

## 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 ELECTED DIRECTORS**

- 3.1 Any member of the Organisation can be nominated to stand as an elected member of the Board.
- 3.2 To be eligible to stand the individuals must:
  - 3.2.1 prove they are a member of an Affiliated Club;
  - 3.2.2 be nominated by two people who are also members of an Affiliated Club;
  - 3.2.3 go through an open recruitment process overseen by the Nominations Committee (such process to be formal, rigorous and transparent); and
  - 3.2.4 as well as showing commitment to the objects, mission, vision, values and aims of the Organisation, the candidates will need to show they have the knowledge, experience skills which were identified as required in the annual Board skills audit.
- 3.3 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. RECRUITMENT OF INDEPENDENT DIRECTORS**

- 4.1 To be eligible to stand as an Independent Director (including for the Chair position) the individual must show that they are a person free from any close connection to the running of the Organisation and that they would be objectively perceived as independent to the Organisation. A person may still be deemed to be 'independent' even if they are a Member of the Organisation and/or play the sport.
- 4.2 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 Organisation's recruitment policies.
- 4.3 As well as commitment to the objects, mission, vision, values and aims of the Organisation, candidates will need to show they have the knowledge, experience and skills which were identified to be required in the annual Board skills audit.

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

- 5.1 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.



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

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

The Nominations Committee shall carry out the relevant activities related to succession planning as set out in the Nominations Committee Terms of Reference.