



South
Staffordshire
College

Governor Recruitment, Appointment & Succession Planning Policy

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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 external governor and co-opted member recruitment, appointment and succession planning. The AoC Code of Good Governance sets out the importance of there being an effective board to provide leadership, direction, scrutiny, support, challenge and evidence based decision making. 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 The Board of Governors aims to ensure 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. This is to ensure it has the breadth of insight and experience needed to govern a genuinely inclusive and prosperous organisation. As part of the Board's Recruitment and Succession Planning Policy, Governors will be drawn from a wide range of backgrounds, with an appropriate balance of skills, gender, race and ethnicity, age, disability, religion and sexual orientation sought.

3.0 Scope

- 3.1 This policy applies to all governors and co-opted members.

4.0 Policy Detail

- 4.1 The Head of Governance 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 Head of Governance 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. The Governance & Search Committee, with the support of the Head of Governance,

will aim to identify named successors (if available internally) to key roles in advance of any expected vacancies to ensure continuity in these roles.

- 4.2 The Head of Governance 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 Head of Governance, 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, Board diversity profile and the extent to which it is reflective of the college community profile when considering recruitment.
- 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 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, the balance of members in their first and second terms of office, 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
- Recommendation by governors

6.0 Identification of New External Governors / Co-opted Members

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. Where specialist recruitment consultants are appointed, potential applicants will be encouraged to utilise the recruitment consultants' processes.

6.2 Applications received will be reviewed by the Head of Governance, 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 Shortlisting would normally be based on the factors identified when assessing the Board's skills, knowledge, and expertise needs, and the extent to which it is considered that the applicant matches those current and identified skills and diversity requirements of the Board, as well as the candidates eligibility and the lack of any potential conflicts of interest.

6.4 Candidates will normally be interviewed by members of the Governance & Search Committee and /or with the Chair of the Board and /or Chief Executive Principal together with the Head of Governance to consider:

- the commitment and time necessary to contribute as a member of the Board;
- the skills and experience of the person to gain an understanding of their potential contribution and value they will add to the Board;
- the character and style of the person to gain an assessment of the extent to which the individual would focus on strategic matters, as opposed to operational management;
- the ability to work as part of a team;
- any potential conflicts of interest

6.5 The Chair of the Board/Governance & Search Committee, together with the Head of Governance will report to the Governance & Search Committee on the applications that have been received and their recommendations on appointment.

6.6 To assist in widening the pool of prospective Governors, consideration could be given to appointing Co-opted Members, in addition to appointing Governors, if there are appropriate candidates available.

6.7 Following consideration of candidates interviewed, and any further checks including against Companies House / Charity Commission disqualification director / trustee / Insolvency registers the Governance & Search Committee will make recommendations to the Board of Governors for appointment as appropriate to the Board.

7.0 Appointment of New Governors / Co-opted Members

7.1 The process for the appointment of student and staff governors is set out in the Articles of Government and the Standing Orders of the College.

7.2 The Governance & Search Committee is responsible for making recommendations to the Board of Governors on the appointment of External governors and co-opted members.

7.3 It is a condition of appointment for all External governors and co-opted members 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.

7.4 The Board shall not appoint any person as an External governor or co-opted member without first consulting and considering the advice of the Governance & Search Committee.

8.0 Induction of New Governors

8.1 All new External 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 Specific induction training will be provided to student and staff governors, tailored to their needs.

8.3 The induction of all new governors will be co-ordinated by the Head of Governance. A new governor will be asked if they wish to have a named governor who will be available as a mentor to give peer support for their first year. Student Governors will always be mentored by an existing Governor, as well as supported by the Head of Governance. New Governors will be offered the opportunity to have a review meeting or telephone discussion with the Chair of the Board, within 6-12 months of appointment. Further details are set out in the Governor Development Plan.

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. The proposals for committee membership will be recommended to the Board for its approval following agreement of the Governance & Search Committee.

9.0 Governor Succession Planning

9.1 Chair & Vice Chair of the Board

- 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. The Standing Orders set out the nomination and election process (if necessary) for the positions of Chair and Vice-Chair of the Board.
- 9.1.2 When considering succession, regard will be given to the development of existing external 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 External 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 External 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 directly 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 terms of office for Governors is set out in the Standing Orders.

9.2.3 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 as well as their contribution and attendance record at meetings and other Colleges related events and those of potential new members of the Board.

9.2.4 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.

9.3 Chairs of Committees and Groups

9.3.1 There will be a regular review of succession planning for the positions of Chair of the Committees and Groups.

9.3.2 When considering succession, regard will be given to the development of existing external governors and of promotion from within existing membership. The Chief Executive Principal, Staff and Student Governors are not eligible to be a Committee or Group Chair.

9.3.3 If there are external governors who are interested in undertaking a Committee or Group chairing role, arrangements should be made, where possible, for mentoring, shadowing and opportunities to gain experience in chairing meetings over a period of time.

9.3.4 Whilst the Governance & Search Committee will be responsible for overseeing this succession process, it is the relevant Committee or Group which will appoint it's Chair.

9.4 Link Governor Roles

9.4.1 There will be regular review of succession planning for the position of Link Governor roles, particularly focussed on Safeguarding, SEND & EDI Link Governors.

9.5 Board Self Assessment

9.5.1 The Board will collectively undertake an annual self assessment (except during a year when an external governance assessment is required) which will include an assessment of the Board and Committee effectiveness. As part of this assessment, any succession issues and activity to address them will be identified.

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 Head of Governance. 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 Head of Governance. 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 Appraisals

- 11.1 Each governor will be given the opportunity at least 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, succession planning 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 Head of Governance to the Corporation.