

September
2019



The Levels Academy Trust

Raising Aspirations, Realising Potential TOGETHER

LAT Succession Planning

The Levels Academy Trust is committed to providing a quality education for all pupils. A key component to achieving this aim is high quality personnel within roles throughout the trust. To ensure we have 'the right people at the right time' LAT places a high value upon succession planning.

LAT strives to maintain and enrich its learning environments through:

Identification and development of internal personnel (at all levels) to increase availability of experienced and capable employees

Exceptional recruitment strategies that appoint the highest quality personnel that enrich LAT values and aims

LAT Strategies for Succession are:

- CPD – Quality CPD that builds a person's skills, capacity and confidence
- Opportunity – Creating opportunities for people to experience aspects of roles
- Collaboration – Working with external agencies / other MATs to share excellent personnel
- Recruitment – Ensuring a clear and rigorous appointment process to secure strong personnel

Governance

Role	Succession Avenue			Additional Notes
	1	2	3	
Member	Trustee – Possessing skills required. Will need to step down as director	Collaboration with other MATs (i) Experienced Member (ii) Trustees	Recruitment - Advertising with companies that have strong Social Responsibility Policy / Practice	<p>Determining Need</p> <p>(i) Annual Skills Audit determines skills strengths & shortages of the group.</p> <p>(ii) Skills Audit to be reviewed / retaken on resignation of a member</p> <p>Aspiration to Engage</p> <p>(i) Observation of meetings</p> <p>(ii) Shadowing person in role</p> <p>(iii) Fixed term work upon sub-committee as expert advisor.</p>
Trustee	LGB Member – Possessing skills required.	Collaboration with other MATs (i) Experienced Trustee (ii) LGB Member	Recruitment - Advertising with companies that have strong Social Responsibility Policy / Practice	
LGB	Collaboration with other schools within Trust - Identify LGB members who possesses skills and capacity required for group	Collaboration with other MATs (i) LGB Member	Recruitment - Advertising with companies that have strong Social Responsibility Policy / Practice	
LGB Member – Staff	Identified as possessing skills required within group. Future identified leader			
LGB Member – Parents	Skills required advertised to ensure that prospective members are clear of role requirements			

Employed Roles - Central

Role	Succession Avenue			Additional Notes
	1	2	3	
Chief Executive Officer	Internal Leadership Growth (i) HT (ii) NLE (iii) SIA	Collaboration with other MATs – Growth of Leader within another MAT	External Appointment through robust appointment process	<p><i>Roles that will be subject to automatic external advertisement</i></p> <p>All possible internal candidates will have received appropriate CPD prior to commencing / applying for role</p>
Trust Finance Officer	Internal Leadership Growth (i) SBM (ii) Primary Administrator	Collaboration with other MATs - Identified person with skills required		
Education Welfare Officer	Internal Capacity Growth (i) Teacher CPD (ii) Support Staff CPD	Collaboration with other EWO providers (ii) Adhoc contracts (iii) Fixed Term		
Leadership / Educational Support	Internal Leadership Growth (i) HT (ii) HoS (iii) SLT	Collaboration with other MATs – Growth of Leader within another MAT		
Educational Psychologist	Internal Capacity Growth (i) Teacher CPD (ii) Support Staff CPD	Collaboration with other EWO providers (i) Adhoc contracts (ii) Fixed Term		
Trust Administrator	Internal Leadership Growth (i) SBM (ii) Primary Administrator	Collaboration with other MATs (i) SBM (ii) Primary Administrator		
Headteacher	Internal Leadership Growth (i) SLT	Collaboration with other MATs – Growth of Leader within another MAT		
Estates /Operations Manager	Internal Leadership Growth (i) Site Manager	External Appointment through robust appointment process		

Employed Roles – School Based Teaching / Leadership

Role	Succession Avenue			
	1	2	3	4
Headteacher	Internal Leadership growth from Senior Teachers	LAT Leadership growth from Senior Teachers	Collaboration with other MATs – Growth of leaders through joint CPD & collaborative work	External Appointment through robust appointment process
Senior Teacher	Internal Leadership growth from within Core Subject Leaders	LAT Leadership growth from within Core Subject Leaders		
Subject Leadership (Core)	Internal Leadership growth from Foundation Subject Leadership	LAT Leadership growth from CPD of Foundation Subject Leadership		
Subject Leadership (Foundation)	Internal Leadership growth from CPD	LAT Leadership growth from CPD		
SENCo	Internal Leadership growth from CPD	LAT Leadership growth from CPD		
Designated Safeguarding Officer	Internal Leadership growth from CPD	LAT Leadership growth from CPD		
Class teacher	Internal capacity growth from Schools Direct training	LAT capacity growth from Schools Direct training	Collaboration with other MATs – Growth through shared appropriate training opportunities (Schools Direct)	

Employed Roles – School Based Support Staff

Role	Succession Avenue			
	1	2	3	4
High Level Teaching Assistant	Internal capacity growth from CPD TA training	LAT capacity growth from CPD TA training	External Appointment through robust appointment process	
Teaching Assistant	Internal capacity growth from apprenticeship training	LAT capacity growth from apprenticeship training		
Site Manager	Internal Leadership growth from Key Holders	LAT Leadership growth from Key Holders		
Key Holder	Internal capacity growth from apprenticeship	LAT capacity growth from apprenticeship		
School Business Manager	Internal capacity growth from CPD training	LAT capacity growth from CPD training		
Primary Administrator	External Appointment through robust appointment process			