

HPML Primary Programme

Contract Extension Proposal

Context

The National College for Teaching & Leadership (NCTL) has agreed in principle an extension to the HPML Primary Programme contract to cover recruitment and delivery of a 4th cohort, starting in September 2017 for a 2 year programme. This will extend the term of the current contract from September 2018 to September 2019, to cover year two delivery and exit.

This proposal is submitted on the understanding that any extension is subject to final agreement and funding and, as an extension to a current contract, NCTL are unable to agree material changes to the delivery model or contract.

Teaching Leaders understand that to legally enact change, a change control notice will:

- Vary the current contract to cover required recruitment activity and year one of delivery for the additional cohort; and
- Extend the term of the current contract from September 2018 to September 2019 to cover year two delivery and exit.

Proposal

- **Cohort size:** under this extension, we propose to recruit a cohort of 600 Primary Associates to start in September 2017. As under the current HPML Primary model, a Primary Fellows cohort of 300 will start in September 2018, partly comprising Associates selected to progress onto a second year of the programme.
- **Cold spot targeting:** we propose that at least 60% of the cohort will be recruited from AEA category 5 and 6 areas. The remainder will be recruited from category 1-4 areas, with priority being given to more challenging category areas where possible. As highlighted below, the NCTL internal evaluation of our recruitment in 2015-16 noted we were already ahead of expectations on this metric, and under this contract extension we propose to make an ambitious drive to focus our impact and resources where they are most needed.
- **Geographic distribution:** the cohort will be recruited nationally across a broad and balanced spread of geographic areas.

Rationale & Strategy

Cohort size & prioritisation

- In 2015-16 we made offers to 606 HPML Primary Associates [REDACTED] and 153 Primary Fellows [REDACTED]. Our first year working at this scale has enabled us to build a strong understanding of the national demand for the programme, refine our messaging and demonstrate we can operate at a large scale.
- Our strategic priority in this proposal is to focus on ensuring nearly 100 more leaders than last year come from the areas of greatest need, rather than stretching the size of the cohort to an extra 70 leaders beyond those reached in 2015-16.

- We based on this prioritisation, we have set our target for this extension cohort by triangulating top-down and bottom-up approaches.
 - Top-down, we have a good market understanding based on our success rate this past year. 600 Associates is an ambitious, achievable target given the other programmes we are recruiting for, the financial pressures on schools and the strength of our presence in the market.
 - Bottom-up, we have reviewed the resourcing required in order to reach 600 Associates and believe it matches our team capacity – see *Table 1* below.

	North	Midlands	South	Total
Recruitment target (Associates)	250	175	175	600
Recruitment target (Fellows)	60	45	45	150
Total schools (Associates + Fellows; all AEA categories)	159	113	113	385
Staff required				
SR management staff				
Total (FTE)				

Table 1: 2016-17 recruitment resourcing assumptions

Cold Spot Targeting:

- In 2015-16 we recruited 44% of our combined Primary Associate and Fellows cohorts from AEA categories 5 and 6, and only 14% of the combined cohorts from AEA categories 1 and 2 [*Table 2*].
- Much of this recruitment was completed before the publication of the AEA categories, and as such reflects our longstanding prioritisation of those schools in the country most in need of support rather than any specific targeting strategy. Our ability in the current year to deliberately target schools in specific known AEAs will help us increase this percentage from 44% to over 60%

Category	Primary Associates		Primary Fellows		Total	
	# offers	% offers in this category	# offers	% offers in this category	# offers	% offers in this category
6	164	27%	37	24%	201	26%
5	111	18%	25	16%	136	18%
4	138	23%	53	35%	191	25%
3	115	19%	9	6%	124	16%
2	20	3%	4	3%	24	3%
1	58	10%	25	16%	83	11%

Table 2: Distribution of Primary Associate & Fellow offers by AEA category, 2015-16

Recruitment strategy

- We have undertaken a lessons learned exercise to review our strategy in order to ensure this stretch into “cold spot” areas is achievable. Through this process we have identified four broad areas for improvement in the coming year:
 1. *More professional systems and processes*: we have reviewed and improved our process for targeting, building and maintaining relationships with schools, and have restructured our team to allow for greater specialism and focus within roles.
 2. *Improved use of data*: as part of the tie-up with The Future Leaders Trust (TFLT) we are revising our use of Salesforce to allow more efficient and analytical use of data by our team. We have also conducted a market segmentation analysis to allow us to target schools in greatest need from the start of the year.
 3. *Stronger use of influencer relationships*: we have built excellent relationships over the past 12 months with Regional School Commissioners, leading multi-academy trusts and other key local stakeholders. We now have a strategy in place to maximise our ability to use these relationships to promote the benefits of the HPML Primary programme from the start of the recruitment year.
 4. *More primary-specific marketing*: following the success of our “Primary 2020” series of roundtables in the spring, we expect to invest in more phase-specific marketing including conferences and workshops, videos and impact data from past cohorts.
- In addition, we expect to see considerable benefits from combining forces with TFLT:
 - Over 88% of primary schools who have participants on TFLT programmes, and therefore with whom the new organisation will have a prior relationship, have no participants on Teaching Leaders programmes and are therefore a major recruitment opportunity [Table 3].
 - We expect to generate significant publicity around the merger, which should also raise our profile among eligible schools across the country.
 - Given the breadth of leadership development programmes offered by the new organisation, we expect more leaders to find our middle leadership programmes attractive as they will be able to continue to develop their career with us after the programme.

	Schools with current participants (2015-16)			
	TL	TFLT	Both	TFLT Overlap
Primary schools	211	240	29	12%

Table 3: Overlap of TL and TFLT primary programme participants as of June 2016

Leadership Talent Subsidy

- We plan to commit [redacted] to offering a 50% Leadership Talent Subsidy discount on the programme fee to all schools in cold spots. Having successfully trialled a similar targeted subsidy for schools in cold spot areas in the HPML Secondary programme over the past year, this further strengthens our confidence that we will achieve the proposed AEA distribution
- The cost of this Talent Subsidy will be partly offset by the additional [redacted] revenue we expect to earn from a larger cohort of “direct entry” Fellows joining in year 2 of the programme and paying full fees (planned 40% direct entry Fellows, compared to an original forecast of 20%).

Geographic distribution:

- In 2015-16 our recruitment closely reflected the national distribution of eligible schools across government office regions (GORs). On average, 7% of eligible schools in the country had at least one middle leader who was made an Associate offer, with no more than 8% and no fewer than 5% of schools in any one region receiving offers [Table 4].
- We continue to operate a fully national presence of four offices across the country. As part of the tie-up with TFLT we will add to this one additional office in Yorkshire and the Humber, currently operated by TFLT [REDACTED]

Primary Associates			
GOR	# offers	% offers in this GOR	% schools with offers
North East	46	8%	7%
North West	156	26%	8%
Yorkshire and the Humber	83	14%	7%
East Midlands	35	6%	6%
West Midlands	79	13%	7%
South West	46	8%	6%
South East	43	7%	5%
London	64	11%	5%
East of England	54	9%	8%

Table 4: Geographic distribution of Primary Associate offers, 2015-16