	asks and esponsibilities	RCN Council	Group Audit Committee	Group Remuneration Committee	Group EDI Committee	Finance & Investment Committee	Governance Committee	Trade Union Committee	Professional Nursing Committee	International Committee	Awards Committee	Agenda Committee	Country/Regional Boards	General Secretary & Chief Executive and Executive Team
1 LE	EGAL STRUCTUI	RE												ACCOUNTABLE OFFICER - EXECUTIVE DIRECTOR OF GOVERNANCE (unless indicated elsewhere in this section)
		Council recommends changes to the legal structure of the RCN only, to the membership for approval by way of special resolution at a General Meeting	N/A	N/A	N/A	N/A	Committee recommend any changes to the RCN structure to Council for consideration. To note, RCN changes will need to go to the membership for approval at a General Meeting	N/A	N/A	N/A	N/A	N/A	N/A	RCN Executive Team will recommend any RCN ONLY changes to the Governance Committee. Changes will ultimately need to go to the membership for approval
2 G (OVERNING DOC	CUMENTS (to note cross refer	ence to no 2)											ACCOUNTABLE OFFICER - EXECUTIVE DIRECTOR OF GOVERNANCE (unless Indicated elsewhere in this section)
	N governing cuments	Council agrees all changes to the governing documents, for example, Royal Charter/Standing Orders, before they go to the membership for approval at a general meeting	N/A	N/A		N/A	Committee recommends any proposed RCN changes to Council	N/A	N/A				N/A	RCN Executive Team will recommed any RCN ONLY changes to the Governance Committee
3 S	TATUTORY AND	REGULATORY COMPLIANCE												ACCOUNTABLE OFFICER - EXECUTIVE DIRECTOR OF GOVERNANCE (unless indicated elsewhere in this section)
ST RE CC M/ FR	AMEWORK	and Compliance Management Framework that the Group work within and reviews its effectivenes. * delegate to Group Audit Committee oversight of the annual returns and the Commitee assure Council of the Group's compliance *carries out the functions reserved for itself in the Charter and Standing Orders	*assures RCN Council, RCNi Board and RCN Foundation Board that the Group are fully compliant	N/A	N/A		Committee receives the Group framework twice a year for noting (Jan - Jun, and Jul - Dec), so they are fully informed of governance arrangements		Professional Nursing Committee ensures the RCN meets all its requirements as a Royal College and leads on all matters affecting nursing practice and policy as set out in the terms of reference	N/A	N/A	N/A	N/A	Executive Team are responsible for ensuring that all the statutory and regulatory compliance reporting requirements are met and therefore, assuring the Group Audit Committee that the Group is fully compliant
	ecial register trade ion body	Council is the Trade Union Executive. Council approves new policy and positions and changes to existing policy and positions, on the recommendation of the Trade Union Committee	N/A	N/A	N/A	N/A	N/A	Committee: *ensures the RCN meets its requirements as a special register trade union, as delegated from Council *leads and approves on collective bargaining up to and including consultative ballets on pay *approves the NHS Pay Review Body RCN submission, however, there may be times when Council is required to approve and the Committee wil recommend to them. See the Committee's ToR for more details						
	Appointment of External Auditors	Auditor on recommendation of Group Audit Committee Council receives report on the work of	Committee leads the tender process and recommends to RCN Council, the appointment, the duration and audit fee Committee annually reviews the work of the External Auditors on behalf of RCN Council, RCNi Board and RCN Foundation Board and reports to them	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Executive Team: * supports the Group Audit Committee in the appointment of the Group External Auditors * prepare and review annual report and accounts. * assures Group Audit Committee that annual reports and financial statements are fully compliant with relevant accounting requirements and all relevant and requested information has been made available to the auditors before Council can sign Letter of Representation
	inual Report and nancial Statements	Annual Report and Financial Statements recommended by the Group Audit Committee. *The annual report must then be	Committee: confirms that the Annual Report and Financial Statements represent a true and fair statement of the RCN Group's financial position. Please see the Group Audit Committee document for more detials	N/A	relevant information	Committee receives 1st draft of the Group consolidated accounts for Information. Comments from the Committee will be considered as the accounts are developed		Committee provides relevant information to be included from its annual work programme	Committee provides relevant information to be included from its annual work programme	N/A	N/A	N/A	N/A	ACCOUNTABLE OFFICER - CHIEF FINANCIAL OFFICER
			Committee approve the accounting policies to be used in the upcoming Group consolidated and individual entity annual accounts.		N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A	
		Council sign letters of representation on assurance from Group Audit Committee and Executive Team	N/A		N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A	

Tasks and responsibilities	RCN Council	Group Audit Committee	Group Remuneration Committee	Group EDI Committee	Finance & Investment Committee	Governance Committee	Trade Union Committee	Professional Nursing Committee	International Committee	Awards Committee	Agenda Committee	Country/Regional Boards	General Secretary & Chief Executive and Executive Team
4 INTERNAL CONT	ROL FRAMEWORK												ACCOUNTABLE OFFICER - CHIEF FINANCIAL OFFICER (unless indicated elsewhere in this section)
RISK MANAGEMENT	Council reviews and notes Group risi register 1/4ly, following assurance from the Group Audit Committee	Committee: * reviews and approves the Group risk register I/4ly on behalf of the Group's governing bodies before it is presented to RCNi Board, RCNF Board and RCN Council to note. * can approve escalated risks raised at its meetings * is assured by the RCN Executive Team that	N/A	N/A	N/A	N/A	Committee reviews and approve s the Employment Relations risk register 1/4ly. Where applicable, risks can be escalated to the Group risk register	Committee reviews and approves its risk register 1/4ly. Where applicable, risks can be escalated to the Group risk register	N/A	N/A	N/A	Each Board will review and approve their risk register at each meeting. Where applicable, risks can be escalated to the Group risk register.	Management of Group risk framework is delegated to RCN Executive Team from RCN Council, RCNi Board and RCN Foundation Board They assure the Group Audit Committee ACCOUNTABLE OFFICER - EXECUTIVE DIRECTOR OF GOVERNANCE
internal auditors and	Council approves appointment of dinternal auditors on recommendation of Group Audit Committee	Committee:	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	The Executive Team support the Group Audit Committee with the appointment of the internal auditors
	Council is Informed of the annual audit programme by the Group Audit Committee	Commitees approves the annual programme, recommended by internal auditors , after discussions with the RCN ET, RCNi ET & RCNF SLT	F									N/A	Executive Team agrees annual internal audit programme with the internal auditors. They consider each report and the findings and agree action plans to implement recommendations.
	Council receives reports from the Group Audit Committee on the quality of the control environment in place, based on the annual internal audit programme	Committee: / * receives and approves all the internal audit reports and action plans to implement findings. *monitors implementation of recommendations and reports to Council, RCNi Board and RCN Foundation Board (via their Committee report)										* Findings of internal audits that impact on country and regional performance are presented to the relevent Board (s) * Boards to ensure findings are implemented in their country/region, where appropriate	Executive Team ensures the findings are implemented, via monitoring reports 3 times a year. These reports are presented to the Group Audit Committee
	To maintain transparency, if the auditors are commissioned to undertake non audit work Council will be notified by the Group Audit Committee	To maintain transparency, the Committee will be notified by the Executive Team if the auditors have been commissioned to undertake non IA work. For example, an internal review.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	The Executive Team will notify the Group Audit Committee if the internal auditors have been commissoined to undertake non IA activity.
BUSINESS STRA	TEGY												ACCOUNTABLE OFFICER - EXECUTIVE DIRECTOR OF RCN NORTHERN IRELAND (unless otherwise indicated)
	Council approves the RCN's 5 year strategy and leads the strategy development process, agrees priorities and is final decision maker, on behalf of the membership.	N/A	N/A	The strategy informs the committee's work programme	N/A	N/A	Committee contributes to the development of the RCN strategy for the Special Register Trade Union. The strategy Informs the work programme and risk register	Committee contributes to the development of the RCN strategy for the professional agenda of the College. The strategy Informs the Committee's work programme and risk register	N/A	N/A	N/A	Boards Input t o the RCN strategy	Executive Team drafts, in consultation with members, the RCN Strategy and uses this to direct the organisation's strategic planning
	Council receives 1/4ly report on progress against RCN strategy and agrees any requests to change priorities	Committee receives 1/4ly report on progress against RCN strategy	Committee receive 1/4ly report on progress against RCN strategy and exception reports to council	N/A	Committee receive 1/4ly report on progress against RCN strategy and exception reports to council	N/A	Committee receive 1/4ly report on progress against RCN strategy and exception reports to council	Committee receive 1/4ly report on progress against RCN strategy and exception reports to council	N/A	N/A	N/A	Boards receive 1/4ly report on progress against their annual KPIs and targets and agree any actions	Executive Team is accountable for delivering against the strategy and performance reporting

responsibilities	NON Sounce	aroup Addit Committee	Committee	Committee	Committee	Committee	Trade Smort Sommittee	Professional Nutsing Committee		Committee	Committee	Boards	Executive Team
FINANCIAL STR	ATEGY AND COMPLIANC	E											ACCOUNTABLE OFFICER - CHIEF FINANCIAL OFFICER (unless indicated elsewhere in this section)
STRATEGY	Council approves RCN financial strategy based on planning assumptions recommended by Finance & Investment committee	N/A	N/A		Committee recommends financial planning assumptions to Council, after being assured by RCN Executive Team	N/A	N/A	N/A	N/A			N/A	Executive Team proposes financial planning assumptions to the Finance & Investment Committee line with projected operational activity
	Council receives report from Group Audit Committee 3 times a year on internal audit programme. Where applicable, the report on the audit programme will include progress on vfm and sustainability (financial and environment).	As part of internal audit process, Committee reviews arrangements in place for ensuring vfm and sustainability and it reports to council, RCNi Board and/or RCNF Board, where applicable	N/A		N/A	N/A	N/A	N/A	N/A			N/A	
STRATEGY	Council approves RCN Strategy and Statement of investment Principles and any changes to the statement to meet the strategy on the recommendation of the Finance and Investment Committee	N/A	N/A	N/A	Committee: * reviews the RCN strategy and Statement of Investment Principles and recommends 8ny changes/action required to RCN Investments to RCN Council, including significant changes to the Values Statement and its approach to investment *is assured by RCN Executive Team and the Group's/RCN Investment Managers	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Executive Team monitors the performance of long an short term investments through the monthly management accounts and report to Finance & Investment Committee Any changes to the RCN Values Statement and Investment Strategy are recommended to the Financ and Investment Committee, before going to RCN Council to approve, after consultation with the membership
	Council will consult with the membership on any significant changes to the RCN Values Statement and its approach to investments	N/A	N/A	N/A		N/A	Committee will be consulted as part of the process for reviewing and agreeing any significant changes to the RCN Investment Strategy and its approach to its investments	Committee will be consulted as part of the process for reviewing and agreeing any significant changes to the RCN Investment Strategy and its approach to its investments	N/A	N/A	N/A	Boards are consulted as part of the process for reviewing and agreeing any significant changes to the RCN Investment Strategy and its approach to its investments.	
	Council *approves the placement of RCN funds in an investment portfolio either directly or through an Investment manager, on the recommendation of the Finance and Investment Committee		N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Council appoints G roup Investment Manager on recommendation from Finance and Investment Committee	N/A	N/A	N/A	Committee approves the preferred supplier that the appointment panel recommends. Committee then recommends the appointment of the Investment Managers to RCN Council		N/A	N/A	N/A	N/A	N/A	N/A	
	Council approves any changes to the RCN Reserves Policy and any changes needed to meet the policy on the recommendation of the Finance and Investment Committee		N/A		Committee reviews the RCN Reserves Policy and makes recommendations to Council for any change/ action required		N/A	N/A	N/A	N/A	N/A	N/A	Executive Team proposes any changes to the RCN Reserves policy based on known and anticpated requirements
BRIBERY, CORRUPTION AND FRAUD POLICY AND GROUP ANTI MONEY LAUNDERING POLICY	Council approves the policies and any changes on the recommendation of the Group Audit Committee Council members are asked to confirm, in writing, as part of the external audit that they are not aware of any related party transactions that they need to declare under the policies and FRS 8 (To note - cross referenced with External Audit /Annual report and accounts)	l .	N/A		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Executive Team ensures the policies are implemented accountable officer - executive director of governance

Professional Nursing Committee International Committee Awards Agenda

Country/Regional General Secretary & Chief Executive and

Group Remuneration Group EDI Finance & Investment Governance Trade Union Committee

Tasks and

RCN Council

Group Audit Committee

Tasks and responsibilities	RCN Council	Group Audit Committee	Group Remuneration Committee	Group EDI Committee	Finance & Investment Committee	Governance Committee	Trade Union Committee	Professional Nursing Committee	International Committee	Awards Committee	Agenda Committee	Country/Regional Boards	General Secretary & Chief Executive and Executive Team
7 FINANCIAL RE	GULATIONS												ACCOUNTABLE OFFICER - CHIEF FINANCIAL OFFICER (unless indicated elsewhere in this section)
	Council approves the Group Financial Regulations on the recommendation of the Group Audit Committee.	Committee reviews and recommends changes to RCNi Board, RCNF Board and RCN Council for approval	s N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Executive Team ensures Group Financial Regulations are adhered to
	Council approves all Financial Regulation changes to individual policies, authority limits, and role responsibilities on the recommendation of the Group Audit Committee	Committee reviews all Financial Regulation changes to individual policies, authority limits and role responsibilities and recommends to Council to approve											Executive Team recommends any changes to individual policies, authority limits, and role responsibilities based on changing operational needs/statutory requirements.
	Council receives a report from Group Audit Committee to note small changes made by the RCN Executive Team	Committee receives a report to note from the Executive Team of any small changes made that they have approved											Small changes to approved processes can be made by the Executive Team for operational reasons but must be reported to Group Audit Committee.
8 ANNUAL BUDG	ET												ACCOUNTABLE OFFICER - CHIEF FINANCIAL OFFICER (unless indicated elsewhere in this section)
NOTE - CROSS REFERENCE TO ANNUAL REPORT AND FINANCIAL STATEMENTS (S3)	Council approves and monitors RCN budget	N/A	N/A	N/A	Committee recommends RCN budget to Council to approve, after being assured by RCN Executive Team	N/A	N/A	N/A	N/A	N/A	N/A	Boards are responsible for ensuring country and regional plans are delivered within the agreed budget se by Council, on the recommendation of the Executive Team	
	Council receives monthly management accounts		_		Committee review management accounts at each meeting	_						N/A	Executive Team monitors performance against budget monthly.
	Council approves In year changes, on recommendation of Finance and Investment Committee				Committee recommends changes to in year RCN budget to Council, based on proposals by Executive Team							N/A	
	Council will be notified by Finance and Investment Committee of unplanned high risk issues, if they arise				*receives high level summary of funding movements into and out of contingency budget to meet organisational priorities and pressures. *will be notified of unforeseen high risks and will report to Council, where							N/A	Executive Team can agree to bank underspends to reserves OR to vire between directorate budgets to meet organisational priorities and pressures Where applicable, unplanned high risk issues are reported to Council, via the Chair of Finance & Investment Committee
9 GROUP STAFF	PENSION SCHEMES												ACCOUNTABLE OFFICER - CHIEF FINANCIAL OFFICER (unless indicated elsewhere in this
													section)
	Council approves pension scheme arrangements on the recommendation from the Finance and Investment Committee	N/A	To advise on any proposals for major changes to the remuneration package including the provision for and scope of pension arrangements for all staff and other terms and conditions of employment (benefits).	N/A	Committee periodically reviews the pension scheme arrangements and makes recommendations to Council . This includes the Triennial valuation Committee is given assurance by RCN Executive Team and the Group's pensions advisors	е	N/A	N/A	N/A	N/A	N/A	N/A	Executive Team: * recommends changes to arrangements, consulting with staff through the Partnership Forums (RCN & RCNi), if appropriate, based on affordability and good practice * reviews deficit funding payments, ensures agreed funding levels are budgeted and paid as required and proposes any additional funding payments

Tasks and responsibilities	RCN Council	Group Audit Committee	Group Remuneration Committee	Group EDI Committee	Finance & Investment Committee	Governance Committee	Trade Union Committee	Professional Nursing Committee	International Committee	Awards Committee	Agenda Committee	Country/Regional Boards	General Secretary & Chief Executive and Executive Team
10 FINANCIAL CON	TROL FRAMEWORK												ACCOUNTABLE OFFICER - CHIEF FINANCIAL OFFICER, (unless indicated elsewhere in this section)
PARTNERSHIPS	Council approves partnership agreements in accordance with the Group Schedule of Financial Limits, over £1m	N/A	N/A	N/A	Committee: * consider business partnership agreements in accordance with the Group Schedule of Financial Limits *approves agreements up to its threshold (£0.5m to £1m) and recommends agreements in excess of Elm to Council *will notify Council of decisions it has made	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Executive Team ensures all contracts and partnership agreements are approved and signed in accordance with the group Financial Regulations and Schedule of Financial Limits The Executive Team level is up to £0.5m. They will recommend to the Finance and Investment Committee in excess of £0.5m
CONTRACT MANAGEMENT	Council approves application to procure contracts over £1m, in accordance with the Schedule of Financial Limits, on the recommendation from the Finance & Investment Committee	N/A	N/A	N/A	*Committee: * approves application to procure RCN contracts up to its threshold (£0.5m - £1m) and recommends to RCN Council for applications in excess of £1m, in accordance with the Schedule of Financial Limits *will notify Council of decisions it has made	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Executive Team approve a pplications to procure and / or business cases in accordance with Financial Regulations and Schedule of Financial Limits. Their level is up to £0.5m. They will recommend to the Finance and Investment Committee in excess of £0.5m
BUSINESS CASES	Council: *approves business cases in accordance with the Schedule of Financial Limits - over £Im * will be notified by Finance and Investment Committee of approval they have given, within their threshold (£0.5m-£Im)				Committee: * consider business cases in accordance with the Group Schedule of Financial Limits * approves business cases up to its threshold (£0.5 - £1m) and recommends cases in excess of £1m to Council * will notify Council of decisions it has made								
	Committee notified by Group Audit Committee Chair of the appointment of external audit firm for non audit work across the RCN Group Council receives a report through Group Audit Committee on any such appointments Council receives an annual summary,	Committee approves the appointment of external audit firm for non-audit work. Chair notifies Chair of Council and Chair of Finance and Investment Committee Committee receives detail of all non-audit engagement and notifies RCNi Board, RCNF Board and RCN Council, where applicable Committee provides RCNi Board, RCNF Board and Council with a annual summary of non audit work undertaken by external audit firm, where appropriate	N/A		Chair of Committee is notified by Chair of Group Audit Committee if RCN approves appointment of external audit firm for non audit work	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Executive Team agree all non-audit work undertaken by the external audit firm in accordance with the Financial Regulations.
ASSET MANAGEMENT	Council:approves acquisitions and disposals of RCN assets or investments in accordance with its Schedule of Financial Limits, in excess of £1m	N/A	N/A	N/A	Committee considers the acquisition and disposal of assets in accordance with Schedule of Financial Limits. The Committee approves within its threshold (£0.5M -£1M) and recommends to Council those assets in excess of £1m	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Executive Team: *reviews and agrees the acquisition and disposal of assets in accordance with the Schedule of Financial Limits (up to £0.5m) *recommends to Finance & Investment Committee for all decisions in excess of £0.5m. *notify Finance & Investment Committee of all decisions it has taken within its £0.5m threshold
EXPENDITURE Procurement	Council approves the RCN	N/A	N/A	N/A	Committee recommends the	N/A	N/A	N/A				Boards ensure that the	Executive Team recommends changes to the
	procurement strategy and any changes to it on the recommendation of the Finance & Investment Committee				strategy and any changes to Council. The strategy is reviewed on a 3 yearly cycle							procurement strategy is implemented across countries and regions	Procurement Strategy
Approve expenditure (Group Financial Regulations and Schedule of Financia Limits)	processes on recommendation from Group Audit Committee	Committee recommends RCN approval processes to Council to approve	N/A		N/A	N/A	N/A	N/A				N/A	Executive Team ensure all expenditure is approved in accordance with the Group Financial Regulations and Schedule of Financial Limits
	Council approves expenditure in accordance with Schedule of Financial Limits	N/A	N/A		Committee approves expenditure in accordance with the Schedule of Financial Limits	N/A	N/A	N/A				N/A	

responsibilities		·	Committee	Committee	Committee	Committee		3		Committee	Committee		Executive Team
	ITROL FRAMEWORK												ACCOUNTABLE OFFICER - CHIEF FINANCIAL OFFICER, (unless indicated elsewhere in this section)
External income generation from sponsorship, grant management, fundraising and othe externally funded projects	Council approves business cases for external income generation in accordance with Schedule of Financial Limits - in excess of £1m, on recommendation from Finance and Investment Committee	N/A	N/A		Committee approves business cases for any external income generation in accordance with the Schedule of Financial Limits (£0.5m - £1m) and recommends to Council to approve in excess of £1m		N/A	N/A				arrangements are complied with in accordance with the Schedule of Financial Limits	Executive Team ensures that all external income generation projects comply with the Group Financial Regulations. In accordance with the Schedule of Financial Limits, they ca n approve up to £0.5m and will recommend to Finance and Investment Committee in excess of £0.5m
Banking and investments bankin, arrangements	Council approves RCN banking arrangements, including changes, on the recommendation of the Finance and Investment Committee and the Executive Team Council receives 6 monthly report of any changes to existing RCN bank accounts	N/A	N/A		Committee reviews the proposed changes to RCN banking arrangements, received from the Executive Team and recommends to Council they approve the changes Committee receives a 6 monthly report on any changes to existing RCN bank accounts	N/A	N/A	N/A					Executive Team: * monitors and recommends to Finance and Investment Committee any changes to the RCN's banking arrangements * provides a 6 monthly update to Finance and Investment Committee and Council on changes to RCN bank accounts Executive Team reviews all new accounts opened in the name of the RCN (includes branches) and bank closures
Loans	Council approves the limit and purpose of any loan requested by RCN,on recommendation from the Finance and Investment Committee, based on operational needs and compliance with the financial strategy	N/A	N/A		Committee reviews and recommends to Council any proposed loans required by the RCN in accordance with the achievement of strategic plans and financial strategy	N/A	N/A	N/A	N/A	N/A	N/A		Exective Team recommends t o Finance and Investment Committee , via a business case, any proposed loan required by the RCN.
OTHER FINANCIAL F Losses, bad debts an special payments	*approves losses, bad debts or special payments in accordance with the Schedule of Financial Limits (in excess of £50k) *will be notified by the Finance and Investment Committee and Executive Team of any approval they have given within their threshold The Chair of Council will sign off on behalf of Council		N/A		Committee: * approve losses, bad debts or special payments in accordance with its Schedule of Financial Limits threshold (£10k - £50k), on the recommendation of the Executive Team. The Honorary Treasurer will sign off on behalf of the Committee. * will recommend to Council that they sign off losses, bad debts or special payments in excess of £50k, in accordance with the	N/A			N/A	N/A	N/A		Executive Team: *agrees and reviews losses, bad debts and special payments in accordance with Financial Regulations. They will approve up to £10k, in accordance with the Schedule of Financial Limits * will recommend to Finance and Investment Committee losses, special payments or bad debts in excess of £10k
RCN Member financ policies (e.g branch funding policy,	h * approves all RCN member financial		N/A		Committee recommends RCN member finance policies to Council to approve, for example branch funding,	N/A	*is consulted on proposed changes, as required *ensure subordinate committees of TUC feed into this process	* is consulted on proposed changes, as	N/A			consulted on and briefed on	Executive Team recommends any changes to policies and procedures, as appropriate, to the Finance and Investment Committee
Insurance (including Professional Indemnity insurance	Group Audit Committee that the	Committee * is notified a nnually (in April) by the Executive Team, that insurance policies have been renewed and RCN Group is covered for that year. They are also notified of any area of risk. Committee will receive a list of insurance policies * will then notify , Council, RCNi Board and RCNF Board, via their committee report	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	implications via country or regional risk register	Executive Team: * approves any changes to the policy and reports any potential risks to Group Audit Committee and Council * ensures compliance with the terms of insurance policies * receives and approves summary of annual renewal of insurance policies and notifies the Group Audit Commitee (in April)

Tasks and RCN Council

Group Audit Committee

Group Remuneration Group EDI Finance & Investment Governance Trade Union Committee Professional Nursing Committee International Committee Awards Agenda Country/Regional General Secretary & Chief Executive and

responsibilities		Committee	Committee	Committee	Committee		-		Committee	Committee	Boards	Executive Team
Council reviews property strategy and approves any changes / decision on the recommendation of Finance and	I N/A	N/A	N/A	Committee reviews the RCN property strategy every 5 years and makes	N/A	N/A	N/A	N/A			Boards ensures the property	ACCOUNTABLE OFFICER - CHIEF FINANCIAL OFFICER (unless indicated elsewhere in this section) Executive Team leads on the strategy and recommends changes to the Finance and Investment Committee
Investment Committee				recommendations to Council for any changes / action required							Council on property matters and make recommendations to Financial and Investment Committee. This will include the purchase/disposal of freehold property	
Council: * approves expenditure in line with property projects in the procurement strategy and Schedule of Financial Limits (in excess of £Im) *is notified by the Finance and Investment Committee of agreed expenditure up to £Im	N/A	N/A	N/A	Committee: *approves expenditure in line with property projects in the procurement strategy and Schedule of Financial Limits (£0.25m - £1m). *recommend any expenditure that is in excess of £1m to Council		N/A	N/A	N/A	N/A	N/A		Executive Team: *approves expenditure in line with property projects in the procurement strategy and Schedule of Financial Limits (up to £0.25m). *recommend any expenditure that exceeds £0.25m to the Finance and Investment Committee
Council: * approves building / investment projects in accordance with the Schedule of Financial Limits (in excess of £1m) *is notified by the Finance and Investment Committee of expenditure up to £1m		N/A	N/A	Committee: *approves building/investment projects in accordance with the Schedule of Financial Limits (£0.5m - £1m) . *recommend any expenditure in excess of £1m to Council	N/A	N/A	N/A	N/A	N/A	N/A		Executive Team *approves building/investment projects in line with Financial Regulations and Schedule of Financial Limits (up to £0.5m). *will recommend to Finance and Investment Committee projects in excess of £0.5m
Council: *approves leases in accordance with the Schedule of Financial Limits (in excess of £1m annually) *is notified by the Finance and Investment Committee of leases agreed (up to £1m annual or over £1m lifetime)			N/A	Committee: *approves leases in accordance with the Schedule of Financial Limits (over £0.25m - £1m annual or over £1m lifetime) *will recommend annual leases in excess of £1m annual to Council						N/A		Executive Team: * approves property leases in line with Financial Regulations and Schedule of Financial Limits (up to £0.25m annual or under £1m lifetime). *will recommend to Finance and Investment Committee annual leases in excess of £0.25m and lifetime leases in excess of £1m
Council receives progress reports, including spend, on all building and investment projects	N/A	N/A	N/A	Committee receives progress reports, including spend, on all building and investment projects	N/A	N/A	N/A	N/A	N/A	N/A		Executive Team provides regular updates to Finance and Investment Committee on all building projects, including spend
Council: * approves the disposal of freehold buildings in accordance with the Schedule of Financial limits (in excess of £tm) * is notified by the Finance and Investment Committee of all disposals up to £1m	·	N/A	N/A	Committee: *approves the disposal of freehold buildings in accordance with the Schedule of Financial limits (£0.25m - £1m) *recommends to Council in excess of £1m *is notified by the Executive Team of disposals up to £0.25m	N/A	N/A	N/A	N/A	N/A	N/A		*Executive Team approves disposal of freehold buildings in accordance with the Schedule of Financial Limits (up to £0.25m) and notifies Finance and Investment Committee of all decisions it has made *Executive Team recommends to Finance and Investment Committee disposal of freehold buildings in excess of £0.25m
12 BUSINESS DEVELOPMENT												ACCOUNTABLE OFFICER - CHIEF FINANCIAL OFFICER (unless indicated elsewhere in this section)
Council approves RCN Income Strategy and reviews it at regular interviews.	N/A	N/A	N/A	Committee is responsible for reviewing non subscription income generation/sponsorship activity, plus setting and monitoring targets, under its commercial activity accountability	N/A	N/A	N/A	N/A				Executive Team recommend s new work streams to Finance & Investment Committee for approval
Council: * approves commercial activity (new and changes) in accordance with the Schedule of Financial Limits (in excess of £1m) * is notified by the Finance and Investment Committee of decisions made on commercial activity, up to £1m. To note - this includes services provided to RCN members	N/A	N/A		Committee: *approves commercial activity (new and changes) in accordance with the Schedule of Financial Limits (£0.5m - £1m) *notifies council of decisions it has made. *recommends to council commercial activity (new and changes) that is in excess of £1m								Executive Team reviews performance of non subscription income generation / sponsoring work streams and reports to Finance & Investment Committee quarterly

Trade Union Committee

Professional Nursing Committee International Committee Awards

Country/Regional General Secretary & Chief Executive and

Tasks and

RCN Council

Group Audit Committee

Group Remuneration Group EDI

Finance & Investment Governance

Tasks and responsibilities	RCN Council	Group Audit Committee	Group Remuneration Committee	Group EDI Committee	Finance & Investment Committee	Governance Committee	Trade Union Committee	Professional Nursing Committee	International Committee	Awards Committee	Agenda Committee	Country/Regional Boards	General Secretary & Chief Executive and Executive Team
13 MEMBERSHIP AN	D SUBSCRIPTION RATES												ACCOUNTABLE OFFICER - CHIEF OF STAFF (unless indicated elsewhere in this section)
MEMBERSHIP STRATEGY	Council reviews and agrees the membership strategy and any changes to membership categories, or recommendation of Governance Committee	N/A	N/A	N/A		Committee keeps the membership strategy and categories under review and recommends any changes, including membership categories to Council	required *ensures subordinate commitees of TUC feed into this process	Committee: * is consulted on proposed changes, as required *ensures subordinate committees of PNC feed into this process	N/A			Boards: * ensure strategy is implemented and promotes RCN membership * Board performance reports include reporting on recruitment and retention targets	Executive Team delivers the Membership Strategy, including membership categories changes
RATES	Council review subscription strategy and approves annual subscription rates increases, subject to dispensation. To note - At 2023 AGM, Council were given dispensation until 31 December 2028 to increase the subscription	N/A	N/A	N/A	Committee makes recommendations to Council on subscription strategy and annual increases in subscription rates		Committee: * is consulted on proposed changes, as required *onsures subordinate committees of TUC feed into this process	Committee: * is consulted on proposed changes, as required *onsures subordinate committees of PNC feed into this process	N/A	N/A	N/A	Boards are consulted before recommendations are made and ensure that branches and local networks are included in that consultation process	Executive Team: * provides financial data and makes recommendations to Finance & Investment Committee * recommend changes to the subscription rate to Finance and Investment Committee and Council. *then implements subscription rates after approval by the membership at an AGM
	Council works within the framework that is approved by the RCN members at Annual General Meeting Council recommends changes to the subscription rates to the membership at an AGM, to vote to approve the changes, based on recommendation from Finance & Investment Committee and RCN Executive Team. If this makes a change to SO 6.1, this requires a special resolution (2/3 majority)	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	N/A	N/A	
14 POLICY DEVELOP	MENT												ACCOUNTABLE OFFICERS - CHIEF NURSING OFFICER AND DEPUTY CHIEF EXECUTIVE, EXECUTIVE DIRECTOR OF LEGAL AND MEMBER RELATIONS AND COUNTRY DIRECTORS (unless indicated elsewhere in this section)
	Council: * receives regular updates on issues affecting members and nursing profession. * commissions new work as required from Trade Union Committee, Professional Nursing Committee and International Committee, This includes approval of controversial	N/A	N/A	N/A	N/A	N/A	Committee: * leads policy development in new and existing areas. * will approve new and updated existing policy positions. However, there may be times when they make recommendations to Council to approve. More details are in the Committee's TOR	existing areas. * will approve new and updated existing	Committee: * leads on international policy development in new and existing areas. This includes developing new and amending existing policy positions *will, where applicable, makes recommendations to Council to approve	N/A	N/A	Country boards approve policy on country specific issues	Executive Team monitors social, economic and health and social care policy environment and recommends new areas of work to Trade Union and Professional Nursing Committees
	new or amending existing policy	N/A	N/A	N/A	N/A		Committee works with Country and Regional Boards to ensure RCN policy is applied UK wide	Committee works with Country and Regional Boards to ensure RCN policy is applied UK wide	N/A	N/A	N/A	Boards ensure UK wide policy is implemented in country/region and local inteligence is shared to inform UK Policy development	

Tasks and responsibil	RCN Council lities	Group Audit Committee	Group Remuneration Committee	-	Finance & Investment Committee	Governance Committee	Trade Union Committee	Professional Nursing Committee	International Committee	Awards Committee	Agenda Committee		General Secretary & Chief Executive and Executive Team
15 GOVERNAM	NCE ARRANGEMENTS (to note cros	s reference to No 2)											ACCOUNTABLE OFFICER - EXECUTIVE DIRECTOR OF GOVERNANCE (unless indicated elsewhere in this section)
GOVERNA STRUCTURI WAYS OF WC TO NOTI consultation in be applicable there is a l requirement comply. For ex register of ini in these inst communicati guidance w shared	governance structures and ways of working, on recommendation from the Governance Committee s where legal int to xample, sterests, annees, ion and will be	*where applicable, once the decision has been made by council, will ensure changes are actioned	*where applicable, once the decision has been made by council, will ensure changes are actioned	*where applicable, once the decision has been made by council, will ensure changes are actioned	*consulted on proposed changes relevent to them. *where applicable, once the decision has been made by council, will ensure changes are actioned	Commitee is to support Council to discharge its governance duties. It does this through regular review of the governance arrangements, governance documentation and policies, and where applicable makes recommendations to Council	*consulted on proposed changes relevent to them. *where applicable, once the decision has been made by council, will ensure changes are actioned	Committee: *consulted on proposed changes relevent to them. *where applicable, once the decision has been made by council, will ensure changes are actioned	relevent to them. *where applicable, once the decision has been made by council, will ensure changes are actioned	Committee: *consulted on proposed changes relevent to them. *where applicable, once the decision has been made by council, will ensure changes are actioned	Committee: *consulted on proposed changes relevent to them. *where applicable, once the decision has been made by council, will ensure changes are actioned	*consulted on proposed changes relevent to them. *where applicable, Once the decision has been made by council, will ensure changes are actioned	Executive Team makes recommendations to Governance Committee for change or new develoopments.
	Council is notified of effectiveness of current consultation arrangements	f N/A	N/A	N/A	N/A	Committee reports to Council on the effectiveness of current consultation arrangements	N/A	N/A	N/A	N/A	N/A		Executive Team implements consultation and communications strategy ACCOUNTABLE OFFICER -CHIEF OF STAFF
	Council ensures all elected and appointed members of Council and Committees have access to induction and development	Committee: *Identifies its learning and develoopment needs *agrees its induction programme accordingly and works with Governance to deliver the programme	develoopment needs *agrees its induction	Committee: *Identifies its learning and develoopment needs *agrees its induction programme accordingly and works with Governance to deliver the programme	_	development of induction and development programme for council	Committee: *Identifies its learning and development needs *agrees its induction programme accordingly and works with Governance to deliver the programme	Committee: *Identifies its learning and develoopment needs *agrees its induction programme accordingly and works with Governance to deliver the programme	Committee: *identifies its learning and develoopment needs *agrees its induction programme accordingly and works with Governance to deliver the programme	Committee: *identifies its learning and develoopment needs *agrees its induction programme accordingly and works with Governance to deliver the programme	Committee: *Identifies its learning and develoopment needs *agrees its induction programme accordingly and works with Governance to deliver the programme	Boards agrees their induction programmes and work with their Country/Region to deliver the programme	
GOVERNANCI POLICIES ANI PROCEDURES	policies and procedures, including		N/A		N/A	policies and procedures and recommends to	Committee: * is consulted on proposed changes, as required *ensure subordinate committees of TUC feed into this process	Committee: *is consulted on proposed changes, as required *ensures subordinate committees of PNCfeed into this process	N/A	N/A	N/A	Boards: * are consulted on changes, as required * ensure branches and local networks feed into this process	Executive Team makes recommendations for changes to RCN arrangements to Governance Committee
REPORTING	Council reports back to membership after each formal meeting	N/A	N/A	N/A	N/A	N/A	N/A	N/A				Boards report back to Council after each meeting	
MEMBERS / DIRECTORS/T DISCIPLINARY POLICIES (e.g member resolu policy)	:	N/A	N/A	N/A	N/A	Committee recommends member resolution policy to Council to approve	Committee: * is consulted on proposed changes, as required *ensure subordinate committees of TUC feed into this process	Committee * is consulted on proposed changes, as required *ensure subordinate committees of PNC feed into this process	N/A			*consulted on changes, as required * ensure branches and local networks feed into this process	Executive Team: *make recommendations to Governance Committee on changes to the member resolution policy and associated documents *General Secretary and Chief Executive is responsible, in consultation with Chair of RCN Council to set up investigations and disciplinary processes
AGM	Council approves the agenda and arrangements on recommendation from Governance Committee and communicates to members	N/A	N/A	N/A	N/A	Committee recommends the AGM agenda to Council and oversees the arrangements for the AGM	N/A	N/A	N/A	N/A		Boards have a role in promoting the RCN AGM and any votes and should ensure that the members are informed about the issues to be discussed	
CONGRE	Council approves business agenda o Congress on the recommendation of		N/A	N/A	N/A		Committee encourage reps and rep committees to submit agenda items	Committee encourage forums to submit agenda items	N/A	N/A	Committee:	Branch AGMs Boards encourage members to submit agenda items.	Executive Team organises and delivers Congress within budget
	the Agenda Committee, as described in the Congress policy						Committee ensure reps places are filled, in accordance with the critera and guidance for voting places	Committee ensure Foum voting places are filled, in accordance with the critera and guidance for voting places			the year to oversee the arrangements for Congress and reports regularly to Council. *recommend the business agenda to Council to approve	Boards ensure Branch voting places are filled, in accordance with the critera	ACCOUNTABLE OFFICER - EXECUTIVE DIRECTOR OF RCN ENGLAND / CHIEF OF STAFF
												and guidance for voting places	

	Tasks and responsibilities	RCN Council	Group Audit Committee	Group Remuneration Committee	Group EDI Committee	Finance & Investment Committee	Governance Committee	Trade Union Committee	Professional Nursing Committee	International Committee	Awards Committee	Agenda Committee	Country/Regional Boards	General Secretary & Chief Executive and Executive Team
16	HUMAN RESOUR	CES												ACCOUNTABLE OFFICER- CHIEF PEOPLE OFFICER (unless indicated elsewhere in this section)
	GENERAL SECRETARY AND CHIEF EXECUTIVE	Council: *approves the process for recruiting a General Secretary and Chief Executive, on recommendation from the Group Remuneration Committee *approve the appointment of the GS&CE, on recommendation from the Group Remuneration Committee	N/A	*Committee: * convenes and oversees the appointments panel for the General Secretary and Chief Executive * recommends appointment to Council * approves any annual pay increase for the GS & CE * reviews the determination of the RCNi Board regarding the remuneration of the RCNi MD		N/A	N/A	N/A	N/A	N/A		N/A	N/A	Executive Team support the Group Remuneration Committee with the appointment of the General Secretary and Chief Executive
		Council is notified of changes to the RCN remuneration strategy and remuneration policies by the Executive Team	N/A	Committee reviews all redundancy payments made to staff and ex-gratia payments and settlement agreements over £50k made to staff members	N/A	N/A	N/A	N/A	N/A	N/A		N/A	N/A	Executive Team approves the RCN Remuneration Strategy and Policies and notifies Council
17	RCN AWARDS													ACCOUNTABLE OFFICER - EXECUTIVE DIRECTOR OF GOVERNANCE (unless indicated elsewhere in this section)
		Council: * approves the RCN nominations and awards for the annual awards on the recommendation of the Awards Committee * approves any decision, including significant changes to award criteria, award processes and guidelines on the recommendation of the Awards Committee	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Committee: * oversees the RCN nominations and awards process and make recommendations to Council for the annual awards * recommends to Council, for approval, any decision including significant changes to award criteria, award processes and guidelines		N/A	Executive Team manages the awards process
18	EQUITY, DIVERIST	TY AND INCLUSION												ACCOUNTABLE OFFICER - EXECUTIVE DIRECTOR OF LEGAL AND MEMBER SERVICES (unless indicated elsewhere in this section)
	DIVERSITY AND HUMAN RIGHTS IN THE HEALTH AND SOCIAL CARE SECTOR	Group EDI strategy, on the recommendation of the Group EDI Committee.	Committee ensures adherence to the strategy within its scope	adherence to the strategy within its scope	to RCNi Board, RCNF Board and Council has oversight of implementation and delivery	development of the Strategy and ensures adherence to the strategy within its scope	the development of the Strategy and ensures adherence to the strategy within its scope		strategy within its scope	development of the Strategy and ensures adherence to the strategy within its scope	Committee consulted in the development of the Strategy and ensures adherence to the strategy within its scope	Strategy and ensures adherence to the strategy within its scope	implemented	Executive Team:
		Council receives performance report from the Group Equity, Diversity and Inclusion Committee	N/A	N/A	Committee submits performance reports to Council, RCNi Board and RCNF Board on regular basis	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	