

Chance to Shine Foundation

Succession Planning & Appointment Process

Introduction

Succession planning and the appointment process for trustee and senior management roles is the responsibility of the Chance to Shine Board and is delegated in part to the Governance and Remuneration Committee (the "Committee").

The Board's succession planning discussions and decisions will take into account various key factors including the Charity's articles of association, its vision and mission, its strategic plan, the requirements/objectives of key stakeholders and its diversity policy.

Chance to Shine also has a documented Contingency Plan for Critical Roles within the organisation which it would consult in the event of a sudden loss of a staff member.

The Committee will use the following processes for succession planning and appointment:

Board of Trustees

Article 7.3 of the Charity's Articles of Association state that Trustees may be appointed for a term not exceeding three years and may be reappointed a maximum of two times.

The Committee maintains, and reviews annually, a matrix of the key skills and competencies needed for the Board and an assessment of the degree to which those skills are covered by the Trustees.

Members of the Committee will maintain an open dialogue with stakeholders and potential trustees, with a view to identifying high-quality candidates for the Board.

When a Trustee position becomes vacant, the Committee will:

1. Discuss and agree the key capabilities required of a new Trustee, with reference to the overall skills profile of the Board;
2. Inform and consult major stakeholders as appropriate;
3. Advertise the position through publication on the Chance to Shine website, social media channels and other appropriate media;
4. Lead the candidate interview and selection process, with a view to making a recommendation for Board approval;
5. Ensure appropriate induction and training of new Trustees.

For this purpose, a trustee position only becomes vacant when a trustee retires and is ineligible for re-appointment or indicates that they do not wish to be reappointed.

Chief Executive Officer and Senior Management Team

The Committee will oversee succession planning for the Chief Executive Officer (CEO) and members of the Senior Management Team (SMT, consisting of the Director of Operations, Director of Fundraising, Director of Finance & Resources, Director of Communications & Digital and Director of Impact & Evaluation).

Each year, the Chairman reviews the CEO's performance against objectives, and discusses this and CEO succession planning with the full Board. This will normally take place at the January Board meeting.

Each year the CEO will review the SMT's performance against their objectives and discuss this and SMT succession planning with the Committee. This will normally take place in January following the annual performance review process.

When a senior executive vacancy becomes available, the Committee (together with the CEO for Senior Management Team appointments) will:

1. Discuss and agree the key capabilities required;
2. Inform and consult major stakeholders as appropriate.
3. Advertise the position through publication on the Chance to Shine website, social media channels and other appropriate media or where considered appropriate, hire recruitment consultants to assist with the identification of suitable candidates.
4. Participate in the candidate interview and selection process when requested by the CEO.
5. Approve the proposed terms associated with an executive appointment.

In the case of the Chief Executive, the selection process is led by the Committee and the appointment is made by the Board.

In the case of other SMT members, the Chief Executive has the authority to make appointments having involved the Committee as set out above and informed the Board.

Approved by the Board October 2022