

drb Ignite Multi Academy Trust

Succession Planning Policy

Vision

The Trust has been established through a shared belief that lives can be transformed by what goes on in schools. We believe that the process of teaching and learning shapes futures. To this end our vision is to provide every child with learning experiences that excite them and give them the power to begin to shape their own lives.

all pupils achieve the highest standard of educational outcomes regardless of circumstances or background.

Introduction

The Trust is committed to developing the workforce in ways which:

- distribute leadership throughout the schools
- utilise the strengths of individual staff and enable them to contribute to their maximum potential
- provide continuing professional development opportunities which
 - Enable all staff to progress
 - Build effective leadership capacity throughout the Trust

This Policy is based on the underlying principles that:

- the development of leadership capacity is fundamental to the delivery of curriculum and places the needs of pupils at the heart of the planning process
- growing our own leaders will benefit each Trust school by recruiting leaders who have gained experience across the Trust
- there is huge potential to improve school standards and performance through creative partnership arrangements for teachers, support staff and leaders.

Trust commitment

The Trust is committed to safe growth through careful succession planning that:

- makes clear links in School Improvement Plans to the importance of leadership development
- ensures Self Evaluation Forms (SEFS) address workforce capacity and development
- identifies leadership potential and enables training and support for professional development

- regularly reviews and evaluates leadership structures and their effectiveness with an eye to the development of the most efficient models of leadership
- considers it as a success when a member of staff moves on to a leadership position at another school within the Trust
- ensures appropriate induction and support through coaching and mentoring is in place for all staff, including leadership roles
- promotes the Trust's approach to leadership development to external candidates and schools

Trust Workforce Profile

Annually each Trust school will monitor:

- The number and deployment of staff
- Teaching and Learning Responsibilities
- Spread of staff on different points of Pay Spine
- Protected characteristics profile
- Staff Turnover rate
- Number of leavers per annum
- Destinations of leavers
- In School/Trust promotion
- External promotion
- CPD priorities
- Ongoing personalised development training
- Staff undertaking National Professional Qualification for Headship (NPQH)
- Staff undertaking other management and leadership development e.g NPQSL, NPQML.

This information will be gathered by the Trust HR team and reported to the CEO and Trust Board to feed into the Trust's Strategic Planning process.

Monitoring and Review

In implementing this Policy senior leadership teams and executive governance groups will:

- monitor leadership development within the school and links with other Trust schools
- maintain an overview of the school's staffing profile and implications arising
- ensure the allocation of sufficient funding from the budget to support leadership development and other staff promotion and pay progression
- ensure involvement in internal 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 Trust
- collaborate with other Trust schools

Succession Planning Procedures

Trust succession planning procedure encompasses both individual aspirations to become future managers and leaders as well as developing a 'pool' of internal and external candidates from which appointments can be made.

There are three key features to the succession planning procedure:

- Identifying people and positions
- Creating opportunities for potential successors
- Aligning recruitment practice to consider and promote successors

Identifying people and positions

The Trust's succession plan will target senior positions to consider short-term and longer-term successors for these posts.

While some jobs will always require specific knowledge of curriculum areas or pupil groups, the focus will be on identifying and developing pools of potential successors to be identified for a variety of roles.

The Trust will develop its succession plan to identify:

- Potential *shortfalls*
- Where additional *capacity* is
- Whole Trust development priorities and projects
- Potential leadership capacity and capability

Creating workforce opportunities

On an annual basis the Trust will review its succession plan to:

- support leadership development opportunities which are of mutual benefit to all schools
- contribute to and make use of cross school collaborative activities
- consider the funding and cover for staff to attend development programmes
- fund specific cross Trust projects
- develop existing senior leaders to oversee projects and development opportunities through structured coaching and mentoring.


Aligning recruitment practice to succession planning

The Trust is aware that it needs to be an attractive employer. This includes providing growth and promotion opportunities to retain staff but also involves developing effective recruitment practices. The Trust's recruitment practices will:

- be clear in recruitment publicity that the Trust is fully committed to leadership and professional development at all levels
- recognise the potential that less experienced candidates may offer
- make clear the support that is available to all new appointments
- plan effectively to deliver support to new headteachers and senior leaders
- act collectively to advertise all vacancies and opportunities across Trust schools
- develop an annual recruitment strategy as required, to attract external candidates, specifically focusing on attracting additional talent and making assumptions in relation to internal progression and turnover
- advertise short term cover, secondment and work shadowing opportunities

Review of the Policy

This policy is reviewed annually by the Trust Board who will monitor the application and outcomes of this policy to ensure it is working effectively.

Monitoring and review	HEADTEACHERS, TRUST BOARD
Links	
Staff responsible	HEADTEACHERS, TRUST BOARD
Committee responsible	Board of Trustees
Date approved	November 2018
Reviewed	November 2018
Next review	November 2019
Sign off by Chair of Trust	 Date: November 2018

*Please note that should there be any changes/further national guidance issued relevant to this policy, it will be updated accordingly prior to the review date shown above and referred to the next Trust Board meeting.

Change Management

Issue No.:	Change date:	Change description:
1.0	Nov'18	Initial release