

PRINCIPAL CANDIDATE BRIEFING PACK



WELCOME FROM THE CEO OF ACTIVATE LEARNING EDUCATION TRUST

Thank you for your interest in the post of Principal at UTC Oxfordshire.

Since opening in September 2015, UTC Oxfordshire has made a fantastic start to its journey, as a new school, bringing high quality technical education to the area, while setting high academic standards for all students. The UTC has secured strong destinations and has been rated Good by Ofsted during its most recent inspection (May 2018).

This is an exciting time to join Activate Learning Education Trust (ALET) and in particular to take on the leadership of UTC Oxfordshire and steer the school through the next stage of its journey as it gets ever closer to its student capacity. We are seeking to appoint a talented and inspirational leader with the drive and passion to take the UTC forward into the next phase of development and contribute the wider ALET Leadership Group (CEO/Headteachers/Principals).

By joining the ALET Leadership Group, you will be part of a team of educational leaders united by the shared vision of transforming lives through learning. In being part of the ALET you will benefit from:

- membership of a collaborative group of like-minded institutions, where you share expertise and experience, along with peer-to-peer support
- working as part of the ALET Leadership Group on key issues that will transform lives through learning alongside establishing and enabling delivery of our collective priorities leading to ALET becoming the employer and educator of choice
- the ALET track record of school improvement and establishing new schools on stable foundations with talented staff in place
- access to expertise in teaching and learning through the Activate Learning group's dedicated Applied Learning Foundation which provides a rich resource of professional development
- potential progression opportunities building on the current ALET track record of moving middle and senior leaders to higher level roles, and retaining talent and knowledge within the group

If you are an ambitious school leader with an outstanding track record, who is ready to propel the school forward and lead with the right support behind you, then this opportunity will be a career defining move for you.

If you would relish this challenge and appreciate the invitation to become a key member of a successful, forward-thinking Multi-Academy Trust, we would very much welcome your application.

Joanne Harper
CEO, Activate Learning Education Trust



Please find included in this pack:

- About the Sponsor and Trust
- Overview of UTC Oxfordshire
- The job description
- Application details

If you would like to visit the school or if there are questions that the pack does not answer for you, we will happily answer them. Please contact Sarah.Dawson@alet.org.uk

ABOUT THE SPONSOR AND TRUST

Activate Learning

Activate Learning is a pioneering education group with a distinctive approach to learning.

The group includes secondary, further and higher education, apprenticeship and workforce training, consultancy, commercial businesses and social enterprise provision.

All parts of the Activate Learning group are united by a common purpose – to transform lives through our Learning Philosophy and guarantee a positive destination to further study, an apprenticeship or employment.

Activate Learning comprises:

Activate Learning colleges

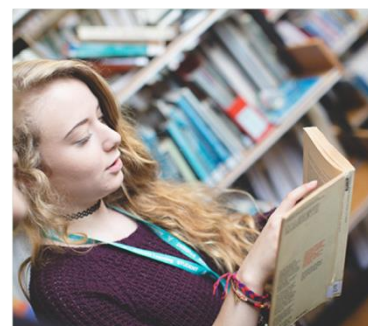
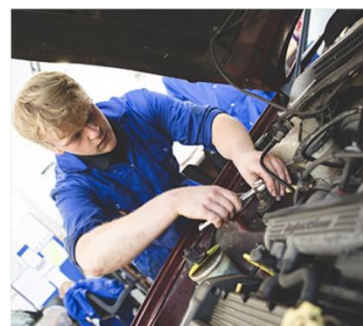
- Banbury and Bicester College
- City of Oxford College
- Reading College
- Guildford College
- Farnham Sixth Form College
- Merrist Wood College

Activate Learning schools

- The Bicester School
- UTC Heathrow
- UTC Oxfordshire
- UTC Reading
- UTC Swindon
- Theale Green School
- Bicester Technology Studio

Apprenticeship training and consultancy

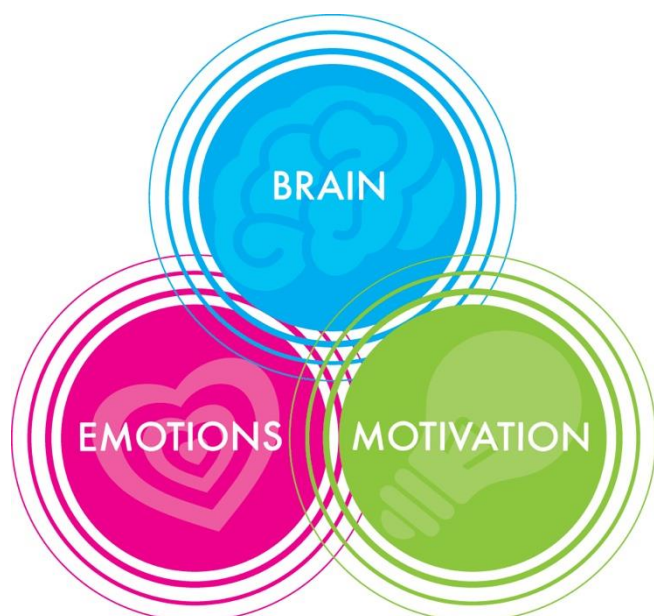
- Activate Apprenticeships
- Activate Business School



The Learning Philosophy

Our Learning Philosophy is at the heart of everything we do at Activate Learning.

Rooted in the dynamics between the brain, motivation and our emotions our Learning Philosophy recognises that:



BRAIN: Our brains are capable of incredible things. From the study of neuroscience, we understand that the brain connects neurons to make networks. These networks strengthen and work faster through repeated use. Your brain is like a muscle: the more you use it, the stronger it gets! We believe in hard work and recognise the value in working through our failures so that we are constantly learning and improving.

MOTIVATION: We need to motivate ourselves in order to do the practice that strengthens the networks in our brains. By repeatedly demonstrating the relevance and impact of newly learnt skills and knowledge, we maintain our students' motivation.

EMOTIONS: Our emotional response to studying has a massive influence on how we learn. The more positive your emotional response to studying is, the more likely you are to engage with and remember what you're learning.

Activate Learning Education Trust

Activate Learning Education Trust is a Multi Academy Trust (MAT) established by Activate Learning.

We transform lives through learning by providing exciting and innovative education for young people.

Activate Learning is the sponsor for Activate Learning Education Trust, which is run with the support of a number of industry and academic partners.

We currently have seven schools as part of the Multi Academy Trust.

Our vision

Transforming lives through learning

Our mission

To 'transform lives through learning' by igniting confidence, expanding opportunities, energising the community and generating prosperity. Through our Learning Philosophy and core values of empowerment, enterprise, connectedness and transformation, we will provide our students and staff with a safe and supportive environment in which to thrive.

Our values

Empowerment, enterprise, connectedness and transformation

Building capacity and expertise

The Trust's cultural approach to operating a MAT is to ensure that:

- leadership capacity and capability is built from within, with support from external strategic partners
- a collegiate focus on school improvement
- not relying heavily on external 'professionals' to prop up schools or inform trustees of what requires improvement.

School Improvement

The Trust encourages its leaders to work across our schools and foster a culture of mutual support and development to drive improvement and school-to-school improvement.

The Leadership Group (of which you would be part) is responsible for the operation of ALET and reports, via the CEO, to the Trust Board. School-to-school support refers to the wider deployment of expertise and the sharing of best practice across schools. These are fundamental to our growth and development and examples include:

- teaching and learning fairs and conferences
- English and mathematics cluster groups
- middle leadership development and succession planning
- data capture and assessment point validation and moderation

Our business model

We help school leaders focus on quality of provision and the learner experience. Back office services are provided by the Schools Team, who work with the Leadership Group to ensure the trust operates efficiently and effectively, meeting all external and compliance regulations.

The Schools Team provide:

- education leadership
- policy development
- corporate clerking services
- finance
- marketing and communications
- HR
- MIS
- data and exams
- property and estates.



Activate Learning Education Trust – the Trust’s priorities for UTC Oxfordshire

UTC Oxfordshire School Development Priorities

2019 – 2020



Everyone, at all levels of the organisation, has a collective responsibility to achieve an agreed set of UTC gold standards in core key processes

1. Capacity and Delegation

The ALET vision of ‘transforming lives through learning’ is embedded to underpin our gold standards so that all students receive an curriculum appropriate to their needs

2. Curriculum

Everyone has a shared commitment to develop key professional skills, attributes and values for lifelong learning and success at work

3. Professional and Personal Development

Everyone shares high expectations for academic success and are ambitious in continuously seeking to maximise potential

4. Outcomes and Destinations

5. The distribution of resources is effective to achieve all of the above in a sustainable way, seeking to establish new avenues of funding, working with local and national organisations



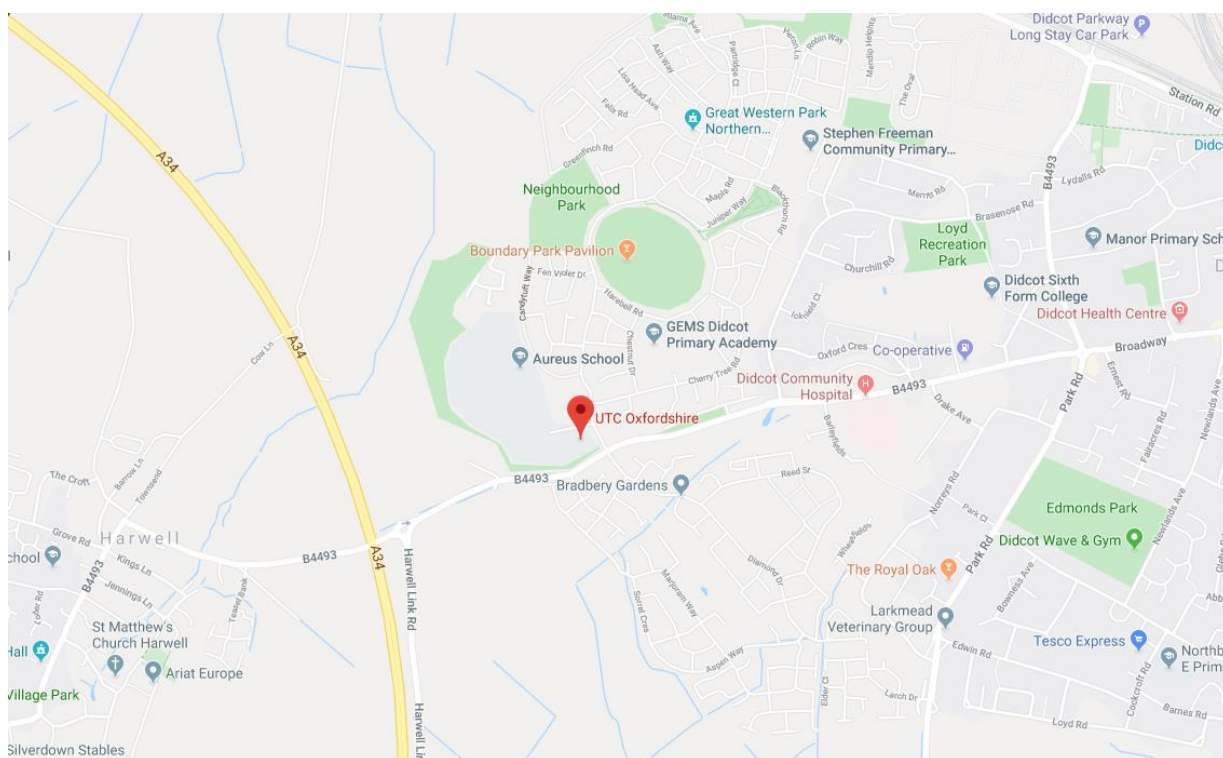
OVERVIEW OF UTC OXFORDSHIRE

Key facts

Type of school; 14-19 UTC

Size: 600 pupils

Location: Greenwood Way, Harwell, Didcot, OX11 6BZ



Curriculum

UTC Oxfordshire specialises in life science, physical sciences and engineering, alongside a broad and balanced curriculum.

The aim is to become a world-class centre of excellence in science and engineering education for 14 to 19-year-olds who are committed to succeed in these areas.

UTC Oxfordshire is the first school in the world to offer a Cryogenics Lab. These enabling technologies support at least 17% of the UK economy!

Ethos

We are committed to helping our students gain the qualifications and experience that their future employers are looking for. Our curriculum combines core academic subjects with the opportunity to study and gain practical experience in our specialist areas. From day one, students are engaged in solving genuine problems using industry specialist equipment. This helps give them a headstart in their chosen careers.

Students at UTC Oxfordshire are supported by our committed and experienced teaching staff, and a wide range of industry partners such as BMW, The Science and Technology Facilities Council (STFC), RM Education, and our sponsors, Activate Learning, Royal Holloway (University of London) and Reading University. We all work together, sharing our passion for science and engineering with our students, helping equip them with the knowledge and skills they will need for a successful career.

UTC Oxfordshire exists to create unique opportunities for young people to gain unbeatable experience and professional qualifications, so that they can access rewarding jobs in the Science and Engineering sector. Oxfordshire's young people will be the sustainable talent behind these thriving and rapidly expanding industries.

- We will develop mature, talented, confident and enthusiastic students, who progress successfully
- We will ensure our students have the experience of the world of work and know

what they need to do to be successful in their future

- We employ staff who are passionate and knowledgeable about the industry and teaching, and who want to share with our students their passion for achievements
- We will work actively with parents and students to plan each individual student's success
- We will provide an enjoyable but challenging experience that develops resilient and confident learners, with the knowledge, skills and attitudes they need to succeed



JOB DESCRIPTION

Reporting to the CEO, the Principal will work with the CEO and the Trust Board of ALET to develop and embed the vision for UTC Oxfordshire, providing inspirational leadership for the school community, establishing a culture of continuous improvement and one that promotes excellence, equality and high expectations of all.

Key Responsibilities

Leading Strategically

The Principal will:

- work in partnership with the Leadership Group to develop and deliver the strategic vision for the school, ensuring that it is clearly articulated, shared, understood and acted on effectively by all
- produce and implement the school's self-evaluation and strategic development plan, setting appropriately challenging and measurable targets and performance indicators
- provide information, objective advice and support to the CEO and Trust Board in developing their policies and formulating the budget, ensuring that all legislative and statutory requirements are met and lead the implementation of those policies; work with the Trust Board to ensure they are well informed and robustly evaluate the school's performance
- lead on developing partnerships and strong relationships with the local community, education, businesses, other partners and wider organisations to enhance educational provision and optimise opportunities for all students
- act as an ambassador and advocate for ALET inspiring and empowering others, whilst maintaining a high standard of personal integrity and professional conduct
- work with the support and challenge of the Local Governing Committee to progress the ethos and purpose of the school, operate sustainably and raise pupil progress and attainment

Leading the Organisation

The Principal will:

- ensure that quality of learning is at the centre of strategic planning, organisation and management of the school, its students, staff and resources
- ensure effective financial systems are in place for the safe and responsible management and monitoring of the school budget; maximising financial resources, creative income generation planning and securing value for money in all operations
- ensure the strategic development plan is underpinned by robust financial systems and sound business planning in accordance with development priorities and targets to deliver well-resourced provision to facilitate constant school improvement
- ensure rigorous and robust self-assessment and evaluation across the school, which informs clear, evidence-based action planning to address issues and recognises strength to inform sharing of best practice
- monitor and review the use of premises and resources to ensure they contribute effectively to providing an efficient and safe learning environment consistent with Health and Safety requirements, the school's values and proposed priorities for expenditure
- recruit, retain and deploy staff appropriately and manage their workload to achieve the vision and goals of the school and the Trust
- ensure that systems and styles of communication within the school are effective and appropriate



Leading Teaching and Learning

The Principal will:

- determine, organise and implement a balanced and broad curriculum that offers opportunities for all students to be successful and engaged
- ensure curriculum models are appropriate, affordable and effective in each key stage; school performance issues are identified and analysed and solutions are prioritised and costed effectively to secure sustainable improvements
- create the conditions for creative, responsive and effective approaches to teaching and learning which enable students to become active participants in their learning and are motivated to attain the highest possible level of achievement
- promote a culture that is inclusive and encourages every student to become self-confident and to show respect for others
- set appropriate and challenging progress targets for all students
- maintain and develop an effective assessment, recording and reporting system which promotes and celebrates all forms of student achievement
- promote excellence in teaching and learning and ensure a continuous and consistent focus on pupils' achievement using data and benchmarks to monitor progress, within a culture of challenge, support and excellence
- maintain and develop strategies to secure high standards of behaviour and attendance.
- Integrate formal professional development linked to teaching and learning model(s) in the Trust
- facilitate senior/middle leaders to lead joint professional development projects, linked to ALET priorities
- encourage networking opportunities and ways for staff to learn from and celebrate each other's efforts
- provide regular reports on the school's educational performance to the CEO's Office, the Trust Board and/or their representatives

Leading staff

The Principal will:

- ensure that the school is adequately and appropriately staffed, recruiting as necessary in accordance with ALET's HR policies and procedures
- manage organisational structures to ensure they are fit for purpose and facilitate continuous school improvement
- oversee an accurate assessment framework in order to judge the quality of teaching and learning, and the embedding of consistent high standards for all students
- be proactive in developing effective professional relationships with and between staff, and in promoting good order and high morale
- create an environment that encourages ideas and contributions from staff and values the achievements of individuals and teams
- encourage team development and an ethos which enables everyone to work collaboratively and accept responsibility for shared outcomes
- ensure that the systems for induction, appraisal and professional development lead to the maintenance of high standards and to a professional learning culture for all staff



Leading in the Community

The Principal will:

- work with the Leadership Group and School's Team, contributing to the development of provision within and across the Trust, creating a culture of supportive learning and promoting a culture of common accountability in all staff for students' achievement
- develop and maintain strong and active relationships with educational and business partners to enhance educational provision, develop employability skills, and facilitate progression in line with ALET's vision
- maintain and develop an effective partnership with parents and carers, ensuring they are well informed and engaged in their child's learning experience and progress
- ensure learning experiences for students promote fundamental British values and are integrated with the wider community; collaborate with other agencies to tackle all the barriers to learning, promote health and happiness for every child and engage positive strategies for challenging racial and other prejudice
- seek opportunities to involve parents and carers, community figures, businesses and other organisations in the life and work of the school and build opportunities for students to contribute to the community
- Ensure that communication between the school and the community is effective and appropriate and has a positive impact on student achievement

Safeguarding, Equality and Diversity

The Principal will:

- promote the school's commitment to safeguarding and the welfare of children and young people
- ensure that the policies and procedures relating to safeguarding and safer recruitment are implemented fully and followed by all staff
- ensure compliance with and maintain awareness of ALET's policies relating to Equality and Diversity

The person undertaking this role is expected to work within the policies, ethos and aims of the school and the Trust, and to carry out such other duties as may be reasonably assigned by the CEO. The post holder will be expected to have an agreed flexible working pattern to ensure that all relevant functions are fulfilled through direct dialogue with employees, community members and professional colleagues in ALET.

This job description sets out the duties of the post at the time when it was drawn up. Such duties may vary from time to time without changing the general character of the post or the level of responsibility entailed.



Person Specification

QUALIFICATIONS	Essential (E) or Desirable (D)
First degree or equivalent	E
Masters level qualification	D
Teaching and further professional qualifications	E
Evidence of commitment to own continuous professional development in leadership, current education initiatives and learning approaches	E
EXPERIENCE	
Significant recent experience as a Head Teacher of a Secondary School / Academy or College	D
Demonstrable track record of success in leading change and school improvement at secondary level	E
Experience of effective monitoring school performance at every level	E
Track record of achievement in raising standards and outcomes and achieving excellence	E
Experience and understanding of management of human and financial resources at a senior level	E
Experience of effective performance management of staff at all levels, including the ability to hold staff to account for performance and outcomes	E
Experience of using target setting, data analysis and curriculum innovation to improve performance outcomes for students	E
Evidence of successful promotion and implementation of effective teaching and learning strategies	E
Experience of working effectively with governors	E
Experience of working successfully with local community and external agencies/stakeholders and of sustaining and developing effective partnerships with other organisations	E
KNOWLEDGE, SKILLS AND UNDERSTANDING	
An up-to-date knowledge of school improvement planning and evaluation	E
Able to provide strategic and creative leadership and develop a school vision, which has learning and achievement at its core and incorporates its ethos and values	E
A detailed understanding of current educational issues, including national policies, priorities and legislation	E
A detailed knowledge of quality assurance systems (including school review self-evaluation and staff appraisal)	E
An in-depth knowledge of a range of effective strategies for maintaining and developing high standards of attainment, behaviour and attendance	E
A knowledge and understanding of legal issues relating to managing a school including Child Protection Procedures, Equal Opportunities, race, relations, Disability, Human rights, Employment and Health and Safety legislation	E

PROFESSIONAL AND PERSONAL ATTRIBUTES

Outstanding leader, committed to partnership and collaborative working	E
Leadership style which reflects the importance of delegating responsibilities and empowering others	E
Commitment to the academic, personal and social development of children and families	E
Excellent interpersonal, communications and organisational skills	E
Commitment to involving others and maintaining strong and positive relationships with the whole school community	E
Strategic thinker	E
Adaptable and creative in changing circumstances	E
Shows resilience and decisiveness under pressure	E
High level of perseverance, energy and enthusiasm for the school	E

APPLICATION DETAILS

Deadline for applications: 9.00am, Friday 6 December 2019

Interview dates: Thursday 12 and Friday 13 December 2019