

Governor & Senior Postholder Recruitment & Succession Planning

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Purpose

This document outlines governor recruitment and succession planning to ensure Corporation has the necessary skills and expertise to fulfil its statutory responsibilities and can effectively support and challenge the executive leadership team. It also considers senior postholder succession planning. It supplements the Instrument & Articles of Government (I&A) and Standing Orders.

Equality, Diversity & Inclusion

Corporation is committed to equality, diversity and inclusion and believes that it should seek to reflect the communities it serves with regards to its membership. The procedure for filling vacancies will therefore be based on a transparent process in accordance with general principles of equality of opportunity including relevant legislation.

Appointment of Independent Governors

Vacancies may arise from resignation, death, removal of a governor from office, the enrolment of a governor (other than a student governor) on a full-time course at the College and the expiry of the term of office.

Appointments will be made in accordance with governing documentation and other relevant legislation. Except for staff and student governors, governors will only be appointed by Corporation following a recommendation from Search & Governance Committee (S&G).

Where a vacancy arises (other than for a staff or student governor), S&G will consider the skills and diversity audit and outcomes of annual self/external assessments and identify any imbalances in gender, age and ethnicity. S&G will seek to engage a broad range of candidates through communities and stakeholders including local/national networks, employers and professional organisations. Potential candidates will be sought by various means including advertising locally, nationally or in specialist journals, targeted mailshots, personal nomination (by existing governors or others), consultation with appropriate organisations likely to employ, represent or know of people with the skills/expertise required and recruitment agencies. Potential candidates may be invited to observe a Corporation/Committee meeting to gain an insight into being a governor.

The process for selection will be as follows:

- Prospective applicants will be sent College information and the Governor Role Description & Person Specification. They will be asked to complete an application form and skills audit, submit a CV, provide two referees and consent to an Enhanced Disclosure DBS check.
- An informal meeting with the prospective candidate and Chair and/or Principal & CEO may be arranged if appropriate.
- Where there is more than one candidate, the Chair and Director of Governance will draw up a shortlist based on the Role Description & Person Specification and the skills & diversity audit.
- S&G will consider the applicant's application form, CV and skills audit and meet with the prospective candidate. The purpose of the meeting is to confirm that candidates have the specified skills and experience and that they understand the role and level of commitment and time needed to make a worthwhile contribution

to the Corporation. The Director of Governance will undertake due diligence on applicants to ensure they are eligible to be a governor.

- S&G will make a recommendation to Corporation concerning the applicant's Corporation membership and, if appropriate, Committee membership.
- Corporation will consider this recommendation and appoint the new governor to Corporation and a Committee as appropriate.

Principal & CEO

The Principal & CEO may choose whether or not to be a Corporation member.

Appointment of Staff Governors

One business support staff governor and one academic staff governor are nominated and elected by business support and academic staff respectively. The Director of Governance will seek nominations for staff governors, arranging an election in the event of more than one nomination, and publish the outcome. The Director of Governance will ask Corporation to confirm the appointments (formal approval is not required unless the appointment would exceed two terms of office of four years).

Appointment of Student Governors

Two student governors are nominated and elected by students. The Director of Governance will ask Corporation to confirm the appointments (approval is not required).

People Ineligible to be Governors

The following are ineligible to be appointed as governors:

- Anyone under 18 years of age (except as student governor)
- Anyone who is a member of staff of the College (other than as a staff governor or Principal & CEO)
- Those who have certain convictions or have been adjudged bankrupt, in certain circumstances
- The Director of Governance.

All new governors are required to complete a Declarations of Interests and Eligibility form on appointment and will be made aware of their responsibility to notify the Director of Governance if a change of circumstances affects their ability to continue in service.

Governor Periods of Office

Except for student governors and the Principal & CEO, governors will be appointed for a four year period. The total period of membership will normally be limited to eight years ie two four year terms of office unless the governor holds or is about to hold an office of the Corporation. Student governors are elected until the end of the academic year ie up to one year and may be re-elected.

Governor Reappointment

S&G will review Corporation and Committee membership and succession planning at least annually. The skills & diversity audit will inform these considerations, alongside the outcomes of governance self-assessment.

When the term of office of a governor is coming to an end, S&G will consider whether or not to re-appoint the governor and will make a recommendation to Corporation accordingly. Governors are encouraged to undertake a 2nd term in recognition of the fact that it usually takes some time to add value. The Director of Governance will ascertain in advance if the governor is willing to be appointed for a further term. The governor whose term of office is coming to an end will withdraw from this part of the meeting and will not take part in the discussion or voting in relation to his/her membership.

Re-appointment for a further term of office will not be automatic and instead will be made after consideration of the following:

- Value of the governor's skills, knowledge and experience to Corporation
- Quality of the governor's contribution to discussions at meetings
- Commitment to the College (eg meeting attendance and participation in training/development activities and governor liaison scheme)
- Commitment to College values (to be collaborative, aspirational, respectful, empowering and supportive)
- Continuity eg if a governor's level of governance experience at the College is required to balance out the relative experience of new governors

In addition, governors will be invited to give their views on reappointing a governor. These views will be considered by S&G prior to making their recommendation to Corporation.

Appointments to an Office: Chair & Vice-Chair of Corporation)

The Chair and Vice-Chair(s) of Corporation will be appointed for a three year term of office by Corporation in accordance with Standing Orders, confirmed annually by Corporation following a performance review. The annual performance review will be undertaken by governors with results considered by S&G prior to being reported to Corporation. Unless there are exceptional circumstances the Chair and Vice-Chair(s) terms of office will not be coterminous.

Appointments to an Office: Chair of Committees

Committee chairs will be appointed for two year terms of office by Corporation in accordance with Standing Orders, confirmed annually by Corporation following a performance review.

Where a future vacancy in an office has been identified, opportunities for shadowing by, and mentoring of, prospective future office holders will be considered alongside appropriate training & development.

Senior Postholder (SPH) Succession Planning

Corporation is responsible for the appointment of SPHs¹: SPHs will be appointed in line with the I&A and College recruitment practices. Where there is a vacancy or expected vacancy in a senior post, Corporation will:

- Advertise the vacancy nationally

¹ As at May 2024, there are four senior postholders: Principal & CEO, Deputy Principal & CEO Curriculum & Quality, COO and Director of Governance.

- Appoint a selection panel to decide arrangements for selecting applicants for interview (at least five governors including the Chair and/or Vice-Chair for the post of Principal & CEO; and the Principal & CEO and at least three other governors for other SPHs)
- Interview the applicants and where appropriate, recommend to Corporation the appointment of one of the applicants.

Administration of the Procedure

The Director of Governance will be responsible for undertaking all administrative work in connection with governor appointments and succession planning and for ensuring that all procedures are conducted in an open and fair manner.