UNITED KINGDOM LITERACY ASSOCIATION
Registered Charity no. 313714
(becoming Registered Charity no. 1190848 in 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
CONTENTS

Appendix 1: Categories of membership 3
Appendix 2: Members of Executive Committee (EC) 6
Appendix 3: Sub-committees 11
   Awards sub-committee 12
   Conferences sub-committee 13
   Finance and general purposes sub-committee 14
   International sub-committee 15
   Publications sub-committee 16
   Publicity and communications sub-committee 17
   Regional representatives sub-committee 18
   Research sub-committee 19
Appendix 4: National Council (NC) 20
Appendix 5: Regions 21
Appendix 6: Task Groups (TGs) 22
Appendix 7: Special Interest Groups (SIGs) 23
Appendix 8: Awards and grants 24
Appendix 9: Local UKLA councils by-laws 25
Appendix 10: Sponsorship and services 26
Appendix 11: Policy on joint or related membership with other subject associations 28
Appendix 12: Partnerships and working with organisations 29
Appendix 13: Endorsements and collaborations 30
Appendix 14: UKLA journals 32
Appendix 15: Payments to trustees and connected persons 35
Appendix 16: Conflict of interest policy 37
Appendix 17: Pay and conditions policy 39
Appendix 18: Reserves policy 40
Appendix 19: Risk management policy 41
APPENDIX 1: CATEGORIES OF MEMBERSHIP

(As 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 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) 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 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.

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.

i) Only one member of staff from any single Standard or Concessionary Organisation may become a member of a local council with full voting rights and privileges.
ii) Only one member of staff from any single Standard or Concessionary Organisation may attend local meetings 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.

Dated 24 June 2021
Dates reviewed January 2021 & May 2021
Date for review January 2023
APPENDIX 2: MEMBERS OF EXECUTIVE COMMITTEE (EC)

(As agreed at EC January 2021.)

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) Immediate Past President
h) Convenors of sub-committees of the EC:
   i) Convenor of Awards sub-committee
   ii) Convenor of Conferences sub-committee
   iii) Convenor of Finance and General Purposes sub-committee (if different
        from the Honorary Treasurer)
   iv) Convenor of International sub-committee
   v) Convenor of Publications sub-committee – paper-based publications
   vi) Convenor of Publications sub-committee - web-based resources
   vii) Convenor of Publicity and Communications sub-committee
   viii) Convenor of Regional Representatives sub-committee
   ix) Convenor 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 convenor 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 convenors and Special Interest Group convenors, 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 clause 24 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) Convenors of sub-committees
   In respect of the particular sub-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 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 convenor (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 convenors 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 convenors of sub-committees**

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

i) deputises for the convenor in the event of her or his absence, incapacity or resignation. If the office of convenor becomes vacant he or she becomes convenor immediately, and serves the unexpired portion of the convenor’s term and may subsequently stand for election as convenor.

ii) undertakes specific roles for the sub-committee.

Dated 1 June 2017

Last reviewed January 2021

Date for review January 2023
APPENDIX 3: SUB-COMMITTEES

(As agreed at EC October 2019.)

1) **Convenor**

   Each sub-committee shall have a convenor.

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)
Convenor – who must be a member of EC
At least 1 and up to 3 other 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
  - 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 sub-committee reflects social and cultural diversity.

Dated 1 June 2017
Last reviewed January 2021
Date for review January 2023
b) CONFERENCES SUB-COMMITTEE

i) **Purpose**
To develop, co-ordinate and manage all aspects of conferences.

ii) **Membership** (up to 11 UKLA members)
Convenor – who must be a member of EC
President
President Elect
Honorary Treasurer
At least 1 other 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 sub-committee reflects social and cultural diversity.

Dated 1 June 2017
Last reviewed January 2021
Date for review January 2023
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)
Convenor (usually the Honorary Treasurer) – who must be a member of EC
President
Secretary
At least 4 other 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 convenors 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 sub-committee reflects social and cultural diversity.

Dated 1 June 2017
Last reviewed January 2021
Date for review January 2023
d) INTERNATIONAL SUB-COMMITTEE

i) Purpose
To develop and manage all overseas links and initiatives.

ii) Membership (up to 8 UKLA members)
Convenor – who must be a member of EC
Up to 1 member of NC
At least 1 and 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 Convenor 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 sub-committee reflects social and cultural diversity.

Dated 1 June 2017
Last reviewed January 2021
Date for review January 2023
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 convenor – who must be a member of EC
Plus:
Associate Editor
Editor of Literacy
Editor of Journal of Research in Reading
Editor of UKLA Voices/E-News
Editor of English 4-11
Editor of Minibooks series
Editor of Ideas in Practice series
Editor of Website resources
At least 1 and 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 Office) 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 Office) 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 Association’s Office 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 sub-committee reflects social and cultural diversity.

Dated 1 June 2017
Last reviewed January 2021
Date for review January 2023
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)
Convenor – who must be a member of EC
At least 2 and 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 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 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 sub-committee reflects social and cultural diversity.

Dated 1 June 2017
Last reviewed January 2021
Date for review January 2023
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)
   Convenor – who must be a member of EC
   Up to 2 members of NC
   At least one and 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 sub-committee reflects social and cultural diversity.

Dated 1 June 2017
Last reviewed January 2021
Date for review January 2023
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)
Convenor – who must be a member of EC
Up to 2 members of NC
At least 1 and 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
- involve members in research activities
- work with Publications sub-committee 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 sub-committee reflects social and cultural diversity.

Dated 1 June 2017
Last reviewed January 2021
Date for review January 2023
APPENDIX 4: NATIONAL COUNCIL (NC)

(As agreed at EC January 2021.)

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 convenors; 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) Convenors

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

Dated 1 June 2017
Last reviewed January 2021
Date for review January 2023
APPENDIX 5: REGIONS

(As agreed at EC January 2021.)

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/West
12. Scotland North/South
13. Sussex, Hampshire, Wiltshire, Isle of Wight
14. Wales
15. West Midlands, Warwickshire, Shropshire, Staffordshire
16. Yorkshire

Dated 1 June 2017
Last reviewed January 2021
Date for review January 2023
APPENDIX 6: TASK GROUPS

(As agreed at EC January 2021.)

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

1) List of Task Groups

   b) Adult, Families and Community Literacies (2004-2005) (completed)
   c) Digital Literacy (2004-2006) (completed)
   d) Multimodal 2 (2005-2006) (completed)
   e) Reading (2005-2007) (completed)
   f) Children’s Literature (2005-2007) (completed)
   g) Reading on Screen (2006-2007) (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 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 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) ensures that all actions take into account issues of diversity and inclusion
   j) makes all efforts to ensure that the membership of the Task Group reflects social and cultural diversity.

Dated 1 June 2017
Last reviewed January 2021
Date for review January 2023
APPENDIX 7: SPECIAL INTEREST GROUPS

(As agreed at EC January 2021.)

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

1) List of Special Interest Groups

Digital Literacies (Closed September 2009)
Storytelling Alastair Daniel (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)
Digital Literacies in Education Clare Dowdall (2016-2020)
English in Initial Teacher Education (ITE) Rebecca Austin, Teresa Cremin (2018- )
Early Years Literacy in Education Karen Daniels, Lucy Rodriguez Leon (2019- )
Literacy and Multilingualism Sabine Little (2019- )
Critical Literacy (Navan Govender, Jennifer Farrar 2019- )
Teaching Writing (Ross Young, Felicity Ferguson 2020- )
Everyday Literacies (Jennifer Rowsell, Claire Dowdall 2021- )

2) Duties of Convenors of Special Interest Groups

The Special Interest Group convenor:

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 Special Interest Group reflects social and cultural diversity.

Dated 1 June 2017
Last reviewed January 2021
Date for review January 2023
APPENDIX 8: AWARDS AND GRANTS

(As agreed at EC January 2021.)

1) Awards

The Awards sub-committee convenor 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:** formerly the Just Imagine Award (and, before that, the 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 convenor will make arrangements for the following award, liaising with recipients and other sub-committees, and reporting actions to EC:

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

3) Research Grants

The Research sub-committee convenor 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
Last reviewed January 2021
Date for review January 2023
APPENDIX 9: LOCAL UKLA COUNCILS BY-LAWS

(As agreed at EC January 2021.)

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
Last reviewed January 2021
Date for review January 2023
APPENDIX 10: SPONSORSHIP AND SERVICES

(As 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.

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) 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, all those offering to be sponsors or requiring services will be investigated by the appropriate convenor 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
Last reviewed January 2021
Date for review January 2023
APPENDIX 11: POLICY ON JOINT OR RELATED MEMBERSHIP WITH OTHER SUBJECT ASSOCIATIONS

(As 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.)

Dated 1 June 2017
Last reviewed January 2021
Date for review January 2023
APPENDIX 12: PARTNERSHIPS AND WORKING WITH ORGANISATIONS

(As 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 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 convenor 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 convenor 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 About UKLA. 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 August 2017
Last reviewed January 2021
Date for review January 2023
APPENDIX 13: ENDORSEMENTS AND COLLABORATIONS

(As agreed at EC May 2021.)

This appendix relates to requests for partnership and collaboration not covered by UKLA policies on Sponsorship and Services (Appendix 10); Joint or Related Membership with Other Subject Associations (Appendix 11); Partnerships and Working with Organisations (Appendix 12) which relates primarily to commercial arrangements.

1. Endorsements

UKLA receives frequent requests for endorsements by organisations for products, schemes or other initiatives. Endorsements can be mutually beneficial: UKLA’s name brings credibility to the proposing organisation, plus UKLA gains cost-free publicity when its logo is used and may be offered other opportunities for publicity. However, UKLA is keen to avoid lending its logo to products, schemes or initiatives that are not aligned with the Association’s key aims or principles, and being associated with organisations whose business and wider practices do not adhere to UKLA’s high ethical standards.

It is recognised that this is a complex area: many commercial organisations may initiate schemes that align well with the Association’s aims, but may be involved in other activity that is at odds with UKLA’s key principles. UKLA may, however, decide to endorse products, schemes or initiatives that are offered primarily for commercial gain if such products, schemes and initiatives (and the companies/organisations that produce them) meet the criteria specified for Services and Sponsorship (Appendix 10) and, specifically, that:

- the company involved is not associated with environmental degradation, social injustice or inequitable working practices;
- the resource/initiative/scheme is aligned with UKLA’s broad principles as stated in About UKLA and as further specified through its resources such as UKLA Viewpoints.

Decisions about endorsements and collaborations will also involve considering whether the process will involve work for the UKLA Office, trustees and/or other members, and whether there are other associated costs. If so, endorsements or collaborations will only be agreed if UKLA has the capacity to support them and if the benefits justify time spent and/or costs involved.

The process for agreeing such endorsements is that any requests should be referred to the UKLA President in the first instance. The President may refer to the Presidential Group if in doubt (and then to EC if the decision is still unclear).

2. Social media

UKLA mainly tweets items initiated by the Association about its own activities, events, resources and publications. A key aim is to encourage people to increase their participation in UKLA and sign up as members. Content of UKLA tweets is agreed by the Convenor of
Publicity and Communications working alongside the Events & Communications Support Co-ordinator. UKLA only re-tweets items of interest from other organisations if they share similar values to UKLA (see Section 1 Endorsements and Collaborations above) and are likely to be of interest to UKLA members. All re-tweets are also agreed by the Convenor of Publicity and Communications working alongside the Events & Communications Support Co-ordinator.

3. Research by third parties

In addition to initiating its own research, UKLA is often asked to engage with the research activity of members and/or institutions, for example by supporting recruitment of research participants, sitting on advisory boards, being named as partners on research funding applications, publishing or circulating research findings, or participating in projects funded by universities to support their research impact strategies.

Involvement in research applications and/or impact-related activity provides a valuable opportunity to contribute to research-informed literacy education in the United Kingdom and beyond and, through doing so, to further the aims of the Association. The circulation of research findings produced by members and/or other organisations provides UKLA members with access to a range of research evidence related to literacy which they may not encounter otherwise, and as such may also help to further the Association’s aims. However, collaboration may not be cost-free as universities/funders often expect collaborating organisations to make some contribution to the project. This could be a direct financial contribution, e.g. to fund a specific aspect of the work, or an in-kind contribution (e.g. supporting recruitment of research participants through circulating invitations, or featuring research project findings on the UKLA website).

UKLA may enter into such partnerships and/or provide such support if the work is aligned with UKLA’s broad principles as stated in About UKLA. Any such decision will, as with endorsements above, involve considering whether the process will involve work for the UKLA Office, trustees and/or other members and whether there are other associated costs. If so, it will only be agreed if UKLA has capacity to support it and if the benefits justify the time spent and/or costs involved.

The process for agreeing such endorsements is that any requests should be referred to the UKLA President in the first instance. The President may refer to the Presidential Group if in doubt (and then to EC if the decision is still unclear).

Dated 24 June 2021
Last reviewed May 2021
Date for review January 2023

---

1 For the purpose of this section, third parties could include individual UKLA members.
APPENDIX 14: UKLA JOURNALS

(As agreed at EC January 2021.)

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 convenor 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 convenor 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 sub-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 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.
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 convenor 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 convenor 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 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. As well as a set for the convenor 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 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 the Editor(s) and may be divided among the Associate Editors.

Dated 1 June 2017
Last reviewed January 2021
Date for review January 2023
APPENDIX 15: PAYMENTS TO TRUSTEES AND CONNECTED PERSONS

(As 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 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 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.

Dated 1 June 2017
Last reviewed January 2021
Date for review January 2023
APPENDIX 16: CONFLICT OF INTEREST POLICY

(As agreed at EC January 2021.)

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 judgment 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 sub-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 1st June 2017
Last reviewed January 2021
Date for review January 2023
APPENDIX 17: PAY AND CONDITIONS POLICY

(As agreed at EC January 2021.)

For the UKLA Pay and Conditions Policy, as agreed at the meeting of the Executive Committee in January 2021, please ask the UKLA Office for a copy.

The UKLA Pay and Conditions Policy document includes the following:

p. 1: UKLA Pay and Conditions policy
p. 5: UKLA Pay Scale
p. 6: UKLA Sick Leave Procedures
p. 8: UKLA Office Contingency Planning
p. 10: UKLA Homeworking Policy

The UKLA Pay and Conditions Policy document will be reviewed every 2 years by the Executive Committee.

Last reviewed January 2021
Date for review January 2023
APPENDIX 18: RESERVES POLICY

(As agreed at EC January 2021)

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 1st June 2017
Last reviewed January 2021
Date for review January 2023
APPENDIX 19: RISK MANAGEMENT POLICY

(As 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 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 (2016), UKLA states: ‘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, sub-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 objective of furthering education in literacy
- 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 1st June 2017
Last reviewed January 2021
Date for review January 2023