

School Succession Planning Statement of Intent

The Westwood School

Leadership is the single most important factor in deciding the success of the school. Succession planning is not simply about filling vacancies, but rather that ensuring that those vacancies, irrespective of post, are filled with high quality candidates who have the leadership skills to support the school in attaining the highest possible standards with all its children.

Aims

- To develop leadership skills in all staff*.
- To strive to create a culture where leadership and management is encouraged and developed at all levels.
- To be proactive identifying potential staffing changes and future leadership needs within school.
- To prepare staff for taking on leadership and management roles in the school, and potentially within other schools.

Guiding principles

General

The school will seek to have high quality leaders** and managers throughout its staff irrespective of what other responsibilities they may have.

The school will continue to develop and retain experienced, successful staff while recognising the need to attract excellent external candidates to possible vacancies.

The school recognises that by developing leadership skills amongst its own staff, it is potentially contributing to the pool of excellent leaders across the LA and beyond.

Creating the leadership ethos

The school is committed to the concept of distributed leadership and shared authority and accountability.

The school will seek to maintain and further develop a leadership culture where all staff can flourish and develop.

The school recognises that there are many different successful styles of leadership and that some staff may be more suited to certain leadership roles than others.

Criteria for the identification of potential

The identification of leadership potential should be based upon agreed criteria, with clear assessment and evidence set against known and accepted national leadership characteristics, *such as the NCSL 'Characteristics of Leadership'*.

Creating opportunities

Opportunities for potential leaders will be set within nationally known standards, *such as the TDA 'Professional Standards for Teachers' and 'the National Standards for Headteachers.'*

The school will use high quality leadership and management courses provided by the LA and other external providers, *such as the National College for School Leadership* to support the leadership development of all staff.

All newly appointed leaders in the school will be given a full induction both into the requirements of their new role, but also into the leadership ethos of the school.

* Staff – throughout means both teaching and support staff

** Leaders – throughout means anyone in the school with a leadership role including team leaders and governors.

Responsibilities of existing leaders within the school

- It is the responsibility of all leaders within the school to support the overall vision and aims of the school.
- It is the responsibility of all existing leaders within the school to facilitate and support leadership opportunities for all their team members and those they line manage, either through their day to day activities, team and school initiatives or through opportunities presented by the Performance Management or Professional Review processes.
- It is the responsibility of all existing leaders to promote the school's CPD policy that supports the continuing development of leadership through both internal and external professional development opportunities.
- It is the responsibility of existing leaders within the school to help those they support to analyse and evaluate the success of leadership initiatives undertaken.
- It is the responsibility of existing leaders within the school to model excellent leadership and support the development of others through coaching and shadowing.
- It is the responsibility of existing leaders within the school to ensure that all the materials and information to be sent to potential applicants for any vacancy is up to date and presents a clear, informative and current picture of the school in as an attractive manner as possible.
- It is the responsibility of existing leaders within the school to ensure that the school brochure and supporting information is reviewed, *at least annually*.
- It is the responsibility of existing leaders within the school to ensure that the school website is updated regularly, *at least each half term*.