

## SUCCESSION PLAN

### 1. RATIONALE

- 1.1 The Board and Senior Management Team ("**SMT**") positions in a national governing body such as Volleyball England ("the **Organisation**"), are a critical element in an organisation's success. Therefore, ensuring that the functions of the Board 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.
- 1.2 This document outlines a leadership development and succession plan for the Chair, Board and members of the SMT of the Organisation (particularly the CEO).
- 1.3 This plan reflects the Organisation's commitment to sustaining a healthy functioning, well run organisation with strong governance. The Organisation has been very successful in appointing a diverse Board with a minimum of a 30% gender balance and a strong skills mix.
- 1.4 The Nominations Committee takes responsibility for succession planning for both the Board and the SMT. The Organisation will continue to strengthen its leadership to have a Board and a staff team which fully reflect the wider volleyball community we serve.
- 1.5 The Organisation is proactive in identifying potential candidates early in the succession planning process and proactively arranging appropriate learning and development courses.
- 1.6 The Organisation's annual review processes consider the long and short-term aspirations of individual Directors and staff which helps us maximise our long-term planning for succession.
- 1.7 Defined terms in this Policy shall have the same meaning set out in the Articles of Association and in the Framework Document accessible on the Organisation's [website](#).

### 2. IMPLEMENTATION PLAN

- 2.1 The Nominations Committee is authorised by the Board to implement the terms of this succession plan to ensure smooth role transitions within the Organisation.

- 2.2 There are three significant challenges that the Nominations Committee will face in implementing this plan:
  - 2.2.1 Identifying talented candidates for leadership succession;
  - 2.2.2 Developing candidates to become suitable leadership successors; and
  - 2.2.3 Retaining leaders long enough to ensure that key positions will be successfully filled according to the plan.
- 2.3 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.
- 2.4 This plan will help to ensure that:
  - 2.4.1 succession and recruitment moves forward and is conducted in an equitable manner;
  - 2.4.2 candidates are thoroughly vetted and interviewed;
  - 2.4.3 action is taken quickly and carefully, so stakeholders know the Organisation continues to move forward;
  - 2.4.4 a communications plan is developed so that members and stakeholders know what is going on during the period of transition; and
  - 2.4.5 the Board will review the Organisation's finances and the needs of the Organisation, before starting the recruitment process.

### 3. **RECRUITMENT OF DIRECTORS**

- 3.1 The Nominations Committee shall be responsible for conducting a formal, rigorous and transparent publicly advertised recruitment process and initial assessment of Board role applications. All appointments shall be made on merit in line with the skills and diversity required of the Board. They shall report their findings to the Board. Any appointed candidate must give the Association a declaration of good character and commitment to integrity in the form reasonably specified by the Board.
- 3.2 The Nominations Committee shall inform Sport England of a process being started in reference to a Board role.
- 3.3 In considering the skills and diversity required of the Board when considering appointment of Directors, the Nominations Committee shall take into account the Volleyball knowledge, skills and experience of the Board as a whole.
- 3.4 The Board will comprise of both Independent Directors and Elected Directors who shall be eligible for election in accordance with the Organisation's Articles of Association.

3.5 In the case of Elected Directors, the Board shall, following the process set out above being completed, make a recommendation to the Affiliated Clubs with respect the applicants it considers have the required skills and experience. Elected Directors shall then be elected by ordinary resolution at a General Meeting.

#### 4. **RECRUITMENT OF A TEMPORARY OR PERMANENT MEMBER OF THE SMT OR THE FOR THE CEO POSITION**

4.1 The recruitment of a permanent or temporary CEO or a member of the SMT, will be managed by the Nominations Committee in partnership with Sport England and will follow the Organisation's recruitment policy.

4.2 The Organisation operates an open recruitment policy that makes an objective assessment of candidates by taking into account factors relevant to the vacancy only.

#### 5. **THE ROLE OF THE NOMINATIONS COMMITTEE IN THE SUCCESSION PLANNING FOR VOLLEYBALL ENGLAND**

The Nominations Committee shall:

5.1 Review on an annual basis 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.

5.2 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.

5.3 Keep under review the leadership needs of the Organisation, both the SMT and the Directors, with a view to ensuring the continued ability of the Organisation to function effectively.

5.4 Keep up to date and fully informed about strategic issues and changes affecting the Organisation and the market in which it operates.

5.5 Be responsible for identifying and nominating for the approval of the Board, candidates to fill Board vacancies as and when they arise.

5.6 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.

5.7 In identifying suitable candidates, the Nominations Committee shall:

- 5.7.1 use open advertising or the services of external advisers to facilitate recruitment;
  - 5.7.2 consider candidates from a wide range of backgrounds;
  - 5.7.3 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; and
  - 5.7.4 ensure Sport England is involved in the recruitment of the Board Chair and CEO.
- 5.8 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.
- 5.9 Ensure that on appointment to the Board, 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.
- 5.10 Review the results of the Board performance evaluation process that relate to the composition of the Board.