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## 1 Trustee role description<sup>1</sup>

### 1.1. Key responsibilities

- 1.1.1 Ensuring the BUSU has a clear vision, mission and strategic direction and is focused on achieving these.
- 1.1.2 Being responsible for the performance of BUSU and for its behaviour
- 1.1.3 ensuring the BUSU complies with all legal and regulatory requirements
- 1.1.4 Acting as guardians of BUSU assets, both tangible and intangible, taking due care over their security, deployment and proper application
- 1.1.5 Ensuring that BUSU's governance is of the highest possible standard

### 1.2. Duties and tasks to fulfil these responsibilities

- 1.2.1 To work in partnership with other Trustees, the Chief Executive and other senior staff to ensure that BUSU has a clear vision, mission and strategic direction and is focused on achieving these.
  - 1.2.1.1. BUSU has a clear vision, mission and strategic plan that have been agreed by the Board and that there is a common understanding of these by Trustees and staff
  - 1.2.1.2. Operational and other plans support the vision, mission and strategic priorities
  - 1.2.1.3. The Chief Executive's annual and longer term objectives and targets support the achievement of the vision, mission and strategic priorities
  - 1.2.1.4. Trustee Board policies support the vision, mission and strategic priorities
  - 1.2.1.5. There are effective mechanisms in place to
    - 1.2.1.5.1 listen to the views of current and future beneficiaries;
    - 1.2.1.5.2 review the external environment for changes that might affect BUSU;
    - 1.2.1.5.3 re-assess the need for BUSU and the services it does or could provide; and
    - 1.2.1.5.4 review regularly its strategic plan and priorities
- 1.2.2 Being responsible, with the other Trustees, for the performance and behaviour of BUSU
  - 1.2.2.1. To agree the method for measuring objectively the progress of BUSU in relation to its vision, mission strategic objectives/priorities, plans and annual targets and to regularly receive reports on the performance of BUSU
  - 1.2.2.2. To ensure that the fundamental values and guiding principles of BUSU are articulated and reflected throughout the organisation

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<sup>1</sup> Amended from Marie Curie Cancer Care

- 1.2.2.3. To ensure that the views of beneficiaries on the performance of BUSU are regularly gathered and considered by the Board
  - 1.2.2.4. To assist the University of Bath in appointing the Chief Executive and setting their terms and conditions and to ensure that both the individual themselves and BUSU as a whole invest in their ongoing professional development
  - 1.2.2.5. To receive regular reports from the Chief Executive on progress towards agreed strategic priorities
  - 1.2.2.6. To hold the Chief Executive to account for the management and administration of BUSU.
  - 1.2.2.7. To ensure that the Chief Executive receives regular, constructive feedback on their performance in managing BUSU and in meeting their annual and longer term targets and objectives
  - 1.2.2.8. To ensure that the Chief Executive develops a learning organisation and that staff and volunteers review their own performance and regularly receive feedback
  - 1.2.2.9. To articulate the values of BUSU
  - 1.2.2.10. To agree Trustee Board policies
  - 1.2.2.11. To ensure that there are mechanisms for students, employees, volunteers and other individuals, groups or organisations to bring to the attention of the Trustees any activity that threatens the probity of BUSU.
- 1.2.3 Ensuring that BUSU complies with all legal and regulatory requirements.
- 1.2.3.1. To be aware of and to ensure BUSU complies with all legal, regulatory and statutory requirements
  - 1.2.3.2. To maintain familiarity with the rules and documents that govern BUSU to ensure that BUSU complies with its governing instruments and to review these regularly.
  - 1.2.3.3. To agree the levels of delegated authority to ensure that these are recorded in writing by means of minutes, terms of reference for Board committees and sub-committees, job descriptions for Trustees, key staff, volunteers etc and to ensure that there are clear reporting procedures which are also recorded in writing and complied with
  - 1.2.3.4. To ensure that the responsibilities delegated to the Chief Executive are clearly expressed and understood and directions given to them come from the Trustee Board as a whole.
- 1.2.4 Being guardians of all BUSU assets, both tangible and intangible, taking all due care over their security, deployment and proper application
- 1.2.4.1. To ensure that BUSU has satisfactory control systems and procedures for holding in trust for the beneficiaries all monies, properties and other assets and to ensure that monies are invested to the maximum benefit of BUSU, within the constraints of the law and ethical and other policies laid down by the Trustee Board

- 1.2.4.2. To ensure that the major risks to which BUSU is exposed are reviewed annually and that systems have been established to mitigate or minimise these risks.
- 1.2.4.3. To ensure that the income and property of BUSU is applied for the purposes set out in the governing document and for no other purpose and with complete fairness between persons who are properly qualified to benefit
- 1.2.4.4. To act reasonably, prudently and collectively in all matters relating to BUSU and always to act in the interests of BUSU
- 1.2.4.5. To be accountable for the solvency and continuing effectiveness of BUSU and the preservation of its endowments
- 1.2.4.6. To exercise effective overall control of BUSU's financial affairs and to ensure that the way in which BUSU is administered is not open to abuse by unscrupulous associates, employees or volunteers; and that the systems of control are rigorous and constantly maintained through regular evaluation and improvement in the light of experience.
- 1.2.4.7. To ensure that intangible assets such as organisational knowledge and expertise, intellectual property, BUSU's good name and reputation etc are properly valued, utilised and safeguarded.
- 1.2.4.8. To ensure that all income due to BUSU is received and that all tax benefits are obtained and all rating relief due is claimed.

#### 1.2.5 Ensuring that BUSU's governance is of the highest possible standard

- 1.2.5.1. To ensure that BUSU has a governance structure that is appropriate to an organisation of its size, complexity, stage of development and its charitable objects and that enables the Trustees to fulfil their responsibilities
- 1.2.5.2. To reflect annually on the Trustee Board's performance and that of individual Trustees
- 1.2.5.3. To ensure that the Trustee Board has the skills required to govern BUSU well and has access to relevant external professional advice and expertise
- 1.2.5.4. To ensure that there is a systematic, open and fair procedure for the election or recruitment of trustees
- 1.2.5.5. To ensure that there are succession plans for the Trustees and the Chief Executive where possible
- 1.2.5.6. To participate in individual and collective development and training of Trustees.
- 1.2.5.7. To abide by the code of conduct for Trustees
- 1.2.5.8. To ensure that major decisions and Board policies are made by the Trustees acting collectively

## 2 Trustee person specification<sup>2</sup>

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<sup>2</sup> National Council for Voluntary Organisations

- 2.1. Commitment to the organisation
- 2.2. Willingness to devote the necessary time and effort
- 2.3. Strategic vision
- 2.4. Good, independent judgement
- 2.5. Ability to think creatively
- 2.6. Willingness to speak their mind
- 2.7. Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- 2.8. Ability to work effectively as a member of a team
- 2.9. Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership

### **3 Sabbatical Trustees**

#### **3.1. Specific responsibilities**

- 3.1.1 Responsibilities of charity trustees
- 3.1.2 To be an effective representative of the Membership
- 3.1.3 To proactively seek feedback from Members
- 3.1.4 To keep abreast of local, national, international matters
- 3.1.5 Responsibility for achievement of Union-wide objectives
- 3.1.6 Responsibility for the effective operation of General Meetings and Student Engagement strategies
- 3.1.7 Responsible for the implementation of campaigning and change strategy
- 3.1.8 Managing the dual role and responsibilities therein of a trustee and representative

#### **3.2. Portfolio Responsibilities**

##### **3.2.1 SU President**

<b>Key Accountability</b>	<b>Performance Indicator</b>
Ensure that the membership's views are researched and represented.	High satisfaction levels from membership and low levels of complaints.
Ensure that equal opportunities and diversity is communicated throughout the Union and its membership.	Membership and all staff respected and have respect for others.
Ensure efficient and effective communication takes place between Sabbaticals and all areas of the Students' Union.	General awareness of Union activities amongst staff and Sabbaticals.
Coordinate the Executive Team.	Regular appraisals and constructive feedback on

<b>Key Accountability</b>	<b>Performance Indicator</b>
	team effectiveness.
Oversee and develop overall strategic planning in conjunction with the General Manager.	Strategic plan regularly reviewed and updated twice a year – once in August/September and again in February/March.
In conjunction with the Vice President (Communications) and the Finance Manager, to oversee and develop financial strategic planning.	Finance plan regularly reviewed and updated twice a year – once in August/September and again in February/March.
Positively promote the work and objectives of the Students' Union by acting as the figurehead in dealings with the public.	Positive profile in local, national and international media.
Work with the Vice President (Communications) to ensure relevant press releases are published.	Positive feedback from press releases. Released stories used in local and national media.
Ensure BUSU students are represented on a national scale by coordinating dealings with the NUS.	BUSU represented at all key national student events.
Monitor higher education issues on a national scale.	Good knowledge of current issues and trends in higher education.
Monitor local issues which may affect students.	Good knowledge of current local issues.
Attend appropriate university committees, supporting VP Education when necessary	High attendance levels Awareness of relevant issues, with ability to comment and campaign when required

<b>Key Accountability</b>	<b>Performance Indicator</b>
Ensure that BUSU rules and standards of behaviour are adhered to, particularly with respect to our Equal Opportunities and Safe Space Policies.	Disciplinary procedures and timescales followed. Evaluation of disciplinary procedures by the <b>Disciplinary Panel</b> . Nil appeals panel overturns.

### 3.3. VP Communications

<b>Key Accountability</b>	<b>Performance Indicator</b>
Ensure that the membership's views are researched and represented.	High satisfaction levels from membership and low levels of complaints.
Ensure that equal opportunities and diversity is communicated throughout the Union and its membership.	Membership and all staff respected and have respect for others.
Ensure efficient and effective communication takes place between Sabbaticals and all areas of the Students' Union.	General awareness of Union activities amongst staff and Sabbaticals.
Coordinate the Executive Team.	Regular appraisals and constructive feedback on team effectiveness.
Oversee and develop overall strategic planning in conjunction with the Chief Executive.	Strategic plan regularly reviewed and updated twice a year – once in August/September and again in February/March.
In conjunction with the Vice President (Communications) and the Finance Manager, to oversee and develop financial strategic planning.	Finance plan regularly reviewed and updated twice a year – once in August/September and again in February/March.
Positively promote the work and objectives of the Students' Union by acting as the figurehead in dealings with the public.	Positive profile in local, national and international media.
Work with the Vice President	Positive feedback from press releases.

<b>Key Accountability</b>	<b>Performance Indicator</b>
(Communications) to ensure relevant press releases are published.	Released stories used in local and national media.
Ensure BUSU students are represented on a national scale by coordinating dealings with the NUS.	BUSU represented at all key national student events.
Monitor higher education issues on a national scale.	Good knowledge of current issues and trends in higher education.
Monitor local issues which may affect students.	Good knowledge of current local issues.
Attend appropriate university committees, supporting VP Education when necessary	High attendance levels Awareness of relevant issues, with ability to comment and campaign when required
Ensure that BUSU rules and standards of behaviour are adhered to, particularly with respect to our Equal Opportunities and Safe Space Policies.	Disciplinary procedures and timescales followed. Evaluation of disciplinary procedures once a term by the Disciplinary Panel. Nil appeals panel overturns.

### 3.4. VP Education

<b>Key Accountability</b>	<b>Performance Indicator</b>
Ensure that the membership's views are researched and represented.	High satisfaction levels from membership and low levels of complaints.
Ensure that equal opportunities and diversity is communicated throughout the Union and its membership.	Membership and all staff respected and have respect for others.
Ensure efficient and effective communication takes place between Sabbaticals and all areas of the Students' Union.	General awareness of Union activities amongst staff and Sabbaticals.
Coordinate the Executive Team.	Regular appraisals and constructive feedback on team effectiveness.

<b>Key Accountability</b>	<b>Performance Indicator</b>
Oversee and develop overall strategic planning in conjunction with the Chief Executive.	Strategic plan regularly reviewed and updated twice a year – once in August/September and again in February/March.
In conjunction with the Vice President (Communications) and the Finance Manager, to oversee and develop financial strategic planning.	Finance plan regularly reviewed and updated twice a year – once in August/September and again in February/March.
Positively promote the work and objectives of the Students' Union by acting as the figurehead in dealings with the public.	Positive profile in local, national and international media.
Work with the Vice President (Communications) to ensure relevant press releases are published.	Positive feedback from press releases. Released stories used in local and national media.
Ensure BUSU students are represented on a national scale by coordinating dealings with the NUS.	BUSU represented at all key national student events.
Monitor higher education issues on a national scale.	Good knowledge of current issues and trends in higher education.
Monitor local issues which may affect students.	Good knowledge of current local issues.
Attend appropriate university committees, supporting VP Education when necessary	High attendance levels Awareness of relevant issues, with ability to comment and campaign when required
Ensure that BUSU rules and standards of behaviour are adhered to, particularly with respect to our Equal Opportunities and Safe Space Policies.	Disciplinary procedures and timescales followed. Evaluation of disciplinary procedures once a term by the Disciplinary Panel. Nil appeals panel overturns.

**3.5. VP Welfare & Campaigns**

<b>Key Accountability</b>	<b>Performance Indicator</b>
Ensure that the membership's views are researched and represented.	High satisfaction levels from membership and low levels of complaints.
Ensure that equal opportunities and diversity is communicated throughout the Union and its membership.	Membership and all staff respected and have respect for others.
Ensure efficient and effective communication takes place between Sabbaticals and all areas of the Students' Union.	General awareness of Union activities amongst staff and Sabbaticals.
Coordinate the Executive Team.	Regular appraisals and constructive feedback on team effectiveness.
Oversee and develop overall strategic planning in conjunction with the General Manager.	Strategic plan regularly reviewed and updated twice a year – once in August/September and again in February/March.
In conjunction with the Vice President (Communications) and the Finance Manager, to oversee and develop financial strategic planning.	Finance plan regularly reviewed and updated twice a year – once in August/September and again in February/March.
Positively promote the work and objectives of the Students' Union by acting as the figurehead in dealings with the public.	Positive profile in local, national and international media.
Work with the Vice President (Communications) to ensure relevant press releases are published.	Positive feedback from press releases. Released stories used in local and national media.
Ensure BUSU students are represented on a national scale by coordinating dealings with the NUS.	BUSU represented at all key national student events.

<b>Key Accountability</b>	<b>Performance Indicator</b>
Monitor higher education issues on a national scale.	Good knowledge of current issues and trends in higher education.
Monitor local issues which may affect students.	Good knowledge of current local issues.
Attend appropriate university committees, supporting VP Education when necessary	High attendance levels Awareness of relevant issues, with ability to comment and campaign when required
Ensure that BUSU rules and standards of behaviour are adhered to, particularly with respect to our Equal Opportunities and Safe Space Policies.	Disciplinary procedures and timescales followed. Evaluation of disciplinary procedures once a term by the Disciplinary Panel. Nil appeals panel overturns.

### 3.6. VP Activities & Development

<b>Key Accountability</b>	<b>Performance Indicator</b>
Ensure that the membership's views are researched and represented.	High satisfaction levels from membership and low levels of complaints.
Ensure that equal opportunities and diversity is communicated throughout the Union and its membership.	Membership and all staff respected and have respect for others.
Ensure efficient and effective communication takes place between Sabbaticals and all areas of the Students' Union.	General awareness of Union activities amongst staff and Sabbaticals.
Co-ordinate, motivate and develop volunteers.	Good levels of knowledge and high levels of satisfaction amongst officers. Effective volunteer recognition programme.
Support societies by ensuring they have the means to develop	Encourage clubs to update development plans annually in April/May.

<b>Key Accountability</b>	<b>Performance Indicator</b>
themselves.	
Support Societies, Media and Arts Executive and work with Student Activities Coordinator to ensure development of these areas.	Area development plans completed in April/May.
Attend appropriate societies related committee meetings (eg University Arts Committee).	High attendance levels. Awareness of relevant issues, with ability to comment and campaign when required.
Support the Volunteering Executive and work with the Volunteering Coordinator to ensure the development of the area.	Area development plan completed in April/May.
Represent Union volunteers on a local and national level.	High attendance levels. Awareness of relevant national issues, with ability to comment and campaign when required.
Attend appropriate related University meetings (eg Widening Participation).	High attendance levels. Awareness of relevant issues, with ability to comment and campaign when required.
Support the Training and Enterprise Executive and work with the Enterprise Coordinator to ensure the development of the area.	Area development plan completed in April/May.
Represent student trainers within the training centre on both a national and local level.	High attendance levels. Awareness of relevant national issues, with ability to comment and campaign when required.

### 3.7. VP Sport

<b>Key Accountability</b>	<b>Performance Indicator</b>
Ensure that the membership's views are researched and represented.	High satisfaction levels from membership and low levels of complaints.
Ensure that equal opportunities and diversity is communicated throughout the Union and its membership.	Membership and all staff respected and have respect for others.
Ensure efficient and effective communication takes place between Sabbaticals and all areas of the Students' Union.	General awareness of Union activities amongst staff and Sabbaticals.
Attend appropriate sport related committee meetings.	High attendance levels. Awareness of relevant issues, with ability to comment and campaign when required.
Represent student sport at a local and national level (eg. BUSA).	Good national profile and involvement at local and national level.
Support the Sports Exec to ensure the development of the area.	Sports Association strategic plan regularly reviewed and updated twice a year – once in August/September and again in February/March.
Support clubs by ensuring they have the means to develop themselves.	Encourage clubs to update development plans annually in April/May.
Ensure the development of sport at the University, working with the University Sports Department.	Effective communication and a good working relationship maintained with the sports department.
Develop the coaching provision for sports clubs.	Maintain an financial and logistical strategy for the provision of coaching within clubs.
Co-ordinate, motivate and develop volunteers.	Good levels of knowledge and high levels of satisfaction amongst officers Effective volunteer recognition programme.
<i>Work with Student Activities Co-ordinator – like Societies bit</i>	

### 3.8. Period of office

Sabbatical Trustees 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 Trustees.

The working week is a minimum of 35 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.

Sabbatical Trustees 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.

### 3.9. Reward

Sabbatical Trustees 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 Sabbatical Trustees.

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

Sabbatical Trustees 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 BUSU is also closed.

## 4 Independent Trustees

### 4.1. 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 BUSU

#### **4.2. Period of office**

The Trustee Board appoints Independent Trustees with advice from the Appointment 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.

Independent Trustees must resign from the Trustee Board if they become a student at The University of Bath.

#### **4.3. Reward**

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

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

### **5 Proceedings of Trustees**

- 5.1. Three Trustees may, and the Chief Executive at the request of three Trustees shall, call a meeting of the Trustees. Notice of every meeting of the Trustees stating the general particulars of all business to be considered at such meeting shall be sent by post or by electronic communication to each Trustee at least seven clear days before such meeting unless urgent circumstances require shorter notice, but the proceedings of any meeting shall not be deemed invalid due to any irregularity in respect of such notice or by reason of any business being considered which is not specified in such general particulars.
- 5.2. Questions arising at a meeting shall be decided by a majority of votes. In the case of an equality of votes, the Trustee Chair shall have a second or casting vote.
- 5.3. No business may be dealt with at a meeting of the Trustees unless the meeting is quorate and at least five Trustees are present comprising of, so far as is practicable, having regard to any vacancies on the Board of Trustees, a majority of Sabbatical Trustees over the number of Independent and Co-opted Trustees.
- 5.4. The Trustees or a sole Trustee may continue to act despite any vacancies in their number but, if and so long as the number of Trustees is less than the number fixed as a quorum, the Trustees may act for the purpose of increasing the number of Trustees to that number or of arranging an election but for no other purpose.
- 5.5. Unless he or she is unwilling to do so, the Chair of the Trustee Board shall preside at every meeting of Trustees at which he or she is present. If there is no Trustee holding that office, or if the Trustee holding it is unwilling to preside or is not present within five minutes after the time appointed for the meeting, the Trustees present may appoint another Trustee to chair the meeting.

- 5.6. All acts done by a meeting of Trustees, or of a committee of Trustees, or by a person acting as a Trustee shall, even if afterwards discovered that there was a defect in the appointment of any Trustee (apart from the selection or election procedure) or that any of them were disqualified from holding office, or had vacated office, or were not entitled to vote, be as valid as if every such person had been duly appointed and was qualified and had continued to be a Trustee and had been entitled to vote.
- 5.7. A meeting of the Trustees may be held either in person or by teleconference or by other suitable electronic means agreed between the Trustees in which all participants may communicate simultaneously with all other participants.
- 5.8. The Trustees shall invite the Chief Executive of BUSU to attend and speak at meetings of the Board of Trustees. The Chief Executive shall not be entitled to vote or count in the quorum upon any business dealt with at such meetings.
- 5.9. The Trustees shall hold a minimum of four meetings in any Academic Year.

## 6 Written and Email approval of resolutions

- 6.1. A resolution in writing signed by all the Trustees or of a committee of Trustees shall be as valid and effectual as if it had been passed at a meeting of Trustees or (as the case may be) a committee of Trustees duly convened and held and may consist of several documents in the like form each signed by one or more Trustees. The date of a written resolution of the Trustees shall be the date on which the last Trustee signs.
- 6.2. A Trustees' resolution which is approved in whole or in part by email shall be as valid and effectual as if it had been passed at a meeting of the Trustees, provided the following conditions are complied with:
  - 6.2.1 Such a resolution must be approved by email by all of the Trustees, except for any Trustee who has signed a resolution in writing in like form or who would not have been entitled to vote upon the resolution if it had been proposed at a meeting at which he or she was present (whether as a result of a conflict of interest or otherwise);
  - 6.2.2 If as a result of **Article 89.1** approval of a resolution is not received from any Trustees who would not have been entitled to vote upon the resolution if it had been proposed at a meeting at which he or she was present, it must be received from at least as many Trustees as would have been needed to form a quorum if the resolution had been put to a meeting;
- 6.3. Notice of all proposed resolutions must be given to all of the Trustees;
- 6.4. Approval from each Trustee entitled to give his or her approval must be received by such person as all the Trustees shall have nominated in advance for that

purpose (“the Recipient”), which person may, for the avoidance of doubt, be one of the Trustees;

- 6.5. Approval from a Trustee by e-mail must be sent from an email address previously notified by that Trustee by post, fax or in person to the Chief Executive as intended for use by that Trustee for the purpose of sending such email confirmations;
- 6.6. Following receipt of a response on any resolution from each of the Trustees entitled to give his or her approval, the Recipient shall circulate a further email to all of the Trustees confirming whether the resolution has been formally approved by the Trustees in accordance with the terms of this **Article 89**;
- 6.7. The date of a resolution shall be the date of the email from the Recipient confirming formal approval.

## 7 Model Trustee Code of Conduct<sup>3</sup>

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.

### 7.1. Standards in Public Life

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

#### *Accountability*

Everything BUSU 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 BUSU and equally when dealing with individuals and institutions outside it

#### *Openness*

BUSU 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.

In addition, I agree to the following:

### 7.2. Law, mission, policies

- 7.2.1 I will not break the law or breach charity regulations in any aspect of my role of Trustee
- 7.2.2 I will support the mission and consider myself its guardian

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<sup>3</sup> Adapted from Akpeki, T(2004) ‘Best Behaviour: Using trustee codes of conduct to improve governance practice’, NCVO

7.2.3 I will abide by organisational policies

### **7.3. Conflicts of interest**

7.3.1 I will always strive to act in the best interests of the organisation

7.3.2 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

7.3.3 I will submit to the judgment of the Board and do as it requires regarding potential conflicts of interest

### **7.4. Person to person**

7.4.1 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

7.4.2 I will strive to establish respectful and courteous relationships with all I come into contact with in my role as Trustee

### **7.5. Protecting the organisation's reputation**

7.5.1 I will not speak as a Trustee of this organisation to the media or in a public forum without the prior knowledge and approval of the Chair or Chief Executive

7.5.2 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 this organisation to the media or in a public forum

7.5.3 When I am speaking as a Trustee of this organisation, my comments will reflect current organisational policy even when these do not agree with my personal views

7.5.4 When speaking as a private citizen, I will strive to uphold the reputation of the organisation and those who work in it, remembering that even in this capacity my responsibility to the organisation is not diminished.

7.5.5 I will respect organisational, Board and individual confidentiality

7.5.6 I will take an active interest in the organisation's public image, noting news articles, books, television programmes and the like about the organisation, about similar organisations or about important issues for the organisation.

### **7.6. Personal gain**

7.6.1 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

7.6.2 I will document expenses and seek reimbursement according to procedure

7.6.3 I will not accept substantial gifts or hospitality without prior consent of the Chair

7.6.4 I will use organisational resources responsibly, when authorised, in accordance with procedure

### 7.7. In the boardroom

- 7.7.1 I will strive to embody the principles of leadership in all my actions and live up to the trust placed in me by BUSU
- 7.7.2 I will abide by Trustee Board governance procedures and practices
- 7.7.3 I will strive to attend all Trustee Board meetings, giving apologies ahead of time to the Chair if unable to attend.
- 7.7.4 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
- 7.7.5 I will honour the authority of the Chair and respect his or her role as meeting leader
- 7.7.6 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
- 7.7.7 I will accept a majority Trustee Board vote on an issue as decisive and final
- 7.7.8 I will maintain confidentiality about what goes on in the boardroom unless authorised by the Chair or Trustee Board to speak of it

### 7.8. Enhancing governance

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

### 7.9. Leaving the Board

- 7.9.1 I understand that substantial breach of any part of this code may result in my removal from the Trustee Board
- 7.9.2 Should I resign from the Board, I will inform the Chair in advance in writing, stating my reasons for resigning. Additionally, I will participate in an exit interview

## 8 Conflicts of interest

- 8.1. Any Trustee who has a financial interest in a matter under discussion should declare the nature of their interest and withdraw from the room, unless they have a dispensation to speak
- 8.2. If a Trustee has any interest in the matter under discussion, which crates a real danger of bias, that is, the interest affects their, or a member of their household, more than the generality affected by the decision, they should declare the nature of the interest and withdraw from the room, unless they have a dispensation to speak.



- 8.3. If a Trustee has any other interest which does not create a real danger of bias but which might reasonably cause others to think it could influence their decision, they should declare the nature of the interest but may remain in the room, participate in the discussion and vote if they wish
- 8.4. If in any doubt about the application of these rules they should consult with the Chair
- 8.5. Trustees' interests will be listed in a register.