

Recruitment and selection of trustees & trust associates

Principles

KET recognises that:

- its effectiveness is dependent on having participants in its governance with sufficient knowledge, skills, and time to be able to contribute significantly to its decision-making and operation,
- good governance is promoted when boards reflect the communities affected by their decisions,
- diversity of representation (e.g. ethnicity, gender, age, disability) is to be welcomed and sought,
- the voice of stakeholders in its work should contribute to its considerations,
- gradual change in the membership of its board and committees is in the interest of its long-term effectiveness and sustainability,
- actively planning for succession for all governance roles is essential,
- there should be no right of automatic re-appointment at the end of a trustee's or trust associate's term of office, simply because that person wishes to continue, while acknowledging that for many personal effectiveness can take time to build and that a single term may not be sufficient to fully realise their potential,
- a culture of transparency and openness to challenge strengthens its ability to pursue its mission.

Recruitment

- The responsibility for filling vacancies that arise within the board lies with the Search Committee, chaired by the Chair of the Trust Board.
- If the vacancy arises due to a term of office expiring, the Search Committee shall first consider whether or not it is in KET's best interest to forego an external recruitment process and instead offer to recommend the re-appointment of the trustee/trust associate. In coming to this determination, the Search Committee will be required to satisfy the Members/Trust Board that the recommendation is consistent with the principles above.
- The Search Committee will prepare a set of criteria against which to evaluate the suitability of any candidate for the role. These criteria will be based on the criteria listed below, weighted to reflect the needs of the board at that time.
- By default, the Search Committee will seek applications by advertising the vacancy as widely as possible, with a particular emphasis given to any candidate groups that should be favoured for any given vacancy (see below).
- The Search Committee will review applications and short-list candidates for interview based on the evidence provided against the criteria set.
- The Search Committee will arrange to interview the short-listed candidates, again evaluating against the criteria set, before making recommendations to the Members/Trust Board.

Criteria for selection of a trustee and trust associate

In deciding upon the criteria to be applied for any vacancy the Search Committee will be mindful of the need to ensure that:

- candidates are aware of and in agreement with KET's Principles and Values,
- fulfilment of the vacancy will be in keeping with the principles detailed in this policy above,
- successful recruitment will result in greater diversity and balance on the board/committee,
- where possible, the voice of stakeholders is enhanced by any appointment,
- skills gaps previously identified by the board/Search Committee are filled,
- the need for continuity is balanced against the need for fresh perspectives and ideas,
- candidates appreciate and understand the commitment necessary for the role and the responsibilities and obligations that come with it.

Election of parent and staff trust associates

Elections for parents and staff trust associates will be held in accordance with the trust's articles of association. Whilst it will be for the particular electorate to elect their candidate of choice, recruitment literature shared with the notice of election will include:

- details of any specific skills or experience that would be desirable in a new trust associate as identified by the Search Committee; and
- the trust's commitment to diversity, encouraging those whose appointment would result in greater diversity and balance on the committee to consider putting themselves forward