

## The Thinking Schools Academy Trust Scheme of Delegation

- Responsible** means **Responsible**. The individual/group that has responsibility for undertaking or completing the task delegated to them and reporting on its delivery at suitable intervals.
- Accountable** means **Accountable**. The individual/group that has the ultimate or final responsibility for ensuring completion of the task. This will include determining how the Trust and/or Academies (as appropriate) should undertake the task including determining appropriate milestones and targets to be reported against.
- Supports** means **Support**. The individual/group who should provide support during the implementation of the task.
- Consulted** means **Consult**. The individual/group that should be consulted as part of the process of the completing the task because they can provide valuable advice and/or input.
- Informed** means **Inform**. The individual/group that should be kept up-to-date about the progress of the task and/or the decisions in the task.

|                         |   | DoE | Exec Head / Head 1 | Head 2 | Head of School / Head 3 |
|-------------------------|---|-----|--------------------|--------|-------------------------|
| 1) Strategic Leadership | Develop the shared vision and strategic plan for the Academy, which is responsive to the communities they serve. At the core of this should be the educational and personal development of the pupils                           | A   | R                  | R      | C                       |
|                         | Work with the Chief Executive, Board of Directors and members of the MAT, Governors and staff to define and implement the Academies' vision and strategic direction so that it is understood and acted upon by all stakeholders | A   | C                  | R      | R                       |
|                         | Plan for the future needs and further development of the academies within the local and national context  | A   | S                  | S      | C                       |
|                         | Creating a culture of raising aspiration, achievement and attainment, is achieved through an inclusive, sustainable and innovative lifelong education environment   | S   | A                  | A      | R                       |
|                         | Ensure the Academy achieve their performance targets  | A   | A                  | A      | R                       |
|                         | Promote the Academy to a range of audiences   | A   | S                  | R      | R                       |

|                                  |  | DoE | Exec Head / Head 1 | Head 2 | Head of School / Head 3 |
|----------------------------------|--|-----|--------------------|--------|-------------------------|
|                                  | Secure the commitment of parents/carers and the wider community to the vision and direction of the academies.  | A   | S                  | R      | R                       |
|                                  | Work with all stakeholders to generate enthusiasm and commitment   | A   | A                  | R      | R                       |
|                                  | Challenge, motivate and empower others to attain ambitious outcomes.   | A   | A/R                | R      | R                       |
| 2) Leading Learning and Teaching | Secure and sustain effective teaching and learning throughout the Academy by ensuring sound strategies for monitoring and evaluating the quality of teaching and standards of pupils' achievement are in place, using benchmarks and setting targets for improvement. This should include those with special educational or linguistic needs in order to set and meet challenging, realistic targets for improvement | C   | A                  | A/R    | R                       |
|                                  | Promote excellence in teaching and learning, ensuring a continuous and consistent academy-wide focus on pupils' achievement and development (moral, spiritual, physical and social, as well as academic)   | C   | A                  | A/R    | R                       |
|                                  | Ensure that a high quality educational experience is available for all children and young people   | C   | A                  | A/R    | R                       |
|                                  | Create a culture of challenge, support and high expectations   | C   | A                  | A/R    | R                       |

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|--|--|-----|--------------------|--------|-------------------------|
|  | Ensure that effective and appropriate pastoral support is available to pupils  | C   | A                  | A/R    | R                       |
|  | Agree a curriculum policy to meet statutory and pupil requirements   | A/R | C                  | C      | C                       |
|  | Through monitoring and evaluation, identify and act on areas of improvement in relation to the curriculum and assessment | A   | R                  | R      | I                       |
|  | Develop an inclusive and supportive approach so that each Academy is a place where all pupils feel welcome               | C   | A                  | A/R    | R                       |
| <b>3) Raising aspiration, achievement and attainment</b> | Ensure that the needs and aspirations of each student is addressed through personalised learning and mentoring           | C   | A                  | A/R    | R                       |
|  | Ensure that assessment data is used to set challenging targets   | A   | R                  | R      | S                       |
|  | Challenge practice to ensure a stimulating learning environment  | C   | A                  | A/R    | R                       |
|  | Ensure Academy-wide priorities are consistently and effectively implemented  | A   | R                  | R      | S                       |

|  |  | DoE | Exec Head / Head 1 | Head 2 | Head of School / Head 3 |
|--|--|-----|--------------------|--------|-------------------------|
| 4) Developing Self and Working with Others | Treat everyone within each Academy fairly and equitably  | A   | R                  | R      | R                       |
|  | Develop a culture of personal responsibility that recognises both excellence and supports appropriate strategies to deal with under performance                                  | A   | R                  | R      | S                       |
|  | Ensure a high standard of professional development for all staff and for self  | A   | R                  | R      | S                       |
|  | Work with all staff to build effective teams   | C   | S                  | A/R    | A/R                     |
|  | Sustain their own motivation and that of other staff   | C   | S                  | A/R    | A/R                     |
|  | Motivate and enable all staff to carry out their respective roles to the highest standard, through high quality continuing professional development based on assessment of needs | C   | A/R                | A/R    | S                       |
|  | Develop and maintain respect across all stakeholders, inspiring individuals to contribute positively to shared ideas and plans for the academies                                 | A   | R                  | R      | S                       |
|  | Develop the capacity, through coaching and other appropriate means, of the educational leadership and management, particularly the SLT   | A   | R                  | R      | S                       |

|                             |  | DoE | Exec Head / Head 1 | Head 2 | Head of School / Head 3 |
|-----------------------------|--|-----|--------------------|--------|-------------------------|
|                             | Keep abreast of educational developments and best management practice in order to introduce appropriate innovation.                                      | A/R | S                  | S      | I                       |
| 5) Leading the Organisation | Provide dynamic, consistent and motivational leadership, ensuring the successful delivery of the vision, ethos, aims and objectives of the academies     | A   | R                  | R      | S                       |
|                             | Lead by example, be personally visible and committed whilst adopting a strong and flexible leadership style  | A   | R                  | R      | R                       |
|                             | Establish collaborative and open relationships with all stakeholders   | C   | A                  | A/R    | R                       |
|                             | Critically evaluate each Academy's performance   | A   | R                  | R      | S                       |
|                             | Ensure that communication channels exist enabling all staff to receive information they need in order to carry out their professional duties effectively | S   | A/R                | A/R    | S                       |
|                             | Ensure structures deliver pupil progression, attainment and achievement  | A/R | R                  | R      | S                       |
|                             | Oversee the implementation of a firm and fair performance management framework for all staff   | A   | R                  | R      | S                       |

|                                     |  | DoE | Exec Head / Head 1 | Head 2 | Head of School / Head 3 |
|-------------------------------------|--|-----|--------------------|--------|-------------------------|
| <b>6) Managing the Organisation</b> | Support the work of the Executive Business Manager to enhance the business management functions within each academy  | A/R | S                  | S      | I                       |
|                                     | Advise the Trust on the formulation of the annual budget in order that the school secures its objectives   | A/R | S                  | S      | I                       |
|                                     | Work with Trust Members and senior colleagues to recruit and retain staff of the highest quality   | A   | R                  | R      | S                       |
|                                     | Work with the Trust Members and senior colleagues to deploy all staff effectively in order to improve the quality of education provided                      | A   | R                  | R      | S                       |
|                                     | Ensure the regular monitoring of the budget for the school and the oversight of the use of resources   | A/R | S                  | S      | I                       |
|                                     | Ensure that the allocation and use of accommodation within the school provides a positive learning environment that promotes the highest achievement for all | A   | R                  | R      | S                       |
|                                     | Support the Work with the Trust Members in securing adequate resources for the school  | A/R | S                  | S      | S                       |
|                                     | Work with the academies business managers maximise the level of external funding that is attracted to support the academy's development.                     | A/R | S                  | S      | S                       |

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|--|---|-----|--------------------|--------|-------------------------|
| <b>7) Securing Accountability</b>                        | Work with the Chief Executive to enable him/her to meet their responsibilities  | A   | R                  | R      | R                       |
|  | Ensure all staff have clearly defined responsibilities and accountabilities   | A   | R                  | R      | I                       |
|  | Support each Academy to establish strong middle leadership roles within a distributed leadership structure                                | A   | R                  | R      | S                       |
|  | Secure robust Academy self-evaluation and quality assurance procedures  | A   | R                  | R      | I                       |
|  | Establish mechanisms for reporting to all key stakeholders at agreed intervals  | A/R | C                  | C      | I                       |
| <b>8) Leading in the Community Through Collaboration</b> | Support the Chief Executive in developing community engagement, promoting a continuous culture of change and nurturing creativity for all | A   | R                  | R      | S                       |
|  | Create and maintain an effective partnership with parents/carers  | S   | A/R                | A/R    | R                       |
|  | Strengthen each Academy's positive image in the wider community   | A   | S                  | R      | R                       |

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|--|--|-----|--------------------|--------|-------------------------|
|  | Develop each Academy's extended school provision                         | C   | A                  | A/R    | R                       |
|  | Actively support the diversity of the Academy's communities and students | C   | A                  | A/R    | R                       |