



Bungay High School...

## Leadership Development and Succession Planning Policy



[www.bungayhigh.co.uk](http://www.bungayhigh.co.uk)

# Opportunity and Excellence for All





# Leadership Development and Succession Planning Policy

Our governing body is committed to developing the school workforce in ways which:

- Distribute leadership throughout the school,
- Utilise the strengths of individual staff and enable them to contribute to their maximum potential
- Enable continuing professional development opportunities which enable staff to progress within the school and beyond,
- Contribute to leadership capacity throughout Suffolk.

This policy rests on the underlying principles that:

- The development of leadership capacity is fundamental to the delivery of a child-focussed curriculum appropriate for the 21st century
- Growing our own leaders will benefit our school as well as other schools that they may move on to
- Our school will benefit in turn by recruiting leaders who have gained experience in other Suffolk schools
- There is potential for creative partnership arrangements for leadership development opportunities.

In implementing this policy the governing body will:

- Monitor on an annual basis, through the appropriate committee, leadership development within the school and links with other schools
- Through the appropriate committee, maintain an overview of the school's staffing profile and implications arising
- Ensure the allocation of sufficient funding from the school budget to support agreed priorities for leadership development
- Ensure the school's involvement in appropriate local and national leadership development and succession planning initiatives
- Seek to develop a school culture which is seen by all current and prospective staff to offer leadership development opportunities which benefit individual staff as well as the school
- Delegate responsibility to the Headteacher and other senior leaders to explore the benefits of collaborative approaches with other schools.

## **Monitoring our Workforce Profile**

Through the Governing Body Personnel Committee we will monitor on an annual basis:

- The number and deployment of staff
- Teaching and Learning Responsibilities
- Age & Gender profile
- Black and Minority Ethnic representation
- Staff Turnover rate
  - Number of leavers per annum
  - Length of time working at the school
- Destinations of leavers
  - Leaving the profession
  - Retiring
  - In-house promotion
  - External promotion
- Spread of staff on different points of Pay Spine
- CPD priorities
- Support staff deployment



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- Ongoing development training:
- Staff undertaking NPQH
- Staff undertaking e.g. Leading from the Middle
- Staff Absence rates and implications
- Trends in application rates

## Monitoring

### A Questions Framework for Governing Bodies:

- What staffing do we need to implement the developments we have prioritised in our School Improvement Plan in the short, medium and longer term?
- What posts do we know we have to fill to replace staff leaving in the next 2-3 years?
- Are we confident in our capacity to cope with the resignation or long-term absence of the headteacher or others in the Senior Leadership team?
- How does our staffing profile compare with similar schools with high pupil attainment?
- What links do we have with other schools to share opportunities for leadership development?
- How can we use forthcoming recruitment opportunities to strengthen leadership capacity, particularly around School Improvement Priorities?
- Can we improve marketing of vacancies to give a clear message about our commitment to leadership development.
- How do we integrate leadership development into the Performance Management process?

## Making it Happen

### What we will do in our school

- Make clear links in our School Improvement Plan to leadership development.
- Ensure that our Self Evaluation Form addresses workforce capacity and development
- Identify leadership potential and enable training and support for development.
- Regularly review and evaluate the leadership structure and its effectiveness with an eye on development of new models of leadership
- Judge it as a success when a member of staff moves on to a leadership position at another school
- Make appointments to leadership roles which meet the needs of the school but offer opportunities for candidates "with potential".
- Ensure that appropriate induction and support is in place for all staff, including leadership roles.
- Promote the school's policy on leadership development to external candidates
- Consider innovative models of school leadership

### What we will do with other schools

- We will work with other schools to create and take advantage of leadership development opportunities which are of mutual benefit.
- Contribute to and make use of internship and support schemes offered by the LA
- Share leadership development programmes

### Recruitment and Induction of Headteachers

We will:

- Be clear in our recruitment publicity that we are committed to leadership development.
- Recognise the potential that less experienced candidates may offer
- Make clear the support that is available to new appointments
- Plan effectively to deliver support to new Headteachers, taking advantage of support from the Local Authority.

October 2010