

HPML & HPSL 2018 Delivery Hubs and Recruitment Plans

Proposed delivery hubs 2018

We are proposing to run the following delivery hubs for the 2018 HPML and HPSL programmes. These hubs are subject to recruitment distribution and participant contracts. Those in **bold** are secure hubs that we expect to run in any circumstances. Those in *italics* will be delivered provided there is sufficient participant demand.

Whilst we try to offer candidates certainty about delivery hub availability, we are unable to guarantee hubs until candidate assessment is complete. This is messaged clearly to participants as they go through the selection process.

Future Leaders*	Secondary Hubs	Foundations Hubs (Primary Year 1)	Mastery Hubs (Primary Year 2)
Leeds	Birmingham	Birmingham	Birmingham
Birmingham	Bolton & Oldham	Bradford & Leeds	<i>Blackpool & Blackburn</i>
London	Bradford & Leeds	<i>Bristol</i>	Bradford & Leeds
	<i>Bristol</i>	<i>Doncaster & Sheffield</i>	<i>Bristol</i>
	Derby	<i>Medway</i>	<i>Doncaster & Sheffield</i>
	<i>Leicester</i>	Liverpool	<i>Medway</i>
	London	London North	Liverpool
	Manchester	London South	London North
	<i>Medway</i>	Manchester & Oldham	London South
	Norwich	Norwich	Manchester & Oldham
	<i>Portsmouth</i>	<i>Peterborough & Fenland</i>	Newcastle
	Sunderland	<i>Portsmouth</i>	Norwich
		<i>Stoke</i>	<i>Nottingham</i>
		Sunderland	<i>Peterborough/Fenland</i>
			<i>Portsmouth</i>
			Sunderland

*most delivery happens nationally for HPSL programme

Recruitment Plans 2018

We will be taking a multi-layered approach to marketing and recruitment for the 2018 cohorts:

Marketing

Ambition:Feed

HPML and HPSL will benefit from wider brand-building work we are undertaking, at no cost to the DfE. Greater brand awareness of Ambition School Leadership will help increase confidence in our offer amongst our key audiences and drive greater attraction and conversion rates.

Ambition:Feed is year-long awareness campaign designed to engage leaders at all levels with our brand and programmes. Leaders will be asked to collaborate and address a monthly challenge faced

by school leaders in challenging contexts e.g. raising aspirations (Jan/Feb) or recruitment and retention (March). Key components of the campaign are: blogs, podcasts, newsletters, social media (including a closed Facebook page) and partner activity. Success will be measured through web analytics (visitors, dwell time and driving to programme pages) as well as an increase in programme expressions of interest.

TES Leadership supplement

At a previously challenging period in our recruitment cycle (Feb), we have timed a large awareness spike in partnership with the TES. During the week following half term, we will be launching a leadership supplement with the magazine, which gives useful tips and articles about career development and taking the next step up the leadership ladder. The supplement includes:

- Leadership articles in publication (print and digital) - 25,000 copies and 1,000 just for us
- Promoted in TES newsletter - 34,000 subscribers
- Our own email blast - 40,000 addresses
- Online display ads - 300,00 impressions
- Full page adverts in main TES - 3x (one before, on and after week of supplement)

National mass marketing for all eligible schools

- Segmented E-marketing campaigns
- Social media
- National PR
- National advertising
- National events [REDACTED]
- Advocacy from national organisations [REDACTED]

Targeted/Direct marketing aimed at impact in category 5&6 schools

- Development and use of messaging specific to the needs of category 5&6 schools
- Local PR
- Partnership with RSCs (newsletters, events, social media, improvement boards etc)
- Postal and e-marketing campaigns to specific individuals
- Meetings and events in category 5&6 areas
- Presentations to heads groups

Account management

Key to our strategy for further increasing penetration in areas 5&6 will be our work with local and regional partners to increase our presence in and understanding of target areas. We will adopt a personalised approach to key groups to develop strategic partnerships, incorporating talent management discussions across leadership pathways and levels.

As 80% of secondary schools are now academised, partnerships with MATs will be particularly important, but we will also work with other school groups including LAs, Dioceses and TSAs. Examples of existing school group partnerships include

National:

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

[Redacted text block]

Regional:

[Redacted text block]

[Redacted text block]

Addressing barriers from last year's recruitment

As part of reviewing last year's recruitment we identified a set of new and challenging barriers that we are looking to address in this year's strategy.

School budgets

For HPSL, we introduced an early application price to encouraging schools to invest in CPD early.

For HPML secondary the new price points help the programme to compete with free development offers and increase affordability.

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

Purdah

We are mitigating the effect of any future period of purdah by focusing on strengthening and deepening our relationships with DfE colleagues. We will be working with RSC and OA offices to engage schools and address areas of concern.

Impact evaluation

We announced the outcomes of this research in September 2017 and are embedding the evidence into our marketing materials as well as sharing this report with stakeholders.

OA challenges

We are setting up relationships with individual OA teams as well as the central DfE team to ensure we are meeting needs and working collaboratively with their other planned provision. Our regional marketing plan includes face to face opportunities to engage with all levels of leader in as many OAs as possible, including through targeted events.

Volatility in conversion rates

This year we are redesigning our forecasting process to use more nuanced assumptions, connect to our CMS to reduce subjectivity and to have greater oversight from our Area Directors to use local on the ground knowledge to check assumptions. We will also be closely monitoring our assumptions and adjusting their conversion logic throughout the recruitment season.