meetings according to procedure, maintaining a respectful attitude toward the opinions of others while making my voice heard
- 4.7.7. I will accept a majority Trustee Board vote on an issue as decisive and final
- 4.7.8. I will maintain confidentiality about what goes on in the boardroom unless authorised by the Trustee Chair or Trustee Board to speak of it

4.8. Enhancing governance

- 4.8.1. I will participate in induction, training and development activities for Trustees
- 4.8.2. I will continually seek ways to improve Trustee Board governance practice
- 4.8.3. I will strive to identify good candidates for trusteeship and appoint new Trustees on the basis of merit
- 4.8.4. I will support the Trustee Chair in his/her efforts to improve his/her leadership skills
- 4.8.5. I will support the Chief Executive in his/her executive role and, with my fellow Board members, seek development opportunities for him/her

4.9. Leaving the Board

- 4.9.1. I understand that substantial breach of any part of this code may result in my removal from the Trustee Board

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- 4.9.2. Should I resign from the Board, I will inform the Trustee Chair in advance in writing, stating my reasons for resigning. Additionally, I will participate in an exit interview.