

From: Roger Gough, Cabinet Member for Education and Health Reform

Patrick Leeson, Corporate Director for Education and Young People's Services

To: Education and Young People's Services Cabinet Committee

Subject: Teacher Recruitment and Retention Activity for 2016

Classification: Unrestricted

Past Pathway of Paper: Annual Update

Electoral Division: All

Summary: This report provides an update on Teacher Recruitment and Retention Activity for 2016 and key issues in relation to teacher recruitment and retention in Kent schools.

Recommendation(s): Education and Young People's Services Cabinet Committee is recommended to note the report and its content.

1. Introduction

- 1.1 This report relates to teacher recruitment and retention activity for 2016, and provides an update relating to the current position, progress and any key issues. Undoubtedly there is a teacher recruitment challenge which is affecting the whole of the UK. Changing the perception of teaching and training more teachers who go on to teach, are fundamental if the profession is going to resolve its recruitment difficulties. This reports details what KCC are doing to offer solutions specifically for the teacher shortages faced by Kent.
- 1.2 There have been challenges in recruiting Headteachers to work in specific areas of Kent. For example, in North West Kent Governing Bodies frequently have to review the salary offered as many teachers and leaders have easy access to London and choose to work there and earn a higher salary. Coastal areas can also require positions to be advertised more than once before a suitable appointment is made. Working with Kent-Teach school leaders and Governors have been creative in advertising positions. For example, schools have successfully used SNAP campaigns (as detailed in 7.1) to drive traffic to the schools personalised microsite on Kent-Teach and engage potential job seekers using creative messaging and images on social spaces.

1.3 Kent-Teach statistics for April 2015 - March 2016:

Number of Headship Positions	Number appointed on 1 st Round
39	25

1.4 In 2012/2013 there was a rise in the number of Headship positions being advertised due to retirement and resignation of Headteachers. These numbers remained high for the following two years. However this had been anticipated and leadership development programmes were in place to assist with succession planning. In 2015/16 the numbers of Headteachers leaving post are lower than in previous years as detailed:

Year	Headship Vacancies
2011/2012	44
2012/2013	56
2013/2014	59
2014/2015	55
2015/2016	39

1.5 Since September 2015 the following new Headteacher appointments have been made:

- Autumn term 2015 23
- Spring term 2016 14
- Summer term 2016 10
- Autumn term 2016 17
- Spring term 2017 7*
- Summer term 2017 1*

**no of appointments made up to date of this report*

1.6 There were 40 maintained schools without a substantive Headteacher in September 2016, but in each case robust interim leadership arrangements are in place. These arrangements include an Executive Headteacher, a Head of School or an Interim Headteacher.

Vacancies – Key Statistics

1.7 Kent-Teach statistics showing the number of vacancies that schools/academies in Kent have advertised from April 2015 – March 2016.

	Number of Vacancies	Number of Applications
Teaching Vacancies	3,110	8,503
Leadership Vacancies	381	796
Support Staff Vacancies	2,839	33,049
Total	6,330	42,348

Teacher Recruitment and Retention in Kent

- 1.8 The Kent-Teach team provides a recruitment and advertising service to Kent schools and academies to help them source, recruit and select the best possible teachers and support staff. They market and promote the website to demonstrate teaching as a desirable profession and that Kent is a great place to work and the best place to teach. 85% of job searches commence via search engines so Kent-Teach is fully optimised to stay at the top of online searches and is fully responsive to ensure it can be accessed from all devices.

Business priorities have been to:

- Develop innovative strategies to target the shortage of teachers and quality of teachers in Kent more directly
 - Promote teaching as a desirable career choice
 - Promote Kent-Teach, schools/academies to NQTs and experienced teachers in Kent and nationally.
 - Provide a comprehensive Headship Recruitment package to Kent schools/academies
 - Promote wellness in Kent schools/academies
- 1.9 The website provides information on teaching careers and leadership, the county, job searches, help and support and resources via the blog and forum. Candidates can create an online profile which allows them to apply online and track their applications and set up job alerts.

Retention

- 1.10 Through the Kent-Teach blog and social media pages we communicate with school staff to ensure general staff wellbeing and mindfulness is at the forefront of their minds, with the aim that they are able to continue to work effectively in school roles and remain in post.
- 1.11 A Headteacher Wellbeing Survey was undertaken to seek views from school leaders on the wellbeing of their employees and what actions, if any, they put in place to support staff. The response to this survey clearly identified that Headteachers believe that staff wellbeing is an important part of the school life. However, 83% of respondents advised that they had not undertaken any actions to measure the wellbeing levels of staff in their school.
- 1.12 When asked what resources schools required to assist them with staff wellbeing the highest response related to training for staff on personal wellbeing. This was closely followed by:
2. Access to a Health Champion
 3. Training for SLT on improving staff wellbeing

We are currently developing a mindfulness e-learning course and will make this available to schools as part of our ongoing recruitment and retention strategy.

2. Kent Headteachers

- 2.1 Recognising the importance of strong and effective school leadership, the Kent Association of Headteachers in partnership with Kent County Council, the Dioceses and the Kent Governors Association and the Kent and Medway Teaching Schools Network have developed and launched a School Leadership Strategy for Kent – “Kent Leaders in Leadership” (www.kentleaders.org.uk).
- 2.2 One of the primary aims of the Leadership Strategy is to ensure that future leaders in Kent are identified and nurtured. To do this, it identifies training pathways, and support and guidance for leaders at all levels. The strategy also aims to ensure that current school leaders are valued and supported through inspirational leadership conferences and events, and the creation of a strong and supportive network of school leaders across Kent.
- 2.3 The strategy was launched in October 2015 and is being implemented as part of a three year plan. Its impact will be monitored through the Kent Association of Headteachers Executive Group.

3. Marketing

3.1 Trailblazer Campaign

As mentioned, changing the perception of teaching in the UK and training more teachers who go on to teach, are fundamental if the profession is going to resolve its recruitment difficulties. Through a Trailblazer campaign, Kent-Teach aims to raise the profile of teaching as a career and ultimately to underpin its drive to recruit more teaching professionals. It is anticipated that this will complement the current national recruitment campaign by the Department for Education ‘Get in to Teaching’.

We aim to lead the way and inspire the next generation of students to become teachers, and the Trailblazer campaign informed by research results, will aim to do this in Kent:

3.2 Research

Through the provision of a research and insight exercise, intelligence around perceptions of the profession has been gathered from pupils and parents.

The two areas of focus for the research were parents and pupils at Key Stage 2. Parents were targeted as they play an influential role in the career decisions of their offspring. Understanding how they perceive the profession is therefore crucial in gauging the extent to which they would encourage or discourage their children from considering it.

The aims of the research were to provide insight into:

- Parents’ perceptions of the role and importance of teaching in society.
- How this audience perceives teaching as a profession, including how they feel about it as a career in general terms and, specifically, as a potential choice for their children.

- How pupils perceive teaching and the extent to which this mirrors reality.
- The sort of messages and communication which might encourage both parents and children to consider the profession as a career of choice; and how best this information might be delivered.
- How influential parents are in children's perceptions of career choices.

3.3 Survey of Parents

The survey was distributed to the target audience via social media channels and was designed to get an indication of parents' views on the role and importance of teachers. It sought to gauge their perception of teaching as a career; what factors drive those viewpoints (both positive and negative); and what information schools should be communicating about the profession to encourage this as a career choice option.

3.4 Focus Group with Pupils

This group explored pupil perceptions at Key Stage 2 of what it is like to be a teacher. The sessions sought to understand the factors that influence children's viewpoints, including their own experience of being taught and the role teachers play in their lives. It gave insight into the extent to which the children's perceptions actually mirror reality and what information might be required to help ensure they regard teaching not only as something they benefit from, but as a worthwhile career option for them.

3.5 Research Results

- Children in the focus group did not see teaching as an aspirational career
- Both children and parents saw the value of education and teachers – as a stepping stone to other professions and trades
- They regarded teaching as underpaid, undervalued and stressful
- The survey suggests that as parents are not a homogenous group, a range of approaches needed to be taken in order to influence the widest range of parents
- As the most frequent primary care-givers, mothers might have more influence on their children's thinking around careers

3.6 The Trailblazer campaign is being developed and the aim is to launch this in November 2016.

4 New Zealand Recruitment

4.1 In order to address the national shortage of teachers for Kent schools we have looked beyond national recruitment strategies to ensure that the children and young people of Kent have high quality teachers in their schools.

4.2 In recent years Kent-Teach has worked in partnership with Universities in Ireland to recruit Newly Qualified Teachers of an exceptional standard. However this arrangement has now come to an end due to the number of Local Authorities tapping into the same small pool.

- 4.3 Having explored alternatives, Kent-Teach has been working in partnership with an education partner in Australia (Point 2 Point), which has a wealth of expertise and experience recruiting to UK schools. Having worked in education for over 10 years and taught in UK schools themselves they have first-hand experience of the UK education system. They source newly qualified and experienced teachers from New Zealand and Australia who are keen to begin or continue their careers in the UK.
- 4.4 A week of interviews took place in Christchurch New Zealand in October 2016, where Kent-Teach representatives interviewed 26 Primary and Secondary teachers on behalf of Kent Schools. As a result 12 exceptional teachers were placed in the pool and have been matched to schools.
- 4.5 The teachers recruited for the pool are as follows:
- Science Newly Qualified Teacher (“NQT”)
 - Science 10 years’ experience
 - English 10 years’ experience
 - Business/ IT / Computer Science 24 years’ experience
 - History NQT
 - 4x Qualified Teacher Status Primary Teachers
 - 3x Primary NQT
- 4.6 The cost to each recruiting school that appoints is: £4,750 per teacher or £6,000 for Maths and Science teachers (payable by each recruiting school – there is no charge to Kent-Teach).

5. Social Media

- 5.1 Social media platforms are used as the main means to engage with customers.

Kent-Teach finds that information is viewed on these platforms and engagement from the point of view of customers “talking back” to them has increased over the past year.

When the usual channels such as Kent-Teach, Guardian and TES have not resulted in an appointment, the KT team run a Social Networking Advertising Package (SNAP) in order to promote the vacancy and reach a wider audience.

A SNAP campaign is more expensive than traditional advertising so the KT team offers this as an option to schools which have had difficulty in recruiting or that have a large number of vacancies.

Since the team implemented social media campaigns (SNAP) to support schools with recruitment, there has been a positive uptake by schools with 7 SNAP campaigns in 2016, resulting in 5 successful appointments.

The team has also implemented Twitter Chat creating a Twitter community for individuals to engage with Kent-Teach, and their panel of experts around certain topics. This provides help and advice as well as the opportunity for

discussion, sharing and exchanging ideas on certain topics important in the educational landscape.

As an example Kent-Teach has executed Twitter Chats on the following topics:

- What makes an Outstanding Teacher?
- How to secure that teaching job
- Enhancing Your Teaching Career Through Continual Professional Development
- Wellbeing

5.2 **Blog**

The blog continues to give an insight into teaching, resources and living in Kent, written by the teaching community for the teaching community. The blog has recently refocused to provide job seekers with helpful information on acquiring a teaching or support role in Kent schools following a competitor analysis.

The blog has seen an 86% increase in traffic since 2015.

5.3 **Video Marketing**

5.3.1 **Sheerness West Federation** approached Kent-Teach to support them with recruitment as they faced continued difficulty across their two schools. Kent-Teach supported the creation of a recruitment video marketing campaign for the federation which was launched on social media to attract teachers to the federation. The campaign ran for 6 weeks and resulted in 6 successful appointments.

This was a hugely successful campaign which gathered much media attention by the Kent Messenger, parents and teachers on social media. The video was viewed and shared over 1,000 times.

<https://www.youtube.com/watch?v=9O2b8Cj1RIU>

5.3.2 **Be More Be a Teacher** is a new campaign Kent-Teach is launching at the end of October 2016 in conjunction with the annual recruitment fair visits to engage university students and encourage them to consider a career in teaching. The marketing video will be promoted on social media and university career pages.

https://www.youtube.com/watch?v=VPN3EC_8VH8

5.3.3 **The Super Hero Campaign** is a marketing video which was created in partnership with Phoenix Community Primary school to champion teachers and give an insight into primary school teaching. The video is being shared with schools, universities and on social media to create positive messaging

around teaching in Kent. The target audience is Key Stages 1 and 2 to consider a career in teaching

6. Google Campaign

Kent-Teach has a well established reputation with 94% of its traffic being organic or direct. To maintain this year on year, the team implements a Media Schedule of advertising to keep the Kent-Teach brand relevant and to expand the reach of the brand beyond Kent.

Last year's campaign was a targeted campaign via Google Display Network and Keyword searches and ran for 1 year from August 2015 until August 2016 resulting in the following:

- 68,231 clicks across the 3 key word groups; Branded and Generic, Teacher Specific and Teacher Generis
- £0.22 cost per click rate
- 4,221 submitted applications
- £3.54 cost per application rate
- The campaign averaged approximately 12 applications per day
- 77% of applications from desktop device and 23% from mobile or tablet devices.

7. PR campaigns - Promoting Teaching Careers

The team ran a 3 month long PR campaign on social media to promote positive message about teaching.

The six separate campaigns lasted 15 days each and featured multiple posts along a similar theme.

The themes of the campaign were as follows:

- Living in Kent-
<https://www.youtube.com/watch?v=A6fqehjhH8&index=1&list=PL6K0kARzk30D0XvDr2ggaMldY55zNdWqn>
- The diverse range of opportunities in Kent
- 20 quirky things you didn't know about Kent
- Location: Best of Both worlds
- CPD in Kent
- From Behind the Camera To The Front Of The Classroom

Throughout the campaign we integrated the use of hashtags to encourage engagement with the audience.

8. Recruitment Fairs

The team attends a programme of recruitment events around the UK from October through to February in order to represent Kent schools and promote Kent as a desirable location for new teachers.

In 2015-16 the team attended 18 recruitment fairs which resulted in:

- 637 expressions of interest from teaching candidates
- 131 candidates logged on to the Kent-Teach website at least once
- 25 of these candidates have logged in 20 or more times
- 50% of these candidates have submitted at least 1 job application

9. Partnerships

Kent-Teach continues its contract with The Guardian that enables all vacancies posted on Kent-Teach to be placed on Guardianjobs.co.uk at no additional cost to the school. Kent-Teach pays a yearly fee to the Guardian and is provided with monthly reports on click-throughs to the Kent-Teach site.

10. Key Activities for 2016-17:

- Continue to review and develop the website to ensure it remains innovative and up-to-date
- Maintain and build on customer engagement via blog, forum and social media pages Continue to strengthen partnership with international recruitment partners to continue recruitment drives in Australia and New Zealand to support Kent schools.
- Develop and enhance senior leadership recruitment
- Reintroduce wellness packages to schools
- Seek to identify if a shortlisting function has scope on Kent-Teach to develop recruitment experience for schools

11. Recommendation

Recommendation:

11.1 **The Education and Young People's Cabinet Committee** is asked to note the report and its content.

12. Contact details

Report Author:

Gill Nye, Senior Consultancy & Advisory Manager
03000 412220, Gill.nye@kent.gov.uk

Katerina Nicholaou, Kent-Teach Manager
03000 4122214, katerina.nicholaou@kent.gov.uk

Relevant Directors:

Gillian Cawley, Director of Education, Quality and Standards
03000 419853, Gillian.Cawley@kent.gov.uk