

Senior Management Team Terms of Reference

1. Introduction

- 1.1. The Senior Management Team (SMT) is the group responsible to the governors for the management of Tonbridge School. It is chaired and led by the Headmaster. In addition it comprises the Second Master, Director of Studies, Director of Teaching and Learning, Bursar, Director of Admissions and Foundation Director.
- 1.2. The SMT's principal objective is to assist the Headmaster in formulating the strategic direction of the school and monitoring and managing day-to-day operational school issues. As far as possible, whole school policy decisions should be collective and based upon the range of experience and knowledge of all concerned.
- 1.3. It seeks to provide clear educational direction and leadership as reflected in the quality of education, the care of pupils and the fulfilment of Tonbridge School's aims and ethos.
- 1.4. It is responsible for analysing the school's needs, setting priorities, planning to meet those priorities, and acting on the decisions made.
- 1.5. In particular, the SMT will:
 - 1.5.1. *formulate the strategies required to meet the aims of the school's Strategic Plan*
 - 1.5.2. *monitor and review progress against the Management plan*
 - 1.5.3. *focus at a strategic level on the core business of Tonbridge school*
 - 1.5.4. *carry out individual specific responsibilities as identified in the job descriptions of each member*

2. Responsibilities of the SMT include:

- 2.1. To review periodically the school's Strategic Plan.
- 2.2. To develop and revise the school's Management Plan to ensure that this continues to deliver the objectives of the Strategic Plan.
- 2.3. To oversee the production of the annual budget and to consider future income and expenditure, in support of educational aims, and so to meet the needs of the school's pupils.
- 2.4. To recruit, retain, develop and motivate sufficient high quality staff.
- 2.5. To monitor the production and the regular review of school policies.

- 2.6. To provide a forum for discussions and decisions on staff and pupil issues.
- 2.7. To review periodically the school's Risk Assessment to ensure that key risks are identified and appropriately managed, and to make timely and appropriate reports and recommendations to the governors.
- 2.8. To manage the alignment, direction and effectiveness of the departments and services which support the school's aims.
- 2.9. With the focused support of the Development Working Party, to identify areas of development for the school and to explore these in preparation for recommendations to the governors and Foundation.
- 2.10. To oversee communication of aspects of school life via a regularly updated website, external and internal forums, newsletters and other methods of display and advertising.
- 2.11. To provide a safe and secure school environment in which pupil welfare is safeguarded and promoted and in which effective teaching and learning can take place.

3. Meetings

- 3.1. The team works at two levels: a smaller team (minus the Director of Admissions and Foundation Director) meets weekly to handle more narrowly focused curricular and pastoral issues; and the full team meets on a cyclical basis, approximately once a fortnight, to address wider whole school issues.

4. Accountability and transparency

- 4.1. The SMT's Terms of Reference and details of the team's composition, including brief job descriptions, are published on the school website along with the schedule of meetings and topics to be addressed.
- 4.2. Colleagues, both teaching and non-teaching, can put forward items for discussion at SMT meetings.
- 4.3. Subject to the need for confidentiality, progress on SMT business will be published on the school's intranet.

19th May 2007