GOVERNOR RECRUITMENT AND SUCCESSION PLANNING POLICY

The RNN Group Board recognises that to function well it needs a diverse mix of talented people who understand the key role they play as Governors, whose commitment and contribution to the organisation is developed and whose performance collectively and individually is the subject of self-assessment. It aims to keep a balance between refreshing its membership, maintaining experience and knowledge and having the right people on board to fulfil the Group's strategy and goals at a particular time. It will keep its recruitment, membership and succession under regular review for these purposes. This policy document sets out how this intention will be put into practice and will itself be kept under review.

Purpose

This policy is designed to:

- Ensure that there are strategies in place to provide current Governors with training and support to fulfil their roles and move into key governance roles if desired when the opportunity arises
- Ensure that vacancies are publicised in transparent and appropriate ways to make them known as widely as possible
- Attract Governors of a suitable calibre and diversity to support the Group's business and inform and enrich debate.

1. Principles

The RNN Group Board is committed to reflecting the diversity of people and communities the organisation serves, to ensure it has the breadth of insight and experience needed to govern a genuinely inclusive and successful organisation. As part of the Board's 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. Governance practices, including meeting arrangements and communications, will strive to reflect best practice to ensure inclusion and remove any barriers to participation.

For existing Governors:

- Seeking appropriate levels of expertise including institutional memory by adopting a flexible approach to appointments
- Put in place training and regular briefings to support existing Governors
- Use of a skills and diversity audit to ensure a diversity of skills and experience to support the Group vision and mission and ensure good governance

New appointments:

- are made following governance best practice models of appointment and abide by the Nolan Principles
- will be based on skills and experience

- going forward will aim to address any imbalance in equality such as gender, ethnicity and other protected characteristics

  We will:
  - be clear in our recruitment publicity that the Group is committed to transparent recruitment to the Board
  - recognise the potential that less experienced candidates may offer
  - make clear the time commitment for the role, and support that is available to new appointments
  - make clear that there is equal opportunity for all candidates

Recruitment

1. The Director of Governance will maintain a membership statement which shows current membership, terms of office, a summary of individual skills, background, offices held and any other relevant information. The Search, Governance and Remuneration Committee will use this at each meeting to review the membership position, vacancies and any future dates at which there may be changes to key offices such as Chair, Vice-Chair and Committee Chairs
2. The Committee will consider the skills, experience, background, any conflicts of interest, and protected characteristics for filling any vacancy
3. The Director of Governance and members of the Committee as appropriate will pursue possibilities for new members based on this needs assessment. Personal contacts, advertising, approaches to professional, trade or community organisations, the use of volunteer bureaus and Governor recruitment agencies will all be considered for use
4. Vacancies will be publicised in transparent and appropriate ways to make them known as widely as possible
5. A statement about the role of a Governor will be kept up to date and will be provided to those interested in becoming a Governor. Information about becoming a Governor will be placed on the Group website
6. A person under consideration to join the Board will be asked to provide a CV and will meet with the Chair, CEO and Principal, and another Governor from the Search, Governance and Remuneration Committee and the Director of Governance to discuss the role prior to their name being put forward to the Board
7. The Board may also use the services of a search and recruitment agency to advertise vacancies and the Chair, CEO and Principal, and another governor will work with the agency to shortlist and interview
8. Recruitment procedures are explained in the Board's Standing Orders

Process for the Election of Staff Governors

There shall be two Staff Governors elected by all staff. Staff governors can be either Governors of the teaching or business staff and to be eligible for appointment must have a contract of employment (full or part time) with the Group. The appointment to the post of Staff Governor shall be in accordance with the Instrument of Government.

The process for the election of Staff Governors is:

1. The Director of Governance will advertise the vacancy for Staff Governor to all staff at least eight weeks before the role is vacant
2. A nomination form must be completed along with a personal

statement and the signatures of two members of staff who are prepared to act as the proposer and seconder to the nomination

3. Nominations are returned to the Director of Governance by the published deadline
4. Elections will be held where more than one nomination form is received for the vacant position. The election will take place by electronic ballot and details will be circulated to all members of staff eligible to vote after the close of nominations. In the event that only one nomination form is received at the close of nominations, then the person nominated will stand elected unopposed without there being a ballot
5. Staff Governors are elected for a four-year term of office or until the member ceases to be a member of staff, whichever is earlier**.**

Student Governors

There shall be two Student Governors appointed in accordance with the Instrument of Government.

The process for the appointment of Student Governors is:

1. The Student Services team annually publicizes opportunities for Student President, Student Union and Student Governor vacancies in the summer term for the following academic year
2. Nominations are returned to the Student Services team and following interviews and a meeting with the Chair of the Board and the Director of Governance the Student Governors are selected

3.Student Governors are elected for a one-year term of office or until the student ceases to be a student of the Group, whichever is earlier.

Induction

1. All new Governors will be provided with an induction to the role and to the Group from the Director of Governance, involving other Group staff as appropriate
2. Specific induction training will be provided to student and staff Governors, tailored to their needs
3. There will be a discussion about which committees a Governor will join and activities that they will become involved in to best use their skills and experience and for their development
4. A new Governor can be given the name of another Governor who will be available as a mentor to give peer support for their first year

Training and development

1. All Governors will be invited to attend induction sessions with new Governors as a refresher, should they wish
2. An annual programme of activities for internal Governor training and development will be prepared by the Director of Governance and agreed by the Search, Governance and Remuneration Committee. Governors are asked to participate in three or more events outside of the boardroom annually
3. Governors will be encouraged to register to receive Association of Groups (AoC) Governance briefings

4. An annual appraisal by the Chair/Vice Chair(s) will be undertaken which will include an opportunity to discuss their development and aspirations as a Governor, and what support would be useful. Between these times the Chair and Vice Chair(s) are available for meetings and support
5. Governors are encouraged to link to areas of the Group or to engage in activities such as working groups, monitoring of target meetings and attendance at Group events to increase their knowledge of the Group and its work
6. Other training and development activities for Governors provided by other organisations will be publicised by the Director of Governance (including AOC regional events and webinars)
7. Where a future vacancy in an office has been identified, opportunities for shadowing by prospective future office holders, or the advance appointment by the Board to that position to allow for development and knowledge sharing before the person takes up office will be considered
8. The position of Vice-Chairs of Committees or of the Vice-Chair of the Board may be considered as possibilities for development

Renewals

1. Governors are eligible to join the Board for a maximum two terms of four years of office. When considering renewals, the Search, Governance and Remuneration Committee will look at a number of areas including skills and experience appropriate to the business of the Group, engagement and contribution to the Board, institutional memory, commitment and attendance at Board and Committee meetings, board profile and reference to the skills audit and skills gaps identified.

Succession planning supported by self-assessment

1. The Board collectively will undertake self-assessment annually. As part of this assessment, any succession issues and activity to address them will be identified
2. Each Governor annually will participate in an individual self-assessment of their performance against a framework and an appraisal by the Chair or Vice-Chair(s). Individual self-assessment will include an opportunity to identify how the Governor would like to develop their role and what support to do so would be useful. Individual self-assessments may be used to contribute to the annual Board self-assessment. Every three years the Board will participate in an external governance review to assess its performance.

Date	Version	Summary of changes	Changes made by
21/09/2026	3.0	Inclusion of the diversity audit, time commitment for the role, consideration of conflicts of interest, student governor appointment process, governor engagement	Search, Governance and Remuneration Committee

11/09/2024	2.0	Updates around protected characteristics, principles of succession planning, inclusion of Vice-Chairs, renewals process for existing Governors, process for the appointment of Staff and Student Governors	Search, Governance and Remuneration Committee
08/07/2020	1.0	Policy drafted	Search, Governance and Remuneration Committee