

Candidate Pack



Principal of
Queen's Manor Primary School



Welcome

Thank you very much for your interest in becoming Principal of Queen's Manor Primary School.

Queen's Manor Primary School is a one form entry school in the heart of Fulham. It is already a securely good school with a great culture and a huge amount to recommend it. Everyone associated with the school is committed to continuing its progress to becoming a genuinely excellent school in every respect.

We want the school to continue to improve academically, so that children achieve very highly. We are looking for a leader with the highest expectations, committed to continuous improvement, who believes that extraordinary success is possible. You will be a team builder with a very clear sense of direction. You will expect a lot from people and provide strong support for them.

In return, we will invest in and support you to help you to achieve the highest standards. United Learning is a big group of schools – with over 60,000 pupils and more than 9,000 staff – so we have the capacity to support you educationally and operationally. At the same time, we are values-led and base all that we do on good relationships. So, you will be joining a big family.

We are committed to fairness, diversity and inclusion. We are currently working hard to improve representation of black, Asian and minority ethnic leaders at headship level and to raise our proportion of women leaders to match their representation in our wider workforce. I hope to hear from you.

With best wishes,

Sir Jon Coles
Chief Executive

The School



Queen's Manor Primary School is a vibrant community school where visitors comment on the family atmosphere. With motivated staff and pupils and supportive Governors and parents, the school thrives on teamwork.

Queen's Manor Primary School is an inclusive school. We welcome children from all backgrounds with a wide range of ability. We also have 'The Pavilion', an additionally resourced provision (ARP) for up to 20 children with learning difficulties.

Sitting on the banks of the River Thames, our Grade 2 listed building enjoys wonderful views and beautiful sunsets over Barnes Wetlands – the school is an oasis in the big city. We take great pride in our school environment and surroundings and have recently benefitted from a landscaping upgrade. Queen's Manor Primary School has extensive outside space with sports and playground facilities that further enhance the school's offer.

The school was rated as good by Ofsted in 2019. The Principal will inherit a strong learning community with the capacity to develop even further. We will support the successful candidate in ensuring the very highest academic standards, where exemplary behaviour allows teachers and pupils to focus on the core business of teaching and learning. This is the ideal position for an ambitious and dynamic leader with the vision to further build upon an ethos of care, respect and improving achievement.

United Learning will support the Principal with the expertise of a Regional Director, as well as a highly effective team of subject advisors. You will also benefit from our rapidly growing knowledge rich mastery curriculum which includes a package of common assessments, enabling school leaders to gain a deeper understanding of their children by comparing performance against the thousands of students in other United Learning schools.

We fully recommend that you take the opportunity to make an informal visit prior to making your application to see the school for yourself.

About United Learning



United Learning is a Group of schools which aims to provide excellent education to children and young people across the country. We seek to improve the life chances of all the children and young people we serve and make it our mission to bring out 'the best in everyone' – pupils, staff, parents and the wider community. We uniquely comprise schools in both the state and the independent sectors. We currently educate over 60,000 pupils and employ over 9,000 members of staff including over 4,000 teachers.

As a group, we can offer more to both staff and young people than any single school could offer alone. The growing range of outstanding group-wide activities that we can provide will mean that more young people will have truly exceptional and inspiring experiences. We believe that our Group contains the most developed relationships and practical interaction between independent and state schools in the country, creating benefits for all the schools involved.

United Learning comprises both United Church Schools Trust, which operates our fee-paying independent schools, and United Learning Trust, which operates our state-funded academies.

To find out more about United Learning, please visit the website: unitedlearning.org.uk

As part of United Learning, Queen's Manor Primary School will share the aim of bringing out 'the best in everyone', enabling each pupil to become a balanced, happy and articulate person with intellectual freedom, confidence, compassion, integrity and a lifelong love of learning.

Our Ethos

Our approach to education is underpinned by a sense of moral purpose and commitment to doing what is right for children and young people. We believe in supporting our colleagues to achieve excellence and in acting with integrity in all our dealings within and beyond the Group. We believe the safety and welfare of all children and young people is paramount. We summarise this ethos as 'the best in everyone'.

This ethos underpins our core values:

AMBITION – to achieve the best for ourselves and others;

CONFIDENCE – to have the courage of our convictions and to take risks in the right cause;

CREATIVITY – to imagine possibilities and make them real;

RESPECT – of ourselves and others in all that we do;

ENTHUSIASM – to seek opportunity, find what is good and pursue talents and interests;

DETERMINATION – to overcome obstacles and achieve success.

As a single organisation, we seek to bring together the best of independent and state sectors, respecting both traditions and learning from each. We believe that each of our schools is and should be distinctive – committed to developing its own strengths and identity while sharing our core values to promote service, compassion and generosity.

Continuing Professional Development

We believe that successful organisations make a priority of developing their staff; more so in education, where the people of the organisation are its most important asset. While the development of all staff is important, we make support and professional development of Heads and senior leaders as a particular priority, given the impact that leaders have on the life of staff and pupils alike.

We work on the basis that each of us, however effective, can always improve. The new Principal of Queen's Manor Primary School will set personal development objectives with the Regional Director each year and would be supported to achieve them. The Principal would also be asked to take a role in supporting the leadership of the whole organisation, working with other Heads in the Group, and sharing ideas and practice with one another. He or she will have the benefit of accessing a range of networks, including the Group Education Forum which brings together Heads from across the Group six times a year. United Learning has also commissioned training programmes from major universities. We provide 360-degree feedback as part of professional development.

We believe that schools are at their best when they are autonomous and able to develop a distinctive ethos, reflecting the needs of their pupils and the context within which they work. The Group can get behind the work of Heads and leaders in schools through creating strong networks, providing outstanding educational support and professional development, and by taking the strain of professional functional support. We aim to ensure that the technology, finance, HR and data support is provided more effectively and efficiently than would otherwise be possible, so that Principals can focus on educational leadership.

The newly appointed Principal at Queen's Manor Primary School will also benefit from a comprehensive induction programme.

Our Framework for Excellence



To achieve our mission, our schools prioritise five key principles:

- The best from everyone
- Powerful knowledge
- Education with character
- Leadership in every role
- Continuous improvement

‘The best from everyone’

Our aim is to bring out ‘the best in everyone’. So, we must expect the best from everyone, all the time. Every child is a special individual, capable of extraordinary things. Who can know the limits of any child’s potential? So, we expect unreasonably – we constantly encourage children to do what they think they can’t, to persist, to work hard and to be at their best.

From every adult we expect the same: that they are at their best, expect unreasonably of themselves, are determined and resilient and pass those expectations on to the children in all they do. We act with the utmost love, care and good faith – the highest standards come with the greatest attention to the wellbeing of all.

‘Powerful knowledge’

Our most important purpose is to teach young people things they would not learn outside school, which free them to think and act more powerfully in their lives. Words and numbers are our most powerful ways of representing the world. Mastery of language and fluent mathematical skills are therefore our top priority. We aim to prepare young people to make a success of their lives: a core entitlement to subject-based learning; the development of talents; an understanding of work and society.

Worthwhile learning is often hard. Inspiring teaching is what gives access to difficult concepts and the thrill of intellectual discovery. Powerful knowledge is not static or backward-looking. It includes the ability to critique, challenge the status quo, think and learn.

‘Education with character’

Academic success is very important. Exam passes are an important aspect of that. But there is more to a good education. Our schools also aim to develop character, compassion and service. Young people are expected to contribute to their school and to society; to try things which they think they cannot do; to

persist in the face of difficulty; to become resilient in overcoming obstacles; to manage themselves; to work independently on things which challenge them; to work with others and in teams; to be courageous and caring; to lead.

We want young people to look back on a joyful schooling which has inspired and challenged them, given them wide opportunity and prepared them for the ups and downs of life.

‘Leadership in every role’

Our children are leaders of the future. We expect them to start today – taking advantage of structured opportunities to lead and taking responsibility for themselves and others. Every adult in the school is a leader. In every word, tone and gesture, they set direction and expectation. We expect every adult to take responsibility and the initiative to do what is right for the children.

All those in formal leadership positions create the climate in which others work. They demand the highest standards, build an inclusive performance culture, develop their teams and create the space for others to lead. All leaders listen, grow relationships, act with integrity and care and expect the best from themselves and others in building a happy, confident school.

‘Continuous improvement’

However good we are, we can be better. We constantly look for improvements and implement them with pace. We look for ideas for improvement inside the organisation and out; we observe one another; we steal good ideas with pride and look to make them better; we work together to improve.

We always look at the evidence and are rigorous in evaluating impact. We stop or change things which aren’t working; we improve things which are. We aim for high leverage: high impact for low effort and low cost. We constantly look to have more impact for less cost and effort and to spend every pound wisely.

Job Description

The Principal will lead and inspire excellence throughout the academy. They will work with all staff to ensure success for all pupils at every stage of their education and provide them with the skills and confidence in their future life and work.

As a senior leader within United Learning, the Principal, together with the cluster Local Governing Body (LGB), will be responsible for establishing and implementing the vision and direction for all pupils throughout the school. In leading the school, the Principal will ensure that United Learning's ethos and values are deeply embedded and visible, securing 'the best in everyone' for both staff and pupils.

Broadly, the responsibilities of the role are as detailed below:

Educational Leadership and Management

- Ensuring excellent academic outcomes in all key stages;
- Developing outstanding teaching and learning for all pupils;
- Embedding an aspirational and innovative culture of learning;
- Implementing a rigorous system of monitoring to evaluate the work of the school;
- Securing and maintaining high standards across the whole school;
- Embedding a fulfilling and enriching curriculum for all children;
- Setting and achieving aspirational targets for all pupils that ensure rapid progress to become an outstanding school;
- Knowledge of Primary educational practice;
- Ensuring the welfare and safety of all pupils from all groups, including their safeguarding.



Strategic Leadership and Management

- Defining and delivering the vision and objectives of the school and the School Strategic Plan as agreed with the LGB and the Regional Director;
- Leading the school in partnership with the LGB and United Learning senior leaders;
- Modelling and advocating a robust strategic plan that directs rapid school improvement against agreed milestones;
- Developing and maintaining the values of United Learning within the school;
- Contributing professionally to the broader United Learning agenda.

People Leadership and Management

- Leading on all staffing issues, including the appointment and development of staff;
- Ensuring a culture of working together to achieve high standards throughout the school;
- Promoting staff well-being within the Framework for Excellence;
- Managing performance and ensuring that staff receive appropriate support in order to achieve excellence;
- Leading reflective practice and inspirational professional development that enables all members of staff to flourish;
- Promoting equality, valuing diversity, and managing the inclusion of all staff, enabling them to feel respected, valued, safe and trusted and having a sense of belonging;
- Taking responsibility for one's own professional development as the Principal.



Financial and Business Management

- Working closely with the Business Manager to ensure budgets are set and managed within guidelines agreed with the LGB and the Group through the Regional Director and Chief Financial Officer;
- Monitoring actual spending against budget;
- Monitoring and evaluating the impact of funding to support the progress and achievement of priority groups including those with special educational needs and/or disabilities, or those eligible for pupil premium funding;
- Implementing key Group-wide policies and strategies (e.g. in relation to Compliance, Finance, HR and Technology);
- Ensuring that efficient administrative systems are implemented and managed;
- Managing and utilising the site and facilities to their full value to the academy, the Group and the community;
- Ensuring that health and safety, equal opportunity and safeguarding policies are fully implemented and managed.

Reporting

The Principal of Queen's Manor Primary School reports to the Regional Director who reports to the National Director of Education of United Learning, who is responsible to the overarching Charity Board through the Chief Executive.

The LGB, and its Chair in particular, will also work closely with the Principal in relation to its responsibilities to act as a 'critical friend' to the school. This relationship with the Chair and LGB will be key to driving the school forward and further developing local partnerships.

The Principal will keep the Regional Director fully informed on the progress of the school and will submit reports for consideration as appropriate. The Principal will participate in an annual performance review as part of the agreed appraisal process.

Links with Community and Business

- Developing strong and effective partnerships with parents;
- Developing a thriving sense of school community to include present and past pupils and parents;
- Creating proactive, entrepreneurial and effective links with the local communities;
- Making a strategic contribution to the development of the Group;
- Developing strong and effective partnerships with local primary schools, colleges and universities;
- Ensuring that the school contributes to United Learning cluster initiatives.



Person Specification

Education and Training

- Educational and professional qualifications appropriate for the role of Principal of the school. Such qualifications would normally include a degree from a recognised university, professional qualifications (for example PGCE) and ideally a further post graduate qualification;
- Evidence of professional development across your career to date.

Experience

- Demonstrable success in a senior leadership role in a Primary and through significant periods of development;
- A proven track record of securing excellence in an educational establishment;
- A proven track record in rapidly raising pupils' achievements;
- Evidence of the ability to develop excellent relationships with staff, members of the local community, parents and pupils aged 3-11 years of age;
- Experience in leading and developing colleagues and effective teams.



Knowledge, Skills and Qualities

- An in-depth understanding of school leadership and school improvement needed to achieve outstanding pupil progress and personal development;
- The ability to create and implement effective management systems in which roles, responsibilities and accountabilities are clearly articulated;
- An understanding of the importance of research in developing approaches to learning and curriculum design and the ability to put this into practice;
- An understanding of the importance of managing the inclusion of all staff and pupils if they are to be their best selves and do their best work;
- An understanding of expectations of all phases of education;
- A thorough understanding of school markets, the analysis required to develop those and the skills to implement successful marketing strategies.

Personal Qualities

- A clear understanding of and commitment to modelling the United Learning values, ethos and the Framework for Excellence;
- Belief in equality of opportunities for all pupils and staff taking account of culture, gender, ethnicity, sexual orientation or religious identity, or other characteristics that could cause them not to be treated equally well;
- Clarity of vision with the ability to communicate it in a compelling and engaging way;
- An adaptable leadership style which encourages leadership from others and celebrates success;
- Determination and resilience;
- Sensitivity and wisdom in managing relationships with pupils, parents and staff;
- High level interpersonal and communication skills with the capacity to influence at all levels;
- High expectations of pupil achievement, conduct and behaviour;
- A commitment to collaborative working, both within the school and across the Group.
- Openness, sense of humour, energy and enthusiasm.



Terms and Conditions of Employment

United Learning's normal terms of conditions of employment for the position of Principal at Queen's Manor Primary School. The final detailed terms and conditions are subject to agreement between United Learning and the successful candidate and will be reflected in the formal employment contract.

EMPLOYER

United Learning

POSITION

Principal, Queen's Manor Primary School with responsibility for the whole school

REPORTING LINE

Regional Director

LOCATION

Queen's Manor Primary School or such other nearby place operated by the school or to which the school may relocate.

START DATE

April 2023 or as soon as possible thereafter

STARTING SALARY

Competitive

ILL HEALTH

United Learning's sick leave and pay policy will apply. The policy allows for a three years' sliding qualification period, at the end of which you will be entitled to full pay for 100 working days and half pay for 100 working days.





HOLIDAYS

You are entitled to take holidays during the normal school holidays except where your presence is required for proper execution of your duties as Principal. United Learning would expect you would not have less than six weeks of the year without any work involvement.

TEACHERS' PENSION SCHEME

The Principal is eligible to be a member of the TPS.

HEALTH INSURANCE

The Principal is eligible to be a member of United Learning's medical insurance scheme, currently with BUPA. It is also possible for other family members to be included within the policy but, when this happens, there is a charge.

RELOCATION

Assistance with relocation is negotiable and may be available up to a maximum of £8,000 based on receipts relating to actual relevant expenditure.

SAFEGUARDING

United Learning is committed to safeguarding and promoting the welfare of children and expects all staff to share this commitment. An enhanced DBS (previously CRB) check is required for all successful applicants.

How to Apply



For your application to be considered, we will need you to:

United Learning are working in partnership with Propelo to recruit for this position. To register your interest in the role and for a confidential conversation please contact Corrina O'Beirne or Charley Freeman from Propelo on 01273 222 877.

For details of how to apply, please visit unitedlearning.our-careers.co.uk

Closing date for applications: **Friday 6th January 2023 at 9am**

To arrange an informal discussion about the role or to arrange a visit to the school please email Corrina O'Beirne at corrina@propelo.co.uk to arrange a mutually convenient time for a telephone conversation.

The Selection Process

We will treat all enquiries, formal and informal, in confidence. The selection process will be as follows:

- All applications will be acknowledged by email. If you have not received acknowledgement that your application has been received within two working days of sending it, please Corrina O'Beirne on corrina@propelo.co.uk. Shortlisting will occur during week commencing **9th January 2023**.
- We will treat all enquiries, formal and informal, in confidence.
- The selection process will take place on **Thursday 19th** and **Friday 20th January** at Queen's Manor Primary School. You do need to be available on both dates.
- Further information will be provided nearer the time.
- Candidates will be offered full feedback on their application and/or interview.

United Learning's normal terms and conditions of employment apply for the position of Principal. The final detailed terms and conditions are subject to agreement between United Learning and the successful candidate and will be reflected in the formal employment contract.