

CHRIST CHURCH  
**STUDENTS'  
UNION**



**'to better student life and enrich students' experiences'**

## **TRUSTEES, OFFICERS, AND STAFF WORKING TOGETHER POLICY**

<b>Officer Champions</b>	<b>Students' Union President Union Council Chair</b>
<b>Staff Champions</b>	<b>Chief Executive Officer Deputy Chief Executive</b>
<b>Approval bodies and date passed</b>	<b>Board of Trustees, 24 June 2022</b>
<b>To be reviewed by</b>	<b>June 2025</b>

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**1. Preamble**

- a. Christ Church Students' Union ("the Union") is a democratic organisation that works under the direction of members and elected representatives. The Union employs staff to manage activities and services, aid continuity, and to effectively support elected officers and other student representatives.
- b. The Union strives to be recognised as an excellent place to work and seeks to create a positive and productive working environment. The Union places a high level of importance on the relationship between staff and student representatives.
- c. Staff and elected officers are expected to take personal responsibility for the continuous development of an effective working environment and to approach new or challenging situations in a professional, proactive and reasonable manner, in keeping with our shared mission, vision and values, for the benefit of all members of Christ Church Students' Union.
- d. This Policy aims to provide some general guidance on broad principles, and to provide avenues for the resolution of problems if they should arise. The complex nature of the Union naturally leads to a number of shared responsibilities in terms of the role of staff, full-time and part-time officers and trustees that are, in most cases, managed informally. These relationships are also expected to change periodically as new officers are elected, new policies are developed and new initiatives started.
- e. This document is intended to complement other Union and University policies in informing the positive working relationship between Union staff and the elected officers of the Union.

**2. Purpose**

- a. This document intends to:

- i. provide a set of guidelines which ensures that staff, elected full-time and part-time officers and trustees work together to ensure the effective delivery of the Union's strategy and the manifesto objectives of elected officers;
- ii. ensure everyone is provided with an environment in which they are entitled to appropriate confidentiality and protection from unfair treatment;
- iii. ensure staff are equipped to support the process and development of governance and political policy development but do not unduly interfere or seek to influence the conduct or outcome; and
- iv. provide clarity around roles and responsibilities of trustees, elected officers, and staff, in addition and in compliment of the annual Delegation of Authority.

### 3. The role of Trustees

- a. Trustees are ultimately responsible for all actions and inactions of the Union as a registered charity, and as such, have a great responsibility to ensure the Union is both meeting stated charitable objectives as well as complying with all required legislation.
- b. Whilst in office, trustees should adhere to the [Nolan Principles](#) and the Code of Conduct as detailed in the Bye-Laws.
- c. Trustees must also meet all eligibility criteria to perform as a trustee. Active checks are made upon application to be a trustee to confirm eligibility. If a Trustee is convicted of a crime or receives a criminal caution whilst in office the charge, caution, or conviction must be declared to the Chief Executive Officer and Chair within two days of the effective date who will then compile a report to all trustees for consideration as to whether the trustee may continue in their role, according to Article 28.

### 4. The role of full-time and part-time elected officers

- a. Elected officers provide the political leadership and student voice legitimacy to the Union, shaping political policy through democratic means. They represent students and work closely with staff to ensure Union activity is responsive to the needs of the membership.
- b. Elected officers should actively ensure that discussions concerning individual staff members (on conduct, performance, recruitment, and terms and conditions) do not take place in any public forum.
- c. Elected officers should seek to resolve any concerns with a staff member informally, however, if this is not possible or does not resolve the concern should be shared with the manager of the staff member.
- d. The University's Staff Code details the process for serious complaints regarding a member of staff.

## 5. The role of staff

- a. The role of Union staff is to empower elected officers to achieve their manifesto goals and to represent the wider membership.
- b. Staff are expected to provide professional advice and support, and challenge, to the full-time and part-time officers in their areas of expertise, but should not seek to unduly influence political policy decisions.
- c. Staff should not seek to unduly influence or probe Elected Officers or Trustees concerning individual staffing matters or any other reserved and confidential business of the Trustees.
- d. Staff may not participate in, or seek to influence, the democratic decisions of the Union or participate in democratic meetings. Union staff members who are also students of the University should seek the counsel of the Deputy Chief Executive before considering standing in Union elections.
- e. Staff should not negatively comment on the conduct or performance of elected officers, or the Union's political policy or political direction.
- f. Staff should seek to resolve any concerns with an elected officer informally, however, if an informal resolution is not possible or does not resolve the issues then the concern should be shared with the Chief Executive Officer.
- g. The Union's Bye-Laws detail the process for serious complaints regarding elected officers.

## 6. Working Together

- a. In many instances elected officers (in particular, but not exclusively, full-time elected officers) work very closely with Union staff members. Staff members and elected officers are expected to invest time and effort to ensure that productive working relationships are developed. As part of this, staff and officers should hold high expectations of each other's respective professional performance, and feel able to respectfully 'challenge' each other if there are grounds for doing so.
- b. The Union's Management Team takes responsibility for ensuring that the organisational direction is informed and influenced by the political agendas of elected officers as well as quantitative and qualitative student feedback.
- c. Elected officers hold responsibility for the delivery of their manifesto objectives, fulfil their role descriptions, and adhere to their Sabbatical Agreement, with the support and guidance of Union staff.
- d. All major work, duties, projects and tasks for Union staff should be directed via the Union's line management structure and performance framework after being discussed at Leadership Team.

- e. Over and above stated manifesto objectives, much of the work of the Union is derived from the Union's stated strategy, the annual Success Plan, supporting strategies, active policy, as well as day-to-day business. Elected officers are expected to fully engage, and challenge where appropriate, with this work to ensure the Union's stated objectives are achieved for the benefit of all members.
- f. Staff and elected officers are expected to nurture effective working relationships, but relationships of an intimate nature between staff and elected officers should be avoided. When a relationship of this nature arises, it should be disclosed to the Chief Executive Officer and the Chair of the Board of Trustees to protect all involved from accusations or perceptions related to conflicts of interest.

## 7. Union Governance

- a. Christ Church Students' Union is a democratic and student-led organisation, with a robust governance structure. However, from time to time this may require review and adaptation to ensure it continues to be fit-for-purpose, effective, and reflective of the wants and needs of all Union members and Union stakeholders.
- b. Elected officers should not seek to unduly influence the review or adaptation of the Union's democratic processes. The Board of Trustees is the ultimate authority in this regard.
- c. Sabbatical trustees should ensure a clear distinction between their representative role as a sabbatical officer, and their legal role as a trustee of the Charity. Union staff have a duty to ensure the complicated distinctions between these roles are clarified during the initial induction period and throughout their term of office.

## 8. Sabbatical Transition

- a. It is considered best practice within charity governance to ensure a clear distinction between the roles of trustees and staff. To support this the Union has a sabbatical officer to staff transition policy that is intended to ensure that:
  - i. the processes of recruitment and selection of paid staff are robust and transparent;
  - ii. sabbatical officers are able to reflect upon their time in office, and gain wider experience, before returning to work for Christ Church Students' Union; and
  - iii. all parties can be reassured that a trustee, or group of trustees, could be deemed to have used their power and influence to secure subsequent employment.
- b. To ensure the above a full-time elected officer is not eligible to be offered a paid role by Christ Church Students' Union until at least until the first anniversary of their last day as a sabbatical officer.