



# Governance and Operation Handbook

Version History		
Version	Date	Changes
1.0	Jan 2019	Initial Revision
2.0	Jan 2020	Revised for change to Charitable Incorporated Organisation
3.0	May 2020	Revised committee structures, role titles and role descriptors following appointment of CEO Clarified roles of Vice-Chairs Introduced Advisory Board, Finance, Conference and Publication Committees Added Scheme of Delegation and Trustee Code of Conduct Included UKAT Constitution as an Appendix

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## About UKAT

Founded in 2015, the United Kingdom Advising and Tutoring association (UKAT), is a higher education membership association for professional practitioners and researchers interested in all aspects of student advising and personal tutoring in Higher Education in the UK. UKAT is a charitable trust which promotes student success by advancing the field of student advising and tutoring, and works with key stakeholders including members, higher education institutions, students, and parents to enhance academic advising and personal tutoring practice.

We believe strongly that effective advising and personal tutoring is essential for student success, and we aim to connect those engaged in this vital area of student support. UKAT supports the sharing and dissemination of good practice, through conferences, webinars, professional development activities, professional recognition, research, resources, articles, and networking. At a time when wider access and higher fees are making academic student support more necessary than ever, and when many HE and FE institutions are reassessing their advising and tutoring provision, UKAT offers opportunities for professional development, networking and leadership training for our diverse membership, whether academics, administrators, professional advisers, counsellors or others, who are committed to enhancing their students' educational development through high-quality advising and tutoring. Members are drawn from all regions of the UK and beyond and belong to institutions from across the spectrum of HE and FE; they bring to the association a wide range of experience and different perspectives.

For too long, personal tutoring and academic advising have not been given the attention they deserve in UK institutions. UKAT aims to redress this situation, offering professional development and training in this vital area, providing a forum for the exchange of ideas and working to ensure that tutoring and advising achieves the recognition and value it deserves for the way in which it supports student success and supports key policy objectives. We invite all those who share our vision to join us and contribute to it.

## UKAT Vision, Mission and Values

### Vision

UKAT's vision is for every higher education student to experience effective personal tutoring and academic advising which personalises their learning and enables them to flourish.

### Mission

UKAT mission is to be the sectoral voice and leading association for personal tutors and academic advisors, for the advancement of effective personal tutoring and academic advising. We are an association of multidisciplinary academic and support professionals dedicated to transforming tutorial and advisory practices so that every higher education student can experience inclusiveness, wellbeing, and personal growth, leading them to flourish and succeed. We support the development of staff and students throughout the learning journey by sharing resources, practicing scholarly inquiry, promoting partnership, fostering community, and espousing excellence in personal tutoring and academic advising practice.

## Values

UKAT seeks to be

**Inclusive:** UKAT is open, welcoming and accessible to all involved in supporting student success, including students themselves.

**Collaborative:** UKAT promotes partnerships across the higher sector, within institutions and with students, for the benefit of students, and for the benefit of the personal and professional development of advisors/tutors

**Listening:** UKAT actively seeks the voice of students, advisors/tutors and institutions to inform thinking on current issues and to help our members in supporting their students and institutional missions

**Enabling:** the UKAT community encourages and motivates advisors to improve their practice and work effectively with the diverse range of students they support

**Scholarly:** UKAT seeks to advance advisor/tutor skills and practices through engagement with evidence-informed approaches

**Professional:** UKAT seeks to recognise the importance of the advising/tutoring role, and to define the standards and values which underpin it, for the greater good of students, colleagues, institutions and higher education in general.

**Student-Centred:** Students are the reason why UKAT exists and are at the heart of everything that UKAT does

## The Three Pillars of UKAT Activity

UKAT seeks to advance tutorial and advisory practice through enhancing both individual practice and institutional provision of personal tutoring/academic advising. There are three pillars to UKAT's approach to achieving this mission:

**Community Engagement** – engaging with stakeholders and members to provide information, resources and activities which meet their needs and are consistent with UKAT's values and mission

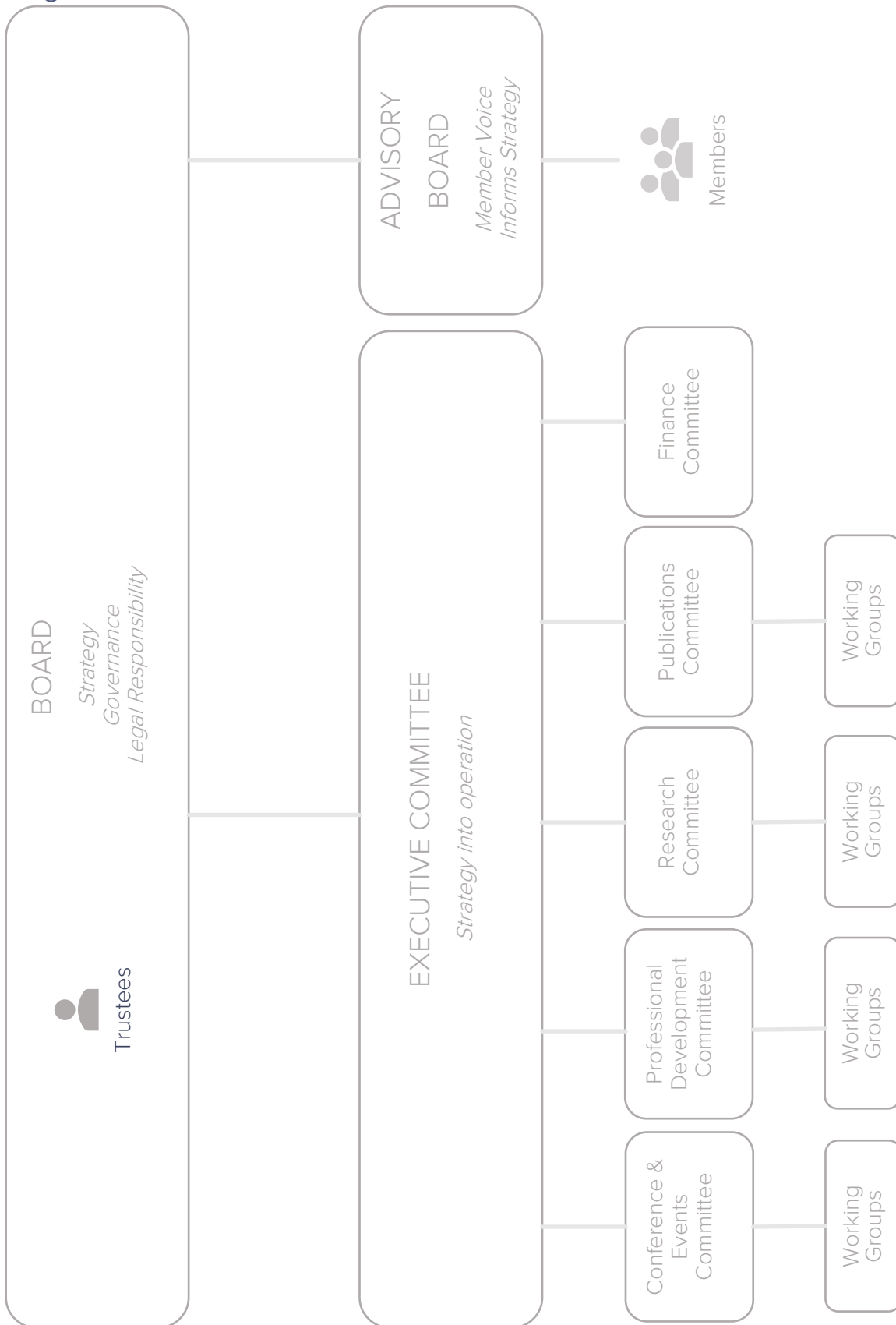
**Professional Development** – providing professional development opportunities, training, standards, and frameworks to inform and enhance individual and institutional practice

**Research** – promoting scholarly enquiry, and supporting and promoting original research which provides evidence of the impact of personal tutoring/academic advising on student success

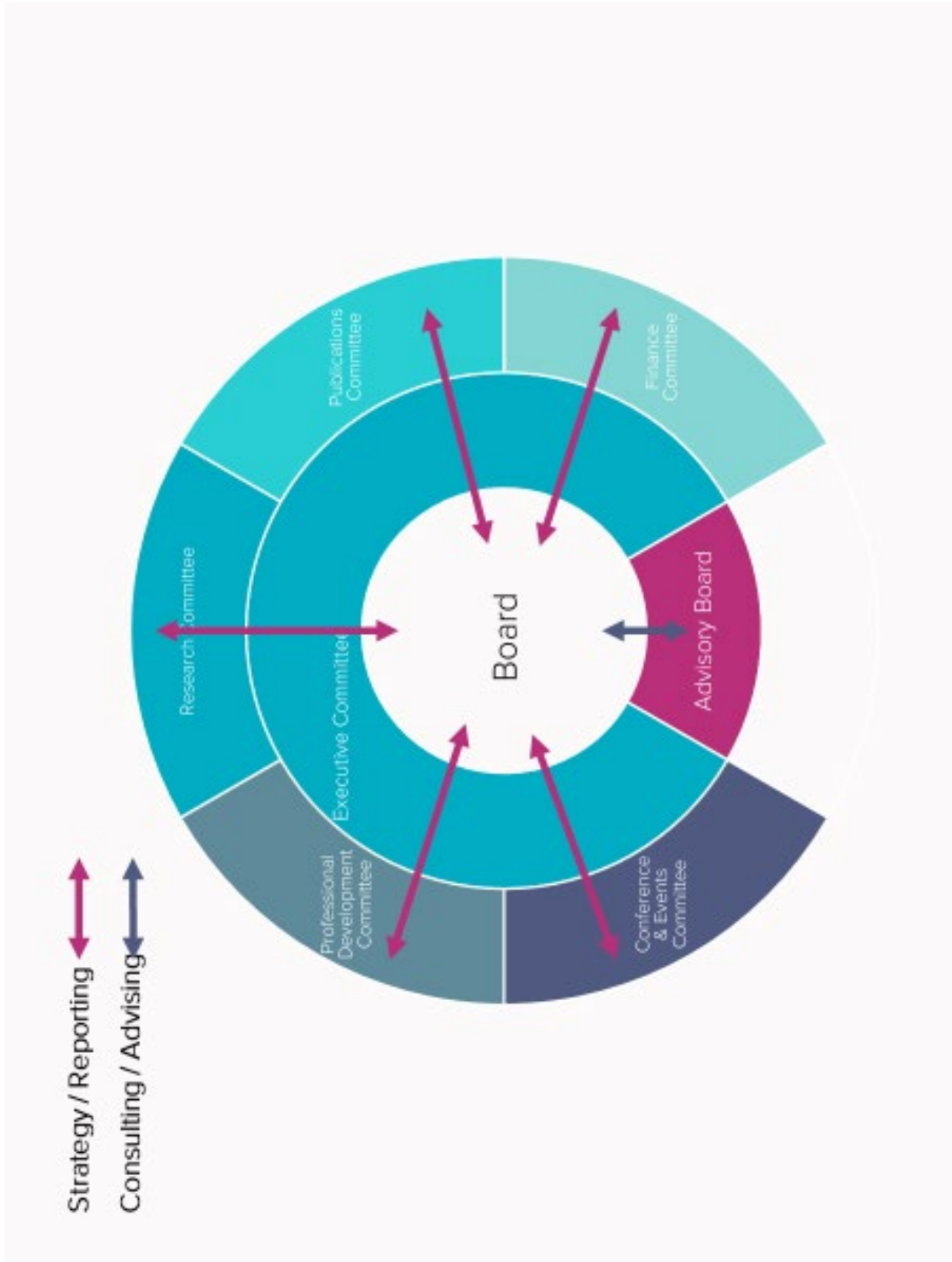
These three pillars are fundamental to the achievement of UKAT's mission and their importance is reflected in the appointment of a Vice-Chair with a strategic responsibility for overseeing each one of these pillars.

# Governance Structures

### Organisation Chart



Reporting and Strategy





## Board

The UKAT Board provides the primary governance of UKAT, assuming ultimate responsibility for the effective operation of UKAT as a charity, and for compliance with all relevant legislation. Members of the Board are Trustees of UKAT and, as such, have independent control over, and legal responsibility for, the charity's management and administration.

The responsibilities of the Board are to:

- Ensure compliance with UKAT's governing document (UKAT Constitution) and the law
- Act in UKAT's best interests
- Manage UKAT's resources responsibly
- Act with reasonable care and skill
- Ensure that UKAT complies with statutory accounting and reporting requirements
- Determine the strategic direction of the organisation and to ensure that all its sub-committees and units in the shared governance structure are striving toward and achieving the identified strategic goals.

The duties of the Board include, but are not limited to, determination of the place, date and time of all membership and Board meetings; determination of the procedures for members to elect the Board and Officers of the association; application for funds from any and all sources; establishing dues and terms of membership; filling of vacancies for unexpired terms for Officers, Board members and select other leadership positions; preparation and approval of the annual operating budget; preparing and ensuring independent examination of accounts; preparation and submission of an annual report to the Charity Commission on the state of the organisation; and ensuring compliance with all legal and statutory obligations.

### Operation of the Board

1. The composition of the Board shall be as follows:

(a) The Board consists of a minimum of six persons elected by the membership in accordance with the UKAT Constitution. The elected UKAT Chair serves ex-officio; the Chief Executive Officer serves ex-officio, non-voting.

(b) The UKAT Chair will be elected by the membership to serve as the Chair of the Board.

(c) One of the Vice-Chairs will be nominated by the other Board members to deputise for the Chair at Board meetings in the event of the Chair being unavailable.

(d) The elected, voting members of the Board are charitable Trustees of UKAT and assume all the legal powers and responsibilities incumbent upon the Trustee of a charity. The responsibilities of Board members and Trustees are defined by the UKAT Constitution, the Charity Commission and relevant legislation.

2. The property and business of UKAT shall be controlled and managed by the Trustees acting as a board. The Board shall have and is vested with all and unlimited powers and authority, except as may be expressly limited by law, the UKAT Constitution and by-laws, to do or cause to be done any and all lawful things for and on behalf of the charity in pursuance of its charitable aims and objectives.

3. UKAT has a shared governance organizational structure. The Board respects the roles and responsibilities vested in the Executive Committee, Advisory Board, and other units in the organisation.

4. The Board can adopt, by two-thirds vote of the entire board, supplemental governance documents, that more clearly define the units' and individuals' roles, scope of work, and

## Governance Structures

responsibilities within the organisation's shared governance structure. Such supplemental governance documents cannot supplant or contradict the UKAT Constitution or by-laws.

5. The Board can review and reverse the decision of any decision-making unit within the organisation, as recognized by the UKAT Constitution, by-laws or supplemental governance documents, in fulfilment of its obligation to be the ultimate power within the organisation, with a two-thirds vote of the entire Board.

6. The Board is responsible for the ultimate interpretation and administration of the directives and provisions of the UKAT Constitution, by-laws, and any supplemental governance documents.

### Terms of Office

7. The terms of office for Board members, unless otherwise specified by the UKAT Constitution and by-laws, shall be staggered three-year terms beginning at the close of the Annual General Meeting following their election. Board members are not eligible for immediate succession except for the Chief Executive Officer who serves ex-officio, non-voting, without election.

### Meetings

8. Annual Meeting. The annual meeting of the board shall be held without notice in conjunction with and at the same place as the Annual General Meeting in each year, where the Board members shall commence their term of office and transact such business as may properly be brought before the meeting. New Board members shall commence their term of office at the close of the Annual General Meeting.

9. Meetings by Conference Telephone or Similar Communications Equipment. Unless otherwise restricted by the UKAT Constitution or by-laws, members of the Board, or any committee designated by such board, may participate in a meeting of such board or committee by means of conference telephone or other electronic communications equipment whereby all persons participating in the meeting can express opinions to all others, and participation in a meeting in such manner shall constitute presence in person at such meeting.

### Voting Rights and Quorum

10. Each member of the Board shall have one vote except the Chief Executive Officer who serves ex-officio, non-voting.

11. The participation of four voting members of the Board of Directors, whether in person or electronically, shall constitute a quorum. Unless otherwise specified in these by-laws, all Board actions require the affirmative vote of four members of the Board participating in the action being taken, except as may be otherwise specifically provided by statute, the UKAT Constitution or by-laws.

### Indemnification and Liability of Trustees

12. Each person who is or was a Trustee or Officer of the charity shall be indemnified by the organisation as of right to the full extent permitted or authorized by law, as now in effect and as hereafter amended, against any liability, judgment, fine, amount paid in settlement, cost and expense (including legal fees) asserted or threatened against and incurred by such person in his/her capacity as or arising out of his/her status as a Trustee or Officer of the charity. The indemnification provided by this provision shall not be exclusive of any other rights to which those indemnified may be entitled, and shall not limit in any way any right which the organisation may have to make difference or further indemnifications with respect to the same or different persons or classes of persons.

No person shall be liable to the organisation for any loss, damage, liability or expense suffered by it on account of any action taken or omitted to be taken by her/him as a Trustee or Officer of the organisation, if such person exercised the same degree of care and skill as a prudent

## Governance Structures

person would have exercised under the circumstances in the conduct of the person's own affairs.

### Authority to Hire, Discharge and Designate Duties

13. The Board is granted the authority to hire and discharge employees and agents of the corporation and fix and modify the duties, salary or other compensation of such employees and agents. The Board may delegate this authority or any aspect thereof to the Chair or other Officers of the corporation. The Board is also granted similar authority, which it may delegate to the Chair, other Officers, or an executive employee with respect to obtaining and retaining for the organisation the services of attorneys, accountants, and other experts.

### Compensation of Board Members

14. No voting member of the Board or any of its subcommittees will receive a salary for their services as such but, by resolution of the board, expenses of attendance, if any, may be allowed for attendance at each meeting of the Board or committee.

## Executive Committee

Whereas the UKAT Board focuses on the future strategic direction of the association, the role of the Executive Committee is to focus on the general administrative and organisational tasks associated with the operation of UKAT and to implement the strategic objectives identified by the Board.

The responsibilities of the Executive Committee are to:

- Oversee implementation of the strategic objectives determined by the Board
- Oversee management of the UKAT membership
- Ensure proper operation of sub-committees and working groups
- Oversee the effective organisation and delivery of UKAT activities, resources, and events for the benefit of members and other UKAT beneficiaries
- Provide an annual report to the Board on progress against strategic objectives and the activities of sub-committees and working groups
- Advise the Board on sub-committee and administrative structures, and the financial and administrative operation of the organisation
- Consult with and receive advice from the Advisory Board on matters relating to membership benefits and the implementation of strategic objectives
- Perform any other activities requested by the Board

The duties of the Executive Committee include, but are not limited to, determining the place, date and time of all sub-committee meetings; receiving recommendations from sub-committees and working groups on policies, procedures, and activities needed to advance the charitable objectives of the association in accordance with the strategic objectives determined by the Board; authorizing such requests, referring them back to sub-committees for further consideration, or recommending them to the Board with plans for implementation; receiving annual work plans and reports from sub-committees and working groups, and sharing these with the Board; establishing operating budgets and allocating funds to support association activities; providing financial and membership reports to the Board.

### Operation of the Executive Committee

1. The composition of the Executive Committee shall be as follows:

(a) The Executive Committee consists of all sub-committee chairs and the following Officers of the Community Engagement Team:

- i. Treasurer
- ii. Membership Coordinator
- iii. Community Coordinator
- iv. Conference and Events Coordinator
- v. Marketing and Publicity Coordinator
- vi. Professional Development Committee Chair
- vii. Research Committee Chair
- viii. Publications Coordinator
- ix. Technology Coordinator
- x. Fundraising and Sponsorship Coordinator
- xi. Secretary to the Board

(b) The UKAT CEO will serve as the Chair of the Executive Committee.

(c) One of the Executive Committee members will be nominated by the Chair to deputise for him/her in the event of the Chair being unavailable.

(d) If any seat on the Executive Committee becomes vacant by reason of death, resignation, removal, expiration of UKAT membership, or any other reason, the Committee may appoint a successor from eligible candidates.

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2. The sub-committees of the Executive Committee focus on the operations of the association and are usually advisory to the Executive Committee, the CEO, and the Board. Committees may include but not be limited to the following: Conference and Events Committee, Finance Committee, Professional Development Committee, Research Committee, and others as may be determined by the Board. The Board shall review the status of committees annually and may add or dissolve committees as needed.

3. Committee Chairs will be elected for staggered two-year terms by the UKAT membership. Candidate for election to Committee Chair must have completed, prior to taking office, a full term as a member of the committee to which they are seeking election. The rules governing the election of Committee Chairs are defined in Rules of Election to Leadership Positions.

### Terms of Office

4. The CEO and Officers of the Community Engagement Team serve ex-officio as members of the Executive Committee for the duration of their appointment to their roles. Sub-committee Chairs serve ex-officio as members of the Executive Committee for the duration of their 2-year elected term of office as Committee Chair.

### Meetings

5. The Executive Committee will meet a minimum of four times per year. The schedule for Executive Committee meetings shall be determined by the Board following the advice of the CEO and Secretary to the Board. Notice of meeting shall be given in accordance with the requirements of the UKAT Constitution.

6. Unless otherwise restricted by the UKAT Constitution, by-laws, or additional governance documents, members of the Executive Committee may participate in any meeting of the committee by means of conference telephone or other electronic communications equipment whereby all persons participating in the meeting can express opinions to all others, and participation in a meeting in such manner shall constitute presence in person at such meeting.

### Voting Rights and Quorum

7. Each member of the Executive Committee shall have one vote.

8. A majority vote of Executive Committee members, whether in person or electronically, is required for official actions by the Executive Committee.

### Notes:

1. The Community Engagement team provides support for the day-to-day operations of UKAT.
2. All members of the Community Engagement team are appointed (i.e. non-elected) positions to provide continuity of administration of the organisation and its activities.

## Advisory Board

The UKAT Advisory Board represents the views of the UKAT membership to the Board regarding the strategy and operation of the association. It is consulted by, and provides advice to, the Board on the needs of UKAT members, their institutions, and the wider higher education community. The Advisory Board is consulted by, and provides advice to, the Executive Committee on matters relating to membership benefits and the implementation of strategic objectives.

The responsibilities of the Advisory Board are to:

- Actively seek the views and needs of all categories of UKAT members, their institutions, and the wider higher education community.
- Represent these views and needs to the Board and Executive Committee
- Advise the Executive Committee on the establishment of working groups to address specific needs or concerns of the membership
- Consult the UKAT membership and advise the Board on the regular review of the UKAT Constitution, by-laws, and other governance documentation
- Advise on engagement and partnerships with other national or global higher education organisations and associations which share the aims and objectives of UKAT
- Perform any other activities requested by the Board

The duties of the Advisory Board include, but are not limited to, determining the place, date and time of all Advisory Board meetings; receiving and reviewing, via the Board, annual reports from the Executive Committee and its sub-committees and raising with the Board any questions that member representatives have arising from these reports; engaging in consultation and providing support to the Board on the regular review of governance documents and procedures, under the coordination of the CEO; representing the views of members in advising the Board in setting strategic objectives.

### Operation of the Advisory Board

1. The composition of the Advisory Board is determined by the Board and shall be as follows:

(a) The Vice-Chair (Community Engagement) and International Liaison serve ex-officio on the Advisory Board. The Advisory Board consists of a minimum of five representatives from the UKAT membership satisfying one of the following criteria:

- i. A minimum of two appointed Lead Members of a UKAT Member Institution, appointed in accordance with the Rules of Appointment to Non-Elected Leadership Positions.
- ii. A minimum of two representatives elected from the Personal category of membership, elected in accordance with the Rules of Election to Leadership Positions
- iii. A minimum of one representative elected from the Student category of membership, elected in accordance with the Rules of Election to Leadership Positions

(b) The Vice-Chair (Community Engagement) will serve as the Chair of the Advisory Board.

(c) One of the Advisory Board members will be nominated by the other Advisory Board members to deputise for the Chair at Advisory Board meetings in the event of the Chair being unavailable.

(d) The composition of the Advisory Board will be reviewed every two years, and the Chair shall make a recommendation to the Board regarding the composition of the Advisory Board.

2. The Chair of the Advisory Board is responsible for representing the views of the Advisory Board to the Board and Executive Committee and may be called on to attend meetings of those Committees to make such representation.

## Governance Structures

### Terms of Office

3. The Vice-Chair (Community Engagement) and UKAT Founding Chair/International Liaison serve ex-officio on the Advisory Board. The nominated Lead Member of each UKAT Member Institution can serve on the Advisory Board for as long as their institution remains a UKAT member. Representatives of the Personal and Student categories of membership are elected to serve for a 2-year term, or until their UKAT membership expires.
4. If any seat on the Advisory Board becomes vacant by reason of death, resignation, removal, expiration of UKAT membership, or any other reason, the members of the Advisory Board may elect or appoint a successor from eligible candidates.

### Meetings

5. The Advisory Board will meet a minimum of two times per year, and at the request of the UKAT Board. The schedule for Advisory Board meetings shall be determined by the Advisory Board. Notice of general and extraordinary meetings shall be given in accordance with the requirements of the UKAT Constitution.
6. Unless otherwise restricted by the UKAT Constitution, by-laws, or additional governance documents, members of the Advisory Board may participate in any meeting of the committee by means of conference telephone or other electronic communications equipment whereby all persons participating in the meeting can express opinions to all others, and participation in a meeting in such manner shall constitute presence in person at such meeting.

### Voting Rights and Quorum

7. Each member of the Advisory Board shall have one vote.
8. A majority vote of Advisory Board members, whether in person or electronically, is required for official actions by the Advisory Board.

### Notes:

1. The Founding Chair/International Liaison role is an honorary position awarded at the discretion of the Board of Trustees.

## Scheme of Delegation of Board Authority

The UKAT Scheme of Delegation is a reference showing what authority the Board has delegated to committees, other volunteers, or staff under the powers of the Constitution and supplemental governance documentation. It indicates where further details of the delegations may be found. The Scheme of Delegation empowers and enables timely and effective action by volunteers and staff working in partnership for the benefit of the charity and its beneficiaries. It ensures an appropriate level of delegation from the Board of Trustees so that there is effective input into decision-making. It also ensures that Trustees are able to fulfil their legal and constitutional duties, through levers which enable them to delegate, monitor and if necessary, withdraw the delegated authority if it is considered in the interests of the charity and its beneficiaries.

This Scheme of Delegation should be read alongside the Constitution, the Chief Executive's Job Description and Terms of Reference for the committees of the board:

- Advisory Board
- Conference and Events Committee
- Executive Committee
- Finance Committee
- Professional Development Committee
- Publications Committee
- Research Committee

Where matters are referred to in the attached Scheme as being delegated to the Chief Executive, this empowers the Chief Executive to delegate further to staff or volunteers (except where indicated). In these instances, the Chief Executive remains accountable to the Board for exercise of the powers delegated.

Where matters are not specified as delegated, they are reserved to the Board. The Board is not entitled to give away any of its authority permanently and retains the right to revoke, at its sole discretion, any or all of the powers it delegates if, for example, the Board is concerned that:

- delegated powers are not being used effectively in the interests of our charitable objects and beneficiaries
- the use of delegated powers is damaging the interests or reputation of the organisation
- delegated powers are being used against the letter or spirit of the organisation's agreed policies and procedures.

This Scheme of Delegation provides the framework for decision-making and action but there will be instances where it is not clear by whom an issue should be decided, or differences arise. The Board expects every volunteer or member of staff to work constructively together to arrive at timely, clear pragmatic solutions within the spirit of our leadership values, our strategy and the Code of Conduct, to maximise the positive impact of our work. This Scheme of Delegation also indicates the key sources of advice to the Board to assist the exercise of its functions.

Where other matters arise involving significant risk to the charity, but not defined in this document, these should be referred to the board. When implementing the scheme of delegation Boards should define their threshold for 'significant risk' in this context in terms of governance, operational, financial, external or compliance implications.

Except where otherwise stated, reference to a specific office holder applies to an individual nominated to act for them, for example during periods of leave or illness, or where the post is vacant.



DELEGATED MATTER	DELEGATED TO	REFERENCE DOCUMENT
<b>Leadership &amp; management</b>		
Operational leadership and management of staff and volunteers within the organisation's governance framework to meet the organisation's short and long term objectives	Chief Executive  Monitored by: Board	Constitution  Chief Executive job description
<b>Strategy and policy formulation</b>		
Leadership of the organisation's overall strategy and key policies	Board	Constitution
Formulation of policies to meet the organisation's legal obligations and/or implement the organisation's strategy	Chief Executive  Monitored by: Board	Constitution Chief Executive job description
<b>Policy implementation</b>		
Implementation of policies to meet the organisation's legal obligations and/or implement the organisation's strategy	Chief Executive  Monitored by: Executive Committee	Constitution
<b>Planning and Finance</b>		
Control and monitoring of activities and expenditure in line with annual budget approved by Board	Chief Executive  Monitored by: Finance Committee Board	Chief Executive job description

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Re-allocation of resources 'in year' (virement) to meet emerging requirements	Chief Executive  Monitored by: Finance Committee Board	
Formulate and recommend annual operating plan and budget to the Board	Chief Executive  Assessed by: Executive Committee Finance Committee  Approved by: Board	
Cheque-signing and financial authorities (eg BACS)	Chief Executive	
Contract-signing	Chief Executive	
Approval of expenditure for items or projects over £250	Within contract signing limits: Chief Executive Officers	
Accept legacies and donations	Chief Executive	Constitution Donations policy
Authorise statutory and other routine reports to regulatory bodies (eg Charity Commission and Office of the Scottish Charity Regulator)	Chair  Monitored by: Board	
Decide which part of the organisation a donation should go to in cases where the terms are ambiguous	Chief Executive	
Authorise ex-gratia payments	Under £1,000: Chief Executive  Over £1,000: Board (subject to Charity Commission approval)	



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Authority to enter into contractual or other partnerships in pursuit of the organisation's objects (and report these to the Board)	Chief Executive	
Approve changes to banking arrangements (e.g. new borrowing terms)	Treasurer and Chief Executive Monitored by: Finance Committee	
Risk management framework developed and implemented	Chief Executive Monitored by: Executive Committee  Reported to: Board	
<b>Legal</b>		
<b>People</b>		
Determine pay and conditions of service of Chief Executive, and appraisal of Chief Executive	Board	
Determine pay and conditions of service for employees	Chief Executive Reported to: Board	
Recruit staff and determine staffing arrangements (eg staffing structures and reporting) within operating plan and budget	Chief Executive	Chief Executive job description
Approve policies for staff management (including discipline and grievance procedures)	Chief Executive Monitored/Approved by: Board	Appeals by staff against decisions made by the Chief Executive under terms of discipline and grievance procedures on specific cases to be heard by Board. (this does not apply where the organisation's procedures state that the Chief Executive's decision is final).

# Sub-Committees and Working Groups

## Conference and Events Committee

The Conference and Events Committee oversees the organisation and delivery of annual conferences, symposia, webinars, and other events which UKAT offers to members and other beneficiaries.

The responsibilities of the Conference and Events Committee are to:

- Solicit and review proposals from higher education providers to host the UKAT Annual Conference
- Recommend to the Executive Committee a hosting proposal for adoption for each annual conference at least 12 months in advance of the scheduled conference date
- Oversee the organisation and effective delivery of the UKAT Annual Conference
- Schedule and organise the delivery of a regular series of webinars
- Oversee the organisation and effective delivery of additional UKAT events determined by the Executive Committee
- Provide regular progress reports to the Executive Committee on the organisation of conferences and events
- Provide an annual report to the Executive Committee on webinar provision and attendance

The duties of the Conference and Events Committee include, but are not limited to, recommending the venue for future annual conferences to the Executive Committee; making all appropriate arrangements with the hosting institution for the delivery of the Annual Conference and other events; maintaining a documented process and schedule for organisation of the Annual Conference; identifying webinar topics and presenters and creating an annual webinar programme for approval by the Executive Committee; overseeing the delivery of the webinar programme by the Community Engagement Team.

### Operation of the Conference and Events Committee

1. The composition of the Conference and Events Committee shall be as follows:

(a) The CEO shall serve ex-officio on the Conference and Events Committee. The Conference and Events Committee consists of a minimum of three representatives appointed in accordance with the following criteria:

- i. The UKAT Fundraising and Sponsorship Coordinator
- ii. One or more representatives of the UKAT Webinar Team
- iii. A minimum of two representatives of the higher education provider appointed to host the next scheduled UKAT Annual Conference
- iv. One representative of higher education providers appointed to host subsequent UKAT Annual Conferences

(b) The Conference and Events Committee may co-opt to the Committee members of higher education providers or partners involved in delivering UKAT events for the duration of the organisation of that event.

(c) The UKAT CEO will serve as the Conference and Events Committee.

### Terms of Office

2. The CEO and Fundraising and Sponsorship Coordinator shall serve ex-officio on the Conference and Events Committee. Representatives of the UKAT Webinar Team shall serve on the Conference and Events Committee for the duration of their appointment to the Webinar Team. Representatives of conference hosting institutions or co-opted event delivery partners shall serve on the Committee only for the duration of the organisation of the conference or event for which they were included.

### Meetings

3. The schedule for meetings of the Conference and Events Committee shall be determined by the Secretary to the Board in collaboration with the CEO. The Conference and Events Committee shall meet at least 6 times per year, and at least monthly in the four months leading up to the Annual Conference.
4. Unless otherwise restricted by the UKAT Constitution, by-laws, or additional governance documents, members of the Conference and Events Committee may participate in any meeting of the committee by means of conference telephone or other electronic communications equipment whereby all persons participating in the meeting can express opinions to all others, and participation in a meeting in such manner shall constitute presence in person at such meeting.

### Voting Rights and Quorum

5. Each member of the Conference and Events Committee shall have one vote.
6. A majority vote of Conference and Events Committee members, whether in person or electronically, is required for official actions by the Conference and Events Committee.

## Finance Committee

The Finance Committee provides financial oversight of UKAT, including budgeting and financial planning, financial reporting, and the creation and monitoring of internal controls and accountability policies.

The responsibilities of the Finance Committee are to:

- Develop an annual operating budget
- Monitor adherence to the budget
- Set long-range financial goals along with funding strategies to achieve them
- Develop multi-year operating budgets that integrate strategic objectives and initiatives
- Present all budgets, financial goals, and proposals to the Board for approval

### Operation of the Finance Committee

1. The composition of the Finance Committee shall be as follows:

(a) The Treasurer, and CEO shall serve ex-officio on the Finance Committee. A Trustee and a nominated representative of the Advisory Board shall also be a member of the Finance Committee.

(b) The nominated Trustee or UKAT Treasurer will serve as the Chair of the Finance Committee.

(c) If, for any reason, the Chair is unavailable, the UKAT Treasurer or CEO shall deputise for the Chair.

### Meetings

2. The Finance Committee shall meet quarterly. The schedule for meetings shall be determined by the Board.

3. Unless otherwise restricted by the UKAT Constitution, by-laws, or additional governance documents, members of the Finance Committee may participate in any meeting of the committee by means of conference telephone or other electronic communications equipment whereby all persons participating in the meeting can express opinions to all others, and participation in a meeting in such manner shall constitute presence in person at such meeting.

### Voting Rights and Quorum

4. Each member of the Finance Committee shall have one vote.

5. A majority vote of Finance Committee members, whether in person or electronically, is required for official actions by the Finance Committee.

## Publications Committee

The Publications Committee provides oversight of UKAT's publishing activities, including preparation of publications and approval of publication proposals.

The responsibilities of the Publications Committee are to:

- Review proposals for new publications which have implications for UKAT and make recommendations to the Executive Committee
- Agree contractual terms with authors and publishers
- Appoint editors and assign UKAT resources to support the development of UKAT publications
- Regularly review existing publications to identify required updates and new publication opportunities
- Present reports on publishing activities to the Board via the Executive Committee

### Operation of the Publications Committee

1. The composition of the Publications Committee shall be as follows:

(a) The Publications Coordinator shall serve ex-officio on the Publications Committee. A minimum of two and a maximum of six other members drawn from the UKAT Officers and membership shall serve on the committee.

(b) The UKAT Publications Coordinator will serve as the Chair of the Publications Committee.

(c) The Committee members shall appoint another member of the Committee to deputise for the Chair if the Chair is unavailable for any reason.

### Meetings

2. The Publications Committee shall meet not less than once per year, and as required. The Chair of the Committee shall be responsible for organising the schedule of meetings

3. Unless otherwise restricted by the UKAT Constitution, by-laws, or additional governance documents, members of the Publications Committee may participate in any meeting of the committee by means of conference telephone or other electronic communications equipment whereby all persons participating in the meeting can express opinions to all others, and participation in a meeting in such manner shall constitute presence in person at such meeting.

### Voting Rights and Quorum

4. Each member of the Publications Committee shall have one vote.

5. A majority vote of Publications Committee members, whether in person or electronically, is required for official actions by the Publications Committee.



## Professional Development Committee

The Professional Development Committee exists to develop an accessible culture of shared professional experience and to improve the training, development and everyday practice of tutors and advisors in higher education.

The responsibilities of the Professional Development Committee are to:

- Promote the raising of standards in personal tutoring/academic advising within and beyond the association
- Guide tutors/advisors in their Continuing Professional Development
- Provide resources and learning opportunities to further the Continuing Professional Development of tutors/advisors
- Provide opportunities to share effective practice within and beyond the association
- Promote an approach to personal tutoring/academic advising practice informed by scholarship
- Promote the adoption of evidence-informed, impactful advising/tutoring approaches

The duties of the Professional Development Committee include, but are not limited to, implementing strategic objectives relating to the Professional Development of tutors/advisors; developing an annual plan of work for the Executive Committee; providing an annual report to the Board through the Executive Committee.

### Operation of the Professional Development Committee

1. The composition of the Professional Development Committee shall be as follows:

(a) The Professional Development Committee shall consist of a Chair, a NACADA representative, and a minimum of four and a maximum of eight other members, all drawn from the UKAT membership.

(b) The Chair shall be elected by the UKAT membership in accordance with the Rules of Election to Leadership Positions.

(c) The NACADA Representative is an appointed (i.e. non-elected) position. The holder of this position is determined by the Board in collaboration with the NACADA leadership.

(d) Other members of the Professional Development Committee may be invited to join the Committee at the invitation of the Chair; their appointment is subject to the approval of the Executive Committee.

(e) The Committee may, with the approval of the Executive Committee, establish working groups to undertake specific assignments, and may co-opt additional UKAT members to such working groups for a specific purpose for the duration of the assignment.

### Terms of Office

2. Members of the Professional Development Committee shall serve staggered two-year terms. The term of office of the elected Chair of the Committee shall begin at the close of the Annual General Meeting following their election.

3. If any seat on the Professional Development Committee becomes vacant by reason of death, resignation, removal, expiration of UKAT membership, or any other reason, the members of the Committee may elect or appoint a successor from eligible candidates, subject to the approval of the Executive Committee and Rules of Election to Leadership Positions.

### Meetings

4. The Professional Development Committee shall meet 3 times per year. The schedule for meetings of the Professional Development Committee shall be determined by the Board. Working groups established by the Committee may meet more frequently.

5. Unless otherwise restricted by the UKAT Constitution, by-laws, or additional governance documents, members of the Professional Development Committee may participate in any meeting of the committee by means of conference telephone or other electronic communications equipment whereby all persons participating in the meeting can express opinions to all others, and participation in a meeting in such manner shall constitute presence in person at such meeting.

#### Voting Rights and Quorum

6. Each member of the Professional Development Committee shall have one vote.

7. A majority vote of Professional Development Committee members, whether in person or electronically, is required for official actions by the Professional Development Committee.

## Research Committee

The Research Committee exists to promote an accessible culture of intellectual curiosity and to support members and educators in engaging in purposeful scholarship and research to recognise and explore the value and impact of personal tutoring/academic advising on the student experience.

The responsibilities of the Research Committee are to:

- Communicate and promote the value of scholarly inquiry, and supports efforts to conduct and share research
- Encourage scholarly inquiry from a wide variety of perspectives and methodologies
- Promote conditions that empower tutors/advisors as contributors of knowledge
- Provide opportunities to share the outcomes of research and scholarship within and beyond the association

The duties of the Research Committee include, but are not limited to, implementing strategic objectives relating to the support and furtherance of research into personal tutoring/academic advising; developing an annual plan of work for the Executive Committee; providing an annual report to the Board through the Executive Committee; provide opportunities for members and educators to contribute to the scholarship of personal tutoring/academic advising; facilitate, support and guide members to contribute effectively to the scholarship of personal tutoring/academic advising; identify and support strategically significant areas of research and scholarship; ensure that all research and scholarship supported by UKAT is robust and is conducted ethically, fairly, transparently and in accordance with the normal conventions of academic research.

### Operation of the Research Committee

1. The composition of the Research Committee shall be as follows:

(a) The Research Committee shall consist of a Chair, a NACADA representative, and a minimum of four and a maximum of eight other members, all drawn from the UKAT membership.

(b) The Chair shall be elected by the UKAT membership in accordance with the Rules of Election to Leadership Positions.

(c) The NACADA Representative is an appointed (i.e. non-elected) position. The holder of this position is determined by the Board in collaboration with the NACADA leadership. The holder will normally be the Director of the NACADA Center for Research and Excellence in Academic Advising.

(d) Other members of the Research Committee may be invited to join the Committee at the invitation of the Chair; their appointment is subject to the approval of the Executive Committee.

(e) The Committee may, with the approval of the Executive Committee, establish working groups to undertake specific assignments, and may co-opt additional UKAT members to such working groups for a specific purpose for the duration of the assignment.

### Terms of Office

2. Members of the Research Committee shall serve staggered two-year terms. The term of office of the elected Chair of the Committee shall begin at the close of the Annual General Meeting following their election.

3. If any seat on the Research Committee becomes vacant by reason of death, resignation, removal, expiration of UKAT membership, or any other reason, the members of the Committee may elect or appoint a successor from eligible candidates, subject to the approval of the Executive Committee and Rules of Election to Leadership Positions.

### Meetings

4. The Research Committee shall meet 3 times per year. The schedule for meetings of the Research Committee shall be determined by the Board. Working groups established by the Committee may meet more frequently.

5. Unless otherwise restricted by the UKAT Constitution, by-laws, or additional governance documents, members of the Research Committee may participate in any meeting of the committee by means of conference telephone or other electronic communications equipment whereby all persons participating in the meeting can express opinions to all others, and participation in a meeting in such manner shall constitute presence in person at such meeting.

### Voting Rights and Quorum

6. Each member of the Research Committee shall have one vote.

7. A majority vote of Research Committee members, whether in person or electronically, is required for official actions by the Research Committee.

### Working Groups

Working groups may be created by the Executive Committee, or one of its sub-committees, to accomplish a specific task or objective of the organisation. The scope and responsibilities of each working group are determined by the Executive Committee.

Every working group has a duty to prepare a scheme of work for approval by the Executive Committee, and to report on progress to the Executive Committee.

#### Composition of the Working Group

1. The creation of working groups and appointment of members is subject to the approval of the Executive Committee.

#### Terms of Office

2. Working groups shall operate until the specific task or assignment is completed.

#### Meetings

3. Meetings will be scheduled by the working group as necessary to complete the specific task or assignment.

### Ad-hoc Committees

An Ad-hoc Committee may be created by the Board, and the Board shall appoint its members. Ad-hoc Committees may be created to focus on the immediate operational needs of the organisation. The status of each Ad-hoc Committee shall be reviewed annually by the Board, which may vote to dissolve the Committee. Ad-hoc Committees shall report to the Board through the UKAT Chair.

# Role Descriptions

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## Chair

Appointment Type: Elected

Term of Office: Elected term

Reports to: Board

Committee Membership: Board

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### Description

The Chair leads UKAT to ensure that its goals align with the needs of members, the needs of students and sectoral imperatives. In particular, the Chair

- Acts as the lead spokesperson for UKAT
- Promotes and champions the work of UKAT and the value of academic advising/personal tutoring
- Represents UKAT to Further and Higher Education institutions, national and international sector bodies, the membership and the general public
- Actively works to make UKAT an inclusive, ethical and professional organisation

### Responsibilities

The specific responsibilities of this post are:

- Work collaboratively with the UKAT Board, UKAT CEO and sub-committees to further the mission of UKAT
- Actively promote and champion the value and impact of academic advising/personal tutoring and the work of UKAT to the sector
- Represent UKAT to Further and Higher Education institutions, national and international sector bodies, the membership and the general public
- Act as a spokesperson for UKAT, providing public comment or referring to other relevant members as appropriate
- Take an active and leading role in UKAT activities
- Chair the UKAT Annual General Meeting and any Extraordinary General Meetings as necessary
- Chair the UKAT Board meetings
- Deliver opening and closing addresses at the UKAT Annual Conference
- Where possible, represent UKAT at the NACADA Annual Conference and NACADA International Conferences

### Time Commitment Required

This is a critical role in the leadership of UKAT and requires a significant commitment. The regular time commitment will vary throughout the period of office depending upon the UKAT activities, project and strategic initiatives in progress at the time but is likely to exceed 5 hours per week.

The role holder will be required to prepare for and attend the following meetings, each of which could require a commitment of between 2 and 10 hours.

- A minimum of 2 Board meetings per year
- Annual General Meeting (normally held at the Annual Conference)

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Strategic leadership
- Negotiation
- Networking
- Partnership Development
- Public Relations

### Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year, and must have previously served as Chair of a UKAT committee or as a member of the UKAT Board.

### Other Information

As an ex-officio member of the Board, the holder of this role will bear legal liability in the event of any claims of negligence or financial mismanagement arising from the leadership and operation of UKAT. If you are considering standing for election to this role you **MUST** be prepared to accept the liability attached to the role. You should discuss the matter with the CEO or current Chair if you require any further information or have any concerns regarding liability.



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# Chief Executive Officer

Appointment Type: Appointed                      Term of Office:                      Permanent

Reports to:    Board

Committee Membership:    Board, Executive Committee, Finance Committee,  
Conference & Events Committee

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## Description

The CEO provides leadership for UKAT and is responsible for the financial management and administration of UKAT. Working closely with the Board, the CEO develops and delivers on the UKAT's long-term strategy, budget, and business plan, and ensures that UKAT complies with the law and all applicable statutes and regulations. They ensure that the views of members are represented to the Board and are reflected in the strategy of the organisation.

The CEO acts as an ambassador for UKAT, building relationships with stakeholders in the higher education sector, politics, the media, and business. The CEO also plays a key role in motivating and engaging members, volunteers, staff, beneficiaries, and funding bodies.

## Duties and Responsibilities

The specific responsibilities of this post are to:

- Actively promote and champion the value and impact of academic advising/personal tutoring and the aims of UKAT. Develop strategic plans and annual budgets for approval by the Board
- Operate within the annual budget and ensure management and HR policies are up to date
- Establish and monitor key indicators of the UKAT's impact and financial health
- Recruit and work with the UKAT senior management team
- Maintain awareness of risks and changes in the external environment that affect UKAT
- Ensure that UKAT fulfils its legal, statutory, and regulatory responsibilities and reporting obligations
- Build relationships with higher education sector leaders and policy makers to advance UKAT's aims
- Actively seek partnerships with national and international sector bodies, professional bodies and other organisations which are consistent with the mission of UKAT and advance UKAT's aims
- Represent UKAT at external events and publicity opportunities
- Maintain a close working partnership with NACADA to ensure continued alignment of the aims and values of both organisations
- Represent UKAT at NACADA conferences, events, and meetings where possible
- Build an effective working relationship with the UKAT Chair and senior NACADA leaders
- Attend Board and Finance Committee meetings, and other sub-committee meetings at the request of the Committee Chair
- Chair UKAT Executive Committee, and Conference and Event Committee meetings
- Ensure that UKAT's staff and volunteers are focused on achieving its mission and aims
- Establish mechanisms for listening to the views of UKAT's beneficiaries and members

- Help to ensure a sustainable income from income-generating activities and individual, corporate, legacy and trust donations
- Represent UKAT to the media

### Time Commitment Required

This is a full-time salaried position. The hours are those which are reasonably required to fulfil the duties of the role.

### Key Skills

The postholder will demonstrate the following skills:

- Leadership skills, to motivate staff, volunteers and members
- Self-motivation, personal drive and energy
- Excellent interpersonal and communication skills
- Advocacy skills, to effectively promote the aims of UKAT
- Financial acumen
- Building effective networks and partnerships

### Qualifications and Experience

The CEO is expected to hold a Master's degree or higher, to have experience of working in the higher education sector, and experience in the field of academic advising/personal tutoring. Experience in senior management or organisational leadership is essential, as is experience of working with and leading boards or committees.

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# Trustee

Appointment Type: Elected

Term of Office: Elected term

Reports to: Chair

Committee Membership: Board

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## Description

Trustees share overall legal responsibility for UKAT, and for how it is managed and run. Trustees ensure that UKAT operates in accordance with the UKAT Constitution and the law, that UKAT is accountable, and that UKAT's resources are used responsibly.

## Responsibilities

The specific responsibilities of this post are:

- All legal duties and responsibilities of a charity trustee, as defined by the Charity Commission (see <https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3/the-essential-trustee-what-you-need-to-know-what-you-need-to-do> for additional information)
- Ensure the views of the membership are appropriately considered and represented to the UKAT Board
- Work with the Board to set the strategic priorities for the organisation
- Work with the Board to ensure appropriate and effective management of the organisation and its resources, for the benefit of the membership
- Assume responsibility for specific areas of activity (e.g. Research, Professional Development, Membership), as requested by the Chair of the Board

## Time Commitment Required

The role holder will be required to prepare for and attend the following meetings, each of which could require a commitment of between 2 and 10 hours.

- A minimum of 2 Board meetings per year
- Annual General Meeting (normally held at the Annual Conference)

## Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Strategic leadership
- Organisational governance

## Eligibility Criteria

To be eligible to apply for this role you must be over 16 years old and not disqualified. Reasons for disqualification include:

- being bankrupt (undischarged) or having an individual voluntary arrangement (IVA)
- having an unspent conviction for certain offences (including any that involve dishonesty or deception)
- being on the sex offenders' register
- other reasons as specified in the Charity Commission [disqualifying reasons table](#)

Trustees who are UKAT members are permitted to hold ONE other elected or appointed position within the UKAT leadership which is NOT an ex-officio member of the UKAT Board.

### Other Information

As an elected member of the Board, the holder of this role will bear legal liability in the event of any claims of negligence or financial mismanagement arising from the leadership and operation of UKAT. If you are considering standing for election to this role you MUST be prepared to accept the liability attached to the role. You should discuss the matter with the CEO or current UKAT Chair if you require any further information or have any concerns regarding liability.

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# Community Coordinator

Appointment Type: Appointed                      Term of Office:                      Continuous

Reports to:    Executive Committee

Committee Membership:    Executive Committee

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## Description

The Community Coordinator manages UKAT's interactions with its stakeholder communities, and in particular the operation of small group communities and Special Interest Groups.

## Responsibilities

The specific responsibilities of this post are:

- Oversee the operation of UKAT Special Interest Groups through regular liaison with community groups coordinators
- Manage the creation and dissolution of Special Interest Groups and other small community groups
- Act as liaison between community groups and the Executive Committee, seeking resources to support community group activities as necessary
- Ensure the timely production of community group reports and report to the Executive Committee on community group activities
- Establish and maintain partnerships with relevant Higher and Further Education sector bodies and other stakeholders
- Work collaboratively with the Executive Committee to implement UKAT's strategic goals
- Member of the Executive Committee

## Time Commitment Required

As a minimum, the role holder will be required to prepare for and attend the following meetings, each of which could require a commitment of between 2 and 10 hours.

- 4 Executive Committee meetings per year
- Annual General Meeting (normally held at the Annual Conference)
- Meetings of the Community Engagement team, as required

The role holder will also be expected to liaise regularly with the coordinators of community groups to ensure that these groups operate effectively and meet the needs of the communities that they serve. It is difficult to accurately quantify the regular time commitment, but it could be of the order of 2 hours per week, and sometimes more.

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Leadership
- Communication
- Networking

### Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year.

### Other Information

None.

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# Conference and Events Coordinator

Appointment Type: Appointed                      Term of Office:              Continuous

Reports to:    Executive Committee

Committee Membership:    Executive Committee; Conference and Events Committee

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## Description

The Conference and Events Coordinator is responsible for overseeing the organisation of the UKAT Annual Conference and other UKAT events. They liaise between the Annual Conference organisers and the Executive Committee, and are jointly responsible with the local Conference Chair for ensuring the delivery of a successful annual conference.

## Responsibilities

The specific responsibilities of this post are:

- Solicit proposals to host the Annual Conference from interested Higher Education institutions 24 months ahead. The proposals should include theme and formats for the conference as well as full financial details, and there is no requirement for the conference to be hosted on university premises.
- Conduct a site visit to all proposing institutions to evaluate the proposed venue to inform the decision of choice of venue.
- Recommend a choice of venue to the Executive Committee.
- Select a Conference Chair from amongst the staff of the hosting institution.
- Attend, online or in person, all meetings of the Conference and Events Committee.
- Oversee all decisions made by the hosting institution to ensure that arrangements are consistent with UKAT expectations and protect the reputation of the organisation.
- Liaise with the Treasurer over budget decisions to secure necessary financial support.
- Ensure adequate promotion and publicity of the conference.
- Ensure that the conference/event organisers uses the UKAT process for accepting and reviewing presentation proposals
- Ensure that an appropriate programme is created for the Annual conference
- Ensure timely and accurate communication with delegates, and provision of satisfactory delegate information
- Make appropriate arrangements for registration of delegates and the processing of delegate payments.
- Maintain the UKAT events calendar
- Establish an annual webinar programme
- Coordinate the organisation of UKAT webinars and other events
- Provide the Executive Committee with a formal evaluation and retrospective report of the conference

## Time Commitment Required

This is a critical role in the annual operation of UKAT and requires a significant time commitment.

The role holder will be required to prepare for and attend the following meetings, each of which could require a commitment of between 1 and 10 hours.

- All Conference and Event Committee meetings
- A minimum of 4 Executive Committee meetings per year
- Annual General Meeting (normally held at the Annual Conference)

It is difficult to accurately quantify the regular time commitment for this role as it will vary over, with a greater time commitment required in the weeks immediately preceding the conference. Some weeks may require only a minimal time commitment; in the weeks immediately preceding the conference this commitment could rise to 20 hours depending upon how the conference organisation is devolved to the hosting institution.

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Negotiation
- Marketing and Publicity
- Managing budgets
- Event organisation

### Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year. To be eligible to apply for this role, you must have previously had close involvement in the organisation of conferences and events

### Other Information

This role is established as an appointed (i.e. non-elected position) in recognition of the fact that conferences are organised over rolling two-year cycles, and continuity of operation is critical to successful organisation. The Conference and Event Coordinator may be an external appointment at the discretion of the Board



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## International Liaison

Appointment Type: Honorary                      Term of Office:                      Continuous

Reports to:    Advisory Board Chair

Committee Membership:    Advisory Board

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### Description

The International Liaison representative is responsible for establishing and maintaining relationships with other international organisations which represent the field of personal tutoring and academic advising. The representative will engage with these organisations to share information about UKAT and its activities, and to share with the UKAT Advisory Board information from related organisations which is pertinent to UKAT and its members.

### Responsibilities

The specific responsibilities of this post are:

- Establish working relationships with other international organisations which represent the field of personal tutoring and academic advising
- Where appropriate, seek reciprocal benefits from related organisations for UKAT members
- Promote and advance the work of UKAT with other international Further and Higher Education organisations.

### Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year. This International Liaison role is an honorary position awarded at the discretion of the Board.

### Other Information

None

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# Treasurer

Appointment Type: Appointed                      Term of Office:                      Continuous

Reports to:    Chair

Committee Membership:    Executive Committee, Finance Committee

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## Description

The UKAT Treasurer maintains strategic oversight of UKAT's finances, provides budgetary advice to the Finance Committee and ensures compliance with all relevant financial regulations and statutory requirements.

## Responsibilities

The specific responsibilities of this post are:

- Maintain accurate accounts of UKAT's income and expenditure
- Act as Chair of the Finance Committee
- Provide regular financial reports through the Finance Committee to the Executive Committee, and Board
- Provides fiscal planning for future strategic initiatives
- Advise the Finance Committee on devolved budget allocations for UKAT committees and teams
- Prepare the annual statement of accounts, liaising with accountants and others as necessary
- Arrange any necessary financial audits
- Submit annual accounts and other statutory financial reports to regulatory bodies as necessary
- Manage the UKAT bank account and act as the primary liaison with the UKAT's bankers
- Act as a signatory for the UKAT bank account
- Contribute to the production of the UKAT Annual Report

## Time Commitment Required

The role holder will be required to prepare for and attend the following meetings, each of which could require a commitment of between 2 and 10 hours.

- 4 Executive Committee meetings per year
- 4 Finance Committee meetings per year
- Annual General Meeting (normally held at the Annual Conference)
- Attendance at Board meetings, as required by the Board

It is difficult to accurately quantify the regular time commitment, but it could be of the order of 2 hours per week, and sometimes more.

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Operational financial management
- Financial strategy and planning
- Organisational governance

### Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year. To be eligible for appointment to this role you must have familiarity with financial management, Receipts and Payments accounting, and must have previously served as a member of a UKAT Committee or the UKAT Board.

### Other Information

None

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## Vice-Chair (Community Engagement)

Appointment Type: Elected

Term of Office: Elected Term

Reports to: Board

Committee Membership: Board, Advisory Board

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### Description

The Vice-Chair of Community Engagement maintains strategic oversight of the way UKAT engages with its members and stakeholders, promotes UKAT to the Higher and Further Education sectors, develops strategic partnerships with other sector bodies and ensures the effective organisation and operation of UKAT events and activities.

### Responsibilities

The specific responsibilities of this post are:

- Maintains oversight of membership, including strategic responsibility for the development of the membership offer
- Strategic responsibility for the way UKAT engages with its stakeholder communities
- Establish and maintain partnerships with other relevant national and international sector bodies
- Report to the Board on the Community Engagement activities of UKAT
- Chair the Advisory Board
- Work collaboratively with the Board and Chair to establish strategic goals and further the mission of UKAT
- Work collaboratively with the Board and Advisory Board to establish strategic goals and further the mission of UKAT
- Member of the UKAT Board
- Deputise for the UKAT Chair as required

### Time Commitment Required

This is a critical role in the leadership of UKAT and requires a significant commitment.

The role holder will be required to prepare for and attend the following meetings, each of which could require a commitment of between 2 and 10 hours.

- A minimum of 2 Board meetings per year
- 2 Advisory Board meetings per year
- Annual General Meeting (normally held at the Annual Conference)

It is difficult to accurately quantify the regular time commitment, but it could be of the order of 4 hours per week, and sometimes more.

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Strategic leadership
- Organisational governance
- Communication
- Managing budgets
- Networking

### Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year and must have previously served as a Chair of a UKAT Committee or as a member of the Community Engagement Team.

### Other Information

As a member of the Board, the holder of this role will be an ex-officio Trustee and bear legal liability in the event of any claims of negligence or financial mismanagement arising from the leadership and operation of UKAT. If you are considering standing for election to this role you **MUST** be prepared to accept the liability attached to the role. You should discuss the matter with the Chair if you require any further information or have any concerns regarding liability.

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## Vice-Chair (Professional Development)

Appointment Type: Elected

Term of Office:

Elected term

Reports to: Chair

Committee Membership: Board

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### Description

The Vice-Chair (Professional Development) is a member of the UKAT Board who takes responsibility for UKAT's strategy on professional development to ensure that the continuing professional development needs of members and beneficiaries are met. The Vice-Chair (Professional Development) ensures that

- UKAT promotes an evidence-informed approach to the enhancement of professional practice
- UKAT's professional development strategy enhances effective academic advising/personal tutoring practice across the UK HE sector to support student development and success.

### Responsibilities

The specific responsibilities of this post are:

- Liaises with the Chair of the Professional Development Committee
- Set the professional development agenda for UKAT
- Establish and maintain partnerships with other relevant national and international sector bodies
- Report to the Board on the Professional Development activities of UKAT
- Work collaboratively with the Board and Chair to establish strategic goals and further the mission of UKAT
- Promote the work of UKAT and the Professional Development Committee to stakeholders, including members, colleagues, sector organisations and the public.
- Member of the UKAT Board
- Deputise for the UKAT Chair as required

### Time Commitment Required

This is a critical role in the leadership of UKAT and requires a significant commitment.

The role holder will be required to prepare for and attend the following meetings, each of which could require a commitment of between 2 and 10 hours.

- A minimum of 2 Board meetings per year
- Annual General Meeting (normally held at the Annual Conference)

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Strategic leadership
- Organisational governance
- Communication
- Managing budgets
- Networking

### Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year. To be eligible to stand for election to this role, you must have previously served as a member of the UKAT Professional Development Committee.

### Other Information

The Vice-Chair (Professional Development) may also be an ordinary member of the Professional Development Committee but is not eligible to be elected Chair of the Professional Development Committee.

As a member of the Board, the holder of this role will be an ex-officio Trustee and bear legal liability in the event of any claims of negligence or financial mismanagement arising from the leadership and operation of UKAT. If you are considering standing for election to this role you **MUST** be prepared to accept the liability attached to the role. You should discuss the matter with the Chair if you require any further information or have any concerns regarding liability.

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## Vice-Chair (Research)

Appointment Type: Elected

Term of Office: Elected term

Reports to: Chair

Committee Membership: Board

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### Description

The Vice-Chair (Research) is a member of the UKAT Board who takes responsibility for UKAT's strategy on research to ensure that UKAT makes an effective contribution to advancing scholarship in the field of personal tutoring and academic advising. The Vice-Chair (Research) ensures that

- UKAT promotes a scholarly, evidence-informed approach to practice
- UKAT's research strategy promotes scholarship and research to enhance the development of, and evidence the impact of, of the field

### Responsibilities

The specific responsibilities of this post are:

- Liaises with the Chair of the Professional Development Committee
- Set the Research agenda for UKAT and identify strategically important research which UKAT should support
- Establish and maintain research partnerships with other relevant national and international sector bodies
- Report to the Board on research activity of UKAT
- Work collaboratively with the Board and Chair to establish strategic goals and further the mission of UKAT
- Promote the work of UKAT and the Research Committee to stakeholders, including members, colleagues, sector organisations and the public
- Member of the UKAT Board
- Deputise for the UKAT Chair as required

### Time Commitment Required

This is a critical role in the leadership of UKAT and requires a significant commitment.

The role holder will be required to prepare for and attend the following meetings, each of which could require a commitment of between 2 and 10 hours.

- A minimum of 2 Board of Trustee meetings per year
- Annual General Meeting (normally held at the Annual Conference)

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:



- Strategic leadership
- Organisational governance
- Communication
- Managing budgets
- Networking

### Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year. To be eligible to stand for election to this role, you must have previously served as a member of the UKAT Research Committee.

### Other Information

The Vice-Chair (Research) may also be an ordinary member of the Research Committee but is not eligible to be elected Chair of the Research Committee.

As a member of the Board, the holder of this role will be an ex-officio Trustee and bear legal liability in the event of any claims of negligence or financial mismanagement arising from the leadership and operation of UKAT. If you are considering standing for election to this role you **MUST** be prepared to accept the liability attached to the role. You should discuss the matter with the Chair if you require any further information or have any concerns regarding liability.

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# Professional Development Committee Chair

## Professional Development Committee

Appointment Type: Elected                      Term of Office: Elected term  
Reports to: Executive Committee; Vice-Chair (Professional Development)  
Committee Membership: Executive Committee; Professional Development Committee

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### Description

The Chair of the Professional Development Committee assists the UKAT Vice-Chair (Professional Development) and Executive Committee in developing and implementing UKAT's professional development strategy. They also inform UKAT's professional development priorities to ensure that the continuing professional development needs of members are met.

### Responsibilities

The specific responsibilities of this post are:

- Chair of the Professional Development Committee
- Inform the professional development agenda for UKAT
- Full budgetary responsibility and accountability for the devolved professional development budget granted by the Board
- Identify professional development activities to facilitate the enhancement of professional practice in academic advising/tutoring, and coordinate the delivery of these
- Ensure regular communications to members regarding UKAT's professional development activities
- Promote the work of UKAT and the Professional Development Committee to stakeholders, including members, colleagues, sector organisations and the public
- Ex-officio member of the Executive Committee

### Time Commitment Required

The role holder will be required to prepare for and attend the following meetings, each of which could require a commitment of between 2 and 4 hours.

- A minimum of 3 Professional Development Committee meetings and 4 Executive Committee meetings per year
- Annual General Meeting (normally held at the Annual Conference)

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Strategic leadership

## Role Description



- Communication
- Networking

## Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year. To be eligible to stand for election to this role, you must have previously served as a member of the UKAT Professional Development Committee.

## Other Information

None

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# Professional Development Committee Member

## Professional Development Committee

Appointment Type: Appointed      Term of Office: Continuous

Reports to: Professional Development Committee Chair

Committee Membership: Professional Development Committee

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### Description

Members of the Professional Development Committee contribute to the operation of the UKAT Professional Development Committee, informing UKAT's professional development priorities to ensure that the continuing professional development needs of members are met.

### Responsibilities

The specific responsibilities of this post are:

- Participating in Professional Development Committee meetings
- Lead, support and contribute to professional development activities offered by the organisation
- Promote the work of UKAT and the Professional Development Committee to stakeholders, including members, colleagues, sector organisations and the public.

### Time Commitment Required

The role holder will be required to prepare for and attend the following meetings, each of which could require a commitment of between 2 and 4 hours.

- A minimum of 4 Professional Development Committee meetings per year
- Annual General Meeting (normally held at the Annual Conference)

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Strategic Leadership

### Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year.

### Other Information

None

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# Research Committee Chair

## Research Committee

Appointment Type: Elected                      Term of Office: Elected term

Reports to: Executive Committee; Vice-Chair (Research)

Committee Membership: Executive Committee; Research Committee

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### Description

The Chair of the Research Committee assists the UKAT Vice-Chair (Research) and Executive Committee in developing and implementing UKAT's research strategy. They also inform UKAT's research priorities to ensure that UKAT contributes to, and supports, relevant academic research to enhance the field in accordance with the normal standards of rigour and ethical conduct expected in academic research.

### Responsibilities

The specific responsibilities of this post are:

- Chair the Research Committee
- Inform the research agenda for UKAT
- Full budgetary responsibility and accountability for the devolved research budget granted by the Board
- Identify research-related activities to support UKAT members and coordinate the delivery of these
- Ensure regular communications to members regarding UKAT's research activities
- Promote the work of UKAT and the Research Committee to stakeholders, including members, colleagues, sector organisations and the public
- Ex-officio member of the Executive Committee

### Time Commitment Required

The role holder will be required to prepare for and attend the following meetings, each of which could require a commitment of between 2 and 4 hours.

- A minimum of 3 Research Committee meetings per year and 4 Executive Committee meeting per year
- Annual General Meeting (normally held at the Annual Conference)

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Strategic leadership
- Communication
- Networking

## Role Description



## Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year.  
To be eligible to stand for election to this role, you must have previously served as a member of the UKAT Research Committee.

## Other Information

None

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# Research Committee Member

## Research Committee

Appointment Type: Appointed      Term of Office: Continuous

Reports to: Research Committee Chair

Committee Membership: Research Committee

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### Description

Members of the Research Committee contribute to the implementation of UKAT's strategic objectives in relation to research, ensuring that the needs of members are met.

### Responsibilities

The specific responsibilities of this post are:

- Participating in Research Committee meetings
- Lead, support and contribute to research activities offered by the organisation
- Promote the work of UKAT and the Research Committee to stakeholders, including members, colleagues, sector organisations and the public.

### Time Commitment Required

The role holder will be required to prepare for and attend the following meetings, each of which could require a commitment of between 2 and 4 hours.

- A minimum of 4 Research Committee meetings per year
- Annual General Meeting (normally held at the Annual Conference)

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Strategic leadership
- Communication
- Networking

### Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year. To be eligible to apply for this role, you must have previously served as a member of the UKAT Research Committee.

### Other Information

None

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# Membership Coordinator

## Community Engagement Team

Appointment Type: Appointed                      Term of Office:                      Continuous

Reports to:    CEO

Committee Membership:    Exective Committee

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### Description

Appointed members of the Community Engagement Team will usually have a task-specific role, which contributes to the operational needs of UKAT. The Community Engagement Team works alongside other members of the board to assist the smooth running of the association and to work together to enhance UKAT's reputation and professional profile.

### Responsibilities

The specific responsibilities of this post are:

- Receive notifications of new members joining the association and maintain membership lists
- Liaise with institutions to discuss membership packages
- Send new member starter pack and welcome gifts (where appropriate) to new members
- Provide a point of contact for, and respond to, new member queries
- Connecting new members to the most appropriate individuals in the association
- Provide annual report on membership statistics to the Board
- Use social media to publicise membership

### Time Commitment Required

This role has a considerable time commitment at peak times with a smaller ongoing commitment throughout the year.

You will be expected to attend a minimum of 4 Executive Committee meetings per year and to work collaboratively with the CEO and Community Engagement Team members in a timely manner.

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Communication
- Customer support
- External collaboration
- Collaborative working across teams
- Writing for social media



## Role Description



## Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year.

## Other Information

None

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# Web Editor

## Community Engagement Team

Appointment Type: Appointed                      Term of Office:                      Continuous

Reports to:    CEO

Committee Membership:    None

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### Description

Appointed members of the Community Engagement Team will usually have a task-specific role, which contributes to the operational needs of UKAT. The Community Engagement Team works alongside other members of the board to assist the smooth running of the association and to work together to enhance UKAT's reputation and professional profile.

### Responsibilities

The specific responsibilities of this post are:

- Maintain the structure and content of the UKAT website to keep it regularly updated
- Create and edit content (including text and images) for publication on the UKAT website
- Build effective working relationships with committees and other postholders to support them in meeting their needs for publishing web content
- Use social media to publicise and raise awareness of UKAT

### Time Commitment Required

On average this will required less than 1 hour per week, but there will be specific times of year which (e.g. in the run up to the annual conference) when greater involvement will be required.

You will be expected to work collaboratively with the Executive Committee and other Community Engagement Team members in a timely manner.

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Writing
- Content Management Systems and web publishing
- HTML and CSS
- Collaborative working across teams
- Writing for social media

### Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year. Experience of using a Content Management System and/or a knowledge of HTML would be advantageous.

Role Description



Other Information

None

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## Committee Services

### Community Engagement Team

Appointment Type: Appointed                      Term of Office:                      Continuous

Reports to:    CEO

Committee Membership:    Exective Committee

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#### Description

Appointed members of the Community Engagement Team will usually have a task-specific role, which contributes to the operational needs of UKAT. The Community Engagement Team works alongside other members of the board to assist the smooth running of the association and to work together to enhance UKAT's reputation and professional profile.

#### Responsibilities

The specific responsibilities of this post are:

- Support other committees by recording minutes of meeting. Please note these meetings will usually be online and will be recorded for subsequent review; it is not expected that you attend in person
- Maintain meeting schedule, circulate meeting details, and papers
- Liaise with committee chairs to prepare agendas and check minutes
- Use social media to publicise and raise awareness of UKAT

#### Time Commitment Required

On average this role requires a time commitment of less than 1 hour per week but is concentrated at scheduled points throughout the year.

You will be expected to attend 2 online meetings annually and to communicate with the CEO and committee chairs in a timely manner.

#### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Writing
- Organisation
- Collaborative working across teams
- Writing for social media

#### Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year.

#### Other Information

None

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# Technology Coordinator

## Community Engagement Team

Appointment Type: Appointed                      Term of Office:                      Continuous

Reports to:    CEO

Committee Membership:    Executive Committee

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### Description

Appointed members of the Community Engagement Team will usually have a task-specific role, which contributes to the operational needs of UKAT. The Community Engagement Team works alongside other members of the board to assist the smooth running of the association and to work together to enhance UKAT's reputation and professional profile.

### Responsibilities

The specific responsibilities of this post are:

- IT Systems administration support for the range of self- and 3rd party-hosted technologies used by UKAT, including (but not limited to) web servers, database servers, email, virtual learning environments, digital badge platforms, video conferencing, collaboration and file sharing, conference submission systems, MailChimp, EventBrite, CRM and accounting platforms
- Identifying and recommending suitable technology platforms to meet the operational needs of the association and increase efficiency through opportunities for automation
- Ensuring the implementation and operation of backup and disaster recovery mechanisms to maintain the integrity of UKAT systems
- Support the delivery of UKAT webinars and other online events by ensuring the setup and smooth operation of technology platforms
- Edit and publish video recordings of webinars and other UKAT events
- Providing training to officers and members in using the UKAT technology platforms
- Supporting the development and integration of systems through the development of custom code and use of relevant API's
- Advise UKAT board on legal, social and ethical issues relating to the use of technology to support UKAT operations

### Time Commitment Required

A minimum of 2 hours per week, but maybe significantly more.

You will be expected to attend 4 Executive Committee meetings annually and to work collaboratively with the Executive Committee and other Community Engagement Team members in a timely manner.

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- IT systems administration and support

## Role Description



- User training
- Customer support
- Software development
- Collaborative working across teams

## Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year.

This role requires significant and well-developed IT skills, particularly in systems administration, software development, and identification of appropriate technologies. Experience in training or teaching would be helpful.

## Other Information

None

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# Publications Coordinator

## Community Engagement Team

Appointment Type: Appointed                      Term of Office:                      Continuous

Reports to:    CEO

Committee Membership:    Executive Committee

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### Description

Appointed members of the Community Engagement Team will usually have a task-specific role, which contributes to the operational needs of UKAT. The Community Engagement Team works alongside other members of the board to assist the smooth running of the association and to work together to enhance UKAT's reputation and professional profile.

### Responsibilities

The specific responsibilities of this post are:

- Chair the Publications Committee
- Oversee UKAT publishing activities
- Assist with the preparation, editing and publishing of other UKAT publications (if appropriate)
- Create, edit and publish regular Members Newsletter, Research Newsletter and Professional Development Newsletter
- Establish and maintain a coordinated schedule for the publication of all three newsletters in collaboration with the Vice-Chair (Research) and Vice-Chair (Professional Development)
- Commission articles from the membership from the membership, Research Committee, Professional Development Committee and other relevant external stakeholders
- Use social media to publicise newsletters and raise awareness of UKAT

### Time Commitment Required

On average this will require less than 2 hours per week.

You will be expected to attend 4 Executive Committee meetings and at least one Publications Committee meeting annually. You will also be expected to work collaboratively with the CEO and other Community Engagement Team members in a timely manner.

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Writing
- Communication
- Digital design and layout
- Collaborative working across teams
- Writing for social media

## Role Description



## Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year.

## Other Information

None



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# Sponsorship Coordinator

## Community Engagement Team

Appointment Type: Appointed                      Term of Office:                      Continuous

Reports to:    CEO

Committee Membership:    Executive Committee

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### Description

Appointed members of the Community Engagement Team will usually have a task-specific role, which contributes to the operational needs of UKAT. The Community Engagement Team works alongside other members of the board to assist the smooth running of the association and to work together to enhance UKAT's reputation and professional profile.

### Responsibilities

The specific responsibilities of this post are:

- Work with the Executive Committee to develop sponsorship packages
- Coordinate fundraising through grant applications
- Liaise with and support existing sponsors
- Approach and engage potential sponsors
- Liaise with Conference and Events Coordinator regarding conference sponsors and exhibitors
- Use social media to publicise and raise awareness of UKAT conference

### Time Commitment Required

This role requires approximately 15-20 hours per annum. There is considerable flexibility.

You will be expected to attend 4 Executive Committee meetings annually and to work collaboratively with other members of the Community Engagement Team in a timely manner.

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Writing
- Communication
- Publication design
- Collaborative working across teams
- Writing for social media

### Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year.

### Other Information

None

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# Publicity Coordinator

## Community Engagement Team

Appointment Type: Appointed                      Term of Office:                      Continuous

Reports to:      CEO

Committee Membership:      Executive Committee

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### Description

Appointed members of the Community Engagement Team will usually have a task-specific role, which contributes to the operational needs of UKAT. The Community Engagement Team works alongside other members of the board to assist the smooth running of the association and to work together to enhance UKAT's reputation and professional profile.

### Responsibilities

The specific responsibilities of this post are:

- Develop and maintain a publicity and social media communication schedule
- Liaise with other team members and disseminate information to the membership via email and other appropriate electronic means of communication
- Promote UKAT sponsorship opportunities and to work with the Conference and Events Coordinator to publicise and promote the UKAT Annual Conference
- Use social media to publicise and raise awareness of UKAT and UKAT events

### Time Commitment Required

On average this role will require approximately 1 hour per week, but there will be specific times of year which (e.g. in the run up to the annual conference) when greater involvement will be required.

You will be expected to attend 4 Executive Committee meetings annually and to work collaboratively with other members of the Community Engagement Team in a timely manner.

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Collaborative working across teams
- Writing for social media

### Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year.

### Other Information

None

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## Marketing and Branding Community Engagement Team

Appointment Type: Appointed                      Term of Office:                      Continuous

Reports to:    CEO

Committee Membership:    None

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### Description

Appointed members of the Community Engagement Team will usually have a task-specific role, which contributes to the operational needs of UKAT. The Community Engagement Team works alongside other members of the board to assist the smooth running of the association and to work together to enhance UKAT's reputation and professional profile.

### Responsibilities

The specific responsibilities of this post are:

- Working with Technology lead to maintain and develop branding pack. Responsible for sourcing branded merchandise and maintaining appropriate records. Liaising with

### Time Commitment Required

On average this role will require approximately 1 hour per week, but there will be specific times of year which (e.g. in the run up to the annual conference) when greater involvement will be required.

You will be expected to work collaboratively with other members of the Community Engagement Team in a timely manner.

### Skill Development

By performing this role, you will be supporting a sectoral body which may be useful evidence for applications for HEA Fellowship application or other professional recognition schemes. You will also gain or develop the following skills:

- Collaboratively work across teams as appropriate
- External Liaison
- Planning
- Keeping accurate records
- 

### Eligibility Criteria

To be eligible to apply for this role you must have been a UKAT member for at least one year.

### Other Information

None

# Membership

## Rules of Membership

### Equal Opportunity

Membership of the organisation and opportunities for leadership shall be open to all eligible individuals. There shall be no discrimination for reasons of religion, age, race or colour, gender, gender identity, gender expression, marital status, sexual orientation, national origin, disability or any other protected characteristic.

### Categories of Membership

#### Individual Member

- i. *Eligibility*: Membership is open to individuals with interests in the goals of UKAT.
- ii. *Membership Procedure*: Individuals shall become members in good standing upon payment of the annual membership fee.
- iii. *Rights of Membership*: Members shall be eligible to vote, to attend Annual General Meetings, and are entitled to all the other privileges and benefits provided by the organisation. Members shall be entitled to stand for election to leadership positions within the organisation after they have been a member of the organisation for more than one year.

### Responsibilities of Members

Members agree to uphold the values of UKAT, and to support the mission and goals of the organisation. Members agree to uphold the reputation of UKAT and the profession, and not act in a manner which brings either into disrepute, or hampers the ability of UKAT to meet its charitable objectives.

### Termination of Membership

A member may terminate their membership by

- i. *In Writing*: Indicating in writing their intent to cease membership of the organisation. Their membership will be deemed to have ceased at the next renewal date.
- ii. *Default of Membership Fee*: Failure to pay the annual membership fee at within a reasonable period of the renewal date will result in membership being terminated.
- iii. *Forced Termination*: In the event of a member acting in a manner which brings UKAT or the profession into disrepute the UKAT Board may, at their discretion, terminate the member's membership of the organisation with immediate effect. The member shall not be entitled to a refund on any membership fees paid.



# Elections and Appointments

## Rules of Election to Leadership Positions

### Introduction

Holders of senior leadership positions within UKAT are elected to the roles by the UKAT membership and serve a fixed term of office.

This guide outlines the process for election and should be read in conjunction with the UKAT organisational charts and role descriptors which identify roles eligible for appointment by election.

### Term of Office

1. The term of office for senior leadership positions shall normally be 3 calendar years from the Annual General Meeting at which the appointment was confirmed. Holders may stand for re-election but may not serve more than two consecutive terms in the same role.
2. Terms of office shall be staggered to provide continuity of operation by ensuring that all members of senior leadership positions are not required to stand down simultaneously.

### Nomination Process

3. 3 months prior to the Annual General Meeting for which elections will be held, the Board will publish a list of the positions available for election and call for nominations for elections to these roles.
4. The Board will publish a list of members eligible to stand for the available positions.
5. Eligible members may nominate themselves or be nominated by another member; in the event of nomination by another member the nominee must signify their agreement to be nominated.
6. Nominations must be submitted on the appropriate form to the Chair via email to [nominations@ukat.uk](mailto:nominations@ukat.uk) no later than 2 months prior to the Annual General Meeting for which elections will be held.

### Voting

7. Elections shall be conducted using an online electronic voting system
8. Nominees must submit a written Candidate Statement to provide information to voters, created using the appropriate template and adhering to the stated word limits. Candidate statements must be submitted to the Chair via email to [nominations@ukat.uk](mailto:nominations@ukat.uk) no later than 6 weeks prior to the Annual General Meeting for which elections will be held.
9. The Board shall publish Candidate Statements to members no later than 4 calendar weeks prior to the Annual General Meeting for which elections will be held.
10. UKAT members eligible to vote in elections shall be sent an electronic invite to participate in the voting process.
11. Each eligible member can cast only one vote for each position available for election and can vote for only one candidate.
12. Voting shall open no later than 4 calendar weeks prior to the Annual General Meeting for which elections will be held and shall remain open for 21 days.



### Deciding the Outcome

13. For each position available for election, the candidate with the most votes once polling closes shall be appointed.
14. In the event of more than one candidate polling an equal number of votes, the Chair of the Board shall have the casting vote.

### Notification of Results

15. The results of elections shall be published at the next Annual General Meeting, normally held at the Association's Annual Conference.

### Termination of Office

16. A postholder will normally continue in their role until their Term of Office expires.
17. At any time, a postholder may resign their appointment by providing 3 months' notice in writing to the Chair of the Board.
18. Where a postholder resigns their position before their Term of Office is complete, the Board shall hold an election to appoint a successor as soon as reasonably possible in accordance with the processes described here.

### Deadlines

Time Prior to the AGM	Activity
3 months	Board publishes <ul style="list-style-type: none"> <li>• list of positions available for election</li> <li>• list of eligible candidates</li> <li>• seeks nominations for election</li> </ul>
2 months	Nominations submitted to Chair of the Board. Nominees asked to confirm their agreement to stand for election. Candidates invited to prepare a Candidate Statement
6 weeks	Candidates submit written Candidate Statement to the Chair of the Board
4 weeks	Board publishes candidate statements to members Members eligible to vote are invited to access the online voting system to cast their votes
1 week	Voting closes Votes counted and results determined
At the AGM	Results of elections published and confirmed. New appointees take up their positions immediately after the AGM.

## Rules of Appointment to Non-Elected Leadership Positions

### Introduction

The majority of UKAT leadership positions within UKAT are appointed on a continuing basis and not elected for a fixed term of office.

This guide outlines the process for appointment and should be read in conjunction with the UKAT organisational charts and role descriptors which identify roles eligible for appointment without election.

### Application

1. As and when leadership positions fall vacant, the Board will publish to the UKAT membership a list of the open positions and detailed description of the roles and invite applications for appointment to these positions.
2. The Board shall publish a clear closing date for applications to vacant positions. The closing date shall be not less than 4 weeks after the date of publication of the vacancy.
3. Member wishing to apply for appointment to a position must make an application in writing, using the appropriate form, and submit this to the Chair via email to [chair@ukat.uk](mailto:chair@ukat.uk).

### Decision Making Process

4. The Board shall review applications to each vacant position and select by majority decision the candidate deemed most suitable to carry out the role.
5. The Board reserves the right to interview applicants for positions and may, at its discretion, invite applicants to attend an interview to assist the selection process.
6. The decision of the Board is final. Applicants have no right to appeal the decision, except on grounds of procedural irregularity.
7. Where an applicant appeals the decision of the Board, the Chair shall appoint an independent arbiter to investigate the complaint. The Board will abide by the arbiters findings.

### Notification of Results

8. Applicants shall be notified in writing of the outcome of their application not less than 28 days after the closing date for applications.

### Conditions of Appointment

9. A member shall not normally be eligible to hold more than two appointed, or one appointed and one elected position simultaneously.
10. Appointed UKAT leadership positions are critical to the functioning and operation of the Association. As such, holders of these positions are expected to demonstrate the level of commitment appropriate to the role (as defined in the role descriptor) and to discharge the responsibilities of the role in a professional and timely manner.
11. Should a postholder not commit to or effectively carry out the responsibilities of their role, the UKAT Board shall arrange for appropriate developmental support to assist the postholder to meet the expectations placed upon them.
12. If a postholder still does not meet the expectations of their role after developmental interventions have been put in place the Board can, after a reasonable period (no less than 3 months), remove the postholder from their office and seek to appoint a replacement.

### Duration of Appointment

13. UKAT committee members are normally appointed for a 2-year term. The incumbent is eligible for re-appointment, but no individual may serve more than 4 consecutive terms.
14. For all other appointed roles, the holder will normally continue in the role until they decide to resign.

### Termination of Appointment

15. At any time, a postholder may resign their appointment by providing 2 months' notice in writing to the Chair of the Board.
16. A postholder may be removed from their position by a decision of the UKAT Board, as specified in clause 12.
17. Where a postholder resigns or is removed from their position, the Board shall seek to appoint a replacement as soon as reasonably possible in accordance with the processes described herein. In the interim the Board may, at its discretion, temporarily assign the responsibilities of the role to other appointed postholders.

# Appendices

# Appendix A – Trustee Code of Conduct

## Trustee Code of Conduct

As a trustee of UKAT I promise to abide by the fundamental values that underpin all activities of this organisation. These are as follows.

### Our values

#### Accountability

Everything UKAT does will be able to stand the test of scrutiny by the public, the media, the Charity Commission, members, stakeholders, funders, Parliament, and the courts.

#### Integrity and honesty

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

#### Transparency

UKAT strives to maintain an atmosphere of openness throughout the organisation to promote confidence of the public, stakeholders, staff, charity regulators and parliament.

Additionally, I agree to the following points.

### Law, mission, policies

I will act within the governing document of UKAT and abide by the policies and procedures of the organisation.

I will not break the law or go against Charity Regulations in any aspect of my role of Trustee.

I will support the objects and mission of UKAT and act as their guardian and champion.

I will develop and maintain an up-to-date knowledge of UKAT and its environment

### Conflicts of interest

I will always strive to act in the best interests of the organisation as a whole and not as a representative of any group, considering what is best for UKAT and its present and future beneficiaries.

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.

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

### Person to person

I will not break the law, go against Charity Regulations or act in disregard of organisational policies in my relationships with fellow Trustees, staff, volunteers, members, service recipients, contractors or anyone I come into contact with in my role as trustee.

I will strive to establish respectful, collegial, and courteous relationships.

Where I also volunteer with the organisation, I will maintain the separation of my role as a Trustee and as a volunteer.

### Protecting the organisation's reputation

I will not make public comments about the organisation unless authorised to do so.

Any public comments I make about UKAT will be considered and in line with organisational policy, whether I make them as an individual or as a Trustee.

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.

When speaking as a private citizen I will strive to uphold the reputation of the organisation and those who work in it.

I will respect organisational, board and individual confidentiality.

### Personal gain

I will not personally gain materially or financially from my role as Trustee, unless specifically authorised to do so, nor will I permit others to do so as a result of my actions or negligence.

I will use organisational resources responsibly. I will document expenses and seek reimbursement according to procedure.

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

### In the Boardroom

I will strive to embody the principles of leadership in all my actions and live up to the trust placed in me by UKAT.

I accept my responsibility to ensure that UKAT is well run and will raise issues and questions in an appropriate and sensitive way to ensure that this is the case.

I will abide by Board governance procedures and practices.

I will strive to attend all Board meetings, giving apologies ahead of time to the Chair if unable to attend.

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.

I will honour the authority of the Chair and respect his or her role as meeting leader.

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.

I will accept a majority Board vote on an issue as decisive and final.

I will maintain confidentiality about what goes on in the boardroom unless authorised by the Chair or Board to speak of it.

### Enhancing governance

I will participate in induction, training, and development activities for Trustees.

I will continually seek ways to improve Board governance practice.

I will strive to identify good candidates for Trusteeship and appoint new trustees on the basis of merit.

I will support the Chair in his/her efforts to improve his/her leadership skills.

I will support the Chief Executive in his/her executive role and, with my fellow Board members, seek development opportunities for him/her.

### Leaving the board

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

Should procedures be put in motion that may result in my being asked to resign from the Board, I will be given the opportunity to be heard. In the event that I am asked to resign from the Board, I will accept the majority decision of the Board and resign at the earliest opportunity.

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.

Signed:

Name:

Date:



# Appendix B – UKAT Constitution

# Constitution of a Charitable Incorporated Organisation with voting members other than its charity trustees

## (‘Association’ Model Constitution)

Date of constitution (last amended):

21 May 2019

### 1. Name

The name of the Charitable Incorporated Organisation (“the CIO”) is

UK Advising and Tutoring

### 2. National location of principal office

The CIO must have a principal office in England or Wales. The principal office of the CIO is in England.

### 3. Object[s]

The object[s] of the CIO is

To advance the education of Higher Education students through the provision of effective personal tutoring and academic advising

Nothing in this constitution shall authorise an application of the property of the CIO for the purposes which are not charitable in accordance with section 7 of the Charities and Trustee Investment (Scotland) Act 2005 and section 2 of the Charities Act (Northern Ireland) 2008.

### 4. Powers

The CIO has power to do anything which is calculated to further its object[s] or is conducive or incidental to doing so. In particular, the CIO’s powers include power to:

- (1) borrow money and to charge the whole or any part of its property as security for the repayment of the money borrowed. The CIO must comply as appropriate with sections 124 and 125 of the Charities Act 2011 if it wishes to mortgage land;
- (2) buy, take on lease or in exchange, hire or otherwise acquire any property and to maintain and equip it for use;
- (3) sell, lease or otherwise dispose of all or any part of the property belonging to the CIO. In exercising this power, the CIO must comply as appropriate with sections 117 and 119-123 of the Charities Act 2011;
- (4) employ and remunerate such staff as are necessary for carrying out the work of the CIO. The CIO may employ or remunerate a charity trustee only to the extent that it is permitted to do so by clause 6 (Benefits and payments to charity trustees and connected persons) and provided it complies with the conditions of those clauses;
- (5) deposit or invest funds, employ a professional fund-manager, and arrange for the investments or other property of the CIO to be held in the name of a nominee, in the same manner and subject to the same conditions as the trustees of a trust are permitted to do by the Trustee Act 2000;

### 5. Application of income and property

- (1) The income and property of the CIO must be applied solely towards the promotion of the objects.

- (a) A charity trustee is entitled to be reimbursed from the property of the CIO or may pay out of such property reasonable expenses properly incurred by him or her when acting on behalf of the CIO.
  - (b) A charity trustee may benefit from trustee indemnity insurance cover purchased at the CIO's expense in accordance with, and subject to the conditions in, section 189 of the Charities Act 2011.
- (2) None of the income or property of the CIO may be paid or transferred directly or indirectly by way of dividend, bonus or otherwise by way of profit to any member of the CIO. This does not prevent a member who is not also a charity trustee receiving:
- (a) a benefit from the CIO as a beneficiary of the CIO;
  - (b) reasonable and proper remuneration for any goods or services supplied to the CIO.
- (3) Nothing in this clause shall prevent a charity trustee or connected person receiving any benefit or payment which is authorised by Clause 6.

## 6. Benefits and payments to charity trustees and connected persons

### (1) General provisions

No charity trustee or connected person may:

- (a) buy or receive any goods or services from the CIO on terms preferential to those applicable to members of the public;
- (b) sell goods, services, or any interest in land to the CIO;
- (c) be employed by, or receive any remuneration from, the CIO;
- (d) receive any other financial benefit from the CIO;

unless the payment or benefit is permitted by sub-clause (2) of this clause, or authorised by the court or the prior written consent of the Charity Commission ("the Commission") has been obtained. In this clause, a "financial benefit" means a benefit, direct or indirect, which is either money or has a monetary value.

### (2) Scope and powers permitting trustees' or connected persons' benefits

- (a) A charity trustee or connected person may receive a benefit from the CIO as a beneficiary of the CIO provided that it is available generally to the beneficiaries of the CIO.
- (b) A charity trustee or connected person may enter into a contract for the supply of services, or of goods that are supplied in connection with the provision of services, to the CIO where that is permitted in accordance with, and subject to the conditions in, section 185 to 188 of the Charities Act 2011.
- (c) Subject to sub-clause (3) of this clause a charity trustee or connected person may provide the CIO with goods that are not supplied in connection with services provided to the CIO by the charity trustee or connected person.
- (d) A charity trustee or connected person may receive interest on money lent to the CIO at a reasonable and proper rate which must be not more than the Bank of England bank rate (also known as the base rate).
- (e) A charity trustee or connected person may receive rent for premises let by the trustee or connected person to the CIO. The amount of the rent and the other terms of the lease must be reasonable and proper. The charity trustee concerned must withdraw from any meeting at which such a proposal or the rent or other terms of the lease are under discussion.
- (f) A charity trustee or connected person may take part in the normal trading and fundraising activities of the CIO on the same terms as members of the public.

### (3) Payment for supply of goods only – controls

The CIO and its charity trustees may only rely upon the authority provided by sub-clause (2)(c) of this clause if each of the following conditions is satisfied:

- (a) The amount or maximum amount of the payment for the goods is set out in a written agreement between the CIO and the charity trustee or connected person supplying the goods (“the supplier”).
- (b) The amount or maximum amount of the payment for the goods does not exceed what is reasonable in the circumstances for the supply of the goods in question.
- (c) The other charity trustees are satisfied that it is in the best interests of the CIO to contract with the supplier rather than with someone who is not a charity trustee or connected person. In reaching that decision the charity trustees must balance the advantage of contracting with a charity trustee or connected person against the disadvantages of doing so.
- (d) The supplier is absent from the part of any meeting at which there is discussion of the proposal to enter into a contract or arrangement with him or her or it with regard to the supply of goods to the CIO.
- (e) The supplier does not vote on any such matter and is not to be counted when calculating whether a quorum of charity trustees is present at the meeting.
- (f) The reason for their decision is recorded by the charity trustees in the minute book.
- (g) A majority of the charity trustees then in office are not in receipt of remuneration or payments authorised by clause 6.

**(4) In sub-clauses (2) and (3) of this clause:**

- (a) “the CIO” includes any company in which the CIO:
  - (i) holds more than 50% of the shares; or
  - (ii) controls more than 50% of the voting rights attached to the shares; or
  - (iii) has the right to appoint one or more directors to the board of the company;
- (b) “connected person” includes any person within the definition set out in clause [30] (Interpretation);

## 7. Conflicts of interest and conflicts of loyalty

A charity trustee must:

- (1) declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement with the CIO or in any transaction or arrangement entered into by the CIO which has not previously been declared; and
- (2) absent himself or herself from any discussions of the charity trustees in which it is possible that a conflict of interest will arise between his or her duty to act solely in the interests of the CIO and any personal interest (including but not limited to any financial interest).

Any charity trustee absenting himself or herself from any discussions in accordance with this clause must not vote or be counted as part of the quorum in any decision of the charity trustees on the matter.

## 8. Liability of members to contribute to the assets of the CIO if it is wound up

If the CIO is wound up, the members of the CIO have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.

## 9. Membership of the CIO

### (1) Admission of new members

#### (a) Eligibility

Membership of the CIO is open to anyone who is interested in furthering its purposes, and who, by applying for membership, has indicated his, her or its agreement to become a member and acceptance of the duty of members set out in sub-clause (3) of this clause.

A member may be an individual, a corporate body, or an individual or corporate body representing an organisation which is not incorporated.

## **(b)** Admission procedure

The charity trustees:

- (i) may require applications for membership to be made in any reasonable way that they decide;
- (ii) may refuse an application for membership if they believe that it is in the best interests of the CIO for them to do so;
- (iii) shall, if they decide to refuse an application for membership, give the applicant their reasons for doing so, within 21 days of the decision being taken, and give the applicant the opportunity to appeal against the refusal; and
- (iv) shall give fair consideration to any such appeal, and shall inform the applicant of their decision, but any decision to confirm refusal of the application for membership shall be final.

## **(2)** Transfer of membership

Membership of the CIO cannot be transferred to anyone else except in the case of an individual or corporate body representing an organisation which is not incorporated, whose membership may be transferred by the unincorporated organisation to a new representative. Such transfer of membership does not take effect until the CIO has received written notification of the transfer.

## **(3)** Duty of members

It is the duty of each member of the CIO to exercise his or her powers as a member of the CIO in the way he or she decides in good faith would be most likely to further the purposes of the CIO.

## **(4)** Termination of membership

- (a) Membership of the CIO comes to an end if:
  - (i) the member dies, or, in the case of an organisation (or the representative of an organisation) that organisation ceases to exist; or
  - (ii) the member sends a notice of resignation to the charity trustees; or
  - (iii) any sum of money owed by the member to the CIO is not paid in full within six months of its falling due; or
  - (iv) the charity trustees decide that it is in the best interests of the CIO that the member in question should be removed from membership, and pass a resolution to that effect.
- (b) Before the charity trustees take any decision to remove someone from membership of the CIO they must:
  - (i) inform the member of the reasons why it is proposed to remove him, her or it from membership;
  - (ii) give the member at least 21 clear days notice in which to make representations to the charity trustees as to why he, she or it should not be removed from membership;
  - (iii) at a duly constituted meeting of the charity trustees, consider whether or not the member should be removed from membership;
  - (iv) consider at that meeting any representations which the member makes as to why the member should not be removed; and
  - (v) allow the member, or the member's representative, to make those representations in person at that meeting, if the member so chooses.

## **(5)** Membership fees

The CIO may require members to pay reasonable membership fees to the CIO.

## (6) Informal or associate (non-voting) membership

- (a) The charity trustees may create associate or other classes of non-voting membership, and may determine the rights and obligations of any such members (including payment of membership fees), and the conditions for admission to, and termination of membership of any such class of members.
- (b) Other references in this constitution to “members” and “membership” do not apply to non-voting members, and non-voting members do not qualify as members for any purpose under the Charities Acts, General Regulations or Dissolution Regulations.

## 10. Members’ decisions

### (1) General provisions

Except for those decisions that must be taken in a particular way as indicated in sub-clause (4) of this clause, decisions of the members of the CIO may be taken either by vote at a general meeting as provided in sub-clause (2) of this clause or by written resolution as provided in sub-clause (3) of this clause.

### (2) Taking ordinary decisions by vote

Subject to sub-clause (4) of this clause, any decision of the members of the CIO may be taken by means of a resolution at a general meeting. Such a resolution may be passed by a simple majority of votes cast at the meeting.

### (3) Taking ordinary decisions by written resolution without a general meeting

- (a) Subject to sub-clause (4) of this clause, a resolution in writing agreed by a simple majority of all the members who would have been entitled to vote upon it had it been proposed at a general meeting shall be effective, provided that:
  - (i) a copy of the proposed resolution has been sent to all the members eligible to vote; and
  - (ii) a simple majority of members has signified its agreement to the resolution in a document or documents which are received at the principal office within the period of 28 days beginning with the circulation date. The document signifying a member’s agreement must be authenticated by their signature (or in the case of an organisation which is a member, by execution according to its usual procedure), by a statement of their identity accompanying the document, or in such other manner as the CIO has specified.
- (b) The resolution in writing may comprise several copies to which one or more members has signified their agreement.
- (c) Eligibility to vote on the resolution is limited to members who are members of the CIO on the date when the proposal is first circulated in accordance with paragraph (a) above.
- (d) Not less than 10% of the members of the CIO may request the charity trustees to make a proposal for decision by the members.
- (e) The charity trustees must within 21 days of receiving such a request comply with it if:
  - (i) The proposal is not frivolous or vexatious, and does not involve the publication of defamatory material;
  - (ii) The proposal is stated with sufficient clarity to enable effect to be given to it if it is agreed by the members; and
  - (iii) Effect can lawfully be given to the proposal if it is so agreed.
- (f) Sub-clauses (a) to (c) of this clause apply to a proposal made at the request of members.

### (4) Decisions that must be taken in a particular way

- (a) Any decision to remove a trustee must be taken in accordance with clause [15(2)].

- (b) Any decision to amend this constitution must be taken in accordance with clause [28] of this constitution (Amendment of Constitution).
- (c) Any decision to wind up or dissolve the CIO must be taken in accordance with clause [29] of this constitution (Voluntary winding up or dissolution). Any decision to amalgamate or transfer the undertaking of the CIO to one or more other CIOs must be taken in accordance with the provisions of the Charities Act 2011.

## 11. General meetings of members

### (1) Types of general meeting

There must be an annual general meeting (AGM) of the members of the CIO. The first AGM must be held within 18 months of the registration of the CIO, and subsequent AGMs must be held at intervals of not more than 15 months. The AGM must receive the annual statement of accounts (duly audited or examined where applicable) and the trustees' annual report, and must elect trustees as required under clause [13].

Other general meetings of the members of the CIO may be held at any time.

All general meetings must be held in accordance with the following provisions.

### (2) Calling general meetings

(a) The charity trustees:

- (i) must call the annual general meeting of the members of the CIO in accordance with sub-clause (1) of this clause, and identify it as such in the notice of the meeting; and
- (ii) may call any other general meeting of the members at any time.

(b) The charity trustees must, within 21 days, call a general meeting of the members of the CIO if:

- (i) they receive a request to do so from at least 10% of the members of the CIO; and
- (ii) the request states the general nature of the business to be dealt with at the meeting, and is authenticated by the member(s) making the request.

(c) If, at the time of any such request, there has not been any general meeting of the members of the CIO for more than 12 months, then sub-clause (b)(i) of this clause shall have effect as if 5% were substituted for 10%.

(d) Any such request may include particulars of a resolution that may properly be proposed, and is intended to be proposed, at the meeting.

(e) A resolution may only properly be proposed if it is lawful, and is not defamatory, frivolous or vexatious.

(f) Any general meeting called by the charity trustees at the request of the members of the CIO must be held within 28 days from the date on which it is called.

(g) If the charity trustees fail to comply with this obligation to call a general meeting at the request of its members, then the members who requested the meeting may themselves call a general meeting.

(h) A general meeting called in this way must be held not more than 3 months after the date when the members first requested the meeting.

(i) The CIO must reimburse any reasonable expenses incurred by the members calling a general meeting by reason of the failure of the charity trustees to duly call the meeting, but the CIO shall be entitled to be indemnified by the charity trustees who were responsible for such failure.

### (3) Notice of general meetings

(a) The charity trustees, or, as the case may be, the relevant members of the CIO, must give at least 14 clear days notice of any general meeting to all of the members, and to any charity trustee of

the CIO who is not a member.

- (b) If it is agreed by not less than 90% of all members of the CIO, any resolution may be proposed and passed at the meeting even though the requirements of sub-clause (3)(a) of this clause have not been met. This sub-clause does not apply where a specified period of notice is strictly required by another clause in this constitution, by the Charities Act 2011 or by the General Regulations.
- (c) The notice of any general meeting must:
  - (i) state the time and date of the meeting;
  - (ii) give the address at which the meeting is to take place;
  - (iii) give particulars of any resolution which is to be moved at the meeting, and of the general nature of any other business to be dealt with at the meeting; and
  - (iv) if a proposal to alter the constitution of the CIO is to be considered at the meeting, include the text of the proposed alteration;
  - (v) include, with the notice for the AGM, the annual statement of accounts and trustees' annual report, details of persons standing for election or re-election as trustee, or where allowed under clause [22] (Use of electronic communication), details of where the information may be found on the CIO's website.
- (d) Proof that an envelope containing a notice was properly addressed, prepaid and posted; or that an electronic form of notice was properly addressed and sent, shall be conclusive evidence that the notice was given. Notice shall be deemed to be given 48 hours after it was posted or sent.
- (e) The proceedings of a meeting shall not be invalidated because a member who was entitled to receive notice of the meeting did not receive it because of accidental omission by the CIO.

#### (4) Chairing of general meetings

The person nominated as chair by the charity trustees under clause [19](2) (Chairing of meetings), shall, if present at the general meeting and willing to act, preside as chair of the meeting. Subject to that, the members of the CIO who are present at a general meeting shall elect a chair to preside at the meeting.

#### (5) Quorum at general meetings

- (a) No business may be transacted at any general meeting of the members of the CIO unless a quorum is present when the meeting starts.
- (b) Subject to the following provisions, the quorum for general meetings shall be the greater of 5% or ten members. An organisation represented by a person present at the meeting in accordance with sub-clause (7) of this clause, is counted as being present in person.
- (c) If the meeting has been called by or at the request of the members and a quorum is not present within 15 minutes of the starting time specified in the notice of the meeting, the meeting is closed.
- (d) If the meeting has been called in any other way and a quorum is not present within 15 minutes of the starting time specified in the notice of the meeting, the chair must adjourn the meeting. The date, time and place at which the meeting will resume must [either be announced by the chair or] be notified to the CIO's members at least seven clear days before the date on which it will resume.
- (e) If a quorum is not present within 15 minutes of the start time of the adjourned meeting, the member or members present at the meeting constitute a quorum.
- (f) If at any time during the meeting a quorum ceases to be present, the meeting may discuss issues and make recommendations to the trustees but may not make any decisions. If decisions are required which must be made by a meeting of the members, the meeting must be adjourned.



## **(6) Voting at general meetings**

- (a)** Any decision other than one falling within clause [10(4)] (Decisions that must be taken in a particular way) shall be taken by a simple majority of votes cast at the meeting. Every member has one vote unless otherwise provided in the rights of a particular class of membership under this constitution.
- (b)** A resolution put to the vote of a meeting shall be decided on a show of hands, unless (before or on the declaration of the result of the show of hands) a poll is duly demanded. A poll may be demanded by the chair or by at least 10% of the members present in person or by proxy at the meeting.
- (c)** A poll demanded on the election of a person to chair the meeting or on a question of adjournment must be taken immediately. A poll on any other matter shall be taken, and the result of the poll shall be announced, in such manner as the chair of the meeting shall decide, provided that the poll must be taken, and the result of the poll announced, within 30 days of the demand for the poll.
- (d)** A poll may be taken:
  - (i)** at the meeting at which it was demanded; or
  - (ii)** at some other time and place specified by the chair; or
  - (iii)** through the use of postal or electronic communications.
- (e)** In the event of an equality of votes, whether on a show of hands or on a poll, the chair of the meeting shall have a second, or casting vote.
- (f)** Any objection to the qualification of any voter must be raised at the meeting at which the vote is cast and the decision of the chair of the meeting shall be final.

## **(7) Representation of organisations and corporate members**

An organisation or a corporate body that is a member of the CIO may, in accordance with its usual decision-making process, authorise a person to act as its representative at any general meeting of the CIO.

The representative is entitled to exercise the same powers on behalf of the organisation or corporate body as the organisation or corporate body could exercise as an individual member of the CIO.

## **(8) Adjournment of meetings**

The chair may with the consent of a meeting at which a quorum is present (and shall if so directed by the meeting) adjourn the meeting to another time and/or place. No business may be transacted at an adjourned meeting except business which could properly have been transacted at the original meeting.

# 12. Charity trustees

## **(1) Functions and duties of charity trustees**

The charity trustees shall manage the affairs of the CIO and may for that purpose exercise all the powers of the CIO. It is the duty of each charity trustee:

- (a)** to exercise his or her powers and to perform his or her functions as a trustee of the CIO in the way he or she decides in good faith would be most likely to further the purposes of the CIO; and
- (b)** to exercise, in the performance of those functions, such care and skill as is reasonable in the circumstances having regard in particular to:
  - (i)** any special knowledge or experience that he or she has or holds himself or herself out as having; and
  - (ii)** if he or she acts as a charity trustee of the CIO in the course of a business or profession, to any special knowledge or experience that it is reasonable to expect of a person acting in

the course of that kind of business or profession.

## (2) Eligibility for trusteeship

- (a) Every charity trustee must be a natural person.
- (b) No one may be appointed as a charity trustee:
  - if he or she is under the age of 16 years; or
  - if he or she would automatically cease to hold office under the provisions of clause [15(1)(f)].
- (c) No one is entitled to act as a charity trustee whether on appointment or on any re-appointment until he or she has expressly acknowledged, in whatever way the charity trustees decide, his or her acceptance of the office of charity trustee.
- (d) At least one of the trustees of the CIO must be 18 years of age or over. If there is no trustee aged at least 18 years, the remaining trustee or trustees may act only to call a meeting of the charity trustees, or appoint a new charity trustee.

## (3) Number of charity trustees

- (a) There should be:

Not less than two elected trustees and two ex officio trustees.
- (b) There must be at least five charity trustees. If the number falls below this minimum, the remaining trustee or trustees may act only to call a meeting of the charity trustees, or appoint a new charity trustee.
- (c) The maximum number of charity trustees that can be appointed is as provided in sub-clause (a) of this clause. No trustee appointment may be made in excess of these provisions.

## (3) First charity trustees

The first charity trustees of the CIO are –

Dr David John Grey  
Dr Emily Alice McIntosh  
Mr Benjamin Wilfrid Walker  
Mr David John Lochtie  
Dr Corrina Laila Osborne

## 13. Appointment of charity trustees

### (1) Elected charity trustees

- (a) At every [subsequent] annual general meeting of the members of the CIO, one-third of the elected charity trustees shall retire from office. If the number of elected charity trustees is not three or a multiple of three, then the number nearest to one-third shall retire from office, but if there is only one charity trustee, he or she shall retire;
- (b) The charity trustees to retire by rotation shall be those who have been longest in office since their last appointment or reappointment. If any trustees were last appointed or reappointed on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot;
- (c) The vacancies so arising may be filled by the decision of the members at the annual general meeting; any vacancies not filled at the annual general meeting may be filled as provided in sub-clause (e) of this clause;
- (d) The members or the charity trustees may at any time decide to appoint a new charity trustee, whether in place of a charity trustee who has retired or been removed in accordance with clause [15] (Retirement and removal of charity trustees), or as an additional charity trustee, provided that the limit specified in clause [12(3)] on the number of charity trustees would not as a

result be exceeded;

- (e) A person so appointed by the members of the CIO shall retire in accordance with the provisions of sub-clauses (b) and (c) of this clause. A person so appointed by the charity trustees shall retire at the conclusion of the annual general meeting next following the date of his appointment, and shall not be counted for the purpose of determining which of the charity trustees is to retire by rotation at that meeting.

## (2) Ex officio charity trustee[s]

The Chair, Vice-Chair (Professional Development) and Vice-Chair (Research) for the time being (“the office holder”) shall automatically, by virtue of holding that office (“ex officio”), be a charity trustee.

If unwilling to act as a charity trustee, the office holder may:

- (a) before accepting appointment as a charity trustee, give notice in writing to the trustees of his or her unwillingness to act in that capacity; or
- (b) after accepting appointment as a charity trustee, resign under the provisions contained in clause 15 (Retirement and removal of charity trustees).

The office of ex officio charity trustee will then remain vacant until the office holder ceases to hold office.

## 14. Information for new charity trustees

The charity trustees will make available to each new charity trustee, on or before his or her first appointment:

- (a) a copy of this constitution and any amendments made to it; and
- (b) a copy of the CIO’s latest trustees’ annual report and statement of accounts.

## 15. Retirement and removal of charity trustees

- (1) A charity trustee ceases to hold office if he or she:
  - (a) retires by notifying the CIO in writing (but only if enough charity trustees will remain in office when the notice of resignation takes effect to form a quorum for meetings);
  - (b) is absent without the permission of the charity trustees from all their meetings held within a period of six months and the trustees resolve that his or her office be vacated;
  - (c) dies;
  - (d) in the written opinion, given to the company, of a registered medical practitioner treating that person, has become physically or mentally incapable of acting as a director and may remain so for more than three months;
  - (e) is removed by the members of the CIO in accordance with sub-clause (2) of this clause; or
  - (f) is disqualified from acting as a charity trustee by virtue of section 178-180 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).
- (2) A charity trustee shall be removed from office if a resolution to remove that trustee is proposed at a general meeting of the members called for that purpose and properly convened in accordance with clause [11], and the resolution is passed by a two-thirds majority of votes cast at the meeting.
- (3) A resolution to remove a charity trustee in accordance with this clause shall not take effect unless the individual concerned has been given at least 14 clear days’ notice in writing that the resolution is to be proposed, specifying the circumstances alleged to justify removal from office, and has been given a reasonable opportunity of making oral and/or written representations to the members of the CIO.

## 16. Reappointment of charity trustees

Any person who retires as a charity trustee by rotation or by giving notice to the CIO is eligible for reappointment. A charity trustee who has served for three consecutive terms may not be reappointed for a fourth consecutive term but may be reappointed after an interval of at least three years.

## 17. Taking of decisions by charity trustees

Any decision may be taken either:

- at a meeting of the charity trustees; or
- by resolution in writing or electronic form agreed by a majority of all of the charity trustees, which may comprise either a single document or several documents containing the text of the resolution in like form to which the majority of all of the charity trustees has signified their agreement. Such a resolution shall be effective provided that
  - a copy of the proposed resolution has been sent, at or as near as reasonably practicable to the same time, to all of the charity trustees; and
  - the majority of all of the charity trustees has signified agreement to the resolution in a document or documents which has or have been authenticated by their signature, by a statement of their identity accompanying the document or documents, or in such other manner as the charity trustees have previously resolved, and delivered to the CIO at its principal office or such other place as the trustees may resolve within 28 days of the circulation date.

## 18. Delegation by charity trustees

- (1) The charity trustees may delegate any of their powers or functions to a committee or committees, and, if they do, they must determine the terms and conditions on which the delegation is made. The charity trustees may at any time alter those terms and conditions, or revoke the delegation.
- (2) This power is in addition to the power of delegation in the General Regulations and any other power of delegation available to the charity trustees, but is subject to the following requirements -
  - (a) a committee may consist of two or more persons, but at least one member of each committee must be a charity trustee;
  - (b) the acts and proceedings of any committee must be brought to the attention of the charity trustees as a whole as soon as is reasonably practicable; and
  - (c) the charity trustees shall from time to time review the arrangements which they have made for the delegation of their powers.

## 19. Meetings and proceedings of charity trustees

### (1) Calling meetings

- (a) Any charity trustee may call a meeting of the charity trustees.
- (b) Subject to that, the charity trustees shall decide how their meetings are to be called, and what notice is required.

### (2) Chairing of meetings

The charity trustees may appoint one of their number to chair their meetings and may at any time revoke such appointment. If no-one has been so appointed, or if the person appointed is unwilling to preside or is not present within 10 minutes after the time of the meeting, the charity trustees present may appoint one of their number to chair that meeting.

### (3) Procedure at meetings

- (a) No decision shall be taken at a meeting unless a quorum is present at the time when the decision is taken. The quorum is two charity trustees, or the number nearest to one third of the total number of charity trustees, whichever is greater, or such larger number as the charity trustees may decide from time to time. A charity trustee shall not be counted in the quorum present when any decision is made about a matter upon which he or she is not entitled to vote.
- (b) Questions arising at a meeting shall be decided by a majority of those eligible to vote.
- (c) In the case of an equality of votes, the chair shall have a second or casting vote.

#### (4) Participation in meetings by electronic means

- (a) A meeting may be held by suitable electronic means agreed by the charity trustees in which each participant may communicate with all the other participants.
- (b) Any charity trustee participating at a meeting by suitable electronic means agreed by the charity trustees in which a participant or participants may communicate with all the other participants shall qualify as being present at the meeting.
- (c) Meetings held by electronic means must comply with rules for meetings, including chairing and the taking of minutes.

### 20. Saving provisions

- (1) Subject to sub-clause (2) of this clause, all decisions of the charity trustees, or of a committee of charity trustees, shall be valid notwithstanding the participation in any vote of a charity trustee:
  - who was disqualified from holding office;
  - who had previously retired or who had been obliged by the constitution to vacate office;
  - who was not entitled to vote on the matter, whether by reason of a conflict of interest or otherwise;if, without the vote of that charity trustee and that charity trustee being counted in the quorum, the decision has been made by a majority of the charity trustees at a quorate meeting.
- (2) Sub-clause (1) of this clause does not permit a charity trustee to keep any benefit that may be conferred upon him or her by a resolution of the charity trustees or of a committee of charity trustees if, but for clause (1), the resolution would have been void, or if the charity trustee has not complied with clause 7 (Conflicts of interest).

### 21. Execution of documents

- (1) The CIO shall execute documents either by signature or by affixing its seal (if it has one).
- (2) A document is validly executed by signature if it is signed by at least two of the charity trustees.
- (3) If the CIO has a seal:
  - (a) it must comply with the provisions of the General Regulations; and
  - (b) it must only be used by the authority of the charity trustees or of a committee of charity trustees duly authorised by the charity trustees. The charity trustees may determine who shall sign any document to which the seal is affixed and unless otherwise determined it shall be signed by two charity trustees.

### 22. Use of electronic communications

#### (1) General

The CIO will comply with the requirements of the Communications Provisions in the General Regulations and in particular:

- (a) the requirement to provide within 21 days to any member on request a hard copy of any document or information sent to the member otherwise than in hard copy form;
- (b) any requirements to provide information to the Commission in a particular form or manner.

#### (2) To the CIO

Any member or charity trustee of the CIO may communicate electronically with the CIO to an address specified by the CIO for the purpose, so long as the communication is authenticated in a manner which is satisfactory to the CIO.

### (3) By the CIO

- (a) Any member or charity trustee of the CIO, by providing the CIO with his or her email address or similar, is taken to have agreed to receive communications from the CIO in electronic form at that address, unless the member has indicated to the CIO his or her unwillingness to receive such communications in that form.
- (b) The charity trustees may, subject to compliance with any legal requirements, by means of publication on its website
  - (i) provide the members with the notice referred to in clause 11(3) (Notice of general meetings);
  - (i) give charity trustees notice of their meetings in accordance with clause 19(1) (Calling meetings); and submit any proposal to the members or charity trustees for decision by written resolution or postal vote in accordance with the CIO's powers under clause 10 (Members' decisions), 10(3) (Decisions taken by resolution in writing).
- (c) The charity trustees must:
  - (i) take reasonable steps to ensure that members and charity trustees are promptly notified of the publication of any such notice or proposal;
  - (ii) send any such notice or proposal in hard copy form to any member or charity trustee who has not consented to receive communications in electronic form.

## 23. Keeping of Registers

The CIO must comply with its obligations under the General Regulations in relation to the keeping of, and provision of access to, registers of its members and charity trustees.

## 24. Minutes

The charity trustees must keep minutes of all:

- (1) appointments of officers made by the charity trustees;
- (2) proceedings at general meetings of the CIO;
- (3) meetings of the charity trustees and committees of charity trustees including:
  - the names of the trustees present at the meeting;
  - the decisions made at the meetings; and
  - where appropriate the reasons for the decisions;
- (4) decisions made by the charity trustees otherwise than in meetings.

## 25. Accounting records, accounts, annual reports and returns, register maintenance

- (1) The charity trustees must comply with the requirements of the Charities Act 2011 with regard to the keeping of accounting records, to the preparation and scrutiny of statements of accounts, and to the preparation of annual reports and returns. The statements of accounts, reports and returns must be sent to the Charity Commission, regardless of the income of the CIO, within 10 months of the financial year end.
- (2) The charity trustees must comply with their obligation to inform the Commission within 28 days of any change in the particulars of the CIO entered on the Central Register of Charities.

## 26. Rules

The charity trustees may from time to time make such reasonable and proper rules or bye laws as they may deem necessary or expedient for the proper conduct and management of the CIO, but such rules or bye laws must not be inconsistent with any provision of this constitution. Copies of any such rules or bye laws currently in force must be made available to any member of the CIO on request.

## 27. Disputes

If a dispute arises between members of the CIO about the validity or propriety of anything done by the members under this constitution, and the dispute cannot be resolved by agreement, the parties to the dispute must first try in good faith to settle the dispute by mediation before resorting to litigation.

## 28. Amendment of constitution

As provided by clauses 224-227 of the Charities Act 2011:

- (1) This constitution can only be amended:
  - (a) by resolution agreed in writing by all members of the CIO; or
  - (b) by a resolution passed by a 75% majority of votes cast at a general meeting of the members of the CIO.
- (2) Any alteration of clause 3 (Objects), clause [29] (Voluntary winding up or dissolution), this clause, or of any provision where the alteration would provide authorisation for any benefit to be obtained by charity trustees or members of the CIO or persons connected with them, requires the prior written consent of the Charity Commission.
- (3) No amendment that is inconsistent with the provisions of the Charities Act 2011 or the General Regulations shall be valid.
- (4) A copy of any resolution altering the constitution, together with a copy of the CIO's constitution as amended, must be sent to the Commission within 15 days from the date on which the resolution is passed. The amendment does not take effect until it has been recorded in the Register of Charities.

## 29. Voluntary winding up or dissolution

- (1) As provided by the Dissolution Regulations, the CIO may be dissolved by resolution of its members. Any decision by the members to wind up or dissolve the CIO can only be made:
  - (a) at a general meeting of the members of the CIO called in accordance with clause [11] (Meetings of Members), of which not less than 14 days' notice has been given to those eligible to attend and vote:
    - (i) by a resolution passed by a 75% majority of those voting, or
    - (ii) by a resolution passed by decision taken without a vote and without any expression of dissent in response to the question put to the general meeting; or
  - (b) by a resolution agreed in writing by all members of the CIO.
- (2) Subject to the payment of all the CIO's debts:
  - (a) Any resolution for the winding up of the CIO, or for the dissolution of the CIO without winding up, may contain a provision directing how any remaining assets of the CIO shall be applied.
  - (b) If the resolution does not contain such a provision, the charity trustees must decide how any remaining assets of the CIO shall be applied.
  - (c) In either case the remaining assets must be applied for charitable purposes the same as or similar to those of the CIO.
- (3) The CIO must observe the requirements of the Dissolution Regulations in applying to the Commission for the CIO to be removed from the Register of Charities, and in particular:
  - (a) the charity trustees must send with their application to the Commission:

- (i) a copy of the resolution passed by the members of the CIO;
  - (ii) a declaration by the charity trustees that any debts and other liabilities of the CIO have been settled or otherwise provided for in full; and
  - (iii) a statement by the charity trustees setting out the way in which any property of the CIO has been or is to be applied prior to its dissolution in accordance with this constitution;
- (b) the charity trustees must ensure that a copy of the application is sent within seven days to every member and employee of the CIO, and to any charity trustee of the CIO who was not privy to the application.
- (4) If the CIO is to be wound up or dissolved in any other circumstances, the provisions of the Dissolution Regulations must be followed.

### 30. Interpretation

In this constitution:

**“connected person”** means:

- (a) a child, parent, grandchild, grandparent, brother or sister of the charity trustee;
- (b) the spouse or civil partner of the charity trustee or of any person falling within sub-clause (a) above;
- (c) a person carrying on business in partnership with the charity trustee or with any person falling within sub-clause (a) or (b) above;
- (d) an institution which is controlled –
  - (i) by the charity trustee or any connected person falling within sub-clause (a), (b), or (c) above; or
  - (ii) by two or more persons falling within sub-clause (d)(i), when taken together
- (e) a body corporate in which –
  - (i) the charity trustee or any connected person falling within sub-clauses (a) to (c) has a substantial interest; or
  - (ii) two or more persons falling within sub-clause (e)(i) who, when taken together, have a substantial interest.

Section 118 of the Charities Act 2011 apply for the purposes of interpreting the terms used in this constitution.

**“General Regulations”** means the Charitable Incorporated Organisations (General) Regulations 2012.

**“Dissolution Regulations”** means the Charitable Incorporated Organisations (Insolvency and Dissolution) Regulations 2012.

The **“Communications Provisions”** means the Communications Provisions in [Part 9, Chapter 4] of the General Regulations.

**“charity trustee”** means a charity trustee of the CIO.

A **“poll”** means a counted vote or ballot, usually (but not necessarily) in writing.