

Governor Recruitment and Selection Policy and Procedure 2023-24

1 Overview Information

Lead Responsible:	Clerk to the Corporation and Company Secretary
Approval Dates for Revisions:	
Academic Board/College Leaders	na
Equality Impact Assessment	
Governor Committee: SG	25 May 2023
Governing Body	12 July 2023
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Purpose and Scope

1. Recruiting and selecting the right Governors is of paramount importance to the continued success of the College. This Governor Recruitment and Selection Policy ("the policy") sets out how to ensure, as far as possible, that the best Governors are recruited on merit and that the recruitment process is free from bias and discrimination.
2. It is the responsibility of all Governors and staff involved in recruitment and selection to ensure compliance with this policy. Advice is available from the Clerk at each stage of the recruitment process.

Principles

3. All Governor appointments must be based on merit, with the aim of recruiting the best candidates for posts within the Board and with full regard to the Equality Act 2010.
4. Candidates will be treated fairly, equitably, with respect and courtesy so that their experience of the College is positive, irrespective of the outcome. The recruitment process plays an important role in maintaining the reputation of the College.
5. The recruitment of Governors with disabilities is encouraged and reasonable adjustments will be made, as necessary, at all stages of the recruitment process to help achieve this aim.
6. Documentation relating to applicants will be treated confidentially in line with the General Data Protection Regulation (GDPR). Applicants have the right to access any documentation held on them under the legislation. In accordance with our Data Retention Policy, recruitment documentation will be retained by the Clerk for a minimum of 6 months from the date an appointment decision is notified.
7. All Governor appointments will be recommended to the Governing Body by the Search, Governance and Remuneration Committee.

New Governor recommendations

8. Governors are encouraged to recommend any suitable candidates to the Search, Governance and Remuneration Committee, via the Principal, Clerk, Chair/Vice Chair of the Committee or any other member of the Committee.

Advertising the role

9. The Clerk shall conduct an annual skills audit of the Board, in order to determine which skills are required by future Governors.
10. The College website shall display an ongoing advertisement for Governors, which will include:
 - a) the number of Governors currently being sought, for the current and next term
 - b) the required skills by the current Board
 - c) the protected characteristics that are lacked by the current Board.
11. Ensuring that:
 - a) Criteria that impact disproportionately to the disadvantage of specific groups may be discriminatory under the Equality Act 2010 and must be avoided at all times.
 - b) The type of experience required of applicants should be specified. However, avoid stipulating the length of experience unless it can be objectively justified. This is because the quality of

experience is more important than its length and the Equality Act makes such stipulation unlawful unless objectively justified. Remember that experience may be transferable from one area of work to another so specifying skills is likely to be more effective than specifying a narrow definition of experience.

- c) Criteria which are subjective, and for which little evidence is likely to be obtained through the selection process should be avoided. For example, selection criteria such as 'a flexible approach' is too vague to be properly assessed.
 - d) Extreme care must be taken if physical requirements are specified. The Equality Act requires employers to make reasonable adjustments to a workplace or the way a job is carried out to make them suitable for disabled people. It is therefore important that any physical requirement is stated with these considerations in mind.
12. In certain circumstances it may be more effective to use a recruitment agency. This must be discussed and agreed with the Search, Governance and Remuneration Committee in advance. For senior and some very specialist positions, a head-hunting organisation may be used.
13. The appropriate role description(s) (**Appendix I**) will be provided to all applicants, along with the Governor's Code of Conduct.

Shortlisting

14. The Clerk will present any appropriate new Governor applications, along with any recommendations by other Governors, to the Search, Governance and Remuneration Committee for their consideration.
15. The Committee will assess the relative merits and skills of the candidates in order to select any candidates to be shortlisted, declined or considered at a later date.
16. The College has been accredited with 'Disability Confident' status and any applicant who has disclosed a disability and meets the essential criteria will be guaranteed an interview.
17. Shortlisted applicants will be informed of the outcome within 7 days of the Committee meeting and invited to interview.
18. Shortlisted candidates will be asked to declare:
- a) Their eligibility for membership of the Governing Body (Clause 8 of the College's Instrument and Articles)
 - b) That the automatic disqualification rules for charity trustees and charity senior positions do not apply
 - c) That they know of no reasons that the Disclosure and Barring Service (DBS) may reject their application for an enhanced DBS check.

Interviewing

19. A selection panel which consists of, at least, the Chair of Governors, Vice Chair of Governors, Principal and Clerk will interview the shortlisted candidates.
20. The interview should establish:
- a) Suitability as a Governor
 - b) Appropriate skillset and/or experience
 - c) The Committee(s) at which their specialisms would be best utilised
 - d) Potential Chair/Vice Chair opportunities
 - e) Potential Link Governor role(s)

- f) Availability to fulfil any pre-agreed roles.

Recommendations to the Board

- 21. The Search, Governance and Remuneration Committee will recommend all appropriate, shortlisted candidates to the Board for a 4-year full Term of Office.
- 22. This will take place at the next Full Governing Body meeting, via the minutes of the Committee meeting and any additional notes from the interviews.
- 23. Successful applicants will be informed of the outcome within 7 days of the Board meeting.

DBS check

- 24. New Governors will not be eligible to visit any of the College campuses unattended, until they have completed an Enhanced Disclosure and Barring (DBS) check.
- 25. This will be undertaken through the HR Team as part of the post-appointment process. The Disclosure and Barring Service makes decisions about who will be barred from working with children and vulnerable adults and the College has no discretion on this matter.
- 26. Original identification documents should be witnessed by the Clerk before DBS checks can be completed.

Additional roles

- 27. Additional roles include:
 - a) Chair of Governors (usually appointed for this purpose)
 - b) Vice Chair of Governors
 - c) Chair of Committee
 - d) Vice Chair of Committee
 - e) Link Governor.
- 28. The Search, Governance and Remuneration Committee will recommend all Chairappointments and the Safeguarding Link Governors to the Board.
- 29. Vice Chairs are appointed by each Committee, with support from the Search, Governance and Remuneration Committee, as appropriate.
- 30. The term of office for additional roles will be up to four years, to align with the end of the Governor's current term of office.

1. Core Governor role description and person specification

Purpose of the role

As a member of the Corporation of Capel Manor College, to play a full part in College governance, including:

- setting the strategic direction of the College
- appointing senior posts (the Principal and Clerk to the Corporation) and overseeing their performance.

To work with other Board members to ensure the effective and efficient use of resources, the solvency of the institution and Corporation and the safeguarding of their assets:

- assigning roles and responsibilities
- establishing and modelling the College's values and ethos
- ensuring that appropriate systems are in place to achieve the College's strategic aims, maintain and improve the quality of service effectively, manage risks and monitor strategically performance in all these areas
- developing leadership
- ensuring accountability.

On request, to provide independent but non-executive support to the Principal and senior leadership team on any issues affecting the governance or strategic management of the College.

To act as an ambassador for the College.

Principal duties

- Preparing for and participating in Governing Body meetings (normally three per year in the evenings).
- Serving on at least one Committees (as appointed) (see list below).
- Preparing for, attending and participating in (mainly termly) meetings of:
 - the Corporation, at various campuses
 - at least one Committee, as a remote, online meeting for:
 - Finance and Resources Committee
 - Audit Committee
 - Academic Committee
 - Search, Governance and Remuneration Committee
 - Estates Committee
 - Strategy Committee.
 - the annual Strategic Away Day.
- Representing the Governing Body at appropriate public and private events at which important stakeholders are present, including student awards ceremonies, open days and other external events
- Attending training as required. In-house training seminars (including updates on important developments affecting the College) are arranged prior to Governing Body meetings along with online training modules.

- From time to time a Governor may also be asked to contribute his or her expertise to a task-and-finish group established by the Corporation or by College management or to serve in a non-executive capacity on a standing College committee.
- Governors may also be asked to participate in senior post holder appointments, the letting of major contracts or disciplinary process appeals.
- We estimate that the time commitment required of each Governor is 10 hours a month.
- All Governor posts are not remunerated but travel expenses can be claimed via the Clerk.

Personal specification

Essential criteria:

- Confirmation that they are not disqualified from becoming a charity trustee under the automatic disqualification rules.
- Able to attend Governing Body meetings, and to participate in other College events and training sessions as required.
- Passionate about education and able to act and think strategically to facilitate the difference that it can make to individuals and communities.
- An effective communicator, able to support, encourage, challenge and persuade colleagues and stakeholders.
- Able to strategically analyse and understand complex problems from a variety of different points of view.
- Comfortable with the routine use of technology
- Committed to Capel Manor College's Strategic ambitions.
- A commitment to equality of opportunity.

Desirable criterion:

- Keenly interested in education, the environment and/or one or more land-based/environmental industries.

Other information

An appointment as a Governor of Capel Manor College is a public appointment. All Governors are required to abide by the Corporation's Code of Conduct, which is based on the seven principles of public life (the 'Nolan' principles): selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

All Governors, including Staff and Student Governors, work on a voluntary basis. The College meets reasonable out-of-pocket expenses (such as travel expenses) incurred by Governors in the performance of their duties.

Each Governor is appointed for a term of up to four years (staff and student Governors – up to two years). This term may be extended for a further period of up to four years by mutual agreement. Exceptionally, the Corporation may invite a Governor to continue in membership for further terms where the Governor possesses particular skills or relevant experience that the Corporation prefers not to lose.

In making and considering the extension of appointments, the Corporation will have regard not only to the skills and knowledge of each individual candidate but also to the balance of skills and knowledge available to the Board as a whole, including the extent to which the Board has access to the views of different stakeholder groups.

Each Governor is required to make an annual declaration of eligibility and to declare any interests that might be seen as potentially influencing his or her behaviour as a Governor. Each Governor is also required to agree to an enhanced Disclosure and Barring Service (DBS) check on appointment, and to declare any interests that they may have which will be entered into a publicly available Register.

The Corporation recognises the importance of full attendance at meetings and accepts that the professional business commitments of Governors may, from time to time, result in absences from formal meetings.

The Instrument of Government specifies that consecutive absences can result in the Governor being removed from office. Therefore, it is important that all Governors are aware of the steps that need to be taken in notifying absences and how the Chair of Governors will need to respond in the event of having to answer any questions about the attendance record of an individual Governor.

The procedure, agreed by the Corporation at its meeting on 2 July 1996, sets out how attendances will be recorded, monitored and publicised.

1. All attendances will be recorded by the Clerk and maintained in a register which will act as the composite record of attendance of each meeting of the Governing Body and its Committees so that overall attendance can be monitored.
 3. Apologies for absence should be given to the Clerk in advance of any meeting so that the Chair can be appraised of likely attendance.
 4. Any Governor approaching the point at which their continued membership may need to be decided following absence from consecutive meetings shall be contacted by the Clerk and alerted to this fact before the meeting after which continued membership might be called into question.
 5. Should a Governor's continued membership need to be decided due to continued absence, the Clerk will inform the Chair. In turn the Chair will put the matter to the Governing Body in order to establish whether the Governor should be removed from office, after taking into account any special circumstances which may have led to the absences.
 6. Following the Governing Body deliberations, the Clerk will contact the Governor concerned conveying the decision of the Board.
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2. Additional role requirements

Chair of Governors

Purpose of the role

To **provide** the leadership that will ensure that:

- the Corporation of Capel Manor College (the Governing Body) delivers effective governance of the College
- the Governing Body offers appropriate challenge and support to the senior leadership team
- the Governing Body sets the strategic direction of the College.

Principal duties

- Chairing meetings of the Corporation ('Governing Body meetings')
- Ensuring that agendas for Governing Body meetings enable the Governing Body to discharge its responsibilities effectively and in a timely manner
- Leading the Governing Body in the process of the appointment of senior post holders
- Developing a strong relationship with the Principal/Chief Executive Officer
- A pre-meeting with the Principal/Chief Executive Officer and Link Governor(s) prior to Board meetings
- Ensuring that the Governing Body operates in accordance with its Code of Conduct and Standing Orders, and that all members contribute to Governing Body discussions and decisions
- Reviewing and approving draft minutes of Governing Body meetings in a timely fashion
- Acting on behalf of the Governing Body, between meetings, on routine matters and matters specifically delegated by the Governing Body and responding to requests for action in cases of urgency, in accordance with Standing Orders
- Ensuring that individual Governors are appropriately developed and supported and make an appropriate contribution to the work of the Governing Body
- The time commitment required of the Chair is between 20 and 30 hours a month.

Personal specification

Essential criteria:

- Available to attend regular meetings with the Principal and Clerk, other meetings as required and the majority of major College events
- Experienced Chair capable of managing meetings to maintain a strategic overview, make appropriate decisions in a timely fashion
- Strategic thinker with financial experience
- Confident public speaker
- Understands quality management systems and how to strategically monitor performance
- Has experience as a Director, Trustee or Governor of a Corporation or business with a turnover of in excess of £1m.

Desirable criteria:

- Has experience of public relations and understands a risk based management philosophy

- Has experience of the performance management across an organisation as a process to improve quickly and effectively.

Vice Chair of Governors

Purpose of the role

To **support** the leadership that will ensure that:

- the Corporation of Capel Manor College (the Governing Body) delivers effective governance of the College
- the Governing Body offers appropriate challenge and support to the senior leadership team
- the Governing Body sets the strategic direction of the College.

Principal duties

- Occasionally chairing meetings of the Corporation ('Governing Body meetings')
- Developing a strong relationship with the Principal/Chief Executive Officer
- A pre-meeting with the Principal/Chief Executive Officer and Link Governor(s) prior to Board meetings
- Acting on behalf of the Governing Body between meetings on routine matters and matters specifically delegated by the Governing Body and responding to requests for action in cases of urgency, in accordance with Standing Orders
- The time commitment required of the Vice Chair is between 10 and 20 hours a month.

Personal specification

Essential criteria:

- Available to attend occasional meetings with the Principal and Clerk, other meetings as required and the majority of major College events
- Capable of managing meetings to maintain a strategic overview, make appropriate decisions in a timely fashion
- Strategic thinker with financial experience
- Confident public speaker
- Understands quality management systems and how to strategically monitor performance
- Has experience as a Director, Trustee or Governor of a Corporation or business with a turnover of in excess of £1m.

Desirable criteria:

- Has experience of public relations and understands a risk based management philosophy
 - Has experience of the performance management across an organisation as a process to improve quickly and effectively.
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Chair of Committee

Purpose of the role

To **provide** the leadership of the Committee, that will ensure that:

- the Committee offers appropriate challenge and support to the senior leadership team
- the Committee Purpose is adhered to.

Principal duties

- Chairing meetings of the Committee
- Ensuring that agendas for the Committee meetings enable the Members to discharge its responsibilities effectively and in a timely manner
- Developing a strong relationship with the Committee's lead senior leadership team officer
- A pre-meeting with the lead senior leadership team officer and Link Governor(s) prior to Committee meetings
- Ensuring that the Committee operates in accordance with its Terms of Reference, and that all members contribute to discussions and decisions
- Reviewing and approving draft minutes of the Committee meetings in a timely fashion
- Acting on behalf of the Committee, between meetings, on routine matters and matters specifically delegated by the Governing Body and responding to requests for action in cases of urgency, in accordance with Standing Orders
- Encouraging all members to participate at meetings
- The additional time commitment required to Chair a Committee is between 5 and 10 hours per term.

Personal specification

Essential criteria:

- Capable of managing meetings to maintain a strategic overview, make appropriate decisions in a timely fashion
 - Motivated public speaker
 - Has experience, and/or expertise, in the Committee's area of the Governing Body.
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Vice Chair of Committee

Purpose of the role

To **support** the leadership of the Committee, that will ensure that:

- the Committee offers appropriate challenge and support to the senior leadership team
- the Committee Purpose is adhered to.

Principal duties

- Occasionally, chairing meetings of the Committee
- Developing a strong relationship with the Committee's lead senior leadership team officer
- A pre-meeting with the lead senior leadership team officer and Link Governor(s) prior to Committee meetings
- Acting on behalf of the Committee between meetings on routine matters and matters specifically delegated by the Governing Body and responding to requests for action in cases of urgency, in accordance with Standing Orders
- The additional time commitment required to Vice Chair a Committee is between 3 and 5 hours per term.

Personal specification

Essential criteria:

- Capable of, or motivated to learn, managing meetings to maintain a strategic overview, make appropriate decisions in a timely fashion
 - Motivated public speaker
 - Has experience, and/or expertise, in the Committee's area of the Governing Body.
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Link Governor

Purpose of the role

To **support** the senior leadership team and other appropriate areas of the College, that will ensure that:

- The senior leadership team are provided with specialist knowledge and advice to assist them in carrying out their role
- The Board has a Governor reference point for each linked area
- Any significant matter of concern or issue, of which the Committee/Board should be aware, is reported to the appropriate Chair or Vice Chair.

Principal duties

- Developing a strong relationship with the senior leadership team (or other appropriate management), as appropriate to the linked area, such as:
 - Offering feedback on the college's policy, strategy and development plans
 - Offering any societal or industry advice
- A pre-meeting with the lead senior leadership team officer and Chair/Vice Chair of the Committee, prior to Committee meetings
- Act as the Link point of contact to the Governing Body, and report any matters arising from meetings to the appropriate Committee, or to the Board
- Facilitating partnerships with local businesses
- Encourage other Governors to develop their understanding of the linked area, their own responsibilities and to undertake suitable training
- Acting on behalf of the Committee between meetings on routine matters and matters specifically delegated by the Governing Body and responding to requests for action in cases of urgency, in accordance with Standing Orders
- The additional time commitment required for a Link Governor is between 1 and 5 hours per term (or within the time frame of any Chair/Vice Chair duties if this is in addition to).

Personal specification

Essential criterion:

- Has experience, and/or expertise, in the linked area.
-