

Buckinghamshire County Council Resourcing Team – Schools

Following feedback from Buckinghamshire schools as well as increasing national publicity about the difficulty of Teacher recruitment, the BCC Resourcing team were asked to carry out a review and identify actions to address the situation.

We carried out in-depth analysis, mapping current activities, projecting future requirements, identifying problem roles. The analysis identified that approximately 20% of newly qualified teachers were leaving the profession, that Science and Maths roles were the most difficult to fill and that many Primary Schools were advertising at least twice and getting 1-2 Headteacher applicants. It also showed geographical areas where it was hard to recruit non-teaching roles. The mapping was key as it identified that existing work focussed on Leadership recruitment, not recruitment of other staff and not retention.

Following this analysis, we then identified 53 actions from both a recruitment and retention perspective to address these issues, including:

- Creation and promotion of a new brand “Teach Bucks”. This is supported by creative webpages, video and animated content.
- Implementation of a pro-active recruitment consultancy service, so that schools have a single point of contact for recruitment and retention advice.
- Creation and delivery of recruitment and retention training for Governors.
- Discouraging reliance on external advertising for Head vacancies which showed that 80% of successful candidates applied as a result of seeing the advert on the BCC website.
- Produced and shared guidance on succession planning, secondments, exit interviews, career paths, treating candidates well and redeployment etc.
- Promoted teaching schools, return to teaching programmes and the Troops to Teachers scheme.
- Worked with schools and apprentice providers to encourage schools to develop apprenticeships for all roles in schools.
- Facilitated closer working arrangements between schools and businesses to support teachers in the classroom.
- Created and shared examples of good adverts, robust selection exercises to encourage quality appointment decisions.
- Encouraged Governors to consider working with other local schools to Share a Headteacher, generating a significant cost saving and fostering better partnership working.
- Actively encouraged consideration of part-time and/or job-share leadership roles which has resulted in extremely positive feedback and some great success stories.
- Worked with schools to produce and promote recruitment videos, generating an average of 1,000 views over 7 days on youtube.
- Explored a preferential admissions process which could allow pupils of schools staff priority over other children.
- Built a great network of contacts on Linked-in, Twitter and Facebook to promote and share our posts about schools recruitment.

- Building talent pools of good candidates and actively engaging with them.
- Negotiated discounts and benefits for school employees to help with retention.
- Negotiated two agency agreements to provide schools with better terms and conditions when it comes to using supply Teachers and/or using agencies for permanent recruitment.
- Produced a monthly recruitment newsletter to schools and governors.
- Worked hard to communicate our actions, providing regular updates to schools and individuals who work with schools so that they know we are working on.
- Set up a strategic working group including a number of Headteachers who meet regularly to discuss and review the project plan and act as sponsors for the project.

The result of these actions has been significant:

- The new webpages went live in February with 100,000 views for our meet the Teachers videos in the first month.
- Schools are now telling us they have more applicants and significantly fewer recruitment and retention issues.
- Feedback from schools has been incredibly positive about the new array of information for schools staff including benefits and routes into teaching.
- Some schools we met with said that they had done all this and nothing had worked, so we took time to work with them and encourage them to try some of these initiatives in other ways which resulted in successful recruitment.
- We have faced adversity with one Governor telling us he would consider a job-share arrangement 'over his dead body'. But we now have a good number of part-time and job-share candidates in leadership roles.
- One of the key benefits has been the forming and embedding of strong working relationships and more joined up work that has taken place.

Here's what our customers said:

'Just wanted to let you know that at the R&R steering group meeting with Heads this morning. Lorna took them through all the activities/actions that she has undertaken to date, showed them the schools recruitment website that is almost ready to be launched. They were genuinely thrilled with all the work that has been done. They also said that they were grateful to BCC for taking on this issue. They had lots of good ideas as to how to maximise the resources that have been created. Massive thank you to Lorna for making it all happen! Katherine Wells, Jan 17

'I was first introduced to Lorna through a recommendation from another Chair of Governors. She responded immediately to my inquiry and provided me with some reading material/examples of job descriptions to get me started - good food for thought. Lorna has, at her finger tips, a wealth of resources, good connections and expertise that she has shared and utilised to our benefit. Throughout the process Lorna has always been extremely helpful, measured and objective in her advice and 100% reliable. She went above and beyond to support us in this

recruitment process, and I look forward to continuing working with her.’ Jenny Freeman, Chair of Governors, Brushwood School. Dec 16

‘The best candidate information pack I have seen in a long time’ BLT SIA (regarding the pack for Headteacher at Brushwood, designed by the BCC Resourcing team). Nov 16.

‘Lorna, I just wanted to give you some feedback regarding the Deputy Head Teacher role that I have been trying to fill. On your advice we advertised offering the role on a part-time or full-time basis and we recently appointed a lady who will be working for us part time. She is a brilliant professional and applied as we were willing to be offer that flexibility that she needs for her family. Really pleased and thank you very much for your help and it did help us secure exactly what the school needs.’ Stony Dean 19/10/16

‘Thank you very much for such a smoothly-run and engaging session this week! It was great to see the governors participate. I particularly valued the national / local context information and think this brought something new to people’s knowledge around the table.’ Feedback from Recruitment Workshop from a Governor & BLT Manager 28/9/16

Mandeville School “I just wanted to let you know what a brilliant job that Lorna did this morning with the Mandeville IEB in the shortlisting meeting. She got us to think outside the box and as a result we have an unforeseen option to consider as well as the original plan we had. Lorna was organised, focussed, really heard what people were saying.”

‘I have just looked at the advert and there is no comparison to the one I would have put on without your expertise and help! Thank you so so much. It sounds very inviting. I do not have a Business Head and sadly think in a very neat and black and white way so I would never have presented the advert like this.’ 5/5/16 - St Mary’s Pre-School,