

Head of School Marketing

Title: Head of School Marketing

Department: MarComms

Hours: Part time (0.6FTE - 22.5 hours per week)

Reports to: Director of MarComms

Place of work: From home with travel to our London office every 4-6 weeks

Job Description

Main purpose of the job:

The Head of School Marketing will strategically lead and deliver comprehensive cross-organisational marketing initiatives that result in significant growth in the number of schools partnering with Action Tutoring.

This role requires a marketing leader with a strong focus on lead generation, demand generation and sale conversion strategies to drive growth and achieve ambitious targets. Please note this role is accountable for both school marketing and the initial stages of the school sales funnel (converting qualified leads into booked sales calls with our programme department).

The Head of School Marketing will operationalise and adapt marketing strategies that effectively communicate our value proposition to schools leading to increased interest and sales. They will oversee all marketing activities to schools and will lead the team to deliver consistent benefits and values-led messaging via digital marketing, content (e.g. video), social media, and event management.

In addition, the Head of School Marketing will lead and support market research and analysis: identifying trends, opportunities, and competitive landscapes to inform and refine school marketing strategies. They will collaborate closely with colleagues in the Communications Team and Programme Department to align marketing efforts with business objectives, driving engagement and retention of schools. With a strong focus on data-driven decision-making, the Head of School Marketing will utilise analytics to measure campaign effectiveness, ensuring the team optimises performance. They will also report on key metrics to the senior leadership team.

N.B. the Head of School Marketing will focus solely on the marketing to schools, volunteer recruitment is the responsibility of the Marketing Manager, but skills, insights and expertise will be shared to benefit both approaches.

Specific responsibilities relating to the role:

- **Strategic direction** - set, adjust and operationalise a comprehensive cross-organisational school marketing strategy, with support from the external marketing agency, aligned with Action Tutoring's overall goals and KPIs, focusing on driving an increased number of schools to partner with the charity. Strategies should focus on demand generation, lead generation and conversion of leads into booked sales calls with our Programme Department.
- **Lead qualification** - develop and implement effective lead qualification processes to ensure that generated leads are nurtured and converted into opportunities that move down the funnel. Ensure close collaboration with the programme department to align on messaging, share insights, and refine criteria (lead scoring and segmentation for example) for high-quality leads and prioritise them for follow-up. Ensure a smooth transition of leads across to the programme department.
- **Conversion strategies** - create and execute strategies that not only attract leads, but enhance conversion rates. This could be through lead nurturing campaigns, tailored follow up communications, targeted content, bonus content such as webinars or exclusive content for subscribers etc.
- **Campaign management** – Work alongside the Marketing Manager, their team, colleagues across the wider Marketing and Communications department and whole organisation to plan, implement, and oversee school marketing campaigns across various channels including digital, social media, email, and traditional media. Encourage use of A/B testing to optimise marketing and measure results.
- **SMT Membership** - Join SMT meetings to share and discuss key school marketing and opportunity updates. Work with the Director of Marketing and Communications and the Deputy CEO to align the school marketing targets and strategy with the organisational objectives.
- **Internal communication** - Facilitate effective internal communication, particularly with the programme department, to ensure cross-collaboration and knowledge sharing of schools. Use this knowledge to reinforce messaging and address pain points.
- **Project management** - Work with colleagues from other areas (communications, curriculum and programmes) to bring together the right expertise and resources to deliver on school marketing objectives. Act as the convenor of teams and individuals, to ensure school marketing targets are met.

- **Market Research and Analysis** - Conduct regular market research to identify trends and opportunities, understand the competitive landscapes and analyse data to inform school marketing strategies and optimise campaign performance. Monitor the educational landscape, ensuring an awareness of influences, including politics. Identify the cyclical nature of education and continue to develop strategies that consider these factors.
- **Budget management** - Manage the school marketing budget to ensure cost-effective and impactful campaigns that are measurable.
- **Content development** - Supervise the development of high-quality and diverse content that engages and educates the target audience, as well as ensure consistent messaging and tone across all marketing materials.
- **Digital marketing** - Oversee all school digital marketing efforts including SEO, PPC, and social media advertising. Work with the wider MarComms Department to utilise web analytics (GA4) to track, measure, and report on the effectiveness of school digital marketing initiatives.
- **Event management** - Work with the wider MarComms Department and other colleagues to plan and execute events such as webinars, workshops, and attendance at conferences that build Action Tutoring's brand and reputation – as well as build the sales funnel.
- **Reporting and analysis** - Work with senior leaders to establish KPIs and metrics to measure the success of school marketing initiatives and prepare regular reports for senior leadership on school marketing performance and ROI.
- **Hands-on delivery** - While primarily a leadership role, this position also requires hands-on delivery alongside the wider MarComms department.

Other general responsibilities:

- Act as an ambassador for both the programme and AT in interactions with all external parties and respond to queries in a timely, polite and effective manner.
- Operate as a flexible team player and provide a high level of administrative and practical support as necessary to facilitate a 'one team' approach.
- To be aware of and comply with all policies and procedures at AT including Safeguarding and Health & Safety, reporting any concerns to an appropriate person.

- To provide a high level of customer care to anyone connected with AT.
- To be aware of and support diversity and equal opportunities for all, appreciating and supporting the role of other professionals.
- To contribute to the overall ethos, work and aims of AT.
- To attend and participate in meetings and events as required.
- To participate in training and other learning activities as required.
- To work as part of a team undertaking duties as required to ensure the smooth running of the team.
- To undertake all other duties commensurate with the level of the post as required, to ensure the efficient and effective running of AT.

The job holder’s responsibility for promoting and safeguarding the welfare of children and young persons for whom they are responsible, or with whom they come into contact, will be to adhere to and ensure compliance with the relevant AT Safeguarding and Child Protection Policy and Procedures at all times. If in the course of carrying out the duties of the role, the job holder identifies any instance that a child is suffering or likely to suffer significant harm either at school or at home, they must report this in line with the Safeguarding policy.

Required competencies and skills:

Competencies	Technical skills	Soft skills
Communication and relationship-building	<ul style="list-style-type: none"> • Take a strategic overview of key professional relationships, able to manage workload distribution across teams to ensure efficient and timely responses to relationship needs. • Craft precise, compelling pitches tailored to specific audiences, confidentially communicating Action Tutoring's vision and approach for impact 	<ul style="list-style-type: none"> • Develop and maintain relationships confidently, lead difficult conversations and speak on behalf of Action Tutoring as part of its senior management team. • Confidently explain Action Tutoring's vision and approach to impact within meetings and formal pitches to key external stakeholders, advocating for Action Tutoring's strategy and

	<p>during meetings and formal presentations to critical external stakeholders.</p>	<p>business model.</p> <ul style="list-style-type: none"> • Speak persuasively and authoritatively with strategic external stakeholders on behalf of Action Tutoring. • Train and support staff to understand and respect the different cultures and backgrounds represented among our stakeholders to ensure Action Tutoring's relationships are inclusive and equitable, our partners are heard, and diverse perspectives are accounted for. • Skillfully adapt and model communication style and messaging to diverse audiences, considering cultural backgrounds, individual differences, and potential biases.
<p>Planning, solution-building, and adaptability</p>	<ul style="list-style-type: none"> • Respond at an organisational level to workflows, ensuring projects are completed according to strategic priorities. • Confidently lead complex projects with appropriate knowledge of project management concepts and tools. • Able to aggregate and implement stakeholder feedback across from multiple projects, accounting for cross-organisational interdependencies. • Act as project sponsor: appropriately guide project managers in delivery while holding overall accountability. • Encourage and create cross-departmental projects. • Act as a point of contact for training and development of project and programme delivery. 	<ul style="list-style-type: none"> • Lead on change implementation at an organisational level, recognising best practice and supporting teams and individuals. • Drive proactive planning for the upcoming term, making sure teams understand goals and resource is allocated optimally. • Work as part of the senior management team to manage difficulties and constructively lead the organisation. • Take a strategic approach to maximising performance, considering and adjusting for the broader internal and external context. • Build an inclusive culture that prioritises valuing and respecting each person; understand how bias can influence design and decision-making, leading to less effective solutions, and proactively work against this.

	<ul style="list-style-type: none"> • Share in collective responsibility for ensuring that Action Tutoring is a safe workplace, with an ability to lead on staff training and an awareness of strategic aspects of safeguarding. 	
Impact, data and financial understanding	<ul style="list-style-type: none"> • Have a deep understanding of Action Tutoring's 'Theory of change' • Have a deep understanding of our overall data strategy, critiquing and shaping this to underpin operational requirements and long-term objectives. • Understand Action Tutoring's impact strategy and business model, with an ability to communicate this to the wider team and stakeholders. • Analyse data to make strategic and operational decisions, including impact and financial data. • Take shared ownership of data governance, ensuring Action Tutoring adheres to its policies and procedures (and act as a point of expertise on this). • Manage and oversee respective departmental and cross-organisational budgets and ensure responsible use of resources; forecast and plan yearly budgets at a departmental level. • Systematically collect DEI data, analysing evidence, and recommending operational and strategic changes to enhance DEI. 	<ul style="list-style-type: none"> • Able to speak authoritatively, internally and externally, on Action Tutoring's business model. • Understand Action Tutoring's approach to impact and financial model.
Leadership and people management	<ul style="list-style-type: none"> • Maintain an empowering, supportive, and accountable learning and development environment for colleagues. • Lead teams and departments by example and apply a coaching perspective. 	<ul style="list-style-type: none"> • Directly and indirectly, manage performance as a crucial part of Action Tutoring's senior management team. • Respond confidently to issues or seek specialist support.

	<ul style="list-style-type: none"> • Take ownership of resolving conflicts and difficult decisions promptly and efficiently, minimising disruption to work and relationships. • Maintain expertise about, and take strategic responsibility for, delivery and the wider environment, and understand how each role fits into the strategy. • Maintain expertise in volunteer tutor and team management, develop those skills in others, and understand the strategic role of volunteer tutors and how responsibility for their development is shared across Action Tutoring. 	<ul style="list-style-type: none"> • Collaborate with others in the senior management team and senior leadership team to ensure that Action Tutoring provides an excellent stakeholder experience. • Proactively address and prevent workplace bias and discrimination. • Foster a culture of accountability and respect.
<p>Resources:</p> <ul style="list-style-type: none"> ● To operate office equipment e.g. computers, printers and phones ● To use Microsoft packages as required to produce correspondence, spreadsheets and reports. ● To use any databases or IT systems that are specific to the individual programmes and AT as a whole. 		

I understand and agree to undertake the responsibilities outlined in the Job Description above in line with AT's values

Name in full:

Date:

Signature:

Our Values:

The team has together agreed a number of core values that reflect how we wish to operate. We believe these should be fundamental to how we operate in practice and ask that all staff reflect on the values and seek at all times to up



Collaborative

Partnerships with schools are at the heart of our model. We also regularly engage with our peer charities and organisations such as Teach First, Impetus and the Fair Education Alliance, to maintain a united force on tackling education inequality.



Reflective

In addition to our impact analysis, we regularly survey pupils, teachers and tutors to help inform improvements to the programme. We are hugely proud of our impact and the programme we offer but are always looking to make it even better.



Evidence based

We track the progress of our pupils through data collection from schools and our own baseline tests and interim assessments, to ensure our support is having an impact. Where appropriate we work with external evaluators to regularly assess our evidence.



High standards

We maintain professional standards through all of our interactions with partner schools and volunteer tutors and strive to achieve excellence in all we do.



Integrity

We share all pupil progress data with partner schools, even if the outcomes aren't as hoped, and make our evaluation reports widely available.



Aspirational

We develop our training and resources to support our pupils, tutors and staff to be the best they can be.