

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
1		LEGAL STRUCTURE												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		GOVERNING DOCUMENTS (to note cross reference to no 2)												ACCOUNTABLE OFFICER - EXECUTIVE DIRECTOR OF GOVERNANCE (unless Indicated elsewhere in this section)
	RCN governing documents	Council agrees all changes to the governing documents, for example, Royal Charter/Standing Orders, should 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 recommend any RCN ONLY changes to the Governance Committee
3		STATUTORY AND REGULATORY COMPLIANCE												ACCOUNTABLE OFFICER - EXECUTIVE DIRECTOR OF GOVERNANCE (unless Indicated elsewhere in this section)
	RCN GROUP STATUTORY, REGULATORY AND COMPLIANCE MANAGEMENT FRAMEWORK	Council : * approves the Statutory Regulatory and Compliance Management Framework that the Group work within and reviews its effectiveness. * delegate to Group Audit Committee oversight of the annual returns and the Committee assure Council of the Group's compliance * carries out the functions reserved for itself in the Charter and Standing Orders	* Committee reviews the annual regulatory framework twice a year, for accuracy and assurance (Jan - Jun, and Jul - Dec) for the pupposes of ensuring RCN Group internal controls are effective. * Committees assures RCN Council and RCN Foundation Board that the Group are fully compliant	N/A	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	N/A	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
	Special register trade union 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 ballots 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. <i>See the Committee's ToR for more details</i>						
	Appointment of External Auditors	RCN Council appoints Group External Auditor on recommendation of Group Audit Committee	Committee leads the tender process and recommends to RCN Council, the appointment, the duration and audit fee	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
		Council receives report on the work of the external auditor from Group Audit Committe	Committee annually reviews the work of the External Auditors on behalf of RCN Council and RCN Foundation Board and reports to them											
	Annual Report and Financial Statements	* RCN Council approves consolidated Annual Report and Financial Statements recommended by the Group Audit Committee. *The annual report must then be approved by the External Auditors before publication and presentation at the Annual General Meting. TO NOTE, COUNCIL SHOULD NOT APPROVE THE CONSOLIDATED ACCOUNTS UNTIL THE INDIVIDUAL ENTITY BOARDS HAVE APPROVED THEIR ACCOUNTS.	Committee: * reviews the consolidated Annual Report and Financial Statements and individual entity accounts for consistency and appropriateness and reviews accounting policies and procedures. *confirms that the Annual Report and Financial Statements represent a true and fair statement of the RCN Group's financial position. *receives the report from the External Auditors which sets out the audit process followed, issues raised and any recommendations made. *presents their recommendation on the individual entity accounts to RCNF and RCN Holdco Boards *recommends to RCN Council they can approve the Group consolidated accounts once the entity boards have approved their accounts (sign the letter of representation)	N/A	Committee provides relevant information to be included from its annual work programme	Committee receives 1st draft of the Group consolidated accounts for information . Comments from the Committee will be considered as the accounts are developed	N/A	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
		Council approve the accounting policies contained within the annual report and Financial Statements. TO NOTE, THE ACCOUNTING POLICIES ARE APPROVED BY GROUP AUDIT COMMITTEE BEFORE THE ANNUAL REPORT IS COLLATED.	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	

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4	INTERNAL CONTROL FRAMEWORK												ACCOUNTABLE OFFICER - CHIEF FINANCIAL OFFICER (unless indicated elsewhere in this section)	
	RISK MANAGEMENT	Council reviews and notes Group risk register 1/4ly, following assurance from the Group Audit Committee	Committee: * reviews and approves the Group risk register 1/4ly on behalf of the Group's governing bodies before it is presented to RCNF Board and RCN Council to note. * can approve escalated risks raised at its meetings * is assured by the RCN Executive Team that the Group risk framework is being complied with	N/A	N/A	N/A	N/A	Committee reviews and approves 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. ACCOUNTABLE OFFICER - EXECUTIVE DIRECTOR OF GOVERNANCE	
	Appointment of internal auditors and agreement of internal audit programme	Council approves appointment of internal auditors on recommendation of Group Audit Committee	* Committee approves the preferred supplier that the appointment panel recommends. * Committee then recommends the appointment of the internal auditors to RCN Council	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	Committees approves the annual programme, recommended by internal auditors , after discussions with the RCN ET & RCNF SLT									N/A	Executive Team develops annual internal audit programme with the internal auditors. They consider each report and ths 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 and RCN Foundation Board (via their Committee report)									* Findings of internal audits that impact on country and regional performance are presented to the relevant 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 if the auditors have been commissioned to undertake non IA work	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	The Executive Team will notify the Group Audit Committee if the internal auditors have been commissioined to undertake non IA activity.	
5	BUSINESS STRATEGY												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. * Council receives the RCNF strategy for information	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 to 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	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
6	FINANCIAL STRATEGY AND COMPLIANCE												ACCOUNTABLE OFFICER - CHIEF FINANCIAL OFFICER (unless indicated elsewhere in this section)	
	FINANCIAL 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 in 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 and/or RCNF Board, where applicable	N/A		N/A	N/A	N/A	N/A	N/A		N/A		

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FINANCIAL STRATEGY AND COMPLIANCE (cont'd)													ACCOUNTABLE OFFICER - CHIEF FINANCIAL OFFICER (unless indicated elsewhere in this	
INVESTMENT STRATEGY	Council approves RCN strategy amd 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 any changes/action required to RCN Investments to RCN Council, including significant changes to the Values Statement and its approach to investment *Committee 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	N/A	Executive Team monitors the performance of long and 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 Finance 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	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 investmnts	
	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	N/A	N/A	
	Council appoints Group* 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	N/A	N/A	
RESERVES POLICY	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	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	N/A	N/A	Executive Team proposes any changes to the RCN Reserves policy based on known and anticipated requirements
GROUP ANTI 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	Committee reviews these policies within the review cycle and recommends any changes to RCNF Board and Council for approval.	N/A		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
	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)													
7 FINANCIAL REGULATIONS														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 RCNF Board and RCN Council for approval	N/A	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.												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.

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8	ANNUAL BUDGET													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 set by Council, on the recommendation of the Executive Team	Executive Team submits proposed budget to Finance & Investment Committee
		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				Committee: * 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 applicable							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, if they arise
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	N/A	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 (GMB and NUJ representation), if appropriate, based on affordability and good practice * Executive Team reviews deficit funding payments, ensures agreed funding levels are budgeted and paid as required and proposes any additional funding payments
10	FINANCIAL CONTROL FRAMEWORK													ACCOUNTABLE OFFICER - CHIEF FINANCIAL OFFICER, (unless indicated elsewhere in this section)
	PARTNERSHIPS	Approves partnership ageements in accordance with the Group Schedule of Financial Limits RCN - over £1m	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 £1m 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 Group Schedule of Financial Limits, on the recommendation from the Finance & Investment Committee	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 Group 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 applications 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

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10	FINANCIAL CONTROL FRAMEWORK (cont'd)												
	BUSINESS CASES	Council approves business cases in accordance with the Group Schedule of Financial Limits *RCN - approval in excess of £1m, Council will be notified by Finance and Investment Committee of approval they have given, within their threshold (£0.5m- £1m)	N/A	N/A		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 £1mto Council * will notify Council of decisions it has made							Executive Team approve applications 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
	USE OF EXTERNAL AUDIT FIRM FOR NON AUDIT WORK	Council and Finance and Investment Committee notified by Group Audit Committee Chair of the appointment of external audit firm for non audit work across the RCN Group	Committee approves the appointment of external audit firm for non-audit work. Chair notifies Chair of Council and Chair of Finance and Investment Committee	N/A	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	Executive Team agree all non-audit work undertaken by the external audit firm in accordance with the Financial Regulations.
		Council receives a report through Group Audit Committee on any such appointments											
		Council receives an annual summary, via Group Audit Committee, of all non audit work undertaken by external audit firm, where appropriate											
	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	Executive Team reviews and agrees the acquisition and disposal of assets in accordance with the Group Schedule of Financial Limits (up to £0.5m) and recommends to Finance & Investment Committee for all decisions in excess of £0.5m. The Executive Team notify Finance & Investment Committee of all decisions it has taken within its £0.5m threshold
	EXPENDITURE												
	Procurement	Council approves the RCN procurement strategy and any changes to it on the recommendation of the Finance & Investment Committee	N/A	N/A	N/A	Committee recommends the strategy and any changes to Council. The strategy is reviewed on a 3 yearly cycle	N/A	N/A	N/A			Boards ensure that the procurement strategy is implemented across countries and regions	Executive Team recommends changes to the Procurement Strategy
	Approve expenditure (Group Financial Regulations and Schedule of Financial Limits)	Council approves all RCN and RCN Group * approval processes on recommendation from Group Audit Committee * <i>Group processes are approved by Council after consultation and approval by RCNF Board</i>	* Committee recommends Group approval processes(for example, Financial Regulations and Schedule of Financial Limits) to RCNF Board and Council to approve * 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	
	INCOME												
	External Income generation from sponsorship, grant management, fundraising and other extetrnally funded projects	Council approves business cases for external income generation in accordance with Schedule of Financial Limits * RCN - in excess of £1m, on recommendation from Finance and Investment Committee	N/A	N/A		The 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	N/A			Boards ensure the 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 can approve up to £0.5m and will recommend to Finance and Investment Committee in excess of £0.5m
	Banking and Investments banking arrangements	Council approves RCN banking arrangements, including changes, on the recommendation of the Finance and Investment Committee and the Executive Team	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	N/A	N/A	N/A			N/A	* Executive Team monitors and recommends to Finance and Investment Committee any changes to the RCN's banking arrangements * Executive Team provides a 6 monthly update to Finance and Investment Committee and Council on changes to RCN bank accounts
		Council receives 6 monthly report of any changes to existing RCN bank accounts				Committee receives a 6 monthly report on any changes to existing 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 based on operational needs and compliance with the financial strategy * RCN - Finance and Investment Committee recommend to Council	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 to Finance and Investment Committee , via a business case, any proposed loan required by the RCN.

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10	FINANCIAL CONTROL FRAMEWORK (cont'd)													
	OTHER FINANCIAL PROCEDURES													
	Losses, bad debts and special payments	*Council approves losses, bad debts or special payments in accordance with the Schedule of Financial Limits (in excess of £50k) and 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	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 Schedule of Financial Limits.	N/A	N/A	N/A	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 and will recommend to Finance and Investment Committee losses, special payments or bad debts in excess of £10k
	RCN Member finance policies (e.g branch funding policy,	Council: * approves all RCN member financial policies as set out in the Financial Regulations, on the recommendation of the Finance and Investment committee * oversees communication and consultation with members on changes as appropriate	N/A	N/A		Committee recommends RCN member finance policies to Council to approve, for example branch funding,	N/A	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			Boards ensure members are consulted on and briefed on changes as appropriate	Executive Team recommends any changes to policies and procedures, as appropriate, to the Finance and Investment Committee
	Insurance (including Professional Indemnity Insurance	Council will receive assurance from Group Audit Committee that the Group has sufficient insurance cover for that year	Committee * is notified annually (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 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	Boards report back on risks with insurance or financial 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 * Executive Team ensures compliance with the terms of insurance policies * Executive Team receives and approves summary of annual renewal of insurance policies and notifies the Group Audit Committee (in April)
11	ESTATES STRATEGY													ACCOUNTABLE OFFICER - CHIEF FINANCIAL OFFICER (unless indicated elsewhere in this section)
		Council reviews property strategy and approves any changes / decision on the recommendation of Finance and Investment Committee	N/A	N/A	N/A	Committee reviews the RCN property strategy every 5 years and makes recommendations to Council for any changes / action required	N/A	N/A	N/A	N/A			Boards ensures the property strategy is implemented and where applicable, report to Council on property matters and make recommendations to Financial and Investment Committee. This will include the purchase/disposal of freehold property	Executive Team leads on the strategy and recommends changes to the Finance and Investment Committee
		Council approves expenditure in line with property projects in the procurement strategy and Schedule of Financial Limits (in excess of £1m) and is notified by the Finance and Investment Committee of agreed expenditure up to £1m	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). They recommend any expenditure that is in excess of £1m to Council	N/A	N/A	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). They 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) and is notified by the Finance and Investment Committee of expenditure up to £1m	N/A	N/A	N/A	Committee approves building/investment projects in accordance with the Schedule of Financial Limits (£0.5m - £1m) . They recommend any expenditure in excess of £1m to Council	N/A	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). They will recommend to Finance and Investment Committee projects in excess of £0.5m

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	
11 ESTATES STRATEGY (cont'd)													ACCOUNTABLE OFFICER - CHIEF FINANCIAL OFFICER (unless indicated elsewhere in this section)	
		Council approves leases in accordance with the Schedule of Financial Limits (in excess of £1m annually) and is notified by the Finance and Invstment Committee of leases agreed (up to £1m annual or over £1m lifetime)	N/A	N/A	N/A	Committee approves leases in accordance with the Schedule of Financial Limits (over £0.25m - £1m annual or over £1m lifetime) The Committee will recommend annual leases in excess of £1m annual to Council	N/A	N/A	N/A	N/A	N/A	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). They 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 £1m) * is notified by the Finance and Investment Committee of all disposals up to £1m	N/A	N/A	N/A	Committee: * approves the disposal of freehold buildings in accordance with the Schedule of Financial limits (£0.25m - £1m) and 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		N/A	Executive Team recommends 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) and 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	
13 MEMBERSHIP AND 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, on recommendation of Governance Committee	N/A	N/A	N/A	N/A	Committee keeps the membership strategy and categories under review and recommends any changes, including membership categories to Council	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			*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
	SUBSCRIPTION RATES	Council review subscription strategy and approves annual subscription rates increases, subject to dispensation. <i>To note - At 2023 AGM, Council were given dispensation until 31 December 2028 to increase the subscription rates. (ordinary resolution to reagree the dispensation)</i>	N/A	N/A	N/A	Committee makes recommendations to Council on subscription strategy and annual increases in subscription rates	N/A	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	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 * Executive Team recommend changes to the subscription rate to Finance and Investment Committee and Council. Executive Team 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		

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
14	POLICY DEVELOPMENT													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 new or amending existing policy	N/A	N/A	N/A	N/A	N/A	Committee leads policy development in new and existing areas. Committee 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	Committee leads policy development in new and existing areas. Committee 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 applicable makes	Committee leads on International policy development in new and existing areas. This includes developing new and amending existing policy positions and, where applicable, makes	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
			N/A	N/A	N/A	N/A	N/A	Work with Country and Regional Boards to ensure RCN policy is applied UK wide	Work 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 intelligence is shared to inform UK Policy development	
15	GOVERNANCE ARRANGEMENTS (to note cross reference to No 2)													ACCOUNTABLE OFFICER - EXECUTIVE DIRECTOR OF GOVERNANCE (unless indicated elsewhere in this section)
	GOVERNANCE STRUCTURE AND WAYS OF WORKING TO NOTE - consultation may not be applicable where there is a legal requirement to comply. For example, register of interests. In these instances, communication and guidance will be shared	Council approves changes to governance structures and ways of working, on recommendation from the Governance Committee	Committee consulted or noted on proposed changes relevant to them, as required . Once the decision has been made by council, where applicable, committee will ensure changes are actioned	Committee consulted or noted on proposed changes relevant to them, as required . Once the decision has been made by council, where applicable, committee will ensure changes are actioned	Committee consulted or noted on proposed changes relevant to them, as required . Once the decision has been made by council, where applicable, committee will ensure changes are actioned	Committee consulted or noted on proposed changes relevant to them, as required . Once the decision has been made by council, where applicable, committee will ensure changes are actioned	In line with their terms of reference, the role of the Committee 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	Committee consulted or noted on proposed changes relevant to them, as required. Once the decision has been made by council, where applicable, committee will ensure changes are actioned	Committee consulted or noted on proposed changes relevant to them, as required. Once the decision has been made by council, where applicable, committee will ensure changes are actioned	Committee consulted or noted on proposed changes relevant to them, as required. Once the decision has been made by council, where applicable, committee will ensure changes are actioned	Committee consulted or noted on proposed changes relevant to them, as required. Once the decision has been made by council, where applicable, committee will ensure changes are actioned	Committee consulted or noted on proposed changes relevant to them, as required. Once the decision has been made by council, where applicable, committee will ensure changes are actioned	Boards consulted on proposed changes relevant to them . Once the decision has been made by council, where applicable, they will ensure changes are actioned	Executive Team makes recommendations to Governance Committee for change or new developments.
		Council is notified of effectiveness of current consultation arrangements	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	N/A	Executive Team implements consultation and communications strategy
		Council ensure s all elected and appointed members of Council and Committees have access to induction and development	* Committee identifies its learning and development needs * Committee agrees its induction programme accordingly and works with Governance to deliver the programme	* Committee identifies its learning and development needs * Committee agrees its induction programme accordingly and works with Governance to deliver the programme	* Committee identifies its learning and development needs * Committee agrees its induction programme accordingly and works with Governance to deliver the programme	* Committee identifies its learning and development needs * Committee agrees its induction programme accordingly and works with Governance to deliver the programme	Committees agree s the development of induction and development programme for council and committee members	* Committee identifies its learning and development needs * Committee agrees its induction programme accordingly and works with Governance to deliver the programme	* Committee identifies its learning and development needs * Committee agrees its induction programme accordingly and works with Governance to deliver the programme	* Committee identifies its learning and development needs * Committee agrees its induction programme accordingly and works with Governance to deliver the programme	* Committee identifies its learning and development needs * Committee agrees its induction programme accordingly and works with Governance to deliver the programme	* Committee identifies its learning and development needs * Committee agrees its induction programme accordingly and works with Governance to deliver the programme	Boards agree their induction programmes and work with their Country/Region to deliver the programme	
		Council approves annual RCN corporate calendar principles	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Executive Team recommends the annual RCN corporate calendar to Council to approve
	GOVERNANCE POLICIES AND PROCEDURES	Council approves RCN governance policies and procedures, including elections, on the recommendation of the Governance Committee To note, this will include appointing the UK Returning Officer	N/A	N/A	N/A	N/A	Committee reviews RCN governance and elections policies and procedures and recommends to Council	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 TUC feed into this process	N/A			*Boards are consulted on changes, as required * They 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		N/A	N/A	Boards report back to Council after each meeting	
	MEMBERS / DIRECTORS/TRUSTEE DISCIPLINARY POLICIES (e.g member resolution policy)	Reviews and agrees RCN member resolution policy and processes	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 TUC feed into this process	N/A			*Boards are consulted on changes, as required * They 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 * Chief Executive and General Secretary is responsible, in consultation with Chair of RCN Council to set up investigations and disciplinary processes

