



## Expectations for the Academy Leadership Team Members of Isca Academy

All members of the ALT are leading professionals in the Academy. They are the custodians of all Academy outcomes and standards. Working with the governing body and the Trust, the ALT provide vision, leadership and direction for the Academy and ensure that it is managed and organised to meet our values and ethos, working always with the best interests of our students at heart. The ALT is responsible for the continuous improvement in the quality of education for our students; for raising standards; for the development of policies and practices; and for ensuring that resources are efficiently and effectively used to achieve the Academy's aims and objectives. The ALT must also secure the commitment of the staff, students, parents and the wider community to the Academy and our future direction.

### **Key Outcomes of Leadership**

- ✓ To ensure there is a strong ethos that mirrors that of the TWMAT, which also reflects the Academy's commitment to achievement for all.
- ✓ To ensure that students make better than expected progress and show improvement in their literacy, numeracy and information technology skills; are well prepared for public examinations; are enthusiastic about the subjects they are studying and are highly motivated to learn more and achieve more; and behave in a caring and socially responsible manner.
- ✓ To ensure that teachers have a secure knowledge and understanding of the subject(s) they teach; set high expectations for students; plan lessons which address the needs of all students within the class; employ the most effective approach(es) for any given group of students; plan lessons appropriately and reinforce and extend students' learning and achievement beyond the classroom.
- ✓ To ensure that parents enjoy an effective partnership with the Academy which contributes to students' learning; understand and support the work of the Academy; are kept fully informed about their child's achievements and progress; know how they can support and assist in their child's progress.

### ***Knowledge and Understanding***

Each member of the ALT should continually update their knowledge and understanding of the following:

- The values and principles of the TWMAT and the Academy;
- What constitutes quality in educational provision, the characteristics of highly effective schools, and strategies for raising students' achievement and promoting their spiritual, moral, social and cultural development and their good behaviour;
- Strategies to achieve effective teaching and learning;
- How to use comparative data, together with information about students' prior attainment, to establish benchmarks and set targets for improvement;
- Political influences such as national policies which have an impact on strategic and operational planning and delivery within the Academy;
- Leadership styles and practices and their impact in different contexts within the Academy;
- Management, including employment law, HR, equal opportunities legislation, personnel, external relations, finance and estates;
- The contribution that evidence from inspections and research can make to professional and Academy development.
- All members of the ALT are expected to have or be working towards a higher level degree or professional qualification such as NPQH, NPQSL.

## **Skills and Attributes**

### ***Leadership skills – the ability to lead and manage people in order to:***

- Create and secure commitment to a clear vision for the Academy;
- Initiate and manage change and improvement in pursuit of our strategic objectives;
- Prioritise, plan and organise;
- Direct and co-ordinate the work of others;
- Build, support and work with high performing teams;
- Work as part of a high performing ALT;
- Devolve responsibilities, delegate tasks and monitor practice to see that they are being carried out;
- Motivate and inspire students, staff, parents, governors and the wider community;
- Set standards and provide a role model for students and staff;
- Deal sensitively with people and resolve conflicts.

### ***Decision-making skills – the ability to investigate solve problems and make decisions***

- Make decisions based upon analysis, interpretation and understanding of relevant data and information;
- Think creatively and imaginatively to anticipate and solve problems and identify opportunities;
- Demonstrate good judgement.

### ***Communication skills – the ability to make points clearly and understand the views of others***

- Communicate effectively orally and in writing to a range of audiences;
- Negotiate and consult effectively;
- Manage good communication systems;
- Develop, maintain and use effective networks both within and beyond the Academy.

### ***Self-management – the ability to plan time effectively and to organise oneself well***

- Prioritise and manage their own time effectively;
- Work under pressure and to deadlines;
- Achieve challenging professional goals;

## ***Attributes***

Each member of the ALT draws upon the attributes possessed and displayed by all successful and effective teachers in the context of their leadership and management roles, including:

- ❖ Personal impact and presence;
- ❖ Adaptability to changing circumstances and new ideas;
- ❖ Energy, vigour and perseverance;
- ❖ Self-confidence;
- ❖ Enthusiasm;
- ❖ Intellectual ability;
- ❖ Reliability and integrity;
- ❖ Commitment;
- ❖ Resilience;
- ❖ A sense of humility and humour.