

Volleyball England Succession Plan

1. Rationale

The Board of Directors and Senior Management Team (SMT) positions in a National Governing Body such as Volleyball England, are a critical element in the organisations success. Therefore, ensuring that the functions of the Board of Director and SMT are well understood and even shared among senior staff and volunteer leaders is important for safeguarding the organisation and managing the risk in facilitating a smooth leadership transition when it is predictable or unplanned.

This document outlines a leadership development and succession plan for both the Chair, Board of Directors and members of SMT of Volleyball England particularly the CEO. This plan reflects the commitment of Volleyball England to sustaining a healthy functioning, well run organisation with strong governance. Volleyball England has been very successful in appointing a diverse Board with a minimum of a 30% gender balance and a strong skills mix.

The **Nominations Committee** takes responsibility for succession planning for both the Executive and Board members. Volleyball England will continue to strengthen its leadership through its **Diversity Action Plan**, to have a Board of Directors and a staff team which fully reflect the wider volleyball community we serve. Volleyball England is proactive in identifying potential candidates early in the succession planning process and proactively arranging appropriate learning and development courses. Our **Annual review processes** consider the long and short-term aspirations of individual Directors and staff to maximise Volleyball England's long-term planning for succession.

2. Implementation plan

The **Nominations Committee** is authorised by the Board of Volleyball England to implement the terms of this succession plan to ensure smooth role transitions within Volleyball England, but we understand that we face three significant challenges in implementing this plan:

- Identifying talented candidates for leadership succession
- Developing candidates to become suitable leadership successors
- Retaining leaders long enough to ensure that key positions will be successfully filled according to the plan

Rather than viewing succession planning in isolation, we will address these challenges to succession by facilitating programs that are designed to enable volunteers and employees to develop, which in turn, we hope will improve employee retention.

- The guidance in the Volleyball England succession and recruitment plan to ensure the process moves forward and is equitable
- Make sure the candidates are thoroughly vetted and interviewed
- Act quickly, so stakeholders know the organisation continues to move forward. But not so quickly that you make mistakes
- Develop a communications plan that lets the members and stakeholders know what's going on during the period of transition
- It shall be the responsibility of the Board of Directors to review the organisations finances and the needs of the organisation, before starting the recruitment process

3. The recruitment of Elected Directors

The Process

Any member of Volleyball England can be nominated to stand as an elected member of the Volleyball England Board.

To be eligible to stand the individual must show:

- They are a member of an affiliated club
- Be nominated by 2 people who are also members of an affiliated club
- Each candidate shall be required to go through an open recruitment process overseen by the Nominations Committee following a formal, rigorous and transparent process
- The recruitment process will be competence-based and conducted in accordance with the Volleyball England recruitment policy. As well as commitment to the objects, mission, vision, values and aims of the Association candidates will need to show they meet the skills gaps identified in the Board through the annual Board skills audit
- They have the required specialist skills, knowledge and experience as set out by the Board based on the most recent Board skills assessment

The Executive Board shall put forward to the Voting Members for election all candidates for the position of any Elected Director who complete the recruitment process and, in the opinion of the Board, meet the identified requirements.

4. The recruitment of Independent Directors

To be eligible to stand as an Independent Directors (including the Chair) the individual must show:

- They are a person free from any close connection to the running of the Association and if, they would objectively be perceived as independent to Volleyball England. A person may still be deemed to be 'independent' even if they are a member of the organisation and/or play the sport.
- Each candidate shall be required to go through an open recruitment process overseen by the Nominations Committee following a formal, rigorous and transparent recruitment process.
- The recruitment process will be competence-based and conducted in accordance with the Volleyball England recruitment policy. As well as commitment to the objects, mission, vision, values and aims of the Association candidates will need to show they meet the skills gaps identified in the Board through the annual Board skills audit.
- They have the required specialist skills, knowledge and experience as set out by the Board based on the most recent Board skills assessment.

5. The role of the Nominations Committee in the succession planning for Volleyball England.

The Nominations Committee shall:

- Regularly (on an annual basis) review the structure, size and composition (including the skills, knowledge, experience and diversity) of the Board and make recommendations to the Board with regard to any changes
- Give full consideration to succession planning for directors and other senior staff in the course of its work, taking into account the challenges and opportunities facing the organisation, and the skills and expertise needed on the Board and in the business, in the future
- Keep under review the leadership needs of the organisation, both SMT and NEDs, with a view to ensuring the continued ability of the organisation to function effectively

- Keep up to date and fully informed about strategic issues and changes affecting the company and the market in which it operates
- Be responsible for identifying and nominating for the approval of the Board, candidates to fill board vacancies as and when they arise
- Before any appointment is made by the Board, evaluate the balance of skills, knowledge, experience and diversity on the Board, and, in the light of this evaluation, prepare a description of the role and capabilities required for a particular appointment. In identifying suitable candidates, the committee shall
 - Use open advertising or the services of external advisers to facilitate recruitment
 - Consider candidates from a wide range of backgrounds
 - Consider candidates on merit and against objective criteria and with due regard for the benefits of diversity on the Board, including gender, taking care that appointees have enough time available to devote to the position
 - Ensure Sport England is involved in the recruitment of Board Chair and CEO.
- Prior to the appointment of a director, the proposed appointee should be required to disclose any other business interests that may result in a conflict of interest and be required to report any future business interests that could result in a conflict of interest
- Ensure that on appointment to the Board, non-executive directors receive a formal letter of appointment setting out clearly what is expected of them in terms of time commitment, committee service and involvement outside board meetings
- Review the results of the Board performance evaluation process that relate to the composition of the Board

6. Recruitment of a temporary or permanent CEO or member of SMT

The recruitment of the permanent or temporary CEO or member of the SMT, will be managed by the Nominations Committee in partnership with Sport England and will follow the current Volleyball England recruitment policy.

Volleyball England operates an open recruitment policy that aims at making an objective assessment of candidates taking into account factors relevant to the vacancy only.