

From: **Roger Gough, Cabinet Member for Children, Young People and Education**
Patrick Leeson, Corporate Director for Children, Young People and Education

To: **Children's, Young People and Education Cabinet Committee - 7 September 2017**

Subject: **Report on Teacher Recruitment and Retention Activity for 2016-17**

Classification: **Unrestricted**

Past Pathway of Paper: **Annual Update**

Electoral Division: **County-wide**

Summary: This report provides an update and key issues on teacher recruitment and retention activity for 2016-17.

Recommendation(s): The Children's, Young People and Education 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 2016-17, and provides an update relating to the current position, progress and any key issues.

2. Teacher Recruitment in Kent

2.1 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 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 in Kent
- Promote Kent-Teach, schools and academies to NQTs and experienced teachers in Kent and nationally
- Provide a comprehensive Headship Recruitment package to Kent schools and academies
- Promote wellness in Kent schools and academies

2.2 Kent-Teach provides information on:

- Teaching careers and leadership
- Kent as a county
- Job searches
- Help, support and resources via the blog and associated social media accounts.
- Candidates can create an online profile which allows them to apply online and track their applications and set up job alerts.

3. Kent Headteachers

3.1 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).

3.2 One of the primary aims of the Leadership Strategy is to ensure that future leaders in Kent are identified and supported. 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.

3.3 The strategy was launched in October 2015 as part of a three year plan. Its impact will be monitored through the Kent Association of Headteachers Executive Group.

3.4 The Kent-Teach team work with school Leaders and Governors to encourage creative advertising. Schools successfully use SNAP campaigns (see 7.1) to drive traffic to the school’s personalised microsite on the Kent-Teach website to engage potential job seekers using creative messaging and images on social spaces.

3.5 Kent-Teach statistics for April 2016 - March 2017:

Number of Headship Positions	Number appointed on 1 st Round
56	25

3.6 After a dip in 2015/2016 the number of headship vacancies has increased again for 2016-17:

Year	Headship Vacancies
2012/2013	56
2013/2014	59
2014/2015	55
2015/2016	39
2016/2017	56

Since September 2016 the following new Headteacher appointments have been made:

- Autumn term 2016 17
- Spring term 2017 25
- Summer term 2017 13

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

3.7 There are currently 45 maintained schools without a substantive Headteacher in September 2017. In each case robust interim leadership arrangements are in place.

4. Vacancies – Key Statistics

4.1 The number of vacancies that schools and academies in Kent have advertised from April 2016 – March 2017.

	Number of Vacancies	Number of Applications
Teaching Vacancies	3405	7823
Leadership Vacancies	377	1120
Support Staff Vacancies	3710	37,639
Total	7,492	46,582

5. Marketing

5.1 I'm in Charge Campaign

Kent-Teach launched a Trailblazer campaign with the aim of raising the profile of teaching as a career and ultimately underpin the drive to recruit more teaching professionals. The campaign is called "***I'm in Charge***" and went live in April 2017.

The "***I'm in Charge***" campaign engaged with 11 to 16 year old secondary school students and asked them to think about which career they wanted to pursue. The aim was to influence career paths by talking directly to students about teaching, to lead the way and inspire the next generation to seriously consider teaching as a career.

The campaign targeted 11-16 year olds through;

- social media
- their school
- radio
- parents

It encouraged students to think about what they would do if they were in charge of a school. The winning idea will be made into a film. The film will then be used as a marketing video to promote Kent. This will ultimately highlight Kent as a career destination and a Local Authority that leads the way in inspiring the next generation of students to become teachers.

6.0 International Recruitment

We believe that overseas recruitment is a short term solution for Kent schools and academies. However, to assist with the national shortage of teachers Kent-Teach have looked beyond national recruitment strategies to ensure that children and young people of Kent have high quality teachers in their schools.

Kent-Teach works in partnership with an education agency in Australia called Point 2 Point and have negotiated reduced fees for Kent schools. Following a successful recruitment week in October 2016, 12 teachers were appointed to Kent Schools.

Kent-Teach are currently arranging Skype interviews in October with the aim of placing 10-15 teachers to start in January 2018.

7.0 Social Media

7.1 The team are very active on social media and administrate a number of social media pages across several different platforms. They use these as a method of communication and engagement with their various different customers, to drive traffic to the website and also to find a wider reach for hard-to-fill vacancies.

Year on year the amount of engagement and number of followers on these platforms has increased and this is now a key part of the team's marketing strategy.

The team can run a Social Networking Advertising Package (SNAP) for schools in order to promote vacancies that aim to reach a wider audience.

Since the team implemented SNAP campaigns there has been a positive uptake by schools with 7 SNAP campaigns in 2016, resulting in 5 successful appointments. In 2017 so far there have been 4 SNAP Campaigns resulting in 2 appointments.

A cheaper option for schools with a hard-to-fill vacancy is to "boost" job vacancies on their social media channels which mean they will be pushed out to a wider but targeted audience. Kent-Teach has mostly focused on boosting posts on Facebook and Linked-In but recently trialled boosting a KS1 and 2 vacancies on Instagram which resulted in the following:

Instagram	
Views	3,382
Reach	2,481
Engagements	217
Likes	169
Comments	0
Saves	2
Clicks	36

In order to increase engagement and prompt discussions around teaching Kent-Teach runs a termly 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 KT 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

7.2 Blog

Kent-Teach provide a blog to give an insight into teaching, resources and living in Kent, written by the teaching community for the teaching community. The team also ensures that regular posts encouraging and supporting wellbeing are posted frequently.

The blog receives between 3000-4000 visits a month and supports the site in attracting passive job seekers, remaining high on search listings and encouraging returning visits to the site.

7.3 Video Marketing

Video marketing is used as a way to capture the attention of job seekers by providing engaging content for social media (with people three times as likely to engage with a social media post that contains a video as opposed to just text) and promote interest in school vacancies. Kent-Teach has worked with schools and federations to create promotional videos for advertising as well as producing their own videos for marketing campaigns. In 2017-18 live videos will be used to engage further with customers.

8.0 Google Campaign

- 8.1 Kent-Teach has a well established reputation with over 95% 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 2016 until August 2017 resulting in the following*:

- 54,800 clicks across the 3 key word groups; Branded and Generic, Teacher Specific and Teacher Generis
- £0.28 cost per click rate
- 3,414 submitted applications
- £4.49 cost per application rate

** these figures are according to the latest report which is dated 7th July 2017. We are awaiting the most recent report currently.*

9.0 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 2016-17 the team attended 13 recruitment fairs which resulted in:

- 379 expressions of interest from teaching candidates
- 74 candidates logged on to the Kent-Teach website at least once
- 17 of these candidates have logged in 20 or more times
- 32 of these candidates have submitted at least 1 job application

10.0 Partnerships

Kent-Teach continue to contract with The Guardian to enable all vacancies posted on Kent-Teach to be placed on ***Guardianjobs.co.uk*** at no additional cost to the school.

11.0 Key Activities for 2017-18:

- 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
- Develop and enhance senior leadership recruitment
- Work with Point2Point to continue recruitment drives in Australia and New Zealand to support Kent schools
- Explore viability of headhunting service for Kent schools
- Wellness packages to schools
- Implement a new marketing campaign for 2017-18

12. Recommendation

Recommendation:

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

14. Background Documents: None

15. Contact details

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