How to Use This Plan

Use this fillable plan to identify continuity risk, assess internal succession options and agree the route to a stable permanent appointment.

Complete what is known. Record uncertainty as an action rather than delaying the plan.

Organisation:

Completed by: **Date:**

1. Identify the Succession Risk

Why is a succession or continuity plan needed? Select every item that applies.

- ☐ Planned resignation or retirement
- ☐ Unexpected vacancy or immediate risk
- ☐ Long-term absence or reduced availability
- ☐ Growth, listing, regulation or structural change
- ☐ Potential internal successor identified
- ☐ External recruitment is likely
- ☐ Team capacity or capability concern
- ☐ Role and reporting line need review

Current Position

Current Company Secretary / role holder:

Expected departure or review date: **Notice period, if known:**

Which continuity risks are present?

- ☐ No named emergency cover
- ☐ Key processes depend on one person
- ☐ Critical knowledge is undocumented
- ☐ System access is concentrated
- ☐ No successor is ready now
- ☐ Board relationships are concentrated
- ☐ The remaining team is at capacity
- ☐ The future role may be different

What is the greatest risk if the role becomes vacant?

Immediate Priority

- ☐ Stabilise immediate cover
- ☐ Develop an internal successor
- ☐ Prepare an external search
- ☐ Review the future role first

2. Map Critical Responsibilities and Cover

Identify the work that cannot safely pause. Name the person who could provide immediate cover and rate the current continuity risk.

Critical responsibility	Named cover / deputy	Continuity risk
Board and committee cycle		☐ Low ☐ Medium ☐ High
Statutory or regulatory filings		☐ Low ☐ Medium ☐ High
Annual report and AGM		☐ Low ☐ Medium ☐ High
Entity and subsidiary governance		☐ Low ☐ Medium ☐ High
Board advice and key relationships		☐ Low ☐ Medium ☐ High
Records, systems and access		☐ Low ☐ Medium ☐ High
Transactions or governance projects		☐ Low ☐ Medium ☐ High
Team leadership and delegation		☐ Low ☐ Medium ☐ High

Critical dates or deadlines in the next six months:

Access, authority or records that require immediate action:

Knowledge currently held by one person:

3. Assess Successor Readiness and the Future Role

Assess evidence of readiness against the role the organisation will need next, not only the work performed today.

Potential successor: _____ **Current role:** _____

Assessment factor	Ready now	Develop	External need
Technical company secretarial knowledge	☐	☐	☐
Relevant listed, regulated or sector experience	☐	☐	☐
Credibility with the Chair and board	☐	☐	☐
Judgement on sensitive or ambiguous matters	☐	☐	☐
Leadership, delegation and team development	☐	☐	☐
Strategic and commercial awareness	☐	☐	☐
Relationships across the organisation	☐	☐	☐
Capacity and desire to take the role	☐	☐	☐

Evidence, development needs or concerns:

Preferred Succession Route

☐ Internal appointment ☐ External search ☐ Interim, then permanent

☐ Restructure or split the role ☐ Further assessment needed

What must be different in the future role?

4. Plan the Transition

Use this page to agree the handover, recruitment and continuity actions. Add an owner and target date to each priority.

Handover Checklist

- ☐ Board and committee calendar
- ☐ Registers, filings and deadlines
- ☐ Governance framework and policies
- ☐ Systems, portals and access
- ☐ Sensitive issues and decisions
- ☐ Advisers, regulators and suppliers
- ☐ Outstanding board actions
- ☐ Annual report and AGM status
- ☐ Transactions and current projects
- ☐ Chair, board and stakeholder relationships
- ☐ Team responsibilities and development
- ☐ Background to established practices

Transition Action Plan

Action	Owner	Target date

Recruitment and Cover Decisions

- ☐ Interim cover required
- ☐ No interim cover required
- ☐ Begin confidential market mapping
- ☐ Begin permanent recruitment

Search / decision owner: _____ **Target appointment date:** _____

Final notes or questions to resolve:

Need help planning the succession or replacement? **ingenpartners.co.uk/contact/**
Ingen Partners can help with role definition, interim cover, market mapping and permanent recruitment.