

Peterborough Diocese Board of Education

A School Governing Body Model Policy Statement

Leadership Development and Succession Planning

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

- distributes leadership throughout the school
- recognises the God-given talents of all staff and enables them to utilise their individual skills and abilities
- enables continuing professional development opportunities in order develop their skills further to serve the school and support them as an individual
- contributes to leadership capacity throughout church schools in the Diocese of Peterborough

We will work with other schools in the church school family to support and develop opportunities for individual staff progression that is for our mutual benefit.

Underlying principles:

- The development of leadership capacity is fundamental to the delivery of a child-focused curriculum appropriate for the 21st century
- The family of church schools share a common challenge in leadership recruitment which can be addressed through a corporate diocesan strategy
- Growing our own leaders will benefit our church schools as well as other schools within the maintained sector
- Our school will benefit in turn by recruiting leaders who have gained experience in other church schools
- There are opportunities for creative partnership arrangements between church schools that will require new structures of leadership

In implementing this policy the governing body will through its structures:

- monitor on an annual basis leadership development within the school and our links with other schools
- maintain an overview of the school's staffing profile and developmental implications
- 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 staff to offer leadership development opportunities
- explore the benefits of collaborative approaches with other schools

Monitoring our Workforce Profile

The governing body, through the appropriate committee, will monitor on an annual basis:

- the deployment of staff and the pupil/staff ratio (comparing with national benchmarks)
- spread of staff on different points of the Pay Spine
- teaching and learning responsibilities of staff
- support staff deployment
- age, gender and ethnicity profile of staff
- CPD priorities
- ongoing development training:
- staff undertaking NPQH
- staff undertaking further training e.g. Leading from the Middle
- staff absence rates and implications
- review reasons for staff leaving the school (exit interviews)
- 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?
- ✓ What confidence do we have in the overall capacity of the Senior Leadership Team 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 church schools to share opportunities for leadership development?
- ✓ How can we use forthcoming recruitment opportunities to strengthen leadership capacity, particularly around School Improvement Priorities?
- ✓ How do we integrate leadership development into the Performance Management process?
- ✓ How do we promote our vision for continuous leadership development to the staff?
- ✓ Can we improve marketing of vacancies to give a clear message about our commitment to leadership development?

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
- Make all staff aware of the opportunities for Continuing Professional Development
- Identify leadership potential and enable training and support for development
- Enable shadowing of headteachers and other Senior Leadership Team members
- Regularly review and evaluate the leadership structure and its effectiveness with an eye on the development of new models of leadership
- Judge it as a success when a member of staff moves on to a leadership position especially if this is at another church 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 those in leadership roles
- Promote the school’s policy on leadership development to external candidates
- Consider innovative models of school leadership where appropriate

What we will do with other schools :

- We will work with other church schools in the diocese to create and take advantage of leadership development opportunities which are of mutual benefit
- Enable shadowing of headteachers and other Senior Leadership Team members
- Contribute to and make use of training, mentorship and support schemes
- Collaborate within our cluster of neighbourhood cluster of schools and the family of church schools
- considering the possibilities of shared appointments, secondments and school federations
- Share leadership development programmes
- Explore opportunities to work with schools in neighbouring dioceses

Recruitment and Induction of Headteachers

We will:

- be clear in our recruitment documentation that the school is committed to leadership development
- recognise the potential that less experienced candidates may offer Make clear the support that is available to newly appointments headteachers
- Plan effective induction programmes taking advantage of support from the Diocese and the Local Authority.

Support Available to governing bodies

- ❖ Recruiting Headteachers and Senior Leaders: **Seven Steps to Success** Guidance from the National College of School Leadership (NCSL), October 2006.
- ❖ Headteacher and Senior Leadership appointments DBE documentation (website)
- ❖ The local authority Executive Director for Children and Young People has the right to representation at Headteacher appointments and will encourage the recognition of candidates’ potential whilst supporting governors in making a safe appointment.
- ❖ The Diocesan Director of Education, or his representative, will be available in an advisory capacity to the governing body and will encourage the recognition of candidates’ potential whilst supporting governors in making a safe appointment.
- ❖ The local authority co-ordinates an induction programme for newly appointed headteachers
- ❖ The Diocesan Board of Education will offer an annual residential for headteachers outlining the responsibilities and support for leaders of church schools.
- ❖ Headteachers will be offered support through the Peterborough Diocese School Service Level Agreement.