



Recruitment and Retention within schools in Hampshire

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Reason for the review



- Increased volume in advertising on Education Jobs website identified by Education Personnel Services
- Concerns regarding recruitment practice across some Hampshire schools identified by Education Personnel Services
- Concerns expressed by Headteachers regarding challenges in recruitment in particular in summer 2013

EPS response:



- Review national information available
 - National strategy documents
 - Press releases
 - Evidence provided to School Teacher Review Body, including School Census information
 - Discussed recruitment and retention with other LAs
- Review local information available
 - Headship recruitment data where EPS has supported
 - Age profile information
 - Support and advice requested in relation to recruitment queries
 - Survey of Hampshire schools
 - Review of recruitment and retention payments

National context



- Overall view that national labour market 'remains strong'
- Recruitment to shortage subjects generally improving but recognised that particular areas are experiencing difficulties
- Graduates in south east area coming into teaching can expect to earn lower salaries than their graduate peers entering professional occupations

National context



- Vacancy rates low across most geographical areas
- Vacancy rates compare favourably with other publicly funded professions
- Considerable number of non-specialists teaching in Ebacc subjects
- Expected growth in pupil numbers used to determine projected number of teacher training places required
- Some issues with recruitment to teacher training places

National context



Reform of initial teacher training (ITT):

- Use of bursaries and scholarships
- Raising the quality of entrants into teacher training
- Move towards a school-led system

National picture



- Leadership vacancy rates low
- Re-advertising rates for headships are high
 - 2 in 5 primary schools
 - 1 in 4 secondary schools
 - Faith and special schools
- Small net reduction in number of heads

National picture



- Average age of new heads
 - 44.2 primary
 - 46.7 secondary
- NLE and LLE programme
- 'Champions League' of Headteachers
- Teaching Leaders programme

Local information



- 183 schools responded to survey
 - all phases and sectors
 - all governance models
 - all geographical areas
 - all Ofsted categories
- Data on special schools unreportable due to lower level of response

Key findings



- Average annual turnover
 - Primary 1.4 to 2.17 teachers per school
 - Secondary 5.9 teachers per school
- Increase in turnover reported in all phases
- Most common reason for leaving
 - Primary – securing a promotional post within Hampshire
 - Secondary – leaving the profession prior to reaching retirement age

Key findings (cont'd)



- More teacher retirements than norm reported by schools in each phase
- More teachers leaving the profession prior to retirement reported by some schools in each phase
- NQTs
 - Concerns regarding quality and quantity
- Unqualified teachers (secondary issue only)
 - Concern regarding quality and quantity

Key findings (cont'd)



Secondary subject concerns:

- Maths
 - 38% concerned about quantity of applicants
 - 42% concerned about quality of applicants
- English
 - 35% concerned about quantity of applicants
 - 42% concerned about quality of applicants
- Science
 - 23% concerned about quantity of applicants
 - 35% concerned about quality of applicants
- Some other concerns
 - IT
 - D&T

Key findings (cont'd)




- Support staff recruitment
 - Issues vary by geography and phase
- Leadership recruitment
 - Most significant in infant/junior
 - Low level of concerns reported in secondary
 - LA experience - headships

Other LAs:





- Similar recruitment and retention pressures articulated by LAs in South East area
- Not many LAs articulating increased challenges in respect of recruitment of English teachers




Recruitment data

- On average 78-95 headteachers in Hampshire recruited per year
 - Majority related to retirement age and follow on impact of fulfilling these posts
- Primary challenges
 - Size of school
 - School improvement challenges
 - Faith ethos
 - Area of deprivation



Recruitment data

- Secondary
 - Size of school
 - School improvement challenges
 - Geography
- Special
 - Smaller pool of candidates



Age profile data



Data reviewed over 2009-2013 and proportions of workforce in age categories in September 2009 and September 2013 compared

- Teacher workforce
 - Increasing number of workforce aged 26-40
 - Smaller proportion of workforce aged 51-60

- Assistant/Deputy headteachers
 - Increasing number of workforce aged 36-45
 - Smaller proportion of workforce aged 51 to 55
 - September 2013 – first two AHT/DHTs aged 25 or under as well as first AHT/DHT aged between 66 and 70

Headteacher age profile



- Headteachers
 - 5% more aged between 36 and 40
 - 5% more aged between 46 and 50
 - 10% less aged between 51 and 60
 - Sept 2010 – first two Heads aged between 26 and 30

- Review of ages of current Headteachers
 - Around 20 existing Headteachers reaching age retirement (assuming age 60) each year between August 2014 and August 2023
 - Knock on consequences of experienced Headteachers moving into the retirement generated vacancies

Increase in support for:



- Advice on interim headship positions
 - A number of headteachers supporting more than one school for interim period
 - Seen first secondments between maintained and academy sectors
- Models of leadership
 - Increasing number of Executive Headteacher and Head of School models
- Part-time leadership positions
 - Considering phased retirement as an approach towards sustaining and developing leadership capacity concurrently
- Sharing staff
 - Seeing more schools actively sharing staff
 - Requires a legal agreement where maintained and academy schools involved in partnership

R&R payments



Between September 2012 and August 2013:

- 265 teachers including Assistant/Deputy Headteachers and Headteachers in receipt of recruitment and retention payments
- Total of 3% of the workforce - potentially lower than proportions across the south east – further analysis needed

Increase in advice on:



- Dealing with poaching of staff
- Wording of adverts
- Literature to support job vacancies
- Targeting adverts more effectively
- Use of pay flexibilities

Existing strategies:



- Education Jobs website
 - Considerable investment and development
 - 1 million hits per month
- Attraction of NQTs
 - Attendance at local recruitment fairs
- Preferred supply agencies
 - Focus has been to support short-term recruitment pressures

Way forward



- Discussed detail with Headteacher Personnel Committees
- Attend Area Headteacher meetings
- Seeking Headteacher/Business Manager representatives to work with EPS to determine way forward with options and to discuss how this work may be funded



Thank you
Any Questions?