

Annual Report

1 November 2016 – 31 October 2017

Presented to members
AGM, 18 November 2017

As a supplement to the audited accounts for the period up to 31 March 2017

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National Governance Association aims to improve the educational wellbeing of children and young people in England by promoting high standards in all our schools, and improving the effectiveness of their governing boards.

We do this by:

1. Providing information and advice to governors, trustees and clerks - **EXPERT**
2. Providing training & development to governors, trustees and clerks – **EXPERT**
3. Extending the understanding and practice of good school governance – **EXPERT**
4. Ensuring the voices of governors and trustees are heard – **REPRESENTATIVE**
5. Being recognised as the leading organisation on school governance, exercising influence through high quality policy communications, cutting edge practice, and through appropriate partnerships - **INFLUENTIAL**
6. Being a resilient, well-managed and successful organisation through effective internal operations, sound financial management, and the development of the organisation, its business and its people - **SECURE and HEALTHY**

Our values

At NGA we value: the voices of all; evidence, expertise, and our independence.

In attempting to meet our charitable objective of improving the educational welfare of pupils by promoting high standards and improving governance in state schools, we champion fairness and opportunity for all young people.

As well as following the Nolan Principles of Public Life, we aim to be courageous, creative, visionary and light on our feet.



Message to our members from our Chair, Ian Courtney MBE

I hope that this report will demonstrate to you that the last year has once again been successful for the NGA, and therefore, we hope, in delivering our charitable objective of improving the education of pupils by improving school governance. We continue to provide expert information and advice to equip school governors and trustees to practice good governance. We continue to express members' views and experience across many platforms. We continue to innovate in supporting our members to learn. Our achievements in this respect are reflected in your feedback and in the results of our annual membership survey that this report draws upon.

The diversity of our offer enables us to reach and support governors and trustees in many ways. Our policy and information team disseminate guidance through the online guidance centre, weekly e-newsletter and *Governing Matters*. They conduct research on topics which matter to governing boards and share these results to inform practice. Through newly formed networks including Community MATs and Clerks Advisory Group they facilitate discussion and enable learning between governance practitioners. They also share highlights of this learning to people across the education sector by speaking at events and hosting workshops.

The GOLDline advice team continue to provide expert and complex advice to governing boards as you conduct your duties, and this year have dealt with more queries than ever.

Our training and consultancy team is much strengthened this year and has made great strides in developing the Learning Link e-learning platform which thousands of governors and trustees are already benefitting from. I hope that the in-depth content will be a valuable asset to many new governors, and will stand them in good stead for the challenge ahead. Many schools continue to ask us to perform reviews of their governance, and I am pleased that our expertise is well-regarded and that schools are so willing to improve.

At the heart of NGA, ensuring all members receive a high quality service is the membership and operations team. As the organisation has grown, the work of the central team in servicing our members is now more important than ever and most certainly attests to our high satisfaction and recommendation scores. We are not however complacent and have made the decision to invest in a new website in the coming year. The board dealt with one formal complaint during the year.

I am proud that NGA continues to campaign on issues at forefront of governors minds. Resoundingly our members have told us that funding is their greatest concern. I am determined that NGA will keep reminding the government of the importance of properly funding our schools and that we will continue to represent members voices and experiences, on this issue and many more, at the highest level. NGA attempts to practice what we preach; and while we press governing boards to be careful with executive pay, I am pleased to say that we have adopted a pay ratio policy. Our chief executive is to be paid less than four times the lowest paid member of staff, and we do achieve that.

Once again, the annual survey of school governance conducted in partnership with Tes enabled us to fill a gap in data about the landscape of school governance. This is a vital channel to hear from members and non-



members alike and provides useful information to inform future work and campaigns. Interest in the survey remains strong, evidenced in both the high level of respondents and the discussion emerging around the results including at fringe events at the party conferences.

I was glad to introduce the Outstanding Governance Awards in September. These biennial awards recognise the achievements of governing boards and clerks who exemplify the highest standard of governance. It is vital that we continue to recognise and learn from those who are creating very positive impacts for their schools and their pupils and I would encourage you to look out for our winners stories in future issues of *Governing Matters*.

At last year's AGM, our members voted to change our name from the National Governors' Association to the National Governance Association, recognising both that some of you governing schools are trustees and that clerks are an important part of our membership. We officially adopted our new name on 31 March.

With the completion of the board elections, it is timely to mention that we continue to recognise a lack of diversity on governing boards, and not least on our own board of trustees. When we announced this year's election, we made an explicit call for candidates from BAME backgrounds to stand; we will continue to be proactive in encouraging a more diverse set of candidates.

As I come to the end of my three-year term of office as NGA chair, I would like to thank my fellow trustees for the time and expertise they bring to oversight of the organisation. NGA's board of trustees takes very seriously our role in ensuring NGA remains healthy and sustainable in an increasingly competitive environment. We measure our success by looking at how well we carry out our mission and the quality and reception of our work.

In an ever-changing education landscape, our greatest asset continues to be you, our enthusiastic and committed members. NGA exists for and because of its members. Governing in schools is tougher than ever. We know that you have to make difficult and unpleasant decisions that are not what you signed up for when you volunteered to be a governor. I hope that we do all we can to support you and to give you confidence in your role, and that we are helping you deliver our shared aim of improving education for all pupils.

Ian Courtney MBE
Chair of the National Governance Association
November 2017





Achievements and developments in 2016/17 since the last AGM

This report draws on our membership survey, which closed on 6 November, and builds on the annual report, included in the audited accounts up to the end March 2017.

As a membership organisation, our priority is to provide information, advice, guidance, research and training to our members. We also work in partnership with UK government and educational bodies, and campaign on issues that affect our members. These endeavours support us in pursuing our mission to improve the wellbeing of children and young people by increasing the effectiveness of governing boards and promoting high standards.

Information and advice

The e-newsletter is sent to members each Friday during term-time. It is at the heart of our information service and continues to be enjoyed by members, with an average satisfaction rating of 4.0 out of 5. The number of recipients of the e-newsletter has increased from 52,000 to over 58,000 during the past year.

Governing Matters is our bi-monthly members' magazine. It too is extremely well received, again scoring on satisfaction 4.0 out of 5 from members. The print run is now over 41,000 copies and it contains commentary on policy changes in the education sector, good practice, research and articles written by governors and trustees. Any

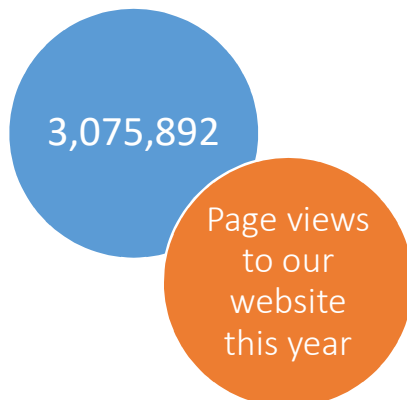
members with a story to tell should contact our editor: editor@nga.org.uk.

Our website and guidance centre continues to be a valued resource; the number of visitors to our website continues to grow year on year, and you gave our website and guidance centre a score of 4.0 for satisfaction. However we know it could be improved further and we look forward to this in the coming year as we upgrade our website. We continue to publish guidance on a range of pertinent subjects, including finance and staffing, recruitment, parental engagement, curriculum, data, school improvement, SEND and safeguarding.

Last year you told us that you wanted more guidance to reflect the different types of schools and more support in holding executive leaders to account. To address this we developed a suite of guidance on monitoring performance, including both primary and secondary assessment guidance, helping those governing to understand the changing face of school data, curriculum and progress measures. To take account of the changing face of the education sector, we updated some valuable resources including a new version of our Code of Conduct, taking account of the added complexities of an education system made up of more and more groups of schools.

A revised version of our most widely downloaded resource – the skills audit tool – was published following the release of the new Department for Education (DfE) Competency Framework for Governance in January 2017. The audit, now structured around the DfE's six features of effective governance, comes in two separate models; one for governors, trustees and academy committee members governing in maintained or single schools, and a separate version catering for the significant differences of governing as a trustee of a multi academy trust (MAT).

We published improved second editions of our schemes of delegation, as well as more guidance





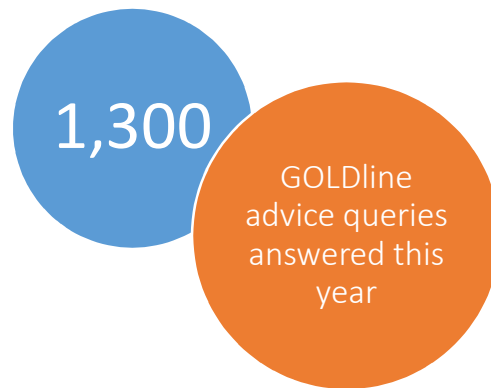
briefings on the challenges of forming, joining or developing a MAT leading the way in providing much needed clarity for the sector on MAT roles and responsibilities. We also commenced a new project developing a series of case studies on MATs, which will be used to highlight the journey from single school to MAT, and lessons learnt along the way.

The advice team has grown this year to reflect the increased number of GOLD members which means the team is answering more queries than ever before. In 2016/17 around 1,300 queries were answered (1,170 last year) representing an increase of 11%. 74% of enquiries received by the GOLDline team are by phone and 26% by email, whilst 54% are responded to by phone and 46% by email indicating the length and complexity of queries being handled. The main topics of enquiry from governing boards contacting the GOLDline are parent complaints, exclusions, MAT structures, parent governor elections and governor removal; however together they only add up to 21% of queries illustrating the wide range of topics covered.

The GOLDline continues to be rated as a useful resource for GOLD members with a satisfaction score 3.8 out of 5, but we will be looking carefully at the individual comments to make sure we bring this score back over 4 in next year's survey. The NGA advice service is open to all GOLD members by phone and email (GOLD@nga.org.uk), and is provided in partnership with Browne Jacobson Solicitors. A dedicated phone line is available on 0121 237 3782.

Improving governance practice

Our priority is to improve the effectiveness of school governance in England by influencing the way people govern. Much of this is achieved through our information and advice work but we also promote good practice and new models of governance in a variety of other ways. For example, by using our many speaking engagements across England to highlight the strategic nature of the role and to help governors and trustees overcome local challenges.



This year alone, our chief executive or deputy chief executive addressed 48 events, with many other NGA staff speaking and delivering workshops at various education and school governance conferences.

We take every opportunity to promote NGA's eight elements of effective governance and these influence NGA's priorities too:

1. The right people around the table
2. Understanding roles & responsibilities
3. Good chairing
4. Professional clerking
5. Good relationships based on trust
6. Knowing the school – the data, the staff, the parents, the children, the community
7. Commitment to asking challenging questions
8. Confidence to have courageous conversations in the interests of the children and young people

Ensuring that new governors, trustees and chairs understand their own roles and responsibilities is of the utmost importance. To this end, the 9th edition of Welcome to Governance was produced in January 2017; The Chair's Handbook, 6th edition in August 2017 and the 2nd edition of Welcome to a Multi Academy Trust is published today.



Prices for the new publications were increased slightly and now stand at £6 for members and £12 for non-members though more governing boards are receiving them free of charge through their GOLD membership. Our publications once again scored highly in the membership survey, with the following scores for satisfaction out of 5: Welcome to Governance (4.0); The Chair's Handbook (4.1); Welcome to a Multi Academy Trust (3.8). In addition, many positive comments about our publications are received both through our survey and by NGA staff when speaking to governors and trustees.

We held a number of regional meetings and conferences in the spring and autumn in locations across England (Derby, Taunton, Durham, London, Birmingham, Manchester, Letchworth, Wakefield, Gatwick, Leicester, Newcastle, and Cambridge) which are free to members. Topics were chosen to give governors and trustees the opportunity to hear the latest advice from NGA on issues including financial efficiency and head teacher performance management, as well as the opportunity to contribute to discussions such how to measure what we value, school improvement and the arts.

Members were also addressed by guests including regional schools commissioners, the Fisher Family Trust and Browne Jacobson.

Research

NGA has continued to produce high quality research, both independently and with external stakeholders. This work feeds into the guidance NGA produce, informs professional practice, and allows NGA to establish academic and professional links with a number of key organisations.

Last year, NGA worked with the National Foundation for Educational Research (NFER) on a DfE commissioned feasibility study of performance metrics for governing boards. The outcome of this research was that on balance such metrics were unlikely to be feasible and the

What our members say about our publications...

"Brilliant. We have only recently become a Trust. I ordered a copy for each of our trustees and we all bring it to meetings and refer to it frequently. There is nothing else around that does the job so effectively."

NGA membership survey comment on Welcome to a Multi Academy Trust

"I found it a great overview of the role of the governor. It helped me become a fully-fledged participant in governing board meetings almost from the start."

NGA membership survey comment on Welcome to Governance

"It provided a source for referring to when I took up the Chair's position. It also introduced me to the skills audit. Both of these things have helped our governing body progress."

NGA membership survey comment on The Chair's Handbook

recommendation was that their development should not go ahead.

Our latest research includes an independent project on head teacher performance management (HTPM). This work involved a national survey of 1,164 governors and trustees across England and interviews with ten stakeholders involved in the performance management process. Our findings, which have so far been published in the September/October 2017 *Governing Matters* and presented at the autumn regional conferences, provide insight into how appraisal panels are constituted; the experience and training of appraisal panel members; the role of the external advisor; and who 'leads' the discussions at appraisal. A full report will be published on the NGA website in December 2017.

NGA has also continued to maintain and develop relations with academic stakeholders, working



alongside Professor Chris James (University of Bath) and Dr Sarah Fitzgerald (University of York St. John) on a new academic paper exploring the problematic aspects of head teacher recruitment and selection in England.

Finally, we are working with the Wellcome Trust to update the popular *Framework for Governance*. This includes evidence-based information on how schools can evaluate their own practice, how to set the schools' strategic direction and how to monitor progress. The updated document will be available in March.

Learning, training and consultancy

Our expert training and consultancy is available to members and non-members to improve their governance practice. We offer in depth consultancy for individual governing boards, provide bespoke face-to-face training and this year developed our innovative e-learning, Learning Link.

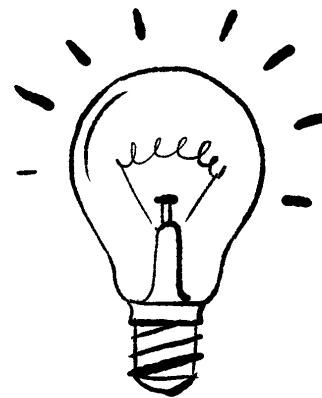
Training

NGA's training offer has continued to consolidate and broaden and this year has seen significant new developments. In partnership with Virtual College, an award-winning provider of e-learning, we have established Learning Link, NGA's e-learning for governors, trustees and clerks. We are very proud of the suite of eight new interactive modules, designed for those new to governance. There is nothing comparable in existence elsewhere, with each taking between four and five hours to complete. Learning Link also hosts over forty bitesize modules and there are already over 16,000 learners registered.

Module topics include vision, ethos and strategy; managing risk; and pupil premium. To reflect the varying contexts of school governance, modules include differences in primary and secondary data, and financial oversight and efficiency in maintained and academy schools. To support the Clerking Matters campaign, Learning Link has modules aimed at supporting the professionalism of clerking under the new competency framework for clerks.

As the Leading Governance partnership we are the largest licensee for the National College for Teaching and Leadership's (NCTL) governance development programmes and workshops, delivering with partners across many areas in England. The licensed provision is in its final year, with the final cohorts ending in spring. We bid over the summer for a contract for the governance leadership and clerking programmes and expect to hear the outcome shortly.

New partnerships with organisations including teaching school alliances and local authorities have enabled us to extend the reach of our face-to-face training.



Consultancy

Consultancy continues to grow with an ongoing demand for external reviews of governance and other bespoke and quality assured support. Great care is taken to ensure that the service is not subsidised by membership income. There has been a marked rise in the number of commissions for external reviews of the governance arrangements in MATs, ranging from those with two schools to those with over twenty. Some reviews have been required by the Education and Skills Funding Agency (ESFA).

A number of our consultants are providing external support to governing boards when they are appointing trustees and performance managing the senior executive leader, for which we have received positive feedback. We have also received positive feedback from our team of



consultants – they like working for NGA and appreciate being part of a high profile and well regarded organisation.

Representing the voice of governors, trustees and clerks

The first stage of being able to represent the voice of governors and trustees is gathering views. We notify members of relevant consultations and seek their input. We regularly request feedback and views on both practice and policy through the weekly e-newsletter, the bulletin board produced for local associations, and in *Governing Matters*.

We structure our biannual regional meetings so that the first item acts as a consultative discussion on a topical issue. In the spring, members gave their views on the new funding formula, and at the autumn regional meetings, we discussed Ofsted's outstanding grade and consulted on their proposed changes to short inspections.

Our own annual membership survey, which has recently closed, asked respondents about which issues were most important to their schools, and which issues they wanted NGA to concentrate our lobbying activity on. The five issues of most importance to respondents' schools were:

1. Balancing the budget: 71.5% (up from 64.7% in 2016 and taking the top spot for the first time)
2. Ensuring pupil premium makes an impact: 64.0% (up from 54.6% in 2016)
3. Improving attainment: 62.4% (down from top place in 2016 with 77.8%)
4. Safeguarding: 59.6% (up from 54.6% in 2016)
5. Attracting and retaining high quality teachers: 58.4% (up from 51.7% in 2016)

The top five issues respondents asked us to seek change on were:

1. Funding: 74.4% (up from 68.3% last year)
2. Teacher workload: 48% (46.7% last year)

3. Teacher supply and retention: 37.4% (down from 45.1% last year)
4. Teachers pay: 33.2% (new in)
5. Special Education Needs: 33% (new in)

We would very much like to thank those members who have shared their views and experiences with us over the year. In July, we once again carried out the annual survey of governors and trustees with education magazine Tes and the number of respondents was again very strong at over 5,300. For the first year the results were more fully published in a report, in addition to short reports in the magazine and the website. This will allow us to use the results even more widely and enable them to be quoted in other reports and research.

In addition to these surveys and NGA events, we hear the views of governors from our trustees, our various networks, those who telephone the office for information or advice, and also the many governor events we are invited to by local associations, local authorities and national partners. We are also always really pleased to have emails from members with views and experiences.

There will always be some issues that members will disagree upon; governors and trustees have a broad range of opinions and their schools may have very different contexts. Despite this, when asked in the recent survey how well NGA represented your views, the average score was 3.7 out of 5 (3.8 in 2016).





Campaigning on members views

Members continue to tell us that funding is both their greatest concern and the key issue they want us to campaign on.

Our *Funding the Future* campaign continued amid the announcement of £1.3 billion additional funding and the national fair funding formula. Ahead of the autumn budget, we wrote to the Chancellor of the Exchequer for the second time this year calling for an end to uncertainty surrounding school funding. We have also met with both the Secretary of State and Nick Gibb, the minister with responsibility for school funding. In addition, we have written about our calls for increased funding in publications such as Schools Week and over the year have had significant media coverage, including Radio 4 Today programme and BBC Breakfast

Our *Federation First* campaign remains an important opportunity to enable schools considering forming a federation to connect with successful federations who have volunteered to share their experience. We thank all of those federations who take the time to inform other schools through our campaign.



Networks to share good practice

We understand that governing boards in different settings have different needs. To meet those specific needs, we have established a number of networks to allow governors and trustees to share best practice, to provide them with tailored information and guidance, and to gather their views to inform our work. NGA therefore continues to be a pioneer of initiatives, support

and guidance which is targeted exactly where the evidence tells us it is needed.

Clerking Matters: Our Clerks Advisory Group continued into its second year as a forum for clerks to raise issues, share best practice and exchange information. The group plays a valuable role in representing clerks, and in one meeting, DfE presented the Clerking Competency Framework and brought with them an early version for comments. Due to popular demand of the forum, we held our first ever national clerks' conference in Birmingham in February; this was oversubscribed, so it will be repeated in 2018 bigger and better. Other meetings included a workshop at the summer conference, and a special meeting on clerks pay held during October. Due to a high level of interest, two further events are planned in November 2017 in Leeds and London. In addition, a dedicated section of NGA's website and termly newsletter continues to be produced. To learn more about this group, visit www.nga.org.uk/clerking-matters.

Community MAT Network: Following a successful first year for trustees and clerks of MATs to share practice, our Community MAT Network is now running for a second year. We still see many new and developing MATs continuing to face the same challenges that their predecessors had, and the network allows us and successful Community MATs to share experiences and demonstrate the standard of governance necessary and the variety of possible models. The network has also continued to be an invaluable resource adding to our own bank of intelligence on the kind of MATs that are often most misunderstood, with the national and regional focus too often being placed on large MATs and those expanding rapidly, despite the majority of MATs fitting within the Community MAT bracket.

Special Schools Advisory Group: For those governing in special schools, our Special Schools Advisory Group grows increasingly important. The meetings are an opportunity for governors, trustees, members of management committees and head teachers to raise any concerns they



have and share best practice. As a result of the group's popularity, we are now organising a special schools conference that will take place early next year.

Young Governors' Network: Last year, after an approach from a young member and in response to our concerns about the age profile of those governing, we piloted the Young Governors' Network. Membership of the network is now approaching 200 governors and trustees aged under 40, and the Young Governors' Network is an opportunity to share experiences and improve their own practice. Many members tell us they value the opportunity to speak about governance with similar people. After a successful pilot, we are now looking at extending the network meetings to other regions in England by providing online opportunities to get involved.

Exercising influence

In a politically turbulent year, those with responsibility for education in Government went unchanged with Justine Greening as Secretary of State for Education being shadowed in parliament by Angela Rayner on the Labour front bench. Lord Nash, Parliamentary Under Secretary of State for the School System with responsibility for governance, departed the DfE last month and is replaced by Lord Agnew.

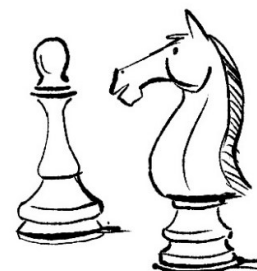
We wish to thank Lord Nash for his support and we welcome the opportunity to work with Lord Agnew.

NGA has representatives on a large number of national groups; the key ones are currently the DfE's Education Forum, the DfE Advisory Group on Governance (AGOG), and DfE School and Academy Funding Group (SAFG), its sub-group on financial efficiency and the ESFA's Academy Finance Assurance Steering Group. Our chief executive was pleased to be part of Knowsley Education Commission and the Commission on Religious Education, both of which continue into a second year.

We have continued to lead the shaping of practice on MAT governance and structures. Sir David Carter (National Schools Commissioner) now makes clear that those at local level are not governors and has suggested that Local Governing Board is not the right terminology for academy committees. Lord Nash commended our work to the Education Select Committee. The DfE's Governance Handbook 2017 continues to reference and signpost to many of NGA's resources, and the separation between layers that we have long promoted is now included in the Academies Financial Handbook.

We have also had a number of one-to-one meetings with a range of officials on specific topics, including with the DfE's Permanent Secretary, attended a number of other roundtables, and have regular contact with the DfE's School Governance Unit, the National Schools Commissioner and Ofsted's Lead on Governance.

We seek to influence members of all political parties, and act as the secretariat of the All-Party Parliamentary Group on Education Governance and Leadership, which met throughout the year. We were pleased to use this to launch an RSA report entitled *Who governs our schools* by Dr Tony Breslin with thirty recommendations for the future of school governance. Our Chief Executive was on the advisory group for this report.





Recruiting governors

In November 2016, we were delighted to launch the Inspiring Governance service in partnership with the charity Education and Employers. Inspiring Governance is a free online matchmaking service, connecting prospective governors and trustees with schools and colleges in England. NGA delivers free support to new volunteers recruited via the service in their first 12 months. So far, over 500 volunteers have been matched, whilst over 4,000 schools are now registered on Inspiring Governance.

Part of Inspiring Governance, the Future Chairs project identifies high-calibre volunteers with the potential to become chair and connects them with governing boards. This element is led by NGA, and works in fifteen opportunity areas having made twelve bespoke matches to date. To find out more visit www.inspiringgovernance.org



Celebrating good governance

This year we held our biannual Outstanding Governance Awards to celebrate the unique and inspiring contribution that school governors, trustees and clerks make every single day in schools around the country. The ceremony was held in September 2017 at the Palace of Westminster where twelve governing bodies and five clerks received awards presented by Lord Nash. The award categories were outstanding governance in a single school; outstanding governance in a multi academy trust or federation; outstanding vision and strategy; and outstanding clerk to a governing board.

Sustainable organisation

We are pleased to report that our membership overall continues to grow and this means we now have governors and trustees from around a third of schools in membership. In addition, this year we introduced a new membership for MATs for those who wish to join up all their schools and 107

MATs who have already taken advantage of this offer. Some MATs held Corporate membership but have now moved across into MAT membership to better meet their needs.

Supporting local associations: We appreciate that some local associations are struggling with a reduction in local authority funding and volunteers strapped for time. This September we held an event to bring chairs of local associations together to share experience and offer support.

We would also like to thank those local authorities, local associations and groups of academies who continue to promote NGA membership to their schools as part of their own support packages.

Value for money: When members were asked in the survey, "Overall, do you feel that your membership fee is good value for", the response average was 4.0 out of 5 (4.1 in 2016), which is pleasing at a time when school finances are increasingly tightening.

In testament to the quality of our services and the expertise we have developed, when asked if you would recommend the NGA to others on a scale of 0 to 10, 38% of you chose 10 out of 10 (36% in 2016) and the average was 8.1.



Membership category	% increase in number of members							
	Nov 09 – Oct 10	Nov 10 – Oct 11	Nov 11 – Oct 12	Nov 12 – Oct 13	Nov 13 – Oct 14	Nov 14 – Oct 15	Nov 15 – Oct 16	Nov 16 – Oct 17
Order: contribution by income (largest first)								
GB GOLD	51%	152%	85%	145%	45%	28%	28%	7%
GB Standard	4%	9%	55%	-1%	7%	9%	15%	16%
Corporate/local authority	8%	7%	7%	5%	11%	19%	22%	-12.7%
Local Associations	4%	0%	-3%	-14%	2%	-5%	-13%	-10%
Individual	29%	26%	12%	-7%	7%	12%	25%	-1%

Members of the NGA Board of Trustees (17 November 2016 – 17 November 2017)

Name	Role
Maggi Bull	Elected 14 Nov 2014 Honorary secretary
Ian Courtney MBE	Elected 14 Nov 2014 Chair
Brent Fitzpatrick MBE	Elected 14 Nov 2014 Vice chair
Dave Harries	Elected 14 Nov 2014
Niki Lamont	Elected 14 Nov 2014 Vice chair
Katie Paxton-Doggett	Appointed 18 April 2015
Gordon Anderson	Elected 17 Nov 2016
Mark White OBE DL	Elected 17 Nov 2016
Ian Preston	Elected 17 Nov 2016
Duncan Howarth	Elected 17 Nov 2016 Treasurer
Baroness Howe of Idlicote	President
Professor John Adams MBE	Vice president



NGA Staff at November 2017

Role	Name
Chief Executive	Emma Knights
Deputy Chief Executive	Gillian Allcroft
Chief Operating Officer	Heidi Copland
Policy and Information team	
Head of Information	Sam Henson
Research and Information Officer	Tom Fellows
Policy and Information Officer	Fay Holland
Head of Inspiring Governance	Judith Hicks
Chairs Development Manager	Simon Richards (from June 2017)
Public Relations Officer	Kirstie Ebbs (from September 2017)
PA to chief executive/ Projects Officer	Shelby Roberts
Advice team	
Head of Advice	Claire Keetch
Senior Advice Officer	Niki Gandham
Senior Advice Officer	Rani Kaur
Information Officer	Joy Ejelonu
Information Officer	Tanaka Tizirai
Information Officer	Michael Barton (from September 2017)
Marketing and Communications team	
Head of Marketing and Communications	Francey Smith
Web and Marketing Officer	Ayne Ahmed (from September 2017)
Events Co-ordinator	Deborah Cartwright (from December 2017)
Business Development team	
Business Development Manager	Bill Kiely



Training and Consultancy team	
Head of Training Development	Paul Aber
Head of Consultancy	Clare Collins
Learning Link Manager	Matthew Swann (from July 2017)
Training Services Manager	Yolly Chegwiddden (from November 2017)
Training Administrator	Daisy Edwards (from October 2017)
Membership and operations team	
Office Manager	Victoria March (until November 2017) Abbey Mann (from December 2017)
Finance Manager	Lisa Richards (p/t)
Finance Officer	Anicka Bashir (p/t – maternity leave from October 2017) Michelle Kazemi (p/t – maternity cover from October 2017)
Senior Membership Officer	Gemma Willis
Administration Officer	Ravinder Banger (also acting Office Manager, November and December 2017)
Administration Assistant	Sandra Soloman

Annex 1

We submitted the following written responses to formal consultations:

Consultation issued by:	Consultation Title	Date
Public Accounts Committee	Financial Sustainability of Schools	January 2017
House of Commons Education and Health Select Committee	Children's mental health - role of education	January 2017
Department for Education	Schools national funding formula - stage 2	March 2017
Department for Education	High needs funding reform - stage 2	March 2017



Department for Education	Enabling maintained school boards to remove elected governors	March 2017
Department for Education	School exclusions guidance	April 2017
Department for Education	Primary assessment in England	April 2017
Department for Education	Primary school pupil assessment: Rochford Review recommendation	April 2017
Department for Education	Response to the School Teachers' Review Body Twenty-Seventh Report 2017 and Secretary of State's statement	July 2017
Ofsted	Changes to short inspections for 'good' schools	August 2017
Public Accounts Committee	National Audit Office: retaining and developing the teaching workforce	November 2017
Ofsted	Further proposals for changes to short inspections of maintained schools and academies from January 2018	November 2017

Oral evidence:

School Teachers' Review Body	Teachers' Pay and conditions	February 2017
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