



GOVERNOR RECRUITMENT, APPOINTMENT AND SUCCESSION PLANNING

Policy Statement

The Board of Governors of the City of Wolverhampton College have the 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 their communities.

The Board recognises that to function well it needs a diverse mix of individuals who understand the key role they play as Governors and 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.

Following the publication of the updated 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.

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.

1 Implementation

- 1.1 The Clerk to the Board of Governors will maintain a register of members that provides details of current membership, including categories of membership and terms of office.

This 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 Search and Governance Committee on a timely basis.

- 1.2 The Clerk will maintain a file for each Governor to include a Governors CV/application form providing details of individual skills, backgrounds, offices held and any other relevant information.

- 1.3 All Governors will be asked to complete a skills and expertise audit as part of their application and to update it at least every two years. The Clerk will use this information to undertake an

analysis of current skills on the Board. This will also be updated following the appointment of any new Governors.

1.4 A copy of the most recent skills audit will be provided at every meeting of the Search and Governance Committee when considering the recruitment or appointment of new members.

1.5 The Search and Governance Committee will consider the skills, experience, background and personal characteristics (age range, gender and ethnicity) which are desirable to be met in filling any vacancy, (including office holders e.g. Chair/vice chair). The Committee will give regular consideration to identifying future potential leaders from within the Board of Governors in addition to considering the recruitment of new governors to fill a future office holder vacancy.

1.6 The Search and Governance Committee will maintain, and regularly review, a reserve list of people interested in becoming Governors who may be appointed as future vacancies occur which match their specific skills, knowledge and experience.

1.7 The Search and Governance Committee will also consider additional methods of maintaining the interest of potential new governors in the college including:

- appointment as a co-opted member of one of the Committees
- invitations to College events
- the provision of briefings and updates

1.8 At each meeting the Search and Governance 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.

1.9 All Governors will be asked to provide sufficient notice of resignation to allow for vacancies resulting from resignation to be reported to the Search and 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 from:

- local advertising
- targeted advertising via professional bodies/local companies and organisations
- advertising via the SGOSS and search via the Inspiring Governance website
- direct approach to individuals and businesses
- direct approach to other educational establishments.
- approaches to community groups
- advertising via the Chamber of Commerce
- information being available on the College website
- awareness raising at college events

- personal recommendation
- local advertising in libraries, doctors surgeries etc.
- use of stakeholder networks e.g. staff and students
- recommendation by Governors.

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.
- 3.2 Applications received will be reviewed by the Clerk and the Chair of the Search Committee to identify individuals to be considered as potential members of the Governing body.
- 3.3 Potential members will meet with at least two members of the Search and Governance Committee and the Clerk to discuss the role further.
- 3.4 The Chair of the Search and Governance Committee will report to the next meeting of the Committee on the applications that have been received and his/her recommendations on appointment.
- 3.5 The Search and Governance Committee will review the applications and make recommendations to the Board of Governors.

4. Appointments

- 4.1 The Board of Governors shall not appoint any person as a member (other than a staff or student member) without first consulting and considering the advice of the Search and Governance Committee.
- 4.2 The Student Governor will be nominated and elected by the Student Executive Committee of the College's Student Union.
- 4.3 The staff Governor (who may be a member of the teaching staff or the non-teaching staff) shall be nominated and elected by all staff.
- 4.4 The Search and Governance Committee may advise on the process for the nomination and election of the staff and student governors.
- 4.5 The Search and Governance Committee is responsible for making recommendations to the Board of Governors on the appointment of Associate Members
- 4.6 All Governors (except the Student Governor) will be required to undertake a DBS check on appointment.

5. Succession planning

5.1 Chair and Vice Chair

- 5.1.1 There will be an on-going review of succession planning for the positions of Chair and Vice Chair of the Board of Governors.
- 5.1.2 When considering succession, regard will be given to the development of existing governors and of promotion from within existing membership.
- 5.1.3 Existing Governors will be asked if they would be prepared to put themselves forward for consideration as either the future Chair or Vice-Chair before the end of the terms of office of the current Chair/Vice-Chair.
- 5.1.4 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.
- 5.1.5 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.)
- 5.1.6 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.
- 5.1.7 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 search and advertise will be given consideration.
- 5.1.8 The Search and Governance Committee will be responsible for overseeing the succession process, but not the selection and appointment of the Chair and Vice-Chair which is the responsibility of the Board of Governors.

5.2 Governors

- 5.2.1 The expiry date of terms of office of existing governors will be staggered to assist effective succession planning and to reduce the number of forthcoming vacancies at any particular time.
- 5.2.2 The Governing body 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. Additional terms would be agreed only in exceptional circumstances.
- 5.2.3 Where a governor has specific skills and experience which the board wish to retain the Search and Governance Committee will make a recommendation that the governor should be re-appointed for a third or subsequent term of office.

5.2.4 When considering the re appointment of members of the Board of Governors, the Search and Governance Committee should consider the skills and expertise of the member eligible for re appointment and those of potential new members of the Board.

5.2.5 special meeting of the Search and Governance 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.

6 Notice Periods

5.1 The Chair and Vice Chair of the Board of Governors will be asked to confirm their intention to be considered for re-appointment for another term of office three months prior to the end of their term. They are requested to provide at least three months notice of their intention to resign from office to assist effective succession planning.

5.2 Chairs of Committees are requested to provide at least two months notice of their intention to vacate such positions in order that the vacancy may be considered at the next scheduled meeting of the Board/meeting of the Committee.

5.3 Governors are requested to provide at least two months written notice to the Clerk if it is their intention to resign before the expiry of their term of office.

7 Governor reviews

6.1 Each Governor will be given the opportunity on an annual basis to identify how he/she would like to develop their role, their aspirations as a Governor and what support would be helpful. This process will be part of the process of Governance self assessment.

8 Chair of Governors

7.1 Should an unforeseen vacancy occur in the position of Chair of the Board of Governors 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.