

# Advisory Panel Terms of Reference

**Approval Date:** July 2025

**Review Date:** August 2027

**Approval Authority:** LUSA Executive

**Contact Officer:** LUSA President

## Purpose

1. The primary function of the Advisory Panel is to ensure that the services of Lincoln University Students' Association (LUSA) enable the Association to ensure a quality University experience for all Lincoln University students.

## Responsibilities

2. The Advisory Panel is responsible for providing advice and making recommendations on the commercial and service activities and affairs of the Association (including strategic input and risk management) to the LUSA Executive and General Manager.
3. This includes but is not limited to reviewing the Association's operations, financial and performance objectives, and shall work to protect and enhance the value of the assets of the Association for its current and future members.
4. The Advisory Panel will be invited to attend all LUSA Executive Board meetings, which typically occur on a monthly basis during the academic year.
5. Specifically, but not limited to, the Advisory Panel is responsible for:
  - 5.1. Assisting with any review of appropriate financial frameworks of governance and oversight of the Association to the LUSA Executive;
  - 5.2. Providing advice on strategy and direction;
  - 5.3. Reviewing and providing recommendations for the annual plan and budget approval to the LUSA Executive each year;
  - 5.4. Ensuring there are adequate financial resources available to meet the Association's commercial and service objectives;
  - 5.5. Promoting ethical and responsible decision-making;
  - 5.6. Safeguarding the integrity of financial reporting;
  - 5.7. Ensuring that effective risk management procedures are in place and are being used;
  - 5.8. Providing advice on best practice to ensure LUSA complies with health and safety legislation;
  - 5.9. Monitoring and providing advice to the Executive about the General Manager's performance within the strategic direction and operating frameworks of the Association;
  - 5.10. Reviewing the performance of the Advisory Panel and ensuring it remains appropriately skilled to meet the changing needs of the Association;
  - 5.11. Advising LUSA in its efforts to improve its commitment to Te Tiriti.

## Membership

6. The Advisory Panel should normally comprise of the following members:
  - 6.1. No less than one (1) and up to three (3) external members with an appropriate range of skills and experience such as legal, human resources, health and safety, and accounting expertise; and who have a proper understanding of, and competence to deal with the current and emerging concerns of the organisation and understanding of LUSA and/or LU. The third Advisory Panel member shall be used when a conflict of interest occurs between the existing Advisory Panel members.
7. Each member of the Advisory Panel is able to suggest agenda items, which must be passed through the LUSA Secretary and President.

## **Independence**

8. All external members of the Advisory Panel are required to be independent.
9. An external member of the Advisory Panel is considered to be independent if they:
  - 9.1. Do not have a material relationship with the Association;
  - 9.2. Any conflicts of interests must be disclosed before the hiring process ends. Or as a conflict of interest occurs.
  - 9.3. Are not a member of the management committee and have not been employed as a member of the management committee of the Association or related organisation(s) within the last three years;
  - 9.4. Are not a member of the LUSA Executive and have not been a member of the Executive within the last three years; and
  - 9.5. Have no other interest or relationship that could interfere with their ability to act in the best interests of the Association and independently of management.
10. The Advisory Panel does not have decision making authority, and it will only advise the LUSA Executive on the matters put forward to them.
11. The Advisory Panel may request further information in order to carry out their roles and responsibilities.

## **Nomination**

12. The [Appointments and Management Committee](#) shall be responsible for the selection of candidates that have the appropriate qualities and experience to be appointed to act as an external member of the Advisory Panel.
13. The LUSA Executive shall be responsible for ratifying the appointment and removing, if necessary, external Advisory Panel members. No candidate shall be appointed as an external member of the Advisory Panel without first undergoing a selection process.

## **Rotation**

14. External members of the Advisory Panel are appointed for up to a three-year term at the end of which the Appointments and Management Committee shall review their reappointment.

## **Remuneration**

15. The remuneration of external members of the Advisory Panel shall be paid in the form of fees, unless otherwise agreed to by the President. The total fees available to be paid to external members of the Advisory Panel, including any additional fees to reflect additional responsibilities, shall be subject to LUSA Executive approval.
16. The Appointments and Management Committee shall be responsible for reviewing the remuneration of external members, and recommending any changes to the LUSA Executive for approval.

## **Committees**

17. The Executive may establish committees to assist the Advisory Panel in carrying out its responsibilities. Committees do not take action or make recommendations on behalf of the Advisory Panel without prior authority to do so.
18. Committees shall contain a balance of LUSA Executive members and external members of the Advisory Panel.

## **Review**

19. The Advisory Panel Terms of Reference should be reviewed biennially by the LUSA Executive.
20. The Executive may change the Advisory Panel Terms of Reference in the interim.