



## Leadership and Governance

Version 2 – July 2017



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## Table of Contents

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<b>Introduction</b> .....	<b>3</b>
<b>Vision and values</b> .....	<b>3</b>
<b>Core Aims and Key Performance Indicators</b> .....	<b>3</b>
<b>Overview of leadership and governance structure</b> .....	<b>4</b>
Strategic Board .....	4
School Improvement Team .....	5
ITT and Professional Development Team .....	5
Leadership and Governance Team .....	<b>Error! Bookmark not defined.</b>
Members' Forum.....	5

## Introduction

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Okehampton College was designated a Teaching School in December 2015 (Cohort 7). The Dartmoor Teaching School Alliance (referred to as 'Alliance' or 'Dartmoor TSA') was set up in to deliver on the Big 6 Teaching School programmes for Central and West Devon and the surrounding areas.

## Vision and values

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Our vision is to:

- Play a key role in improving the overall effectiveness of schools across the Alliance
- Identify, develop and retain outstanding school leaders
- Provide staff-wide professional development that has a transformation impact
- Increase the number of outstanding trainees; ensure all schools can recruit first class candidates
- Promote a culture of professional learning built around innovation, collaboration, coaching and research
- Build capacity for highly effective school-led school improvement
- Lead the development of work-life balance and emotional wellbeing strategies for school staff
- Be distinctive and focus on excellence

Our values are:

- Through principled leadership, promote the moral purpose of education across the school system
- Commitment to 'parity of phase' – we endeavour to provide outstanding services to schools and colleges serving children aged 2-19
- The alliance is built around the co-operative values of:
  - Self-help: Encouraging all within the organisation to help each other, by working together to gain mutual benefits. Helping people to help themselves
  - Self-responsibility: To take responsibility for, and answer to, our actions
  - Democracy: To give our stakeholders a say in the way we run our alliance
  - Equality: Equal rights and benefits according to their contribution
  - Equity: Being fair and unbiased
  - Solidarity: Supporting each other and those in other alliances

## Core Aims and Key Performance Indicators

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Core Aims	KPIs (2017-2018)
Improve pupil outcomes	1. DTSA Schools' KS2 / KS4 results improve faster than National Average
Improve the effectiveness of schools	2. Schools judged Requires Improvement make rapid improvement towards good
Every school has access to high quality trainee teachers	3. Increase the number of school direct trainees to 22
Every school has access to high quality support	4. Increase the number of SLEs up to 24, with at least 10 in English or Maths 5. Increase the number of TSLEs/NLEs to 6 6. Increase the number of NLGs to 3

Every school has access to high quality training for teachers, leaders and governors	7. Increase the number of member schools with teachers engaged in DTSA professional development to 90% 8. Increase the number of member schools with leaders engaged in DTSA leadership development to 90% 9. Increase the number of member schools with governors in DTSA governor development to 90%
Create an effective self-improving, school-led system	10. Increase the number of schools engaged in DTSA to 65

## Overview of leadership and governance structure



The Strategic Board is responsible for the strategic leadership for the Alliance. The Members' Forum provides all Alliance members with an opportunity to be briefed by the implementation teams, share effective practice, and provide feedback on Alliance activity.

The two implementation teams (School Improvement, ITT / Professional Development Team) are responsible for the operational leadership of the key activity areas, briefing members and making recommendations.

### Strategic Board

Members	
Executive Principal, Okehampton College Headteacher, Okehampton Primary School Director, Dartmoor TSA Link Governor, Dartmoor Federation Director, South West TSA	University of Exeter Representative Marjons Representative Primary Headteacher Representative Secondary Headteacher Representative

Key responsibilities: Create an ambitious, distinctive vision for Dartmoor TSA and provide strategic leadership to ensure that this vision and associated aims are achieved.

- Provide strategic direction for the Alliance
- Define the ethos and values of the Alliance and ensure these are upheld
- Set long term vision, strategic aims and key performance indicators (KPIs)
- Monitor the performance of the Dartmoor TSA against the Action Plan
- Approve the Action Plan, ensuring that planned activity meets the Alliance's strategic aims and KPIs
- Monitor budget, income and expenditure
- Ensure that the Alliance develops effective strategic partnerships
- Maintain overview and strategy for how Alliance works alongside other regional systems and structures that deliver school improvement services
- Supports the development of effective, high quality commercial partnerships for delivering CPD and Leadership programmes
- Ensure that the Alliance builds capacity throughout the members so that activity can expand and be sustainable

## School Improvement Team

Key responsibilities: Develop the quality and capacity of school-to-school support and ensure that all school improvement is highly effective in supporting schools to maintain and improve their Ofsted judgements and pupil outcomes.

- Identify schools within the Alliance that need additional school improvement support
- Work alongside key school improvement partners to risk assess schools within the Alliance in need of school-to-school support; develop an appropriate, sustainable support package
- Respond to outcomes of peer, LA and other reviews and Ofsted inspection to support schools to act on key areas for improvement
- Ensure that capacity is built across the Alliance to deliver school-to-school support
- Ensure that the Alliance effectively recruits, trains, deploys and QAs Specialist Leaders in Education (SLEs) and other system leaders
- Monitor and evaluate the effectiveness of school-to-school support and school improvement services.
- Support applications for and delivery of school improvement grants (e.g. Strategic School Improvement Fund and Teaching and Leadership Innovation Fund)

## ITT and Professional Development Team

Key responsibilities: Ensure that we provide a high quality programme of training and development from pre-ITT stage to Executive Head / CEO.

- Increase the number and quality of trainee teachers in Alliance schools
- Ensure that there is a collective, Alliance-wide commitment for ITT recruitment and training
- Develop an effective information and marketing strategy that leads to School Direct trainee quotas been met
- Monitor and evaluate the quality of ITT provision and support across the Alliance
- Maintain overview of local, regional and national systems and strategies relating to ITT
- Ensure that the Alliance is responsive to member needs, as identified through annual audit, and provides a CPD programme that addresses these needs
- Develop strategic partnerships (HEI sector, other TSAs, and private sector) to enable deliver of high quality CPD
- Develop a high quality comprehensive leadership and governor development programme
- Monitor the effectiveness of subject and leadership networks for Early Years, Primary and Secondary

## Members' Forum

Key responsibilities: receive briefings from implementation teams and strategic boards, share effective practice and provide representation for all members.

- Receive briefings from Director and Strategic Board
- Provide feedback on schools' experiences through Alliance activity
- Make representation on strategic and operational direction
- Share best practice and make requests for support
- Access to high quality leadership data updates
- Make recommendations about future Alliance activity

Version Control	
19 <sup>th</sup> June 2017	Version 2 – Draft 1
3 <sup>rd</sup> June 2017	Version 2 - Final



**National Teaching School**  
designated by



**National College for  
Teaching & Leadership**

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