Report produced by:Teaching School Alliance

NORTHERN LIGHTS

AS A CITY, WE MUST RECRUIT THE **EQUIVALENT OF AN ARMY BATTALION OF TEACHERS** EVERY YEAR JUST TO STAND STILL.

ABOUT BRADFORD FOR TEACHING

Bradford for Teaching (BfT) is a school-led campaign to support the recruitment and retention of high quality teachers by Bradford schools. Working together, we want Bradford to be the first choice career destination for talented individuals who want to train or build a career as a teacher.

Our work programme is built around four ambitions:

■ to work together to build the reputation of our city as a great place to train, teach and build a career

■ to grow our own teachers by supporting our teacher training providers

■ to support schools to develop and retain their best staff

■ to use data and evaluation to discover what works

The project is funded by the Bradford Opportunity Area until June 2020. This report reviews progress of the project during its first quarter.

BRADFORDTEACHING.ORG

OUR WORKSTREAMS AND DELIVERABLES

We have organised our workplan into four workstreams, each with its own objectives and deliverables.

Communications

Deliverables	Progress
Refresh the BfT web presence	This was completed in mid-March. The new website presence has curated all our existed content and is now led by a new "Be Inspired in Bradford" feature. This is a rolling news section targeted mainly at existing teachers. It aims to reflect the professional life of the city by reporting stories of interesting and/or innovative practice, as well as promoting opportunities open to Bradford teachers through national programmes and free CPD schemes. Content is gathered mainly through the teaching school network, with Bradford Birth to 19 providing specific support to source material. Content is written/produced by two professional freelance journalists. In the first quarter, www.bradfordteaching.org had 10,235 visitors, of which 9,751 were new to the site. On average visitors stayed for three minutes and 42 seconds and viewed more than seven pages. (See appendix 1 for detailed traffic data).
Deliver social media campaigns to support workstreams	Appendix 1 sets out the performance data for Q1 of the digital campaign. We have continued promotional campaigns across Facebook, Instagram and Twitter to drive traffic to the Bradford for Teaching website. Content for social media is now feeding out from the new "Be Inspired in Bradford" section of the website. Engagement rates are consistently high. Through smart coding, we are also able to tell which particular platforms and specific content types drive greatest traffic. We have started tests with geo-targeted digital advertising. (This is where digital recruitment ads are targeted at individuals in specific locations, such as regional universities, transport hubs etc). It is too early to assess the effectiveness of this campaign strand. Results are mixed. We propose to run this campaign through Q2 and then review.

OUR KEY OBJECTIVES
FOR QUARTER 2:

Further integrate and professionalise our digital campaign so that we know more about what works best and to drive further website traffic.

Involve partners in planning the BfT Festival and create a first programme.

Work with the T&A to support the launch of their 2020 School Awards early in the Autumn term.

Deliverables	Progress
Co-sponsor T&A Bradford Schools Awards	We supported the T&A Bradford Schools Awards which were held on 14 March. The BfT brand was strongly represented at the event. We have already started discussions for enhancing this event for 2020 to establish it in the mainstream of professional life in the city. Discussions are focused around improving the profile of the event to give it a wider base; adapt the award structure to reflect team and collaborative achievement; provide a showcase for the talents/achievements of our young people; inject a values-led approach to reflect schools' mission to support aspiration and social mobility.
Deliver a Festival of Teaching and Learning	Outline planning work has started for a festival programme in w/c 17 June 2020. Activities all relate to BfT's core purpose to project Bradford as a city to train, teach and build a career in education. During the summer term, we will engage partners to drive forward planning, with a view to launching the festival in September 2019.
Deliver offline promotion campaign	Small scale provision was made in the original budget for potential offline advertising and promotion (eg press, outdoor advertising etc). We currently have no plans for triggering this activity. We'll review this at the end of Q2.
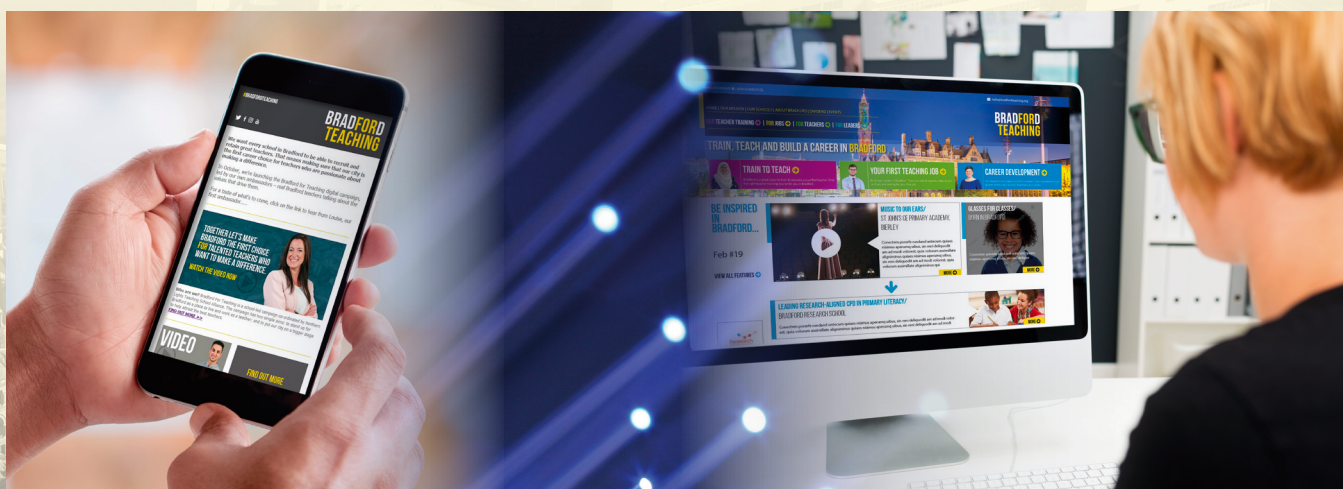
OUR KEY OBJECTIVES FOR QUARTER 2:

Agree a way forward for a "Trained in Bradford" alumni scheme.

Shape a common "Bradford Trainee Teacher" event for the Autumn of 2019.

Establish the programme of future NQT "bus tours" for 2019/20.

'Before I visited these schools I would not have considered applying for a teaching post in Bradford, but now I will.' @LeedsTrinity ITT student. #bradfordteaching

Initial Teacher Training

The overall purpose of this workstream is to support ITT providers to attract and recruit high quality entrants to teaching to "grow our own"

Deliverables	Progress
Establish ITT provider liaison group	ITT providers met in March and discussed areas for future collaboration. The group will meet again in May and plans to meet regularly thereafter. Initial actions are focused on: closer collaboration on recruitment marketing and a common approach to gathering market research to inform an evidence-based approach; consideration of an alumni scheme for all Bradford trainees so that we can better track new teacher destinations; joint working with the national "Transition to Teach" programme to target career switchers; a possible joint event between all providers for Bradford based trainees in the autumn term.
Deliver recruitment experiences and events	We continue to promote schools and ITT providers own recruitment events and open days via our digital channels. Planning for the 2019/20 city-wide "bus tour" programme for future NQTs will take place in the summer term.
Deliver internships programme	The internship programme (co-ordinated by Northern Lights and Birth to 19 TSAs) was launched in February. It is targeted at second year undergraduates in specific subject areas. We have promoted it through targeted digital advertising and social media. Enquiry number are up on last year and interviews will take place in May.
Deliver free online SKE and Skill Test	The blended SKE programme is now available and being promoted jointly with the TES. The proposed free online courses are being provided by the TES and will be included in the BfT website once they are made available.
Shape a targeted offer for support staff	Initial discussion with ITT providers suggest that many of them already target suitably qualified support staff. We will review this objective in Q2.

Develop digital content
for promoting the
Bradford Dividend.

Launch the autumn
"summit" programme.

Explore a Bradford bid
to the DfE Diversity in
Leadership programme.

CPD and Development

The overall purpose of this workstream is to support schools to attract, recruit and retain high quality teachers and leaders.

Deliverables	Progress
Establish CPD online gateway	This has been delivered as part of the re-launch of the BfT website, described above. Our digital campaign now promotes any free CPD opportunity available city-wide. This includes all initiatives linked to our status as an Opportunity Area which are free to Bradford schools eg The Acccelerate Programme; subject specific national CPD programmes; Chartered College online programmes.
Develop Bradford Dividend	The Dividend offer has been expanded to include: free access to the Accelerate Programme for teacher in the first five years of their career; and early access to the benefits of the Early Career Framework (ECF) for new teachers in Bradford. These have been promoted online. Social media postings about the ECF performed especially well. These add to existing benefits. A targeted promotion campaign for the Dividend is planned for Q3.
Establish Alumni schemes	We have discussed with ITT providers the concept of a "Trained in Bradford" alumni scheme for new teachers. We will consider a detailed proposal together in May. We are seeking access to DfE data for all Bradford based recipients of NPQ scholarships with a view to forming a similar alumni scheme for all NPQ graduates. Discussions are ongoing.
Develop evidence base for effective people & talent strategies	We have planned two "summit" meetings for the autumn term for school leaders to explore the evidence base around recruitment and retention to support their own planning. These will be half day events, with high level inputs and opportunities for facilitated discussion and debate. The first will focus on the evidence around retention; the second in evidence-informed recruitment. We will launch these in the summer term. If successful, we will plan further "summit" style sessions for 2020.

Deliverables	Progress
Promote diversity in leadership programmes	We will turn to this objective in Q2. Specifically, we aim to make a bid to the DfE funding for leadership development to promote diversity.
Enhance CPD effectiveness	We have held initial discussions with the Teacher Development Trust about how they might support us with this objective but have no firm actions in place currently. We will discuss this further with partner colleagues in the Research School in Q2 to review this area.

Data and Evaluation

The overall purpose of this workstream is to measure the impact of BfT and deepen understanding of local recruitment and retention dynamics.

Deliverables	Progress
Drive workforce data consolidation from existing sources	Through TSA contacts and others, we have begun to assemble workforce data to fill the gaps in the knowledge base about Bradford-specific R&R challenges. We have reviewed the latest Workforce Census data (for November 2017), broken down by LA area regionally. We have also negotiated support from the TES who are providing quarterly updates on recruitment market activity relating to Bradford. See Appendix 2 for a summary of data headlines.
Develop proxy measures for measuring impact	We have established dedicated capacity for school-level evaluation of R&R activity during the period of this project. We have identified 11 "tracker schools" which we hope will give real time insights into R&R pressures. We will sample data from these schools four times during the course of the project, starting in the summer term 2019. Work with two tracker schools has been completed already as a test.
Conduct targeted "deep dive" exercise to gain insights into R&R challenges	We have set in place plans for qualitative review work in two areas. ITT providers will use a consistent approach to better understand the decision processes of new recruits to teaching. We will use these to inform future promotion. In addition, we will include qualitative research in our work with tracker schools. Specifically, we will include face to face interviews with new recruits and leavers (other than retirees) to probe their respective decisions and gather any learning. This forms part of the tracker school work schedule.

OUR KEY OBJECTIVES FOR QUARTER 2:

Complete baseline data gathering with tracker schools.

Agree common survey for new ITT recruits.

Build workforce data digest with latest Workforce Census Data (published in June).

Finance and Resources

At the end of Quarter 1, we are within our projected budget plans and have established the initial partnerships and capacity that we need to move forward.

APPENDIX 1: DIGITAL DATA DASHBOARD

APPENDIX 2: WORKFORCE DATA SUMMARY

DIGITAL DASHBOARD SUMMARY

Digital Display Advertising (GDN)

	JAN	FEB	MAR	Q1 TOTAL	PREVIOUS QTR
Ad Server Impressions	n/a	51050	75021	126071	n/a
Ad Server Clicks	n/a	281	2499	2780	n/a
Click Through Rate	n/a	0.55%	3.33%	2.21%	n/a
View Through Conversions	n/a	14	58	72	n/a

Geo Fencing

	JAN	FEB	MAR	Q1 TOTAL	PREVIOUS QTR
Ad Server Impressions	30,000	30,000	30,000	120,000	n/a
Ad Server Clicks	43	50	118	211	n/a
Click Through Rate	0.14%	0.17%	0.2%	0.18%	n/a
View Through Conversions	n/a	n/a	n/a	n/a	n/a

SOCIAL MEDIA

Facebook
(Promoted posts also appear on Instagram)

	JAN	FEB	MAR	Q1 TOTAL	PREVIOUS QTR
Total No. Posts	13	11	17	41	19
Paid	2	2	3	7	6
Unpaid	11	9	14	24	13
Reach	57,089	49,643	22.226	128,958	298,415
Engagement	1,920 (3.36%)	1,453 (2.93%)	2,097 (9.43%)	5,470 (4.24%)	2,354 (0.78%)
Spend	£300	£350	£230	£880	£1800

Best performing posts	Date	Reach	Engagement	Spend
Early career support – new teachers * figures from Instagram cross promotion	28/01/19	3200	882 (27.56%)	£100
Callum – meet the teacher	26/02/19	1528	885 (57.9%)	NIL
Internships* figures from Instagram cross promotion	01/03/19	4400	1400 (31.8%)	£100

Instagram

New account in Q1. Instagram statistics are shown as part of Facebook data. The data below are drawn from Google Analytics.

	JAN - MAR	PREVIOUS QTR
Total No. Posts	17	n/a
Paid	NIL	n/a
Unpaid	17	n/a
Engagement (likes/video views)	162	n/a
Followers	126	n/a
Spend	NIL	n/a

Best performing posts	Views/Likes	Spend
Aamir dividend video	44	NIL
Awards photo	18	NIL
Katie dividend video	16	NIL

Twitter

	JAN	FEB	MAR	Q1 TOTAL	PREVIOUS QTR
Total No. original Tweets	19	12	24	55	
Link clicks	174	69	165	408	
Retweets gained	141	72	169	382	
Likes	170	110	254	534	
Impressions	93,400	80,400	88,800	262,600	180,400
Profile visits	Data not available	10	1220	1230	
New followers	41	33	66	140	102
Mentions	Data not available	2	133	135	
Engagement (Twitter data)	1.1%	1.1%	1.2%		
Spend	£130	£130	£130	£390	

Best Performing Tweets for engagement Unboosted only	Date	Impression	Engagement	Spend
Hafiz (T&A image)	Jan 18	1113	34	Organic
Callum – meet the teacher	Feb 22	546	36	Organic
School awards	Mar 14	8,285	395	Organic
Newcomer award	Mar 14	5,919	379	Organic

Best Performing Tweets for engagement Boosted only	Date	Impression	Engagement	Spend
Scholarship funding	Jan 18	2,892	665	All posts boosted for £80 per month
Callum – meet the teacher	Feb 22	1,451	67	All posts boosted for £80 per month
School awards	Mar 14	8,285	2311 media views 395 engagements	All posts boosted for £80 per month

Highest impression tweets by month	Date	Impression	Engagement	Spend
New teachers	Jan 18	26,815	318	£50
Jo career switcher	Feb 15	26,500	4,456 media views 191 engagements	£50
Internships	Mar 24	13,707	243	£50

Google Analytics (www.bradfordteaching.org)

Total Traffic

	JAN	FEB	MAR	Q1 TOTAL	PREVIOUS QTR
No. of users	4,505*	1,923	3,808	10,235	18,000*
New users	4,324	1,781	3,646	9,751	
Sessions to website	5,357	2,419	4,388	12,164	21,000
Average duration	1:01	1:26	1:15	3.:42	0:30
Average no. pages per session	1.71	3.15	2.37		
Page views	9,163	7,621	10,386	27,170	
Bounce rate	79.43%	79.12%	84.32%		85.32%

Google Ads in place. Budget switched to other advertising in February 2019.

Acquisition

JANUARY 2019					
CHANNEL	USERS	PAGES PER SESSION	SESSIONS	AVERAGE DURATION	BOUNCE RATE
Direct	2,379	1.35	2,960	00:00:34	83.48%
Organic	1.010	1.74	1.146	00:01:08	74%
Social	Total 774	1.81	852	00:00:39	71.6%
	Twitter 286				
	You Tube 269				
	Facebook 150				
	Instagram 70				
Referral	217	6.08	233	00:07:29	81.97%
Other	154	1.37	166	00:00:42	81.33%

FEBRUARY 2019					
CHANNEL	USERS	PAGES PER SESSION	SESSIONS	AVERAGE DURATION	BOUNCE RATE
Direct	771	2.32	1,021	00:01:18	82.17%
Organic	621	1.65	723	00:01:04	75.80%
Social	Total 183	1.90	231	00:01:28	72.29%
	Twitter 24				
	You Tube 69				
	Facebook 67				
	Instagram 5				
Referral	76	25.08	130	00:28:13	59.23%
Other (mainly T&A)	284	1.15	314	00:00:10	90.13%

MARCH 2019					
CHANNEL	USERS	PAGES PER SESSION	SESSIONS	AVERAGE DURATION	BOUNCE RATE
Direct	324	2.32	1,021	00:01:18	82.17%
Organic	440	2.51	604	00:01:47	59.77%
Social	Total 387	2.05	481	00:01:33	80.25%
	Twitter 154				
	Not set 40				
	Facebook 190				
	Linked in 1				
	Instagram 10				
Referral	81	9.69	175	00:09:03	42.29%
Other (mainly T&A)	2,608	1.05	2,671	00:00:06	96.59%
Email	3	2.5	4	00:00:46	75%

Notes:

Referral: Traffic that occurs when a user finds you through a site other than a major search engine
Social: Traffic from a social network, such as Facebook, LinkedIn, Twitter, or Instagram
Organic: Traffic from search engine results that is earned, not paid
Other: If traffic does not fit into another source or has been tagged as "Other" via a URL parameter, it will be bucketed into "Other" traffic.
Direct: Any traffic where the referrer or source is unknown

APPENDIX 2: WORKFORCE DATA SUMMARY

DfE School Workforce Data 2017/18: Bradford*

	TEACHERS		No. Pupils per Teacher		Average Teacher Salary per FTE		Teaching Assistants		Support Staff	
	NO.	FTE	BRADFORD	ENGLAND	BRADFORD	ENGLAND	NO.	FTE.	NO.	FTE
Secondary Schools	2655	2471	15.6	16.0	£39,071	£39,762	803	671	1109	957
Primary Schools	3383	3115	20.1	20.9	£36,657	£38,697	3661	2683	1363	1100
Total	6038	5586	N/A	N/A	N/A	N/A	4446	3354	2472	2057

Data missing for 21 schools (mainly primaries)

Bradford School Workforce in Context of RSC Region (Lancs and W Yorks) 2017/18

	Lowest in Region	Bradford	Highest in Region
% of teaching staff who work part time	13% Rochdale	20%	28% Stockport
% of teachers who are male	22% Halton	26%	29% Calderdale
% of teachers from minotiry ethnic groups (ie non-white British)	2% Wigan	20%	20% Bradford
% of teachers aged 50 or over	14% Warrington	16%	20% Sefton
% of all teachers on Main Pay Range	10% Lancashire	45%	86% Bolton
% of schools reporting either a vacancy or a temporarily filled post	3% Oldham	18%	20% Manchester
% of teachers with at least one period of sickness absence	44% Blackburn	60%	63% Bury

Recruitment Behaviours: TES Data

Location of Individual Viewing Bradford Teaching Adverts	% of job views
Within Bradford	19%
Neighbouring LAs	25%
Elsewhere in England	46%
International/Unknown	10%

- Approximately 44% of a school's job views for jobs in Bradford come from the immediate region and surrounding LAs
- Leeds is the most popular region for Yorkshire-based teachers – by far. Bradford is the second most popular location amongst other neighbouring LAs, marginally ahead of North Yorkshire.

Job Adverts vs Job Seekers
(Bradford Based Job adverts in the TES vs Visitors to TES Jobs)
- In 2019, the peak month for adverts for Bradford based teaching posts was the first week of February. Relatively few Bradford based adverts appeared during the first three weeks of January.
- Visits to the TES job pages spiked sharply from the second week of January, was sustained through February and decreased through March.