

**Warwick  
Students' Union**  
Student Trustee  
Application Pack



# Welcome from the SU President

## Dear prospective candidate,

Thank you for your interest in becoming a Trustee of Warwick Students' Union.

We pride ourselves on being a dynamic charity that takes our vision of delivering 'the best experience for every student at Warwick' very seriously. Our Trustees play a crucial role in ensuring that we continue to innovate, that we keep a focus on the wider world, that we are well governed, and never become complacent.

With a 5-year Strategic Plan which takes the Union to 2025, we are able concentrate on a wide range of issues that have an impact on education, but to also identify where our focus should be. The last 12 months have had a profound impact on how we work as an organisation, but also the educational priorities for students. As we enter the 2024/25 academic year we will be working with a clearer vision of our priorities, and will need a strong Board of Trustees to ensure that we deliver against our objectives, to provide challenge, and to help steer us through constant change.

As a charity, Warwick Students' Union needs to comply with charity law and work with the Charity Commission. As a membership organisation, the Union must always be responsive to its members; and as a trading organisation we must ensure that our finances are sound, our practices are ethical, and we are a good employer.

This mix of challenges is one of the reasons why the role of Trustee at Warwick SU is so fascinating, and why becoming a Trustee is a fantastic opportunity.

This pack has been designed to give you a flavour of the role and to answer some of your questions. I hope that you will find it useful and that you will be inspired to apply.

**If you have questions or would like an informal conversation before applying, please get in touch.**



**Anna Taylor**

President  
Warwick Students' Union





## About Warwick Students' Union

Warwick Students' Union is the voice for **27,000+ students** that study at the University of Warwick and affiliated campuses around the world. It is a student-led, democratic organisation that registered as a charity in 2010 and is guided and governed by its Trustees.

It provides support to over **300 student societies** and sports clubs, provides face to face advice and support to students, and shapes policy by representation on more than **80 Staff Student Liaison Committees** and University consultative bodies. It is a fundamental part of the student experience at Warwick.

Warwick has aspirations to be a world leading University and it will only succeed in this aspiration if it has a vibrant and motivated student body. The Students' Union has a critical role to play in providing students with experiences that will help them to reach their potential and ensure that they go on to shape the society around them.

The Students Union has the following vision, ambition, values and set of strategic priorities;

### Vision

The best experience for every Warwick student



### Ambition

To be a dynamic force for change where our members feel a sense of community



### Values

#### Student Focused

We put students at the heart of everything we do and stand in solidarity with our liberation communities

#### Democratic

We are representative, ethical, transparent and accountable

#### Welcoming

We are supportive, helpful, inclusive and value diversity

#### Enriching

We nurture students' aspirations and help them to develop

#### Independent

We are the independent voice of Warwick students



### Priorities

- Ensure the student voice is central to university life
- Improve students' welfare
- Develop a well-led and values-driven organisation
- Create great networks and communities
- Ensure that the SU is financially, and environmentally sustainable

You will also find a wealth of useful information on the website **[www.warwicksu.com](http://www.warwicksu.com)**. This includes the Annual Report and Accounts, current Trustees and Full-time Officers, and our current activities.

### Legal Status

Warwick SU operates within a legal framework that includes the Education Act and the Charities Act. We are constituted under the Education Act 1994 as a charity with internal rules and regulations approved by University Council - the governing body of the University of Warwick. The Union's charitable objects under the Act (to advance the University's educational purposes by providing representation and support for the students at the University of Warwick) are supplemented by the further object of helping members to develop their own charitable activities as participants in civil society.

## Our Governance Structure

### Democratic Structures

Warwick Students' Union is a membership organisation. All registered students at the University of Warwick are full members of the Union unless they have exercised their right not to be a member under clause 22(c) of the Education Act 1994. The membership provides strategic and political direction through the Union's democratic structures including All Student Votes, Student Council and Executive Committees.

### Trustee Board

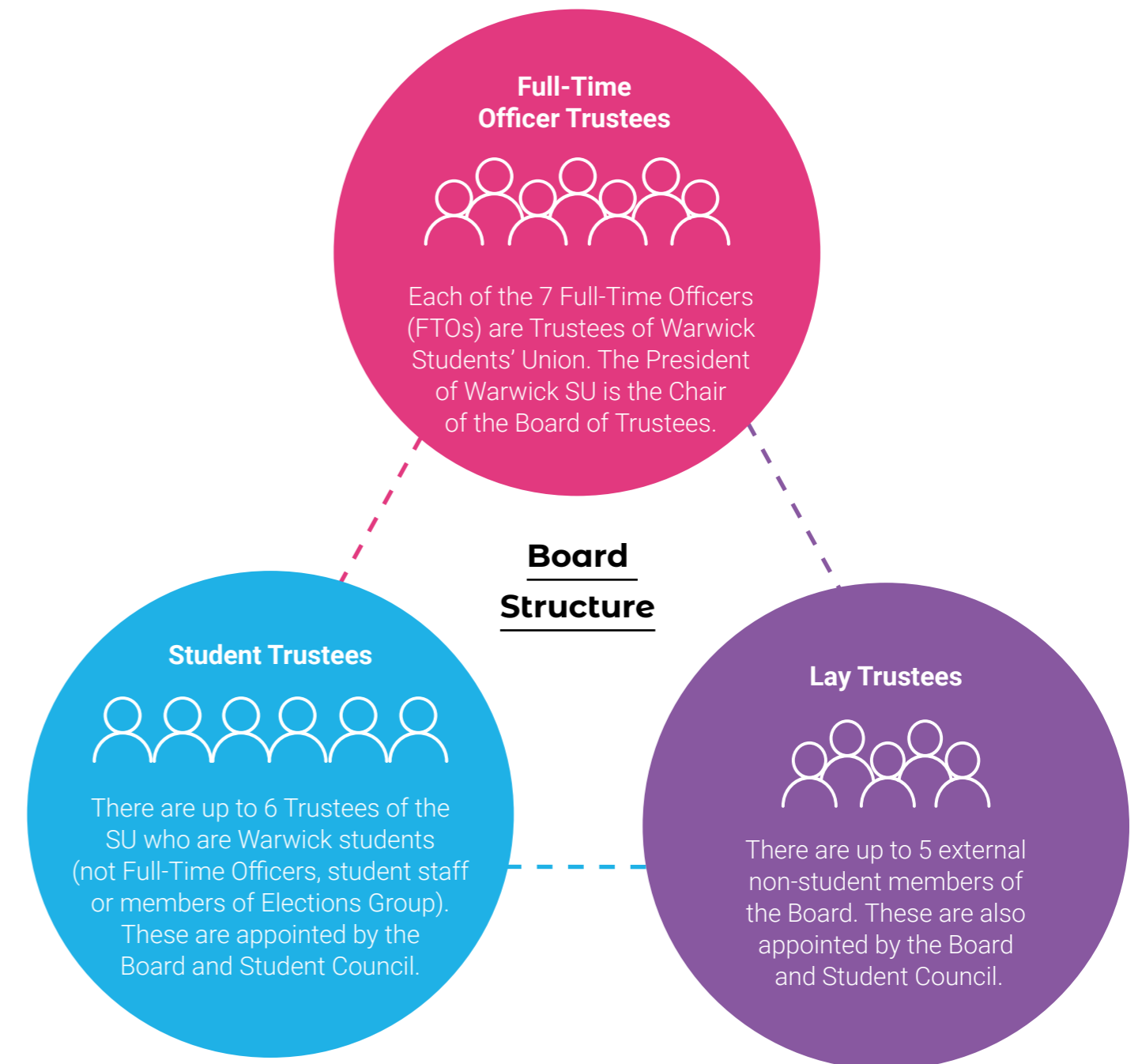
The Trustee Board is the governing body of the charity.

The Trustees are responsible for making sure that the Students' Union is run effectively, complies with the law, has a strong strategic plan based on members' needs and is financially secure.

Authority is delegated to the Chief Executive to manage the day-to-day operations and it is the role of the Chief Executive to enact the strategy determined by the Trustees. The SU is run on a day-to-day basis by its staff, officers and volunteers directed by its members' needs.

The Trustee Board is accountable to Warwick Students' Union members, to the Charity Commission and to the public in general.

According to the Charity Commission: "Trustees have and must accept ultimate responsibility for directing the affairs of the Charity, ensuring it is solvent, well run, delivering the charitable outcomes set out in its governing document".



### The Board is supported by 3 sub committees:

#### People and Remuneration

This examines issues relating to organisational culture, staff satisfaction and development. It also monitors issues relating to staff survey results, pay changes, training, and staff policies. They also have responsibility for the recruitment of the Chief Executive.

#### Audit and Risk

This monitors the Union's framework for accountability, financial control, risk profile and other aspects which could impact on Warwick Students'

Union's organisational health as well as ensuring that the Union is complying with relevant legislation. The committee is responsible for ensuring that there is a framework of effective internal and external audit coverage.

#### Governance and Appointments

This committee ensures that new trustees are recruited, inducted, and developed properly. They scrutinise the organisational strategic priorities and KPIs and approve the Framework of Good Governance with the University.





## Staff and Management Structure

Warwick Students' Union employs approximately **85 permanent staff** and **250 student staff** across our various operations and outlets. The day-to-day management of the Union is handled by the Chief Executive, supported by a senior management team of five.

The main activities of the organisation are determined by the priorities in the strategic plan. The Students' Union supports an enormous range of activities that add breadth and depth to the student experience. This includes supporting:



The Students' Union facilitates the campaign priorities of the Full-time Officers and works with them to achieve change, including running elections, training representatives, and encouraging debate.

The Advice Centre provides a service to approximately 500 students each year on issues ranging from finances and accommodation to academic appeals and wellbeing. In addition, the Union runs four food and drink outlets and a nightclub venue.

### Directorates

- Communications and Marketing
- Finance and Information Systems
- Membership
- Operations
- People, Inclusion and Development

## About the Role

### Why become a Student Trustee?

Our Student Trustees play an integral part in ensuring WSU is an effectively run organisation that delivers on its vision, ambition, and values. You will gain invaluable experience at the top level of an organisation with responsibility for its decision-making and strategic direction.

- Develop valuable skills for your future career.
- Learn about managing finances, people, and strategy.
- Gain valuable experience of the charity sector.
- Gain experience of working within a professional environment and a board setting.
- Make a huge difference to the organisation by giving input into key decisions on the future of WSU.
- Enhance the University experience of the 27,000+ student members WSU represents.
- Develop networking skills and work with individuals from a wide range of professions.



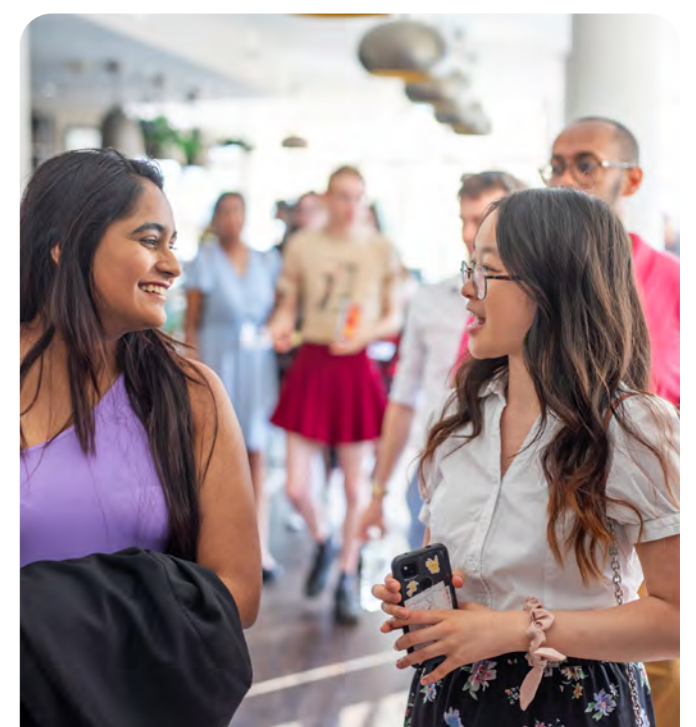
### Main Responsibilities

The Board of Trustees has ultimate responsibility for the financial matters and financial procedures of Warwick Students' Union (WSU). It must accept ultimate responsibility for giving firm strategic direction to the Union, and ensuring that it is solvent, well-governed, and delivering the objectives for which it has been set up.

The trustees will also annually review how the Union's aims are to be achieved, which are found in our governing document (the Memorandum and Articles of Association), and include:

- Promoting the interests of our members as effectively as possible at institutional, local, and national levels.
- Ensuring effective communication between our members, the University of Warwick, and other bodies.
- Providing for the educational, cultural, recreational, sporting, social and welfare needs of our members to the best of our ability.
- Operating an effective equal opportunities policy while guaranteeing freedom of expression, and minimising any adverse environmental impact, therefore providing a safe and enjoyable environment for all.

The Board of Trustees has a responsibility not to implement any democratically developed policy which has damaging financial implications or breaches the law if it is passed without a realistic financial plan.



## Other Responsibilities

### Compliance

- Ensure that the charity complies with charity law, and with the requirements of the Charity Commission as regulator; in particular, ensure that the charity prepares reports on what it has achieved and Annual Returns and accounts as required by law.
- Ensure that the charity does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there.
- Comply with the requirements of other legislation and other regulators (if any) which govern the activities of the charity.
- Act with integrity and avoid any personal conflicts of interest or misuse of charity funds or assets.

### Duty of care

- Use reasonable care and skill in their work as trustees, using their personal skills and experience as needed to ensure that the charity is well-run and efficient.
- Consider getting external professional advice on all matters where there may be a material risk to the charity, or where the trustees may be in breach of their duties.

### Duty of prudence

- Ensure that the charity is and will remain solvent.
- Use charitable funds and assets reasonably, and only in furtherance of the charity's objects.
- Avoid undertaking activities that might place the charity's endowment, funds, assets or reputation at undue risk.
- Take special care when investing the funds of the charity or borrowing funds for the charity to use.

### Meeting Arrangements

The Board of Trustees currently meets five times per year. These meetings take place in the Students' Union. In addition;

- The People and Remuneration sub-committee meets 4 times per year.
- The Audit and Risk sub-committee meets 4 times per year.
- The Governance and Appointments committee meets 4 times per year.

## Key Duties

- To work collectively and with the Chief Executive and other senior staff to ensure that WSU has a clear vision that recognises its values and meets the needs of its members.
- To monitor and evaluate the performance of WSU against targets and to ensure that it is focused on achieving its vision.
- To ensure that WSU complies with all legal and regulatory requirements, including its governing document, charity law, company law and any other relevant legislation or regulations.
- To agree any delegated authority and ensure such delegated authority is clearly expressed.
- To safeguard the assets of WSU, taking due care over their security and proper usage, ensuring that they are used exclusively in the pursuit of the agreed objectives.
- To ensure that the governance of WSU is of the highest standard and that it follows guidance from any relevant bodies.
- To recommend the auditors and name the bankers of WSU.
- To safeguard the good name and values of the organisation.
- To annually approve and amend the finance regulations, annual budgets, and strategic plans of WSU.
- To appoint and appraise the Chief Executive and to appoint the Board of Directors of any direct subsidiary companies of WSU.
- To contribute actively to the Board of Trustees, using any specific skills, knowledge or experience to help the Board of Trustees reach sound decisions involving scrutinising board papers, focusing on key issues, and providing guidance.
- Take or seek opportunities to enhance their effectiveness as a Trustee through participation in training and development programmes and by increasing their own knowledge of WSU.



## The Nolan Principles

### **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, for example:

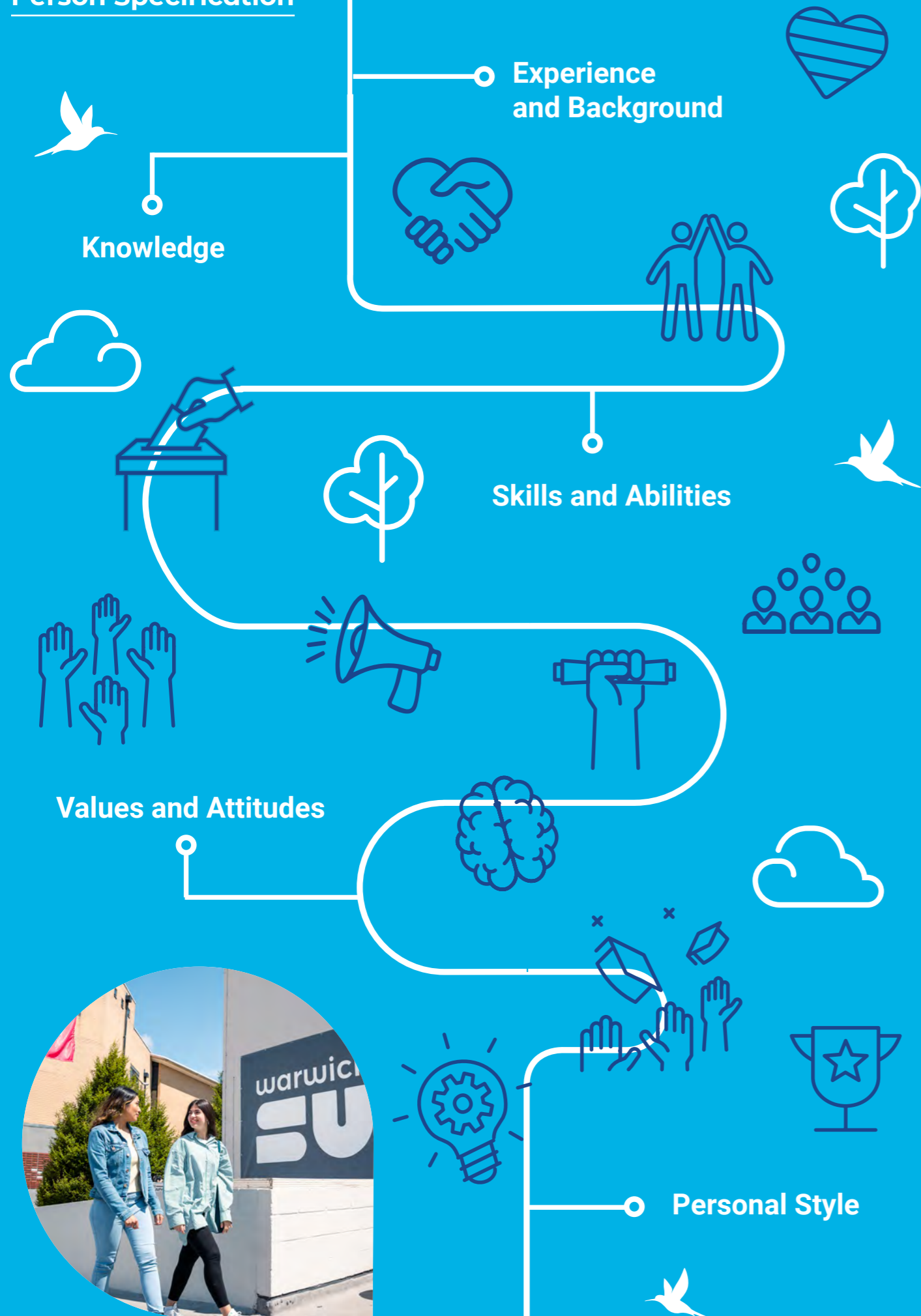
- striving to attend all meetings regularly, ensuring they prepare for and contribute appropriately and effectively.
- bringing a fair and open-minded view to all discussions of the Board and ensuring that all decisions are made in the Students' Union's best interests.



**Selflessness**  
**Integrity**  
**Honesty**  
**Accountability**  
**Leadership**  
**Openness**  
**Objectivity**



## Person Specification



Student Trustees	Essential	Desirable
<b>Experience and Background</b>		
Over 18	✓	
Current University of Warwick student	✓	
Interest in working in a leadership or governance role (through work of voluntary experience)	✓	
An awareness of the areas of work that influence and inform the activities of Warwick Students' Union	✓	
<b>Knowledge</b>		
Understanding and acceptance of the legal duties, responsibilities, and liabilities of trusteeship		✓
Interest in the systems and structures in, and issues affecting Higher Education	✓	
<b>Skills and Abilities</b>		
Willingness to devote the necessary time and effort (approximately 4 hours per month)	✓	
Strategic vision and the ability to develop strategic thinking in others	✓	
Good, independent, objective judgement	✓	
Ability to think creatively and articulate ideas		✓
Ability to work effectively as a member of a team	✓	
Must not have been dismissed from employment with the SU	✓	
<b>Values, Attitudes and Personal Style</b>		
Commitment to the organisation and its core values	✓	
Willingness to exercise leadership when required to do so	✓	
Enthusiastic commitment to voluntary and community activity	✓	
Acceptance of the 7 Nolan principles of public life; selflessness, integrity, objectivity, accountability, openness, honesty and leadership	✓	

## Conditions of Appointment

### Remuneration

Trustees have a general duty to act with probity and prudence in the best interest of the Students' Union as a whole.

### Expenses

Out-of-pocket expenses can be reimbursed; this will include travel costs to meetings and all other reasonable costs incurred while carrying out the duties of a Warwick Students' Union Trustee.

### Term of Office

2 years initially with potential for a further term of 2 years dependent on attendance, conduct and continuing eligibility.

### Expected Time Commitment

The expected time commitment for this post is approximately 4 hours per month. All Trustees attend the 5 Board meetings per year which are usually held in October, December, February, May, and July. Each trustee will be asked to become a member of 1 sub-committee.

### Training and Development

Warwick Students' Union is committed to providing comprehensive training to support its Trustees and their ongoing professional development. Warwick SU will provide a comprehensive induction programme for all new Trustees, as well as an opportunity to meet elected officers and staff of the Union.

### Equality and Diversity

Warwick Students' Union is committed to the principle of equality and values diversity. We will endeavour to meet the needs of any candidate who fulfils the requirements of the person specification.

## Application Process

Application is by completion of the [Application Form](#).

Candidates are also required to read and sign the Trustee Declaration and Equal Opportunities Monitoring Form, which will be separated from your application prior to long-listing.

### Process

The appointment process is handled by the Governance and Appointments Committee – a sub-group of the Board of Trustees. The committee delegates to an interview panel who will conduct the short-listing exercise based on your application form.

If you are selected for an interview, you will be contacted to advise of the date and time of the interview and the process thereafter.

### References

We do not require referees for applications for Student Trustees.

### Further Information and Questions

For an informal conversation with the President or CEO about the role, please contact Louise Marjoram - [louise.marjoram@warwicksu.com](mailto:louise.marjoram@warwicksu.com). We welcome visits to the Students' Union as part of the process and will try and arrange this at a time that is convenient to you.

