

Leadership Team Roles and Responsibilities 2021-22

Overview of Leadership Team roles and responsibilities

In accordance with the national School Teachers' Pay and Conditions, Anthony Broadley, as Headteacher has overall responsibility for:

- Whole school organisation, strategy and development
- Health, safety and discipline
- Management of staff and resources
- Professional development of staff
- Communication and collaboration

These responsibilities are shared between members of the school's Leadership Team.

The Deputy Headteacher and (Senior Deputy Headteacher) plays a major role, under the overall direction of the headteacher in:

- a) formulating the aims and objectives of the school;
- b) establishing the policies through which they are to be achieved;
- c) managing staff and resources to that end;
- d) monitoring progress towards their achievement

This is in addition to "carrying out the professional duties of a teacher other than a headteacher, including those professional duties of the headteacher reasonably delegated by the headteacher" (listed below).

General Leadership Team responsibilities:

All members of the Leadership Team at MAS are expected:

- To be an excellent practitioner and to lead teaching and learning within the school both through modelling good classroom practice and through lesson observation feedback and coaching.
- To assist in the preparation and review of school policy and procedure documents and ensure the School Improvement Plan, in relation to the specific area of responsibility, is monitored and impact reviewed regularly, within the school cycle.
- To follow school policies and procedures, including child protection and safeguarding, equality, health and safety, confidentiality, data protection and freedom of information. It is the responsibility of each member of staff to safeguard and promote the welfare of all young people he/she is responsible for, or comes into contact with in the school.
- To engage in relevant continuous professional development opportunities and performance management/development arrangements
- To develop constructive relationships and encourage effective communication between middle leaders, teaching staff and support staff, leading by example.
- To develop positive relationships and communicate with other agencies and professionals.
- To attend Governing Body meetings and committees as required.
- Promote the ethos and culture of the school
- Promote staff and student wellbeing

In addition, the Headteacher may assign reasonable additional or alternative duties at any time as the needs of the school change.

The individual roles and responsibilities for each member of the LT in 2021-22 are recorded below.

NB the lists are not exhaustive and, as we work as a team, there is considerable overlap to ensure continuity and consistency

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Role /Post Holder	Strategic Responsibilities	Management Responsibility for Policies/Procedures/Publications	Line Management
Headteacher Anthony Broadley	<i>Improving Outcomes for MAS students by:</i> <ul style="list-style-type: none"> Leading the creation of the strategic vision, values, aims and goals for the school Developing strategy, policies and procedures in conjunction with the Governing Body and Leadership Team to support the aims and values of the school Promoting a collaborative, supportive ethos throughout the school Leading learning through the support and development of all staff, and ensuring that data is used effectively to evaluate the quality of learning Strategic financial and human resource management, including oversight of teacher recruitment Monitoring and evaluating progress towards the achievement of agreed aims and objectives, as described in the School Improvement Plan Ensuring that the school meets its statutory responsibilities (in accordance with the DfE statutory guidance) Leading partnership working and collaboration with other schools, including the Acer Trust; OTSA Leadership Development; WOSP and OCL Oxford City Learning Promotion of equality, diversity and opportunity 	<p>For each of the core management responsibilities, the named DHT/AHT will deputise in APB 's absence and offer collaborative support in meeting the responsibilities..</p> <ul style="list-style-type: none"> Communicating the Ethos of the school Managing the systems to ensure strategic school development including School and Departmental Improvement Planning - Head Ensure coordination of the construction and implementation of School Improvement Plan based on systematic self evaluation Oversight of school policy review and development, including statutory documents Oversight of Health and Safety Oversight of Child Protection and Safeguarding Oversight of the school curriculum, including planning and delivery Planning and agenda-setting for GB meetings with the Co-Chairs of Governors Oversight of students' behaviour and responsibility for exclusions Oversight of staff recruitment, deployment Ensure systematic Professional Development linked to School Improvement Deputy DSL to support the school's DSL in ensuring an effective culture of safeguarding throughout the school 	<ul style="list-style-type: none"> Senior Deputy Headteacher Deputy Headteacher (vacancy) School Business Manager

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Senior Deputy Headteacher Giles Marshall	<p><i>Improving outcomes for all students by:</i></p> <ul style="list-style-type: none"> ● Co-leading the creation of the strategic vision, values, aims and goals for the school ● Developing strategy, policies and procedures in conjunction with the Governing Body and Leadership Team to support the aims and values of the school ● Working with the Headteacher to develop the systems to ensure strategic school development including School and Departmental Improvement Planning, including leadership and line management of the CL team ● Oversight of the strategic planning and development of the curriculum, including learning beyond the classroom, to meet the needs of all students including sixth form - ● Developing the school's Policies and Procedures to ensure consistency of practice. Liaison with Acer Trust leaders to ensure consistent policy development across the Trust ● Managing teaching staff deployment to enable the planned curriculum to be effectively taught, including staff attendance and the oversight of cover for absent teachers ● Working in partnership with other schools and organisations, e.g. OTSA, OCL and WOSP to raise standards and develop the curriculum offer ● Developing quality assurance systems and using them to support self evaluation across the school, data gathering and specifically analysis to support school improvement ● Oversight of KS4/5 options processes 	<ul style="list-style-type: none"> ● Staff deployment and management related policies and procedures including Pay; Staff attendance; Equalities. ● Curriculum review, policies and practice including statutory entitlement e.g Careers and RSE ● Oversight of Timetable (to ensure effective delivery of the curriculum plan) and options processes for KS3 to KS4 and KS4 to KS5 ● Oversight of external communications e.g. Newsletter, Sixth Form prospectus, Curriculum statement ● Management of Celebration Evening / Presentation Evening ● School Calendar and School Diary ● Management of the school's information for staff, students and parents, including Policies and Procedures, website and intranet content ● Oversight of external examinations and internal reporting and assessment ● Oversight of Curriculum Enrichment ● Deputy DSL to support the school's DSL in ensuring an effective culture of safeguarding throughout the school ● Management of staff duty rotas (including detention rotas; statutory duties; lunchtime duties) ● Planning and agenda-setting for GB meetings with the Chair /Vice Chair of Governors ● Development of policies and procedures relating to Performance Development; staff and leadership development; learning and teaching policies and practice (EMH) ● Management of the school's information for staff, students and parents, including Policies and Procedures, website and intranet content 	<ul style="list-style-type: none"> ● AHT Data and information ● Head of Sixth Form ● AHT Inclusion ● Sciences ● PRE ● Exams officer <p>Oversight:</p> <ul style="list-style-type: none"> ● EVC ● Holistic curriculum

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Deputy Headteacher Vacancy	<p><i>Improving outcomes for all students by</i></p> <ul style="list-style-type: none"> ● Co-leading the creation of the strategic vision, values, aims and goals for the school ● Developing strategy, policies and procedures in conjunction with the Governing Body and Leadership Team to support the aims and values of the school ● Managing the systems to ensure strategic school development including School and Departmental Improvement Planning ● Developing quality assurance systems and using them to support self evaluation across the school, with a particular focus on the quality of learning and teaching. ● Oversight of the school's data gathering and analysis to support school improvement (with AHT Assessment and Information Management) ● Strategic oversight of staff development, support and intervention to improve the quality of teaching and learning ● Development of the Performance Development systems to support capacity building and school effectiveness ● Overseeing primary to secondary transition ● Ensuring the development of ICT systems to enable effective management of the school ● Developing further opportunities for collaborative partnership working other schools and organisations e.g.Acer Trust, OTSA (Oxfordshire Teaching Schools Alliance), OCL and WOSP to develop raise standards through improvement in the quality of teaching and learning and professional / leadership development for all staff 	<ul style="list-style-type: none"> ● Maintaining the overview and the quality of teaching and learning in the school, including sixth form ● Working with Acer Leaders to develop and evaluate the Acer Trust Peer Review process ● Coordination and oversight of school self-evaluation processes, including monitoring the quality of teaching and learning and of pastoral support ● Coordination of the Priority Student Update system ● Development of policies and procedures relating to Performance Development; staff and leadership development; learning and teaching policies and practice ● Management of Open Evening and Open Mornings ● Deputy DSL to support the school's DSL in ensuring an effective culture of safeguarding throughout the school ● Management of the school's information for staff, students and parents, including Policies and Procedures, website and intranet content ● Planning and agenda-setting for GB meetings with the Chair /Vice Chair of Governors 	<ul style="list-style-type: none"> ● AHT Teaching and Learning ● AHT Student welfare and development ● CLs of Maths; English

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Business Manager	<p>Improving outcomes for all students by:</p> <ul style="list-style-type: none"> Under the direction of the Headteacher, lead on all financial matters in school, to ensure the school's successful financial performance and to ensure financial decisions are clearly linked to the school's strategic goals As a member of the school's Leadership Team, attend relevant leadership team meetings as required and report to governors, attending Governing Body meetings where appropriate As a member of the Acer Trust Operational Group, attend all meetings and report to the school's Headteacher and leadership team as necessary on developments. Develop a strategic premises development plan, working in collaboration with the Acer Trust Chief Operating Officer and the Trust Estates Manager, that integrates short term repairs and maintenance needs with longer strategic improvement to facilities Develop and oversee the school's catering service Monitor developments in technology and consider how it can be used to enhance the school's business processes, teaching and learning, and staff wellbeing Ensure that the school's IT services efficiently support the school's goals for teaching and learning and the needs of support and administrative staff, including the wider needs of the Trust's management staff Implement school-wide changes and allocate resources in line with the school's aims , putting policies and procedures in place and communicating them to staff Be responsible for line-managing support staff, including carrying out long-term resource planning and managing recruitment, appraisal and professional development 	<ul style="list-style-type: none"> Lead on the implementation of the business elements of the school's improvement plans and objectives Lead others to ensure the finance, administration, catering, site, IT and HR functions deliver a high standard of client service efficiently Ensure that the Trust's and school's policies are adhered to, including the Trust HR policies and procedures Advise on HR issues within school and liaise with the Trust's HR provider as required Conduct reviews of the school's staffing structure to ensure effective deployment of staff and financial efficiency Ensure that the school complies with health and safety regulations, and that processes and procedures are in place to ensure the safety of all in the school Oversee the school's data protection compliance and advising the school community on data protection issues Oversee that records are kept in accordance with the school's record retention schedule and data protection law, ensuring information security and confidentiality at all times Ensure that the school's compliance with statutory obligations is met and advise others on the relevant legal, regulatory and ethical requirements 	<ul style="list-style-type: none"> Communications Team Leader; Finance Officer; HR Officer ICT Services Manager <i>Assistant School Business Manager</i>

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	<ul style="list-style-type: none">● Implement a marketing plan for the school, which utilises the school website, signage, the prospectus, and communications with current and prospective parents● Take all decisions in line with the vision and values of the school and the Trust, and encourage others to do the same		
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Assistant Headteacher Assessment & Information Management	Improving outcomes for all students by <ul style="list-style-type: none"> ● Oversight of the school's data gathering and analysis to support school improvement ● Leading and developing the effective use of data across the school, and in the school's partnerships, to support target-setting and to monitor and review student progress and outcomes ● Managing the information needed to enable staff to meet the needs of all learners and ensuring that it is readily accessible ● Developing the school's assessment and reporting systems to meet the needs of the school in tracking student progress as well as enabling students and their families to understand their progress and how to improve their learning. ● Ensuring effective communication is between home and school, including the use of the Learning Platform and online reporting systems. ● Curriculum planning and analysis of staffing need, working with the Senior Deputy Headteacher ● Managing the options process for KS3 to 4 and KS4 to 5 ● Timetable planning, construction, maintenance and development ● Leading on sustainable school development with a focus on eco-schools and alternative energy. 	<ul style="list-style-type: none"> ● Production and maintenance of the School timetable, including the options process for KS3 to KS4 and support for transition from KS4 to KS5. ● Creation and publication of relevant data on the school intranet and website including student progress data, examination analyses, survey results, targets etc, ● Production of specific data to support self evaluation and school improvement, as required ● ARR policies and procedures ● School data protection manager (Trust-delegated responsibility for data control) ● Coordination of the Priority Student Update system ● Management of the school's information for staff, students and parents, including Policies and Procedures, website and intranet content 	<ul style="list-style-type: none"> ● Geography ● History

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Assistant Headteacher Inclusion	<p>Improving outcomes for all students by:</p> <ul style="list-style-type: none"> ● Overseeing the work of the SENCO and Learning Support Team to ensure that all students' SEN/D or Additional Needs are identified and met by ensuring that all staff have the information and skills they need to differentiate appropriately ● Overseeing that needs identified on the SEND register are being met for all students ● Ensuring that PSU (Priority Student Updates) address the needs of the vulnerable students ● Ensuring that the school's provision enables the integration and engagement of the most vulnerable learners including personalised provision ● Being Designated Lead and oversight for LAC ● Working in partnership through the IYFAP panel (In Year Fair Access) and with external agencies through the CAF /TAC process and PEP process for LAC ● data gathering and analysis to support school improvement(LAC + SEND) ● Oversight of strategic use of PPG ● Oversight of in-year student appeals and admissions - 	<ul style="list-style-type: none"> ● Policies and procedures for students at risk of exclusion including oversight of personalised learning programmes and personal support plans (PSPs) ● Inclusion and SEN policies and practice, including alternative provision. ● Ensure that EAA arrangements are compliant with JCQ regulations ● In Year Admissions procedures linked to IYFAP ● Oversight of maintenance of accurate SEND Register and associated Pupil Profiles ● Personalised Provision database ● Managing LAC students' provision ● Support HEP as DSL with safeguarding issues ● Coordination of the Priority Student Update system (HEP) ● Management of PPG budget ● Management of covid catch up fund ● Overview of priority student progress (with ANW) 	<ul style="list-style-type: none"> ● SENCOs ● LAC/PPG coordinator ● Art and design ● Drama

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Assistant Headteacher Student welfare and development	<p>Improve outcomes for all students by:</p> <ul style="list-style-type: none"> • Ensuring students are well cared for and supported in their personal development and well-being through the leadership of the pastoral system (House Leaders and tutors) • Overseeing student attendance to ensure that all students have good, or improving attendance • Leading the Student Support Team and the school counsellor to ensure that the learners most in need are being supported to attend school and their lessons • Oversight of the development of the positive behaviour strategy • Managing the induction of newly-admitted students through the pastoral system (year 7 and all in-year admissions except vulnerable students placed through IYFAP) • Working in partnership with external agencies to support attendance and student welfare, including through the EHA /TAF process • data gathering and analysis to support school improvement 	<ul style="list-style-type: none"> • Management of the Positive Behaviour Management policy and systems • Lead Designated Person for Child Protection/ Safeguarding • Oversight of support to House Leaders, Curriculum Leaders and tutors in the implementation of behaviour management policies and procedures, including anti-bullying procedures and policy • Student attendance and punctuality • Oversight of Tutorial, mentoring and assembly programme including Thought for the Fortnight • Annual update of School Planners • Oversight of primary to secondary transition including open evening 	<ul style="list-style-type: none"> • House Leaders • School Counsellor • Student Support Worker Team Leader • ALT Ethos and Culture • Core programme

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Assistant Headteacher Teaching and Learning)	<p>Improving outcomes for all students by:</p> <ul style="list-style-type: none"> • Strategic oversight of staff development, support and intervention to improve the quality of teaching and learning EMH+ • Oversight of the development of effective Teaching and Learning across the school • Leading and managing the ECT support and assessment programme as Induction Coordinator • Oversight of the development of teaching quality by supporting individual staff and participating in leadership team activities to monitor the quality of T&L • data/information gathering and analysis to support school improvement(SEF QoE) • Oversight of Early Career Framework at MAS as induction coordinator 	<ul style="list-style-type: none"> • Maintaining the overview and the quality of teaching and learning in the school, including sixth form- EMH • Oversight of New staff induction and professional learning and of In-house professional learning opportunities • Teaching and learning policies and procedures • ECF/ECT induction and assessment, including subject mentor support • Maintaining and analysing teaching evaluation record to target support and report progress to GB (WITH ALT) • Management of Teaching and Learning Team and CA team and supporting Professional tutor in their role • Responsible for SCITT and Associate teachers • Overview of student progress and progress • Performance development process oversight 	<ul style="list-style-type: none"> • ALT Teaching and Learning • Curriculum Assistant Team • Liaison with Professional Tutor • MFL

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Head of Sixth Affiliated to LT	<p>Improving outcomes for all students by:</p> <ul style="list-style-type: none"> ● Leading and Managing the Sixth Form ● Leading IAG across the school with reference to personalised guidance and destinations ● Leading the development of student leadership and their contributions to the school community ● data gathering and analysis to support school improvement (SEF 6th form) 	<ul style="list-style-type: none"> ● Sixth Form Prospectus and Open Evening ● Oversight of UCAS process and EPQ Programme ● Developing a coherent, all-years programme of IAG ● Planning and liaison with staff and Personal Advisers to ensure a personalised programme matched to the needs of our students 	<ul style="list-style-type: none"> ● Deputy Heads of Sixth Form

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Temporary Affiliated to Leadership Team (ALT) Roles until August 2022 to backfill the Deputy Head vacancy

Role /Post Holder	Strategic Responsibilities	Management Responsibility for Policies/Procedures/Publications	Line Management
Affiliated to Leadership team Holistic curriculum development	<p>Development of taught curriculum to deliver on the ethos and culture of the school through the core qualities and personal characteristics, including the diverse and inclusive curriculum</p> <p>Development of the enrichment and extra curricular programme to deliver on the ethos and culture of the school through the core qualities and personal characteristics, including the diverse and inclusive curriculum</p> <p>Developing careers provision to ensure that it deliver on the ethos and culture of the school through the core qualities and personal characteristics, including the diverse and inclusive curriculum (KHW)</p>	<p>Management of curriculum enrichment days</p> <p>Management of extra curricular provision</p> <p>Student council</p>	<ul style="list-style-type: none"> PE

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<p>Affiliated to Leadership team</p> <p>Developing the quality of teaching and learning through professional development</p>	<ul style="list-style-type: none"> • Leading the development of effective Teaching and Learning across the school • Contributing to the development of teaching quality by supporting individual staff and participating in leadership team activities to monitor the quality of T&L (With EMH) • Developing research-led practice across the school by working with external partners (e.g. OUDE Deanery, and Acer Trust schools) • Professional development process linked to professional learning (EMH) 	<ul style="list-style-type: none"> • New staff induction and professional learning programme • Management of In-house professional learning opportunities 	<ul style="list-style-type: none"> • Business, economics and computing

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Role /Post Holder	Strategic Responsibilities	Management Responsibility for Policies/Procedures/Publications	Line Management
Affiliated to Leadership team Development of ethos and culture	<ul style="list-style-type: none"> Managing and developing the positive behaviour strategy including Rs and Cs to promote the ethos and culture through the core qualities and personal characteristics(HEP) assembly programme including Thought for the Fortnight to promote the ethos and culture through the core qualities and personal characteristics Development of the tutorial and mentoring programme to promote the ethos and culture through the core qualities and personal characteristics (HEP) 	<ul style="list-style-type: none"> Support to House Leaders, Curriculum Leaders and tutors in the implementation of behaviour management policies and procedures, including anti-bullying procedures and policy To lead a SIG in developing a school approach to diversity and inclusion Student Council External communication of the ethos and culture of the school (To ensure celebration events promote the ethos and culture of the school, through the communication of the core qualities and personal characteristics 	<ul style="list-style-type: none"> Music