



BROADWATER
CHURCH OF ENGLAND
PRIMARY SCHOOL

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Statement on Succession Planning 2017-2021

Turn your ear to wisdom and apply your heart to understanding (Proverbs 2:2)

Broadwater is a Christian School. We will enable children to become wise, confident, successful learners with the motivation, skills and responsibility to make a positive difference in God's world. Our vision is underpinned by the values we live by.

The Holy Spirit produces this kind of fruit in our lives: love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control. There is no law against these things! Galatians 5:22

It is this fruit that, in partnership with parents, we will instil in the children of our school.

What is Succession Planning and Management?

Succession planning is a process of developing talent to meet the needs of an organisation now and in the future. Every time a manager makes a work assignment, he or she is preparing someone for the future because he or she is building that worker's ability. Work experience builds competence and different kinds of work experience build different kinds of competence. Succession planning is about grooming the talent needed for the future.

For the purposes of this document, and within the educational context, the leadership of the school, the head and governors, consider the purpose of Succession Planning is to develop people into leaders within education. We are committed to provide an inheritance of successful educators and leaders at all levels to serve this and other schools in fulfilling this aim. The Governors have a passion for developing Christian leaders of the future.

Reasons for Succession Planning

1. Contribute to implementing the school's strategic plan
2. Identify replacement needs as a means of targeting necessary training, employee education and employee development
3. Increase the talent pool of promotable employees
4. Provide increased experience and opportunity for People with "High Potential"
5. Tap the potential for human talent in the school
6. Help individuals realise their career plans within the school
7. Encourage the advancement of categories of staff (eg teachers, teaching assistants, Office staff)
8. Improve employee morale
9. Improve employees' ability to respond to changing demands

School Climate

Broadwater C E School has an aspirational climate. Everyone is encouraged to aim high, and set personal and professional targets and objectives to which they can aspire and yet not feel they have failed if they are moving towards these only gradually.

As part of our succession plan, it is important for all staff and governors, to portray the school in a positive light when in discussion with others and on courses etc. We have much to celebrate at Broadwater and shouldn't lose sight of the need to attract people to the school into all positions.

We expect staff to take on additional responsibilities to gain experience and build competence. All staff who have completed their NQT year have responsibilities. Most staff have a mainscale responsibility and teachers on the upper pay spine are expected to take on additional responsibility such as leading a Year Team. The school structure enables three members of staff to assume the role of "Senior Leader" with an additional TLR allowance. These members of staff are expected to assume responsibility for an area of school management or school improvement.

Succession Planning Process:

The following process (based on the characteristics of exemplary succession planning from a wide range of organisations) is described in *Effective Succession Planning* by William J Rothwell 2005. It will be used to support improvement in Succession Planning and Management and forms the core of the Succession Plan at Broadwater C E School

1. Make the commitment – There needs to be a commitment from the school leaders to the value of Succession Planning and Management – this policy is part of the expression of that commitment.
2. Assess present work/people requirements - for key positions. There could be 5 generations of Succession Plan –
 - Leader
 - Remainder of Leadership and Management Team
 - Middle Managers – Year Leaders and TLR2s
 - Internal Talent Pool
 - Other staff – TAs, Office Staff, Premises staff
3. Appraise individual performance – Through the performance management process identify how well individuals are presently performing, and develop an inventory of talent so that it is clear what human assets are already available.
4. Assess future work/people requirements – What will be the work or competency requirements in key positions in the future? How can we support future leaders to cope with changing requirements and organisational strategic objectives?
5. Assess future individual potential – How do talents match up to future work requirements? The future-oriented process should not be confused with past- or present-orientated employee performance appraisal.
6. Close the developmental gap. Establish a programme for leadership development to cultivate future leaders internally.
7. Evaluate the succession planning programme – and use this to make improvements to the continuous system of Succession Planning and Management.

School Commitment to Succession Planning

We will:

- Continue to identify those staff who can develop specific talents to support learning for all
- Ensure budgeting resources are made available in the School Strategic Action Plan for future school improvement that supports career progression.
- Identify with teachers new to the school how they should develop their expertise, even if this is a branch from a main curriculum area.
- Use a strategic model, such as shadowing, for curriculum development so that key aspects of the school are well covered.
- Clearly advertise the successes of the school to new applicants so they recognise that professional development is important and that they can aspire to do well.