

Executive Leadership Team 2018 / 2019 onwards

The Executive Leadership Team (ELT) consists of six posts, to include the Principal and five Associate Principals. This work of this group, role titles and responsibilities reflect the strategic whole College leadership role of this group, leading across campuses. There are two tiers of roles, with the Principal at Tier One and the five Associate Principals at Tier Two.

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 post 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 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 Roles

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

Post 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 and public relations activity.
- 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 to ensure appropriate arrangements to meet identified additional needs, including teaching/curriculum adjustments or interventions.
- To oversee the work of the Learning Resource Centres, e-learning and ILT strategy
- 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 equality and diversity, including the production, review and publication of appropriate documents to ensure compliance and promote positive developments in these areas.
- To lead on student induction and transition
- To lead on Equality and Diversity
- To be the line manager for the Head of Welfare and Skills and the Communications and Administration Manager, overseeing and setting direction for the work of the functional areas they lead
- Ofsted links and lead for aspects of PBDW (cross college support systems) and aspects of L&M (safeguarding, prevent and compliance)

Post B: Associate Principal (Learning and Improvement)

- **In conjunction with posts C and D** To be responsible for strategic development and organisation of the curriculum to ensure an appropriate offer for students in the local area
- To have overall responsibility for the on-going development and improvement of teaching, learning and assessment
- To have strategic responsibility for CPD and performance management across the College
- To have overall responsibility for quality improvement systems, including self-assessment, student voice, complaints and producing/monitoring the annual quality improvement plan
- In conjunction with Post C, to ensure that the College is prepared for and meets the requirements for OFSTED inspection, including to act as the college nominee or assistant nominee as required
- To have overall responsibility for the arrangements for subcontracted provision, including performance monitoring, ongoing support and ensuring regulatory compliance and high standards
- To act as the College's Data Controller
- To have overall responsibility for one of the following three curriculum pathways– the academic; the applied vocational pathway (including combined applied vocational and A level); the foundation and level 2 pathway
- To line manage a group of curriculum leaders
- Ofsted links and lead for TLA and aspects of L&M (performance management and improvement)

Post C: Associate Principal (Curriculum and Planning)

- ***In conjunction with posts B and D*** To be responsible for the strategic development of the curriculum to ensure an appropriate offer for students in the local area
- To have overall responsibility for the planning and organisation of the curriculum to include timetabling, staffing and rooming
- To have overall responsibility for study programmes and guided learning hours, ensuring compliance with funding requirements and equity across pathways
- To lead on wider stakeholder and partner engagement strategies to develop the curriculum and be responsive to partners, parent/carers and our communities
- To oversee the development and implementation of the formal enrichment and extension curriculum
- To oversee and lead the work of the MIS and exams function
- In conjunction with Post B, to ensure that the College is prepared for and meets the requirements for OFSTED inspection, including to act as the college nominee or assistant nominee as required
- To oversee and lead on the annual review of student outcomes and associated curriculum analysis, in order to ensure the curriculum is responsive to student needs and high quality
- To lead on college wide communications, event planning and calendars
- To have overall responsibility for one of the following three curriculum pathways– the academic; the applied vocational pathway (including combined applied vocational and A level); the foundation and level 2 pathway
- To line manage a group of curriculum leaders
- Ofsted links and lead for Outcomes for Learners (standards) and aspects of L&M (Responsiveness and meeting needs)

Post D – Associate Principal (Student Ambition and Progress)

- ***In conjunction with posts B and C*** To be responsible for the strategic development and organisation of the curriculum to ensure an appropriate offer for students in the local area
- To have strategic oversight of arrangements for on programme monitoring and supporting students' progress and wider skills development
- To lead intervention strategies and study support to address potential underperformance of individuals or groups, such that performance gaps are narrow.
- To oversee and lead the systems to promote student retention 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 lead development and implementation of positive behaviour and disciplinary systems
- To line manage those with operational responsibility for academic guidance and students' programmes of study
- To have overall responsibility for one of the following three curriculum pathways– the academic; the applied vocational pathway (including combined applied vocational and A level); the foundation and level 2 pathway
- To line manage of a group of curriculum leaders
- Ofsted link and lead for PDBW (skills, progression, work readiness and destinations) and Outcomes for Learners (intervention and in year progress)

Post E – Associate Principal (Finance, Operations and Resources)

This post 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
- 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 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
- To oversee the Personnel and IT Services functions
- Ofsted links and lead on aspects of L&M (compliance, efficiency and effectiveness)

Note: In the case of posts B,C and D, the pathway responsibilities will be agreed once all appointments are made in order to best match skills and experiences to pathways. It is noted that allowing for some rotation of these over time, after multiple years, is likely to be beneficial and so these will be reviewed over time.