

Highlands and Islands Students' Association (the "Association")

Code of Conduct

("the Code")

1. About the Code

- 1.1 This Code has been established by the Board of Trustees in accordance with Clause 17 of the Memorandum and Articles of Association (Mem & Arts) of the Highlands and Islands Students' Association. It aims to provide a framework within which the Association can work with Members to maintain satisfactory standards of conduct and, where appropriate, performance and to encourage improvement where necessary.
- 1.2 It is the Association's policy to ensure that all matters are dealt with fairly and that steps are taken to establish the facts and to give Members the opportunity to respond before any formal action is taken.
- 1.3 A vast majority of Members do not hold any office [Ordinary Members]. Some Members however do also hold elected office within HISA and there are some differences in the way that this code applies to them. Accordingly this Code is divided into two sections.
 - Section 1 deals with Ordinary Members; and
 - Section 2 deals with Officer Members.
- 1.4 For the purpose of Section 1, Members are defined as per the Highlands and Islands Students' Association's Mem & Arts (Part 2) and include every Student who has not formally opted out of membership of HISA plus Principal Officers.
- 1.5 The standards of conduct expected of Officer Members are set out in **Appendix 1**.
- 1.6 This Code does not form part of any Elected Officer's contract of employment and it may be amended at any time.
- 1.7 If a Member (Ordinary or Officer) has difficulty at any stage of a procedure instigated under this Code because of a disability, the Member should discuss the situation with the President and/or Chief Executive as soon as possible.

2. Confidentiality

- 2.1 The Association's aim is to deal with all matters under this Code sensitively and with due respect for the privacy of any individuals involved. All those involved must treat as confidential any information communicated to them in connection with an investigation or disciplinary matter, and no such information should be placed in any publicly accessible forum, including, but not limited to, social media websites.
- 2.2 Members, anyone accompanying them and witnesses, must not make electronic recordings of any meetings or hearings conducted under this Code. Breach of this part of the Code may be treated as gross misconduct.
- 2.3 Members will normally be told the names of any witnesses whose evidence is relevant to disciplinary proceedings against them, unless the Association reasonably believes that a witness's identity should remain confidential.

3. Scope

- 3.1 Action under this Code may be taken in respect of any conduct at any place or time including (without limitation):
 - (a) on the Association's premises at the University of the Highlands and Islands and its premises at the academic partners where the Highlands and Islands Students' Association represents students locally;
 - (b) while the Member is using the Association's facilities or at an Association event;
 - (c) while the Member is representing or acting on behalf of the Association at any event of whatever kind and wherever held;
 - (d) in relation to actions or incidents between two or more representatives of the Association in any or none of the settings above, or in relation to actions or incidents between Association representatives and staff or stakeholders where the Member is participating in Association activity, even online;
 - (e) in the case of Officer Members during the course of carrying out their duties;
 - (f) in the case of Office Members outside of the course of their duties and where their actions could result in the reputation of the Association being brought into disrepute.

4. Making a Complaint about Misconduct

- 4.1 Any person may make a complaint about the conduct of a Member.
- 4.2 The complaint should be made in writing in the first instance to the Chief Executive who will liaise with the Supervising Trustee on the most appropriate course of action.
- 4.3 The Supervising Trustee may be assisted by the Chief Executive in carrying out his or her functions under this Code.

- 4.4 The complaint should give details of the name(s) of the person(s) involved, together with details of the allegation(s) (including the date and place at which the alleged action(s) took place), and be delivered as soon as possible after the event(s) concerned. HISA will make a complaint form available online for this purpose.
- 4.5 Anonymous complaints may still be investigated and dealt with. In such cases, the Association will endeavour to take such extra steps and precautions as are appropriate to ensure fairness.
- 4.6 Once a complaint has been made the Association may deal with it even if the Member subsequently asks the Association not to do so. In such cases the Association will endeavour to act sensitively and will take into account, so far as it is reasonable to do so, the complainant's wishes.
- 4.7 Complaints subsequently found to be spurious may be treated as an act of misconduct.
- 4.8 Following receipt of a complaint the Supervising Trustee or Chief Executive will determine any necessary further action.
- 4.9 The Supervising Trustee shall report to the Board of Trustees on disciplinary matters and the operation of this Code.

5. Criminal Allegations

- 5.1 Where a Member's conduct is the subject of a criminal investigation, charge or conviction the Association will investigate the facts before deciding whether to take formal disciplinary action.
- 5.2 The Association will not usually wait for the outcome of any prosecution before deciding what action, if any, to take. Where a Member is unable or has been advised not to attend a disciplinary hearing or say anything about a pending criminal matter, the Association may have to take a decision based on the available evidence.
- 5.3 In the case of Officer Members who are paid Officers a criminal investigation, charge or conviction relating to conduct outside work may be treated as a disciplinary matter if the Association considers that it is relevant to the Officer Member's employment.

6. Suspension

- 6.1 If the Elected Officer is a paid Officer it may be necessary to suspend the Elected Officer on full pay while any investigation is carried out. Any such suspension will not:
 - (a) affect the Elected officer's trustee status, but he or she may be excluded from some or all of the Association's premises;
 - (b) constitute or be considered a disciplinary action; or

- (c) imply that any decision has already been made about the allegations.
- 6.2 While suspended, the Officer Member should not visit the Association's premises or contact any of Association's stakeholders including suppliers, contractors, Members involved with the matter(s) being investigated or staff, unless authorised to do so by the Chief Executive.
- 6.3 The Officer Member will continue to receive full basic salary and benefits during the period of suspension.

7. Right to be Accompanied

- 7.1 An Officer Member may bring a companion to any disciplinary hearing or appeal hearing held under this Code. The companion may be a trade union representative, a colleague or a family member. The Officer Member must give advance notification of their decision to be accompanied by a companion in good time before the hearing.
- 7.2 A companion is allowed reasonable time off from duties without loss of pay but no- one is obliged to act as a companion if they do not wish to do so.
- 7.3 If a companion is unavailable at the time a hearing is scheduled and will not be available for more than five working days afterwards, the Officer Member may be asked to choose someone else.

SECTION 1: Ordinary Members

PART A: Informal Procedure for Minor Misconduct

1. Minor cases of misconduct will be dealt with informally, usually by the relevant local officer/staff member discussing the concerns with the Ordinary Member
2. These discussions should be held in private and without undue delay whenever there is cause for concern.
3. The local officer/staff member will determine what further action to take in relation to the matter, and will inform the complainant (where appropriate) and the Ordinary Member of what action, if any, is to be taken.
4. Where appropriate, the Ordinary Member will be advised of the standard required to improve their behavior and, where appropriate, the timescale within which the Ordinary Member should improve.
5. A note of any such informal discussions may be made.
6. An informal verbal warning may be given or counselling offered.
7. Informal verbal warnings and/or counselling are not part of the formal disciplinary procedure under Part B. They may though lead to formal action under Part B and/or be referred to and relied upon during the course of any such action.
8. Where there is a more serious case of misconduct the Ordinary Member fails to improve and maintain that improvement, formal action may be taken and the formal procedure outlined in Part B may be invoked.

PART B: Misconduct

1. About Part B

- 1.1 This Part B will be invoked for all alleged misconduct where it is not appropriate to invoke (or to continue invoking) Part A.
- 1.2 It is impossible to specify all the circumstances that would warrant invoking Part B, but typical cases of misconduct and gross misconduct are set out in **Appendix 1**.

2. Investigations

- 2.1 Where Part B is to be invoked, an Investigator will be appointed. This will normally be a senior staff member appointed by the Chief Executive and President.
- 2.2 A member of the Association's regional officer team and/or University's HR staff may attend meetings to act as an advisor to the investigator and to take a note of the meetings. The purpose of an investigation is to establish a fair and balanced view of the acts relating to any disciplinary allegations against the Ordinary Member, before deciding whether to proceed with a disciplinary hearing. The amount of investigation required will depend on the nature of the allegations and will vary from case to case. It may involve interviewing and taking statements from the Ordinary Member, the complainant and any witnesses, and/or reviewing relevant documents.
- 2.3 Investigative interviews are solely for the purpose of fact-finding and no decision on disciplinary action will be taken until after a disciplinary hearing has been held.
- 2.4 Ordinary Members have the right to bring a companion to an investigative interview.
- 2.5 The Ordinary Member must co-operative fully and promptly in any investigation. This will include informing the investigator of the names of any relevant witnesses, disclosing any relevant documents and attending investigative interviews if required at the earliest available opportunity.
- 2.6 It is recognised that being the subject of a complaint can be a difficult time for an Ordinary Member, and so the investigation will be undertaken with appropriate discretion, care and consideration.
- 2.7 Having carried out an investigation, the Investigator will report its findings. The Investigator will then decide what further action (if any) to take. The Investigator may:
 - (a) take no further action and bring the matter to a close;
 - (b) arrange informal coaching, advice or counselling for the Ordinary Member;

- (c) if they consider that disciplinary action may be required, establish a Disciplinary Panel; or
- (d) inform the University and/or the relevant academic partner so that further action may be taken either by the University or some other body that is deemed appropriate.

2.8 The Investigator will aim to confirm its decision in writing to the Ordinary Member, the complainant, and any other interested parties within 14 working days of concluding its report. If it is not practicable to comply with these deadlines, for example due to relevant parties being on holiday, they may be extended at the discretion of the Investigations Committee.

2.9 Where disciplinary action may be required the Ordinary Member will be informed in writing of the allegations, the basis for those allegations, and what the likely range of consequences will be if it is decided that the allegations are true. The Ordinary Member will also receive the following:

- (a) a summary of relevant information gathered during the investigation;
- (b) a copy of any relevant documents which will be used at any disciplinary hearing; and
- (c) a copy of any relevant witness statements, except where a witness's identity is to be kept confidential, in which case the Ordinary Member will be given as much information as possible while maintaining confidentiality.

3. The Disciplinary and Appeals Panels

3.1 The Disciplinary and Appeals Panels shall be convened as and when required by the Investigations Committee.

3.2 The Disciplinary Panel shall include:

- (a) the President or another regional officer
- (b) a maximum of two Trustees (at least one which shall be an External Trustee);
- (c) A member of Association staff or a member of University or academic partner staff.

3.3 The quorum of the Disciplinary Panel shall be two

3.4 A member of the Association staff and/or University's HR staff may attend meetings of the Disciplinary Panel at the invitation of the Chair to act as an advisor to the Disciplinary Panel and to take a note of the meetings.

3.5 The Appeal Panel shall include the following*:

- (a) an External Trustee;
- (b) A member of Association staff or a member of University or academic partner staff;
- (c) a student Ordinary from another students' association or persons provided by NUS.

*provided that each member of the Appeal Panel shall be independent and shall not have any (or have had any) substantive involvement with the investigation or the disciplinary hearing.

3.6 The quorum of the Appeal Panel shall be three and the Chair shall be the External Trustee.

4. Procedure of Disciplinary Hearings

4.1 If the Ordinary Member or their companion cannot attend the hearing the Ordinary Member should inform the Disciplinary Panel as soon as possible and an alternative time will be arranged. The Ordinary Member must make every effort to attend the hearing, and failure to attend without good reason may be treated as misconduct in itself. If the Ordinary Member fails to attend without good reason, or is persistently unable to do so (for example for health reasons), a decision may be taken based on the available evidence.

4.2 The hearing will be chaired by the Chair of the Disciplinary Panel. The Investigator and/or a member of Association staff or University's HR staff may also be present. The Ordinary Member may be accompanied by a companion to the disciplinary hearing.

4.3 At the disciplinary hearing the Disciplinary Panel will go through the allegations against the Ordinary Member and the evidence that has been gathered. The Ordinary Member will be able to respond and present any evidence of their own. The companion may make representations and ask questions, but should not answer questions on the Ordinary Member's behalf. The Ordinary Member may confer privately with their companion at any time during the hearing.

4.4 The Ordinary Member may ask relevant witnesses to appear at the hearing, provided sufficient advance notice to arrange their attendance is given. The Ordinary Member will be given the opportunity to respond to any information given by a witness. However, the Ordinary Member will not normally be permitted to cross-examine witnesses unless, in exceptional circumstances, the Disciplinary panel decide that a fair hearing could not be held otherwise.

4.5 The disciplinary hearing may be adjourned by the Disciplinary Panel if it is deemed necessary to carry out any further investigations such as re-interviewing witnesses in the light of any new points raised at the hearing. The Ordinary Member will be given a reasonable opportunity to consider any new information obtained before the hearing is reconvened.

4.6 The Disciplinary Panel will inform the Ordinary Member in writing of its decision and its reasons for it, usually within one week of the disciplinary hearing. Where possible it will also explain this information to the Ordinary Member in person.

5. **Disciplinary Penalties**

5.1 The usual penalties for misconduct are set out below. No penalty should be imposed without a hearing and all Ordinary Members should be treated fairly and consistently, and a penalty imposed on another Ordinary Member for similar misconduct will usually be taken into account but should not be treated as a precedent. Each case will be assessed on its own merits.

5.2 **Stage 1 - First Written Warning.** Will usually be appropriate for a first act of misconduct where there are no other active written warnings on the Ordinary Member's disciplinary record.

5.3 **Stage 2 - Final Written Warning.** Will usually be appropriate for:

(a) misconduct where there is already an active written warning on the Ordinary Member's record; or

(b) misconduct that is considered sufficiently serious to warrant a final written warning, even though there are no other active warnings on the Ordinary Member's record.

5.4 **Stage 3 (a) - Suspension of Association membership.** Will usually be appropriate for: Serious misconduct. Usually a maximum period of one year

5.5 **Stage 3 (b) - Immediate Removal as Member.** Will usually only be appropriate for gross misconduct or gross negligence.

6. **Effect of a Warning**

6.1 Written Warnings will set out the nature of the misconduct, the change in behaviour required, the period for which the warning will remain active, and the likely consequences of further misconduct in that active period.

6.2 A First Written Warning will usually remain active for six months and a Final Written Warning will usually remain active for twelve months. The Ordinary Member's conduct may be reviewed by the Supervising Trustee at the end of a warning's active period and if it has not improved sufficiently the active period may be extended.

6.3 After the active period, the warning will remain permanently on the Ordinary Member's personnel file but will be disregarded in deciding the outcome of future disciplinary proceedings, unless there is very good reason not to disregard it.

7. Appeals

- 7.1 A Ordinary member who wishes to appeal against a decision of a Disciplinary Panel should do so in writing within five working days of receiving the letter which confirms the action taken. The appeal should state the grounds upon which the appeal is being made.
- 7.2 An appeal hearing shall be held as soon as possible and normally within ten working days of receipt of the letter of appeal.
- 7.3 The Chair shall inform the Ordinary Member of the date and time of the appeal hearing. The Ordinary Member shall have the right to attend the hearing and be accompanied by a companion.
- 7.4 The Chair will inform the Ordinary Member and the complainant of the Appeal Panel's decision in writing and will aim to do so within five working days of the hearing.

SECTION 2: Officer Members

PART A: Informal Procedure for Minor Misconduct

1. Minor cases of misconduct will be dealt with informally, usually by the President discussing the concerns with the Officer Member. In the case of allegations of fault against the President, the Chief Executive will usually discuss the concerns with the President.
2. These discussions should be held in private and without undue delay whenever there is cause for concern.
3. The President or the Chief Executive will determine what further action to take in relation to the matter, and will inform the complainant (where appropriate) and the Officer Member of what action, if any, is to be taken.
4. Where appropriate, the Officer Member will be advised of the standard required to improve their behavior and, where appropriate, the timescale within which the Officer Member should improve.
5. A note of any such informal discussions may be made.
6. An informal verbal warning may be given or counselling offered.
7. Informal verbal warnings and/or counselling are not part of the formal disciplinary procedure under Part B. They may though lead to formal action under Part B and/or be referred to and relied upon during the course of any such action.
8. Where there is a more serious case of misconduct the Officer Member fails to improve and maintain that improvement, formal action may be taken and the formal procedure outlined in Part B may be invoked.

PART B: Misconduct

8. About Part B

- 8.1 This Part B will be invoked for all alleged misconduct where it is not appropriate to invoke (or to continue invoking) Part A.
- 8.2 It is impossible to specify all the circumstances that would warrant invoking Part B, but typical cases of misconduct and gross misconduct are set out in **Appendix 1**.

9. Investigations

- 9.1 Where Part B is to be invoked, an Investigations Committee will be established.
- 9.2 The Investigations Committee will be made up of an Elected Officer and a member of the Association's staff team. A member of the Association staff and/or University's HR staff may attend meetings of the Investigations Committee to act as an advisor to the Committee and to take a note of the meetings. The purpose of an investigation is to establish a fair and balanced view of the acts relating to any disciplinary allegations against the Officer Member, before deciding whether to proceed with a disciplinary hearing. The amount of investigation required will depend on the nature of the allegations and will vary from case to case. It may involve interviewing and taking statements from the Officer Member, the complainant and any witnesses, and/or reviewing relevant documents.
- 9.3 Investigative interviews are solely for the purpose of fact-finding and no decision on disciplinary action will be taken until after a disciplinary hearing has been held.
- 9.4 Officer Members have the right to bring a companion to an investigative interview.
- 9.5 The Officer Member must co-operative fully and promptly in any investigation. This will include informing the Investigations Committee of the names of any relevant witnesses, disclosing any relevant documents and attending investigative interviews if required at the earliest available opportunity.
- 9.6 It is recognised that being the subject of a complaint can be a difficult time for an Officer Member, and so the investigation will be undertaken with appropriate discretion, care and consideration.
- 9.7 Having carried out an investigation, the Investigating Committee will report its findings. The Investigations Committee will then decide what further action (if any) to take. The Investigations Committee may:
 - (a) take no further action and bring the matter to a close;
 - (b) arrange informal coaching, advice or counselling for the Officer Member;

- (c) if it considers that disciplinary action may be required, establish a Disciplinary Panel; or
- (d) inform the University and/or the relevant academic partner so that further action may be taken either by the University or some other body that is deemed appropriate.

9.8 The Investigations Committee will aim to confirm its decision in writing to the Officer Member, the complainant, and any other interested parties within 14 working days of concluding its report. If it is not practicable to comply with these deadlines, for example due to relevant parties being on holiday, they may be extended at the discretion of the Investigations Committee.

9.9 Where disciplinary action may be required the Officer Member will be informed in writing of the allegations, the basis for those allegations, and what the likely range of consequences will be if it is decided that the allegations are true. The Officer Member will also receive the following:

- (a) a summary of relevant information gathered during the investigation;
- (b) a copy of any relevant documents which will be used at any disciplinary hearing; and
- (c) a copy of any relevant witness statements, except where a witness's identity is to be kept confidential, in which case the Officer Member will be given as much information as possible while maintaining confidentiality.

10. The Disciplinary and Appeals Panels

10.1 The Disciplinary and Appeals Panels shall be convened as and when required by the Investigations Committee.

10.2 The Disciplinary Panel shall include:

- (a) the President or another Principal Officer (unless the allegations are against the President or Principal Officer);
- (b) a maximum of two Trustees (at least one which shall be an External Trustee);
- (c) a member of the Association's Regional Student Council.
- (d) A member of Association staff or a member of University or academic partner staff.

10.3 The quorum of the Disciplinary Panel shall be three and the Chair shall be the President or, if the allegations are against the President, one of the Trustees.

10.4 A member of the Association staff and/or University's HR staff may attend meetings of the Disciplinary Panel at the invitation of the Chair to act as an advisor to the Disciplinary Panel and to take a note of the meetings.

10.5 The Appeal Panel shall include the following:

- (a) a Student Trustee;
- (b) an External Trustee;
- (c) A member of Association staff or a member of University or academic partner staff;
- (d) a student officer from another students' association or persons provided by NUS.

provided that each member of the Appeal Panel shall be independent and shall not have any (or have had any) substantive involvement with the investigation or the disciplinary hearing.

10.6 The quorum of the Appeal Panel shall be three and the Chair shall be the External Trustee.

11. Procedure of Disciplinary Hearings

11.1 If the Officer Member or their companion cannot attend the hearing the Officer Member should inform the Disciplinary Panel as soon as possible and an alternative time will be arranged. The Officer Member must make every effort to attend the hearing, and failure to attend without good reason may be treated as misconduct in itself. If the Officer Member fails to attend without good reason, or is persistently unable to do so (for example for health reasons), a decision may be taken based on the available evidence.

11.2 The hearing will be chaired by the Chair of the Disciplinary Panel. A representative of the Investigating Committee and/or a member of Association staff or University's HR staff may also be present. The Officer Member may be accompanied by a companion to the disciplinary hearing.

11.3 At the disciplinary hearing the Disciplinary Panel will go through the allegations against the Officer Member and the evidence that has been gathered. The Officer Member will be able to respond and present any evidence of their own. The companion may make representations and ask questions, but should not answer questions on the Officer Member's behalf. The Officer Member may confer privately with their companion at any time during the hearing.

11.4 The Officer Member may ask relevant witnesses to appear at the hearing, provided sufficient advance notice to arrange their attendance is given. The Officer Member will be given the opportunity to respond to any information given by a witness. However, the Officer Member will not normally be permitted to cross-examine witnesses unless, in exceptional circumstances, the Disciplinary panel decide that a fair hearing could not be held otherwise.

11.5 The disciplinary hearing may be adjourned by the Disciplinary Panel if it is deemed necessary to carry out any further investigations such as re-interviewing witnesses in the light of any new points raised at the hearing. The Officer Member will be given a reasonable opportunity to consider any new information obtained before the hearing is reconvened.

11.6 The Disciplinary Panel will inform the Officer Member in writing of its decision and its reasons for it, usually within one week of the disciplinary hearing. Where possible it will also explain this information to the Officer Member in person.

12. Disciplinary Penalties

12.1 The usual penalties for misconduct are set out below. No penalty should be imposed without a hearing and all Officer Members should be treated fairly and consistently, and a penalty imposed on another Officer Member for similar misconduct will usually be taken into account but should not be treated as a precedent. Each case will be assessed on its own merits.

12.2 **Stage 1 - First Written Warning.** Will usually be appropriate for a first act of misconduct where there are no other active written warnings on the Officer Member's disciplinary record.

12.3 **Stage 2 - Final Written Warning.** Will usually be appropriate for:

- (a) misconduct where there is already an active written warning on the Officer Member's record; or
- (b) misconduct that is considered sufficiently serious to warrant a final written warning, even though there are no other active warnings on the Officer Member's record.

12.4 **Stage 3 (b) - Immediate Dismissal/Removal from Office/Removal as Trustee/Removal as Member.** Will usually only be appropriate for gross misconduct or gross negligence.

13. Effect of a Warning

13.1 Written Warnings will set out the nature of the misconduct, the change in behaviour required, the period for which the warning will remain active, and the likely consequences of further misconduct in that active period.

13.2 A First Written Warning will usually remain active for six months and a Final Written Warning will usually remain active for twelve months. The Officer Member's conduct may be reviewed by the Supervising Trustee at the end of a warning's active period and if it has not improved sufficiently the active period may be extended.

13.3 After the active period, the warning will remain permanently on the Officer Member's personnel file but will be disregarded in deciding the outcome of future disciplinary proceedings, unless there is very good reason not to disregard it.

14. Appeals

- 14.1 A Principal Officer who wishes to appeal against a decision of a Disciplinary Panel should do so in writing within five working days of receiving the letter which confirms the action taken. The appeal should state the grounds upon which the appeal is being made.
- 14.2 An appeal hearing shall be held as soon as possible and normally within ten working days of receipt of the letter of appeal.
- 14.3 The Chair shall inform the Officer Member of the date and time of the appeal hearing. The Officer Member shall have the right to attend the hearing and be accompanied by a companion.
- 14.4 The Chair will inform the Officer Member and the complainant of the Appeal Panel's decision in writing and will aim to do so within five working days of the hearing.

15. Effect of a Referral to Regional Student Council

- 15.1 A referral to Regional Student Council may be made at Stage 3(a) of this Part B.
- 15.2 In the event of a motion of no confidence under section 29.2.1 of the Association's Mem & Arts, the Officer Member shall cease to be a Trustee and shall cease to be a Principal Officer, and shall cease to be a Member.
- 15.3 There shall be no appeal against a decision of the Regional Student Council.
- 15.4 A motion of no-confidence will lead to the Disciplinary Panel reconvening to consider whether to terminate the Principal Officer's employment. In such circumstances the (former) Principal Officer will be invited to a hearing to consider matters. The Principal Officer shall be entitled to be accompanied to such a hearing.

16. Effect of Immediate Dismissal/Removal from Office/Removal as Trustee/Removal as Member

- 16.1 An immediate dismissal/removal from Office/removal as Trustee/removal as Member may be effected at Stage 3(b) of this Part B.
- 16.2 Any such immediate dismissal/removal from Office/removal as Trustee/removal as Member will be under sections 26 to 29 of the Mem and Arts.
- 16.3 In the event of an immediate dismissal/removal from Office/removal as Trustee/removal as Member, the Officer Member shall cease to be an employee of the Association with immediate effect and without notice or a payment in lieu of notice, shall cease to be a Trustee and shall cease to be a Principal Officer/Member.
- 16.4 The Officer Member may appeal any such decision.

SECTION 2: Officer Member

PART C: Performance

Procedures covering performance and capability issues for Officer Members are included in the HISA Terms and Conditions document which forms part of the contract of employment of Principal Officers and Deputies. If performance issues arise in relation to other Officer Members (such as HE or FE Regional Council Members) these same procedures will be used to support Officer Members in achieving acceptable standards of performance.