

SCRUTINY REVIEW OF SCHOOL LEADERSHIP SUCCESSION PLANNING

ACTION PLAN

RECOMMENDATIONS	ACTIONS	BY WHOM	UPDATE February 2016
1. That Cabinet develop a council policy on succession planning which includes a number of principles and support mechanisms available to schools to support them in developing their individual school policies.	<p>Schools ask to share any existing policies on succession planning</p> <p>Draft succession planning policy to be developed with schools and sent to Governing Bodies.</p>	SIS	<p>No formal council policy has been established.</p> <p>Succession planning policy being discussed with head teachers. This is part of the revised school improvement strategy being developed by the MSI team.</p>
2a. That Cabinet ensure that the corporate communications team run a campaign, as part of their work programme, which shares the good news stories from schools, profiling headteachers and their experiences, communicating how worthwhile the role is to prospective candidates.	My Merton editorial team to plan in school articles for 2015-2016	Comms	<p>Positive news stories about Merton schools routinely appear in My Merton.</p> <p>Future emphasis needs to be more focused on placing helpful articles etc in teacher/headteacher 'trade' press.</p> <p>Grebot Donnelly – Celebrating Success – highlight exam results and good news stories.</p>

<p>2b. The communications team should also seek to promote and publicise the range of development programmes and resources available to schools to support leadership development, alongside the campaign.</p>	<p>The SAMs CPD website promoted Merton Education Partnership (MEP) recruitment materials to be published when ready.</p>	<p>MEP Comms</p>	<p>Merton Education Partnership with LA officers' support has developed a website with information on leadership development opportunities and support available for prospective school leaders. This is linked to Merton's recruitment website and the national 'e-teach' website.</p> <p>News page on website used to direct senior leaders to other opportunities – LA courses, local teaching school programmes, National College NPQSL and NPQML</p> <p>Currently 16 specific leadership programmes advertised on the website.</p>
<p>3. That Cabinet include ensuring diversity in school leadership as a key commitment in the corporate equality scheme.</p>	<p>Corporate Equalities and CSF equalities plan include diversity within leadership as an action</p>	<p>CS</p>	<p>To be progressed in 2015-16 CSF Dept Equalities and Community Cohesion Action (ECCA) Plan. CSF rep on corporate equalities group also to promote objective in 2015-16 refresh of Corporate Equalities Strategy</p> <p>2x ½ day sessions delivered to HT and senior leaders around diversity training.</p>
<p>4. That Cabinet consult schools and the Merton Education Partnership on setting up refresher training for heads and governors, at appropriate intervals, on</p>	<p>Scope opportunities and costings for diversity training for heads and Governors</p> <p>Produce Draft model of succession planning policy</p>	<p>SIS</p>	<p>Heads were consulted and refresher training was delivered in March 15. A further session is planned for summer term and will be repeated periodically.</p> <p>New Headteacher Induction programme refreshed. 7 new headteachers in September 2015.</p>

incorporating diversity in schools succession planning policies.			<ul style="list-style-type: none"> - New induction booklet - 2 x half day briefing sessions from team managers - 2 full day workshops on stress management
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<p>5. That Cabinet, in consultation with the Merton Education Partnership, establish a mentoring and coaching programme and confidential forum for teachers, aspiring heads and headteachers to support career progressions and succession planning, in particular that female and BME coaches and mentors be employed to support aspiring heads in these groups and that any barriers be identified to progression.</p>	<p>Develop existing mentoring and coaching programmes for aspiring leaders to include BME participants</p>	<p>SIS</p>	<p>Heads have agreed to the establishment of a BME forum for teachers. School Improvement Service is currently seeking to identify/encourage leadership for the forum. Any mentoring and coaching would need to be undertaken by forum members as the LA has no available resources.</p> <p>Merton Education Partnership has employed two retired Merton head teachers to provide confidential coaching for all headteachers.</p>
<p>6. That Cabinet commission the ISN to undertake a survey of female and BME teachers to identify issues and gaps to better support career progression and professional development opportunities for women and BME candidates.</p>	<p>Commission a survey of BME staff</p>	<p>SIS</p>	<p>This survey has been completed and findings were reported to CYP Scrutiny Panel in Feb 2015</p> <p>As a result of BAME survey completed in June by www.innnerstregthconsulting.co.uk</p> <ul style="list-style-type: none"> - 2 sessions of diversity training - Commissioning of BAME leadership programme <p>BAME Leadership programme commissioned from Wandle Teaching School alliance. Will cover 10 sessions, delivered through Chestnut Grove Secondary School and costing £300. Includes 1 to 1 coaching and training.</p>

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<p>7. That Cabinet, in consultation with schools, explore the possibility of establishing a Future Leaders Programme for aspiring headteachers which may be match funded by schools or facilitated through other funding sources, for example, from the National College of teaching and leadership or the Merton Education Partnership. This programme could act on a scholarship basis with the most talented prospective heads approached or nominated by schools across the borough to participate, offering a fast track programme to enable outstanding teachers to apply for headship sooner.</p>	<p>Individual schools will be able to be consider this option.</p>	<p>N/A</p>	<p>There is a substantial programme of leadership development available through Merton’s own Continuous Professional Development offer and provided by the South West London School Effectiveness Partnership. Leaders and future leaders can also access opportunities provided by the National College of School Leadership(NCSL) and other national bodies.</p> <p>Currently promoting a range of other programmes –</p> <ul style="list-style-type: none"> - Primary deputies shadowing programme. Funded to £5,000 by MEP board. - SWLSEP succession planning programme for aspiring senior leaders - Early Leadership courses and twilight sessions - Opportunities for teachers to work in other schools through our Primary Expert Teacher programme.
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<p>8. That Cabinet encourage workforce information be collected more frequently and shared across SWLSEP and Merton schools to aid succession planning. In particular, talent spotting and opportunities for progression.</p>	<p>Formal collection of data is not practical as many schools have their own HR providers not linked to the council so any data would be partial and not likely to be helpful. Informally talent spotting opportunities are already used</p>	<p>N/A</p>	<p>Staff in the School Improvement Service routinely carry out 'talent spotting' and support teaching staff to apply for more senior positions when they become available. Formal coaching and feedback is provided.</p> <p>Over the last two years seven Merton deputies have been successful in obtaining Merton headships of whom three were from BME backgrounds.</p> <p>SWLSEP succession programme currently in 9th year of programme.</p> <p>Have promoted 115 teachers to HT position, who have attended the course.</p> <p>Merton currently chairs the group.</p>
<p>9. That Cabinet invest in publicity materials to attract graduates and those who may be pursuing teaching as a second career to Merton. Promoting the borough as a great place to live and work,</p>	<p>MEP to commission web—based information badging Merton as an excellent place to work and setting out career development opportunities</p>	<p>MEP</p>	<p>Marketing is a key feature in website noted above in 2b.</p> <p>Merton MSI team approached Ricards and Ursuline to develop a Schools Direct programme.</p> <p>Teacher Wimbledon.</p>

<p>with investment in career development and progression opportunities.</p>			<p>Programme to identify and train 'in house' graduates from other professions.</p> <p>Currently identified 35 people.</p> <p>This also runs alongside the Merton Special Teaching School Schools Direct Programme</p>
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10. That Cabinet work with schools to encourage more BME candidates to take up school governor posts to work towards addressing under-representation of women and BME governors and that a comprehensive induction programme be offered to better prepare governors for the role.	Almost all Governing bodies need to reconstitute during 2014-2015 and this could include consideration of the make up of the GB to reflect/represent their community	Merton and Sutton Governor Services	Data currently being obtained. Merton provides a wide-ranging and well evaluated governor training programme.	
11. Bespoke training for governors to refresh when appointment of a new head-teacher is coming up.	Governor training is available to all schools that buy into the Service Level Agreement. Only 2 schools do not and they could not spot purchase.	SIS	Recruitment training for governors is routinely provided in programme noted in 10.	
12. That Cabinet produce and share guidelines with schools to ensure governing bodies are thinking about representation and diversity when appointing headteachers and undertaking succession planning.	Existing guidance to be reviewed in the autumn term	SIS	Recruitment guidance is in place and provides appropriate focus on diversity in school leadership.	

