

APPOINTMENT OF ASSOCIATE PRINCIPAL

FINANCE, OPERATIONS & RESOURCES

1. BACKGROUND TO THE APPOINTMENT

The Executive Leadership Team of the College comprises of the Principal and five Associate Principals. Appendix 1 provides the leadership structure, whilst Appendix 2 provides a summary of the five Associate Principal posts, with the Job Description outlining the anticipated initial duties specific to this post. The Executive Leadership Team is a settled, hard-working team, with positive and mutually supportive colleagues who recognise the importance of teamwork and understand the many interdependencies that exist across their ELT portfolios. The College is the preferred destination for over 3700 ambitious students, progressing from schools right across Leicester and Leicestershire. The post has arisen due to the planned retirement of the existing postholder, who has laid excellent foundations within our wider corporate structure, supported the transformation of our estate and established strong financial foundations. It is an exciting time to join the College, as we continue to build on our strengths and to strive for excellence in all that we do.

2. STRATEGIC PRIORITIES FOR THE COLLEGE

What our students achieve in the time they are learning with us is the greatest measure of our success. Whilst crucial as part of a wider set of outcomes, qualification and examination outcomes are not the only measure of the impact we will have on the life chances and successes of our students well into the future. We are committed to ensuring that we create the best opportunities and access, to a balanced, rounded and great education, enabling our students to make progress, become increasingly independent and being prepared.

It is important to us that our staff feel valued, developed and appreciated, enabling them to work together towards our common goals and that they are able to get real satisfaction from helping the students we serve. This means having an ethos that engages all those who can contribute or make a positive difference through their work and development of their ideas. It is also essential that we are able to link coherently with the wider education system and that WQE is widely respected for the part we can play.

The College has a rolling strategic plan, one that is regularly reviewed to allow the College's medium term strategic planning to take account of important internal or external change. The strategic plan outlines our ambitions and the College seeks to;

- Provide a high quality and accessible sixth form college experience for the benefit of young people in Leicester and Leicestershire in particular
- Focus on the 16-19 age group and be specialists in this age range
- Provide an inclusive academic and classroom-based vocational curriculum offer, from Entry level to Level 3, including SEND provision
- Give high priority to the development of the skills and attributes for adult life, learning to be effective citizens
- Provide coherent academic and pastoral support, appropriate to this age group, maintaining a single point of contact for each student to provide this coherence, with three-way engagement between students, college and parent/carers

- Provide well supported transition to a new and high-quality learning environment and supporting preparation for the opportunities beyond the 16-19 phase
- Provide a clear step to greater independence, supporting preparation and readiness for young adulthood
- Provide a more mature learning community than is typical in a school environment, where young people come together from across the local area and learn to be active, valued members of a diverse community
- Prepare our students for success in higher education, further training and/or sustained employment, ensuring they have resilience and the flexibility to adapt and make the most of emerging opportunities in the future

The themes within our strategic plan are summarised below;

a) Participation, Developing Capacity and Responsiveness

The college will develop our capacity to respond appropriately to local demographic trends and patterns of choice. We believe it is important to ensure students within Leicester and Leicestershire, who can demonstrate the potential to progress to Higher Education and careers as young professionals, continue to have an opportunity to have access to a high quality Sixth Form College offer.

b) The Curriculum and Meeting Needs

The changing curriculum and assessment landscape pre-16 and post-16 will require the College to continually re-evaluate the range, type and balance of provision offered. There are key opportunities to adapt and develop our curriculum and enrolment/progression arrangements to best meet the needs of current and future students and ensure a curriculum that continues to be unrivalled in terms of choice, quality and flexibility.

c) Learning, Student Outcomes and Experiences

A commitment to continuous improvement is at the heart of everything we do and as the college continues to grow it will become increasingly important to ensure we remain focussed on ensuring personalisation and support for every student to ensure;

- Every student feels part of a strong learning community that recognises their aspirations and needs
- High quality teaching, learning and assessment that inspires and supports every student, enabling them to make excellent progress
- Experiences that enable personal development and preparation for progression and success in the future

d) Engaging with Our Community, Building and Strengthening Partnerships

As the educational system, structures and landscape continue to change it will be important that WQE plays a key role within that system, to ensure coherence, to support appropriate transitions and progression and to add value or create increased capacity through partnership.

e) Development of Our Workforce

Recognising that our workforce is our greatest single asset, WQE will need to ensure that both our staffing structures and support for the development of individuals are focussed on enabling continuous improvements for our students. Our focus on creating a workplace and culture in which people can flourish will be important to our future success and development, as well as enabling WQE to retain, recruit and develop the very best people.

f) Effective use of Resources

In a challenging public sector funding environment, making the best use of our resources and developing our capacity to ensure WQE can continue to invest in the best facilities and resources for students.

3. ORGANISATION OF FUNCTIONS WITHIN THE PORTFOLIO

A summary organisation chart for the Executive Leadership Team is provided as an appendix for reference. The Associate Principal (Finance, Operations & Resources) will play a key role in the leadership of the Corporate Service functions of the College and will shape teams to support our core educational business and services for staff, our students and external stakeholders. The post holder will provide direct line management and strategic oversight for the following functional teams within the structure:

- Finance
- Human Resources
- Estates
- IT Services

The Associate Principal (Finance, Operations & Resources) will co-lead the Support and Business Services Leadership Group with the Associate Principal (Students and Welfare). This group meets weekly, bringing together the key curriculum and student facing support leaders. It operates alongside and Curriculum and Students Leadership Group and together the membership of these teams make up the middle leadership teams of the college.

I hope this has provided you with some background and context to this important post. We believe that this is a particularly exciting time to be joining the College, offering a real opportunity to make a difference in the context of an ambitious and already high-achieving Sixth Form College.

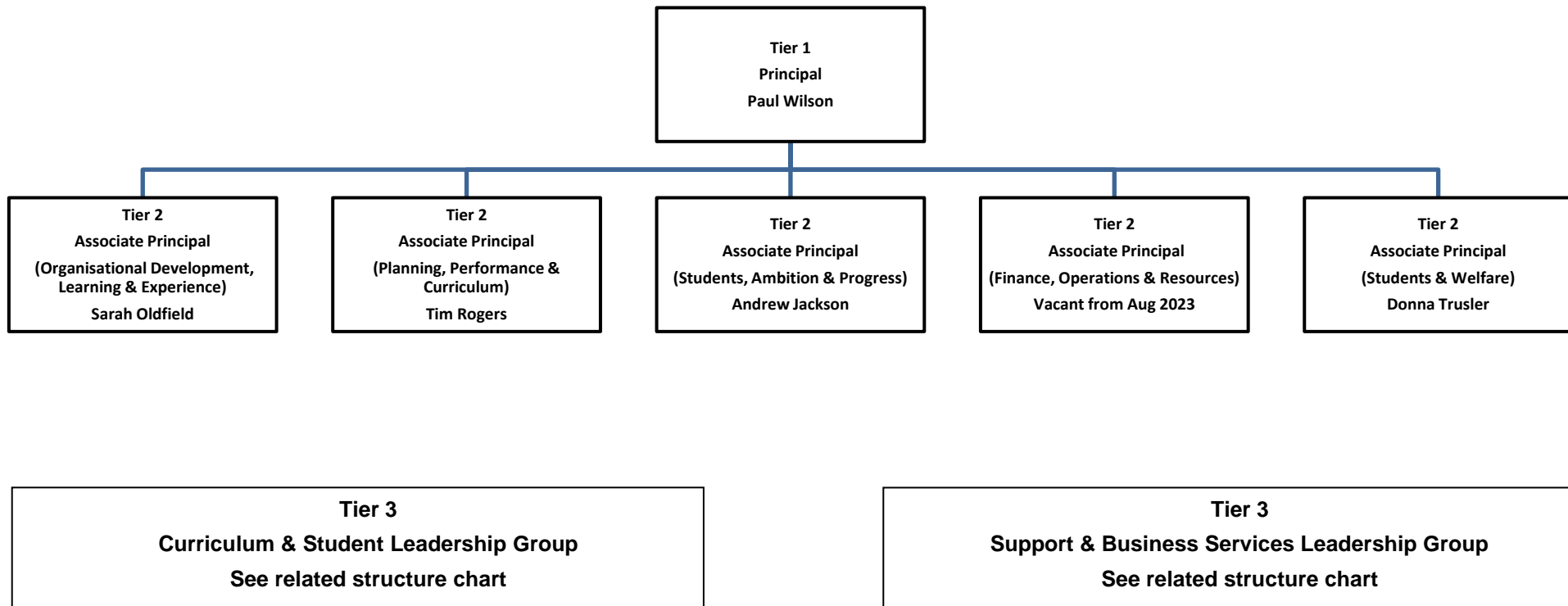
In this context we are seeking to appoint someone with the capacity to understand what the College currently does well, but also to offer fresh thinking, a critical eye and the drive to ensure that we continue to meet the needs and expectations of our students.

You will be a leader who is able to motivate, persuade, inspire and work with others to achieve our objectives, to help us remain focussed on achieving excellence in all that we do and to ensure that we identify the ways to continue to further improve.

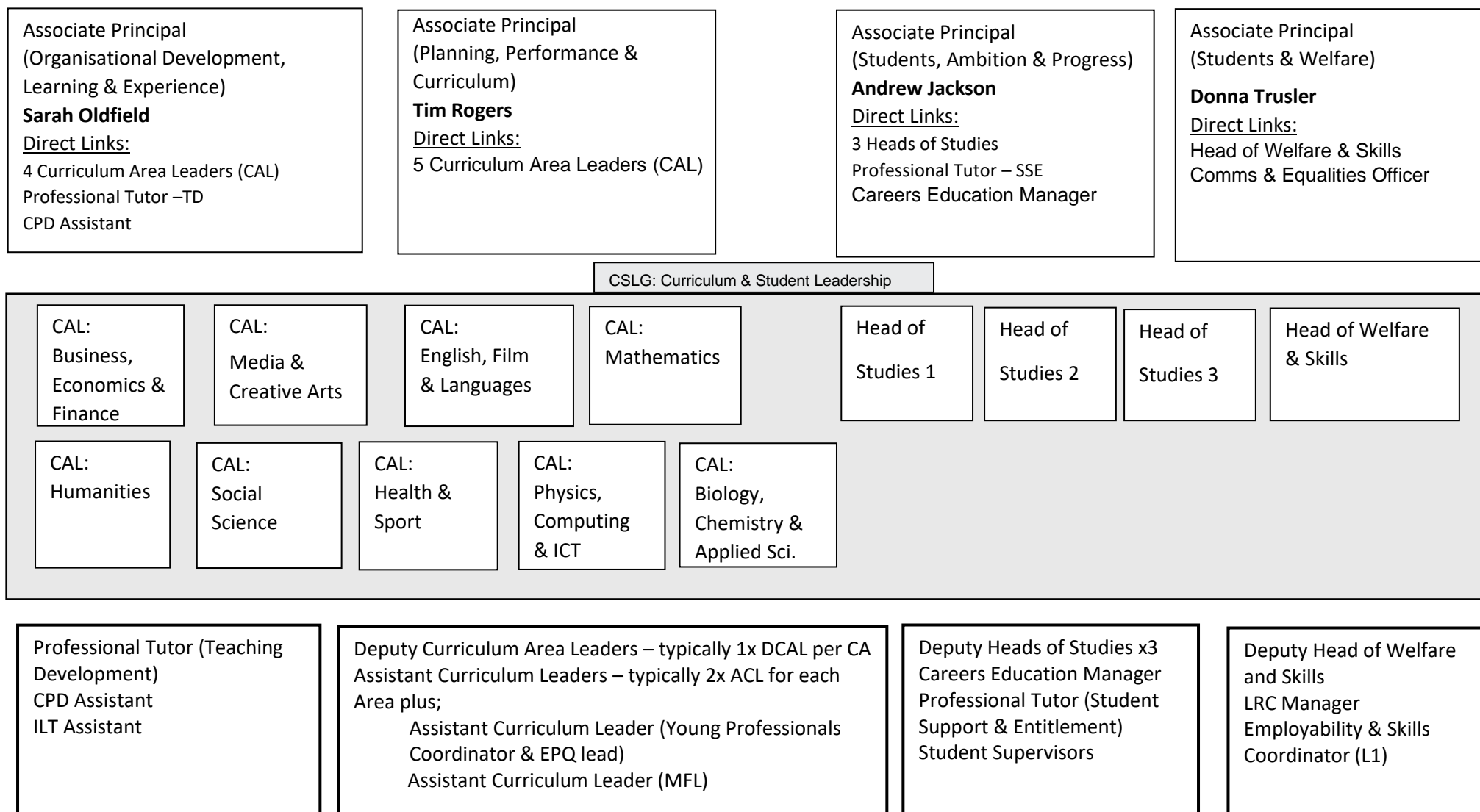
Paul Wilson

April 2023

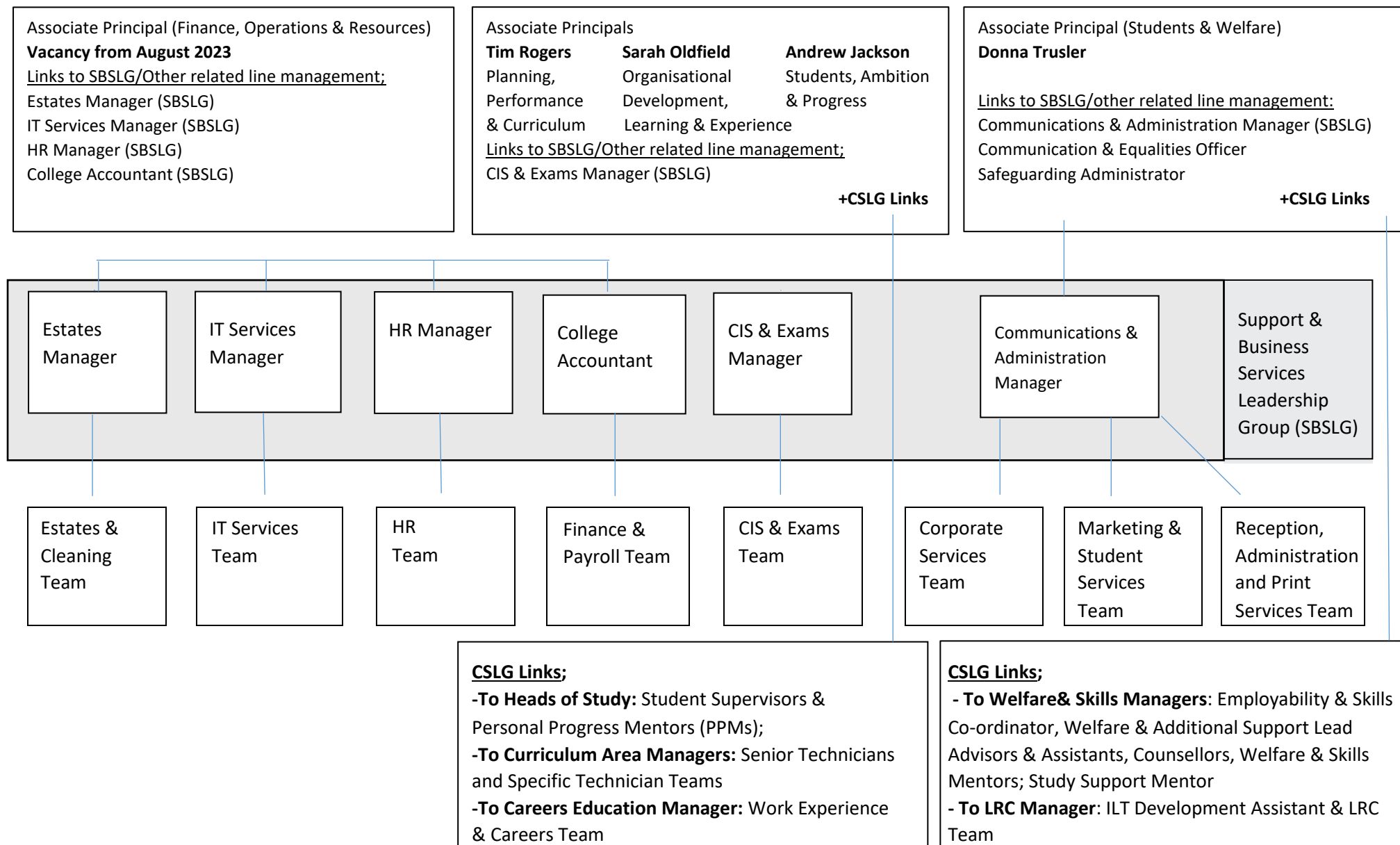
Leadership Structure Chart



WQE Curriculum & Guidance Leadership Arrangements



WQE Support & Business Services Leadership Arrangements



Appendix 2

Executive Leadership Team Portfolio Arrangements

The Executive Leadership Team (ELT) consists of six posts, to include the Principal and five Associate Principals (Tier 2). The collective work of this group provides whole college strategic leadership, leadership of all Middle Leaders (Tier 3) managers and functions, as well as operating strategically across campuses. Whilst the leadership role of Associate Principal is generic to all, with common leadership responsibilities (outlined below), the specific portfolios and associated responsibilities are subject to periodic review in order to ensure these remain appropriate to the leadership needs and priorities of the College over time.

All members of the Executive Leadership Team have a set of ***generic senior leadership accountabilities*** which are as follows:

- To provide leadership and direction to enable the College to provide the best possible learning experiences and student outcomes, including the promotion of an ambitious approach to continuous improvement across the College
- To support and advise the Principal, working with the Corporation as required in setting the strategic direction of the College, as well as to develop and implement strategic and annual development plans
- To evaluate and monitor standards for the quality of the education and services and lead plans for their improvement to achieve and exceed appropriate benchmarks
- To lead by positive example and set challenging goals for the College, teams and individuals, in order to generate staff commitment to the achievement of those goals
- To foster a proactive and responsive approach to the leadership of the College in order to ensure that student needs are met and risks to college success are effectively considered and managed
- To monitor and contribute to local, regional and national developments relevant to the College and to the portfolio holder's own key responsibilities, including positively representing the College as appropriate internally and at external meetings and events
- To ensure the effective day to day running of the College, including ensuring the safety and positive welfare of students, staff and other College users at all times
- To ensure effective communication throughout the College, including operating in collaboration and alignment with other Executive Team colleagues to ensure consistency in communication
- To provide leadership and line management of functional areas for an agreed portfolio of responsibilities and vary these as necessary at the direction of the Principal to respond to College needs
- To contribute fully to ensuring accessible, visible and pro-active senior leadership across the college, including through associated duty management schedules and stakeholder engagement activities

Details of the Portfolio Responsibilities

Four of the five Associate Principal portfolios primarily have strategic responsibility/accountability for student facing aspects of the College's work (Portfolios A-D) and one Associate Principal primarily has a focus on key business support services (Portfolio E). Details of these roles are as follows:

Portfolio A: Associate Principal (Students and Welfare)

- To have overall responsibility for pre-enrolment advice and guidance and enrolment of students
- To have strategic oversight of marketing, publicity, communications and public relations strategy/activity and the work of the Communications and Administration Manager
- To have overall responsibility for the provision and quality of individual support services for students, to include counselling, personal welfare, finance support/issues and health promotion or support, including mental health
- To oversee the work of the Academic & Learning Support provision and the Head of Welfare and Skills to ensure appropriate arrangements and compliance requirements to meet identified additional needs, including teaching/curriculum adjustments, intervention strategies, EHCP and external partnerships
- To oversee the work of the Learning Resource Centres and arrangements to promote positive engagement in study and a positive environment for independent learning and study for all
- To be the lead manager with strategic responsibility for the College's arrangements for promoting the safeguarding of students, including Prevent
- To have overall responsibility for the management and promotion of British Values across and within the curriculum, as well as promoting equality and diversity, including the production, review and publication of appropriate documents to ensure compliance, as well as to promote positive engagement and developments in these areas
- To lead on student induction and transition
- To lead on the celebration, promotion and monitoring of Equality and Diversity
- To be the line manager for the Head of Welfare and Skills, the Communications & Administration Manager and Communications & Equalities Officer, overseeing and setting direction for the work of their functional areas
- Ofsted links and lead for aspects of PBDW (cross college support systems) and aspects of L&M (safeguarding, prevent and compliance)
- Joint leadership (with portfolio holder E) for the Support and Business Services Leadership Group, and member of Curriculum and the Student Leadership Group attending as necessary

Portfolio B: Associate Principal (Organisational Development & Learner Experience)

- **In conjunction with portfolio holder C**, to be responsible for oversight and line management of an identified part of the curriculum to ensure an appropriate offer for students in those areas and coherence with the overall curriculum intent of the college
- To have overall responsibility for the on-going development and improvement of teaching, learning and assessment, including the line management and oversight of the work of the Professional Tutor (Teaching Development)
- To promote personalisation in TLA, initial assessment and to oversee the subject level support and intervention systems within curriculum areas and personalisation of teaching
- To lead on staff wellbeing, staffing resilience and arrangements for cover of absent staff
- To have strategic responsibility for CPD and performance management across the College
- To have overall responsibility for systems to gather and respond to views of key stakeholders in relation to their experience to support organisational development and ongoing improvement, including parent/carer voice and student voice, the work of the Student Executive and related community or stakeholder groups
- To oversee and lead on complaints procedures
- To oversee the development and implementation of formal enrichment, extension or curriculum support interventions, as well as the informal infrastructures or strategies to enrich experiences or build a strong sense of community within/amongst the student body
- To have overall responsibility for the arrangements for subcontracted provision, including performance monitoring, ongoing support, regulatory compliance and high standards
- To act as the College's Data Controller
- To line manage a group of Curriculum Area Leaders and have oversight of these Curriculum Areas (*TBC annually) – **English, Film and Languages; Media & Creative Arts; Business Economics and Accounting; Health and Sport**
- To support portfolio holder C, to ensure that the College is prepared for the requirements for OFSTED inspection, including to lead, support or deputise as the college nominee as required.
- Ofsted links and lead for TLA and aspects of L&M (including performance management, staff development, and improvement/stakeholder engagement & partnerships)
- Joint leadership (with portfolio holders C and D) for the Curriculum and Student Leadership Group, and member of the Support and Business Services Leadership Group attending as necessary

*areas subject to ongoing review and change

Portfolio C: Associate Principal (Planning, Performance & Curriculum)

- To have oversight and responsibility for student records, assessment and data, including collection, analysis and performance monitoring, key performance indicators and the leadership of college wide or targeted action planning for improvement
- To lead quality assurance systems, annual Self-Assessment and Quality Improvement Planning
- To lead on the annual review of student outcomes and associated individual, group or curriculum analysis, in order to ensure improvement strategies are well targeted, appropriate and monitored
- To be responsible for curriculum intent, design and implementation, in order to ensure an appropriate offer for students in the local area and planning strategically for the future curriculum
- To have overall responsibility for design of study programmes, curriculum pathways and timetables with reference to GLHs, entitlement, efficiency, viability and compliance needs
- In conjunction with portfolio holder B, to be responsible for oversight and line management of an identified part of the curriculum to ensure an appropriate offer for students in those areas and coherence with the overall curriculum intent of the college
- To oversee and lead on development and quality assurance of student records, data, assessment and exams functions. Ensuring CIS systems, curriculum and assessment systems provide college wide users with relevant and suitable reports to enable effective monitoring, in year intervention and support for quality assurance across the college
- To ensure that the College is continuously prepared for the requirements for OFSTED inspection or student record Audits, including to act as the college nominee as required and preparing portfolio holder B to lead or deputise as may be required
- To lead on college wide cycles of business, event planning and calendars
- To have overall responsibility for performance in academic programmes at all levels and to support the Quality nominee in relation to oversight of all applied general/vocational and associated foundation/progression pathways
- To line manage the CIS and Exams Manager and a group of Curriculum Area Leaders, and have oversight of these Curriculum Areas (*TBC annually) – **Mathematics; Social Science; Humanities; Biology, Chemistry & Applied Science; Physics Computing & ICT;**
- Ofsted links and lead for Outcomes for Learners (including standards) and aspects of L&M (Including capacity & improvement, curriculum intent and responsiveness)
- Joint leadership (with portfolio holders B and D) for the Curriculum and Student Leadership Group, and member of the Support and Business Services Leadership Group attending as necessary

*areas subject to ongoing review and change

Portfolio D – Associate Principal (Student Ambition and Progress)

- ***In conjunction with portfolio holders B and C***, to be responsible for the strategic development and organisation of the curriculum to ensure an appropriate offer for students and their wider support, development and progression needs
- To have strategic oversight of arrangements for in year monitoring and for identification and support for students' progress, progression planning and wider skills development
- To lead student monitoring systems and intervention strategies
- To oversee and develop systems to support students to understand their achievement, progress and development priorities and have support to plan ambitiously to improve further
- To oversee arrangements for suitable student level intervention and support, either individually or in appropriately targeted groups, as required to recover where performance gaps arise
- To oversee and lead the systems to ensure high levels of student retention, engagement and high levels of attendance
- To oversee arrangements for preparation for further study and for the world of work, to include careers education guidance, work experience and work readiness/employability
- To oversee and lead, including as quality nominee, the quality assurance, policy frameworks, internal consistency and coherence for the applied general/vocational programmes and associated foundation/progression pathways at all levels.
- To oversee and lead cross college planning, in partnership with Curriculum Area Leaders and portfolio holders B and C, to enable high levels of student retention and internal progression through coherent applied general/vocational pathways
- To lead, develop and implement systems to promote positive behaviour and to oversee disciplinary systems are applied and reviewed accordingly
- To lead on the effective partnership development and communication with parent/carers
- To line manage the Heads of Studies and have strategic oversight for academic guidance and progression on students' programmes of study
- To line manage the Careers Education Manager
- To line manage and oversee the work of the Professional Tutor (Student Support & Entitlement)
- Ofsted link and lead for PDBW (skills, progression, work readiness and destinations) and Outcomes for Learners (positive behaviours, retention, attendance, intervention and in year progress at student level)
- Joint leadership (with portfolio holders B and C) for the Curriculum and Student Leadership Group, and member of the Support and Business Services Leadership Group attending as necessary

Portfolio E: Associate Principal (Finance, Operations and Resources)

This portfolio will have strategic responsibility for key business support service functions.

Accountabilities would include:

- To lead the development and implementation of the College's financial strategy, procedures and controls
- To maintain an up-to-date knowledge and understanding of financial and accounting matters relevant to the College and to provide timely advice to the Principal and Corporation on such matters
- To oversee the preparation of, in conjunction with the College Leadership Team, medium and long-term financial plans and annual budgets consistent with the College's strategic and development plans
- To have oversight of the day-to-day management of College finances and the operation of the College's financial systems and procedures
- To support the annual audit planning and the work of the audit committee as appropriate
- To have oversight of key College resource and infrastructure developments, including capital projects
- To have strategic oversight of the development and monitoring of the College's health and safety policies and procedures
- To oversee estate management and the College's accommodation strategy, as well as line managing the Estates Manager
- To oversee the HR and IT Services functions and line manage the respective managers
- To line manage the College Accountant
- Ofsted links and lead on aspects of L&M (compliance, efficiency and effectiveness)
- Joint leadership (with portfolio holder A) for the Support and Business Services Leadership Group, and member of Curriculum and the Student Leadership Group attending as necessary