

By:	Mike Whiting, Cabinet Member for Education, Learning & Skills Patrick Leeson, Corporate Director for Education, Learning & Skills
To:	Education Cabinet Committee – 21 November 2012
Subject	Recruitment and Retention of Teachers and Headteachers
Classification:	Unrestricted

Summary:	The purpose of this report is to provide an update on the retention and recruitment of Headteachers 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 At present there are 55 schools (9%) without Headteachers as at 25 October 2012, however each of these 55 schools has an Acting Headteacher, a Head of School, an Executive Headteacher or a combination of all three. Of these 55 schools:-

- 25 have an Acting Headteacher
- 38 have an Executive Headteacher as part of a permanent
- 21 have a Head of School
- 3 have already appointed a new Headteacher who will start on 1 January 2013
- 4 have final interviews taking place this month

## 2. Leadership Development

2.1 Leadership development, through the LA Core programme, is now operating a targeted approach. Mindful of the need to recruit and retain both teachers and Headteachers, the LA has now drawn together a comprehensive leadership development programme of teachers from the end of their first year of teaching right through to Executive Headships. Examples of these programmes are outlined below:

- The **Medway / Kent Project** funded by the National College with 50 places for the development of Aspiring Leaders and Aspiring Headteachers. There were 119 applications from secondary, special and primary school based senior leaders; the LA is in discussion with the National College to develop a shortened programme for the best but unsuccessful candidates to maintain the momentum of leadership development across the county.
- Following on from the **Primary Deputy Headteacher Conference** where Deputies were offered an individual career consultation, 55 deputies responded indicating their wish to access this support and these robust professional development conversations will take place at the beginning of term 2.
- 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) to senior leaders in schools. In many cases, Districts are working in Partnership with 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 LA funds the **Headteacher Induction Programme** 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. Previously new Headteachers attracted a funding from the National College of £500 per head towards their CPD / Induction, as of April 2012 this funding ceased and is now provided by the LA. The estimated figure for the year's induction with be approximately £8,000 for the year 2012 / 2013. Academy Headteachers are invited to join the programme, however they are charged per day for accessing the Induction programme.
- This academic year will see the start of several new programmes funded by the LA to support Headteachers, they are as follows:
  - **Strategic Headship Programme** aimed at heads in their second to fourth year of Headship. This programme is designed to support the development of strategic / reflective practitioners who are able to lead 21st century schools with high expectations in terms of standards.
  - **Long Headship Programme** – 'Maintaining the Momentum' is designed to support targeted Headteachers and Deputy Headteachers from 30 schools with the aim of moving them from Satisfactory to Good in their Ofsted inspection judgements.
  - **Short Headship Programme** – 'Every Head Counts' where Heads from 24 schools across the LA are given a short 6 week programme where the last two Ofsted inspection judgements have been Satisfactory

### **3. Headteacher recruitment**

3.1 To ensure Kent is a leading edge authority to work for the LA is committed to recruiting and retaining teachers and Headteachers, by providing high quality career development and support through EduKent.

3.2 The Teacher Recruitment and Retention (TR&R) team supports recruitment in schools by supplying the main advertising platform– [www.kent-teach.com](http://www.kent-teach.com) – schools can buy into via various packages. The service has some 95% of the primary school market and just over 50% of the secondary market. As at 25<sup>th</sup> October 2012, there were 34 Teaching, 83 Support staff and 12 Leadership jobs on the site [TES has 33 teaching, 0 support and 5 leadership].

3.3 The majority of job searches start on Google and our latest plan for is 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 will be launched on the internet on 1<sup>st</sup> November 2012. In addition some short films have been commissioned and 3 Kent heads will soon be appearing on Kent-teach extolling the benefits of headship, living and working in Kent.

3.4 The TR&R team works closely with colleagues in SPS and ELS to support schools recruiting new head teachers. We build Microsites, attached to our website, which contain all the information required by potential applicants. Since their introduction they have proved to be highly popular with schools – mainly in the primary sector. 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

3.5 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. Challenge advisors and LA officers could increase this, we believe, by advising governing bodies accordingly.

3.6 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.

#### **4. Retention**

4.1 The TR&R team has run a wellness programme in schools since 2005. From this we see that head teachers in Kent schools report high levels of life and work satisfaction, feel financially well and have a good understanding of wellness behaviours. We do have concerns in the area of Body Mass Index. Some 67% of albeit a small sample, have a BMI of 25 and above, indicating an increased susceptibility to heart disease and Type 2 diabetes. 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 Head teachers. In the 2011/12 academic year just 14 Headteachers responded to requests to complete it. Their 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. These factors are remarkably similar to those reported by teaching and support staff. A far higher number of people in these categories completed the survey (630 in 2011/12) and we have just signed a new 2-year contract with the company that manages the survey for us.

#### **5. Recommendations**

**Members of the committee are asked to note the actions taken by the team to monitor and improve Headteacher recruitment and retention in Kent.**

#### **Background Documents**

None

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