

19 November 2014

SUPPORTING RECRUITMENT IN HERTFORDSHIRE SCHOOLS

Report of the Director of Children's Services

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1. Purpose

- 1.1 To update the forum on discussions taking place to support the current countywide issue of recruiting sufficient high quality teachers and leaders into Hertfordshire.
- 1.2 To seek approval from members representing primary and secondary schools maintained by Hertfordshire for approval to de-delegate funding in respect of this service in 2015-16 as a subscription arrangement.
- 1.3 To seek the recommendation of Schools Forum that academies contribute to this resource at the same rate per pupil as their equivalent phase in the maintained sector.
- 1.4 To inform Forum of the proposal by Herts for Learning Ltd (HfL) to contribute of up to £70K from its resources to the programme of work as set out in this paper.

2. Summary

- 2.1 Over the past few months numerous discussions have taken place at headteacher associations, Teaching School Alliance meetings and headteacher conferences flagging up the increasing pressure on schools to maintain their high levels of attainment and progress of pupils in the face of failing to recruit sufficient quality staff into the county.

Although there is a national review taking place led by Sir Andrew Carter, and two Hertfordshire headteachers have been involved in a fellowship making recommendations through the NCTL, any new national initiatives that might alleviate the situation are likely to take some time to become policy in an election run-up. There is a strong mandate to be proactive in Hertfordshire, rather than wait for others to solve the problems for us.

A range of proposals have emerged and are included in this report. Following HfL's investment in a pilot recruitment campaign in 2013, the Board has agreed to invest further to support its shareholders with this agenda up to a value of £70K in this financial year. Enhanced funding is required to conduct other aspects of the activity requested by headteachers.

3. Recommendations

- 3.1 Forum is asked to comment on the issues raised in this paper and the proposals put forward for supporting Hertfordshire Schools in the recruitment of teachers.
- 3.2 Forum members representing maintained primary schools and secondary schools are asked to agree the delegation proposals set out in paragraph 5.4 of this report.
- 3.3 Forum is asked to support proposals to charge academies, special schools and ESCs as set out in paragraph 5.5.

4. Background

- 4.1 In a landscape of regular changes to the Ofsted framework and the imperative to continuously improve, schools and settings are more than ever dependent upon the quality of leadership and the quality of staff they are able to recruit, retain and develop.

'The quality of an education system cannot exceed the quality of its teachers' Barber, M. Chijioke, C. Mourshead, M 2007. *How the world's most improved school systems keep getting better.*

4.2 The national picture

A number of pressures in the system have developed over recent years:

- We have seen greater flexibility and diversity in the routes into teaching, including the setting up of teaching schools, Schools Direct, Teach First etc; however this has also created less certainty in the market and led to fragmentation, complex gateways and some perceived inequalities in terms of access to high quality recruits.
- Increasing demand for school places requires higher demand for teaching staff but supply has not kept up with demand or kept pace with changes in focus in the new curriculum.
- The rise in university fees and the four year course discourages some entrants to the profession - where their salary opportunities are unlikely to be high enough to pay off high levels of debt.
- As the economic recovery strengthens there is more competition for good graduates and many more opportunities and options are becoming available.

- The poor image of profession in terms of workload, pupil behaviour, inspection pressures as portrayed through the media and politicians is rapidly making teaching a career of last resort.

4.3 What is being done nationally?

In 2014, the National College for Teaching and Leadership commissioned a Fellowship to look into and make recommendations to address the issues of 'Recruiting and Retaining High Quality Teachers'. The fellowship included two Hertfordshire headteachers. Their review contained eleven recommendations based on four themes:

Theme 1: Creating a secure pipeline of recruits – proposals included:

- Creation of regional hubs of School Direct providers – to create consistency in the system on matching supply and demand, selection and training
- Remove the cap on allocation of School Direct places – let the local market prevail
- Inspection of School Direct providers against a common quality framework

Theme 2: Attracting Talent – professionalising the way teaching is marketed as a career

- Develop a suite of school based experiences for all who want to find out about teaching including internships
- A marketing champion in every regional hub to promote the profession
- Creation of a one-stop virtual portal for on line information and application

Theme 3: Improving retention in the early years of practice

- Develop local talent contracts – give new entrants a set of reasonable expectations of support and development.
- Reduce accountability related workload – so local line managers have more flexibility to provide support for new teachers
- 'Loan forgiveness' scheme to incentivise those who stay beyond 5 years

Theme 4: Addressing hard-to-recruit challenges

- New subject specific degree courses which combine subject and QTS within 3 years to address subject shortages
- The introduction of system teachers to address uneven distribution of quality – employed by a lead school but deployed into vulnerable schools or 'cold spots' for up to 2 years at a time, carrying a full frontline workload in the client school.

Some of these recommendations have been forwarded to Sir Andrew Carter who has been leading a national review into Initial Teacher Training and which is due to report autumn 2014.

4.4 The local picture

All headteacher associations are reporting that schools in Hertfordshire are experiencing widespread difficulties in recruiting high quality teaching staff and filling leadership positions. Adverts for 2014 were drawing weak fields or no field at all, necessitating repeat processes. Even teaching schools are now reporting lower numbers of applicants and difficulties with filling ITT places.

Secondary schools are reporting difficulties in every subject except PE and there are scrabbles to find PE teachers who might have mathematics or science as a second subject.

Primary schools and early years settings are finding problems generally but securing high quality staff to step up into leadership roles is particularly problematic.

Special schools across all specialisms are also struggling to find high quality leaders and many of their deputies are near to retirement or disinterested in taking on the responsibilities of headship.

Schools close to the London report a worse picture than other Hertfordshire towns. Small schools in very rural areas also struggle to recruit. The position is even worse for RI schools and for many of them appointing to STEM subjects has become totally out of reach – creating vicious circles which compromise the improvement journey of many schools which further deters leaders from taking these schools on.

The LEP is concerned about vacancies in key commercial areas – with companies often particularly also seeking able mathematicians and scientists from the same graduate pool sought by our schools. The success of the new Matrix Herts and Essex maths hub will be dependent upon the quality of maths teachers available

5. Contents of report

5.1 Recent actions to address the issues in Hertfordshire

It would be negligent to wait for national policy to resolve the issues for Hertfordshire, especially in an election year where new policy will take some time to become actioned.

HfL organised a kick-off meeting attended by a range of interested parties across the sector in September 2014 to make recommendations and that group felt the following key activities would have most impact locally. A meeting with the Teaching School Alliances chaired by HfL, also in September 2014 added to these views and suggested this paper to Forum.

The following suggestions have been proposed by headteachers as a result of these conversations:

5.1.1 *Invest additional resource in active marketing, recruitment and retention*

- Pool our resources to employ a recruitment company with incentive payments by results to develop a county recruitment strategy and search for quality candidates.
- Invest in upskilling and transfer programmes for graduates with oblique degrees or wanting to retrain from other subjects/professions or phases and develop programmes for those considering or wishing to engage in a 'taste of leadership'
- Share the cost of recruitment campaigns in TES and drive traffic to Teach in Herts website
- Run a conference/recruitment fair in Hertfordshire to attract teachers

5.1.2 *Invest in media and communication*

- Upgrade the Teach in Herts web site
- Visually simplify the routes into teaching in Hertfordshire and communicate widely

5.1.3 *Promoting the profession and promoting Hertfordshire as a great place to work*

- Develop a cross county programme to encourage V1th formers to consider going into teaching pulling together all of the best practice that currently exists and share that on HfL website.
- Liaise with STEM businesses to discuss secondments of their staff with training skills into teaching
- Look into international school job swaps for up to 2 years as a retention incentive

5.2 HfL's contribution to these activities

5.2.1 HfL attended a conference in Cambridge in October and signed up over 40 keen recruits, some in shortage subjects. The CVs and contact details were sent to HASSH/PHF and SSHF for action and some leads have been followed up. The HfL stand was commented upon as being very professional and there was a lot of interest expressed in possibly coming to Hertfordshire. HfL is prepared to attend more regional recruitment fairs with a very professional stall on behalf of schools in Hertfordshire.

5.2.2 Conference planning is now taking place to hold a recruitment event in Hertfordshire, which may be held in a school to keep costs down. Schools or clusters of schools would be invited to attend to promote their vacancies. HfL will supply resource to help with event organisation, coordination and marketing.

5.2.3 HfL has employed a web designer who will lead the redesign of the Teach in Herts web site - making it easier and more attractive to apply for jobs in Hertfordshire, whilst maintaining the current site. HfL proposes to fund the

new Teach in Herts/recruitment web site up to £50K then move to a subscription service for Teach in Herts of a small flat fee per year and then discounts on TES adverts.

5.2.4 HfL is prepared to contribute further resource to leadership, coordination and communication, marketing and graphic design support and lobbying.

5.3 Activity requiring further funding

In addition to the contributions made by HfL to support this agenda additional funding will be needed for the following three activities;

- A. Employing a recruitment company with incentive payments by results to develop a county recruitment strategy and search for quality candidates as required, this may include overseas searches.
- B. Running two recruitment campaigns on behalf of all primary and secondary schools in TES to attract teachers to Hertfordshire.
- C. Develop programmes to attract returners to the profession or upskilling others who want to re-train from other professions or oblique degree courses.

Activity	Primary Schools	Secondary Schools
Recruitment agency	£40,000	£40,000
Advertising campaign	£20,000	£20,000
Upskilling programme	£0	£30,000
Total	£60,000	£90,000

5.4 Proposals for dedelegation

Members of Schools Forum representing primary schools maintained by Hertfordshire are asked to agree the de- delegation of £0.65 per primary aged pupil.

Members of Schools Forum representing secondary schools are asked to agree the de-delegation of £1.41 per pupil in respect of pupils (excluding sixth form) in maintained secondary and middle schools.

It is estimated that the amounts de-delegated would be approximately £55000 for primary and £23000 for secondary (based on current pupil numbers) with the balance of the funding provided through charges to academies.

5.5 Charging arrangements

It is not possible to offer de-delegation arrangements to academies, special schools, education support centres or early year's providers. However it is proposed that Herts for Learning Ltd charges primary and secondary academies at the same rate per child as their maintained equivalent. Special schools and ESCs will be charged at the same rate as secondary schools.

Forum is asked to make a recommendation and show its support for this strategy. It is proposed that academies are advised of these proposals and that in order to reduce the administrative burden, schools will be required to "opt out" rather than "opt in" and therefore will be automatically charged by Herts for Learning unless they give prior notification that they do not wish to be part of these arrangements.

As mentioned above it is not possible to de- delegate from early years. Further investigations will be made into aligning this work programme with the work being supported by central early years budgets.

6. Conclusion

This agenda is affecting all schools and settings in Hertfordshire and the suggested approach would benefit all in one way or another.

The bureaucracy of collecting a small contribution from each school would be burdensome and may divert resource from the actual activity of addressing the issue.

This paper requests consideration by forum to apply de-delegation to support this agenda through a trial for one year of the three proposals put forward in 5.3 and that a recommendation be put to the headteacher associations that academies are strongly encouraged to also make an equivalent contribution.

Voting matter for Forum members representing primary aged pupils in maintained primary schools

To agree the de delegation of £0.65 per primary aged pupil in 2015-16.

Voting matter for Forum members representing pupils (excluding sixth form) in maintained secondary and middle schools

To agree the de delegation of £1.41 per pupil in secondary and middle schools (excluding sixth form) in 2015-16.

Forum is also asked to confirm its support for charging arrangements as set out in paragraph 5.5 of this report.