



Board of Management

Meeting	Search and Nomination Committee
Date and time	Wednesday 02 February 2022 at 8.30 a.m.
Location	Via Microsoft Teams

Board Secretary
26 January 2022

AGENDA

Welcome and Apologies

Declarations of Interest

1. MINUTES

Meeting of the Committee held on 10 September 2020

2. TEACHING STAFF MEMBER ON THE BOARD OF MANAGEMENT

Report by Board Secretary

3. AOCB

4. DATE OF NEXT MEETING

Board of Management

MINUTES of the MEETING of the SEARCH AND NOMINATION COMMITTEE held via Microsoft Teams on Thursday 09 September 2021

PRESENT: Donald MacKenzie, Mark Sheridan, Innis Montgomery
APOLOGIES: Tina Stones & Gillian Galloway
INTERIM CHAIR: Mark Sheridan
ATTENDING: Secretary to the Board of Management

There were no declarations of interest.

1. MINUTES

The minutes of the Meeting of the Committee held on 10 September 2020 were **ACCEPTED** as a correct record and were **APPROVED**.

2. BOARD MEMBER RECRUITMENT

A report by the Board Secretary provided the Committee with details of the proposed recruitment campaign.

The Committee noted that a fresh skills matrix was carried out in August 2021.

Recommendation: The Committee **AGREED** the skills required highlighting in particular the requirement for members with a background in Audit and Finance.

Actions: It was **AGREED** that the following actions should be progressed as part of the recruitment campaign:

- The Board Secretary will contact those who had been shortlisted and interviewed but were unsuccessful in securing a role on the Board of Management during the 2020 recruitment campaign to see if they would be interested in reapplying for the role.
- In order to ensure a range of ages within the Board the Board Secretary will highlight the role with Young Scot and Developing the Young Workforce.
- The role will also be highlighted with ACOSVO and other appropriate Third Sector organisations.
- The role will be heavily shared by existing Board Members in order to attract a wide diversity of candidates.
- An online Virtual Open Evening will be arranged for prospective board members to meet with the Interim Chair, Board Members and the Principal.
- The interview panel will be made up of the Interim Chair of the Board of Management, the SIM and a member of Court. The Board Secretary will liaise with EO over an appropriate member of court.
- The Board Secretary to liaise with Gavin Ross and identify if he is willing to sit on the panel as our Independent Person.

The Committee advised that they were content for the recruitment campaign to

progress with an update being provided to the Chairs Committee in November.

3. DATE OF NEXT MEETING

TBA

Signed by the Chair:

Date:

Subject/Title:	Teaching Staff Member on the Board of Management
Author: [Name and Job title]	Lisa Ross Board Secretary
Meeting:	Search and Nomination Committee
Meeting Date:	02 February 2022
Date Paper prepared:	29 January 2022
Brief Summary of the paper:	Prospective election paperwork and timetable in respect of election of a teaching staff member onto the Board of Management.
Action requested: [Approval, recommendation, discussion, noting]	Discussion and Approval

Item 02

Link to Strategy: Please highlight how the paper links to, or assists with: <input type="checkbox"/> compliance <input type="checkbox"/> partnership services <input type="checkbox"/> risk management <input type="checkbox"/> strategic plan <input type="checkbox"/> new opportunity/change	Governance Compliance		
Resource implications:	Yes / No If yes, please specify:		
Risk implications:	Yes / No If yes, please specify: Operational: Organisational: Governance Risks from not having a teaching member on the Board of Management.		
Equality and Diversity implications:	Yes/ No If yes, please specify:		
Student Experience Impact:	Yes/ No If yes, please specify:		
Consultation: [staff, students, UHI & Partners, External] and provide detail			
Status – [Confidential/Non confidential]	Non-Confidential		
Freedom of Information Can this paper be included in “open” business* [Yes/No]	Yes		
*If a paper should not be included within “open” business, please highlight below the reason.			
Its disclosure would substantially prejudice a programme of research (S27)		Its disclosure would substantially prejudice the effective conduct of public affairs (S30)	
Its disclosure would substantially prejudice the commercial interests of any person or organisation (s33)		Its disclosure would constitute a breach of confident actionable in court (s36)	
Its disclosure would constitute a breach of the Data Protection Act (s38)		Other (Please give further details)	

Further guidance on application of the exclusions from Freedom of Information legislation is available via

<http://www.itspublicknowledge.info/ScottishPublicAuthorities/ScottishPublicAuthorities.asp> and

http://www.itspublicknowledge.info/web/FILES/Public_Interest_Test.pdf

Background

The Post 16 Education (Scotland) Act 2013 requires that the membership of the Board of Management includes “a person appointed by being elected by the teaching staff of the college” and that “Elections to appoint teaching and non-teaching staff members of the board will be conducted in accordance with rules made by the board.

Our current Teaching Staff Member on the Board of Management has indicated her intention to step down from the position upon the conclusion of her 4-year term on 22 March 2022. She will remain in post until a new Teaching Staff member is elected.

It is proposed that following approval of the undernoted paperwork and timetable by Committee members; an election process will commence immediately. This will allow the nomination, campaigning and voting to be completed by Mid-March 2022. The result would then be formally advised to the Board at the scheduled meeting on 31 March 2022. With the new Teaching Staff Member taking up their appointment from this date.

Teaching Staff Member on the Board of Management**Election Paperwork and Timetable – February 2022**

- Teaching Staff Member Advert including Nomination Form
- Guide for Board Members in the College Sector – Essential Guide to being a Board Member
- Inverness College Board Member Information
- Rules for Election of Staff Members to the Inverness College Board of Management

Date	Activity
04 February 2022	Advertise vacancies to teaching staff via IConnect and email.
17 February 2022	Reminder sent to teaching staff via IConnect and email
28 February 2022	Nominations close
If there is more than one nominee for the position, an election will require to be held.	
01 March 2022	Candidates announced on IConnect and email

Item 02

02 March 2022 – 16 March 2022	Time allocated for candidate campaigning Online ballots open (JISC Survey) (2-week concurrent timescale for campaigning and voting by teaching staff only)
11 March 2022	Reminder on IConnect and e mail that ballot closes on 16 March 2022 at 5.00 p.m.
16 March 2022	Ballot closes
17 March 2022	Result of election will be declared on IConnect following independent verification of voting
31 March 2022	Tabled Report to Board of Management meeting – appointment of successful candidate.

Recommendation

It is recommended that the Committee approve the election paperwork and timetable.

Lisa Ross

Board Secretary



Appointment of Teaching (Academic) Staff Member to the Board of Management of Inverness College UHI

As you may be aware, membership of the College Board of Management includes two places for College staff members (one teaching and one support). The position of **teaching** member will become vacant at the end of March 2022 due to the term of the sitting member concluding. The Board has a strong commitment to equality and diversity, and as with all Board vacancies, particularly welcomes Board members from those groups under-represented on Scotland's public bodies.

Staff members of the Board of Management are full members and have the same rights, responsibilities and obligations as other Board members. Staff members are **not** there as 'representatives' of the staff, they are there to bring knowledge and expertise of the day-to-day workings of the College into Board meetings, processes and decision-making.

Nominations are sought to fill the current vacancy

Nominations **must** come from current members of **teaching** staff. Each nomination will require a proposer and seconder, both of whom must be current members of **teaching** staff. The nominee must also prepare a support statement, which should give a brief outline of why they should be elected to the Board. This will be used in the event of an election being required.

Where only one nomination is received, that nominee will automatically be elected to the Board. Where more than one nomination is received, an election by electronic secret ballot will take place and the nominee receiving the most votes shall become elected to the Board. In the event of a tie, the nominee shall be determined by the drawing of cards or lots.

The term of appointment shall be for a period of four years. Guidance information about the role is attached.

NOMINATION FORMS MUST BE RETURNED BY 5.00 P.M. ON 28 FEBRUARY 2021

Should you require any additional information or have any queries, the Board Secretary, Lisa Ross can be contacted on lisa.ross.ic@uhi.ac.uk



NOMINATION FORM

Appointment of Teaching (Academic) Staff Member to the Board of Management of Inverness College UHI

We, the undersigned, wish to nominate:

Name:

Curriculum Area

For election as the **teaching** staff member of the Board of Management. Our nominee has agreed to stand for election, and has provided a supporting statement overleaf.

PROPOSER

Name:

Signed:

Department:

Date:

SECONDER

Name:

Signed:

Department:

Date:

Notes

- All proposers, seconders and nominees must be eligible to stand for election as the **academic** staff member on the Board of Management.
- Proposers can only propose one person and cannot be a nominee or seconder.
- Seconders can only second the nomination of one person and cannot themselves be a nominee or proposer,
- Nominees cannot act as a proposer or seconder to any other nominee.

Item 02

Appendix 1

- Proposers, seconders and nominees shall be entitled to one vote in the event that an election is required.
- Return Form to: Lisa Ross, Secretary to the Board of Management at lisa.ross.ic@uhi.ac.uk by **5.00 p.m. 28 February 2022**. Late returns shall not be accepted.

Nominee's Supporting Statement
(Maximum 150 Words)

I accept the nomination to stand for election as the **academic** staff member of the Board of Management.

Name:

Signed:

[Curriculum area / Department]:

Date:



Guide for Board Members in the College Sector

Your essential guide to being a board member



Contents

Introduction	1
What are you responsible for?	2
Who are you accountable to?	3
What are your main duties?	5
How are you expected to behave?	7
Who is there to help you?	10

Introduction



This short guide provides an overview of the key things you need to know as a member of a college sector board in Scotland. It describes the context of the role, its key duties and responsibilities and it signposts you to other important information that you should be aware of.

Being a board member in the college sector in Scotland is a rewarding and fascinating role but it brings with it important obligations. This guide is designed to complement the Code of Good Governance for Scotland's Colleges and more detailed legal, financial, and good practice documents that exist by providing you with an overarching summary of the role and information on where to go when you need more specific guidance.

On being appointed to a board you become part of a national network of bodies responsible for delivering quality education across Scotland. In most parts of the country responsibility lies with a single **Regional College**:

- Ayrshire
- Borders
- Dundee & Angus
- Dumfries & Galloway
- Edinburgh
- Fife
- Forth Valley
- North East Scotland
- West
- West Lothian

In three parts of Scotland there is a **Regional Strategic Body** with a number of colleges assigned to it:

- Glasgow Colleges' Regional Board (City of Glasgow College, Clyde College, Kelvin College). This is the only part of Scotland with a Regional Strategic Body which has been set up as a separate organisation with only this role.
- New College Lanarkshire is the designated Regional College and Regional Strategic Body with South Lanarkshire College as the assigned college. The Regional Strategic Body is known as the Lanarkshire Board.
- University of the Highlands and Islands which delegates its Regional Strategic Body functions to the UHI FE Regional Board (Inverness College, Lews Castle College, Moray College, North Highland College, Orkney College, Perth College, Shetland College, West Highland College).

In addition, Sabhal Mòr Ostaig and Newbattle Abbey College are funded directly by the Scottish Funding Council and the University of the Highlands and Islands works with a number of other specialist and research partner bodies.

While some of the detailed references in this guide describe the situation for members of the boards of regional colleges rather than Regional Strategic Bodies or other types of colleges, the vast majority of the requirements and expectations set out in this handbook apply to all board members in the college sector. In multi-college regions, accountability arrangements may differ because of the role of Regional Strategic Bodies.

This guide has been produced by the national Code of Good Governance Steering Group. It will be reviewed periodically by the sector to ensure that it remains up to date.

What are you responsible for?

Colleges play a crucial role in the delivery of education and training to young people and adults of all ages in Scotland and are seen as a key means of improving the economic and social well-being of its people. To provide this service colleges work closely with local, regional and national bodies in both the public and private sectors.

Colleges are primarily funded through annual budgets awarded by the Scottish Funding Council (sometimes through a regional strategic body) but many colleges also earn income from providing tailored training services to employers and from applying for grants from a variety of bodies.

As a member of the college's board you, and your fellow board members, are responsible for ensuring the quality of the education provided, and also that it is delivered in a way that offers value for money. The board is the governing body of the college and has a legal responsibility to 'manage and conduct' the affairs of the college in such a way that its staff deliver the required services. However, as a non-executive member of the board (i.e. all board members except the Principal) you are not expected to be involved in the delivery of the services themselves – that is the job of the staff the board employs.

You must also ensure that your college has a students' association that is effective and properly run and that your college works in close partnership with it, while respecting its autonomy.

The governance role of your board is therefore vital and you and your college are required to abide by the Code of Good Governance for Scotland's Colleges.

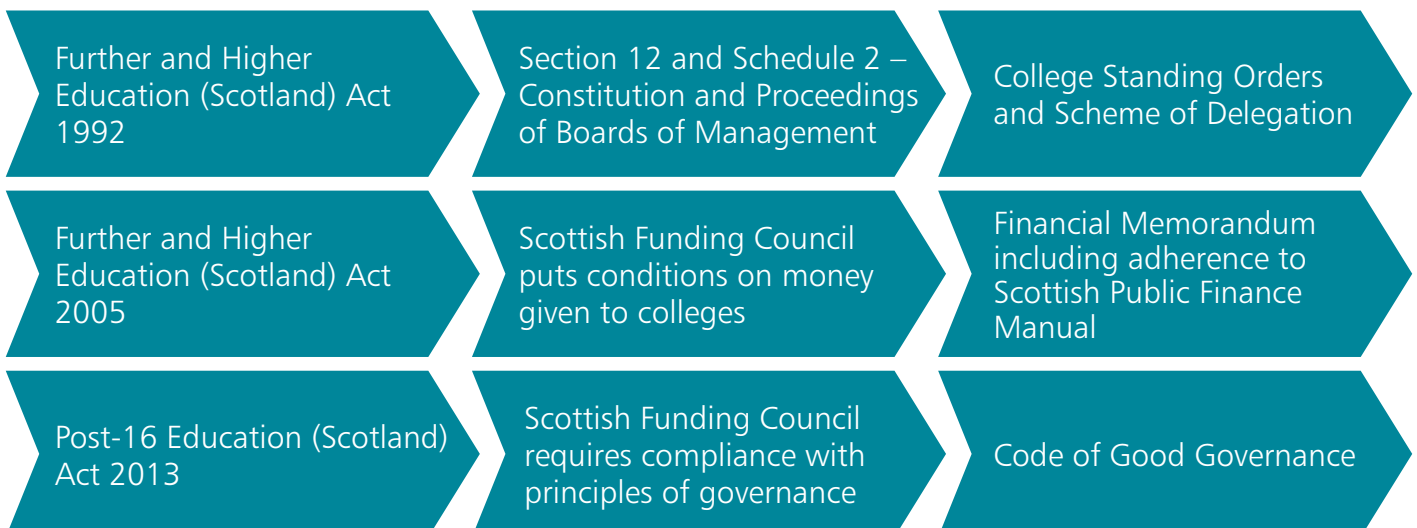
As the employer of the college's staff, the board also has a duty of care to its employees, abiding by its employment responsibilities and ensuring that the college has the right number of staff with the right skills to deliver the services you require.

If you are a member of the board of a regional college you have a number of additional legal responsibilities. These include ensuring your college does its best to understand and improve the economic and social well-being of your region and that it works with others to ensure that the education on offer is coherent and meets the skills needed in your area.

If you are a member of the board of an assigned college which is accountable to a Regional Strategic Body, your board is responsible for making sure that its plans have regard to the strategy developed by that body for your region.

Many colleges are also registered charities and if this applies to your college, as a member of its board, you are also a trustee of the charity. That brings with it a number of statutory responsibilities including the duty to act in the interests of the charity, subject to other legislation of course, and to ensure the college always operates in a way which is consistent with its purpose.

In addition to the diagram below, other examples of core legislation that affect colleges are Section 24 of the Further and Higher Education (Scotland) Act 1992 and Section 7(2) of the Further and Higher Education (Scotland) Act 2005 which govern situations of board failure and decisions on which bodies are funded by the SFC respectively.



The diagram above illustrates some examples of how legislation that governs the sector is translated into the college documents that you will come across.

In summary, most bodies in the college sector have been established by legislation and their key responsibilities can be tracked back to various Acts of Parliament. This is usually the basis on which the Scottish Funding Council or Scottish Government place requirements on the sector. Colleges must then turn these into day to day processes and procedures.

Detailed information on your responsibilities as a board member or charity trustee can be requested from your board secretary and more information can be found on the following weblinks:

<http://www.sfc.ac.uk/>
<http://www.gov.scot/> - section on colleges
<http://www.oscr.org.uk/charities/managing-your-charity/trustee-duties>
<http://www.legislation.gov.uk> - Post 16 Education (Scotland) Act 2013
<http://www.scottishcollegegovernance.ac.uk>
<http://www.scottishcollegegovernance.ac.uk> - Code of Good Governance
<http://www.saframework.co.uk/>
UHI Governance Slides and Lanarkshire Order at:
<http://www.collegedevelopmentnetwork.ac.uk/sec-board/secretary-to-the-board-dev-net>

Who are you accountable to?

As a member of a college board it is your responsibility to ensure that you employ staff who are able to deliver on the functions of your college but you, together with your fellow board members, remain accountable for their delivery. In other words, the buck stops with you.

As an effective board member, you and your board colleagues must ensure that you understand who you are accountable to and take time to build and maintain relationships of respect and mutual understanding with them. In essence, you are in a position of trust, accountable for delivering a crucial service to those who are funding your college and who rely on it for education and training.

“Take time to build and maintain relationships of respect and mutual understanding.”

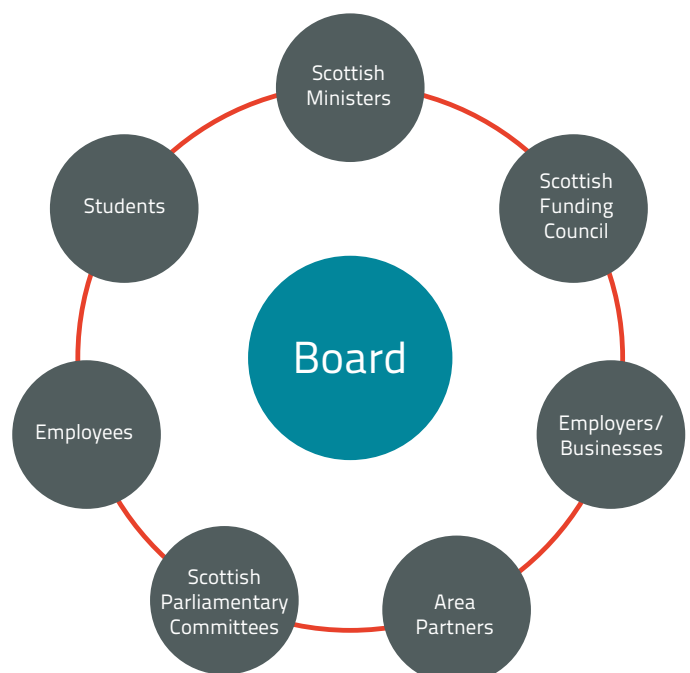
On occasion you may find that the requirements of those you are accountable to differ and it is hard to balance them. That challenge of ensuring proper balance, taking account of legal and financial responsibilities, is at the core of the job of being a board member.

Some of the key people or organisations that can hold you and your board to account are outlined in the diagram opposite.

Scottish Ministers

They are the primary funders of the college sector (via the Scottish Funding Council) and they are accountable to the Scottish Parliament for the delivery of education and training in Scotland. Scottish Ministers task the Scottish Funding Council with holding boards to account for delivery of their policies and associated legal requirements, including adherence to the Financial Memorandum and the Scottish Public Finance Manual. In addition, Ministers appoint the chairs of regional college boards and regional boards. They also approve the appointment of other members of those boards (except prescribed members, e.g. principal, staff and student members) and issue guidance on the appointments' process. Ministers

Key accountability relationships



can, if necessary, remove board members if there is board failure.

Students

Anyone who attends your college as a student has a right to expect an appropriate quality of education or training in an environment which is safe and supportive. As it is hard for them to hold the board to account individually, you should make every effort to ensure that you listen to the views of students and keep their needs central to the work you do. The students' association is an important body for helping you with that task.

Scottish Funding Council

This is a public body set up by legislation and tasked by Scottish Ministers with overseeing the detailed relationship with the college and university sectors. This includes deciding on the funding given to individual regional colleges, Regional Strategic Bodies, and the few colleges funded outside the regional arrangements. The Scottish Funding Council also holds bodies in the college sector to account for their financial discipline and delivery of agreed outcomes, as well as the quality of education provided. These agreed outcomes are captured in an Outcome Agreement drawn up between the SFC (or Regional Strategic Body) and the college.

Regional Strategic Bodies

If your college is assigned, it is accountable to its Regional Strategic Body which has been set up by law to provide funding and ensure high quality and coherent further and higher education in the area. It is important that you and your board colleagues work in close partnership with the other colleges in your region and with the Regional Strategic Body.

Employees

The senior management team of the college will be responsible for day to day relations with staff but the board, as the employer, is accountable for ensuring the right policies are in place and implemented to fulfil its duty of care and wider responsibilities to its staff. This includes ensuring positive employee relations and trade union dialogue.

Employers/businesses

Any organisation that relies on the college to provide training and education for its staff will expect an appropriate quality of service. In addition colleges and Regional Strategic Bodies are expected to make a contribution to the wider

skills requirements of their area by tailoring the curriculum, as far as appropriate, to the needs of local employers.

Regional partners and community

All publicly funded bodies in Scotland are expected to work with other partner bodies in order to make the most of their resources and to deliver real benefits for people and their communities. Colleges are expected to contribute to their local Community Planning Partnership and its Single Outcome Agreement and are expected to reflect its priorities in their own plans.

Scottish Parliamentary Committees

They have a duty to hold Scottish Ministers to account and, as part of that role, they may from time to time seek information and evidence from colleges. In addition, the Public Audit or the Education and Culture Committees of the Parliament will occasionally hold individual colleges to account if there is evidence of weak management or governance.

Your personal liability

As a board member you will not be held personally liable for any decisions taken by your board or college as long as any actions you take or decisions you make are done 'honestly and in good faith'. Your board secretary can give you more detailed guidance on this.

Accountability to other bodies

In addition to the people and organisations listed here, a college is required to operate within a range of other legal frameworks. These include the Office of the Scottish Charity Regulator, the Scottish Public Finance Manual's audit requirements, Freedom of Information legislation, the Ethical Standards Framework and, in some instances, company law. Ask your board secretary for information on bodies that hold your college to account. Further information on topics mentioned here is also available at the following weblinks:

<http://www.oscr.org.uk/>
<http://www.audit-scotland.gov.uk/>
[http://www.gov.scot/ Scottish Public Finance Manual](http://www.gov.scot/ScottishPublicFinanceManual)
[http://www.itspublicknowledge.info/home/ ScottishInformationCommissioner.aspx](http://www.itspublicknowledge.info/home/ScottishInformationCommissioner.aspx)
[http://www.scottish.parliament.uk/ parliamentarybusiness/committees.aspx](http://www.scottish.parliament.uk/parliamentarybusiness/committees.aspx)
[http://www.gov.scot/Topics/Government/ PublicServiceReform & Community Planning](http://www.gov.scot/Topics/Government/PublicServiceReform&CommunityPlanning)
<http://beta.nusconnect.org.uk/nus-scotland/>

What are your main duties?

Your overarching duty is to use your skills, knowledge and time to work as best you can with your chair, fellow board members and staff to ensure that your college fulfils its responsibilities. The power to make decisions and hold staff to account in order to deliver these responsibilities lies with the board as a whole and not any individual board member.

Basic duties of the board

Provide leadership, direction, and support to the organisation, setting its strategy and priorities.

Promote commitment to the values and ethos of the organisation including equality and diversity.

Ensure satisfactory delivery of the organisation's performance and financial objectives, high quality learning and outcomes, and a good learning experience.

Be accountable to and maintain the trust of key stakeholders.

Comply with relevant legal and financial requirements including the Scottish Public Finance Manual.

Ensure identification and control of the main risks to delivery of the organisation's responsibilities and business objectives.

Ensure staff have the appropriate skills, knowledge, culture and working environment.

Adhere to the sector's Code of Good Governance and the college's relevant Financial Memorandum.



As a non-executive body, the board's duty is to ensure the organisation delivers for its funders, students and region; the board does not undertake the day to day work but it ensures it has staff that can do this. The board's role is a strategic one which means it focuses on:

- Deciding what the organisation needs to achieve
- Monitoring delivery of those goals
- If the goals are not being achieved, understanding why and either ensuring the approach is adjusted or changing the goals.

Your board may have its own detailed role description and responsibilities but all boards fulfil the basic duties (see table left).

Your contribution to this collective effort will vary to some extent depending on your own skills and knowledge but all board members must fulfil the following basic requirements:

- Contribute to board discussions in a constructive and supportive manner, explaining your thinking and listening to others
- Scrutinise your organisation's performance and, when necessary, provide challenge to senior staff and fellow board members

- Give the required amount of time to the role, attending meetings unless previously agreed with the chair and be properly prepared for meetings
 - Accept and share corporate collective responsibility once the board has made a decision on anything
 - Devote time to understanding your organisation and its operational environment
 - Take part in an annual board member appraisal process overseen by the chair, taking up opportunities for training to acquire and keep up to date your skills and knowledge
 - Represent your board or organisation at college, regional or national events as required
 - Build relationships of trust and mutual respect with other board members and senior staff
 - Abide by any confidentiality requirements subject to Freedom of Information laws
 - Uphold and promote the required standards of behaviour and values.
- Staff and student board members will bring particularly useful knowledge and perspective to the board table and are full board members who have all the same rights and responsibilities as their board colleagues.

Financial stewardship

Pay particular attention to any novel or potentially contentious financial transactions such as the payment of severance or early retirement payments to staff. Additional information on what constitutes good practice when considering severance payments can be found at the following link:

http://www.audit-scotland.gov.uk/docs/central/2015/nr_150402_scotlands_colleges.pdf

Board member development framework

As a board member you have a duty to build your knowledge and skills and keep them up to date but you can expect to be supported. You are entitled to ask your chair, board secretary and senior staff to help you identify and build the knowledge and expertise required for the role. This might range from basic information about the role of a board member, information on the college itself, the views of its students and its staff, through to an appreciation of the wider external environment in which the college and its board need to operate.

Being on a college board is a complex job and the good board member never stops building their knowledge and expertise. For that reason the sector has a Development Framework to support board members with written material, newsletters, seminars, checklists, and workshops at college, regional and national level covering the four areas of required development: non-executive skills; organisational knowledge; team working and knowledge of the external environment.

Further information on the training and development support that is available to you can be provided by your chair and board secretary.

Four pillars of non-executive development



The sector's national membership bodies, Colleges Scotland and College Development Network, will also offer information and training. Please see:

<http://www.collegesscotland.ac.uk/>
<http://www.collegedevelopmentnetwork.ac.uk/development-networks/cdn-home>

How are you expected to behave?



When you accept the post of a board member or chair you take on a public role and you need to abide by the standards of behaviour expected of anyone in such a role. Your behaviour and how it is perceived by others will impact on the reputation of your board and organisation.

Code of conduct

All board members will be asked to sign your organisation's Board Member Model Code of Conduct. This is a legal requirement; the content of the Code is set down by Scottish Government and you need to make sure you read it and abide by it.

The Code of Conduct is based around Nine Principles of Public Life that apply to everyone who takes on a public role. These are outlined below.

While the chair, board secretary or senior staff should help you understand the Code and can offer advice, *the responsibility for adhering to it is yours alone*.

If anyone believes that you have breached this Code they can complain to the Commissioner for Ethical Standards who is entitled to investigate the circumstances. If s/he believes you have breached the Code s/he is required by law to refer the matter to the Standards Commission which is likely to hold a public hearing into the allegations. This can lead to suspension or even disqualification from the board if you are found to have breached the Code.

Your board secretary will give you more detailed guidance on the Code and you can find more information from the following links:

<http://www.gov.scot/Model Code>
<http://www.standardscommissionscotland.org.uk/>
<http://www.ethicalstandards.org.uk/>

NINE PRINCIPLES OF PUBLIC LIFE IN SCOTLAND

- Duty/public service
- Selflessness
- Integrity
- Objectivity
- Accountability and stewardship
- Openness
- Honesty
- Leadership
- Respect

Conflicts of interest

It is vital that board members are trusted to make decisions that are in the best interests of the college rather than being swayed by personal interests or loyalties. In order to maintain that trust you must register any personal interests that could be seen as conflicting with the interests of the college. Your board secretary will maintain this Register. In addition, if you are asked to take part in a board discussion or decision where you have a personal, professional or close family/friend interest which would or could be perceived by others to affect your judgement, you should declare that interest to the meeting and leave the room. The 'objective test' to use for judging if you have a conflict of interest is set down in the Code:

'...whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your discussion or decision making in your role as a member of a public body'.

Maintaining the trust of stakeholders is crucial and so remember that it is not just about behaving in accordance with the Nine Principles, you must be seen to do so too.

Conduct outside the boardroom

Upholding high standards of behaviour applies to any events or meetings you attend as a board member and even sometimes elsewhere if people know you are a board member. For example, make sure you maintain collective responsibility for board decisions, do not disclose confidential information and show respect for staff and fellow board members at all times.



Staff/board partnership

It is in the interests of both staff and board members to build a healthy relationship of mutual respect and understanding. Your job, along with your board colleagues, is to scrutinise and hold staff to account for delivery of the organisation's objectives but it is also to provide support, guidance and understanding.

Striking the right balance between these two aspects of the role requires judgement and wisdom. Board members who are too close to staff or who just assume that everything is fine may be failing in their responsibilities to funders or students. On the other hand, board members who are too confrontational or too quick to doubt staff will not gain the best from the partnership.

Here are a few tips to maintain a healthy professional partnership with staff:

- Take time to get to know staff as people, remembering that human beings take time to understand and trust each other.
- Maintain a professional relationship which is neither too close nor too distant.
- Remember that your job as a board member is to decide **what** the organisation needs to achieve; **how** it is delivered (the management and operational actions) are the responsibility of staff (although you will sometimes need to understand the how in order to decide on whether your goals are achievable).
- Make sure you and your board colleagues have a chance to discuss and contribute at an early stage to important matters for decision so that staff can take your ideas into account early enough when formulating recommendations for the board.
- Remember if you are unhappy with something staff are doing or a proposal they make, your first port of call is to check whether your fellow board members agree with you. Staff take instruction from the board as a whole, not individuals.
- A good board has a strong framework of performance management measures that track the things that board members care about and want achieved. Make sure your board is not simply measuring the things that are easy to quantify.



- Asking for assurance or evidence that the risks to your business objectives are properly controlled is not a signal that you distrust staff. All boards must have a framework or map of assurance information, often from independent sources, so that they get early warning of problems arising in their college.
- Often the most effective challenge is simply asking for more information or the evidence behind a recommendation or action proposed by staff; equally remember to explain yourself when you challenge something.
- Board members add most value to a board when they bring different experience, information or perspective. Remember to keep building your knowledge and broadening your perspective throughout your time on your board by taking advantage of networking and training opportunities.
- In addition to your relationship with senior staff, it is vital that you have mechanisms for keeping in touch with the opinions and experiences of staff throughout the college – not only the views passed on to you by senior staff.

Annual appraisals

When you are appointed to a board you become accountable for the proper use of millions of pounds of public money, the provision of good quality education and the employment of many staff. It is therefore unsurprising that the Code of Good Governance requires all boards to undertake a 'robust self-evaluation' of their performance each year, including the effectiveness of their board and committee chairs and individual members.

Those chairs and board members who have been appointed directly by Ministers will also be appraised annually by the Scottish Government. The conclusions of your board's own self-appraisal is likely to be one of the things that informs that process.

Your chair and board secretary will be able to give you more information on your appraisal process. Further information to help you fulfil your role as a board member can be found at the following weblinks:

<https://www.gov.uk/government/publications/bribery-act-2010-guidance>

<https://www.gov.uk/equality-act-2010-guidance>
[http://www.legislation.gov.uk/ Public Interest Disclosure Act 1998](http://www.legislation.gov.uk/Public%20Interest%20Disclosure%20Act%201998)

<http://www.sparqs.ac.uk/students.php?page=72>
[http://www.gov.scot/ On Board publication](http://www.gov.scot/OnBoard/publication)

Who is there to help you?



Your first source of guidance and advice should be your **Board Chair**. Like you, they are accountable for the delivery of the organisation's duties but, in addition, they have responsibility for ensuring an effective and cohesive board. As part of those responsibilities you can expect them to help you by:

- Welcoming you to the board and making sure you receive adequate induction
- Providing feedback and advice on your contributions
- Ensuring you receive the support and training you require throughout your time on the board
- Encouraging you to make the most of your skills and experience in ways that contribute to board performance.

The **Secretary to the Board** is another key source of support and advice. Board secretaries have a duty to the board as a whole although on a day to day basis they generally report to the chair. They operate independently of senior staff of your college when undertaking this role. Their job is essentially to help the board fulfil its responsibilities and they will help you do this in a number of ways, usually including:

- Organising your induction programme
- Providing detailed information on your obligations and rights as a board member
- Helping you access the training and development opportunities that you require
- Advising you on the business processes used by your board and college.

The **College Principal** will be a fellow board member and is always your main source of information on the day to day business of your college. As the senior member of the executive staff and chief executive of the organisation they are accountable to the board for the delivery of its business objectives and they have responsibility for ensuring that the board receives the information and support it requires. As part of those duties they will help you in:

- Understanding the day to day business of the college, its staff and students
- Having opportunities to engage with staff and students and see the college in operation
- Overseeing the performance of the college
- Being alert to the risks, opportunities and constraints facing the college.

The **Senior Independent Board Member** on your board may also be able to assist you. This is an experienced fellow non-executive board member who will have been designated by you and your board colleagues and is expected, amongst other things, to act as an intermediary with the chair if it is ever required. If your board chooses to have a vice chair, they will sometimes be the same person.

The **Regional Strategic Body** (in multi-college regions) may also be able to offer you advice and information.

There are also a few key sources of advice and information available to you at a national level.

Colleges Scotland and **College Development Network (CDN)** are sector bodies set up by colleges in Scotland to respectively represent the

sector's interests and provide national training and development support to it. As a college board member you have access to the resources of both bodies including:

- Briefing notes and regular information on developments affecting the sector, nationally and internationally
- Seminars and conferences covering issues of interest to college staff and board members
- Training events, resources and good practice guides tailored for the needs of college board members.

NUS Scotland and **sparqs** (the publicly funded body responsible for supporting student engagement in colleges) can help you:

- Support the student members of your board
- Help other board members make the most of the contribution of student members
- Build a helpful partnership with your students' association.

The **Scottish Funding Council** is charged by Scottish Ministers with ensuring the effective and efficient performance of Scotland's college sector. It works closely with the senior staff of each college and Regional Strategic Body and its personnel meet board members from time to time. Its general oversight of the sector means that it can support board members in a number of ways, including:

- Publication on its website of a range of college performance information and good practice guidance which allows board members to compare their college with others
- Making available the annual Guidance Letters it receives from Scottish Ministers which provide the high level strategic context for colleges.

If, as a board member, you ever have serious concerns about the propriety, regularity or governance of your college, and these cannot be resolved satisfactorily with your board colleagues, the chair or senior independent board member, you should inform the Scottish Funding Council or, where relevant, your college's Regional Strategic Body.

A series of on-line resources providing **further sources of guidance** is being developed to help embed and operationalise the principles set out on the Code of Good Governance for Scotland's Colleges. This will be hosted on the CDN website.



Notes







Board of Management

The role of the Board of Management is as follows:

Every College in Scotland should be headed by an effective Board of Management, which is unambiguously and collectively responsible for overseeing the College's activities, determining its future direction and fostering an environment in which the College mission is achieved and the potential of all learners is maximised. The Board of Management must ensure compliance with the statutes, ordinances and provisions regulating the College and its framework of governance and, subject to these, take all final decisions on matters of fundamental concern to the College.

The Board of Management is the body with ultimate responsibility for all the affairs and overall functioning of Inverness College

Inverness College receives funding from a variety of sources within the public and private sector but the main core grant funding is received from UHI as the Regional Strategic Body via the Scottish Funding Council. The Board of Management therefore has to adhere to and demonstrate the highest standards of corporate governance and public accountability.

Boards of Management are the 'front line' of accountability and may have to directly answer to the Scottish Parliament for their actions if requested to do so.

Governance requirements include strategic planning; risk management; internal control; performance monitoring; audit; appointment of the Principal.

There is a key distinction between strategy and operational management: operational management is delegated to the College Executive – that is, the Principal and the Executive Management Team. Although operational management is delegated, the Board retains responsibility for the strategic direction of the College.

The College has Articles of Governance (published on the College website) that is a formal document that accounts for the governance arrangements of Inverness College. It includes:

“Constitution”

The “Constitution” sets out the legal requirements of the College.

Standing Orders

The standing orders itemise how the Board conducts its business including how board meetings should be run.

Terms of Reference for Board Committees

Eight committees report directly to the Board of Management. The terms of reference of the Committees specify its membership, remit, and frequency of meetings.

Scheme of Delegation

The Board of Management has approved a scheme for the delegation of its powers, primarily to the Principal as Chief Executive and the Chair of the Board.

Board Code of Conduct

The Ethical Standards in Public Life etc. (Scotland) Act 2000 provided for a Code of Conduct. The Code of Conduct is a model code developed for Scotland's Colleges.

Financial Memorandum

Financial Memorandum (FM) sets out the formal relationship between the (University of the Highlands & Islands) Regional Strategic Body and Inverness College and the requirements with which the College must comply in return for payment of grant by the Regional Strategic Body.

Staff Election Rules

These rules set out the procedure to be followed when appointing teaching and support staff members to the Board of Management

Term of Office

Under the terms of the Post 16 Education (Scotland) Act 2013, Inverness College UHI was assigned to the University of the Highlands and Islands (UHI) as a Regional Strategic Body (RSB). Ultimately, the UHI Court is responsible for approving appointments and re-appointments to the Board. Both the College Search and Nomination Committee and a Selection Panel with Representatives of the UHI Regional Strategic Body support this function by determining how the appointment process is undertaken. College Sector Board Appointments: 2014 Ministerial Guidance document is followed for board appointments.

A member of the Board (other than the Principal or student Board member) can be appointed for a period of up to 4 years. Thereafter, Board members can seek an extension to their appointment or seek to be appointed for a further period through the open recruitment process

Composition of the Board of Management

The composition of the Board is specified in the Post 16 Education (Scotland) Act 2013 and the College Constitution. Membership of the Board shall consist of no fewer than thirteen nor more than eighteen members. The board is to be comprised of:

- (a) a person appointed by the regional strategic body to chair meetings of the board (the 'chairing member');
- (b) the principal of the college;
- (c) a person appointed by being elected by the teaching staff of the college;
- (d) a person appointed by being elected by the non-teaching staff of the college;
- (e) two persons appointed by being nominated by the students' association of the college; and

- (f) other members appointed by the Regional Strategic Body.

A skills analysis is undertaken by the Board Secretary on behalf of the Board of Management to assist the Board in determining its composition.

Office Holders

The Board Chair is appointed through an open recruitment process undertaken by a joint selection panel of Regional Strategic Body and Inverness College UHI Board members and ratified by the University Court. The Vice-Chair is elected by the Board. The Chair and Vice-Chair cannot be a student at the College, an employee of the College, the Principal or Acting Principal of the College or a member (whether elected or appointed) or an employee of a local authority. The Chair and Vice-Chair are normally appointed for a term of 4 years.

Staff and Student Board Members

Staff Board Members are elected by their respective members. They are full Board Members and part of the collective decision-making of the Board. Elections for the Staff Board Members are conducted by the Board Secretary.

The Student Board Members are nominated by the Students' Association and are generally the Student President and one of the other Paid Executive Officers.

Committees

The Board of Management currently has eight committees. Membership is approved by the Board. Each Committee is supported by two Lead Officers from the Executive Management Team and the Board Secretary. The Committees are:

- Finance and General Purposes Committee
- Audit Committee
- Human Resources Committee
- Learning, Teaching and Research Committee
- Chairs Committee
- Performance Review and Remuneration Committee
- Search and Nomination Committee
- Estates Legacy Project Board

Each Committee has terms of reference which are part of the Articles of Governance. Membership of the Committees is approved by the Board. Staff and Student Members will be a member of the Learning, Teaching and Research Committee and if they so wish, be appointed to a second committee.

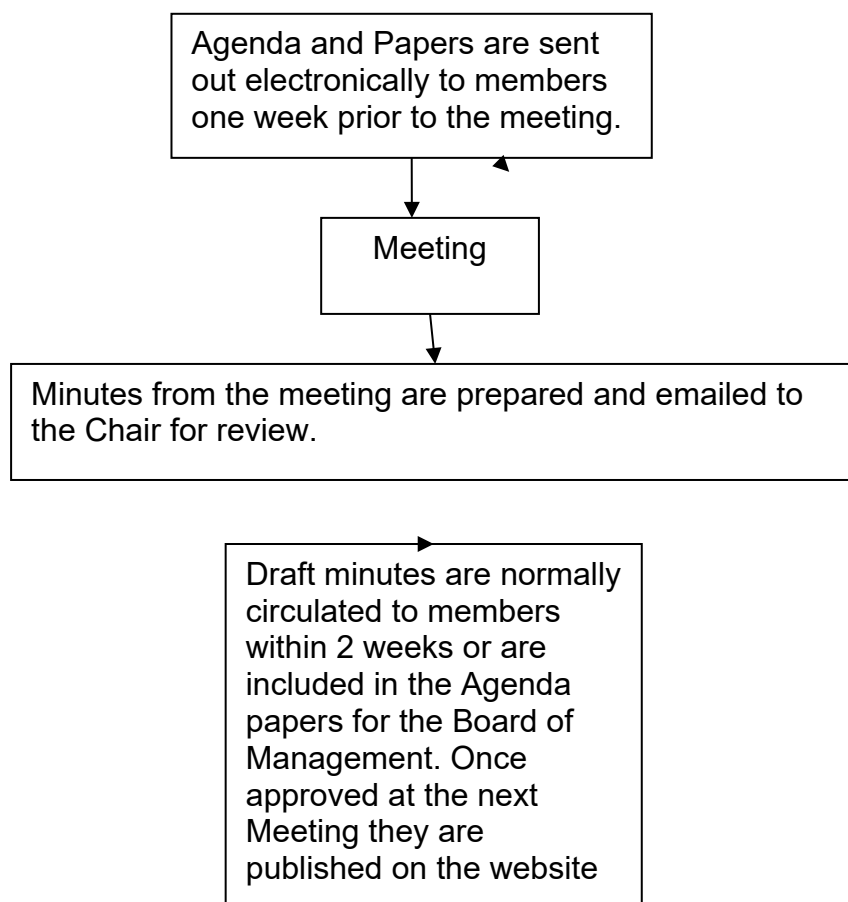
Meetings and Events

There are several meetings and events that Board Members are expected to attend throughout the year. A meeting calendar for each academic year is prepared and distributed to each Board member, and is available on the College website. Attendance at meetings and events is expected. This includes:

- Board meetings
- Committee meetings, of which you are a member
- Training events
- Student Graduation
- Board Away Day
- Strategic Planning Day with the Executive Management Team.

Other events such as meetings with the Scottish Funding Council and further training may also arise from time to time.

Agendas and papers for each meeting will be distributed to you by the Board Secretary approximately one week before each scheduled meeting. Approved and draft minutes will also be provided to you after each meeting. A flow chart explaining how information is provided to you is below.



There are also several other events at the College that Board Members are encouraged to attend. These include College Open Evenings for prospective students and the staff conference. Board members are also invited to tour College facilities.

Board Secretary

The Board of Management is an autonomous body: at least 50% of the membership is from external appointments. These non-executive members are an essential part of the system of balances and checks.

To assist the autonomy of the Board, it is supported by an independent Board Secretary. The Secretary works directly to and for the Board to ensure it receives the information it needs in an appropriate format to enable it to discharge its duties and should be your first point of contact for most matters. Please note that the Board Secretary works part-time.

Obligations

Code of Conduct

Board members must always comply with the Board of Management Code of Conduct.

The Ethical Standards in Public Life etc. (Scotland) Act 2000 provided for a new Code of Conduct. The Code of Conduct forms part of the Articles of Governance and is a model code developed for Scotland's Colleges. The key principles are public service, selflessness, integrity, objectivity, accountability and stewardship, openness, honesty, leadership, and respect.

Register of Interests

The Inverness College Code of Conduct for Board of Management members and public governance standards require Board of Management members to declare any "registerable interests". This information is then held in a publicly accessible Register of Interests and is published on the College website and in the annual Financial Statements and Report of the Board of Management. The register is retained for five years after a Board member stands down from the Board, as required by the Standards Commission for Scotland.

As a Board of Management Member, it is your responsibility to ensure that your register entry is correct and kept up to date. You must notify the Board Secretary whenever your circumstances change in such a way as to require change or an addition to your entry in the Board of Management's register.

It is recommended that you review your Register of Interests declaration at least annually.

For further information about the categories of interest which must be registered, please refer to section 4 of the Inverness College Board of Management Code of Conduct.

Strategic and Financial Matters

Strategic Plan

Inverness College has a five-year Strategic Plan. The Board has overall responsibility for the Plan. Board members and the Executive Management Team participate in an annual strategic planning day.

Risk Register and Business Continuity

To achieve its objectives, the Board must identify the risks associated with not achieving these objectives. The Board has responsibility for matching controls to these risks in order to monitor, minimise or avoid these risks altogether and assigning responsibilities for the controls.

The Audit Committee reviews the risk register as a standing item at each meeting and reports annually to the Board on risk management, control and governance in advance of the Board approving the audited financial statements.

Annual Reports

Inverness College must produce an annual financial statement and report of the Board of Management for year ending 31 July. This annual document provides an account of Inverness College's financial status including income and expenditure accounts, balance sheet and cash flow statement.

The report and financial statements also include a brief operational review and statements on corporate governance and internal control as well as a statement of the responsibilities of the Board of Management.

The report is normally approved by the Board at its December Board meeting and is published on the College website after it has been tabled with the Scottish Parliament.

Policies and Strategies

All new Inverness College strategies and policies are approved by the Board of Management following review by the appropriate Committee. Copies of all policies are maintained and published by the Quality Team.

Financial Information

The College has Financial Regulations that provide practical guidance on the College's arrangements relating to financial control over the totality of Inverness College's resources and provide assurance that the resources are being properly applied for the achievement of the College's strategic plan and business objectives.

Administration

Board Secretary

The Board Secretary is your first port of call at the College if you require information or resources. The Secretary's office is located at 1 Inverness Campus, Room 216: direct telephone 01463 273511, email lisa.ross.ic@uhi.ac.uk. The Board Secretary is employed part-time to provide governance guidance and administrative support to the Board of Management.

It is very important that you keep the Board Secretary notified about any changes to your contact details.

Meeting Rooms

Board and Committee meetings are generally held in the Boardroom or Room 203/04, Main Campus; however, during the pandemic they have been held virtually through Microsoft Teams. Lift access is available to the 2nd floor.

Refreshments are served at each meeting.

Sharing of information

Information is provided to Board members via the Board Members Team Section within Microsoft Teams. Agenda items are uploaded to the site as they become available, and members can access these prior to the meeting pack being finalised. The final pack of agenda and papers will be made available at least one week prior to the meeting and members will be notified that this is available to be downloaded from the teams site.

Board Members can be provided with an iPad to access these papers. The Board Secretary sends regular updates on a variety of topics including e.g. news and information published on IConnect, the College Intranet site as well as press coverage, UHI news, Policy Briefing Notes from Colleges Scotland and much more.

Board of Management on our Website

The Board of Management has its own section on the College website, <http://www.inverness.uhi.ac.uk/about-us/board-of-management>. You will find photographs and biographies on each Board member, Articles of Governance, Board calendar and other information.

This section of the website is managed by the Board Secretary.

Buddy Arrangements

Each Board member is 'buddied' with another Board Member. The purpose of this arrangement is:

- Mutual support.
- A point of contact. If Board Members are unable to attend a meeting or event, it is his/her responsibility to obtain a briefing about what s/he has missed – from either the buddy, Board Secretary or Chair.
- For new Board Members, support/ mentoring as they grow and develop into the role.

Training and Development

Board of Management Induction

Upon appointment to the Board of Management the Board Secretary will arrange an induction session with you. The induction session will provide further information,

assist in the processing and completion of forms, and assist with answering any other questions that you may have.

Board of Management Training

Throughout the year, Board Members will receive training in topics identified by the Board and Committees as part of the annual self-evaluation process. Training events are scheduled as part of the annual calendar of events and attendance is expected.

In-house and External Training

Inverness College also offers in-house training to staff that Board of Management members are welcome to attend. Training covers a broad range of areas including first aid and health and safety and information technology courses.

College Development Network and other organisations also offer training in a broad range of areas throughout the year, including a mandatory governance workshop.

The Board Secretary will forward to you information about both external and in-house training, generally by email. If you are interested in attending any training sessions, please contact the Board Secretary.

Board of Management Away Day

The Board of Management Away Day is an annual event to facilitate self-evaluation, future planning and to receive briefings and training. The Away Day is scheduled in the calendar of meetings and further information is provided by the Board Secretary closer to the date.

Health and Safety

Board Responsibilities

The Board of Management of Inverness College is the employer. *The Health and Safety at Work etc. Act 1974* and the numerous sets of Regulations written under the terms of the Act refer frequently to the duties and obligations of employers. In practical terms most of these imperatives are delegated to the Principal and Chief Executive, but responsibility remains with the Board.

The College employs a Health and Safety Manager and has a Health and Safety Committee. Matters of Health and Safety are the responsibility of the Audit Committee of the Board

Health and Safety Policy

The Board of Management sets the overarching policy for Health and Safety and delegates responsibility to the Principal and Chief Executive to ensure the college fulfils its responsibilities.



**Appointment of Teaching (Academic) and Non-Teaching
(Support) Staff Members to the Board of Management of
Inverness College UHI**

Election Rules

- 1 In accordance with Schedule 2 to the Further and Higher Education (Scotland) Act 1992 ("Schedule 2), the Board must include two members of staff. One shall be appointed by being elected by the teaching ("academic") staff of the college from amongst their own number and the other shall be appointed by the non-teaching ("support") staff of the college from amongst their own number.
- 2 Paragraph 3B (1) of Schedule 2 provides that such elections must be held in accordance with rules made by the Board.
- 3 Before making, varying or replacing these Election Rules, the Board must, as required under 3B of Schedule 2, consult the representatives of any trade union which the Board recognises as being, or which otherwise appears to the Board to be, representative of the academic/support staff of the College.
- 4 Having consulted relevant representatives as required under paragraphs 3(B)(2) and (3) of Schedule 2, these election rules have been made by the Board under paragraph 3(B)(1) of Schedule 2. These rules were made by the Board on 28th March 2017 and come into effect on that same date.
- 5 For the purposes of these election rules, staff groups are defined as follows:
 - **Teaching Staff/Academic Staff** – all staff (including Managers) who are on the academic staff payroll.
 - **Non-Teaching Staff/Support Staff**– all staff (including Managers) who are on the support staff payroll.
- 6 Appointments shall proceed as follows:
 - (a) The appointment shall be made by election administered by the Returning Officer (the Returning Officer shall normally be the Secretary to the Board. Where the Secretary to the Board is unavailable, the Board must appoint another staff member to act as Returning Officer).
 - (b) The Returning Officer shall communicate to staff any vacancies that arise and request nominations for membership from the Academic or Support Staff as relevant.
 - (c) Such nominations must be received by the Returning Officer by the date specified in the communication, being not less than fourteen days from the date of the communication.
 - (d) Each nomination must be signed by the nominee, the proposer and one other person all being members of the academic or support staff as appropriate. Only academic members of staff may nominate the academic member and only support staff may nominate the support staff member.
 - (e) If more than one nomination is received, the Returning Officer shall thereafter arrange for an election to be conducted using an appropriate electronic system and shall notify each member of the academic or support staff of the college as appropriate of the names of the nominees and the process to be followed.
 - (f) The election shall be completed by the date and time specified in the notice issued by the Returning Officer being not less than seven days from the date of the issue of the notice of the election. Only academic members of staff may

vote for the academic member and only support staff may vote for the support staff member. All staff members who are eligible to vote shall each be entitled to one vote.

7 The following rules shall be followed as regards counting votes:

- (a) The Returning Officer shall offer each nominee the opportunity to be present or represented at the counting of votes.
- (b) The counting of votes shall take place within 24 hours of the time set for the close of the election and shall be done by the Returning Officer in the presence of such nominees or their representatives as have chosen to attend.
- (c) The nominee receiving the most votes shall be declared elected.
- (d) In the event of a tie the election shall be decided by the drawing of cards or lots amongst the nominees with the most number of votes.
- (e) In the event of elections for academic and support staff members being held concurrently, the counting of votes shall be done as a separate and consecutive process for each election.
- (f) The Returning Officer may use such staff of the College as may be necessary to assist in the counting of votes.
- (g) The names of the persons elected shall be reported to the next meeting of the Board after the election, and announced to all staff.

The 'counting of votes' may be a physical count of ballot papers where a paper system has been used, or the opening of an electronic report where an electronic voting system has been used.

8 The following rules shall apply in the event of a vacancy arising in respect of the appointment for a staff member

- (a) In the event of an election requiring to be held because of the expiry of the term of office of the respective members of the Board the procedures set out above shall be completed no later than four weeks prior to the date of expiry.
- (b) In the event of an election requiring to be held because of a resignation or death of the respective members of the Board the procedures set out shall be completed no later than eight weeks after the vacancy occurs. The eight weeks excludes College vacation periods to ensure that all staff have the opportunity to participate.



Appointment of Teaching (Academic) and Non-Teaching (Support) Staff Members to the Board of Management of Inverness College UHI

Sample Advertisement

As you may be aware, membership of the College Board of Management includes two places for College staff members (one academic and one support). The position of **[academic/support]** member will become vacant on **[date]**. The Board has a strong commitment to equality and diversity and particularly welcomes Board members from those groups under-represented on Scotland's public bodies.

Staff members of the Board of Management are full members and have the same rights, responsibilities and obligations as other Board members. Staff members are **not** there as 'representatives' of the staff, they are there to bring knowledge and expertise of the day-to-day workings of the College into Board meetings, processes and decision-making.

Nominations are sought to fill the current vacancy. Nominations must come from current members of **[academic/support]** staff. Each nomination will require a proposer and seconder, both also current members of **[academic/support]** staff. The nominee must also prepare a support statement, which should give a brief outline of why they should be elected to the Board. This will be used in the event of an election being required.

Where only one nomination is received, that nominee will automatically be elected to the Board. Where more than one nomination is received, an election by electronic secret ballot will take place and the nominee receiving the most votes shall become elected to the Board. In the event of a tie the nominee shall be determined by the drawing of cards or lots.

The term of appointment shall be for a period of four years.

Information about the role and on the role of a Board member is available

Nomination forms can be found

Should you require any additional information or have any queries, the Board Secretary would be happy to meet with you – **[insert name]** – **[insert e mail]**



Appointment of Teaching (Academic) and Non-Teaching (Support) Staff Members to the Board of Management of Inverness College UHI

Sample Nomination Form

We, the undersigned, wish to nominate:

Name:

[Curriculum Area / Department]:

For election as the [academic/support] staff member of the Board of Management. Our nominee has agreed to stand for election, and has provided a supporting statement overleaf.

PROPOSER

Name:

Signed:

Department:

Date:

SECONDER

Name:

Signed:

Department:

Date:

Notes

- All proposers, seconders and nominees must be eligible to stand for election as the [academic/support] staff member on the Board of Management.
- Proposers can only propose one person and cannot be a nominee or seconder.
- Seconders can only second the nomination of one person and cannot themselves be a nominee or proposer,
- Nominees cannot act as a proposer or seconder to any other nominee.
- Proposers, seconders and nominees shall be entitled to one vote in the event that an election is required.

Item 02

Appendix 4

- Return Form to: **[insert name]** Secretary to the Board of Management, 1 Inverness Campus, Inverness, IV2 5NA or e mail **[insert e mail]** by **[insert date and time]**. Late returns shall not be accepted.

Nominee's Supporting Statement
(Maximum 150 Words)

I accept the nomination to stand for election as the **[academic/support]** staff member of the Board of Management.

Name:

Signed:

[Curriculum area / Department]:

Date: