

The Waverley Education Foundation is a Charitable Trust which delivers, brokers and develops as a multi academy trust a range of services to support learning and includes services, traded or otherwise, which support leadership, management and improved outcomes for children and young people as well as schools or early years settings.

Job Title: Executive Principal

Responsible to: The Governing Body, Trust, and DFE

Scale: L37-L43

The role of the Executive Principal

1. attends and reports to the Board of Trustees/members
2. works with senior staff that report directly Trustees/members supporting them in how their roles interface.
3. oversees the work of Principals of each School in designing, marketing, promoting, delivering high quality programs for student learning, ensuring that where the Schools and the Trust engages in providing products and services that these are of the highest quality.
4. recommends the yearly budget developed by the CFO and Principals of each School for Board of Trustees approval and ensures there is prudence and best value in the way each School manages its resources within budget guidelines according to current laws/regulations set out by the ESFA
5. supports the Principals of each School in effectively managing the human resources of their Schools according to authorised personnel policies and procedures that fully conform to current laws and regulations
6. plays a lead role in ensuring that the Trust and the Schools therein, their values, vision and mission, through programs, products and services, consistently present a strong, positive image to relevant stakeholders, locally, nationally and globally.
7. oversees the need to generate income through planning and implementation of income generation strategies, including identifying resource requirements, researching funding sources, establishing strategies to approach funders, submitting proposals and administrating fundraising records and documentation.
8. Leads the Principals of each school and meets with them together as a **strategic executive team** to address the following:
 - a. **The basics:**
 - i. Reflecting and sharing challenges re Leadership and Management issues
 - ii. Reviewing/evaluating aspects of Organisational Management
 - iii. Mutual support in continuing to develop Core Competencies for Leading
 - iv. Liaison with and reporting to the board and or committees of the board.
 - v. Horizon scanning
 - b. **The Plan:**
 - i. Reviewing the Strategic Plan and scrutinising whether the most appropriate organizational goals are being addressed, and whether we are making progress in reaching them.
 - c. **Organisation:**
 - i. Human Resources Management
 - ii. The way in which staffing is organised.
 - d. **Leadership:**
 - i. Reviewing leadership by all individuals in the schools that make up the Trust.
 - ii. Reviewing leadership given by the Principals.

- iii. Reviewing the leadership given by the Schools in meeting challenges raised locally, nationally and globally.
- e. Reviewing the Coordination between Activities and Resources in the following areas:**
 - i. Ethical issues
 - ii. Finances
 - iii. Fundraising
 - iv. Employee Performance Management
 - v. Group Performance Management
 - vi. Organisational Change Management
 - vii. Organisational Performance Management
 - viii. Policies and Procedures
 - ix. Standards (Attainment/Achievement)
 - x. Program Management
 - xi. Marketing and Promotions and Public and Media Relations
 - xii. Systems Thinking

The Core Purpose

The core purpose of the Executive Principal is to provide professional leadership and management for the School. This will promote a secure foundation from which to achieve high standards in all areas of the School's work. To gain this success the Executive Principal must establish high quality education by effectively managing teaching and learning and using personalised learning to realise the potential of all students. The Executive Principal must establish and maintain a culture that promotes excellence, equality and high expectations of all students.

The Executive Principal is the lead professional. Accountable to the Board of Trustees. The Executive Principal provides vision, collaborative leadership and direction for each School and ensures that it is managed and organised to meet its aims and targets.

The Executive Principal, working with others, is responsible for evaluating each School's performance to identify the priorities for continuous improvement and raising standards; ensuring equality of opportunity for all; developing policies and practices; ensuring that resources are efficiently and effectively used to achieve each School's aims and objectives and for the day-to-day management, organisation and administration of each School.

The Executive Principal, working alongside the senior leadership team with and through others, secures the commitment of the wider community to our Schools by developing and maintaining effective partnerships with, for example, Schools and Academies, other services and agencies for children, the LA, higher education institutions and employers. Through such partnerships and other activities, the Executive Principal plays a key role in contributing to the development of the education system as a whole and collaborating with others to raise standards locally.

Drawing on the support provided by members of each School community, the Executive Principal is responsible for creating a productive learning environment which is engaging and fulfilling for all students.

Shaping the Future

Critical to the role of the Executive Principal is working with the CFO and the Board of Trustees and others to create a shared vision and strategic plan which inspires and motivates students, staff and all other members of each Schools' community. This vision should express core educational values and moral purpose and be inclusive of stakeholders' values and beliefs. The strategic planning process is critical to sustaining School improvement and ensuring that each School moves forward for the benefit of its students.

The Executive Principal will know about:

- Local, national and global trends
- Ways to build, communicate and implement a shared vision
- Strategic planning processes

- Strategies for communication both within and beyond a School
- New technologies, their use and impact
- Leading change, creativity and innovation

The Executive Principal will be committed to:

- A collaborative vision of excellence and equity that sets high standards for every student
- The setting and achieving of ambitious, challenging goals and targets
- The use of appropriate new technologies
- Inclusion and the ability and right of all to be the best they can be

The Executive Principal will be able to:

- Think strategically, build and communicate a coherent vision in a range of compelling ways.
- Inspire, challenge, motivate and empower others to carry the vision forward.
- Model the values and vision of the Trust.

The Executive Principal will engage in the following actions:

- Ensuring the vision for the Trust is clearly articulated, shared, understood and acted upon effectively by all schools
- Working within each School community to translate the vision into agreed objectives and
- Developing operational plans which will promote and sustain continuous School improvement
- Demonstrating the vision and values of the Trust in everyday work and practice
- Motivating and working with others to create a shared culture and positive climate
- Ensuring creativity, innovation and the use of appropriate new technologies to achieve excellence
- Ensuring that strategic planning takes account of the diversity, values and experience of each School and it's community at large

Leading Learning & Teaching

The Executive Principal has a central responsibility for raising the quality of teaching and learning and for students' achievement. This implies setting high expectations and monitoring and evaluating the effectiveness of learning outcomes. A successful learning culture will enable students to become effective, enthusiastic, independent learners, committed to life-long learning.

The Executive Principal will know about:

- Strategies for raising achievement and achieving excellence
- The development of a personalised learning culture within each School
- Models of learning and teaching
- The use of new and emerging technologies to support learning and teaching
- Principles of effective teaching and assessment for learning
- Models of behaviour and attendance management
- Strategies for ensuring inclusion, diversity and access
- Curriculum design and management
- Tools for data collection and analysis
- Using research evidence to inform teaching and learning
- Monitoring and evaluating performance
- School self-evaluation
- Strategies for developing effective teachers

The Executive Principal will be committed to:

- The raising of standards for all in the pursuit of excellence
- The continuing learning of all members of each School community

- The entitlement of all students to effective teaching and learning
- Choice and flexibility in learning to meet the personalised learning needs of every child

The Executive Principal will be able to:

- Demonstrate personal enthusiasm for and commitment to the learning process
- Demonstrate the principles and practice of effective teaching and learning
- Access, analyse and interpret information
- Initiate and support research and debate about effective learning and teaching and develop relevant strategies for performance improvement
- Acknowledge excellence and challenge poor performance across each School and the Trust

The Executive Principal will be someone who:

- Ensures a consistent and continuous School- wide focus on students' achievement, using data and benchmarks to monitor progress in every child's learning
- Ensures that learning is at the centre of strategic planning and resource management
- Establishes creative, responsive and effective approaches to learning and teaching
- Ensures a culture and ethos of challenge and support where all students can achieve success and become engaged in their own learning
- Demonstrates and articulates high expectations and sets stretching targets for the whole School community
- Implements strategies which secure high standards of behaviour and attendance
- Determines, organises and implements a diverse, flexible curriculum and implements an effective assessment framework
- Alongside the Chief Executive, takes a strategic role in the development of new and emerging technologies to enhance and extend the learning experience of students
- Monitors, evaluates and reviews classroom practice working with and through the Senior Leadership Team and others and promotes improvement strategies
- Challenges underperformance at all levels and ensures effective corrective action and follow-up

Developing Self and Working with Others

Effective relationships and communication are important as the Executive Principal works with and through others. An effective Executive Principal manages themselves and their relationships well. The role is about building a professional learning community which enables others to achieve. Through performance management and effective continuing professional development practice, the Executive Principal supports all staff to achieve high standards. To equip themselves with the capacity to deal with the complexity of the role and the range of leadership skills and actions required of them, the Executive Principal should be committed to his/her own continuing professional development.

The Executive Principal will know about:

- The significance of interpersonal relationships, adult learning and models of continuing professional development (CPD)
- Strategies to promote individual and team development
- Building and sustaining a learning community
- The relationship between managing performance, CPD and sustained School improvement
- The impact of change on organisations and individuals

The Executive Principal will be committed to:

- Effective working relationships
- Shared leadership
- Effective team working
- Continuing professional development for self and all others within the Trust

The Executive Principal will be able to:

- Foster an open, fair, equitable culture and manage conflict
- Develop, empower and sustain individuals and teams
- Collaborate and network with others within and beyond the Trust
- Challenge, influence and motivate others to attain high goals
- Give and receive effective feedback and act to improve personal performance
- Accept support from others

The Executive Principal will be someone who:

- Treats people fairly, equitably and with dignity and respect to create and maintain a positive School culture
- Builds a collaborative learning culture within each School and, together with the Chief Executive, actively engages with other Schools and Academies to build effective learning communities
- Develops and maintains effective strategies and procedures for staff induction, professional development and performance review
- Ensures effective planning, allocation, support and evaluation of work undertaken by teams and individuals, ensuring clear delegation of tasks and devolution of responsibilities
- Acknowledges the responsibilities and celebrates the achievements of individuals and teams
- Develops and maintains a culture of high expectations for self and for others and takes appropriate action when performance is unsatisfactory
- Regularly reviews own practice, sets personal targets and takes responsibility for own personal development
- Manages own workload and that of others to allow an appropriate work/life balance

Managing the Organisation

The Executive Principal needs to ensure the effective organisation and management of each School and seek ways of improving organisational structures and functions based on rigorous self- evaluation. The Executive Principal, together with the senior leadership team, should ensure that each School and the people and resources within them are organised and managed to provide an efficient, effective and safe learning environment. These management responsibilities imply the re-examination of the roles and responsibilities of those adults working in the School to build capacity across the workforce and ensure resources are deployed to achieve value for money. The Executive Principal should also seek to build successful Schools through effective collaborations with others.

The Executive Principal will know about:

- Models of organisations and principles of organisational development
- Principles and models of self-evaluation
- Principles and practice of earned autonomy
- Principles and strategies of School improvement
- Project management for planning and implementing change
- Policy creation, through consultation and review
- Informed decision-making
- Strategic financial planning, budgetary management and principles of best value
- Performance management
- Personnel, governance, security and access issues relating to the diverse use of School facilities
- Legal issues relating to managing an School including Equal Opportunities, Race Relations, Disability, Human Rights and Employment legislation
- The use of new and emerging technologies to enhance organisational effectiveness

The Executive Principal will be committed to:

- Distributed leadership and management
- The equitable management of staff and resources
- The sustaining of personal motivation and that of all staff

- The developing and sustaining of a safe, secure and healthy School environment
- Collaborating with others in order to strengthen each School's organisational capacity and contribute to the development of capacity in other Schools and Academies

The Executive Principal will be able to:

- Establish and sustain appropriate structures and systems
- Manage Schools efficiently and effectively on a day- to-day basis
- Delegate management tasks and monitor their implementation
- Prioritise, plan and organise themselves and others
- Make professional, managerial and organisational decisions based on informed judgements
- Think creatively to anticipate and solve problems

The Executive Principal will work with and through other key senior staff, such as the CFO, Senior Leadership Team and others in:

- Creating an organisational structure which reflects Trust values, and enables the management systems, structures and processes for each school to work effectively in line with legal requirements
- Producing and implementing clear, evidence-based improvement plans and policies for the development of each School and its facilities
- Ensuring that, within an autonomous culture, policies and practices take account of national and local circumstances, policies and initiatives
- Managing each School's financial and human resources effectively and efficiently to achieve educational goals and priorities
- Ensuring staff are recruited, retained and deployed appropriately and their workload is managed to achieve the vision and goals of the Trust
- Implementing successful performance management processes with all staff
- Managing and organising each School environment efficiently and effectively to ensure that it meets the needs of the curriculum and health and safety regulations
- Ensuring that the range, quality and use of all available resources is monitored, evaluated and reviewed to improve the quality of education for all students and to provide value for money
- Using and integrating a range of technologies effectively and efficiently to manage each School

Securing Accountability

With Trust values at the heart of his/her leadership, the Executive Principal has a responsibility to the whole of each School community. In carrying out this responsibility, the Executive Principal is accountable to a wide range of groups. The Executive Principal is accountable for ensuring that students enjoy and benefit from a high quality education, for promoting collective responsibility within each whole School community and for contributing to the education service more widely. The Executive Principal is legally accountable to the Board of Trustees and contractually accountable to the Board of Trustees/Members for each School, their environment and all their work.

The Executive Principal will know about:

- Statutory educational frameworks, including governance
- Public services policy and accountability frameworks, including self-evaluation and multi-agency working
- The contribution that education makes to developing, promoting and sustaining a fair and equitable society
- The use of a range of evidence, including performance data, to support, monitor, evaluate and improve aspects of School life, including challenging poor performance
- The principles and practice of quality assurance systems, including School review, self-evaluation and performance management Stakeholder and community engagement in, and accountability for, the success and celebration of each School's performance

The Executive Principal will be committed to:

- Principles and practice of School self-evaluation
- Each School working effectively and efficiently towards the academic, spiritual, moral, social, emotional and cultural development of all its students
- Individual, team and whole-School accountability for student learning outcomes

The Executive Principal will be able to:

- Demonstrate political insight and anticipate trends
- Engage each School community in the systematic and rigorous self-evaluation of the work of that School
- Collect and use a rich set of data to understand the strengths and weaknesses of each School
- Combine the outcomes of regular School self-review with external evaluations in order to develop each School
- Fulfils commitments arising from contractual and legal accountability
- Develops an ethos which enables everyone to work collaboratively, share knowledge and understanding, celebrate success and accept responsibility for outcomes
- Ensures individual staff accountabilities are clearly defined, understood and agreed and are subject to rigorous review and evaluation
- Works with the Board of Trustees or any of its committees in providing information, objective advice and support to enable them to meet their responsibilities
- Develops and presents a coherent, understandable and accurate account of each School's performance to a range of audiences
- Reflects on personal contribution to each School achievements and takes account of feedback from others

Strengthening Community Actions

The Waverley Education Foundation and its schools exist in a distinctive social context, which has a direct impact on what happens inside each of its Schools. School leadership should commit to engaging with the internal and external School community to secure equity and entitlement.

The Executive Principal should:

- collaborate with others in order to share expertise and bring positive benefits to the Schools and others
- work collaboratively at both strategic and operational levels with parents and carers and across multiple agencies for the well-being of all children
- share responsibility for leadership of the wider educational system and should be aware that School improvement and community development are interdependent

The Executive Principal will know about:

- Current issues and future trends that impact on the each School's community
- The rich and diverse resources within local communities – both human and physical
- The wider curriculum beyond each School and the opportunities it provides for students and each School community
- Models of School, home, community and business partnerships
- The work of other agencies and opportunities for collaboration
- Strategies which encourage parents and carers to support their children's learning
- The strengths, capabilities and objectives of other Academies and Schools

The Executive Principal should be committed to:

- Effective team work within each School and with external partners
- Work with other agencies for the well-being of all students and their families

- Involvement of parents and the community in supporting the learning of children and in defining and realising the Trust vision
- Collaboration and networking to improve outcomes

The Executive Principal will be able to:

- Recognise and take account of the richness and diversity of each School's communities
- Engage in a dialogue which builds partnerships and community consensus on values, beliefs and shared culture and curriculum which takes account of the richness and diversity of each School's communities
- Listen to, reflect and act on community feedback
- Build and maintain effective relationships with parents, carers, partners and the community, that enhance the education of all students
- Create and promote the strategies for securing equal opportunities for all, challenging prejudice and dealing with harassment
- Ensure collaboration with other agencies in providing for the academic, spiritual, moral, social, emotional and cultural well-being of students and their families
- Create and maintain an effective partnership with parents and carers to support and improve students' achievement and personal development
- Seek opportunities to invite parents and carers, community figures, businesses or other organisations into each School to enhance and enrich that School and its value to the wider community
- Together with the senior leadership team, contribute to the development of the education system by, for example, sharing effective practice, working in partnership with other Academies and schools in promoting innovative initiatives
- Co-operate and work with relevant agencies to safeguard children

Specific Responsibilities

In addition to the aforementioned actions, the Executive Principal will:

- Ensure a common ethos and approach across each School;
- Lead by inspiration and example, setting high professional standards and demonstrating integrity;
- Provide effective line management, performance management and development of specific members of the Senior Leadership Team;
- Communicate accurately and effectively with all stakeholders, ensuring students, parents and staff are informed in a timely fashion of each School's successes and plans;
- Contribute to the effective marketing of each School, particularly to local primary pupils and their parents and in respect of the development of our Post-16 provision;
- Promote each School as an Investor in People and an employer of choice;
- Be responsible for student admissions and transfers to and exclusions from the School;
- Attend meetings of the local Executive Principals' in a range of panels.
- Ensure excellent educational outcomes in respect of attainment;
- Produce a regularly-updated School Improvement Plan; Post-Ofsted Action Plan; Self-Evaluation Form;
- Ensure each School is meeting obligations in respect of the five outcomes of the Every Child Matters agenda;
- Assist the Trust in meeting its duty to promote community cohesion;
- Undertake any other duties commensurate with the post as reasonably required by the Chair of Trustees/Members