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1. Purpose

- 1.1. The Corporation is committed to maintaining an effective and diverse Board with the skills, knowledge and experience required to support the college's strategic objectives. This policy sets out the Corporation's approach to succession planning for Governors and Board leadership roles.

2. Principles

- 2.1. The Corporation recognises that to function well it needs a diverse mix of talented individuals who:
- understand the key role they play as governors and
 - are committed to the college and the development of the organisation.
- 2.2. The Corporation 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 in ways which:
- Utilise the strengths of individual governors and enable them to contribute to their maximum potential
 - Provide continuing development opportunities which enable governors to fulfil their role and contribute to leadership capacity.
- 2.3. The Corporation will:
- Maintain an appropriate balance of skills, knowledge, experience and diversity.
 - Plan proactively for vacancies and changes in membership.
 - Support continuity while ensuring regular refreshment of membership.
 - Promote equality, diversity and inclusion in succession planning.
 - Identify and develop future Board leaders.

3. Governance Responsibilities

3.1. The Search & Governance Committee shall oversee succession planning on behalf of the Corporation. The Committee will:

- Monitor membership and terms of office.
- Review Board skills, experience and diversity.
- Consider future recruitment requirements.
- Advise the Corporation on succession planning priorities.

The Clerk shall maintain records of membership and terms of office and provide information to support succession planning.

4. Board Membership Succession

4.1. The Corporation shall maintain an ongoing review of:

- Forthcoming vacancies.
- Skills and experience requirements.
- Diversity considerations.
- Recruitment priorities.

4.2. Succession planning will be informed by skills audits, governance reviews, Board self-assessment and strategic developments.

5. Leadership Succession

5.1. The Corporation will maintain succession plans for:

- Chair of the Corporation.
- Vice Chair.
- Committee Chairs.
- Link Governor roles.

5.2. Suitable opportunities for mentoring, development and leadership experience will be provided where appropriate to support potential future office holders.

6. Review

- 6.1. Succession planning shall be considered regularly by the Search & Governance Committee and reported to the Corporation as appropriate.

This policy will be reviewed periodically by the Corporation.

7. Succession Procedure

7.1. The purpose of this Plan is to establish clear guidance to ensure a good standard of governor recruitment, appointment and succession planning to ensure effective governance. The Plan aims to establish key principles, structures and monitoring arrangements for an effective Board

7.2. This policy is based on the underlying principles that:

- The development of leadership capacity is fundamental to the delivery of the college's Strategy and places the needs of students at the heart of the planning process
- Growing its own leaders will benefit the Board by recruiting leaders who have gained experience which serving the Board and the college.
- Appointments to the Board should be subject to a formal, rigorous and transparent procedure and an effective succession plan for the Board should be maintained, to maintain an appropriate balance of skills and experience.
- Appointments and succession plans should be based on merit and objective criteria.

In establishing these processes, the Board 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.

1. Procedure

- 1.1. The Clerk of the Board 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 because of the term of office of a governor is due to expire are reported to the Search & Governance Committee in a timely manner, so that effective succession planning and search activities can take place.
- 1.2. The Clerk will maintain records for each governor to include a Governor CV/completed application form, providing details of individual skills, backgrounds, offices held and any other relevant information.

- 1.3. A governor role description together with information about becoming a governor will be kept up to date and will be made available on the college's governance webpage and therefore is readily accessible to those interested in becoming a governor.
- 1.4. All governors (except staff and student governors) will be asked to complete a skills audit as part of their appointment process and to update it on a regular basis, forming part of the annual Board self-assessment and regular governor self-assessment process. The Clerk, together with the Search & Governance 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.
- 1.5. A copy of the most recent skills audit will be provided at every meeting of the Search & Governance Committee when considering the recruitment of appointment of new members and when considering succession planning matters.
- 1.6. The Search & Governance 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.
 - Consider identifying future potential leaders from within the Board, in addition to considering the recruitment of new governors to fill future Chair/Vice Chair/committee chair/link governor vacancies.
 - 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.
 - also consider additional methods of maintaining the interest of potential new governors, such as:
 - appointment as a co-opted non-member.
 - extending invitations to college events and Governor Liaison activities

- 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 and link governors.

1.7. All governors will be asked to provide sufficient notice of resignation to allow for vacancies resulting from resignation to be reported to the Search & Governance Committee in a timely manner.

2. Methods of Recruitment

2.1. To encourage applications/interest in the role of governor, a number of recruitment strategies will be adopted including but not restricted to:

- Information being made available on the governance webpage of the college website
- Advertising via college social media channels, including LinkedIn
- Local advertising
- Targeted advertising via professional bodies/local companies and organisations
- Advertising via governance and sector recruitment websites
- 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.

3. Identification of New Governors

3.1. Any individual expressing an interest in the role of governor will be requested to complete an application form and provide relevant information about their

experience and skills. The treatment of applications is set out in the Board's Appointment of Governors and Determination Policy.

4. Appointment of New Governors

4.1. The Appointment of Governors is set out in the Instrument and Articles and in the following policies –

- Appointment of Governors and Determination Policy
- Parent Governor Appointment Policy
- Staff Governor Policy
- Student Governor Appointment Policy

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 and undergo Due Diligence checks
- Agree to be bound by the Code of Conduct approved by the Board.
- Undergo a Disclosure & Barring Service check.

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 Search & Governance Committee.

5. Induction of New Governors

5.1. All new governors will be provided with a comprehensive induction to the role and to the college.

5.2. The induction of all new governors will be co-ordinated by the Clerk to the Board. 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. It is an expectation that all governors join at least one committee.

6. Governor Succession Planning

- 6.1. When considering succession, regard will be given to the development of existing governors and of promotion from within existing membership. Existing governors will be asked if they would be prepared to put themselves forward for consideration as either the future Chair or Vice Chair or Vice Chair Designate of the Board of Governors, committee chair or link governor in good time before the end of the terms of office of the current Chair/Vice Chair/Vice Chair Designate, committee chair or link governor (see also Standing Orders).
- 6.2. If there are governors who are interested in undertaking any of these roles, arrangements should be made, where possible, for mentoring, shadowing and opportunities to gain experience of these roles over a period. It is expected that governors wishing to undertake the role of Board Chair, Vice Chair, Vice Chair Designate, committee chair or link governor will undertake the relevant development in preparation for the role, in accordance with the relevant Induction Plans for each of these roles.
- 6.3. The positions of Vice Chair and Vice Chair Designate 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.)
- 6.4. Whilst the Search & Governance Committee will be responsible for overseeing the succession process, the appointment of the Chair, Vice Chair, Vice Chair Designate and link governors is the responsibility of the Board. The appointment of committee chairs is the responsibility of the relevant committee.
- 6.5. Holders of the positions of Chair, Vice Chair and Vice Chair Designate of the Board of Governors, committee chairs and link governors will be asked to confirm their intention to be considered for re-appointment for another term of office in good time prior to the termination of their Term, should they remain eligible to do so.