

Governor Recruitment, Succession and Renewal Policy 2016

Corporation Governance Framework Document

Clerk to the Corporation

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1. Introduction

- 1.1 This policy sets out the way in which Richard Huish College recruits its Governors¹ including how to apply for a position, the College's succession planning and the renewal process for membership

2. Policy Aims & Objectives

- 2.1 Richard Huish College aims to ensure that the Governing Body² is diverse, reflects the communities it serves, and has the range of skills, experience and up-to-date knowledge it needs to fulfil its role. Against this the College recognises the need to strike a balance between the continuity of its experienced and established members and the fresh perspective a newly appointed governor may bring. This recruitment process is designed to ensure that the College has a clear and effective system for recruiting new governors.

3. Policy Statement

- 3.1 The College has a pro-active approach to governor recruitment, which seeks to ensure that the Governing Body and its Committees have the most suitably skilled people.
- 3.2 The Search and Governance Committee has overall responsibility for recruitment of governors and makes its recommendations to the Governing Body, the appointing authority.
- 3.3 Each Committee has a terms of reference, which is designed to take account of the nature of its work and its role within the Governing Body³ structure. The terms of reference, reviewed annually, demonstrate the collective skills and expertise each Committee requires to carry out its duties and responsibilities.
- 3.3 The College recognises that there may be times when none of the candidates meet all the criteria of the person specification for a particular role. In such circumstances consideration may be given to recruiting an otherwise suitable candidate who is willing to undertake training to fill a skills gap.

4 Membership

- 4.1 Membership of each Committee will vary according to its terms of reference and role. The Governing Body currently has a maximum determination of **20** full members (as per the Instrument and Articles) and an agreed number of co-opted governors as determined by the Search and Governance Committee.
- 4.2 The Richard Huish College Corporation has determined that the Board should comprise up to 20 members at any given time, currently:
- Four Foundation members
 - Two Parent members
 - Principal
 - Two Staff members
 - Two Student members
 - and up to nine other members

¹ The term Governor is used interchangeably with that of Member

²The Governing Body/Board has the overall responsibility and accountability for the College

³ The term Governing Body is used interchangeably with that of Board

4.3 In addition to the criteria specified in the Instrument of Government and Articles, a person is not eligible to become, or continue as, a governor if they:

- have been adjudged bankrupt or are the subject of a bankruptcy restriction order,
- have made a composition or arrangement with creditors,
- are convicted of any offence and has received a sentence of imprisonment, whether suspended or not, for a period of three months or more, without the option of a fine,
- have absented themselves from meetings for a period of three consecutive meetings of any Committee or Full Governing Body without the permission of the Governing Body,
- are unfit or unable to discharge the functions of a member,
- have been removed from office of an education institution's governing body,
- have been disqualified from acting as a charity trustee in accordance with the Charities Act 2011,
- present a significant risk to the health, safety or welfare of children or vulnerable adults,
- have engaged in activity that is prejudicial to the reputation and integrity of Richard Huish College.

5 Audit of Skills/Experience of Members

5.1 The Governing Body will maintain an audit of members' relevant skills and experience. The assessment of the desirable skills and experience required for the Governing Body will be carried out by the Search and Governance Committee and reported to the full Board of Governors as part of the business of the Committee in the usual way.

6 Attracting External Governors

6.1 The College aims to attract a broad range of applicants for governor vacancies and will use a variety of methods to achieve this aim. These include:

External Advertisement

School Governors One Stop Shop (SGOSS)

REACH (Retired Executives Action Clearing House)

6.2 At the same time as registering the vacancy at the offices of any of the above, the College may advertise the vacancy externally in one or more of the following:

- local press,
- targeted advertising in more specialised journals to redress a specific skill gap or under-representation for example: professional journals, black and minority ethnic press, occupational journals,
- through membership of various fora.

6.3 The College recognises that there may be access to potential governors through the personal networks of its existing members. In such cases, any prospective candidate will be required to apply in the normal way and will be assessed against the agreed criteria. The College will also take steps to attract interest from prospective future members through its own events or its attendance at other events

Parent, Student, Staff and Foundation Governors

- 6.4 Parent members, the Board will advertise the vacancy through mail shots and through information placed on its website.
- 6.5 Student members: the Board will liaise with the Student Union at the College.
- 6.6 Staff members: the Board will liaise with the staff representative group at the College.
- 6.7 Foundation members: the Board will contact the Richard Huish College Foundation Trustees and seek a nomination from them.

The Board will specify the skill, experience, or expertise desirable in the person to be appointed (not applicable for 6.7).

7. Member Renewal

- 7.1 To maintain a balance between the number of experienced and new governors the College aims for a steady renewal and turnover within its Governing Body.
- 7.2 To achieve this, the College has adopted the following:
- each governor is appointed for a fixed term of four years,
 - each governor may serve a maximum of three fixed terms of service - to an overall maximum of twelve years.
 - Members may be considered for re-appointment beyond three terms if,
 - (i) they have demonstrated excellent commitment to the Corporation in terms of attendance and contribution to meetings,
 - (ii) they have special skills that would be otherwise difficult to find; and
 - (iii) their level of governance experience is required to balance the relative inexperience of a number of new members; or
 - (iv) they chair a Committee and the appointment of a successor would be difficult,
 - Where a member is re-appointed beyond three terms, the re-appointment should be for two years at a time until, the matters described from (i) to (iv) above are no longer relevant as determined by the Corporation, following a recommendation by the Search and Governance Committee.

8. Co-opted Governors

- 8.1 As part of the recruitment process, new governors can be initially elected as co-opted governors (CG); there may be occasions where a particular skill set is needed and full governorship is offered immediately.
- 8.2 The term of office for a CG is for up to one year, at the end of which the appointment is automatically terminated, unless the Search and Governance Committee recommend that the CG be invited to renew their appointment as a CG for another term of up to one year, or they are appointed as a full governor for four years. Being a CG does not confer the automatic right to become a full governor should a vacancy arise.
- 8.3 There is no maximum number of terms that a CG may serve (because as an example, the CG may be needed and willing to provide on-going specialist expertise, but have no wish to become a full governor). Time spent being a CG will not be counted towards any subsequent term of office as a full governor.
- 8.4 The purpose of appointing new governors as CGs is it:
 - (i) allows potential full governors to become familiar with the College and allows both parties to assess their suitability for this role;

- (ii) provides a resource of potential full governors. (Full governors will be appointed according to the needs of the board rather than as 'next in the queue),
- (iii) adds expertise to a particular committee, which in this instance could mean the CG would remain a CG until such time as it was mutually agreed they would step down.

8.5 CGs are not required to undertake comprehensive governor training or assessment though may do so if they wish. CGs wishing to become full governors will be expected to communicate this wish to the Clerk, from which time they will be expected to make themselves available for an assessment interview and attend training sessions.

8.6 All governors whether full or co-opted are expected to:

- (i) join at least one Committee,
- (ii) adopt the Code of Conduct and Nolan's seven principles of public life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership) in carrying out these responsibilities.

8.7 CGs have full voting rights on Committees but are not required to attend Corporation meetings, where they do not have a vote, although they may attend as an observer, if they wish.

9. Recruitment Process

When a Vacancy Occurs (or a particular skill requirement is identified for a specific Committee)

9.1 The Search and Governance Committee will determine the following:

- (i) The profile for the vacancy, which sets out clearly the role, key tasks, responsibilities and obligations of the position of governor, together with the time commitment required.
- (ii) A person specification for the vacancy to specify any qualification, training, experience, knowledge, skills and personal qualities needed to achieve the agreed Governing Body/Committee profile.
- (iii) The recruitment process including any specialist advertisement requirements – taking account of equality and diversity issues and the Governing Body's need to reflect the communities it serves.

10. Information sent to Prospective Candidates

10.1 All prospective candidates, for either full or CG, will be sent a letter giving details of who to contact for further information, the application deadline and an information pack comprising:

- Equal Opportunities Monitoring form,
- Governors' Recruitment Guide with a role profile,
- Instrument and Articles of Government,
- information as agreed by the Search and Governance Committee, and
- other relevant documents appropriate to the vacancy.

11. Applications

11.1 All prospective candidates are required to respond with the following information:

- an up to date CV and a covering letter,
- justification of their ability to meet the requirements of 8(ii),

- an Equal Opportunities Monitoring form, which should be submitted soon after the initial enquiry/approach,
- parent, student and staff members are nominated by the appropriate groups and in these cases the nomination for appointment must be accompanied by a CV and other supporting information as requested by the Search and Governance Committee.

All applications received are acknowledged and a written record maintained by the Clerk.

12. Shortlisting

- 12.1 A panel of governors (minimum: the Chair /Vice Chair of Corporation, the Chair/Vice Chair + one member of the Search and Governance Committee, and the Principal) will decide the applicants / nominees for interview. The Clerk to the Corporation will attend any meeting to discuss this matter.
- 12.2 Applicants are short-listed against a selection checklist based on the skills required for a particular vacancy.
- 12.3 The Clerk will advise the panel on the eligibility of applicants, particularly in respect of any conflict of interest.

13. Selection

- 13.1 A panel of governors (drawn from the Chair/Vice Chair of Corporation, the Chair/Vice Chair and other members of the Search and Governance Committee, and the Principal).
- 13.2 All short-listed applicants will be invited for an interview with the panel. Prior to the interview the panel will agree the format of the interview. The interview will be chaired by the Chair/Vice Chair of the Search and Governance Committee and recorded by the Clerk. All interviews will be conducted in an objective and professional manner and in accordance with this policy.
- 13.3 Following the interviews the panel will identify the candidate(s) who best match the agreed criteria and a paper will be prepared for the Search and Governance Committee. The Search and Governance Committee will decide whether to recommend the appointment or not. Applicants will be informed of the decision taken. If the Search and Governance Committee agrees to recommend the appointment a paper will be prepared for the Corporation in support of the application.

14. Appointment

- 14.1 On appointment, new members are sent a letter to confirm their appointment giving details of the nature of the appointment, initial contact information and details of the Committee they are to join and the dates for forthcoming meetings.
- 14.2 Arrangements are also made at this stage for the new governor to sign the Declaration of Interest form and Eligibility statement.
- 14.3 The College will conduct an induction session for new governors where they can learn more about the College, their duties, responsibilities and have the opportunity to visit the College.
- 14.4 Co-opted governors will subscribe to the same recruitment process and have to fulfil the same obligations as full governing body members.

- 14.5 All newly recruited governors are provided with a suite of documents as agreed by the Search and Governance Committee.

15. Re-Appointment upon expiry of term of office

- 15.1 Re appointment at the end of a term of office is not automatic. (See paragraph 7)
- 15.1 The Clerk will ascertain no later than three months before the expiry of the term of office, whether he/she wishes to seek re-appointment.
- 15.2 Where reappointment is sought, the Search and Governance Committee will make a recommendation to the Board. Where the Board determines to make a re-appointment, the Clerk will confirm the appointment, the term of office and any other conditions attached to the appointment letter.

16. Parent Governor: Nomination and Appointment

- 16.1 Nomination - On the expiry of the term of office or on the resignation of a parent governor, the Clerk will invite parents/formal guardians of College students under the age of 19 years to stand for election as a parent governor.
- 16.2 All parents of a student of the College under the age of 19 years will be eligible to stand for election, subject to providing any personal information requested by the Search and Governance Committee such as a curriculum vitae, personal statement, supporting letter etc.
- 16.3 Subject to receipt of personal information requested by the Search and Governance Committee, all parents of a student of the College under the age of 19 years will be able to participate in the election from the nominated candidates.
- 16.4 The election shall be by secret ballot; if there are insufficient parents willing to stand for an election, the Board may take as nominated, the person who was willing to stand.
- 16.5 If the ballot of parents results in a tied vote, the Search and Governance Committee will interview the candidates who received equal votes. The Committee will take into account the skills and supporting letter provided by each nominated candidate in reaching a recommendation for appointment. The recommendation for appointment will take due account of the skills which the nominated candidate will bring to the membership of the Corporation and those required for the Corporation to effectively carry out its statutory duties.
- 16.6 A parent governor at the end of their term of office may seek re-nomination providing they are still eligible as a parent of a student under the age of 19 years, or may seek re-appointment in a different category if there is a vacancy.
- 16.7 The parent so nominated will become a governor subject to the approval of the Corporation by majority vote at one of its meetings. The term of office of a parent governor will be four years whether or not they continue to have a son or daughter under the age of 19 years who is a student of the College.

17. Staff Governor: Nomination and Appointment

- 17.1 Nomination - On the expiry of the term of office or on the resignation of a staff governor, the Clerk will invite the College staff to nominate a staff member to become a governor.
- (i) All staff of the College (part-time and full-time, academic and support staff) will be eligible for nomination.
- (ii) All staff of the College (part-time and full-time, academic and support staff) will be able to participate in the election from those nominated.
- (iii) The election shall be by secret ballot: it shall otherwise be for the College staff to decide how they wish to conduct the election.

- (iv) A staff governor at the end of their term of office may seek re-nomination through the election process.

17.2 The staff member so nominated will become a governor subject to the approval of the Corporation by majority vote at one of its meetings. The term of office of a staff governor will be four years. The voting results of the staff governor election will be communicated to College staff.

18. Student Governor: Nomination and Appointment

18.1 Nomination - On the expiry of the term of office or on the resignation of a student governor, the Clerk will invite (through the Student Union), the College's students to nominate a student to become a governor.

- (i) All students of the College will be eligible for nomination.
- (ii) All students of the College will be able to participate in the election of the nominee.
- (iii) The election shall be by secret ballot; it shall otherwise be for the students to decide how they wish to conduct the election.
- (iv) A student governor at the end of their term of office may seek re-nomination providing they are still eligible as a student of the College.

18.2 The student so nominated will become a governor subject to the approval of the Corporation by majority vote at one of its meetings. The term of office of a student governor will normally be one year.

19. Foundation Governor: Nomination and Appointment

19.1 The Governing Body should comprise four foundation members, as calculated in accordance with the Instrument of Government (Corporation membership 15-20).

19.2 The Corporation will contact the Trustees of the Richard Huish College Foundation and seek a nomination from them. The RHC Foundation Trust can nominate a governor from the Corporation or an external person.

19.3 The Search and Governance Committee will recommend the nominee for Corporation approval. The RHC Foundation will formally approve the appointment at an ordinary meeting.

19.4 The RHC Foundation will remain independent of the RHC Corporation, and where required, conflicted Trustees will declare an interest and be unable to vote on decisions.

20. Confirmation of Appointment

20.1 The Clerk will confirm all appointments, the term of office and any other conditions attached to the appointment by letter.

21. Succession Planning

21.1 Succession planning is a way of ensuring a governing body remains effective by maintaining a steady supply of members with relevant skills and attributes.

21.2 It is important that the College prepares for succession either for its general membership or with particular reference to key leadership roles. In the latter case, the Governing Body may identify a suitable candidate within the Governing Body to fill a future role and provide any training necessary for the individual to fulfil that role. Succession planning for key roles is most effective when governor 'Development Reviews' are part of the governance process.

21.3 As part of its role, the Search and Governance Committee reviews the Governing Body membership and identifies governors whose term of office is near completion. As part of that review, the Search and Governance Committee will assess whether to renew memberships of existing governors based on the requirements at that time and, if vacancies arise, whether an existing CG has the skill set of the vacancy created to be confirmed as a full member. All parties will be advised of the outcome of these discussions and recommendations made to the Corporation.

22. Position of Corporation Chair and Vice-Chair(s)

- 22.1 The positions of Chair and Vice Chair(s) of the Governing Body are for a one year period after which time the posts will be open to all full governors⁴.
- 22.2 As part of the succession planning, the governor development process and the discussions at the Search and Governance Committee, the chair of governors will usually be identified from existing members. Any members who wish to be considered for the position of chair but feel they do not have the necessary experience may be mentored by an existing chair until they acquire the experience for the position. The Corporation operates an election process for these positions.
- 22.2 The Governing Body has agreed to have up to two vice chair (VC) posts. As part of the VC election process each governor has two votes, to be cast for two different people. The two governors with the highest number of votes will be appointed. Should there be a tie; the Chair of Governors will be asked to make a casting vote, rather than voting for a third person. Candidates must not vote for themselves.
- 22.3 Following a revision to the Instrument and Articles of Government and the subsequent adoption of the Urgency and Efficiency policy, to enable decisions to be taken outside of meetings, nominations and voting can be done electronically and taken to the subsequent Corporation meeting for ratification/approval.
- 22.4 The nomination/election process will take place towards the end of the academic year with requests for nominations being advertised. Should there be more than one nomination for either role, the nominees' applications will be put to a vote. The endorsements of these appointments will normally take place at the July Corporation meeting, to take effect from the beginning of the academic year. (1st September).
- 22.5 All Committees are invited to appoint a vice chair, which may change from time to time as agreed within the Committee. This can afford some governors with the experience to move into the position of chair. The vice-chair (if present and the meeting quorate) should ensure that the meeting starts on time in the event that the chair is delayed. The positions of chair and vice chair on Committees follow a similar process to that described above, with the nominees being existing members of the Committee.
- 22.6 The position of vice chair does not automatically confer the right to be chair should the vacancy arise. As with other positions, an election process is in place when the vacancy arises.

⁴ Neither the Principal nor any staff or student member shall be eligible to be appointed as Chair or Vice-Chair or to act as Chair in their absence

23. Committee Membership

- 23.1 Membership to Committees is usually on a one-year term, however, governors may submit a request to the Clerk to change Committees if they wish. At the end of the relevant academic year, the Clerk asks members to confirm whether they wish to remain as members of their particular Committee, or whether they wish to move to another Committee, subject to their being a vacancy on the chosen Committee. Changes are considered at the Search and Governance Committee and advised at the last full meeting of the Governing Body for the following academic year.
- 23.2 New governors are actively encouraged to participate in all Committees⁵ so that they can gain an insight into the work of other Committees.

24. Performance Measures and Targets

- 24.1 The College has a 'Development Review' system and this will prove useful in succession planning and identifying training. Individual governor Development Reviews provide an opportunity for both the individual and the Chair to have an informed discussion on the governor's development, together with identifying any necessary training requirements. Individual Development Reviews will normally be conducted every two years.
- 24.2 CGs will be appraised after the initial 12 months, if they are re-appointed as a CG and/or they have declared their wish to be considered for a position as a full governor.
- 24.3 In addition, governors carry out an annual self-assessment on their effectiveness; this is a useful tool in assessing the performance of the Governing Body as a whole and also as individuals.
- 24.4 The Governing Body annually sets Key Performance Indicators which are monitored and reported on. The KPIs may change according to regulatory requirements.

25. Responsibility and Reporting Arrangements

- 25.1 Written records will be kept at each stage of the recruitment process and maintained by the Clerk.

26. Monitoring and Review Arrangements

- 26.1 This policy is reviewed every two years in line with other documents relating to governors.

27. Associated Documents

The Policy should be read in conjunction with the following documents:

- Standing Orders
- Governor Development Review Policy

⁵ With the exception of the Remuneration Committee which is by invitation only