

HELOA Standing Orders 2026

Section 1: Membership

Standing Order 1.001

Governing Memberships

Criteria for Institutional Full Membership

Institutions wishing to make an application to HELOA for full membership shall normally be able to fill the following criteria.

Publicly-funded Higher Education Institutions:

- i) Be in membership of any one of the UK HE sector's recognised parent bodies; *or*
- ii) Be able to demonstrate an enrolment on its portfolio of first degree/sub-degree (i.e. level one for national credit accumulation and transfer purposes) programmes which accounts for in excess of 40% of its total student population when expressed in these terms.

Further Education Colleges:

- i) Be able to demonstrate an annual enrolment to one or more first degree/sub-degree programmes (ie. level one for national credit accumulation and transfer purposes).
- ii) Have staff involved for a significant proportion of their time in Higher Education student recruitment or widening participation outreach.

Criteria for Institutional Associate Membership

Institutions wishing to make an application to HELOA for associate membership shall normally be able to fill one of the following criteria.

Non-publicly funded Higher Education institutions:

- i) English institutions will have a commitment to widening participation demonstrated by an approved Access and Participation Plan

or

- ii) Scottish and Welsh institutions will be able to show a clear and demonstrable commitment to widening participation as part of their institutional strategy and operational delivery. They will have published figures showing their widening participation targets and their current progress against them.

or

- iii) Northern Irish Institutions will have a commitment to widening participation demonstrated by an approved Widening Access Participation Plan.

Applications for institutional membership shall be made to the UK Vice Chair (Membership Engagement), and in cases of doubt the UK Committee will give a final ruling on the eligibility of particular applicants for membership.

Primary Contact: Each institution shall nominate one Primary Contact, who will normally be a student recruitment or widening participation outreach staff member or equivalent post-holder. The Primary Contact should be the member who attends HELOA group meetings on behalf of their institution, and the role of Primary Contact can be passed to another institutional member if required.

Primary Contacts for full member institutions, will vote on behalf of their institution and all HELOA members within their institution, at Annual General Meetings of the charity (see also (8) below), and at the meetings of the HELOA groups (see also (6) below).

The UK Committee shall henceforth be empowered to make such additions or amendments to the above criteria as it shall from time to time deem reasonable in order to maintain the purposes of the charity and its position as a recognised professional body within the UK Higher Education sector.

The subscription year shall extend from 1 September in one calendar year to 31 August in the following calendar year. Each member shall pay an annual subscription due at the start of the subscription period. The levels of subscriptions shall be decided by the Annual General Meeting held prior to the 1 September each year.

Criteria for Full Individual Membership

Appropriate roles for those applying for full individual membership would normally be within the areas of student recruitment, schools liaison or outreach, and widening participation. Some members of staff involved in marketing or admissions may also join HELOA, but would normally participate actively in student recruitment or widening participation outreach as part of their wider role. Membership shall be made to the UK Vice Chair (Membership Engagement), and in cases of doubt the UK Committee will give a final ruling on the eligibility of particular applicants for HELOA membership. Applicants for HELOA membership shall be proposed by the institutional Primary Contact. All individual members shall have the same rights, including full speaking rights at meetings, and the right to hold office, but only institutional Primary Contacts will be entitled to vote at general meetings or meetings of the HELOA groups, unless expressly stated elsewhere.

Additional conditions shall govern HELOA memberships in two specific cases, as follows:

1. 'Regional' representatives: HELOA members may operate within a different region or nation to that within which their member institution is based. HELOA members shall therefore be endorsed to attend, speak at, and otherwise contribute to group meetings in all relevant regions at their discretion, and shall be considered as equitable to other HELOA members in regards to any additional activity held within that region or nation (for example, a training event). However, HELOA members shall only be empowered to vote at group meetings, or vote and stand in group elections, or to otherwise act as the Primary Contact, in the region or nation in which their member institution is based. Regional representatives may stand for Group roles, with the exception of Group Chair, in the geographical area they work, rather than where their institution is based.
2. UniConnect's (or similar): HELOA members may be employed as part of a UniConnect or similar cross-institution initiative which the HELOA Committee may recognise from time to time, meaning they are potentially responsible to more than one member institution. In the first instance, all HELOA members should be registered at the institution by which they are

directly employed; however, in exceptional circumstances, members may request of the UK Vice Chair (Membership Engagement) to be registered at their 'hub' institution (such as when their institution is not a HELOA member institution). Members doing so shall be treated as ordinary members in these circumstances, with no additional constraints to their voting rights. In cases of doubt, the HELOA Committee shall give the final ruling. HELOA members may, however, only act as Primary Contact at a member institution by which they are directly employed.

Criteria for Associate Individual Membership

Appropriate roles for those applying for associate individual membership would normally be within the areas of student recruitment, schools liaison or outreach, and widening participation. Some members of staff involved in marketing or admissions may also join HELOA, but would normally participate actively in student recruitment or widening participation outreach as part of their wider role. Membership applications shall be made to the UK Vice Chair (Membership Engagement), and in cases of doubt the UK Committee will give a final ruling on the eligibility of particular applicants for HELOA membership. Applicants for HELOA membership shall be proposed by the institutional Primary Contact. All associate individual members shall have full speaking rights at meetings.

Additional conditions shall govern HELOA Associate Individual Memberships in the following specific case:

1. 'Regional' representatives: HELOA members may operate within a different region or nation to that within which their member institution is based. HELOA members shall therefore be endorsed to attend, speak at, and otherwise contribute to group meetings in all relevant regions at their discretion, and shall be considered as equitable to other HELOA members in regards to any additional activity held within that region or nation (for example, a training event).

Standing Order 1.002

Governing Termination of Full and Associate Institutional and Individual Membership

Institutional membership is awarded to all institutions who meet the criteria as specified in Standing Order 1.001. Individual membership and institutional membership can be removed (and the HELOA membership of all associated individual members will also be removed) in accordance with the following procedures.

Institutional members and the HELOA members within each institution are expected to uphold the HELOA Code of Conduct and Good Practice Guidelines. This is an expectation held in good faith, with HELOA existing to support members in the sharing and development of good practice but not to police any individual institution's practises.

However, any HELOA member with legitimate concern that a HELOA institution or HELOA Member is acting in a way that contravenes the HELOA Code of Conduct or that will affect the reputation of HELOA, is able to raise these concerns with the potential of the membership of the institution or member being terminated.

Termination of Institutional Membership

Procedure:

1. Legitimate concern should be raised in writing to the Group Chair representing the group in which the institution involved is based, and the member's own Group Chair. If one of the Group Chairs works at the institution involved, the written concern should be sent directly to the UK Vice Chair (Membership Engagement).
2. The Group Chair(s) should forward the written document to the UK Vice Chair (Membership Engagement).
3. The written document will be forwarded to the Primary Contact of the HELOA institution involved in the complaint, with identifying information of the HELOA member raising the concern being removed. The HELOA institution will be asked to provide a response to the complaint, in writing, within 30 days.
4. The complaint and response will be scheduled for discussion at the next HELOA Operational Group meeting and UK Committee meeting. The HELOA Operational Group will make a recommendation to the UK Committee regarding termination of membership, for further discussion at the UK Committee meeting.
5. Both parties will be contacted following the meeting with the decision. If a decision has been made to terminate institutional membership, the HELOA institution will be able to appeal this decision, in writing, within 30 days. The HELOA Operational Group will make a final decision and may invite the Primary Contact of the institution to a meeting for further discussion.
6. If institutional membership will be terminated, each HELOA member within the institution will be contacted by the UK Vice Chair (Membership Engagement) to communicate the decision. Their membership will also be terminated as a result. HELOA will not refund any membership subscriptions for that year, or monies paid

towards training still to take place. Any members who have their membership terminated will not be able to attend future training or conferences which are otherwise limited to HELOA members; they may however continue to attend non-member conferences under the standard terms and conditions for non-members.

7. The institution involved will be able to apply for membership again in the next membership year, but there will not be an automatic right of membership. The application will be considered by the UK Committee.

Termination of Individual HELOA Membership

Procedure:

8. Legitimate concern should be raised in writing to the Group Chair representing the group in which the HELOA member is based. If the concern is about a Group Chair, the procedure in Standing Order 2.003 should be followed.

9. The Group Chair should forward the written document to the UK Vice Chair (Membership Engagement).

10. The written document will be forwarded to the HELOA member involved in the complaint, with details of the HELOA member raising the concern being removed. The HELOA member will be asked to provide a response to the complaint, in writing, within 30 days.

11. The complaint and response will be scheduled for discussion at the next HELOA Operational Group meeting and UK Committee meeting. The HELOA Operational Group will make a recommendation to the UK Committee regarding termination of membership, for further discussion at the UK Committee meeting.

12. Both parties will be contacted following the meeting with the decision. If a decision has been made to terminate membership, the HELOA member will be able to appeal this decision, in writing, within 30 days. The HELOA Operational Group will make a final decision and the Chair or UK Vice Chair (Membership Engagement) may speak to the HELOA member for further information as part of this process.

13. The HELOA member will be contacted in writing by the UK Vice Chair (Membership Engagement) to communicate the decision. HELOA will not refund any membership subscriptions for that year, or monies paid towards training still to take place. Any members who have their membership terminated will not be able to attend future training or conferences which are otherwise limited to HELOA members; they may however continue to attend non-member conferences under the standard terms and conditions for non-members.

14. The HELOA member involved will be able to apply for membership again in the next membership year, but there will not be an automatic right of membership. The application will be considered by the UK Committee.

15. The HELOA Operational Group will contact the HELOA member's institutional Primary Contact with the decision, in writing, 14 days after the decision has been made. The complaint and decision will be kept in confidential minutes of the Operational Group and UK Committee meetings, and will not be published on the HELOA website.

Standing Order 1.003

Governing Honorary Memberships

Honorary Membership

Honorary membership may be conferred by the Annual General Meeting of the Association upon individuals having a special interest in promoting the objectives of the Association.

Nomination for honorary membership should be for individuals who are no longer represented by institutional membership of the Association and are unlikely to be in the future, and therefore cannot be considered for HELOA membership, but have previously served to support the Association in achieving its aims and objectives.

Individuals who are nominated for honorary membership must have been full HELOA members. Honorary membership cannot be conferred upon associate members.

Individuals who are nominated for honorary membership by either a Group or the UK Committee of the Association would normally fulfil one or more of the following:

- For long service having been a member of the Association for a considerable number of years and where their professional conduct has supported the aims of the Association
- For exceptional contribution to the Association over a considerable number of years through their support either at group or national level, or both
- For special circumstances

In some circumstances it may be more appropriate for an individual to be nominated for a Commendation of Contribution. This could be an alternative to, or be more appropriate than, honorary membership (Standing Order 1.004). Honorary membership should normally be reserved for those individuals who have, during their years of service, contributed a significant amount to, or been influential in, the development of the Association over an extended period of time. It should be regarded as a significant award, rather than a means of appreciation for work carried out as part of normal duties, for which a Commendation of Contribution would be more appropriate.

A brief paragraph supporting the nomination should be included in the honorary membership nomination form which will be presented at AGM for approval.

As ever there have been caveats to this understanding:

- Those who return to a post that allows for them to vote as a member at the Annual General Meeting will have their honorary membership suspended until that is not the case.
- It is believed that the professional or personal conduct of an individual does not meet the objectives of the Association.

Neither of the last two points are clarified within the Constitution, rather they are deemed as best practice.

Nominations will be made by the UK Committee, which will be open to suggestions from full members. Honorary members shall have the right of attendance at the Annual General Meeting (and HELOA Group meetings) at the discretion of the UK Chair, where they are

welcome to participate in discussions but shall not have the right to vote. The UK Committee shall have the right to amend the type of award for which the individual has been nominated.

Standing Order 1.004

Commendation of Contribution

Commendation of Contributions may be conferred by the members of the UK Committee of the Association upon individuals who have provided outstanding service to the Association.

Individuals who are nominated for Commendation of Contributions must be full HELOA members. Commendation of Contributions cannot be conferred upon associate members.

Individuals who are nominated for a Commendation of Contribution would normally fulfil one or more of the following:

- To have actively been involved in representing a Group of the Association at national or group level and where their professional conduct has supported the aims of the Association;
- To have been involved with the development of initiatives that have promoted the Association at national or group level and where their professional conduct has supported the aims of the Association;
- To have served as a UK Officer of the Association and where their professional conduct has supported the aims of the Association.

Nominations will be made by the UK Committee, which will be open to suggestions from full members. Recipients of the award shall not have the right to attend AGM or Group meetings, although this may be allowed at the discretion of the UK Chair upon individual request, unless they are a current member in which case all HELOA membership rights will apply (HELOA Constitution 3c). The UK Committee shall have the right to amend the type of award for which the individual has been nominated.

Section 2: Governance

Standing Order 2.001

Governing the HELOA Committee and Operational Group

The UK Committee, consisting of the Charity Trustees and Appointed Officers, will have the responsibility of ensuring that the Association runs in an appropriate manner. The UK Committee may, from time to time, appoint staff in order to ensure the successful running of the organisation. Any such recommendations for new posts would be subject to approval at the following Annual General Meeting. The UK Committee shall meet at least three times per calendar year.

The work of the UK Committee shall be taken forward by an Operational Group, as outlined on 12.1.2 of the Constitution, which shall consist of the UK Chair and Vice-Chairs. All actions taken by the Operational Group on behalf of the UK Committee shall be subject to formal approval at the first subsequent meeting of the UK Committee.

The UK Committee shall have the power to appoint such officers as it deems necessary to enable it to fulfil its strategic objectives. The Appointed Officers of the Association are the Conference Manager(s), the Partnership Manager(s) and the Digital Communication Manager(s), and may be Primary Contacts or institutional members and be appointed by the UK Committee to whom they shall be accountable. The period of appointment shall be at the discretion of the UK Committee, and will normally be for three years, however nominees may request a shorter or flexible term to suit personal circumstances, such as fulfilling the post for a year or 18 months. The UK Committee may, from time to time, invite its Appointed Officers to attend meetings of the Committee; however, they shall not be considered to be Trustees of the CIO nor shall they be afforded voting rights.

The majority of elected positions on the UK Committee and HELOA Operational Group should normally be held by members from Higher Education Institutions. A maximum of ONE position on the HELOA Operational Group, and ONE position on the UK Committee, can be held by members from a Further Education college with Higher Education provision. The position of HELOA UK Chair cannot be held by a member from a Further Education college.

All elected and appointed positions on the UK Committee and HELOA Operational Group will be held by members based at institutions with full HELOA membership.

Standing Order 2.002

Governing Elections of Charity Trustees

In respect of any Charity Trustee post which is to become vacant the following process shall apply:

1. The UK Vice-Chair (Finance and Governance) shall circulate to full members a request for nominations;
2. In respect of any Charity Trustee post, the UK Vice-Chair (Finance and Governance) shall circulate to full members a request for nominations no later than 3 months before the end of the current post holder's term.
3. Nominations shall reach the UK Vice-Chair (Finance and Governance) no later than three weeks later. Each nominee, who shall be a Primary Contact or HELOA member from a full member institution, shall be proposed and seconded by a Primary Contact or HELOA member from a full member institution via email or letter to the UK Vice-Chair (Finance and Governance). Each nominee shall supply a brief outline of their suitability for the role, in a format defined by the UKC or a cover letter, no more than two pages.
4. Once the window of nominations is closed, nominees will be invited to attend an Informational interview to assess their suitability for the post, availability of commitment and the opportunity to ask any further questions about the role and HELOA's current strategic priorities.
 - The panel will be made up of a current trustee, a previous trustee (if possible an individual who previously held the post), and a randomly selected HELOA member.
 - 5 HELOA numbers will be drawn via an online system/generator and then these members will be contacted to ask if they are interested and available to take part (with a deadline for response). If more than one of the five are available, their numbers will be placed into a random online generator to determine involvement. If none of the five respond, another 5 numbers will be drawn, with this process being repeated a maximum of 3 times. Following this, a member of the UK Committee will be asked to sit on the panel.
5. For Group Chair trustee posts: Once the window of nominations is closed, nominees will be invited to attend an Informational interview to assess their suitability for the post, availability of commitment and the opportunity to ask any further questions about the role and HELOA's current strategic priorities.
 - The panel will be made up of a current trustee, a previous trustee (if possible an individual who previously held the post), and a randomly selected HELOA member of that HELOA Group.
 - 5 HELOA numbers will be drawn via an online system/generator and then these members will be contacted to ask if they are interested and available to take part (with a deadline for response). If more than one of the five are available, their numbers will be placed into a random online generator to determine involvement. If none of the five respond, another 5 numbers will be

drawn, with this process being repeated a maximum of 3 times. Following this, a member of the UK Committee/Group Committee will be asked to sit on the panel.

If all of the panel are in agreement with the nominee, candidates would then move on to an anonymised election. If a nominee is not a suitable candidate for the post, the panel lead will contact them before election is shared with membership to discuss feedback and other potential posts.

6. In order to ensure that members are satisfied with the calibre of candidates nominated for election there will be the opportunity in every election for members to vote for the reopening of nominations (RON). In the event of no nominations being received then nominations will automatically be reopened and the electoral process may be rerun on the following timetable:

- Call for nominations – one week later
- Nominations to be received – two weeks later
- Informational interviews - three weeks later
- Ballot paper to be circulated within one further week
- Votes to be received no later than two weeks later

7. The UK Vice-Chair (Finance and Governance) shall call upon two Returning Officers (normally the HELOA office and the UK Vice Chair (Membership Engagement), except where members have requested the appointment of independent scrutineers, as in 11.9.2 of the Constitution), appointed by the UK Committee, who shall be supplied with an up-to-date list of Primary Contacts, to conduct the ballot.

8. Before circulation to Primary Contacts of full member institutions, all identifying information will be removed from candidates' personal statements. This includes name, institution, current or previous HELOA role titles, and the details of the proposer and seconder. For the purpose of the ballot, nominees will be referred to as Candidate A and Candidate B etc.

9. The candidates' personal statements shall be circulated by the UK Vice-Chair (Finance and Governance) to Primary Contacts and individual members of full member institutions via e-mail or by post for those who have chosen to opt out of receiving information electronically. This communication will indicate to whom the votes cast should be sent. The circulation shall be timed to reach members no later than one week later. All votes must arrive by two weeks after the call for primary contacts to vote (clarity on how long the vote is open).

10. Immediately after the close of the poll the two Returning Officers shall count the votes. In the event of one candidate securing a simple majority of valid votes cast, that candidate shall be elected.

11. In the event of a simple majority returning votes for the reopening of nominations the UK Vice-Chair (Finance and Governance) will reopen nominations as per point 6 above.

12. In the event of a tied vote at the close of voting, voting for all candidates can be extended by up to two weeks, accompanied by a communication from the committee to explain the situation and encourage further votes.

In the event that votes have been received from all primary contacts, any candidate not tied on votes should be removed, and primary contacts are asked to revote. Voting can be extended by up to two weeks, accompanied by a communication from the committee to explain the situation and encourage revoting.

In the event that all candidates are tied and all votes have been received, a casting vote can be made by a trustee who is able to maintain the principle of anonymity. This will usually be a Group Chair, unless they are aware of the identity of the candidates, in which case the vote should be cast by the Group Chair of another HELOA Group or the Vice-Chair (Governance and Policy).

13. The results of the election shall be reported immediately to the UK Vice-Chair (Finance and Governance) by the Returning Officers. The candidates, and then the membership will be notified of the election result via email within 1 week of the votes being counted

Non-trustee appointment

For all other posts on the UK Committee, such as Operational Group members like Training, Partnerships, Communications and Group Development and appointed officers, posts shall be advertised to the membership as above. However instead of an election candidates will be appointed to the role following an interview, assessed by a panel including a current trustee, an existing operational member, and a member of the HELOA Office team.

Vacancies in the UK Committee

The normal term for members of the UK Committee is three years. Before the end of this period, a trustee or appointed officer may choose, with agreement from the UK Committee, to stand for a second term of three years. Where the Officer would like to stand for a second term, the UK Vice-Chair (Finance and Governance) should send a call for interest for any full members wishing to put themselves forward to the post. If another full HELOA member is interested in standing for the position, an election or appointment process should be carried out as per the processes outlined above. If there is no other interest in the role, following the agreement of the UK Committee, the current post-holder may continue in the role for up to 3 years.

If any member of the UK Committee requires a temporary leave of absence from their post, but expects to return within the term of office, the UK Committee can appoint another HELOA member to cover the role for the relevant period. This will only be acceptable if the post holder will return with at least one full calendar year of their term remaining, and the period of absence is longer than 3 months but less than 1 year. The following limitations apply:

- i. If the UK Chair requires an absence from their post of more than three months, an election must be held to replace the UK Chair. One of the UK Vice-Chairs should cover the post for up to three months, with the cover to be determined by the UK Committee. UK Vice-Chairs can choose to share the cover.
- ii. If the post holder will not be able to return to their post within one calendar year, a full election/appointment process should be followed.

Where the UK Committee would like to appoint a member of HELOA on a temporary basis, they should send a call for interest to full HELOA members. If more than one HELOA member is interested, an election/appointment process should be carried out as per the processes outlined above.

If a UK Committee officer's employment with a member institution ends, they will have a three-month grace period in which to take out a new employment contract with a full member institution. If at the end of the three-month period this has not happened, the post holder will leave their position and an election/appointment process will take place.

Should a UK Committee officer take out an employment contract with a non-member institution which meets HELOA full membership criteria, there will be a three-month grace period for the institution to become a member. If at the end of the three-month period this has not happened, the post holder will leave their position and an election/appointment process will take place.

Standing Order 2.003

Governing Elections to Group Committees

In respect of any HELOA group post (excluding Group Chair) becoming vacant the Group Vice-Chair (Membership and Communication) (with the support of Group Chair) shall initiate a request for nominations for election to the role from within the group. All elected positions on group committees will be held by members based at institutions with full HELOA membership. If there is no Group Vice-Chair (Membership and Communication), the elections can be carried out by the Group Chair, or the Group can request for the nominations and elections to be undertaken by the UK Vice-Chair (Finance and Governance). The following process will apply:

- a) The Group Vice-Chair (Membership and Communication) will circulate to full individual members of that group a request for nominations to the role;
- b) Nominations shall reach the Group Vice-Chair (Membership and Communication) no later than three weeks later. Each nominee, who shall be a Primary Contact or HELOA member of a full member institution and a composite member of an institution within that group, shall be proposed and seconded by Primary Contacts or HELOA members of full member institutions within that group, and shall give written consent to that nomination. Each nominee shall supply a brief outline of their suitability for the role, in a format defined by the UKC.
- c) Nominations can also be received from members who are employed as regional staff, if they are based and work within the group. Regional staff can run for any group committee role with the exception of Group Chair. Committee members would need to confirm the group in which they hold a position as their primary group.
- d) In order to ensure that members are satisfied with the calibre of candidates nominated for election there will be the opportunity in every election for members to vote for the reopening of nominations (RON). In the event of no nominations being received then nominations will automatically be reopened and the electoral process may be rerun on the following timetable:
 - Call for nominations – one week later
 - Nominations to be received – two weeks later
 - Ballot paper to be circulated within one further week
 - Votes to be received within two weeks of the deadline sent
- e) The Group Vice-Chair (Membership and Communication) will act as Returning Officer.
- f) Before circulation to Primary Contacts of full member institutions, all identifying information will be removed from candidates' nomination forms. This includes name, institution, current or previous HELOA role titles, and the details of the proposer and seconder. For the purpose of the ballot, candidates will be referred to as Candidate A and Candidate B etc.
- g) The Group Vice-Chair (Membership and Communication) will distribute the nomination form to all Primary Contacts and individual members of full member institutions within the group via e-mail or by post for those who have chosen to opt out of receiving information electronically. This communication will indicate to whom the votes cast should be

sent. The circulation shall be timed to reach members no later than one week later. All votes must arrive by two weeks after the call for primary contacts to vote (clarity on how long the vote is open).

h) Immediately after the close of the poll the Group Vice-Chair (Membership and Communication) will count the votes. In the event of one candidate securing a simple majority of valid votes cast, that candidate shall be elected.

i) In the event of a simple majority returning votes for the reopening of nominations the Group Vice-Chair (Membership and Communication) will reopen nominations as per point a above.

j) In the event of a tied vote at the close of voting, voting for all candidates can be extended by up to two weeks, accompanied by a communication from the committee to explain the situation and encourage further votes.

In the event that votes have been received from all primary contacts (or a proxy if the primary contact is the nominee), any candidate not tied on votes should be removed, and primary contacts are asked to revote. Voting can be extended by up to two weeks, accompanied by a communication from the committee to explain the situation and encourage re-voting.

In the event that all candidates are tied and all votes have been received, a casting vote can be made by a trustee who is able to maintain the principle of anonymity. This will usually be the Group Chair, unless they are aware of the identity of the candidates, in which case the vote should be cast by the Group Chair of another HELOA Group or the UK Vice-Chair (Finance and Governance) as a second choice.

k) The results of the election shall be reported immediately to the UK Vice-Chair (Finance and Governance), HELOA Office and UK UK Vice Chair (Membership Engagement) by the Group Vice-Chair (Membership and Communication).

l) If the Group Vice-Chair (Membership and Communication) would like to be considered for a new Group position, the Group Chair or UK Vice-Chair (Finance and Governance) should administer the election procedures.

The normal term for Group Officers is three years, however nominees may request a shorter or flexible term to suit personal circumstances, such as fulfilling the post for a year or 18 months. Before the end of this period, an elected Group Officer may choose, with agreement from their Regional Committee, to stand for a second term of three years (or less as above). Where the Group Officer would like to stand for a second term, the Group Vice-Chair (Membership and Communication) should send a call for interest for any full members wishing to put themselves forward to the post. If another full HELOA member is interested in standing for the position, an election should be carried out as per the process outlined above.

If any Group Officer (except for the Group Chair) should require a temporary absence from their post, but expect to return within the term of office, the Group Chair can appoint a member of the Group to cover the role for the relevant period. This will only be acceptable if the post-holder will return with at least one full year of their term remaining, and the period of absence is longer than 3 months but less than 1 year. The following limitations apply:

i. If the Group Chair requires an absence from their post of more than three months, an election must be held to replace the Group Chair. The Group Vice-Chairs shall decide between them who should cover the post, for a period of up to three months. Where the

Vice-Chairs cannot reach agreement, the UK UK Vice Chair (Membership Engagement) shall arbitrate and, where necessary, determine the outcome of the temporary appointment.

ii. Where the Group Chair would like to appoint a member of the group on a temporary basis, they should send a call for interest to group members of HELOA full institutions. If more than one group member is interested, an election should be carried out as per the processes outlined above.

iii. If the post-holder will not be able to return to their post within one calendar year, a full election should be held.

If a Group Officer's employment with a member institution ends, they will have a three-month grace period in which to take out a new employment contract with a full member institution. If at the end of the three-month period this has not happened, the post holder will leave their position and an election will take place.

Should a Group Officer take out an employment contract with a non-member institution which meets HELOA full membership criteria, there will be a three-month grace period for the institution to become a member. If at the end of the three-month period this has not happened, the post holder will leave their position and an election will take place.

Standing Order 2.004

Governing Elections for Associate Member Representative

In respect of the Associate Member Representative becoming vacant the following process shall apply:

- a) The UK Vice-Chair (Finance and Governance) shall circulate to all Associate Institution members a request for nominations;
- b) In respect of the Associate Member Representative post becoming vacant at the date of the next AGM, the UK Vice-Chair (Finance and Governance) shall circulate to all Associate Institution members a request for nominations no later than the second Monday in September.
- c) Nominations shall reach the UK Vice-Chair (Finance and Governance) no later than three weeks later. Each nominee, who shall be a Primary Contact or HELOA member from an Associate Institution of the Association, shall be proposed and seconded by a Primary Contact or HELOA member from an Associate member institution of the Association via email or letter to the UK Vice-Chair (Finance and Governance). Each nominee shall supply a brief outline of their suitability for the role, in a format defined by the UKC.
- d) In order to ensure that members are satisfied with the calibre of candidates nominated for election there will be the opportunity in every election for members to vote for the reopening of nominations (RON). In the event of no nominations being received then nominations will automatically be reopened and the electoral process may be rerun on the following timetable:
 - Call for nominations – one week later
 - Nominations to be received – two weeks later
 - Ballot paper to be circulated within one further week
 - Votes to be received within two weeks of the deadline sent
- e) The UK Vice-Chair (Finance and Governance) shall call upon two Returning Officers (normally the HELOA office and the The UK Vice-Chair (Membership and Administration), except where members have requested the appointment of independent scrutineers, as in 11.9.2 of the Constitution), appointed by the UK Committee, who shall be supplied with an up-to-date list of Primary Contacts of Associate member institutions, to conduct the ballot.
- f) Before circulation to Primary Contacts of Associate member institutions, all identifying information will be removed from candidates' personal statements. This includes name, institution, current or previous HELOA role titles, and the details of the proposer and seconder. For the purpose of the ballot, nominees will be referred to as Candidate A and Candidate B etc.
- g) The candidates' personal statements shall be circulated by the UK Vice-Chair (Governance and Policy) to all Primary Contacts and individual members of Associate member institutions via e-mail or by post for those who have chosen to opt out of receiving information electronically. This communication will indicate to whom the votes cast should be sent. The circulation shall be timed to reach members no later than one week later. All votes must arrive by Monday three weeks after the close of nominations.

h) Immediately after the close of the poll the two Returning Officers shall count the votes. In the event of one candidate securing a simple majority of valid votes cast, that candidate shall be elected.

i) In the event of a simple majority returning votes for the reopening of nominations the UK Vice-Chair (Finance and Governance) will reopen nominations as per point a above.

j) In the event of a tied vote at the close of voting, voting for all candidates can be extended by up to two weeks, accompanied by a communication from the committee to explain the situation and encourage further votes.

In the event that votes have been received from all primary contacts, any candidate not tied on votes should be removed, and primary contacts are asked to revote. Voting can be extended by up to two weeks, accompanied by a communication from the committee to explain the situation and encourage revoting.

In the event that all candidates are tied and all votes have been received, a casting vote can be made by a trustee who is able to maintain the principle of anonymity. This will usually be the Group Chair, unless they are aware of the identity of the candidates, in which case the vote should be cast by the UK Vice Chair (Finance and Governance) as a second choice.

k) The results of the election shall be reported immediately to the UK Vice-Chair (Finance and Governance) by the Returning Officers.

The normal term for the Associate Member Representative is three years.

Should the post become vacant at any other time of the year the UK Committee shall initiate an election on a timetable based upon the principles set out above.

If the Associate Member Representative requires a temporary leave of absence from their post, but expects to return within the term of office, the UK Committee can appoint another HELOA member to cover the role for the relevant period. This will only be acceptable if the post holder will return with at least one full calendar year of their term remaining, and the period of absence is longer than 3 months but less than 1 year. The following limitations apply:

a) Where the UK Committee would like to appoint a member of HELOA on a temporary basis, they should send a call for interest to all Associate HELOA members. If more than one HELOA member is interested, an election should be carried out as per the process outlined above.

b) If the post holder will not be able to return to their post within one calendar year, a full election should be held.

If the Associate Member Representative's employment with an associate member institution ends, they will have a three-month grace period in which to take out a new employment contract with an associate member institution. If at the end of the three-month period this has not happened, the post holder will leave their position and an election will take place.

Should the Associate Member Representative take out an employment contract with a non-member institution which meets HELOA associate membership criteria, there will be a three-month grace period for the institution to become an associate member. If at the end of the three-month period this has not happened, the post holder will leave their position and an election will take place.

Should the Associate Membership Officer take out an employment contract with a Full HELOA institution, a full election should be held.

Standing Order 2.005

Governing Removal of Officers from Office

All Charity Trustees and appointed members of the Association are accountable to the membership however most members are unaware of the responsibilities and requirements to fulfil a post. Therefore as representatives of the membership, members of the UKC are accountable to raise concerns if roles are not being fulfilled and should be empowered to do so. Charity Trustees and appointed members may be removed from office when a substantial check of roles and requirements has been undertaken and a formal motion has been submitted to the UK Chair and UK UK Vice-Chair (Finance and Governance). In order for this to take place the following should occur:

a) Well-being check with their HELOA manager (or fellow committee member) to discuss the role and its responsibilities. These responsibilities should be those outlined in the Role Descriptor that the individual applied for

b) If after 1 to 2 months, responsibilities and requirements of the role are still not being fulfilled, a formal meeting where it is outlined what they should be doing, provides the individual opportunity to respond/ share extenuating circumstances if applicable. This meeting should be the individual, their HELOA manager and a third UKC member (selected by the individual with whom the concerns are against). 3 actions should be set with clear timelines and expectations with the individual to support them meeting the requirements of their role.

c) 6 weeks after this formal meeting, if actions set have not been completed and there has been no improvement from the individual to meet their role's requirements and responsibilities, a motion of no confidence should be submitted to the Chair and UK Vice-Chair (Finance and Governance), by any two members of the UK Committee. This motion should detail what reasons there are for the motion being brought. The UK Vice-Chair (Finance and Governance) and UK Chair should then make the decision to remove the trustee or appointed member from their post or allow them to complete their term.

If it is the UK Chair deemed to not be fulfilling their role, the motion of no confidence would be submitted to the UK Vice-Chair (Finance and Governance) and another trustee.

If it is the UK Vice-Chair (Finance and Governance) deemed to not be fulfilling their role, the motion of no confidence would be submitted to the UK Chair and another trustee.

The process can also be managed upwards for example, if a Group VC felt that their Group Chair was not fulfilling the role, they could have a wellbeing check with them and raise the issue with the UK Vice Chair (Membership Engagement). For the purposes of this process, group vice-chairs are considered an extension of the UK Committee.

An example of this process in action would be as follows:

1. A concerned committee member (e.g. UK Vice Chair (Membership Engagement)) review Group Chair role descriptor to determine if the Group Chair is fulfilling the role.
2. VC (Group Development) holds a wellbeing check with the Group Chair - informal chat about the role's responsibilities and how it's going.
3. If the Group Chair continues in post, UK Vice Chair (Membership Engagement) would monitor if the responsibilities are met during the following 1-2 months.
4. If responsibilities are not met, UK Vice Chair (Membership Engagement) would hold a formal meeting with the Group Chair and a second member of the UK Committee to review the situation, reasons for not meeting the responsibilities and agree a plan, including deadlines. The second UKC member should ideally be from outside the Group Chair's team such training or partnerships etc. and may be selected by the individual concerned.
5. If deadlines aren't met, the UK Vice Chair (Membership Engagement) and second UKC member will escalate the issue to the UK Chair and UK Vice-Chair (Finance and Governance), recommending that a vote of no confidence be considered.
6. The UK Chair and UK Vice-Chair (Finance and Governance) will determine whether the Group Chair should remain in post or be asked to stand down.
7. Once it has been decided that the individual will step down, the standard procedures for filling a vacancy will be followed with no communications regarding the reason for the vacancy.

Standing Order 2.006

Governing the AGM

In addition to the provisions made for the AGM in the HELOA Constitution, an Annual General Meeting shall consider the following items of business:

- (i) The report of the UK Committee and UK groups
- (ii) The reports of the Appointed Officers of the Association
- (iii) The reports of contracted staff of the association
- (iv) The audited accounts of the previous financial year, which runs from 1 April to 31 March
- (v) The budget proposed for the following year
- (vi) A report on the election of the UK Officers and appointment of other Officers.
- (vii) The subscription levels and officers' support for the following year.
- (viii) The time and place of the next Annual General Meeting.
- (ix) Such other business as shall have been notified by any full HELOA member in writing to the UK Vice Chair (Membership Engagement) at least twenty-eight days before the meeting, and any other business at the discretion of the UK Chair.

Extraordinary General Meeting

An Extraordinary General Meeting of the Association may be convened at any time by the UK Committee.

An Extraordinary General Meeting shall be convened by the UK Vice Chair (Membership Engagement) within two months of receipt of a written request for such a meeting made by not less than one third of full institutional members. Such a request shall state the purpose for which the meeting is required. No other business shall be transacted at a meeting convened under the provisions of this clause.

Standing Order 2.007

Governing the Voting Process

- a) Any proposed update, change or amendment to HELOA's Constitution or Standing Orders, or the creation of any new role, must be formally voted for and approved by the trustees.
- b) This vote may take place in person at a UK Committee meeting, either virtually or in person, or via email. Results can be confirmed by a simple majority.
- c) When updates, changes or amendments are put forward for approval by trustees, they will first be circulated to all UK Committee members for comments and feedback. This must be done not less than 21 days before the proposed vote closing date. If any committee member suggests minor amendments which are approved, the amended proposal or motion should be circulated for voting no less than 7 days before the vote closing date.
- d) Email votes must be returned to the address provided for the purpose. The voting procedure must specify the closing date and time for receipt of votes, and any votes received after the closing date will be invalid and not be counted. If voting is to take place at a UK Committee Meeting this should also be clearly stated.
- e) In the event that circulating the proposal or motion leads to major changes in the direction or scope of a proposal or motion, the previous proposal or motion should be withdrawn and a new one circulated following the procedure above.

The UK Committee may also discuss updates, changes or amendments to how HELOA is run in ways which do not affect the Constitution or Standing Orders. On these occasions, members of the HELOA Operational Group can use their discretion to decide whether the proposal must be put to vote by all trustees using the process above, should just be circulated for information, or can be taken forward without consultation.

9-In the event that the HELOA Operational Group member decides not to put the proposal to a vote, and it is outside the scope of the current Strategic Plan, it will be considered good practice to circulate important proposals for comments and feedback where appropriate.

- f) Proposed changes which do not require a vote should be circulated to the UK Committee at least 14 days before they are intended to take effect. There should be a request for any comments or feedback, and it will usually be expected that one member from each HELOA area (Training, Communications, Partnerships, Memberships, Governance, Finance and Groups) should respond with comments or to approve the proposal.
- g) In the event that a member does not respond within the 14-day period, this will be taken as implicit approval of the proposal.
- h) In exceptional circumstances when decisions are time-critical, the UK Chair may approve proposals or motions which do not affect the Constitution or Standing Orders without circulating the proposal for feedback. This should only be used in exceptional circumstances, and should be followed by an immediate email to trustees to explain the rationale.

Section 3: Groups

Standing Order 3.001

Groups

Scottish, Welsh, Northern Irish and English groups of the Association shall be established to promote the objectives of the Association. These groups elect a Chair, who shall serve as a Trustee and member of the Committee, and who may wish to appoint other officers to support and assist the Chair. The Chair or other appointed deputy of each group shall be from full member institutions and present reports at the AGM concerning the group's activities.

HELOA groups shall meet at least three times per calendar year one occasion of which shall be prior to the AGM. A meeting of a HELOA group must be convened within two months of the receipt of a written request for such a meeting made by not less than one third of the Primary Contacts and/or HELOA membership of the group, from full member institutions. The Chair of any HELOA group which fails to meet without good cause at the prescribed times shall be deemed to have resigned, and shall be replaced by a person appointed at a meeting convened by the UK Officers and until a new Chair can be elected.

Voting rights at HELOA group meetings except as above shall reside in the Primary Contacts of the group, or their authorised proxies, who are full members of HELOA except that the HELOA Group Chair shall have a casting vote whether he or she is a Primary Contact or HELOA member.

The Group Committee should normally include Group Chair, Group Vice-Chair (Training), Group Vice-Chair (Partnerships) and Group Vice-Chair (Membership and Communications). These positions should be elected by the Primary Contacts of full member institutions. These posts shall be held for three years or less.

HELOA operates through geographical sub-divisions consisting of Scotland, Wales, Northern Ireland and seven English regions. Northern Ireland and the North West of England are combined as one grouping. These sub-divisions, which are referred to in the Constitution as HELOA groups, are as follows:-

Scotland
Wales
North West and Northern Ireland
North East, Yorkshire and the Humber
Midlands
Anglia
Greater London
South East
South West

The geographical extent of the groups are defined as those of their corresponding home nation or English region, as defined by the UK Government. Institutional members shall ordinarily be members of the group in which their institution is physically based. HELOA members may operate within a different region or nation to that within which their member institution is based. HELOA members shall therefore be endorsed to attend, speak at, and otherwise contribute to group meetings in all relevant regions at their discretion, and shall be

considered as equitable to other HELOA members in regards to any additional activity held within that region or nation (for example, a training event). However, HELOA members shall only be empowered to vote at group meetings, or vote and stand in group elections, or to otherwise act as the Primary Contact, in the region or nation in which their member institution is based. Regional representatives may stand for group roles, with the exception of Group Chair, in the geographical area they work, rather than where their institution is based.