

Policy	Board of Trustees Sub Committees
Policy Family	Governance
Policy Owner(s)	<ul style="list-style-type: none"> • Board of Trustees
Responsible Staff	<ul style="list-style-type: none"> • Chief Executive • Governance & Administration Manager
Applicable to	<ul style="list-style-type: none"> • Trustees
Impacted parties	<ul style="list-style-type: none"> • SU Staff • UWTSD Staff • Trustees
Referenced Documents	<ul style="list-style-type: none"> • Memorandum & Articles of Association
Version History	<ul style="list-style-type: none"> • V1: June 2025 • V2: To be reviewed June 2026

Introduction: Sub-Committees of the Board

- 1) The Board of Trustees may set up sub-committees, working groups or task and finish groups to meet as necessary to provide a more detailed forum for discussion and/or to deliver operational and monitoring requirements.
- 2) Each sub-committee should meet at least three times from July to June each year depending upon the requirements of the organisation and at the discretion of trustees (in particular the chairs of each sub-committee).
- 3) Each sub-committee is to undertake such responsibilities as the Trustee Board may determine.
- 4) The Board should ensure that the sub-committee structure works efficiently and effectively, and that terms of reference and reporting requirements for each sub-committee are clearly understood.

People & Culture Sub-Committee Terms of Reference

1. P&C Purpose

- A) To set and review the Students' Union's Human Resources and remuneration policies and monitor relevant issues.
- B) To review and make recommendations to Board regarding the living allowance salary received by Sabbatical Officers.
- C) To review and make recommendations to the Board regarding organisational employment policies and benefits.
- D) To recommend the salary level for new staff posts in the Students' Union.
- E) To consider requests made by officers, management, or staff which would have a material effect on Students' Union pay costs.
- F) To monitor the effectiveness of staff and sabbatical induction, training, appraisal, and performance monitoring within the Students' Union.

2. P&C Membership

- A) The membership of the P&C may be determined by the Trustee Board on an annual basis but will normally include: 3 External Trustees (1 as the Chair), 1 Sabbatical Officer, 1 Student Trustee and an external appointee as full members. The Chief Executive and a representative of UWTSD's Human Resources Team are ex officio members.
- B) Other individuals may also be invited to attend meetings from time to time to provide the Sub-Committee with information on specific items on the agenda.

Term of Reference	Meeting 1	Meeting 2	Meeting 3
Apologies for absence and declarations of interest	X	X	X
Minutes of the previous meeting	X	X	X
Matters arising	X	X	X
Terms of Reference and Work Plan	X		
To set and review the Students' Union's Human Resources and remuneration policies and monitor relevant issues	X	X	X
To review and make recommendations to Board regarding the living allowance salary received by Sabbatical Officers			X
To review and make recommendations to the Board regarding organisational employment policies and benefits			
To recommend the salary level for new staff posts in the Students' Union			
To consider requests made by officers, management or staff which would have a material effect on Students' Union pay costs			
To monitor the effectiveness of staff and sabbatical induction, training, appraisal and performance monitoring within the Students' Union	X	X	
Training and Development Update			X
Consideration of Inner-London Weighting cost		X	
Confirm meeting dates for the coming year			X

Note: if an amber box is shown the item is either not considered at that meeting or is brought to the most relevant meeting within the year.

Finance, Audit, and Risk Sub-Committee Terms of Reference

1. FAR Purpose

A) Finance

- i) To provide strategic oversight and operational guidance on the Students' Union's financial mechanisms, performance, and reporting.
- ii) Maintain financial scrutiny between Trustee Board meetings;
 - a. To ensure that the Students' Union manages its financial resources effectively and meets its statutory reporting requirements.
 - b. Recommendation to the Trustee Board of any proposals for significant amendments to the budget during the year.
 - c. To advise the Trustee Board on any factors, internal or external, which might have a significant effect on the Union's budget.
- iii) To provide strategic oversight and review of Students' Union processes and procedures (financial and non-financial) to ensure that internal controls are robust and that risk is identified and managed.
- iv) To advise the Board on the proper control and management of the Union's financial resources.
- v) To approve the design of the planning and budgeting process, ensuring that it is legal, responsible, and designed to deliver the aims and objectives outlined by the Students' Union's strategic plan.
- vi) To provide authorisation for the following:
 - a. Setting up and closing Union bank account(s)
 - b. Approving long and short-term borrowing
- vii) To ensure that the Board has access to external professional financial advice where necessary.
- viii) To support the Chief Executive and the Head of Business & Finance in ensuring that the statutory and regulatory financial reporting is undertaken in a timely manner, compliant with necessary regulations and best practice guidance.

B) Audit

- i) To review and monitor the Students' Union's compliance with laws, regulations, and ethical codes of practice.
- ii) To oversee the selection and propose the appointment, re-appointment, and removal of the Students' Union's external auditors.
- iii) To be responsible for the remuneration and oversight of the work of the external auditors, receive and review the Students' Union's Annual Report and supporting documentation prior to review, and pre-approve all audit and non-audit services undertaken.
- iv) To receive and discuss the External Auditors report, and oversee the application of any recommendations.

C) Risk

- i) To monitor internal control and risk management systems.
- ii) To identify areas for internal investigation and consider the findings of reports.
- iii) To periodically review the operation of policies and procedures and ensure that changes to statutory requirements are reflected in Students' Union operation.
- iv) To ensure that the Trustees are knowledgeable about the level of organisational risk, understand their personal responsibilities, and are equipped to make decisions and manage and mitigate risk.

2. FAR Membership

- A) The membership of the FAR may be determined by the Trustee Board on an annual basis but will normally include: 3 Sabbatical Trustees; 1 Student Trustee; 1 External Trustee as full members. The Chief Executive and a representative of UWTSD's Finance Team are ex officio members.
- B) Other individuals may also be invited to attend meetings from time to time to provide the Sub-Committee with information on specific items on the agenda.

Term of Reference	Meeting 1 02 December	Meeting 2 03 Feb	Meeting 3 12 May
Apologies for absence and declarations of interest	X	X	X
Minutes of the previous meeting	X	X	X
Matters arising	X	X	X
Terms of Reference and Work Plan	X		
To provide strategic oversight and operational guidance on the Students' Union's financial mechanisms, performance, and reporting.		X	
Maintain financial scrutiny between Trustee Board meetings; <ul style="list-style-type: none"> a. To ensure that the Students' Union manages its financial resources effectively and meets its statutory reporting requirements. b. Recommendation to the Trustee Board of any proposals for significant amendments to the budget during the year. c. To advise the Trustee Board on any factors, internal or external, which might have a significant effect on the Union's budget. 	X	X	X
To provide strategic oversight and review of Students' Union processes and procedures (financial and non-financial) to ensure that internal controls are robust and that risk is identified and managed.	X	X	X
To advise the Board on the proper control and management of the Union's financial resources.	X	X	X
To approve the design of the planning and budgeting process, ensuring that it is legal, responsible and designed to deliver the aims and objectives outlined by the Students' Union's strategic plan.		X	X
To monitor the agreed annual budget and advise the Trustee Board on any matters of concern, and to consider and recommend to the Trustee Board any proposals for significant subsequent amendments to the budget during the year.	X	X	X
To advise the Trustee Board on any factors, internal or external, which might have a significant effect on the Union's budget.	X	X	X
To provide authorisation for the following: <ul style="list-style-type: none"> i. Setting up and closing Union bank accounts ii. Approving long and short-term borrowing 			
To ensure that the Board has access to external professional financial advice where necessary.			
To support the Chief Executive and the Head of Finance in ensuring that the statutory and regulatory financial reporting is undertaken in a timely manner, compliant with necessary regulations and best practice guidance.	X	X	
To review and monitor the Students' Union's compliance with laws, regulations, and ethical codes of practice.			X
To oversee the selection and propose the appointment, re-appointment, and removal of the Students' Union's external auditors.			X
To be responsible for the remuneration and oversight of the work of the external auditors, receive and review the Students' Union's Annual Report and supporting documentation prior to review, and pre-approve all audit and non-audit services undertaken.	X		

To receive and discuss the External Auditors report, and oversee the application of any recommendations	X	X	X
To monitor internal control and risk management systems.	X		
To identify areas for internal investigation and consider the findings of reports.			
To periodically review the operation of policies and procedures and ensure that changes to statutory requirements are reflected in Students' Union operation.	X		
To ensure that the Trustees are knowledgeable about the level of organisational risk, understand their personal responsibilities, and are equipped to make decisions and manage and mitigate risk.		X	
Receiving regular updates on Venues income generation	X		X

Note: if an amber box is shown the item is either not considered at that meeting or is brought to the most relevant meeting within the year.

Health & Safety Sub-Committee Terms of Reference

1. H&S Purpose

- a) To provide strategic oversight and operational guidance on Students' Union processes regarding matters related to the health and safety of staff and volunteers including through the Health & Safety policy statement.
- b) To advise the Trustee Board on the proper management and control of the Union's health and safety policies and procedures.
- c) To review and recommend to the Trustee Board changes deemed necessary with regards to the Union's health and safety policies and procedures as well as receive updates on the implementation of any changes to policies.
- d) To receive reports from Union staff on recent ongoing issues and cases relating to health and safety.
- e) To make recommendations to the Audit and Risk Sub-Committee on any health and safety issues that may impact the work of said Sub-Committee.

2. H&S Membership

- a) The membership of the HSC may be determined by the Trustee Board on an annual basis but will normally include 1 Sabbatical Trustee, 1 External Trustee and 1 Student Trustee and be chaired by the Chief Executive. The Chief Executive and a representative of UWTSD's Health & Safety Team are ex officio members.
- b) Other individuals may also be invited to attend meetings from time-to-time to provide the Sub-Committee with information on specific items on the agenda.

Term of Reference	Meeting 1	Meeting 2	Meeting 3
Apologies for absence and declarations of interest	X	X	X
Minutes of the previous meeting	X	X	X
Matters arising	X	X	X
Terms of Reference and Work Plan	X		
To provide strategic oversight and operational guidance on Students' Union processes regarding matters related to the health and safety of staff and volunteers			
To advise the Trustee Board on the proper management and control of the Union's health and safety policies and procedures			
To review and recommend to the Trustee Board changes deemed necessary with regards to the Union's health and safety policies and procedures		X	
To receive reports from Union staff on recent ongoing issues and cases relating to health and safety	X	X	X
To make recommendations to the Audit and Risk Sub-Committee on any health and safety issues that may impact the work of said Sub-Committee			
Receive an update from the UWTSD H&S Consultative Forum	X	X	X
Review progress against any sub-strategies and plans relating to Sustainability			
Confirm meeting dates for the coming year			X

Marketing and Commercialisation Sub-Committee Terms of Reference

Purpose:

- a) Assess, evaluate, and highlight revenue and income-generating opportunities and activities for the Union
- b) Commission research into student market trends and consumer insights
- c) Monitor the implementation of the SU's brand, visual identity, and tone of voice
- d) Advise on digital marketing, social media strategies, and traditional marketing methods
- e) Guide and support marketing efforts to benefit income-generating activities and broaden awareness of the Union's mission
- f) Monitor the performance of SU commercial outlets

Membership

1. The membership of the Marketing and Commercialisation sub-committee will be appointed by the Board on an annual basis will normally include: two Lay Trustees (1 as the Chair), two Sabbatical Trustees, and two Student Trustees.
2. Other individuals may also be invited to attend meetings from time to time to provide the Sub-Committee with information on specific items on the agenda.

Term of Reference	Item	Originator	01 May 2026	September 2026	January 2027
Apologies for absence and declarations of interest	Agenda item	GAM	X	X	X
Minutes of the previous meeting	Minutes	GAM	X	X	X
Matters arising	Agenda item	GAM	X	X	X
Terms of Reference and Work Plan	Terms of reference Work Plan	GAM	X		
Provide oversight, advice and recommendations to the Board of Trustee’s regarding the Union’s marketing strategies and commercial operations	Agenda item	CEO and Chair	X	X	X
Assess, evaluate, and highlight revenue and income-generating opportunities and activities for the Union	Agenda item	CEO			X
Commission research into student market trends and consumer insights.	Agenda item	CEO			
Monitor the implementation of the SU’s brand, visual identity, and tone of voice	Agenda item	CEO and HoBF			
Advise on digital marketing, social media strategies, and traditional marketing methods	Agenda item	CEO			
Guide and support marketing efforts to benefit income-generating activities and broaden awareness of the Union's mission	Agenda item	CEO	X	X	
Monitor the performance of SU commercial outlets	Agenda item	CEO			X
Identify new opportunities and work with the CEO and Head of Business and Finance on suitable avenues to generate income.	Agenda item	CEO		X	
Confirm meeting dates for the coming year	Agenda item	GAM			X