



Governor Recruitment, Appointment & Succession Planning Policy

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This Staff policy contains information that outlines our aims. However, there may be times when we cannot meet these obligations. We are committed to act in a fair and reasonable way. We will review policies each year and the Equality Assessment every three years.

Governor Recruitment, Appointment & Succession Planning Policy

1.0 Policy Statement

- 1.1 The purpose of this policy is to establish clear College guidance to ensure a good standard of governor recruitment, appointment and succession planning. The policy aims to establish key principles, structures and monitoring arrangements for the College.
- 1.2 The Board of Governors at South Staffordshire College have a responsibility for the search and succession of their members and to ensure that strategies and processes are in place to attract and select a diverse range of members from the communities in which the College serves.
- 1.3 The Board recognises that to function well it needs a diverse mix of talented individuals who a) understand the key role they play as governors and b) are committed to the College and the development of the organisation. The Board is committed to forward planning and ensuring that it is always in a position where there is an effective and functioning Board to ensure continuity of the College leadership of the highest quality. It will keep its recruitment, membership and succession under regular review for these purposes.

2.0 Policy Aims

- 2.1 In accordance with the Code of Good Governance for English Colleges, the Board is mindful of the need to *'satisfy itself that plans are in place for an orderly succession of its membership, so as to maintain an appropriate balance of skills and experience with the progressive refreshing of key roles'* and that *'the board should adopt a formal and open policy for recruiting governors'*. In establishing these processes, the Board of Governors aims to keep a balance between refreshing its membership and maintaining experience, knowledge and skills to have the right people on the Board to fulfil the College's strategy and goals.
- 2.2 It will also continue to seek to have a Board of Governors that reflects the make-up of the local population and which matches the local learner, staff and employment profile.

3.0 Scope

- 3.1 This policy applies to all governors.

4.0 Policy Detail

- 4.1 The Clerk of the Corporation will maintain a register of members that provides details of current membership, including categories of membership and terms of office. This register

will be used by the Clerk to ensure that forthcoming vacancies due as a result of the term of office of a governor being due to expire are reported to the Governance and Search Committee in a timely manner.

- 4.2 The Clerk will maintain records for each governor to include a governor CV/application form, providing details of individual skills, backgrounds, offices held and any other relevant information.
- 4.3 A governor role description together with information about becoming a governor will be kept up to date and will be made available to those interested in becoming a governor.
- 4.4 All governors will be asked to complete a skills audit as part of their appointment process and to update it on an annual basis, forming part of the annual governor appraisal process. The Clerk, together with the Governance and Search Committee, will use this information to undertake an analysis of the current skills of the Board. This will also be updated following the appointment of any new governors.
- 4.5 A copy of the most recent skills audit will be provided at every meeting of the Governance and Search Committee when considering the recruitment of appointment of new members.
- 4.6 The Governance & Search Committee will consider the skills, experience, diversity of background and personal characteristics (including but not limited to age range, gender and ethnicity) which are desirable to be met in filling any vacancy.
- 4.7 The Governance & Search Committee will give regular consideration to identifying future potential leaders from within the Board, in addition to considering the recruitment of new governors to fill future Chair/Vice Chair vacancies.
- 4.8 The Governance & Search Committee will maintain and regularly review a reserve list of individuals interested in becoming governors who may be considered for appointment as and when future vacancies occur, which match specific skills, needs, knowledge and experience identified following analysis of the current skills of the Board.
- 4.9 The Governance & Search Committee may also consider additional methods of maintaining the interest of potential new governors, such as:
 - appointment as a co-opted non-member;
 - invitations to College events; and
 - the provision of briefings and updates.
- 4.10 At each meeting, the Governance & Search Committee will review the membership position, vacancies and any future dates at which there will be changes to key offices, such as Chair and Vice Chair of the Board of Governors and Committee Chairs.
- 4.11 All governors will be asked to provide sufficient notice of resignation to allow for vacancies resulting from resignation to be reported to the Governance & Search Committee in a timely manner.

5.0 Methods of Recruitment

5.1 To encourage applications/interest in the role of governor, a number of recruitment strategies will be adopted from:

- Information being made available on the College website
- Advertising via College social media channels, including LinkedIn
- Local advertising
- Targeted advertising via professional bodies/local companies and organisations
- Advertising via Governors for Schools (SGOSS) and Women on Boards (WOB) websites
- Advertising and search via the Inspiring Governance website
- Advertising via specialist recruitment consultants
- Direct approach to individuals, business and educational establishments
- Approaches to community groups
- Awareness raising at College events
- Personal recommendation
- Use of stakeholder networks (e.g. staff and students)
- Recommendation by governors

6.0 Identification of New Governors

6.1 Any individual expressing an interest in the role of Governor will be requested to complete a CV/application form and provide relevant information about their experience and skills.

6.2 Applications received will be reviewed by the Clerk, the Chief Executive Principal and the Chair of the Board/Governance & Search Committee to shortlist individuals to be considered as potential members of the Board.

6.3 Candidates will be interviewed by members of the Governance & Search Committee and the Clerk to discuss the role further.

6.4 The Chair of the Board/Governance & Search Committee, together with the Clerk, will report to the next meeting of the Committee on the applications that have been received and his/her recommendations on appointment.

6.5 Should there be more than one candidate considered equally to meet the skills gap for a vacancy for an external member based on written application and having met with the Clerk and members Governance & Search Committee in advance, the Committee may give consideration to seeking confidential references, where considered appropriate.

6.6 The Governance & Search Committee will review the applications and make recommendations for appointment as appropriate to the Board thereafter.

7.0 Appointment of New Governors

7.1 Student governors will be nominated and elected by the students' association whereby the name(s) of the student(s) selected shall be put forward to the Board of Governors who shall appoint the nominee(s) provided that they are eligible for Board membership.

7.2 The teaching staff governor will be nominated and elected by all of the permanent teaching staff of the College and the non-teaching (business support) staff governor by all of the permanent non-teaching staff. The Clerk will oversee the arrangements for the

appointment of a new governor following selection by the staff of the College, as per the College Standing Orders.

7.3 The Governance & Search Committee is responsible for making recommendations to the Board of Governors on the appointment of co-opted non-members.

7.4 It is a condition of appointment for all governors that they must:

- Declare their interests in the form prescribed by the Board;
- Declare their eligibility to serve;
- Agree to be bound by the Code of Conduct approved by the Board; and
- Undergo a Disclosure & Barring Service check.

7.5 The Board shall not appoint any person as a member (other than staff or student members) without first consulting and considering the advice of the Governance & Search Committee.

8.0 Induction of New Governors

8.1 All new governors will be provided with a comprehensive induction to the role and to the College including an induction meeting with the Chair of the Board, the Chief Executive Principal, and such of the senior management team as is considered appropriate. Existing members will also be invited to participate in such meetings should they wish to do so.

8.2 Further specific induction training will be provided to student governors, tailored to their needs.

8.3 The induction of all new governors will be co-ordinated by the Clerk to the Corporation.

8.4 There will be a discussion about which committees a member will join and activities that they will become involved in to best use their skills and experience and for their development.

9.0 Governor Succession Planning

9.1 Chair & Vice Chair

9.1.1 There will be an on-going review of succession planning for the positions of Chair and Vice Chair of the Board of Governors.

9.1.2 When considering succession, regard will be given to the development of existing governors and of promotion from within existing membership.

9.1.3 As stated within the Instrument & Articles of Government, the Chief Executive Principal, staff or student governors are not eligible to be appointed as Chair or Vice Chair.

- 9.1.4 Existing Governors will be asked if they would be prepared to put themselves forward for consideration as either the future Chair or Vice Chair in good time before the end of the terms of office of the current Chair/Vice Chair (see also 11).
- 9.1.5 If there are Governors who are interested in undertaking either of these roles, arrangements should be made, where possible, for mentoring, shadowing and opportunities to gain experience in chairing meetings over a period of time.
- 9.1.6 The position of Vice Chair of the Board of Governors may be considered as a route for development for the position of Chair in the future. (This does not prevent any member of the Board of Governors from being nominated and elected to the position of Chair.)
- 9.1.7 Where no expressions of interest are received for the role of Chair or Vice Chair and there are governors with the skills and expertise to take on the role of Chair/Vice Chair, arrangements should be made to encourage those governors to take on the role.
- 9.1.8 If there are no governors willing to take on the role of Chair or Vice Chair, and if the Board of Governors considers it would be helpful to attract an individual from outside its membership, then the option to externally search and advertise should be given consideration.
- 9.1.9 Whilst the Governance & Search Committee will be responsible for overseeing the succession process, the appointment of the Chair and Vice Chair is the responsibility of the Board.

9.2 Governors

- 9.2.1 The expiry date of terms of office of existing governors will be staggered wherever possible to assist effective succession planning and to reduce the number of forthcoming vacancies at any particular time.
- 9.2.2 The Board agrees that in most cases a governor should serve a maximum of two four-year terms of office. This ensures that independence is maintained and assists the aim of having a balance of new and experienced governors.
- 9.2.3 Where a governor has specific skills and experience which the Board wish to retain the Governance & Search Committee will make a recommendation that the governor should be re-appointed for subsequent term of office.
- 9.2.4 When considering the re-appointment of members of the Board, the Governance and Search Committee should consider the skills and expertise of the member eligible for re-appointment and those of potential new members of the Board.
- 9.2.5 A special meeting of the Governance & Search Committee will be convened as a matter of urgency to consider any unforeseen vacancies which may arise where it would not be expedient to delay until the next scheduled meeting.

10.0 Governor Notice Periods

- 10.1 The Chair and Vice Chair will be asked to confirm their intention to be considered for re-appointment for another term of office in good time prior to the penultimate Board meeting in the academic year, whereby the Board will normally consider whether to apply this procedure for the election of the Chair and Vice Chair for the following year. In accordance with the Instrument of Government, the Chair and Vice Chair of the Board may resign from office at any time by giving notice in writing to the Clerk. To assist effective succession planning, the Chair and Vice Chair are requested advise of their intention to resign from office as soon as practicably possible.
- 10.2 In accordance with the Instrument of Government, governors may resign before the expiry of their term of office at any time by giving notice in writing to the Clerk. To assist in effective governor recruitment practices, governors are requested to advise of their intention to resign from office as soon as practicably possible.

11.0 Governor Reviews

- 11.1 Each governor will be given the opportunity on an annual basis to identify how they would like to develop their role, their aspirations as a governor and what support would be helpful. This will form part of the governor appraisal process, and the wider governance self-assessment exercise.

12.0 Chair of the Board

- 12.1 Should an unforeseen vacancy occur in the position of Chair of the Board and no nominations for the post are received from eligible existing governors by the deadline set, the Corporation will consider at the earliest opportunity its next steps. This may include the option to search and advertise externally for a governor to be appointed with a view to becoming the Chair of the Board. In the interim period, the Vice Chair of the Board of Governors will deputise for the vacant position.

13.0 Monitoring, Review and Responsibility

- 13.1 This policy will be reviewed by the Board every three years.
- 13.2 The internal monitoring of the implementation of this policy will be the responsibility of the Clerk to the Corporation.