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Governors
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Succession Planning

#GfSConference2022

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The expert organisation for
school governors, trustees
and governance professionals

Succession planning – creating a strong foundation for the future

Governors for Schools Conference – 28 September 2022

Steve Edmonds, Director of Advice and Guidance

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www.nga.org.uk

NGA is the expert leader in school and trust governance

- NGA is an independent, not-for-profit charity representing and supporting governors, trustees, governance professionals and leaders of state schools in England
- Our aim is to improve the educational standards and wellbeing of young people by increasing the effectiveness of governing boards and promoting high standards
- We do this by providing information, advice and guidance, professional development and e-learning

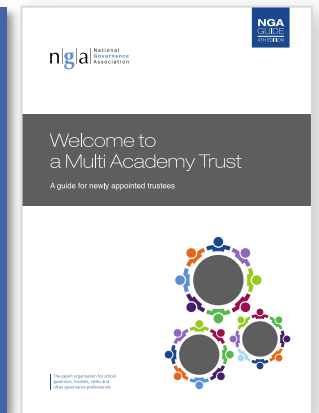
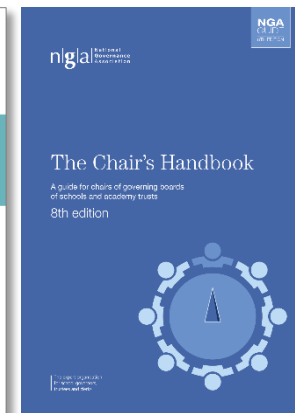
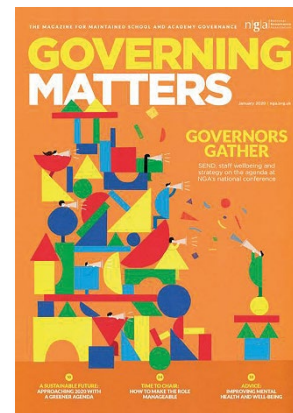
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KNOWLEDGE CENTRE

Governing board membership

- **STANDARD** governing board £101
- **GOLD** governing board £280
- MATs on sliding scale

www.nga.org.uk/membership



Increasing participation: a state of the nation report



- About the role of chair
- Electing or appointing a chair
- Using the succession cycle
- Succession planning activities
- Sharing leadership
- Accessing support

- Evaluating your board's needs
- The recruitment process
- Finding new volunteers
- Interviewing
- Making an appointment
- Induction
- Retention

Visit: [nga.org.uk/succession-planning](https://www.nga.org.uk/succession-planning)

The right people around the table: a recruitment guide



Visit: www.nga.org.uk/RPATT

Succession planning guidance



- About the role of chair
- Electing or appointing a chair
- Using the succession cycle
- Succession planning activities that work
- Sharing leadership to support succession
- Accessing support

How long has the chair of your governing board been in office?

Poll 1

Does your board discuss and have a plan for who the next chair will be?

Poll 2

There are risks of having no successor to the chair

- board effectiveness – caused by reduced leadership capacity
- compliance – because leadership and governance requirements are uncoordinated
- board dynamics and culture – instability affects behaviours and operating routines
- morale and relationships – that may be undermined by uncertainty
- reputation – loss of stakeholder confidence in leadership and management

A cycle of succession planning



Succession planning activities that work

- Continuing conversations
- Targeted recruitment
- Building an effective and engaged team
- Increasing leadership capacity

Conversations about succession

Strategic with the board	Targeted/issue driven with individuals
The succession plan	Clarifying what is involved
Options within the board	What is putting people off
Options outside the board	Building confidence
Issues and solutions	Arranging support

Increasing your options through recruitment

- Recruiting individuals with experience of chairing meetings and leading a team
- Talent spotting in the community
- Engaging stakeholders and making governance visible

Building an effective and engaged team

- Positive relationships
- Sharing the work
- High quality governance professional support
- Utilises strengths and addresses areas for development
- Prioritises CPD

Increasing leadership capacity

- Co-chairing
- A meaningful role for the vice chair
- Creating a team of leaders

Which succession planning activity do you think should be the main priority for your board?

Poll 3

A network diagram with various nodes and connecting lines in shades of blue and white, set against a dark blue background. The nodes are represented by circles of different sizes and some are surrounded by dashed circles. Lines connect these nodes in a complex, web-like pattern.

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Thank you for all you do

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