

UNITED KINGDOM LITERACY ASSOCIATION
Registered Charity no.313714

APPENDICES
TO
STANDING ORDERS

Each of these Appendices shall state
when it was last updated
and when it is next due for review

Each of these Appendices must be read
in conjunction with
the Association's Standing Orders

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APPENDIX 1: CATEGORIES OF MEMBERSHIP

(Agreed at EC September 2009. Agreed at EC September 2011. Agreed at EC June 2017.
Agreed at EC October 2019.)

1) Individual Membership

a) Honorary Life Members

- i) Such membership may be granted to those who have given outstanding service to the cause of literacy in general and to the Association in particular.
- ii) Honorary Life Membership shall entitle any person on whom the honour is conferred to have the full rights of an Individual Member free of charge.
- iii) Such membership shall continue throughout the life of any individual honoured.
- iv) Individual members of the Association may propose and second a colleague for consideration as an Honorary Life Member. Such proposals should be forwarded to the Honorary Secretary and will be considered by the EC. Honorary Life Membership will be granted by an Annual General Meeting of the Association on the recommendation of the EC.
- v) The Association shall restrict the total number of Honorary Life memberships to 10 at any one time. The Honorary Secretary shall report the current number of Honorary Life members to the Annual General Meeting.
- vi) The UKLA Office, on behalf of the Honorary Secretary, shall maintain a roll of Honorary Life Members.

b) UKLA Ambassadors

- i) UKLA Ambassador status may be granted to anyone who promotes the Association in exceptional ways.
- ii) Individual members of the Association may propose and second an individual for consideration as a UKLA Ambassador. Such proposals should be forwarded to the Honorary Secretary to be considered by the EC. UKLA Ambassador status will be granted by an Annual General Meeting on the recommendation of EC.
- iii) UKLA Ambassador status shall be for a period of three years for the individual honoured.
- iv) For UKLA members only, such status may be renewed for further three-year periods thereafter, as agreed by the EC.
- v) The role is an honorary one with no pecuniary benefit.
- vi) The Association shall restrict the total number of UKLA Ambassadors to 10 at any one time, with no more than 3 being UKLA non-members.
- vii) The UKLA Office, on behalf of the Honorary Secretary, shall maintain a roll of UKLA Ambassadors.
- viii) The Honorary Secretary shall report the current number and names of UKLA Ambassadors to the Annual General Meeting.

c) UKLA International Ambassadors

- i) UKLA International Ambassador status may be granted by the UKLA International Committee to anyone who promotes both the work of the Association and of colleagues within their own countries in exceptional ways.

- International Ambassadors are invited to make a short presentation of an aspect of literacy in their own country at the annual UKLA International Conference.
- ii) Individual members of the UKLA International Committee may propose and second an individual for consideration as a UKLA International Ambassador. The proposal should then be ratified by EC. Names of UKLA International Ambassadors will be forwarded to the Honorary Secretary for information.
 - iii) UKLA International Ambassador status shall be for a period of three years in the first instance.
 - iv) The role is an honorary one with no pecuniary benefit.
 - v) The Association shall restrict the total number of UKLA International Ambassadors to 10 at any one time, with no more than 3 being UKLA non-members.
 - vi) The Honorary Secretary shall maintain a roll of UKLA International Ambassadors.
 - vii) The Honorary Secretary shall report the current number and names of UKLA International Ambassadors to the Annual General Meeting.

d) Ordinary Individual Members

Individual Members in good standing shall have the following rights and privileges, that is to:

- i) receive without further charge such publications of the Association as the EC shall from time to time determine
- ii) nominate and second members of the Association for election to office
- iii) be eligible for election to the EC
- iv) be eligible for election as an Officer of the Association
- v) be eligible for election as a Regional Representative
- vi) be eligible for co-option to sub-committees
- vii) apply to EC to set up a Special Interest Group (SIG)
- viii) be eligible to take part in a SIG
- ix) be eligible to serve on a Task Group (TG)
- x) propose matters for consideration by the EC and General Meetings in writing to the Honorary Secretary by the required date for submission of agenda items
- xi) attend Conferences of the Association (subject to payment of fees) and its General Meetings, and, as an observer, meetings of the EC
- xii) join local councils of the Association and attend local meetings and conferences (subject to payment of fees)
- xiii) apply for such Association research grants as are determined by the EC
- xiv) be eligible for nomination for such awards that are determined by the EC.

e) Overseas Members

As for Individual Members.

f) Student Members (UK and overseas)

As for Individual Members, except that this category shall be open only to persons who are:

- i) full-time students in Higher Education at the date of joining

- ii) or full-time student teachers and only until their subscription next falls due after the first year of qualifying to teach
- iii) or full-time school-based student teachers and only until their subscription next falls due after the first year of qualifying to teach
- iv) or student teachers on flexible PGCE or other routes to Qualified Teacher Status and only until their subscription next falls due after the first year of qualifying to teach.

g) First three years of service/newly qualified teacher members and teaching assistants

As for Individual Members, except that this category shall be open only to persons who are:

- i) Newly Qualified Teachers in their first year of teaching
- ii) early career teachers in their first three years of teaching
- iii) or Teaching Assistants, i.e. those employed in educational settings in a role that assists qualified teachers in delivery of the curriculum.

h) Unwaged/retired members

As for Individual Members, except that this category shall be open only to persons who are:

- i) unwaged
- ii) retired.

2) Organisational Membership

a) School and Library/Institutional Members

As for Individual Members, except that:

- i) two members of staff from any School or Library/Institutional Member may attend the Annual Conference, become members of local councils with full voting rights, and attend local meetings and conferences at the reduced rate for members of the Association where this applies
- ii) Institutional Members will be allocated up to four log-ins for the UKLA website.
- iii) one School/Library or Institutional Member per Institutional membership shall receive the Association's appropriate publications and be eligible to stand for Office. The School, Library or other Institution is responsible for sending the UKLA Office the nominated member's details
- iv) Libraries/Institutions may purchase Association publications at members' prices
- v) members of Libraries/Institutions who do not hold individual membership of the Association are not entitled to purchase publications at members' prices.

b) Overseas School and Library/Institutional Members

As for School and Library/Institutional Members

Dated 1 June 2017
Date for review January 2019
Date for review January 2021

APPENDIX 2: MEMBERS OF EXECUTIVE COMMITTEE (EC)

(Agreed at EC Sept 2009. Amended following EC June 2011. Amended following EC September 2011. Amended following EC June 2017. Agreed at EC October 2019.)

1) Duties of EC Members

All EC Members shall carry out such duties as are assigned to them by the EC from time to time.

2) Elected Members

- a) Chair (if different from the President)
- b) President
- c) Honorary Treasurer
- d) Honorary Secretary
- e) President Elect
- f) Vice President
- g) Past President
- h) Conveners of sub-committees of the EC:
 - i) Convener of Awards sub-committee
 - ii) Convener of Conferences sub-committee
 - iii) Convener of Finance and General Purposes sub-committee (if different from the Honorary Treasurer)
 - iv) Convener of International sub-committee
 - v) Convener of Publications sub-committee – paper-based publications
 - vi) Convener of Publications sub-committee - web-based resources
 - vii) Convener of Publicity and Communications sub-committee
 - viii) Convener of Regional Representatives sub-committee
 - ix) Convener of Research sub-committee

3) Membership of the International Literacy Association

In order to retain links with the International Literacy Association (ILA), at least two officers of UKLA (e.g. the President and the convener of the International sub-committee) shall be members of the ILA and, if they so request, have their annual fees reimbursed by UKLA.

4) Duties of Elected Officers

a) Chair

The Chair shall:

- i) chair all meetings of the Annual General Meeting, Executive Committee and the National Council
- ii) in consultation with the Association's principal officers and the Executive Committee draw up a two-year Development Plan and review and monitor its implementation
- iii) make an annual report on all the above to the Association's AGM.

Note In the event that the President chooses not to undertake the duties of the Chair any member of the Association, including the current President Elect, is eligible for election as Chair.

b) President

The President shall normally be Chair. In addition to the Chair's duties, the President's main duties shall be to:

- i) act as the principal Executive Officer of the Association by exercising general leadership and supervision over its affairs
- ii) be a signatory to the Association's accounts and cheques
- iii) after consultation with the Association's principal officers and the Executive Committee and subject to their scrutiny, sign all contracts and leases on behalf of the Association
- iv) represent the Association publicly in the UK and, when possible, at the ILA's annual convention, or delegate representation to another member of the Association in good standing who is already attending
- v) receive communications from the ILA, respond to ILA initiatives and represent the Association at ILA events, as appropriate
- vi) be responsible for maintaining effective communication with Regional Representatives, Task Group conveners and Special Interest Group conveners, local councils, and the membership in general
- vii) be responsible for ensuring that the Association responds to government initiatives and consultations and media enquiries in liaison with the President Elect, and/or as appropriate the Vice President and/or as appropriate the Immediate Past President
- viii) make an annual report on all the above to the Association's AGM.

c) Honorary Secretary

The Honorary Secretary shall:

- i) undertake the line management of the Association's administrative staff as appropriate
- ii) be a signatory to the Association's accounts and cheques
- iii) oversee the maintenance of membership lists
- iv) be responsible, in consultation with the President, for convening meetings of the Association's AGM, any Special General Meetings, any General Meetings, Executive Committee and National Council, drawing up and sending out their agendas, overseeing the minuting process and ensuring that all minutes are properly maintained
- v) be guardian of the Standing Orders, ensuring they are observed and updated
- vi) ensure that EC and AGM are minuted accurately, and ensure that decisions of EC and AGM are implemented
- vii) ensure that NC is minuted accurately
- viii) be responsible for overseeing the collection, collation and distribution, through the Association's newsletter and/or website, of all AGM agendas and minutes and NC minutes
- ix) oversee the maintenance of the archives, records and correspondence of the Association and ensure their central storage

- x) oversee the maintenance of records of the representatives of member organisations
- xi) conduct the annual election of officers and any other ballots, including receiving postal and proxy votes
- xii) note which officers of the Association hold current membership of the ILA and report the information to the AGM
- xiii) make an annual report to the AGM regarding administrative and constitutional matters where these are not reported by other officers
- xiv) following first election, will normally be re-elected on an annual basis for a period of up to 7 years

From within the general membership the Association will appoint a Deputy Honorary Secretary to deputise for the officer in the event of her or his absence, incapacity or resignation, who will then become a member of the Executive Committee. If the office of Honorary Secretary becomes vacant she or he becomes the officer immediately, and serves the unexpired portion of the officer's term and may subsequently stand for election as the officer.

d) Honorary Treasurer

The Honorary Treasurer shall:

- i) undertake the line management of the Association's administrative staff as appropriate
- ii) have custody of the funds of the Association, including being a signatory to all the Association's accounts and cheques
- iii) ensure that subscriptions and other monies due to the Association are received
- iv) propose and supervise budgets and business plans
- v) arrange for the payroll function for the Association's employees to be efficiently carried out, and arrange the Association's public liability and other insurance
- vi) ensure that agreed pension arrangements are in place for the Association's employees, and that these comply with statutory requirements
- vii) prepare the Association's annual accounts for the AGM on behalf of the EC and present them at the AGM
- viii) be responsible for ensuring that end of year financial returns are made to the Association's accountants
- ix) ensure that an annual report is made to the Charity Commissioners in their required format
- x) liaise with the Charity Commissioners, in particular with respect to clauses K-O of the Constitution, and with the Association's accountants
- xi) ensure that a register of Trustees in receipt of fees is kept and presented annually at the AGM
- xii) ensure that the Association has in place appropriate internal financial controls which comply with statutory requirements and take into account Charity Commission recommendations
- xiii) following first election, will normally be re-elected on an annual basis for a period of up to 7 years.

From within the general membership the Association will appoint a Deputy Honorary Treasurer to deputise for the officer in the event of her or his absence, incapacity or resignation, who will then become a member of the Executive Committee. If the office of Honorary Treasurer becomes vacant she or he becomes the officer immediately, and serves the unexpired portion of the officer's term and may subsequently stand for election as the officer.

e) President Elect

The President Elect shall:

- i) deputise for the President in the event of her or his absence, incapacity or resignation. He or she becomes President immediately if the office of President becomes vacant, and serves the unexpired portion of the President's term in addition to the two years for which he or she was elected
- ii) be a signatory to the Association's accounts and cheques
- iii) oversee the organisation of the International Conference.

f) Vice President

The Vice President shall:

- i) deputise for the President Elect in the event of her or his absence, incapacity or resignation. If the office of President becomes vacant he or she becomes President Elect immediately, and serves the unexpired portion of the President Elect's term in addition to the period for which he or she was elected and may subsequently stand for election as President Elect
- ii) be eligible to stand for election as President Elect
- iii) undertake specific roles for the Association.

g) Conveners of sub-committees

In respect of the particular sub-committee, the convener:

- i) works within the remit set by the EC
- ii) co-ordinates email business
- iii) convenes, organises and chairs meetings
- iv) is the budget holder, working within the constraints agreed with EC
- v) systematically monitors the sub-committee's own budget
- vi) ensures that minutes are kept and a reference set is lodged in the Association's office
- vii) ensures that the membership of the sub-committee conforms to the SOs
- viii) liaises with EC and other sub-committees effectively to fulfil tasks
- ix) reports to each EC meeting on all actions taken, on all meetings held and on the membership of the sub-committee
- x) following first election, will normally be re-elected on an annual basis for a period of up to five years
- xi) ensures that members other than the convener (who to meet constitutional requirements will be elected annually), normally serve for period of two years and for a period not exceeding five years
- xii) ensures that deputy conveners are appointed from within the membership of the sub-committee
- xiii) undertakes additional duties as from time to time may be agreed with EC.

h) Deputy conveners of sub-committees

In respect of the particular sub-committee, the deputy-convener:

- i) deputises for the convener in the event of her or his absence, incapacity or resignation. If the office of convener becomes vacant he or she becomes convener immediately, and serves the unexpired portion of the convener's term and may subsequently stand for election as convener
- ii) undertakes specific roles for the sub-committee.

Dated	1 June 2017
Date for review	January 2019
Date for review	January 2021

APPENDIX 3: SUB-COMMITTEES

(Agreed at EC Sept 2009. Updated after EC June 2011. Updated after EC September 2011.
Updated after EC June 2017. Agreed at EC October 2019.)

1) Convener

Each sub-committee shall have a convener.

2) Conduct of business

Sub-committee business may be undertaken electronically.

3) Schedule

An annual schedule of meetings and business will be approved by the EC.

4) Constitution of sub-committees

(See pages 12-20)

a) AWARDS SUB-COMMITTEE

i) Purpose

To develop and manage all aspects of UKLA awards.

ii) Membership (up to 12 UKLA members)

Convener

Up to 3 members of EC

Up to 4 members of NC

Up to 3 co-options

Up to 1 online member

iii) Remit

- make arrangements for the following annual awards, liaising with recipients and other sub-committees, and reporting actions to EC:
 - Our Class Loves This Book: The Just Imagine Award
 - UKLA Book Award
 - UKLA Academic Book Award
 - UKLA/Wiley Research in Literacy Education
 - UKLA Literacy School of the Year: A School Where Literacy Thrives
 - UKLA Student Shadowing Award programme (Sponsored International Conference Places)
 - The Brenda Eastwood Award for good practice in teaching for diversity and inclusion
- systematically monitor the sub-committee's budget
- ensure that all actions take into account issues of diversity and inclusion
- make all efforts to ensure that the membership of the committee reflects social and cultural diversity.

Dated 1 June 2017
Date for review January 2019
Date for review January 2021

b) CONFERENCES SUB-COMMITTEE

i) Purpose

To develop, co-ordinate and manage all aspects of conferences.

ii) Membership (up to 11 UKLA members)

Convener

President

President Elect

Honorary Treasurer

1 Member of EC

Up to 2 members of NC

Up to 4 co-options

iii) Remit

- maintain and enhance the good name and high standards of the Association
- manage and develop all aspects of conferences
- ensure that International, National, Regional and Local conference/events proposals are viable, both financially and practically, and appropriate and conform to the UKLA object
- implement the EC decisions on the roles and responsibilities and remits of conference/event organisers and any other posts deemed appropriate
- provide advice and support for conference/event organisers
- publicise and seek sponsorship for conferences
- work with Finance and General Purposes sub-committee on income generation
- review the membership and remit of the sub-committee annually
- systematically monitor the sub-committee's budget
- ensure that all actions take into account issues of diversity and inclusion
- make all efforts to ensure that the membership of the committee reflects social and cultural diversity.

Dated	1 June 2017
Date for review	January 2019
Date for review	January 2021

c) FINANCE AND GENERAL PURPOSES SUB-COMMITTEE

i) Purpose

To manage the Association's finances, both income generation and expenditure.

ii) Membership (up to 12 UKLA members)

Convener (usually the Honorary Treasurer)

President

Secretary

Up to 4 members of EC (one of whom is usually the President Elect)

Up to 2 members of NC

Up to 3 co-options

(iii) Remit

- maintain and enhance the good name and high standards of the Association
- oversee the management of the Association's finances and administration
- propose the Association's annual budget
- advise on all income generation and expenditure
- with the conveners of sub-committees set budgets for the sub-committees
- with the Honorary Secretary and President, review at least annually the pay and conditions of employment, job descriptions and working practices of employees
- review the membership and remit of the sub-committee annually
- systematically monitor the sub-committee's budget
- ensure that all actions take into account issues of diversity and inclusion
- make all efforts to ensure that the membership of the committee reflects social and cultural diversity.

Dated	1 June 2017
Date for review	January 2019
Date for review	January 2021

d) INTERNATIONAL SUB-COMMITTEE

i) Purpose

To develop and manage all overseas links and initiatives.

ii) Membership (up to 8 UKLA members)

Convener

Up to 1 members of NC

Up to 2 members of EC

Up to 4 co-options

iii) Remit

- maintain and enhance the good name and high standards of the Association
- manage and develop all overseas links and initiatives, to ensure appropriate representation and contacts with ILA, FELA and other overseas associations
- receive and make available reports on all international events where UKLA is represented
- implement the EC decisions on the roles and responsibilities of the International Convener and any other posts deemed appropriate
- provide UKLA members with international information and contacts
- review the membership and remit of the sub-committee annually
- systematically monitor the sub-committee's budget
- ensure that all actions take into account issues of diversity and inclusion
- make all efforts to ensure that the membership of the committee reflects social and cultural diversity.

Dated	1 June 2017
Date for review	January 2019
Date for review	January 2021

e) PUBLICATIONS SUB-COMMITTEE

i) Purpose

To develop and manage all aspects of the Association's paper-based publications.

ii) Membership (up to 20 UKLA members)

The convener

Plus:

Associate Editor

Editor of *Literacy*

Editor of *Journal of Research in Reading*

Editor of *UKLA News/E-News*

Editor of *English 4-11*

Editor of Minibooks series

Editor of Ideas in Practice series

Editor of Website resources

Up to 2 members of EC

Up to 4 members of NC including a member of the Publicity and Communications sub-committee

Plus 5 co-options

There are also up to 10 members of a reviewing team, drawn from membership in the UK and abroad. This group does not meet formally.

iii) Remit

- maintain and enhance the good name and high standards of the Association
- oversee (with the Association's General Manager) the management of all the Association's publications and web-based resources
- make decisions (with the relevant series editors) of topics, authors and the viability of proposals
- oversee (with the Association's General Manager) all aspects of the production and marketing including copyright
- receive minutes from the UKLA journals' editorial board meetings
- liaise with the journal editors on quality
- ensure that all UKLA commissioned publications conform to the UKLA object
- oversee (with the General Manager and Honorary Treasurer) the budget for publications, specifically costs in relation to sales, and web-based resources
- systematically monitor the sub-committee's budget
- ensure that all actions take into account issues of diversity and inclusion
- make all efforts to ensure that the membership of the committee reflects social and cultural diversity.

Dated 1 June 2017
Date for review January 2019
Date for review January 2021

f) PUBLICITY AND COMMUNICATIONS SUB-COMMITTEE

i) Purpose

To develop and manage all aspects of UKLA publicity, communications and membership.

ii) Membership (up to 12 UKLA members)

Convener

Up to 3 members of EC

Up to 4 members of NC

Up to 3 co-options

Up to 1 online member

iii) Remit

- ensure that UKLA's voice is evident in a wide range of arenas, particularly social media
- build a high profile on social media
- establish procedures for appropriate media communications for planned Association activities and, where appropriate, in response to news items about literacy education
- respond quickly to news items e.g. announcements of government initiatives
- maintain and enhance the good name and high standards of the Association
- engage, and enhance an active membership base
- enable the Association to become more widely known and recognised as a literacy organisation
- ensure that all activities are effectively communicated to EC
- ensure that membership administration and on-line data systems are viable and supportive of the needs of members
- monitor the patterns of membership
- plan, promote, oversee and evaluate activities for the recruitment and retention of members
- ensure that UKLA's publications and resources are marketed effectively
- safeguard the association's income streams from membership, conferences, and publications, ensuring that administrative support and IT systems are viable and fit for purpose
- review the membership and remit of the sub-committee annually
- systematically monitor the sub-committee's budget
- ensure that all actions take into account issues of diversity and inclusion
- make all efforts to ensure that the membership of the committee reflects social and cultural diversity.

Dated 1 June 2017
Revised October 2019
Date for review January 2021

g) REGIONAL REPRESENTATIVES SUB-COMMITTEE

i) Purpose

To work with the Regional Representatives of UKLA to support professional development.

To develop the strategic direction for UKLA to make a practical contribution to school staff's continuing professional development.

ii) Membership (up to 7 UKLA members)

Convener

Up to 2 members of NC

Up to 2 members of EC

Up to 2 co-options

iii) Remit

- maintain and enhance the good name and high standards of the Association
- involve members in Association activities
- work with appropriate sub-committees to promote and disseminate UKLA materials and resources
- annually review the membership and remit of the sub-committee
- systematically monitor the sub-committee's budget
- ensure that all actions take into account issues of diversity and inclusion
- make all efforts to ensure that the membership of the committee reflects social and cultural diversity.

Dated	1 June 2017
Date for review	January 2019
Date for review	January 2021

h) RESEARCH SUB-COMMITTEE

i) Purpose

To develop and manage any research activities undertaken and research grants made by UKLA, and research awards within the Association's gift.

ii) Membership (up to 9 UKLA members)

Convener

Up to 2 members of NC

Up to 2 members of EC

Up to 4 co-options

iii) Remit

- maintain and enhance the good name and high standards of the Association
- manage any research activities undertaken and research grants made by UKLA, and research awards within the gift of UKLA
- seek funding for research
- involve members in research activities
- work with Publications sub-committees to promote and disseminate UKLA sponsored research
- manage the two UKLA Student Research prizes
- review the membership and remit of the sub-committee annually
- systematically monitor the sub-committee's budget
- ensure that all actions take into account issues of diversity and inclusion
- make all efforts to ensure that the membership of the committee reflects social and cultural diversity.

Dated	1 June 2017
Date for review	January 2019
Date for review	January 2021

APPENDIX 4: NATIONAL COUNCIL (NC)

(Agreed at EC Sept 2009. Updated after EC June 2017. Agreed at EC October 2019.)

National Council is the UKLA forum for discussion and debate where the Association's policy and position on significant issues about literacy are developed. National Council comprises: all of EC; Regional Representatives; Special Interest Group and Task Group conveners; and members who have been co-opted to NC.

1) Regional Representatives

- a) Regional Representatives will serve on the National Council representing the interests of their regions.
- b) Regional Representatives shall promote the Association through specified activities in the regions related to its mission by supporting and recruiting members working to policies of the EC.
- c) Normally Regional Representatives will serve for a period of two years.
- d) If the Regional Representative role is shared between 2 members, normally only one would attend National Council unless both wish to attend.

2) Conveners

- a) Special Interest Group and Task Group Conveners will be appointed to NC by the EC to report on their activities.

Dated	1 June 2017
Date for review	January 2019
Date for review	January 2021

APPENDIX 5: REGIONS

(Agreed at AGM June 2006; updated after EC June 2017. Agreed at EC October 2019.)

1. Bristol, Gloucestershire, Herefordshire, Worcestershire
2. Cambridgeshire, Bedfordshire, Essex, Hertfordshire, Norfolk, Suffolk
3. Devon, Cornwall, Somerset, Dorset
4. Greater Manchester, Cheshire, Merseyside, Lancashire, Cumbria, IoM
5. London (defined as members with addresses within M25)
6. Surrey, Kent
7. Northern Ireland
8. Northumberland, Durham
9. Nottinghamshire, Derbyshire, Lincolnshire, Rutland, Leicestershire
10. Oxfordshire, Berkshire, Buckinghamshire, Northamptonshire
11. Scotland East
12. Scotland West
13. Sussex, Hampshire, Wiltshire, Isle of Wight
14. Wales
15. West Midlands, Warwickshire, Shropshire, Staffordshire
16. Yorkshire

Dated	1 June 2017
Date for review	January 2019
Date for review	January 2021

APPENDIX 6: TASK GROUPS

(As agreed at EC Sept 2009. As agreed at EC Sept 2011. Updated after EC June 2017.
Agreed at EC October 2019.)

From time to time, the Association sets up Task Groups to carry out specific work.

1) List of Task Groups (with (a)-(i) being formerly Special Interest Groups)

- a) Adult, Families and Community Literacies 2004-2005 (completed)
- b) Multimodal 2003-2004 (completed)
- c) Multimodal 2 (2005-2006) (completed)
- d) Reading on Screen (2006-07) (completed)
- e) Children's Literature (2005-2007) (completed)
- f) Digital Literacy (2004-2006) (completed)
- g) Reading (2005-2007) (completed)
- h) Early Years (2006-2008) (completed)
- i) Student teachers, NQTs and Early Career Practitioners (2007-08) (completed)
- j) Digi-Teachers (2008-2009) (completed)
- k) Every Child a Writer (2009-2010) (completed)
- l) Continuing Professional Development (CPD) (2009-11) (From September 2011 this became the Regional representatives sub-committee.)
- m) Reading (2010-2014) (completed)
- n) Developing the Literacies of Children and Young People in the 21st Century: A Framework (2018-)

2) Duties of Task Group conveners

The Task Group convener:

- a) works within the remit set by the EC
- b) co-ordinates email business
- c) convenes, organises and chairs meetings
- d) is the budget holder, working within the constraints agreed with EC
- e) ensures that minutes are kept, circulated to EC and a reference set is lodged in the Association's office
- f) liaises with EC and other sub-committees effectively to fulfil tasks
- g) reports to each EC meeting on all actions taken and on all meetings held
- h) undertakes additional duties as from time to time may be agreed with EC, including serving by the invitation of the EC on the Association's NC
- i) ensure that all actions take into account issues of diversity and inclusion
- j) make all efforts to ensure that the membership of the committee reflects social and cultural diversity.

Dated 1 June 2017
Date for review January 2019
Date for review January 2021

APPENDIX 7: SPECIAL INTEREST GROUPS

(As agreed at EC Sept 2009. As agreed at EC Sept 2011. Updated after EC June 2017.
Agreed at EC October 2019.)

Task Group members may set up Special Interest Groups for which EC approves the remit and appoints conveners. All Special Interest Group members must be members of UKLA.

1) List of Special Interest Groups

Digital Literacies (Closed September 2009)
Reading Comprehension Sue Ellis (2009-2011)
Initial Teacher Education Nicki Gamble, Prue Goodwin (2009-2011)
Learning Today Lynda Graham, Angela Colvert, Martin Waller (2009-2012)
Children's Literature Tracy Parvin (2013-2015)
Children's Digital Books and Literacy Apps Chris Lockwood, Natalia Kucirkova (2015-2019)

Storytelling Alastair Daniel (2009-)
Digital Literacies in Education, Clare Dowdall (2016-)
English in Initial Teacher Education (ITE) Teresa Cremin (2018-)
Early Years Literacy in Education Karen Daniels, Lucy Rodriguez Leon (2019-)
Literacy and Multilingualism Sabine Little (2019-)
Critical Literacy (Kelly Stone, Jennifer Farrar 2019-)

2) Duties of Conveners of Special Interest Groups

The Special Interest Group convener:

- a) works within the remit set by the EC
- b) co-ordinates email business
- c) reports to EC and the AGM
- d) undertakes additional duties as from time to time may be agreed with EC, including serving by the invitation of the EC on the Association's NC
- e) ensures that all actions take into account issues of diversity and inclusion
- f) makes all efforts to ensure that the membership of the committee reflects social and cultural diversity.

Dated 1 June 2017
Date for review January 2019
Date for review January 2021

APPENDIX 8: AWARDS AND GRANTS

(Amended EC Sept 2013; updated after EC June 2017. Agreed at EC October 2019.)

1) Awards

The Awards sub-committee convener will make arrangements for the following awards:

- a) **UKLA Book Award** Awarded annually starting 2008.
- b) **UKLA/Wiley Research in Literacy Education** Awarded annually starting 2008.
- c) **UKLA Literacy School of the Year: A school where literacy thrives** Awarded annually, starting 2013.
- d) **Our Class Loves this Book: the Just Imagine Award (formerly John Downing Award)** Awarded annually starting 2013.
- e) **UKLA Academic Book Award** Awarded annually starting 2016 (biannually from 2007-2015).
- f) **UKLA Student Shadowing Award (Sponsored places at International Conference)** Awarded annually starting 2016.
- g) **The Brenda Eastwood Award (for good practice in teaching for diversity and inclusion)** Awarded annually, started 2018.

2) Research Awards

The Research sub-committee convener will make arrangements for the following award, liaising with recipients and other sub-committees, and reporting actions to EC:

The Student Research Prize (annually, implementing decisions made by Research sub-committee)

3) Research Grants

The Research sub-committee convener will make arrangements for such grants as may be from time to time available to members, liaising with recipients and other sub-committees and reporting actions to EC.

Dated	1 June 2017
Date for review	January 2019
Date for review	January 2021

APPENDIX 9: LOCAL UKLA COUNCILS BY-LAWS

(Agreed at EC September 2005; Agreed at EC June 2017. Agreed at EC October 2019.)

- a) Each local council must have among its members a minimum of 5 individual members of the Association.
- b) Local councils may enrol associate members who are not members of the National Association.
- c) Each local council must hold an AGM, the minutes of which must be forwarded to the Honorary Secretary, and make an annual financial return to the EC via the Honorary Treasurer.
- d) Each local council shall annually elect a Chairperson, Secretary and Treasurer, of whom two shall hold current membership of the National Association.
- e) Each local council shall have a steering committee.
- f) All National Association and local members in good standing shall have full voting rights at general meetings of the local council.
- g) All matters put to the vote at general meetings in local councils shall be decided by simple majority providing that at least ten per cent or five of the members eligible to vote, whichever is greater, are present.
- h) The UKLA Office is to keep a record of all local councils. The Honorary Secretary is to ensure, by means of annual notification, that all local councils and all regional representatives are aware that use of the Association's name and/or logo by a local council (i) makes the Association the owner of the local council's funds; (b) makes the local council legally responsible for reporting its finances to the Honorary Treasurer.

Dated	1 June 2017
Date for review	January 2019
Date for review	January 2021

APPENDIX 10: SPONSORSHIP AND SERVICES

(Agreed at EC June 2009; agreed at EC June 2017. Agreed at EC October 2019.)

Preamble: From time to time the Association seeks support for its activities from external sources. These fall into two categories: sponsorship and services.

Sponsorship is for events such as international and national conferences and also for UKLA awards.

Services are activities for which the Association either charges a fee or receives a donation. Examples of services include the tables rented to publishers at conferences; advertisements and mail-outs in the Association's publications.

1) General principles

Those offering sponsorship to the Association or who are in receipt of services from the Association:

- a) will be expected to endorse the ideas embedded in the sole object of UKLA which is the advancement of education in literacy
- b) should ensure sponsorship or services benefit members
- c) must not attempt to influence UKLA policy and practice
- d) must not put the Association's reputation at risk, (i.e. the company or organisation seems reputable and the link proposed is unlikely to harm the Association's reputation or finances)
- e) understand that acceptance by the Association of sponsorship or the provision of services does not represent endorsement of the sponsors' or service users' policies, actions or products.

Note: UKLA will not accept sponsorship from tobacco or drink companies, from companies that have a poor environmental record or from companies that have traded unfairly in the developing world.

2) Decision making and reporting

- a) Conveners will give due consideration to the principles which apply to sponsorship and services reporting on their actions to the trustees at EC.
- b) Reports on actions regarding services and sponsorship will be through the President's annual report at the AGM.
- c) When appropriate the President will be involved in decision-making.
- d) Before any agreement about sponsorship or the provision of services is made, all those offering to be sponsors or requiring services will be investigated by the appropriate convener to satisfy her/himself about the match to the sole object of the UKLA Constitution and to the principles set out immediately above in **Section 1 General principles**.

- e) The details of arrangements will be explicit and stated in a letter of agreement between UKLA (signed by the President) and the party offering sponsorship or seeking a service. (Note that UKLA's logo cannot be used unless permission is included in the letter of agreement.)
- f) Payment will be in advance within an agreed time limit, normally seven working days, for any service from UKLA. Where payment is not received, sponsors will not be allowed to participate in the event, nor will services be rendered by UKLA.
- g) Sponsors of UKLA Awards will not participate in the decision-making process with regard to the particular award they are sponsoring.

Dated	1 June 2017
Date for review	January 2019
Date for review	January 2021

**APPENDIX 11: POLICY ON JOINT OR RELATED MEMBERSHIP WITH
OTHER SUBJECT ASSOCIATIONS**

(Agreed by EC Sept 2009; Agreed by EC June 2017. Agreed at EC October 2019.)

UKLA seeks to develop strong partnerships with other subject associations through a range of activities such as joint conferences and publications. From time to time, UKLA receives requests to offer joint or related membership with other subject associations. For this to be considered by EC in a formal proposal the following conditions would need to be met:

- a) The subject association must be guided by aims and objects that are in keeping with those of UKLA's sole object.
- b) The subject association's membership base must be significantly different from that of UKLA.
- c) The cost of joint membership should be no less than 80% of the sum total of the current cost of single membership of both associations (across all membership categories).
- d) A joint membership fee should be split equally between the two associations.
- e) When the relevant dual-memberships are due for renewal, the individuals should be sent renewal notices for the joint membership and should not be approached by either subject association for single membership. (An individual may, of course, independently choose to replace joint membership with single membership of either association.)

Dated	1 June 2017
Date for review	January 2019
Date for review	January 2021

APPENDIX 12: PARTNERSHIPS AND WORKING WITH ORGANISATIONS

(Agreed by EC via email September 2017. Agreed at EC October 2019.)

This appendix should always be used when UKLA enters into a commercial contract. It does not apply to the provision of sponsorship and services that are set out in Appendix 10.

1) General principles

A commercial arrangement with the Association:

- a) will be expected to endorse the ideas embedded in the sole object of UKLA which is the advancement of education in literacy
- b) will benefit members
- c) must have benefits for UKLA's reputation and/or finances
- d) specifically, does not represent endorsement of products or services.

In entering into commercial arrangements UKLA will seek to work with those companies that are actively developing an ethical basis for trading and have demonstrated positive steps towards achieving a good environmental record. Furthermore, it will not engage with companies that are known to directly trade unfairly in the developing world. UKLA will not enter into commercial arrangements that involve the promotion of alcoholic drinks or tobacco.

2) Decision making and reporting

- a) Using the principles set out above, prior to entering into commercial arrangements the convener of F&GP sub-committee (or nominee) will investigate the proposed partner making a recommendation to the trustees based on the outcome.
- b) The President, with the support of UKLA Officers (Honorary Treasurer and Honorary Secretary) will ensure that details of the arrangements are explicit and stated in a letter of agreement or a contract between UKLA and the Company/Organisation. (Note: UKLA's logo cannot be used unless permission is included in the letter of agreement.)
- c) The convener of F&GP will monitor each agreement or contract providing regular reports to the trustees.
- d) Information on each agreement or contract will be made to members through the President's Annual Report at the AGM.

3) Joint conferences

UKLA is interested, in principle, in offering conferences jointly with other organisations. Such organisations need to be in sympathy with the UKLA's sole object which is the advancement of education in literacy and with UKLA's understanding of language, literacy and communication outlined in the Association's mission statement (see UKLA Manual). Proposals for joint conferences need to be ratified by the Conferences sub-committee and F&GP. They may be agreed by email if there are time constraints. Joint conference planning must include budgeting for administration costs.

Dated	30 th August 2017
Date for review	January 2019
Date for review	January 2021

APPENDIX 13: UKLA JOURNALS

(Created July 2010. EC approved September 2010. Updated November 2012. Amended and agreed by EC June 2017. Agreed at EC October 2019.)

The *Journal of Research in Reading* and *Literacy* are UKLA journals. They are managed on behalf of the Association by an Editor appointed by UKLA and supported by a Board of Associate Editors (*Journal of Research in Reading*) and an Editorial Board (*Literacy*). The journals are currently published by Wiley.

A. *Journal of Research in Reading*

A1 The Editor

- a) The Editor(s) will normally be appointed for three years.
- b) The appointed Editor(s) may be invited to undertake an additional fourth year as editor by the appointing team.
- c) The Editor(s) must be a member of UKLA. Before the appointment can be approved by the UKLA trustees, the President will confirm that the Editor(s) holds current UKLA membership.
- d) The Editor(s) is chosen in one of two ways:
 - (i) The Editor(s) is nominated by the Board of Associate Editors followed by confirmation of the nomination by the Board Members. The nominee must be a UKLA member, as confirmed by the Convenor of the Publications sub-committee; the nominee shall send the Convenor a current cv and statement of interest in the Editorship. The Convenor requests approval from the EC
 - OR
 - (ii) The Editor(s) is sought by advertisement in the academic press and websites in which case the appointment process would be the same as for the Editor(s) of *Literacy* (as in B1c, d and e below).

A2 Editorial Board

- a) The Editorial Board membership will be the Editor(s) plus 14 Associate Editors and one *ex-officio* member: the convener of the UKLA Paper-based Publications sub-committee. Editors of Special Issues will be invited by the Editor(s) to become members of the Board with full Board responsibilities for the period of editing and preparing the edition.
- b) The Editorial Board meets twice annually. As well as a set for the convener of UKLA Publications sub-committee, minutes of Board meetings must be lodged in the UKLA Office.
- c) The Editorial Board maintains links to UKLA through the UKLA Publications sub-committee. As a member of the Publications sub-committee the Editor(s) of JRR is expected to attend UKLA Publications Committee meetings which are held twice yearly.

A3 Associate Editors

- a) Associate Editors are invited to join the board based on nominations from the Editorial Board. Nominees will be colleagues who have the relevant expertise with national and international reputations.

- b) The Board will actively seek to appoint appropriately qualified international Associate Editors.
- c) Associate Editors are expected to serve for at least one year.
- d) Associate Editors based in the UK should be members of UKLA. Membership status will be confirmed by the Editor annually and reported in the minutes.

A4 Editorial Advisory Group

- a) The Editorial Advisory Group consists of between 16 and 20 nominated by the Editorial Board.
- b) Nominations to the Editorial Advisory Group will take account of the status, expertise and geographical location of nominees.
- c) The Board will attempt to ensure that colleagues from around the world who have the relevant expertise are appointed as active advisers.

A5 Honorarium

The Editor(s) is eligible for an honorarium, which is decided and paid by Wiley annually and forwarded to the respective Editor(s). The disbursement of this sum is at the discretion of the Editor and may be divided among the Associate Editors.

B Literacy

B1 The Editor(s)

- a) The Editor(s) will normally be appointed for three years.
- b) The appointed Editor(s) may be invited to undertake an additional year as Editor(s) by the appointing team. Normally, the Editor(s) will stand down at the end of fourth year.
- c) The post of Editor will be advertised in literacy education professional journals and websites and on the UKLA website in time for the incoming Editor(s) to work alongside the outgoing Editor for at least one issue.
- d) Applications for the post of Editor(s) will be considered by:
 - i. the UKLA President and either the Past President or President Elect
 - ii. the outgoing Editor
 - iii. the convener of UKLA Publications sub-committee
 - iv. another member of the Editorial Board nominated by the Board
 - v. two other members of the Association, not already on the Board nominated by the President in consultation with EC.
- e) The interview panel will consist of the President of UKLA, the current Editor of *Literacy*, the convener of Publications sub-committee and a member of the Editorial Board invited by the Editor(s).
- f) The Editor(s) must be a member of UKLA. Before the appointment can be approved by the UKLA trustees, the President will confirm that the Editor holds current UKLA membership.

B2 Editorial Board

- a) The Editorial Board shall consist of the Editor(s) plus up to eighteen other members who are established literacy researchers from different higher education institutions/organisations.

- b) The composition of and appointment to the Editorial Board are the responsibility of the Editor(s) working in conjunction with the Editorial Board taking into account academic expertise and geographical location. The board will actively seek to appoint appropriately qualified international Board Members.
- c) Members of the Editorial Board should be members of UKLA.
- d) The conveners of the UKLA Paper-based and Web-based Resources sub-committees are *ex-officio* members of the Editorial Board.
- e) Board members are expected to serve for a minimum of three years.
- f) Unless there are exceptional circumstances, there should not normally be more than one member of the board from any institution.
- g) Editors of Special Issues will be invited by the Editor(s) to become members of the Board with full Board responsibilities for the period of editing and preparing the edition.
- h) The Editorial Board meets twice annually. As well as a set for the convener of UKLA Publications sub-committee, minutes of Board meetings must be lodged in the Association's office.
- i) The Editorial Board maintains links to UKLA through the UKLA Publications sub-committee. The Editor of *Literacy* is expected to attend UKLA Publications sub-committee meetings which are held twice yearly.
- j) If a member of the Board fails to attend three consecutive meetings, the Editor(s) may ask if they wish to continue on the Board.
- k) Editorial Board members are expected to review at least 3-4 articles per year, at the request of the Editors.

B3 Editorial Advisory Group

- a) The Editorial Advisory Group consists of between 16 and 20 nominated by the Editorial Board.
- b) Nominations are based on the status, expertise and geographical location of nominees.
- c) Attempts are made to involve colleagues from around the world who have the relevant expertise and who are prepared to act as advisory reviewers.
- d) The Board will attempt to ensure that colleagues from around the world who have the relevant expertise are appointed as active advisers.
- e) Advisers who do not live in the UK do not need to be members of UKLA.

B4 Honorarium

The Editor(s) is eligible for an honorarium, which is decided and paid by Wiley annually and forwarded to the respective Editor(s). The disbursement of this sum is at the discretion of the Editor(s) and may be divided among the Associate Editors.

Dated	1 June 2017
Date for review	January 2019
Date for review	January 2021

APPENDIX 14: PAYMENTS TO TRUSTEES AND CONNECTED PERSONS

(Agreed by EC, 29 January 2016. Updated, June 2017. Agreed at EC October 2019.)

There are a number of situations in which UKLA makes payment to trustees, or persons connected to trustees, in respect of specialist services provided, over and above their normal trustee activities. This does not refer to expenses properly incurred on UKLA business.

In the UKLA context, such payments are most likely to comprise:

- author fees
- speaker fees
- consultancy fees
- payments for research work
- payments for other specialist services which in the judgement of trustees are best performed by a trustee, i.e. this is in the best interest of the charity
- payments for casual work to family members or other persons connected to trustees.

The following principles should ensure compliance with the UKLA Constitution and charities legislation.

1. The number of trustees and connected persons who may be paid a fee during any given financial year must remain as a minority of all persons who have served as trustees during that period. (Approved at AGM, July 2016)
2. The General Manager maintains a register of such payments, which is presented annually at the AGM by the Treasurer and disclosed in the annual accounts.
3. Such payments must be in the best interests of the charity.
4. Any decision to pay a trustee or connected person for a specialist service is taken by the Executive Committee, or a sub-committee to whom decision making is delegated, on either of the following grounds:
 - a) the service is required by the Association; it is in the best interests of the Association for the service, i.e. a positive advantage, to be performed by the person in question; and the fee is reasonable;
 - b) the proposed services of the person in question meet UKLA's normal criteria for that particular service, in the view of the committee making the decision (i.e. payment would be awarded if that person were not a trustee).
5. Decisions regarding payment are made by those trustees who will not benefit, taking into account consideration of potential risks or conflicts of interest.

6. Decisions are properly recorded; in addition to minuting decisions made, a written agreement between the Association and trustee or connected person who will receive payment must be lodged with the General Manager.
7. If the number of trustees in receipt of payment reaches the maximum permitted, no further payments may be made within the financial year.

Dated 1 June 2017
Date for review January 2019
Date for review January 2021

APPENDIX 15: PAY AND CONDITIONS POLICY

(Agreed by EC June 2017. Agreed at EC October 2019.)

It is the intention of UKLA to provide a good level of remuneration for employees, and pay and conditions are aligned, where appropriate, with those of the University of Leicester, where the UKLA Office was based for many years. Particulars of pay and conditions are detailed in individual employee contracts.

Salaries

Salaries are paid in accordance with UKLA's pay scale, which aligns with the University of Leicester single pay spine <https://www2.le.ac.uk/offices/hr/docs/pay/scales>. Employees are placed on a starting point reflecting level of responsibility, skills and experience, and, subject to positive annual appraisal by the line manager and the Association's financial health, may receive an annual increment within the band within which they are placed.

- UKLA General Manager: Grade 5/6 (point 20 to 30, with discretion to award up to point 32)
- Other staff: Grade 3/5 (point 6 to 22, with discretion to award up to point 24)

UKLA also makes an annual cost-of-living award in, or back-dated to, August, which mirrors that awarded by the University of Leicester.

Working hours

UKLA operates a 35 hour (full-time) week. Part-time and flexible working are possible, with the line manager's agreement and on condition that the responsibilities detailed in the job description are fully met.

Pensions

UKLA operates an auto-enrolment scheme that meets statutory requirements. Employees who meet the criteria for automatic enrolment are entitled to opt out of this scheme if they wish.

Annual leave

Annual holiday entitlement with full pay is based on 24 days per annum (168 hours) *pro rata*, to be taken by agreement with the line manager, and details are specified in each individual employee's contract. The leave year runs from 1 September to 31 August. In addition, employees receive the 8 public holidays plus a further 6 working days each year at Easter (2 days) and Christmas (4 days). Where additional hours are worked, time off *in lieu* (TOIL) may be claimed (e.g. 4 days TOIL is granted for full International Conference attendance).

Leaving UKLA

In normal circumstances, i.e. except where dismissal is justified on disciplinary grounds, UKLA appointments are terminable by up to two months' notice on either side, as specified in the contract of employment. As there is now no contractual retirement age, the decision to retire is essentially a resignation.

Absence

Regulations governing leave of absence for sickness, injury and maternity leave follow those operated by the University of Leicester at <https://www2.le.ac.uk/offices/hr/docs/policies>.

Health and Safety

The UKLA General Manager has overall and day-to-day responsibility for health and safety, as indicated in the Health and Safety Policy, and ensures that procedures operated by the managers of the office building are followed.

Probationary period

New members of staff are employed initially on a probationary basis for a specified period of between one and six months, with regular monitoring of performance by line managers. At the end of the specified probationary period, performance will be reviewed against the job description. As long as the expected level of performance is met, the contract is amended to a full permanent or fixed-term contract, depending on the nature of the appointment. If the expected level of performance is not met, the employee can be dismissed; in such a case, the employee is entitled to work their notice period and take any outstanding leave accrued. In exceptional cases, the probation period may be extended. Employees on probation have the same statutory employment rights as other employees.

Disciplinary action

UKLA expects its staff to fulfil their job descriptions and contractual responsibilities in a highly professional manner. If the line manager should have good reason to believe that this is not the case, the matter should in the first case be discussed informally with the employee concerned and areas for improved performance or behaviour agreed, minuted and monitored. If concerns continue a formal agreement for improvement will be implemented with targets for improved performance and/or a written warning about behaviour, followed by reviews and finally termination of contract if there is no progress after 6 months.

- **Suspension**

In the event of emergency on allegation of misconduct or for any other urgent cause, an employee may be suspended from duty as detailed in the contract of employment.

- **Appeals**

Dissatisfaction with any disciplinary decision relating to a member of staff entitles that person to utilise the grievance procedure, below.

Grievance procedures

Where any member of staff wishes to raise a complaint about minor or day-to-day issues, UKLA expects this to be discussed informally with the line manager, as soon as possible, with a view to a speedy resolution. If this proves insufficient, a letter setting out the details of the grievance should be sent to the President of UKLA within 3 months of the act complained of, and a meeting will be set up to discuss and resolve the issue. If the employee remains dissatisfied with the outcome, an appeal may be submitted in writing to the

President of UKLA within 1 month, and an appeal meeting will be set up involving at least three members of UKLA's Executive Committee. Employees have the right to be accompanied during any appeal meetings. The decision of the appeals committee will be final.

This policy will be reviewed every 2 years by the Executive Committee.

Dated	1 June 2017
Date for review	January 2019
Date for review	January 2021

APPENDIX 16: CONFLICT OF INTEREST POLICY

(Agreed by EC June 2017. Agreed at EC October 2019.)

Conflicts of interest arise where there is a decision to be made where a trustee or member of staff has a personal or other interest, or is 'connected' to a person with such an interest. Such conflicts may relate to a benefit to the trustee or connected person, or to a conflict of loyalty to another organisation or person. According to the Charity Commission: 'The test is always that there is a conflict of interest if the trustee's other interest could, or could be seen to, interfere with the trustee's ability to decide the issue only in the best interests of the charity'.

For example, a conflict may arise where:

- a trustee is a member of a different organisation bidding for the same contract as UKLA
- a trustee working for the DfE on tests, or a family member, is part of the Executive Committee when assessment is discussed
- a close family member of a trustee or employee offers to carry out work for UKLA for a fee.

As trustees and employees have a duty to act in the charity's best interest, such conflicts must be identified, dealt with and recorded. This policy outlines UKLA's systems for doing so, with the intention that the integrity and good reputation of UKLA's trustees, staff and decision-making processes should be protected. This policy is meant to supplement good judgment, and trustees and employees of UKLA should respect its spirit as well as its wording.

Register of Interests

Each trustee upon appointment makes a full, written disclosure of interests that could potentially result in a conflict of interest, for example:

- membership or involvement with another organisation operating in the same field
- personal or family connections with education policy-makers
- personal or family involvement with a business used, or likely to be used, by UKLA
- employment in an educational or educational research organisation
- contracts with a publisher.

Trustees' written disclosures are kept on file and updated as appropriate. The Register of Interests is monitored by the Honorary Secretary.

Disclosure of interests

At the beginning of Executive Committee meetings, the Chair asks trustees to disclose any interests in a transaction or decision where there may be a conflict of interest. Where an interest is disclosed, the interested party may be asked to leave the room for the discussion, and will always be required to leave the room for the decision, depending on the judgement of other committee members present. Any such disclosure and the subsequent actions taken are noted in the minutes.

Where sub-committees make decisions involving other trustees (for example, for a book award or research contract), decision-making adheres to the normal criteria and is minuted. If a trustee who stands to benefit from such a decision is also a member of the said committee, he/she is excluded from all discussion and decision-making pertaining to the award in question, and this is minuted.

Payment of fees for specialist services

UKLA's Constitution establishes that up to a minority of trustees may receive reasonable payment for providing specialist services to UKLA (such as an author fee, a speaker fee or a consultancy fee) which are agreed to be in the Association's best interests. Such fees are recorded, kept on file and reported in the Annual Report prepared by UKLA's accountants. Additionally, all such decisions are minuted, and a written agreement between UKLA and the recipient of the fee is kept on file. These payments are monitored by the Executive Committee as a standing item on the thrice yearly meetings.

Dated	1 st June 2017
Date for review	January 2019
Date for review	January 2021

APPENDIX 17: RESERVES POLICY

(Agreed by EC June 2017. Agreed at EC October 2019.)

UKLA understands the need to maintain an adequate level of reserves to deal with circumstances such as:

- the unlikely event of the charity being wound up, in which case sufficient funds would be needed to meet its ongoing financial commitments and support a well-managed closure
- the need to fund temporary cash deficits
- an unforeseen, urgent need for funds for a specific purpose.

The aim of the trustees of UKLA is to maintain unrestricted funds not committed or invested in tangible fixed assets which are equivalent to between 6 and 9 months of the resources expended. At this level the current activities of the charity should be sustainable. To this end, a designated fund has been established as 'long term reserve'.

While UKLA seeks to maximise interest payable on this designated reserve, this needs to be balanced with ready accessibility.

Executive Committee agreement is required in order to:

- add funds to the designated reserve from surplus in the cash account
- release funds from the designated reserve to top up the cash account
- commit all or part of the long-term reserve to a specific account, for example an account with a fixed term.

Dated	1 st June 2017
Date for review	January 2019
Date for review	January 2021

APPENDIX 18: RISK MANAGEMENT POLICY

(Agreed by EC June 2017. Agreed at EC October 2019.)

Trustee eligibility

All members of the Executive Committee are UKLA trustees. Each trustee is required to complete and sign a trustee eligibility form which is kept securely in the UKLA Office. The UKLA General Manager, overseen by the UKLA Treasurer or Honorary Secretary, maintains a full list of trustee details, including the start and end date of appointment and resignation, which is checked annually in October. For new members of EC, trustee eligibility forms are completed and collected at the first meeting of EC each year.

Risk management

The body of trustees collectively holds responsibility for risk management. Effective risk management helps charities make informed decisions and take timely action where necessary; make the most of opportunities; plan strategically for the future; and achieve their aims successfully. In the annual report, UKLA states (2016): 'The trustees have assessed the major risks to which the charity is exposed, in particular those related to the operation and finance of the charity, and are satisfied that systems are in place to mitigate exposure to the major risks'.

Governance risks

- UKLA's longstanding organisational structure ensures highly effective management of all aspects of Association activity
- UKLA implements a Conflict of Interest policy
- Trustees must declare their interests annually and also declare any relevant interests at Executive Committee meetings
- The trustee body engages in updates relating to their role
- Succession planning is in place for key roles.

Financial risk

- UKLA routinely monitors its financial health to ensure it maintains adequate cash flow as well as sufficiently strong reserves to deal with emergencies
- UKLA's robust budget preparation and monitoring ensure that spending plans are securely based
- UKLA's accounts are scrutinised by an accountancy firm specialising in the voluntary sector, who also provide advice as required
- UKLA routinely maintains the Charity Commission checklist CC8, which is monitored annually by F&GP and biannually by EC, and shared with UKLA's accountants at the end of each financial year. This procedure details specific procedures taken to manage risks associated with finance and security of data, and confirms that UKLA complies with statutory legislation in these areas

- UKLA maintains a good level of insurance cover, as agreed by F&GP, with policy documents and accompanying schedules kept in the UKLA Office.

Operational and reputational risk

- UKLA takes every step to ensure that its integrity and good reputation are maintained.
- UKLA is highly responsive to changes in government policy, which enables the Association to demonstrate currency, relevance and value to stakeholders in all aspects of its work
- UKLA's reporting procedures, including the minutes of meetings of all committees and the trustees' Annual Report are accurate, informative and reliable
- UKLA maintains a good level of insurance cover, as agreed by F&GP, with policy documents and accompanying schedules kept in the UKLA Office. The insurance covers UKLA work both in-house and external e.g. meetings and conferences.

Risks relating to legal compliance

- UKLA is guided by its accountants and Charity Commission guidance regarding legal responsibilities of an employer and legal requirements for charities.

Monitoring of risk

UKLA trustees monitor risk on a regular basis by:

- ensuring that the identification, assessment and mitigation of risk is linked to the achievement of the charity's operational objectives of furthering literacy education
- reviewing and considering the results of risk identification, evaluation and management
- receiving interim reports from F&GP where there is an area needing further action
- considering the risks attached to significant new activities or opportunities
- regularly considering external factors such as new legislation or new requirements from funders
- considering the financial impact of risk as part of annual operational budget planning and monitoring.

Initially risk is monitored by F&GP and then monitored by the Executive Committee at their regular meetings.

Dated	1 st June 2017
Date for review	January 2019
Date for review	January 2021

APPENDIX 19: HEALTH AND SAFETY POLICY

(Agreed by EC September 2017. Agreed at EC October 2019.)

Health and safety

The General Manager has overall and final responsibility for health and safety and day-to-day responsibility for ensuring the policy is put into practice to:

- prevent accidents and cases of work-related ill health by managing the health and safety risks in the workplace.
- provide clear instructions and information, and adequate training, to ensure employees are competent to do their work
- engage and consult with employees on day-to-day health and safety conditions. implement emergency procedures – evacuation in case of fire or other significant accident. See <https://www.gov.uk/workplace-fire-safety-your-responsibilities>
- maintain safe and healthy working conditions, provide and maintain plant, equipment and machinery, and ensure safe storage/use of substances.

Health and safety documents

- H&S1, the **UKLA Health and Safety Policy** is reproduced overleaf on p. 44.
- H&S2, the **Voluntary Action Leicestershire (VAL) Health and Safety Policy** is available in the UKLA Office.

Insurance

The General Manager, acting in conjunction with F&GP, has responsibility for ensuring that

- all UKLA events external to the UKLA Office are fully covered by the UKLA insurance policy
- the UKLA insurance policy is accompanied by a full insurance policy schedule from the insurers
- wording in conference material – both for organisers and attendees – is clear about where responsibility for insurance resides.

Dated	1 st September 2017
Date for review	September 2019
Date for review	September 2021

Health and safety policy

This is the statement of general policy and arrangements for: <u>United Kingdom Literacy Association</u>		
UKLA General Manager Patricia Latorre	has overall and final responsibility for health and safety	
UKLA General Manager Patricia Latorre	has day-to-day responsibility for ensuring this policy is put into practice	
Statement of general policy	Responsibility of: Name/Title	Action/Arrangements (What are you going to do?)
Prevent accidents and cases of work-related ill health by managing the health and safety risks in the workplace	General Manager	Monitor UKLA office arrangements and layout
Provide clear instructions and information, and adequate training, to ensure employees are competent to do their work	General Manager	Brief employees orally, provide training where appropriate
Engage and consult with employees on day-to-day health and safety conditions	General Manager	Consult employees
Implement emergency procedures – evacuation in case of fire or other significant incident. You can find help with your fire risk assessment at: https://www.gov.uk/workplace-fire-safety-your-responsibilities	General Manager	Draw employees' attention to VAL emergency procedures
Maintain safe and healthy working conditions, provide and maintain plant, equipment and machinery, and ensure safe storage/use of substances	General Manager	Monitor UKLA office arrangements and layout
Signed: * (Employer)		Date:
You should review your policy if you think it might no longer be valid, eg if circumstances change. If you have fewer than five employees, you don't have to write down your policy.		
Health and safety law poster is displayed at (location)	In the UKLA Office	
First-aid box is located:	In the UKLA Office	
Accident book is located:	In the UKLA Office	

Accidents and ill health at work reported under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) <http://www.hse.gov.uk/riddor>
 To get an interactive version of this template go to <http://www.hse.gov.uk/risk/risk-assessment-and-policy-template.doc>
 Combined risk assessment and policy template published by the Health and Safety Executive 08/14