

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 second quarter.

## OUR WORKSTREAMS AND DELIVERABLES

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

### Communications

Deliverables	Progress
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<b>Refresh the Bft web presence</b>	This was completed in Q1. We have maintained a regular flow of fresh content to the site led by the “Be Inspired in Bradford” feature, which aims to reflect the professional life of the city. Featured content in the second quarter has included:
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- Information about research school programmes and initiatives
- Reports about Innovative approaches to literacy teaching in primary schools
- Information about the Bradford Dividend and cash incentives for teachers in shortage areas
- Promotion of free CPD opportunities available to Bradford teacher and leaders
- Report on Bradford schools’ success at the TES National Schools Awards

Content is written/produced by professional journalists.

In the second quarter, the number of visitors to [www.bradfordteaching.org](http://www.bradfordteaching.org) fell back, as we reduced spend on digital advertising in line with declining volume of recruitment activity. Those that visited spent longer on the site than in Quarter 1.

<b>Deliver social media campaigns to support workstreams</b>	Data from this quarter’s social media and wider digital campaigns are set out in appendix 1. The data reflects the tail end of the academic year, with reducing levels of interest and activity. Our level of spending during this period reduced accordingly, as planned.
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We have now completed our first round of tests using geo-targeted advertising. The results have not added significant levels of traffic – and performed less well than digital advertising targeted in other ways. We will abandon geo-targeted advertising for the time being and consolidate our resources elsewhere.

We have maintained a steady flow of content to our social media platforms. Reach has declined in Q2 (over Q1) as spend as reduced. Engagement remains healthy.





Deliverables	Progress
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**Co-sponsor T&A Bradford Schools Awards**

We have established a good working relationship with the T&A team. Following a de-brief on the 2019 event, we have examined ways to further enhance the event in 2020 which include:

- Launching the awards early in the autumn term and opening nominations earlier to give schools more time to respond
- Establishing an advisory panel of Bradford teachers and leaders to support the judging process
- Refining the award categories to reflect the changing agenda in schools
- Using the awards night as a platform to showcase the talents of our children and young people (through musical performances etc).

The 2020 event will be held on 12 March.

**Deliver a Festival of Teaching and Learning**

The purpose of BE 2020 is to project Bradford as a city to train, teach and build a career in education. We plan to celebrate education and teaching by showcasing the talents of our young people; enliven the professional life of the city through discussion and debate with teachers and leaders; and create partnerships with others in the city with a common interest in promoting Bradford.

We are planning a mixture of events during the week which educate, inspire and entertain. The programme is currently being developed, but includes:

- Two half day events for “future leaders” – teachers in at least their third year of teaching, moving into middle leadership. Each session will include a plenary and workshop session with nationally known speakers. We will explore the practical skills that future leaders need in Bradford, and examine the kind of schools and future curriculum they will lead.
- Partnership activity with other city stakeholders – notably business – so that the promotion of Bradford as a career destination is a shared objective, with education at the heart.
- An opening celebration of our children and young people at St Georges Hall. Working with the city’s music service team, we will stage “BE Bradford” – a gala of choirs drawn from the local school proms that have taken place across the city earlier in the year. We also hope to debut Bradford’s first ever teachers’ voice choir: our aim is an ensemble of 100 singing teachers!

We aim to launch an initial BE 2020 programme in September.



**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 during Q4.

## OUR KEY OBJECTIVES FOR QUARTER 3:

Recruit schools to the annual bus tour programme

Consolidate plans for the ITT conference and recruitment event

Gather and analyse data from incoming trainees to inform future recruitment marketing

## 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
<p><b>Establish ITT provider liaison group</b></p>	<p>The group met in May and July to develop areas of joint working, within agreed terms of reference. In this quarter, the group has:</p> <ul style="list-style-type: none"> <li>■ Adopted some common baseline digital standards so that we can share marketing intelligence more easily</li> <li>■ Agreed a common entry survey for the incoming 2019/20 cohort of trainees to find out more about the factors that influenced their decision to train to teach in Bradford, to inform future marketing</li> <li>■ Agreed to hold an “ITT conference” for all 2019/20 trainees in the city on 22 November, involving every Bradford-based provider</li> <li>■ Consolidated links with the Research School to enable “evidence-informed practice” to be reflected in training programmes</li> <li>■ Established a working relationship with “Transition to Teach” – the national programme to attract career-switchers to teaching.</li> </ul> <p>The group has set out a schedule of meeting dates throughout 2019/20 to continue working on areas of common interest.</p>
<p><b>Deliver recruitment experiences and events</b></p>	<p>The ITT provider liaison group has agreed to hold a shared open recruitment event in w/c 11 November for anyone interested in training to teach in Bradford in 2020. This will be in a city-centre location. There is no DfE’s “Get into Teaching” event planned for 2019/20. Our own event will fill that gap.</p> <p>Agreement has been reached with HE providers outside Bradford for the annual bus tours for existing trainees (who will be applying for NQT posts). These will take place on:</p> <ul style="list-style-type: none"> <li>■ 15 and 22 November for secondary trainees</li> <li>■ 4 December, 8 &amp; 10 January and 10 March 2020 for primary trainees</li> </ul> <p>Further dates may be added in the autumn.</p> <p>We are also exploring options for bus tours for undergraduates in the spring of 2020 – to support recruitment to ITT.</p>

Deliverables	Progress
<b>Deliver internships programme</b>	<p>The 2018/19 internship programme has been delivered successfully. Eight maths and physics undergraduates completed the programme – more than the previous year. We will track the progress of interns to see whether they apply for ITT programmes.</p> <p>It is not certain whether funding for the internship programme will be available for 2019/20. We are planning on the assumption that the DfE will support the programme again, so that we are ready to market the programme immediately should funding be confirmed.</p>
<b>Deliver free online SKE and Skill Test</b>	<p>The pilot blended MFL SKE face to face module was delivered at BVG to our first small cohort. Focussing this year on building French subject and curriculum delivery knowledge. The programme was designed and delivered in Bradford, by Tess Wilkins at BVG and Mel Winter, NLTSA. The programme was delivered in tandem with the TESInstitute and replaces one week of their online SKE offer. Evaluations were extremely positive - our next steps are now meeting with TES and BVG in order to upscale the offer in readiness for the Autumn 19 recruitment round to ITT.</p> <p>Reports suggest that the skills test will be abolished by DfE for 2019/20.</p>
<b>Shape a targeted offer for support staff</b>	<p>This objective has been subsumed by work with Transition to Teach (which includes support staff in their definition of career-switcher). We propose to drop this as a separate objective for 2019/20.</p>



OUR KEY OBJECTIVES FOR QUARTER 3:

Complete planning for the summits

Evaluate first data from “Trained in Bradford”

**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 was delivered in quarter 1.
Develop Bradford Dividend	There have been no further additions to the Dividend this quarter.  In Q3, we will promote the Dividend within our digital marketing plans, and plan activities to support advance roll out of the Early Career Framework in Bradford, in particular.
Establish Alumni schemes	Together with ITT providers, we have established and launched “Trained in Bradford” – an alumni scheme for graduates from Bradford-based ITT programmes. About 50 outgoing trainees have registered so far – which represents just under 20% of the total cohort.

Sign up is online. Details of Trained In Bradford are here:

<https://www.bradfordteaching.org/trained-in-bradford/>

We will continue to promote the programme through the autumn term and interrogate the data collected in Q4.

Discussions with DfE for access to data for NPQ alumni have taken place. Data protection requirements mean that we are unable to get access to this data. We understand there are about 300 NPQ graduates in Bradford. Take up of scholarships for Bradford schools has been good. In Q3, we will review our initial objective for an alumni scheme for NPQ graduates in light of the data issues.



Deliverables	Progress
Develop evidence base for effective people & talent strategies	<p>We are holding a "Retention Summit" on 4 October 2019. The event is for school leaders, with the aim of exploring the evidence around teacher retention which might inform effective retention strategies at school level. We have assembled national-profile speakers from the NFER, Sheffield Institute of Education and Relational School Foundation.</p> <p>Details of the summit are here: <a href="https://www.bradfordteaching.org/teacher-retention-summit/">https://www.bradfordteaching.org/teacher-retention-summit/</a></p> <p>If this summit proves successful, we will hold a further "recruitment summit" in December.</p>
Promote diversity in leadership programmes	<p>Individual schools have made bids to the DfE "Diversity in Leadership" programme. There is no requirement for a BfT collaborative bid.</p>
Enhance CPD Effectiveness	<p>We have not developed this objective further. The DfE is due to publish recommendations about improving access to high quality CPD. We will await those recommendations before reviewing this objective again.</p>

**TEACHER RETENTION SUMMIT**  
4 OCTOBER 2019

Strategic approaches to improve teacher retention: what does the evidence tell us?

**BRADFORD TEACHING**

**VENUE:** Midland Hotel, Forster Square  
Bradford BD1 4HU  
8.30am - 4pm

**BOOK NOW!**  
LIMITED SPACES

**BOOK NOW...**  
THROUGH **EVENTBRITE** OR  
[WWW.BRADFORDTEACHING.ORG/TEACHER-RETENTION-SUMMIT](http://WWW.BRADFORDTEACHING.ORG/TEACHER-RETENTION-SUMMIT)

**BRADFORD TEACHING**

This strategic summit is for school leaders and HR leads. Its purpose is to examine the evidence around teacher retention to help school leaders create or refine their own teacher retention strategy, to keep more high quality teachers in the profession for longer.

**JACK WORTH**  
Lead Economist, NFER

**PROF. SAM TWISLETON**  
Director of Sheffield IoE

**DR ROB LOE**  
Relational Schools Foundation

**LIZ WHETHAM**  
Exec Head, Peninne TSA

**MELANIE RENOWDEN**  
Interim CEO, Ambition Institute

**Facilitator...**  
**Jane Creasy**, Visiting Senior Lecturer,  
UCL Institute of Education

We have brought together some of the best national speakers on teacher retention issues to offer their views and ideas in a day of discussion, together with one of the best facilitators in the education sector to guide us through a packed session.

All school leaders welcome - whether based in Bradford or not.

## OUR KEY OBJECTIVES FOR QUARTER 3:

Complete the next round of data sampling with tracker schools

Gather survey returns from incoming ITT recruits

## 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
<p><b>Drive workforce data consolidation from existing sources</b></p>	<p>Appendix 2 provides insights from the teacher recruitment market during the period April – June 2019. It shows:</p> <ul style="list-style-type: none"> <li>■ that most interest in Bradford teacher jobs comes from within Bradford itself – but that Bradford teacher adverts attract more interest from teachers in Westminster than those in Kirklees or Calderdale.</li> <li>■ that Bradford rates behind Leeds and North Yorkshire as preferred locations for Yorkshire based teachers – but ahead of all other Yorkshire LA areas.</li> </ul>
<p><b>Develop proxy measures for measuring impact</b></p>	<p>We have recruited 12 “tracker schools” and completed the initial baseline collection with each. This includes quantitative and qualitative data. The latter has included a sample of interviews with teachers leaving their post in 2019 to understand more about any Bradford-specific retention issues.</p> <p>All the tracker schools have signed up to the cycle of data collection and evaluation throughout 2019/20. We now have a robust proxy measure to chart real time labour market movements via these “trackers”. The work is being led by a former headteacher.</p> <p>We will be able to assess the first outputs from the tracker schools in Q4.</p>
<p><b>Conduct targeted “deep dive” exercise to gain insights into R&amp;R challenges</b></p>	<p>We have established a common survey for all incoming ITT recruits in August/September 2019.</p> <p>The Tracker School programme of work also includes qualitative sampling.</p> <p>We do not propose to add to these activities currently.</p>

## Finance and Resources

At the end of Quarter 2, we are within our projected budget plans and have established the initial partnerships and capacity that we need to move forward.

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**APPENDIX 1: DIGITAL DATA DASHBOARD**

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**APPENDIX 2: TEACHER RECRUITMENT INSIGHT**



## DIGITAL DASHBOARD SUMMARY

### Digital Display Advertising (GDN) *(\*updated figure from Q1 report)*

	APR	MAY	JUN	Q2 TOTAL	PREVIOUS QTR
Ad Server Impressions	50017	50012	50019	150048	126071
Ad Server Clicks	494	431	866	1793	2780
Click Through Rate	0.99%	0.86%	1.73%	1.19%	1.94%*
View Through Conversions	86	40	15	141	72

### Geo Fencing *(\*updated figure from Q1 report)*

	APR	MAY	JUN	Q2 TOTAL	PREVIOUS QTR
Ad Server Impressions	60,000	60,000	N/A	120,000	90,000*
Ad Server Clicks	104	85	N/A	189	211
Click Through Rate	0.17%	0.14%	N/A	0.15%	0.18%
View Through Conversions	n/a	n/a	n/a	n/a	n/a

## SOCIAL MEDIA

### Facebook

(Promoted posts also appear on Instagram)

	APR	MAY	JUN	Q2 TOTAL	PREVIOUS QTR
Total No. Posts	11	16	21	48	41
Paid	2	3	1	6	7
Unpaid	9	13	20	42	24
Reach	46,399	14,999	33,235	94,633	128,958
Engagement	684 (1.47%)	127 (0.84%)	431 (1.3%)	1242 (1.2%)	5,470 (4.24%)
Spend	£286.15	£160	£50	£496.15	£880

Best performing posts	Date	Reach	Engagement	Spend
Be Inspired: Music in Bradford Schools video	April 19	1,299	441 (33.9%)	NIL
Standing in front of class video	April 19	33,456	5,067 (play throughs) (15%)	£100
Why Bradford for Teaching? Moving image	May 19	185	16 (8.6%)	NIL
Teacher Retention Summit moving image	May 19	7,198	791 (play throughs) (11%)	£50
TES awards: Bradford schools	Jun 19	371	47 (12.7%)	NIL

## Instagram

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

	APR-JUN	PREVIOUS QTR
Total No. Posts	25	17
Profile clicks	11	n/a
Impressions	2,357	n/a
Engagement (likes/video views)	272	162
Followers	168	126

Best performing posts	Engagements
Music in Bradford schools video	57 full views
Build your career in Bradford moving images	43 full views
Why Bradford for Teaching moving images	27 full views

## Twitter

	APR	MAY	JUN	Q2 TOTAL	PREVIOUS QTR
Total No. original Tweets	11	16	29	56	55
Link clicks	132	133	129	394	408
Retweets gained	84	72	121	276	382
Likes	137	159	233	529	534
Impressions	65,900	89,500	81,400	236,800	262,600
Profile visits	534	632	807	1973	1230
New followers	19	27	33	79	140
Mentions	38	37	43	118	135
Engagement (Twitter data)	1.2%	1.2%	1.2%		
Spend	£130	£180	£130	£440	£390

Best Performing Tweets <u>for engagement</u>	Date	Impression	Engagements	Engagement rate
BRADFORD SCHOOLS HIT THE HIGH NOTES	APR 19	5,176	301	5.8%
POPLAR FARM STORY	MAY 19	2,666	133	5%
GOOD LUCK TO BRADFORD ACADEMY TES	JUN 19	2,035	105	5.2%

**Google Analytics (www.bradfordteaching.org)**

*Total Traffic*

	APR	MAY	JUN	Q2 TOTAL	PREVIOUS QTR
No. of users	1,902	1,459	1,518	4,879	10,235
New users	1,760	1,319	1,394	4,473	9,751
Sessions to website	2,289	1,901	1,929	6,119	12,164
Average duration	00:56	02:10	1:27	3:93	3:42
Average no. pages per session	1.78	2.70	2.11		
Page views	4,068	5,136	4,070	13,274	27,170
Bounce rate	80.43%	73.96%	72.94%	75.7%	71%

*Acquisition*

APRIL 2019					
CHANNEL	USERS	PAGES PER SESSION	SESSIONS	AVERAGE DURATION	BOUNCE RATE
Direct	201	1.44	245	00:00:54	80.41%
Organic	376	1.95	530	00:01:11	63.58%
Social	678	1.89	759	00:01:01	84.72%
Referral	71	3.14	101	00:02:35	65.35%
Other	606	1.43	654	00:09:23	91.44%

MAY 2019					
CHANNEL	USERS	PAGES PER SESSION	SESSIONS	AVERAGE DURATION	BOUNCE RATE
Direct	243	2.05	295	00:02:17	77.29%
Organic	451	3.02	649	00:02:08	61.48%
Social	186	2.95	246	00:02:07	68.70%
Referral	43	10.72	246	00:13:00	47.78%
Other (mainly T&A)	556	1.42	621	00:00:37	91.30%

JUNE 2019					
CHANNEL	USERS	PAGES PER SESSION	SESSIONS	AVERAGE DURATION	BOUNCE RATE
Direct	269	1.93	341	00:01:09	73.61%
Organic	416	2.20	359	00:01:43	59.76%
Social	133	1.93	254	00:03:06	57.60%
Referral	78	3.92	118	00:03:23	54.24%
Other (mainly T&A)	634	1.14	679	00:00:22	91.90%

**Notes:**

**Referral:** Traffic that occurs when a user finds you through a site other than a major search engine

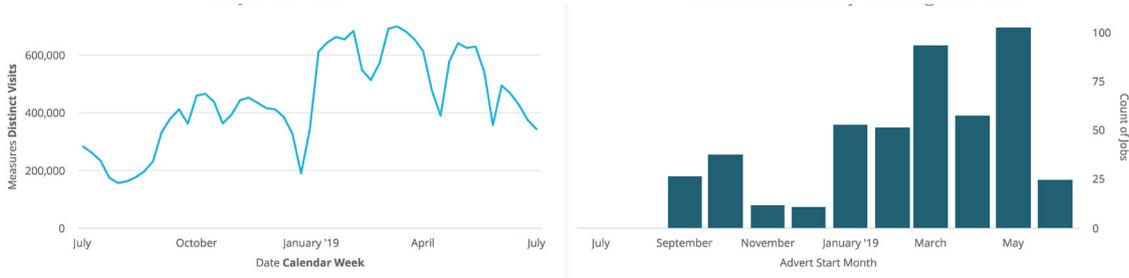
**Social:** Traffic from a social network, such as Facebook, LinkedIn, Twitter, or Instagram

**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

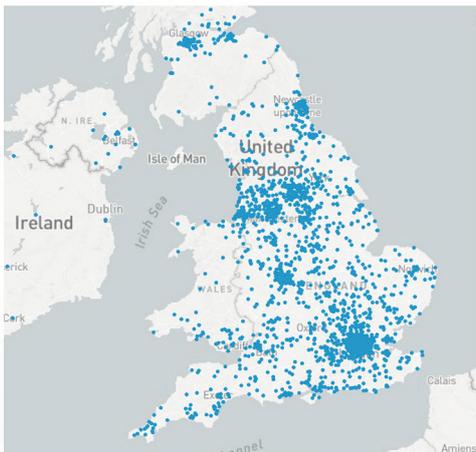
## APPENDIX 2: TEACHER RECRUITMENT INSIGHT



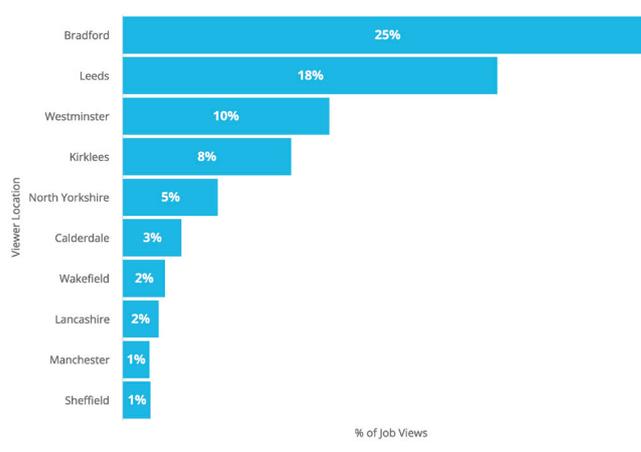
April 2019 to June 2019

Much of the interest in Bradford jobs came from Bradford itself  
 There is also a large amount from neighbouring Leeds and other parts of Yorkshire, and the map shows London to be a hotspot

Interest Sources



Top 10 Interest Sources for Bradford



### Leeds was the most popular location for Yorkshire-based teachers

Compared to this, Bradford was less popular  
 Simple changes to adverts such as emphasising the benefits of living in Bradford can actually have a significant impact on the number of applications a school receives  
 Tes Education Consultants can help schools tailor their adverts depending on their audience

Preferred Local Locations for Yorkshire Teachers (Indexed on Bradford = 100)

