UNITED KINGDOM LITERACY ASSOCIATION
Registered Charity no. 1190848 (since July 2021)

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

Substantially revised and approved by the Executive Committee
October 2026
Next scheduled review: October 2027, or earlier if required

CONTENTS

Appendix 1:	Categories of membership	3
Appendix 2:	Members of Executive Committee (EC)	5
	Finance Group	9
Appendix 3:	Committees	10
	Awards committee	11
	Conferences committee	12
	International committee	13
	Publicity and communications committee	14
	Regional representatives committee	15
	Research committee	16
Appendix 4:	National Council (NC)	17
Appendix 5:	Regions	18
Appendix 6:	Task Groups (TGs)	19
Appendix 7:	Special Interest Groups (SIGs)	20
Appendix 8:	Sponsorship and services	21
Appendix 9:	Joint or related membership with other subject associations	23
Appendix 10:	Partnerships and working with organisations	24
Appendix 11:	Endorsements and collaborations	26
Appendix 12:	Journals	29
Appendix 13:	Payments to trustees and connected persons	32
Appendix 14:	Conflict of interest	33
Appendix 15:	Reserves policy	35
Appendix 16:	Risk management policy	36

APPENDIX 1: CATEGORIES OF MEMBERSHIP

(Originally agreed at EC January 2021 and May 2021.)

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 12 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 an individual of significant national or international standing who advances literacy education in line with UKLA's values and will amplify our reach.
ii) 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 normally be reviewed after four years, when the individual's continued appointment as a UKLA Ambassador will be considered.
iv) The role is an honorary one with no pecuniary benefit.
v) The Association shall restrict the total number of UKLA Ambassadors to 10 at any one time.
vi) The UKLA Office, on behalf of the Honorary Secretary, shall maintain a roll of UKLA Ambassadors.
vii) 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 five 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 15 at any one time, all of whom must be members of UKLA.
vi) The UKLA office, on behalf of 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) Standard and Concessionary 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 a Regional Representative
v) be eligible for co-option to committees
vi) apply to EC to set up a Special Interest Group (SIG)
vii) be eligible to take part in a SIG
viii) be eligible to serve on a Task Group (TG)
ix) 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
x) attend Conferences of the Association at a reduced rate, and its General Meetings, and, as an observer, meetings of the EC
xi) apply for such Association research grants as are determined by the EC
xii) be eligible for nomination for such awards that are determined by the EC.

2) Standard and Concessionary Organisation Membership

Each Standard or Concessionary Organisation Member will have the same rights and privileges as outlined above for Individual Members, where applicable.

ii) Three members of staff from any single Standard or Concessionary Organisation may attend UKLA events and conferences at the reduced rate for members of the Association where this applies.
iii) Standard and Concessionary Organisations will each be allocated a single login for the UKLA website.
iv) One named representative per Standard or Concessionary Organisation shall receive the Association's appropriate publications and be eligible to stand for Office. The Organisation is responsible for sending the UKLA Office the nominated member's details.
v) Standard or Concessionary Organisations may purchase Association publications at members' prices.

APPENDIX 2: MEMBERS OF EXECUTIVE COMMITTEE (EC)

(Reviewed and approved by EC October 2026.)

1) Duties of EC Members

All EC Members shall carry out such duties as are appropriate to their role on EC.

2) Members

Ex-officio members:

a) President
b) Honorary Treasurer
c) Honorary Secretary
d) President Elect
e) Vice President
f) Immediate Past President

Elected members:

Convenors of committees of the EC:

a) Convenor of Awards committee
b) Convenor of Conferences committee
c) Convenor of International committee
d) Convenor of Publicity and Communications committee
e) Convenor of Regional Representatives committee
f) Convenor of Research committee
g) SIG Lead

Co-opted members:
The members or the Executive Committee may appoint co-opted trustees in accordance with the Constitution. No appointment may cause the overall maximum number of trustees, or the permitted proportion of co-opted trustees, to be exceeded.

The Deputy Honorary Secretary and Deputy Honorary Treasurer may attend Executive Committee meetings where appropriate, but may vote at those meetings only if they have separately been elected or appointed as charity trustees in accordance with the Constitution.

3) Terms of Office EC members

The appointment, terms of office, retirement and eligibility for re-election or re-appointment of charity trustees are governed by the Constitution. Nothing in these Appendices may extend a trustee's term of office or permit re-election or re-appointment where this is not permitted by the Constitution.

Trustee appointments should, where practicable, be managed to support orderly succession, continuity and an effective handover.

Duties of EC members

a) President

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

i) chair meetings of the Executive Committee and National Council and, where appointed by the members in accordance with the Constitution, chair the Annual General Meeting
ii) act as the principal Executive Officer of the Association by exercising general leadership and supervision over its affairs
iii) in consultation with the Director and the Executive Committee, oversee a two-year Development Plan and review and monitor its implementation
iv) be a signatory to the Association's accounts and cheques
v) 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
vi) represent the Association publicly in the UK and internationally when possible
vii) oversee effective communication with Regional Representatives, Task Group convenors and Special Interest Group convenors, and the membership
viii) be responsible for ensuring that the Association responds to government initiatives and consultations and media enquiries in liaison with appropriate members of EC
ix) make an annual report on all the above to the Association's AGM.

b) Honorary Secretary

The Honorary Secretary shall, in conjunction with the Director and relevant administrative staff:

i) oversee the line management of the Association's administrative staff as appropriate
ii) oversee the maintenance of membership lists
iii) 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
iv) be guardian of the Standing Orders, ensuring they are observed and updated
v) ensure that EC, NC, and AGM meetings are minuted accurately, and ensure that decisions of EC and AGM are implemented
vi) oversee the collection, collation and distribution, through the Association's newsletter and/or website, of all AGM agendas and minutes and NC minutes
vii) oversee the maintenance of the archives, records and correspondence of the Association and ensure their central storage
viii) oversee the maintenance of records of the representatives of member organisations
ix) conduct the annual election of officers and any other ballots, including receiving votes
x) note which officers of the Association hold current membership of the ILA and report the information to the AGM
xi) make an annual report to the AGM regarding administrative and constitutional matters where these are not reported by other officers
xii) The Honorary Secretary shall serve for the term of office specified in the Constitution. Succession planning for the role will begin no later than the final year of the term to ensure continuity and an effective handover.

The Association will appoint a Deputy Honorary Secretary to deputise for the Honorary Secretary in the event of their absence, incapacity or resignation. The Deputy Honorary Secretary may attend meetings of the Executive Committee as required. If the office of

Honorary Secretary becomes vacant, the Deputy Honorary Secretary may be appointed by the trustees to serve until the vacancy is filled in accordance with the Constitution.

c) Honorary Treasurer

The Honorary Treasurer shall, in conjunction with the Director and relevant administrative staff:

i) have custody of the funds of the Association, including being a signatory to all the Association's accounts and cheques
ii) oversee that receipt of subscriptions and other monies due to the Association are received
iii) propose and supervise budgets and business plans
iv) ensure the payroll function for the Association's employees to be efficiently carried out, and ensure arrangements for the Association's public liability and other insurance are carried out
v) ensure that agreed pension arrangements are in place for the Association's employees, and that these comply with statutory requirements
vi) ensure that the Association's annual accounts are prepared and presented for the AGM on behalf of the EC and present them at the AGM
vii) ensure that end of year financial returns are made to the Association's accountants
viii) ensure that the annual return is made to the Charity Commissioners in their required format with respect to clause 24 of the Constitution, and with the Association's accountants.
ix) ensure that a register of Trustees in receipt of fees is kept and presented annually at the AGM
x) ensure that the Association has in place appropriate internal financial controls which comply with statutory requirements and take into account Charity Commission recommendations

The Honorary Treasurer shall serve for the term of office specified in the Constitution. Succession planning for the role will begin no later than the final year of the term to ensure continuity and an effective handover.

The Association may appoint a Deputy Honorary Treasurer to deputise for the Honorary Treasurer during their absence or incapacity and to support continuity and succession planning. The Deputy Honorary Treasurer does not become a charity trustee solely by virtue of holding the deputy role. If the office of Honorary Treasurer becomes vacant, the Deputy Honorary Treasurer may perform necessary administrative duties on an interim basis. Any appointment to the vacant office, and any appointment as a charity trustee, must be made in accordance with the Constitution.

d) President Elect

The President Elect shall:

i) deputise for the President in the event of their absence, incapacity or resignation. They become President immediately if the office of President becomes vacant, and serve the unexpired portion of the President's term in addition to the two years for which they were elected
ii) be a signatory to the Association's accounts and cheques
iii) oversee the organisation of the International Conference.

e) Vice President

The Vice President shall:

i) deputise for the President Elect in the event of their absence, incapacity or resignation. If the office of President becomes vacant, they become President Elect immediately,

and serve the unexpired portion of the President Elect's term in addition to the period for which he or she was elected

ii) undertake specific roles for the Association.

f) Convenors of committees

In respect of the particular committee, the convenor:

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 committee's own budget
vi) ensures that minutes are kept and a reference set is lodged **on the Association's OneDrive**
vii) ensures that the membership of the committee conforms to the Standing Orders
viii) liaises with EC and other 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 committee
x) ensures that deputy convenors are appointed from within the membership of the committee
xi) undertakes additional duties as from time to time may be agreed with EC.
xii) committee convenors are appointed for a **fixed term of three years**.
xiii) during the **final year of a convenor's term**, a successor must be identified and approved by the Executive Committee. Wherever possible, the incoming convenor will work alongside the outgoing convenor for a **minimum handover period of three months**.
xiv) convenors may be appointed for a **further three-year term only where no suitable alternative convenor can be secured**, and this must be explicitly agreed by the Executive Committee.
xv) formal induction and handover documentation will be maintained to support continuity and effective transition.

g) Deputy convenors of committees

In respect of the particular committee, the deputy-convenor:

i) deputises for the convenor in the event of their absence, incapacity or resignation. If the office of convenor becomes vacant, they become convenor immediately, and serve the unexpired portion of the convenor's term and may subsequently stand for election as convenor
ii) undertakes specific roles for the committee.

h) SIG Lead

The Sig Lead shall:

i) provide strategic oversight and support for all Special Interest Groups (SIGs) to ensure alignment with UKLA's mission, values, and governance policies;
ii) act as the primary liaison between SIG Convenors and the Executive Committee;
iii) receive annual reports from SIG Convenors and present a consolidated overview to the Executive Committee;
iv) support SIG leadership transitions and succession planning, advising the Executive Committee where SIGs require support, revitalisation, or dissolution;

v) report material risks, reputational issues, or conflicts of interest relating to SIG activity to the Executive Committee

4) FINANCE GROUP

a) Purpose

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

b) Membership

Director
Honorary Treasurer
President
Honorary Secretary
President Elect

c) Remit

i) maintain and enhance the good name and high standards of the Association
ii) ensure the Association is compliant with the regulations set out by the charitable commission
iii) oversee the management of the Association's finances and administration
iv) propose the Association's annual budget
v) advise on all income generation and expenditure and ensure that all expenditure is meeting the Association's charitable objectives
vi) with the convenors of committees set budgets for the committees
vii) review at least annually the pay and conditions of employment, job descriptions and working practices of employees
viii) systematically monitor the committees' budgets
ix) ensure that all actions take into account issues of diversity and inclusion.
x) The annual review of employees' pay and conditions shall be undertaken in accordance with UKLA's Pay and Conditions Policy.

APPENDIX 3: COMMITTEES

1) Convenor

Each committee shall have a convenor.

2) Conduct of business

Committee business may be undertaken electronically.

3) Schedule

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

4) Convenor tenure and succession

Each committee shall have a convenor appointed for a three-year term of office, in line with the Association's governance and succession framework.
Succession planning must be initiated during the final year of the convenor's term, with a successor identified and approved in advance to allow for an effective handover.
Deputy convenors may be appointed to support succession planning and continuity.

5) Constitution of committees

(See pages 11-16)

a) AWARDS COMMITTEE

i) Purpose

To develop and manage all aspects of UKLA awards.

ii) Membership

The membership of the Committee shall be determined by the Executive Committee in accordance with the Constitution and Standing Orders.

iii) Remit

- maintain and enhance the good name and high standards of the Association
- ensure that activities meet the Association's charitable objectives
- make arrangements for the following annual awards**,** and any other awards as agreed by the Executive Committee, liaising with recipients and other committees, and reporting actions to EC:
    - UKLA Book Awards
    - UKLA Literacy School of the Year
- systematically monitor the committee's budget
- monitor application rates to ensure there are at least 10 applications annually
- 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.

b) CONFERENCES COMMITTEE

i) Purpose

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

ii) Membership

The Committee should consist of no more than 2 Trustees, with the addition of at least 6, but not exceeding 8 co-opted members. Those co-opted must be members of the Association in good standing.

The Committee will also include, in attendance only, the Vice-President and the President Elect

iii) Remit

- maintain and enhance the good name and high standards of the Association
- ensure that activities meet the Association's charitable objectives
- manage and develop all aspects of conferences
- have responsibility for conferences, ensuring that proposals are viable, both financially and practically, and conform with the UKLA charitable objectives.
- 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 Group on income generation
- review the membership and remit of the committee annually
- systematically monitor the 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.

c) INTERNATIONAL COMMITTEE

i) Purpose

To develop and manage all overseas links and initiatives.

ii) Membership

The Committee should consist of no more than 2 Trustees, with the addition of at least 6, but not exceeding 8 co-opted members. Those co-opted must be members of the Association in good standing.

iii) Remit

- maintain and enhance the good name and high standards of the Association
- ensure that activities meet the Association's charitable objectives
- maintain a record of International Ambassadors, ensuring their membership is current and ensuring their term of office is within the agreed timeframe
- co-ordinate International Ambassadors and ensuring their active contribution to UKLA
- 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 Convenor and any other posts deemed appropriate
- provide UKLA members with international information and contacts
- review the membership and remit of the committee annually
- systematically monitor the 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.
- have oversight of Project Connect

d) PUBLICITY AND COMMUNICATIONS COMMITTEE

i) Purpose

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

ii) Membership

The Committee should consist of no more than 2 Trustees, with the addition of at least 6, but not exceeding 8 co-opted members. Those co-opted must be members of the Association in good standing.

iii) Remit

Working with the Digital Communications Officer and Membership and Publications Officer:

- maintain and enhance the good name and high standards of the Association
- ensure that activities meet the Association's charitable objectives
- 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 online 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 committee annually
- systematically monitor the 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.

e) REGIONAL REPRESENTATIVES 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.

iii) Membership

The Committee should consist of no more than 2 Trustees, with the addition of at least 6, but not exceeding 8 co-opted members. Those co-opted must be members of the Association in good standing.

iii) Remit

- maintain and enhance the good name and high standards of the Association
- ensure that activities meet the Association's charitable objectives
- promote the work of the Association through developing and highlighting regional and national initiatives
- work with appropriate committees to promote and disseminate UKLA materials and resources
- annually review the membership and remit of the committee
- systematically monitor the 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.

f) RESEARCH 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

The Committee should consist of no more than 2 Trustees, with the addition of at least 6, but not exceeding 8, co-opted members. Those co-opted must be members of the Association in good standing.

iii) Remit

- maintain and enhance the good name and high standards of the Association
- ensure that activities meet the Association's charitable objectives
- manage all aspects of the following prizes:
  - UKLA/Wiley Research in Literacy Education Publication Prize (annually, one award for *Journal of Research in Reading* and *Literacy*) and
  - Student Research Prize (one award biennially)
- manage any research activities undertaken and research grants made by UKLA
- convene an annual research symposium
- involve members in research activities
- oversee the two UKLA journals, *Literacy* and *Journal of Research in Reading*
- review the membership and remit of the committee annually
- systematically monitor the 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.
- liaise with SIGs and TGs, as appropriate

APPENDIX 4: NATIONAL COUNCIL (NC)

(Originally agreed at EC May 2026)

National Council is the UKLA's advisory forum for discussion and debate. It supports the development of policy proposals and positions on significant issues relating to literacy for consideration by the Executive Committee. The Executive Committee retains responsibility for decisions concerning the management and governance of the Association.

National Council comprises:

- President
- President Elect
- Vice President
- Diversity and Inclusion Lead
- Research Convenor
- SIG Lead
- Regional Rep Lead
- Director
- 4 co-opted members
- Additional Regional Representatives may be invited to attend National Council meetings where their expertise, perspective or regional knowledge is relevant to the matters under consideration.

APPENDIX 5: REGIONS

(Originally agreed July 2025)

The UKLA regional areas are as follows:

Yorkshire and Humber
North West
North East
East Midlands
West Midlands
East of England
London
South East
South West
Scotland
Northern Ireland
Wales

APPENDIX 6: TASK GROUPS

(Originally agreed at EC January 2021.)

From time to time, the Association sets up Task Groups to carry out specific work for a short time period up to two years. All Task Group members must be members of UKLA.

1) Duties of Task Group convenors

The Task Group convenor:

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 filed on the Association's Onedrive
i) liaises with EC and other sub-committees effectively to fulfil tasks
f) reports to each EC meeting on all actions taken and on all meetings held
g) 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
h) ensures that all actions take into account issues of diversity and inclusion
i) makes all efforts to ensure that the membership of the Task Group reflects social and cultural diversity.

APPENDIX 7: SPECIAL INTEREST GROUPS

(Originally agreed at EC October 2025.)

A Special Interest Group brings together UKLA members who share an interest in a particular aspect of literacy education. They meet regularly and are actively engaged with their area of special interest. The EC approves the remit and establishment of a SIG and will appoint the convenors; it will also make the decision about termination of SIG. All Special Interest Group members must be members of UKLA.

1) The Purpose and Remit of Special Interest Groups

a) to bring together UKLA members with a shared interest in a specific area of literacy education
b) to create opportunities for discussion, activities and events about recent research and practice in the SIG specialist area
c) to promote the activities of the SIG and seek to include other UKLA members, including Early Career Researchers and newly-qualified teachers

2) Duties of the SIG Lead:

a) the SIG Lead is an elected member of the Executive Committee and acts as the principal liaison between Special Interest Groups and the Executive Committee
b) ensure that SIG activity complies with UKLA's governance policies and guidance, including the SIG Governance and Integrity Framework, and escalate any material concerns to the Executive Committee
c) oversee the activity of the SIGs and collates SIG reports and provides a consolidated update to the Executive Committee
d) ensure annually that the list of SIGs on the website is up-to-date
e) request and review the annual report from each SIG, and prepare an annual evaluation of SIG activity for EC and the AGM
f) is a member of the Research Committee

3) Duties of Convenors of Special Interest Groups

The Special Interest Group convenor:

a) works within the remit set by the EC
b) actively encourages participation and engagement with the SIG
c) communicate SIG activities to members
d) prepares an annual report of SIG activity for the SIG co-ordinator, using the report template provided
e) checks that website information is up-to-date
f) undertakes additional duties as from time to time as agreed with EC, including serving by the invitation of the EC on the Association's NC
g) ensures that all actions take into account issues of diversity and inclusion
h) makes all efforts to ensure that the membership of the Special Interest Group reflects social and cultural diversity.

APPENDIX 8: SPONSORSHIP AND SERVICES

(Originally agreed at EC January 2021.)

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. This must be agreed in advance using a contract, taking into consideration:

1) General principles

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

a) all sponsors must sign a sponsorship agreement
b) will be expected to endorse the ideas embedded in the sole object of UKLA which is the advancement of education in literacy
c) should ensure sponsorship or services benefit members
d) must not attempt to influence UKLA policy and practice
e) 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)
f) 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 connected with tobacco products, alcoholic drinks, gambling or activities that are inconsistent with its charitable purposes or educational mission. UKLA will not knowingly enter into arrangements with organisations involved in exploitative labour practices, serious environmental harm, discrimination, corruption or unfair trading practices.

2) Decision making and reporting

a) Convenors 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, appropriate due diligence will be undertaken, proportionate to the nature, value and potential risk of the arrangement.
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.

APPENDIX 9: POLICY ON JOINT OR RELATED MEMBERSHIP WITH OTHER SUBJECT ASSOCIATIONS

(Originally agreed at EC January 2021.)

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.)

APPENDIX 10: PARTNERSHIPS AND WORKING WITH ORGANISATIONS

(Originally agreed at EC January 2021.)

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 8.

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.

Ethical Statement

In entering into commercial arrangements, UKLA will seek to work with organisations whose values and practices are consistent with its charitable purposes and commitment to social responsibility. UKLA expects potential partners to demonstrate ethical business practices, including respect for human rights, equality, diversity and inclusion, fair employment practices, environmental sustainability and responsible governance.

UKLA will undertake reasonable due diligence before entering into commercial arrangements and reserves the right not to engage, or to terminate an arrangement, where a partner's activities or reputation may bring UKLA into disrepute or conflict with its values and charitable objectives. The level of due diligence undertaken will be proportionate to the nature, value and potential risk of the proposed arrangement.

UKLA will not enter into commercial arrangements that involve the promotion of tobacco products, alcoholic drinks, gambling, or other activities that are inconsistent with its charitable purposes or educational mission. UKLA will not knowingly engage with organisations that are involved in exploitative labour practices, serious environmental harm, discrimination, corruption, or unfair trading practices.

2) Decision making and reporting

a) Any proposal to enter into a commercial arrangement shall be considered by the Finance Group, which will make a recommendation to the trustees.

b) Before making a recommendation, the Finance Group will undertake appropriate due diligence on the proposed partner. This will include consideration of the organisation's reputation, financial standing, ethical practices, alignment with UKLA's charitable purposes and values, and any potential legal, financial or reputational risks to UKLA.

c) Any trustee, officer or committee member with an actual or potential conflict of interest relating to a proposed commercial arrangement must declare that interest and take no part in the discussion or decision-making process except as permitted by the Constitution and applicable charity law.

d) The President, with the support of UKLA Officers (Honorary Treasurer and Honorary Secretary), will ensure that the terms of any commercial arrangement are clearly set out in a written letter of agreement or contract between UKLA and the Company or Organisation.

UKLA's name, logo and branding may not be used without prior written permission and only where such permission is explicitly included within the agreement.

e) The Finance Group will monitor each agreement or contract and provide regular reports to the trustees on its performance, benefits, risks and continued alignment with UKLA's charitable purposes and ethical standards.

f) The trustees reserve the right to terminate any agreement where the activities, conduct or reputation of a partner are considered to be inconsistent with UKLA's charitable purposes, values, ethical standards or best interests.

g) UKLA will maintain its independence in all commercial relationships. No commercial arrangement shall compromise UKLA's charitable purposes, policy positions, publications, awards, conferences, professional judgements or decision-making processes.

h) Information on significant commercial arrangements will be made available to members through the President's Annual Report at the AGM.

3) **Joint conferences**

UKLA may organise conferences jointly with other organisations where the proposed collaboration is consistent with UKLA's charitable object, values and ethical standards. Proposals for joint conferences must be considered by the Conferences Committee and the Finance Group. Each joint conference must be governed by a written agreement setting out: the responsibilities of each organisation; budget and administration arrangements; management of income and expenditure; arrangements for any surplus or deficit; use of names, logos and branding; equality, diversity, inclusion and accessibility considerations; environmental sustainability considerations; and arrangements for evaluating the success of the conference. A joint conference must support UKLA's charitable purposes and must not compromise its independence or reputation.

APPENDIX 11: ENDORSEMENTS AND COLLABORATIONS

(Originally agreed at EC May 2021.)

This appendix relates to requests for partnership and collaboration not covered by UKLA policies on Sponsorship and Services (Appendix 8); Joint or Related Membership with Other Subject Associations (Appendix 9); Partnerships and Working with Organisations (Appendix 10), which relates primarily to commercial arrangements.

1. Endorsements

UKLA receives requests from organisations to endorse products, resources, schemes, initiatives and other activities. Such endorsements may be mutually beneficial: UKLA's name may provide credibility to the proposing organisation, whilst UKLA may gain publicity and other opportunities to promote its charitable purposes. However, UKLA will only endorse products, resources, schemes or initiatives that are consistent with its charitable object, values and ethical standards. UKLA is keen to avoid being associated with organisations, products or activities that are inconsistent with its commitment to the advancement of education in literacy or that may adversely affect its reputation.

UKLA recognises that this can be a complex area. An organisation may offer products, resources, schemes or initiatives that align with UKLA's aims whilst engaging in other activities that require careful consideration. Endorsement of a particular product, resource, scheme or initiative does not imply endorsement of the organisation as a whole. UKLA may, however, endorse products, resources, schemes or initiatives offered on a commercial basis where they meet the criteria specified for Services and Sponsorship (Appendix 8) and where appropriate due diligence indicates that:

- the product, resource, scheme or initiative is consistent with UKLA's charitable object and with the principles outlined in About UKLA and related UKLA publications;
- the organisation demonstrates ethical business practices, including consideration of human rights, equality, diversity and inclusion, fair employment practices, environmental sustainability and responsible governance;
- there are no significant ethical, legal, financial or reputational concerns that would make endorsement inappropriate; and
- the proposed endorsement is likely to provide a benefit to UKLA, its members or its charitable purposes.

In considering requests for endorsement or collaboration, UKLA will also consider the resources required from the UKLA Office, trustees, officers, committee members and volunteers, together with any associated costs. Endorsements or collaborations will only be agreed where UKLA has sufficient capacity and where the anticipated benefits justify the commitment of time and resources. Requests for endorsement should be submitted to the UKLA President in the first instance. The President will undertake, or arrange for, appropriate due diligence and may consult the Presidential Group. Where a proposal raises significant ethical, financial, legal or reputational issues, or where there is uncertainty regarding its suitability, the matter will be referred to the trustees for a decision.

2. Social media

The UKLA uses a range of social media and digital communication platforms to promote its charitable purposes, activities, events, resources, publications and campaigns. A key aim of UKLA's social media presence is to increase engagement with the Association, encourage participation in its activities and support membership growth.

Content published through UKLA's social media channels will be overseen by the Convenor of Publicity and Communications, working alongside the Digital Communications Coordinator, or any successor roles designated by the trustees.

The UKLA may share, repost, amplify or otherwise promote content from other organisations where that content is aligned with UKLA's charitable object, values and priorities, is likely to be of interest to UKLA members and audiences, and meets the principles set out in Section 1 (Endorsements and Collaborations) and Appendix 8 (Services and Sponsorship).
The sharing, reposting or amplification of content from another organisation does not in itself constitute an endorsement of that organisation, its products or services, unless the UKLA has explicitly stated otherwise. The UKLA reserves the right to decline to share or promote content where it considers that doing so may be inconsistent with its charitable purposes, ethical standards, reputational interests or available resources.

All significant decisions relating to partnerships, campaigns or collaborative promotional activity on social media will be subject to appropriate approval processes as determined by the Convenor of Publicity and Communications and, where necessary, the trustees.

3. Research by third parties[1]

In addition to initiating its own research, UKLA may be asked to engage with the research activities of members, universities and other organisations. Such engagement may include, but is not limited to, supporting the recruitment of research participants, serving on advisory boards, acting as a partner on research funding applications, publishing or disseminating research findings, participating in research impact activities, or contributing to projects that advance understanding of literacy, language and communication. The dissemination of research findings may also provide members with access to a range of research evidence and perspectives relevant to literacy education.

UKLA may enter into research partnerships, collaborations or support arrangements where the proposed activity is consistent with UKLA's charitable object, values and strategic aims, and with the principles set out in About UKLA. Before agreeing to any such arrangement, UKLA will undertake appropriate due diligence, proportionate to the nature and scale of the proposed activity. Consideration will include:
the alignment of the proposed activity with UKLA's charitable purposes, values and ethical standards;

- any legal, financial, ethical or reputational risks to UKLA;
- the expected benefits to UKLA, its members and the wider literacy community;
- the independence and integrity of UKLA; and

[1] For the purpose of this section, third parties could include individual UKLA members.

- the resources required from the UKLA Office, trustees, officers, committee members and volunteers.

Research partnerships and collaborations may involve financial or in-kind contributions from UKLA. Such arrangements will only be approved where UKLA has the capacity to support them and where the anticipated benefits justify the commitment of time, expertise and resources involved. Participation in a research project, funding application or impact activity does not imply endorsement of all the activities, policies or positions of the partner organisation. UKLA reserves the right not to participate in, or to withdraw from, any arrangement that is considered inconsistent with its charitable purposes, values or ethical standards.

Requests for UKLA's involvement in research partnerships, collaborations or impact-related activities should be submitted to the President in the first instance. The President may seek advice from the Presidential Group and, where appropriate, refer the matter to the trustees for a decision. Proposals involving significant financial commitments, legal obligations, reputational risk or substantial demands on UKLA resources must be referred to the trustees for approval.

APPENDIX 12: UKLA JOURNALS

(Originally agreed at EC January 2021.)

The *Journal of Research in Reading* and *Literacy* are UKLA-owned journals. They are managed on behalf of the Association by an Editor or Editors 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. UKLA has contractual responsibilities for the oversight of the effective running of these journals, specified in the contract with Wiley.

A. *Journal of Research in Reading*

A1 The Editor(s)

a) The journal Editor(s) must understand the importance of the journal to UKLA's mission and income.
b) The Editor(s) will normally be appointed for three years.
c) The appointed Editor(s) may be invited to undertake an additional fourth year as editor by the appointing team.
d) 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.
e) The Editor(s) is chosen through an invitation to apply which is sent to all members, with information about the role and its responsibilities. A selection panel is established for shortlisting and interview, comprising the Chair of Research Committee; the person on Research Committee responsible for the journals; the Vice-President, President-Elect, President or Immediate Past President; and a member of the Wiley team.

A2 Editorial Board

a) The Editorial Board membership will be the Editor(s) plus 14 Associate Editors. 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 and is attended by the Chair of Research Committee or the Research Committee person responsible for the journals. The minutes of Editorial Board meetings should be filed on the UKLA Onedrive.
c) The Editorial Board maintains links to UKLA through the UKLA Research Committee. There should be an annual report to the EC from the Research Committee to ensure all EC members are aware of the progress of the journal.

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 research expertise with national and international reputations.
b) The Editorial Board will actively seek to appoint appropriately qualified international Associate Editors, and to monitor diversity and inclusion.
c) Associate Editors are expected to serve for at least three years
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 people nominated by the Editorial Board.

b) Nominations to the Editorial Advisory Group will take account of the status, expertise and geographical location of nominees, as well as making every effort to be inclusive
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 UKLA 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 Editor(s) is chosen through an invitation to apply which is sent to all members, with information about the role and its responsibilities. A selection panel is established for shortlisting and interview, comprising the Chair of Research Committee; the person on Research Committee responsible for the journals; the Vice-President, President-Elect, President or Immediate Past President; and a member of the Wiley team.
d) The Editor(s) must be a member of UKLA. The President will confirm that the Editor holds current UKLA membership before the appointment can be approved by the EC.

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 and to monitor diversity and inclusion
c) Members of the Editorial Board should be members of UKLA.
d) The editor of UKLA's Web-based Resources is an *ex-officio* member 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 and is attended by the Chair of Research Committee or the Research Committee person responsible for the journals. The minutes of Editorial Board meetings should be filed on the UKLA Onedrive.
i) The Editorial Board maintains links to UKLA through the UKLA Research Committee. There should be an annual report to the EC from the Research Committee to ensure all EC members are aware of the progress of the journal.
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 people 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 UKLA and may be divided among the Associate Editors.

APPENDIX 13: PAYMENTS TO TRUSTEES AND CONNECTED PERSONS

(Originally agreed at EC January 2021.)

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 judgment 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.

2. The UKLA Office 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 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).
    c) Payment must be additional to their usual work as a trustee or committee member

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 UKLA Office.

7. If the number of trustees in receipt of payment reaches the maximum permitted, no further payments may be made within the financial year.

APPENDIX 14: CONFLICT OF INTEREST POLICY

(Originally agreed at EC October 2025)

Conflicts of interest arise where there is a decision to be made that may be influenced, or could reasonably be perceived to be influenced, by a trustee's or employee's personal interests, or by interests they owe to another organisation or person. This includes situations where a trustee or member of staff is *connected* to a person with such an interest.

Conflicts of interest may relate to:

- a financial or other benefit to the trustee, employee, or a connected person; or
- a conflict of loyalty, where a trustee's or employee's duties to another organisation or person could affect their ability to act solely in the best interests of the charity.
-

In line with guidance from the Charity Commission, a conflict of interest exists where a trustee's or employee's other interest *could, or could be seen to, interfere with their ability to make decisions only in the best interests of the charity*.

Examples of conflicts of interest

Conflicts of interest may arise, for example, where:

- a trustee is a member of, or otherwise involved in, another organisation bidding for the same contract as UKLA;
- a trustee who works for the Department for Education (DfE), or a close family member of such a trustee, is part of the Executive Committee when matters relating to assessment are being discussed;
- a close family member of a trustee or employee offers to carry out paid work for UKLA.

These examples are illustrative and not exhaustive.

Managing conflicts of interest

Trustees and employees have a duty to act in the best interests of UKLA at all times. All conflicts of interest must therefore be identified, properly managed, and clearly recorded.

In practice:

- Trustees and employees must declare any actual or potential conflict of interest as soon as it arises.
- Declared interests must be recorded in a register of interests, which is reviewed regularly.
- Any trustee or employee with a conflict of interest must withdraw from discussions and decisions relating to the matter and must not seek to influence the decision.
- Conflicted trustees must not be counted towards the quorum for the relevant decision.
- The nature of the conflict and the steps taken to manage it must be minuted clearly.

Serious or unmanageable conflicts

Where a conflict of interest is so significant that it cannot be adequately managed, the trustees must avoid the conflict altogether or take steps to remove it, which may include not proceeding with a transaction or, in exceptional cases, a trustee standing down from their role.

Where a proposed arrangement involves a trustee or connected person receiving a benefit, the trustees must ensure that the benefit is properly authorised in accordance with UKLA's governing document or relevant legislation, and that any necessary consent is obtained.

Purpose of this policy
This policy is intended to protect the integrity and good reputation of UKLA, its trustees, staff, and decision-making processes. It supplements, but does not replace, the duty of trustees and employees to exercise sound judgment. All those involved with UKLA are expected to respect both the spirit and the wording of this policy.

Register of Interests
All trustees are required, upon appointment, to make a full and written disclosure of any interests that could potentially result in a conflict of interest. In addition, at the start of every academic year, all members of the Executive Committee (EC) will be asked to complete a Register of Interests form as part of the Association's annual governance cycle. New members joining the Executive Committee mid-year must complete the form on appointment.
Interests to be declared include, but are not limited to:

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

Trustees and Executive Committee members must also declare any new or changed interests as soon as they arise, rather than waiting for the annual review.
All written disclosures are recorded in the Register of Interests and kept on file. The Register of Interests is monitored and maintained by the Honorary Secretary and is reviewed regularly to ensure it remains accurate and up to date.

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 must withdraw from the discussion and decision-making process and must not be counted in the quorum for that matter. Any such disclosure and the subsequent actions taken are noted in the minutes.

Where 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, they are excluded from all discussion and decision-making pertaining to the award in question, and this is minuted.

APPENDIX 15: RESERVES POLICY

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.
- gaps in budget targets causing temporary cash deficits (e.g., an income source being withdrawn or reduced).
- a short-term (single financial year) deficit budget.
- An increase in operating costs, unforeseen operating costs or an urgent need for funds for a specific purpose (e.g., inflation, temporary staff to cover a long-term sick absence).

To mitigate for the above circumstances, the Trustees have established a policy whereby:

- the charity's free reserves (defined as unrestricted funds, excluding designated funds and amounts held in fixed assets) should be equivalent to annual expenditure, excluding conference costs, grants and awards. At current levels, this is calculated to be £116,000. This is not expected to happen in the foreseeable future; however, this level of free reserves would allow the charity to be wound up in a controlled and responsible way should the need arise.
- In addition, the Trustees consider it prudent to set aside a designation of £20,000 to mitigate for budget deficits and unforeseen increased operational costs. 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 business account.
- release funds from the designated reserve to top up the business account.
- commit all or part of the long-term reserve to a specific account, for example an account with a fixed term.

APPENDIX 16: RISK MANAGEMENT POLICY

(Originally agreed at EC January 2021.)

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 Office, 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 trustees assess the major risks to which UKLA is exposed and are satisfied that appropriate systems, procedures and controls are in place to manage and mitigate those risks. The risk register is reviewed regularly by the Finance Group and the Executive Committee, and updated as necessary to reflect changes in the Association's activities, governance arrangements and operating environment.

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 and governance continuity. The Association operates formal terms of office for trustees, officers and committee convenors, supported by structured succession planning and staggered rotation of roles.
- Succession planning is initiated in advance for all key governance roles to ensure continuity, effective handover, and retention of organisational knowledge, thereby reducing governance and operational risk.

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 the Finance Group 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 the Finance Group, 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, committees and the trustees' Annual Report are accurate, informative and reliable
- UKLA maintains a good level of insurance cover, as agreed by the Finance Group, 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 objective of furthering education in literacy
- reviewing and considering the results of risk identification, evaluation and management
- receiving interim reports from the Finance Group 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 the Finance Group and then monitored by the Executive Committee at their regular meetings.