

Principal Designate

Candidate Brief

November 2011



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Dear school leader,

Thank you for taking the time to find out more about ARK Schools and the opportunity to become Principal Designate at our new ARK Church of England academy in Camberwell.

The new academy will open in state-of-the-art accommodation in September 2013. Starting with an intake of 120 year 7 pupils, the school will grow year on year to become an all through 11 – 18 school by 2019, serving 800 students. The new ARK Church of England academy will replace the predecessor school, St Michael and All Angels Church of England Academy, and inherit a team of teachers and staff who will become part of the new academy's transformation and future. As part of the ARK Schools network and remaining as a Church of England school in the Diocese of Southwark, the new academy will have access to both resources and support that will give it every opportunity to reach its full potential and allow each and every one of its students to do the same.

The academy will be ARK's tenth transition academy, and the eighteenth academy in its network. ARK Schools has set out to create a group of exceptional schools that radically improve the life chances of their pupils. Our schools create a vision for success, a culture of academic achievement and a nurturing environment in which students can thrive. This year ARK's academies have achieved an average increase in GCSE attainment of 11 percentage points (for 5 A* - C, including English and maths). ARK Schools are non-selective, community schools for local children. They are non-denominational and admit pupils of all faiths and none.

The new academy will, like all schools in the ARK network, be defined by its uncompromising aspiration for its pupils. The academy is yet to be re-named, but we hope to find a suitable, aspirational name that is fitting to the school's future. ARK's vision is to create a school where teachers and students together strive relentlessly for the highest possible achievement and where we, as stewards of the pupils' future, neither accept nor make excuses.

This is a challenging and highly rewarding leadership opportunity, in a school destined to be excellent. We are looking for a Principal Designate who shares our commitment to academic and extracurricular achievement and who has the skills and talent necessary to make this vision a reality. The successful candidate will join us for a year of planning and preparation ahead of the school's opening in 2013.

Central to ARK Schools' values is establishing academies of outstanding teachers who are committed, skilled and passionate about their work and have an absolute belief that all children *can* and *will* achieve. This is an exciting opportunity to play a leading role in the ARK Schools network, and to have the chance to transform children's lives. If you share our ambition for educational excellence, and want to work in a creative and ambitious way, we want to hear from you.

To apply, please complete our online application form, found at <https://application.arkschools.net/?r=mpBdNGBI>. Please complete your application by **Friday 27th January at 9am**. For an informal, confidential discussion please contact Alexia di Marco on 0203 116 0740 or alexia.dimarco@arkonline.org.

We look forward to hearing from you soon.

Yours sincerely,



Lucy Heller,
Managing Director

About the ARK Academy Camberwell

History

St Michael and All Angels Academy originally opened as an 11-19 Church of England academy in September 2007, with sponsorship from the Southwark Diocesan Board of Education. The school is characterised by a relatively small number of students, with high cultural diversity. The academy has a high proportion of students eligible for free school meals, and a considerable number have special educational needs. The school gained healthy school status in 2009, and has a specialism in health and science.

In 2010 Ofsted rated St Michael and All Angels Academy as 'good', with outstanding capacity for improvement. Since opening in 2007, the school has shown trends of improving GCSE attainment, as below, illustrating the huge potential that the new academy has to further improve and become an outstanding academy:

Number of Students attaining 5+ (A* - C) including English and Maths		
2008	2009	2010
25%	27%	46%

**Source: Department for Education attainment tables 2011*

A further breakdown of St Michael and All Angels Key Stage 4 results (2010) is included below:

%A* - C in English and maths	% English and maths Skills at Level 2	% English and maths Skills at Level 1	% Level 2 (5+ A*-C)	% Level 1 (5+A*-G)	% 2 grades A* - C in science	% A*-C in a modern foreign language	% At least one qualification
46%	46%	98%	88%	98%	95%	22%	100%

**Source: Department for Education attainment tables 2011*

The academy has a number of links in the local community which benefit students and their families. The school regularly engages with local primary schools, parents, who are treated as an essential part of the community and are involved in a number of events including target setting days and parenting workshops, and a range of local community schemes. The Millwall Community Football Scheme provides football coaching for the academy, the Greenhouse Schools offers table tennis opportunities and Blue Elephant Theatre enables drama productions throughout the year.

The new academy

ARK Schools is the new academy's sponsor, and will re-open the school in 2013 with a new cohort of year 7 students. It will grow year on year to become an all through 11-18 school by 2019. ARK will create a vision for success, a culture of academic achievement and a nurturing environment in which students can thrive.

The Principal Designate will take on the key role of planning the transition and the re-opening of the school. Other key staff will be hired throughout 2012 and 2013 to ensure the school is ready for its new cohort, and has a solid foundation team from which it can grow year on year.

The new academy will be based on the site of the predecessor school, Wyndham Road in Camberwell, South London, and is part of a large capital build programme that will see the new academy opening in state-of-the-art accommodation.

About ARK Schools

ARK Schools runs a network of eleven academies, including three Church of England academies, in London, Portsmouth and Birmingham. ARK Schools was created in 2004 to work with the Department for Education and local authorities to create new schools offering exceptional opportunities to children in inner cities through the academies programme.

Our aim is to help close the achievement gap between children from disadvantaged and more affluent backgrounds. Our academies focus on raising attainment so that every pupil has a real choice of going on to higher education when they complete school. Our schools are non-selective, community schools for local children. They are non-denominational other than where they replace a school that previously had a religious affiliation (as with this new academy, which will continue to be a Church of England school). ARK's academies are generally situated in deprived urban areas – just under half of pupils at ARK secondary schools are on free school meals, compared to around 15% nationally.

The ARK Schools Network

ACADEMY	BOROUGH	OPENED	AGE	OFSTED	
				Predecessor school	Section 5 inspection
Burlington Danes	Hammersmith	2006	11-18	Special measures	Good
King Solomon	Westminster	2007	3-18	New school N/A	Outstanding
Walworth	Southwark	2007	11-18	Satisfactory	Good (with outstanding capacity to improve)
Globe	Southwark	2008	3-18	Special measures	Good (with outstanding capacity to improve)
Evelyn Grace	Lambeth	2008	11-18	New school N/A	Satisfactory
Ark	Brent	2008	3-18	New school N/A	Outstanding
Charter	Portsmouth	2009	11-18	Notice to improve	Good (monitoring visit)
St Alban's	Birmingham	2009	11-18	Good	Outstanding
ARK Atwood Primary	Westminster	2011	3 – 11	New school N/A	Pending
ARK Conway Primary	Hammersmith	2011	4 – 11	New school N/A	Pending
ARK Oval Primary	Croydon	2011	3 – 11	Special Measures	Pending

New schools: ARK will be opening a number of primary schools as academies in London and across the UK (with specific locations to be finalised). As well as the new academy in Camberwell, four more secondary schools will also be opening before 2013, including the brand-new Isaac Newton Academy in Redbridge and Bolingbroke Academy in Wandsworth.

Our Vision

Our vision is to create a group of outstanding schools that radically improve our pupils' life chances. We want every pupil at an ARK academy to do well enough by the age of 18 to go to university or pursue the career of their choice. To achieve this we prioritise six key principles across our schools:

1. HIGH EXPECTATIONS

We set exceptionally high expectations for all our pupils which we reinforce constantly as they go through school. We believe every child can realise their potential with the right teaching and support.

2. EXEMPLARY BEHAVIOUR

Our schools are characterised by a respectful and orderly environment, where teachers can focus on teaching and pupils on learning.

All our schools aim for uninterrupted teaching and learning to make exceptional achievement possible. We don't accept excuses and we don't make any either.

3. EXCELLENT TEACHING

Nothing is more important than excellent teaching, underpinned by high quality professional development. We make intelligent and appropriate use of data to improve teaching and the curriculum and to ensure that no child is left behind. We draw on evidence and experience of the best ways to achieve excellent outcomes for all children.

4. MORE TIME FOR LEARNING

Our longer school day provides more time to embed core subjects and to extend the curriculum through enrichment. Our curriculum is planned to provide pathways from any level at entry to high achievement at exit.

5. DEPTH BEFORE BREADTH

A strong command of English and mathematics is a vital foundation for the whole curriculum. We prioritise depth before breadth, so that all pupils secure firm foundations in these core subjects as early as possible.

6. SMALL SCHOOLS

ARK academies are organised as small schools so that every pupil knows and is known well by every teacher within their small school. Positive relationships between pupils reinforce a culture of excellent behaviour and commitment to learning.

Achievement to Date

Secondary results

- ARK Schools has secured a fifth year of improved GCSE performances across its academies. ARK's five academies with GCSE results achieved an average rise of 11 percentage points over last year.
- Since each school opened as an ARK academy the average annual increase in pupils achieving five GCSEs at A*-C including English and mathematics is also 11 percentage points.
- ARK academies are now outperforming national attainment in the key subjects of English and mathematics. In mathematics, 73% of ARK pupils achieve A*-Cs compared with 59% of pupils nationally. In English 69% of all ARK pupils now achieve A*-C grades, compared with 65% nationally.
- Overall 61% of our pupils achieved five good GCSEs with English and maths, ahead of the national level of attainment (58%, 2011).

% pupils passing 5 GCSEs A* - C (including English and Maths)	Opened	2009	2010	2011	Percentage point increase 2010 - 2011	Average annual percentage point increase since opening as ARK academy
Burlington Danes	2006	50	67	75	8	9
Walworth	2007	45	59	70	11	11
Globe	2008	35	42	45	3	6
St Alban's	2009	31*	50	67	17	19
Charter	2009	21*	24	39	15	9
Average across ARK Schools					11	11

*Denotes result for predecessor school

Primary results

- At King Solomon, Ark and Globe Academies key stage one pupils achieved results well above local and national averages in every subject in 2011. Despite starting from relatively low baselines, an average of 68% of pupils reached level 2a across their subjects, compared with 43% of pupils in primary schools nationally.
- In Globe Academy 93% of pupils achieved Level 4+ in English and maths - 10% above the national average.
- King Solomon Academy and Ark Academy are both rated as 'outstanding' by Ofsted.

Sixth form results

- More than two thirds of ARK's first Sixth Form cohort, at Burlington Danes Academy, secured places at their first choice university. Students are going to leading institutions including Warwick, Bristol and King's College London.

Our Specialisms

All of our academies have specialist school status in mathematics. We believe it is vitally important to provide our pupils with the tools necessary to become numerically confident adults. ARK invests in the resources to attract, train and retain the best maths teachers. We aim to ensure that all our pupils become competent mathematicians, at ease with both its theoretical and practical uses.

Support programmes

ARK Schools also runs, develops and funds other programmes to help our schools succeed.

- We support schools with ***Extended School*** activities and local literacy and numeracy programmes.
- ***Future Leaders*** helps develop outstanding senior leaders for challenging urban schools.
- ***Teaching Leaders*** helps develop middle leaders in urban secondary schools.
- ***ARK Plus*** is a pilot programme (currently completing its first year evaluation) that provides focused academic and behavioural support for year seven pupils in our three south London academies.

ARK Schools staff benefits

ARK Schools and the Principals of the academies are committed to finding and supporting talented leaders and teachers to make a real difference to our pupils' lives.

In joining an ARK academy you will have the opportunity to work with other outstanding educators who share your aspirations and commitment to high achievement for all young people.

There are also other tangible rewards you would benefit from in working for an ARK academy.

Staff training - In addition to staff training within each academy, staff also benefit from a range of training opportunities available from ARK leaders.

MA bursary - ARK offers teaching staff the opportunity to further their knowledge and understanding of education through a subsidised part-time MA. The MA bursary covers the majority of the circa £4,000 course fee, with teachers expected to contribute just £1000.

International development opportunities – In spring 2011 the mathematics leads from across the network visited Singapore in order to examine and share best practice. There have also been several other trips – the staff from King Solomon Academy visited the best Charter schools in New York and the primary leaders from across the network also visited various Charter schools in New Orleans.

Financial planning and assistance - There are also several benefits to help staff plan their finances. All ARK academies provide childcare vouchers, interest free annual season ticket or bicycle purchase loans (for which monthly repayments are deducted from the employee's salary before tax) through the 'Cycle to Work' scheme.

Discounted gym membership - All ARK Schools employees receive a minimum 20% discount at Fitness First clubs around the country.

Job description: Principal Designate

Reports to: Chair of Academy Governing Body & the Managing Director, ARK Schools

Start date: September 2012 (with academy opening in September 2013)

Salary: Negotiable depending on experience

The Role

The Principal will ensure the academy provides an outstanding education for all pupils. Like all the ARK academies, the academy will be divided into several small schools under the overall leadership and management of the academy Principal who will work with the senior team to establish outstanding teaching and learning and a strong school culture. (During the planning year the Principal Designate is responsible for working closely with the existing school and staff in order to successfully open the new school).

Key responsibilities

- Leadership of the academy and its staff in order to achieve extremely high standards of teaching and learning, behaviour and attainment
- Implementation and coordination of the vision, ethos and strategy for the academy
- Leadership and nurture of a distinctive Christian ethos and positive school culture
- Leadership of effective external relationships, including with the community and other stakeholders
- Contribution to the overall direction of the ARK Schools network.

Outcomes and activities

Personal Leadership and Coaching

- Recruit, train, motivate and mentor all staff
- Instil an ethos of high expectations for behaviour and achievement of all pupils
- Lead the development of the academy curriculum and culture
- Maintain strong working relationships with the community, agencies, and stakeholders, including parents and the Governing Body
- Build strong working relationships with Church of England, Southwark Diocesan Board of Education
- Develop partnerships with other local schools and the local authority to ensure that the vision for regeneration in the area is realised.

Coordination of the Overall Strategy

- Oversee staffing allocation, including support staff, across the academy
- Coordinate cross-academy responsibilities among the senior leaders and staff
- Ensure robust operational systems are in place that support the academy's efficient functioning
- Through the Finance and Resources Function, oversee the academy finance, facilities, catering, resources and across the academy
- Ensure that the construction of the new academy is as minimally disruptive to the academy as possible.

Development of the ARK Schools Network

- Share innovation and work with others in the network to develop good practice
- Peer mentor other Principals
- Help shape or lead education initiatives across the ARK network.

Other

- Undertake any other professional duties
- Undertake any other responsibilities as directed by the Managing Director of ARK Schools and the Chair of the Governing Body.

Person Specification: Principal Designate

Qualification Criteria

- Qualified to degree level and above
- Qualified to teach and work in the UK.

Experience

- Experience of school leadership (at least at deputy head level or equivalent)
- Experience of having helped lead a school that provides an outstanding education for its pupils (ideally in challenging urban environment) and has an excellent standard of teaching and learning

Behaviours

Leadership

- Effective management style that encourages participation, innovation and confidence
- Ability to lead, coach and motivate staff within a performance management framework, including professional development and effective management of underperformance
- Ability to develop the leadership skills of others
- Strong interpersonal, written and oral communication skills
- Takes personal responsibility for their own actions
- Resilience and motivation to lead the academy through day-to-day challenges while maintaining a clear strategic vision and direction
- Genuine passion and a belief in the potential of every student
- Motivation to continually improve standards and achieve excellence
- Commitment to the safeguarding and welfare of all pupils
- Will be committed to an authentic expression of Christian faith in life and work while embracing children of all faiths and none.

Vision and Strategy

- Vision aligned with ARK's high aspirations and high expectations of self and others
- Clear vision and understanding of how to implement and sustain high quality education in an inner city school. Including: strategically leading all aspects of the academy, such as training, curriculum, learning, administration, finance and communication
- Clear vision and understanding of the strategies to establish consistently high standards of behaviour in an inner city school and commitment to relentlessly instilling these strategies
- Excellent organisational skills and ability to delegate
- Use of data to inform and diagnose weaknesses that need addressing
- Ability to work collaboratively with partner stakeholders, agencies and peers in the ARK Schools networks.

Other

- This post is subject to an enhanced Criminal Records Bureau disclosure.

ARK Schools, Safe Recruitment Procedure

ARK is committed to safeguarding and promoting the welfare of children and young people in its academies. In order to meet this responsibility, its academies follow a rigorous selection process to discourage and screen out unsuitable applicants. This process is outlined below, but can be provided in more detail if requested.

Disclosure

This post is classified as having substantial access to children, and appointment is subject to an enhanced police check of previous criminal convictions (CRB). Applicants are required, before appointment, to disclose any conviction, caution or binding over including 'spent convictions' under the Rehabilitation of Offenders Act 1974 (Exemptions) Order 1975. Non-disclosure may lead to termination of employment. However, disclosure of a criminal background will not necessarily debar individuals from employment – this will depend upon the nature of the offence(s) and when they occurred.

Shortlisting

Only those candidates meeting the right criteria will be taken forward from application.

Interview

1. Longlisted candidates will be subject to a screening interview at ARK. Those shortlisted will take part in an in-depth interview process including a lesson observation.
2. Candidates will be asked to address any discrepancies, anomalies or gaps in their application form.

Reference checking

References from the previous and current employer will be taken up for shortlisted candidates, and where necessary employers may be contacted to gather further information.

Probation

All new staff will be subject to a probation period of six months (which may, in certain circumstances, be extended by up to 10 weeks). The probation period is a trial period, to enable the assessment of an employee's suitability for the job for which they have been employed. It provides the academy with the opportunity to monitor and review the performance of new staff in relation to various areas, but also in terms of their commitment to safe guarding and relationships with pupils.