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To:	Education Cabinet Committee –18 January 2013
Subject	Recruitment and Retention of Teachers and Headteachers
Classification:	Unrestricted

Summary:	The purpose of this report is to provide an update on the strategy to improve the retention and recruitment of Headteachers and teachers in Kent
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1. Introduction

1.1 On 15 March 2012, Education, Learning and Skills Policy Overview and Scrutiny Committee discussed a report on the recruitment and retention of Headteachers in Kent. This report provides an update on the progress to date.

1.2 In the previous report of March 2012 a figure of 49 Headteacher vacancies was quoted. The term 'Headteacher' is no longer a relevant one. Having an effective leader in a school is the measure, and those leaders can have very many job titles; including head teacher, executive principle, head of school etc. The new report recognises this and includes all school leaders, regardless of their job title. By definition, therefore, the previous report was not as specific as it should have been and this new report corrects that position.

At present there are no schools without appropriate senior leadership in place. There are twenty five schools that have an Acting Headteacher. Three of these have appointed a new Headteacher who will start on 1 January 2013. Four have final interviews taking place this month. In the other 18 schools Governing Bodies are working with KCC to take forward the Headship Appointment process during this academic year.

2. Leadership Development

2.1 The Local Authority Core programme is now operating a targeted approach to leadership development. As part of our strategy to recruit and retain both teachers and Headteachers, KCC has developed a comprehensive leadership development programme for teachers from the end of their first year of teaching through to Executive Headship. Examples of these programmes are outlined below:

- The **Medway - Kent Project** is funded by the National College with 50 places for the development of Aspiring Leaders and Aspiring Headteachers. There were 119 applications from staff in secondary, special and primary schools. The LA is in discussion with the National College to develop a shortened programme for the best candidates who did not gain a place on the Aspiring Leaders programme to maintain the momentum of leadership development across the county.
- Following the **Primary Deputy Headteacher Conference** this year where Deputies were offered an individual career consultation, 55 deputy headteachers responded indicating their wish to have a robust professional development conversations.

- Each **Double District is also working on a comprehensive action plan** to support the development of teachers at all levels with targeted support for Newly Qualified teachers (NQTs), middle leaders and senior leaders in schools. In many cases, **Districts (based on ELS definition of a district) are working in partnership with the Teaching Schools**, Christ Church Canterbury University (CCCU) and other agencies to ensure that teachers are able to access high quality Continuing Professional Development for maintained schools and academies.
- The Local Authority now funds the **Headteacher Induction Programme** (previously funded by the National College) and the evaluation of this year's programme revealed that 79% of Heads thought it had had an outstanding impact on their role with 100% judging it to be good to outstanding.
- This school year will see the start of several new programmes funded by the LA to support Headteachers, as follows:
 - The **Strategic Headship Programme** is aimed at Heads in their second to fourth year of Headship. The programme is designed to support the development of strategic and reflective practitioners who are able to lead 21st century schools with high expectations for standards of attainment and the quality of education
 - The **Long Headship Programme** – 'Maintaining the Momentum' - is designed to support Headteachers and Deputy Headteachers from 30 targeted schools with the aim of moving the school from satisfactory to good in their Ofsted inspection judgements.
 - The **Short Headship Programme** – 'Every Head Counts' - involves Heads from 24 schools in a short 6 week programme where the last two Ofsted inspection judgements have been Satisfactory.
- To aid access to these and the other leadership and curriculum training on offer in Kent a new website KELSI (Kent Education, Learning and Skills Information) is currently being developed.

3. Headteacher recruitment

3.1 To ensure Kent is one of the best local authorities to work for, we are committed to ensuring that newly recruited teachers and Headteachers are provided with high quality career development and support.

3.2 The Teacher Recruitment and Retention (TR&R) team within KCC supports recruitment in schools by supplying the main advertising platform– www.kent-teach.com . Schools can buy into via various packages and the service has 95% of the primary school market and just over 50% of the secondary market for teacher recruitment. On 25 October 2012, there were 34 teaching, 83 support and 12 leadership jobs on the site.

3.3 The majority of job searches start on the kent-teach website, which has been completely updated. Feedback from schools on the new website has been very positive.

3.4 There is also an on-line advertising campaign to enable Kent schools to attract teachers and leaders from outside the County. The scheme is called “Your Perfect Kent Day” and was launched on the internet on 1st November 2012. In addition some short films have been commissioned and three Kent Headteachers will appear on Kent-teach to applaud the benefits of headship, and of living and working in Kent.

3.5 The TR&R team works closely with colleagues in the Schools Personnel Service and the Education, Learning and Skills Directorate to support schools recruiting new Headteachers. All the information required by potential applicants is made available on a microsite on the KCC website, and this is highly popular with schools. Over the past 12 months 211 leadership adverts have been placed on Kent-teach (including repeat adverts). These have been supported by 70 microsites. All leadership adverts on Kent-teach are repeated free to the schools in The Guardian’s Education Jobs web pages and in the classified listing in the newspaper. Using Kent-teach instead of the TES saves schools significant amounts of money in advertising costs

3.6 Our statistics indicate schools have a better chance of a first time appointment if they use a microsite. Around 50% of secondary schools in Kent use Kent-teach for adverts but only a few have ever used a microsite. Our aim is to ensure School Improvement Advisors and LA officers increase this by advising governing bodies accordingly.

3.7 Kent has a problem attracting teachers from outside its own boundaries, sometimes called “the Insular Peninsular.” Recognising this, we have built a programme to recruit teachers from Ireland where there is a very large surplus of well-qualified teachers. The programme will be based in Thanet and we plan to offer “central KCC contracts” to 20 Irish teachers next year who will take up their places in July.

3.8 To raise the profile of Kent to potential and existing teachers as a career choice we have launched a ground-breaking ‘On-line community’ initiative using a social media site. This went live in November and received media attention from as far away as Scotland.

4. Retention

4.1 The TR&R team has run a wellness programme in schools since 2005. From this we see that Headteachers in Kent schools report high levels of life and work satisfaction, feel financially well and have a good understanding of wellness behaviours. We are currently preparing a tender for a new wellness programme for schools and will look to continue this work.

4.2 A large number of school staff complete our on-line exit survey but only a few Headteachers do so. The major sources of dissatisfaction in their jobs were: excessive hours, poor work/life balance, excessive workload and job stress, while level of pay, job satisfaction and job security were rated as strengths.

4.3 Representatives of the major Teaching Unions and The Kent Association of Headteachers are represented on the Recruitment and Retention Strategy Group and are supportive of the actions being taken.

5. Recommendations

5.1 Members of the committee are invited to comment on the actions taken to monitor and improve Headteacher and teacher recruitment and retention in Kent.

Background Documents:

Education, Learning and Skills Policy Overview and Scrutiny Committee report:

<http://kent590w3:9070/documents/s30618/Recruitment%20and%20Retention%20Paper.pdf>

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