

Rochdale
sixth form
college

Application Pack: Principal/CEO



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LETTER FROM THE CHAIR OF THE TRUST BOARD

Thank you for your interest in the post of Principal/CEO at Rochdale Sixth Form College to replace our current postholder, Julian Appleyard OBE, who leaves in March 2018.

The Trust Board are looking for an exceptional individual with the vision, strategic thinking and leadership to take RSFC into the next stage of our development.

RSFC has enjoyed remarkable success since opening in 2010. Prior to opening, the provision for A Level students in Rochdale was poor with the Borough 147th/150 local authorities for A Level performance and in the bottom 10% for value added performance. The College achieved an 'outstanding' Ofsted rating in 2013 and has topped the Department for Education Performance Tables for A Level progress for the last four years – an unprecedented achievement.

Locally, the College is in a very strong position. The College is popular with young people and their parents. The student population has grown to around 1,500 and throughout this period of growth, standards have remained exceptionally strong and the financial position very well consolidated.

The College is very proud of its inclusive approach and the Trust Board are committed to this. The College is multicultural and whilst as a rule the students attracted to the College are from Rochdale, there has been a growing number joining from surrounding authorities.

Rochdale has twelve secondary schools, with only two of these having post 16 provision. RSFC is a key player on the Rochdale educational scene, as a major contributor to HE progression and one of only three institutions with an 'outstanding' Ofsted rating.

The College is very active in the Pioneer Trust (the local secondary headteachers school to school improvement group) and the North West Sixth Form College Principals group. In 2014 the College was designated a National Support School and the current postholder a National Leader of Education (NLE). Through these designations the College has worked locally and regionally with other institutions to help improve standards.

Whilst RSFC is the only sixth form college in the town, there is a large FE College whose provision at 16-18 is mainly technical and vocational courses. The College works very well with the FE provider in ensuring the curriculum in the town is complimentary not duplicating. The College works very closely with the Local Authority, other external agencies and has a positive relationship with the ESFA.

The College converted to academy status in April 2017 and is one of only a small number of sixth form colleges to have converted so far. The College set up the Altus Educational Partnership (a multi academy trust in April 2017) and the College is the sole institution currently within the MAT. The Trust Board may possibly look at MAT development and growth in the medium/long term, however, safeguarding RSFC standards is the primary objective.

RSFC as well as enviable academic performance, has a large range of enrichment and enhancement opportunities from the successful Scholars and Honours Programmes, through to its Aspire Programmes. All these have contributed enormously to the growth in students progressing to HE.

The Trust Board is made up of nine Trustees, all of whom are highly committed to safeguarding standards of RSFC. Between them, they cover a very wide range of expertise and support the development of the College. Clearly, the College has come a long way in seven years. We have an incredibly strong platform for continuing success during a time when education as a whole faces significant structural change.

If you wish to submit an application please complete the application process, the details of which are in this pack. Potential candidates are strongly encouraged to speak informally with the current Principal/CEO, Julian Appleyard OBE, and/or arrange a visit to the College.

I look forward to hearing from you.

Yours sincerely



Dame Pamela Coward
Chair of the Trust

Important information to help you apply for the position

There are a range of resources available to inform you about the College and to help you apply. You are strongly advised to research the College and make the most of this opportunity to demonstrate how you meet the person specification and how you will use your skills and experience to lead an outstanding sixth form college.

Cultural fit between the successful candidate and the ethos of the College is critical. The Trust Board are very keen that the successful candidate is well aligned to the organisational values and the strong college culture that permeates.

The application form is a separate downloadable document. Along with the completed application form you must submit a letter of application which will be split in to two parts:

Part 1:

Demonstrate how you will use your skills and experience to lead RSFC and how your experience to date will enable you to sustain both outstanding performance and strong college culture and overcome the challenges that RSFC face.

Part 2:

Explain how your vision for RSFC fits with the RSFC values

The application form should be completed with the accompanying letter of application (addressing parts 1 and 2) to Kate Cullen, email address k.cullen@rochdalesfc.ac.uk by 9am on Monday 20th November 2017.

Candidates are strongly encouraged to have an informal discussion with the current Principal/CEO Julian Appleyard OBE. Visits can be arranged by contacting Kate Cullen on 01706 769802 or by email to k.cullen@rochdalesfc.ac.uk

Shortlisted candidates will be invited to take part in a two day assessment centre on Wednesday 29th and Thursday 30th November 2017.

Our Mission

At RSFC our central purpose is to help our students realise their academic potential. We believe every young person can succeed and we devote ourselves to improving student achievement, through high quality teaching and student support. Our young people are challenged to achieve through high expectations within a "you can do it culture". We aim at all times to build aspiration, to inspire and to motivate our students so they have the opportunity for greater choice in life.

Our Vision

We aim to be the sixth form college of choice for the young people of the Borough of Rochdale and aim to develop confident and articulate students, respectful and respected, capable of independent and critical thought and appropriately prepared for higher-level achievement.

Our Values

Care, Empathy and Compassion

The first thing to say is we're interested in you. We want to know about your life, your background, what you've got to say, how you feel about things, what you need, what you want, where you've been and where you'd like to go. For us, class teaching means more than just teaching in the class. It means teaching, and treating, every student as an individual, with care, empathy and compassion.

Achievement, Success and Excellence

We have a tireless dedication to improving the standards of academic achievement for our students and a passionate commitment to their success through a culture of high expectation and aspiration.

Learning, Creativity and Innovation

We are committed to achieving an effective learning regime for all students with first class teaching and support from members of staff, all day and every day without fail.

Relationships, Collaboration and Teamwork

We believe in working together. Students and staff work together to foster a real sense of community and mutual respect. We also believe in working closely with parents/carers to ensure that our 16-19 year olds become confident, mature, responsible and valued members of society. We cultivate close and meaningful partnerships with schools, other colleges and universities to enhance the learning experience. Our relationship with the local community in Rochdale reflects our commitment to the continuing social and economic well-being of the area and increases the range of opportunities on offer to our students.

Inclusivity, Belonging, and respect

We embrace diversity and are strongly committed to equality of opportunity for students, staff, their friends, families and the wider community to create a real sense of belonging and integration.

Honesty, Openness and Fairness

The values of honesty and fairness lie right at the heart of RSFC life. We are committed to conducting ourselves with openness, trust and respect for the individual in everything we do.

Positivity, Enthusiasm and Enjoyment

Unless something is fun it's simply not worth doing. That's why, above all, at RSFC we strive to create a fun environment in which the process of learning is not just rewarding but enjoyable too. In fact, we want the experience to be a positive one for our students in every respect, through instilling a passion and enthusiasm for their subjects, a thirst for learning, a burning desire to achieve their academic potential and career goals. We also aim to develop their self-esteem, confidence, emotional resilience, compassion, generosity of spirit and a boundless enthusiasm for taking on and overcoming all the challenges life brings.

Background information for potential applicants

Rochdale Sixth Form College (RSFC) is an outstanding College that provides mainly A Level provision for 16-18 year olds.

The College was set up to address the A Level underachievement in the Borough. Prior to 2010 the A Level performance in Rochdale was poor with the Local Authority 147/150 for A Level performance. Additionally, the Authority had very low progression rates to HE. Inside seven years the College is rated 'outstanding' by Ofsted, has for four consecutive years topped the Department of Education Performance Tables for A Level progress – an unprecedented achievement. The College is a designated National Support School and the current post holder a National Leader of Education (NLE).

Just over 90% of College students are from Rochdale postcodes, with the remainder from neighbouring Authorities. 44% of College students are from black and minority ethnic groups, which is reflective of the inner Rochdale schools. The male/female ratio is approximately 42 : 58 and 52% reside in disadvantaged post codes.

Rochdale has 12 secondary schools or academies, two of which have sixth forms. The town is served by a large GFE College and the close relationship between both Colleges ensures complementary and no duplication of provision. RSFC focuses upon the academic pathway and the GFE the skills, technical and vocational 16-18 routes.

The performance at Key Stage 4 in Rochdale is below the national average. This is reflected in the College's average GCSE points score of around 5.8. This is below the average for Sixth Form Colleges nationally (6.2). The College is committed to inclusive entry requirements for its level 3 study performances. The College achieve extremely good value added scores as evidenced in Performance Tables and the ALPs scores.

The College offers GCSE resits in Maths and English and are consistently above benchmark in terms of achievement and success. The College has excellent retention rates in Year 12 and 13 of 97% and 96% respectively. The average attendance is just over 95%.

The curriculum at the College is A Level focused with a small number of students following a mixed programme of a BTEC Sub Diploma alongside one A Level. Students who are yet to achieve a pass at Grade 4 or above in GCSE Maths and English are required to resit until they secure the required grade.

Given the prior attainment level of RSFC students, it is a huge strength of the College that we achieve excellent progression rates to higher education. The whole RSFC project has been a wonderful advert for social mobility. Around 82% of students apply to University, with over 75% taking up places. Students apply across the board to Oxford and Cambridge, Russell Group and the wider group of HE providers.

The College works with students not applying to HE to ensure they have the opportunity to progress on to appropriate apprenticeships and employment opportunities.

RSFC has very strong working relationships with local schools and the local GFE provider. The College Principal/CEO sits on the Pioneers Trust with local secondary headteachers and the College is also a key member of NWSFC (North West Sixth Form College group); SFCA (Sixth Form College Association) and the AOC (Association of Colleges).

The College estate is in outstanding condition and there has been significant investment in capital works to create an outstanding physical learning environment and excellent student facilities.

The financial health of the College is rated as outstanding.

Job Description

| | | | |
|----------------------------------|--|-------------|-----------------------|
| Job Title: | Principal/CEO | | |
| Reports to: | The Trust and Governing Body | | |
| Staff Responsibility for: | Senior Vice Principal, Vice Principal and Associate Vice Principals (x 2) | | |
| Salary | A six figure salary may be available for a candidate capable of leading a highly successful sixth form college. A relocation allowance of £8,000 is available where the employee's new home is reasonably close to the workplace and the former home is not. Teachers' Pension Scheme. | | |
| Additional | As assigned | Term | Permanent / Full Time |

Holidays: 30 days (none to be taken in term time)

Strategic direction and Development of the College

- To advise the Trust Board in determining the educational character and mission of the College.
- To lead the strategic planning process as determined by the Trust Board.
- To promote the College within its own community of stakeholder partner schools, parents, and within the wider community.
- To maintain the culture, ethos and educational vision necessary to ensure the fulfilment of the College Mission.
- To be responsible for the performance and future development of the College
- To monitor and evaluate the performance of the College.
- To review regularly policies relating to the work of the College and produce revised/new policies, as appropriate, for the approval of the Trust Board and Local Academy Council.
- To implement policies set and decisions made by the Trust Board.
- To ensure that the College fulfils the requirements of the DfE, the ESFA (and successor bodies) and other government agencies.
- To engage constructively with the local authority and other partners in ensuring high-quality education.

Curriculum and Academic Development

- To determine and develop the curriculum offer and academic provision of the College.
- To maintain and develop an environment which promotes and secures outstanding teaching, effective learning and high standards of achievement.

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- To determine and ensure appropriate systems of pastoral support for all students.
 - To maintain and develop robust systems for quality assurance in order to bring about continuous improvement in the College.
 - To ensure that the College complies with requirements of statutory bodies, such as Ofsted.
 - To maintain and review the effectiveness of the College's equal opportunities policy and procedures.

Leading and Managing Staff

- To provide effective visionary leadership which inspires, supports, challenges, motivates and develops all staff.
- To review regularly the management and staffing structure and bring to the Trust Board any recommendations for change.
- To oversee and implement procedures for the recruitment, selection, appointment, grading, appraisal and performance management and discipline of all staff.
- To facilitate the continuous professional development of all staff.
- To develop and promote excellent management practice, positive staff participation, effective communication, and clear procedures.
- To have direct line management responsibilities for senior leadership team colleagues and other members of staff as appropriate.

Physical, Financial and Human Resource Management

- The postholder will be required to assist the Trust Board in the application of good corporate governance, notably in complying with the Audit Code of Practice and the Regularity Audit Framework issued by the ESFA (and its successor bodies).
- To ensure the College's staff are deployed efficiently and effectively.
- To manage and oversee the development of the property strategy in co-operation with all relevant parties.
- To take responsibility for ensuring the proper and effective operation of all regulatory, financial, planning and other management controls.
- To be responsible for the preparation of estimates of income and expenditure for consideration and approval by the Trust Board.
- To manage the budget and resources within the estimates approved by the Trust Board, ensuring that public funds are deployed effectively.
- To provide regular reports to the Trust Board and Local Academy Council on the financial position of the College.

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- To maintain, develop and oversee Safeguarding, health, safety and security policies, strategies and mechanisms which meet legislative requirements, and which provide a welcoming and safe environment for all.
 - To act as Accounting Officer for the College to satisfy funding agency and audit requirements.

Accountability

- The formal line of accountability for the performance, efficiency and effectiveness of the College is to the Trust Board.
- In addition, the Principal/CEO must communicate effectively with:
 - Statutory bodies e.g. DfE, ESFA (and successor bodies)
 - Parents/Carers
 - Partner and other schools
 - Local Authorities and local employers
 - Other professional bodies and agencies.

Other Duties

- To act as a Trustee of the Board.
- To undertake such other duties as the Trust Board may, from time to time, determine to ensure the continued mission, viability and progress of the College.

Person Specification – Principal/CEO

In making this appointment, the Trust Board will give particular attention to the criteria outline below.

| No. | CATEGORIES | Essential | Method of Assessment |
|--------------------------|---|-----------|------------------------|
| QUALIFICATIONS | | | |
| | Good honours degree of equivalent | √ | Application |
| | Teaching qualification with a proven track record as a successful teacher | √ | Application, Interview |
| EXPERIENCE | | | |
| 1 | Recent extensive and successful experience of working as a Principal/Head, or at senior leadership level | √ | Application, Interview |
| 2 | Excellent practitioner with a proven understanding of teaching and learning and the changing demands of the curriculum for the 16-19 age range | √ | Application, Interview |
| 3 | Recent successful experience of working with Governing Bodies and external agencies | √ | Application, Interview |
| 4 | Experience of developing quality approaches to raising standards of teaching and learning | √ | Application, Interview |
| LEADERSHIP SKILLS | | | |
| 5 | Ability to lead, manage, motivate and inspire staff to achieve the highest levels of performance | √ | Application, Interview |
| 6 | Ability to create strategic vision and lead the College into the next phase of its development | √ | Application, Interview |
| 7 | Ability to communicate, consult and negotiate effectively on a wide range of issues with different stakeholders at national and Local Authority/local level | √ | Application, Interview |
| 8 | Ability to lead RSFC's teaching and learning and quality and professional systems by example | √ | Application, Interview |
| 9 | Ability to drive a curriculum and educational provision that is demanding and inclusive | √ | Application, Interview |
| 10 | Sound financial leadership skills and ability to ensure the College's resources are used effectively | √ | Application, Interview |
| 11 | Ability to lead organisational development in a complex, large institution | √ | Application, Interview |

| No. | CATEGORIES | Essential | Method of Assessment |
|---|---|-----------|------------------------|
| SPECIALIST KNOWLEDGE AND UNDERSTANDING | | | |
| 12 | Extensive knowledge of current developments in pre and post 16 education, including funding, organisation, curriculum and governance | √ | Application, Interview |
| PERSONAL QUALITIES AND SKILLS | | | |
| 13 | Stamina, enthusiasm and sense of humour | √ | Application, Interview |
| 14 | An innovator | √ | Application, Interview |
| 15 | Sensitivity to the needs of a culturally and socially diverse community | √ | Application, Interview |
| 16 | Excellent verbal and written communication skills | √ | Application, Interview |
| 17 | Networking and ambassadorial skills | √ | Application, Interview |
| 18 | Financial literacy | √ | Application, Interview |
| 19 | Highly effective and tuned interpersonal skills to quickly align with a complex and political environment | √ | Application, Interview |
| 20 | Mentally tough, bold and ability to deal with pressure | √ | Application, Interview |
| 21 | An incisive understanding of community leadership | √ | Application, Interview |
| Other | | | |
| 22 | Commitment to support and contribute to the vision and values of RSFC | | Application, Interview |
| | Enhanced DBS Clearance (to follow an initial offer of employment) | | Pre-employment check |
| | Ability to meet the requirements of the Asylum and Immigration Act (to be legally employed to work in the UK) | | Pre-employment check |
| | The College is committed to safeguarding and promoting the welfare of young people and vulnerable adults and expects all staff and volunteers to share this commitment. | | |