

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 third and fourth quarters.

# 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	<p>Structural work to enhance the Bft web platform was completed in the first quarter of the project. Content is refreshed on a regular basis.</p> <p>The “Be Inspired in Bradford” continues to showcase professional life in the city. Stories over the last two quarters have included:</p> <ul style="list-style-type: none"><li>■ Recognition of special success by Bradford schools, such as Carlton Bolling College’s success as “School of the Year” in the national Pearson Teaching Awards and Poplar Farm Primary School’s success being recognised with an “International School Award” by the British Council.</li><li>■ Promotion of CPD opportunities available to Bradford teachers, from Research School programmes to peer support for new headteachers.</li><li>■ Promotion of routes into teaching training for potential new recruits, including video messages from current trainees talking positively about their experiences in Bradford.</li></ul> <p>We have strengthened the listings and events content on the website, to draw additional traffic. As well as jobs listings, we carry listings for local CPD events, Research School events and recruitment open days.</p> <p>During the key autumn period of September - November, our web content attracted around 1,500 new users each month. There are indications that targeting brought more appropriate users to our content. The average amount of time that users spent viewing content increased and the bounce rate continued to fall. (The bounce rate indicates the number of users who arrived at a page of our website and then “bounce” away to another web address without viewing any more of our pages).</p> <p>By contrast, December was a poor month for website traffic and engagement with our digital output in general. This is seen most clearly in the sudden drop in response to our ongoing digital advertising campaign. Although it might be expected that activity would reduce over a holiday period, the scale of the drop-off was greater than expected. It suggests that audiences are not receptive to work and careers related information during holiday seasons and we should adapt our targeting accordingly to make best use of resources.</p>





Deliverables	Progress
<p><b>Deliver social media campaigns to support workstreams</b></p>	<p>Data from the most recent quarters' social media and wider digital campaigns are set out in appendix 1.</p> <p>Just as website traffic slowed markedly in December, so too social media response dropped back. This may be indicate that our audiences “switch off” from work and careers related content during holiday periods. It is a useful potential insight.</p> <p>Excluding December, our digital channels continued to perform as expected, both in terms of reach and (more importantly) engagement. The engagement rate with our Facebook channel fell below 1% in only one month for the whole the third and fourth quarters.</p> <p>Analysis of content shows that “real life” stories from schools secure the greatest traction with audiences. Much of this appears to be locally driven. It is a reminder that social media channels are powerful tools for “internal” communication within the Bradford education professional community, to build pride in our city.</p> <p>Since September we have sustained a low level digital advertising campaign aimed at new recruits to teacher training. This targets individuals in the Bradford region who have expressed digital interest in teaching/education and careers/job searches. We will increase this campaign slightly in the first quarter of 2020.</p> <p>Response to the campaign has been good during term time, falling away over the Christmas period. Response rates have been close to 1% for much of the quarter; a response rate of 0.5% would be considered a good industry standard. This means, the digital campaign has brought around an extra 500 people a month to teacher training information on <a href="http://bradfordteaching.org">bradfordteaching.org</a> in September and October. This compares with, say, around 50 people that attended the traditional recruitment open event that we held in November which absorbed considerably greater resource. Response fell in November and December.</p>



## OUR KEY OBJECTIVES FOR QUARTER 5:

Maintain digital marketing campaigns to support recruitment activity

Opening bookings for Bradford Education 2020

Support the T&A to stage the Bradford Schools Awards 2020 presentation event



### Deliverables

**Co-Sponsor T&A Bradford Schools Awards**

### Progress

We have worked closely with the T&A to support development of the schools awards to celebrate achievement across the city.

We launched the awards earlier in the autumn term to give schools more time to respond and included new awards which recognised teamwork and collaboration. An advisory panel of Bradford school leaders and governors supported the judging process.

The T&A organising team reports that both the number of entries to the awards and the quality of entries has risen significantly this year, with BfT support to help position the event in the education mainstream.

Planning for the awards night on 26 March 2020 is well in hand, and will include a showcase for the talents of Bradford students and young people, as well as rewarding teachers and schools.

**Deliver a Festival of Teaching and Learning**

**BE 2020** – will take place between 15 and 19 June 2020. 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
- creating partnerships with others in the city with a common interest in promoting Bradford.

The preview programme was launched to school leaders in September 2019.

#### Events are aimed at specific target audiences:

- Two half day events for early career teachers will examine “leaders of the future” and “curriculum of the future”. Keynote speakers, Andy Buck and Mary Myatt will lead the sessions. Participants will explore the themes future through workshops.
- A series of debates for school leaders and wider stakeholders will explore the future of curriculum, challenges in SEND and issues of social mobility. Speakers are drawn from policy institutes, government bodies and leader MATs working in the region.
- The week will be opened with a celebratory school choir concert in St Georges Hall. Recruitment is well underway for a first ever “Bradford Teachers Choir”.

Other events in development include a research conference and events for specific groups such as those working in ITT. Nine secondary schools are working with The Speakers Trust to prepare young people for a TEDx Youth event during the Festival.

**BE 2020**  
**BRADFORD EDUCATION 2020**



## 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	<p>During the autumn term, the ITT group:</p> <ul style="list-style-type: none"> <li>■ Held a successful “<b>ITT conference</b>” for all 2019/20 trainees in the city on 22 November. The purpose of the event was to demonstrate the city’s commitment to supporting trainees and build affinity with them so that as many as possible choose to develop their career in Bradford. Almost 400 trainees attended the event, from every ITT provider in the city. Providers reported positive feedback from trainees afterwards and are committed to continuing the event in 2020, subject to funding.</li> <li>■ Held a Bradford “<b>Get Into Teaching</b>” opening evening on November 14, filling the gap left by the absence of a DfE funded recruitment roadshow. The ITT group staged the event to as a “test and learn” exercise, to assess the usefulness of face to face recruitment events. Although mindful of the uncertain return-on-investment of recruitment events, the group felt that a Bradford-wide event was an important demonstration of intent. The event was very well supported by ITT providers. Over 100 individuals pre-registered to attend the event, although only 48 signed in on the day. Although some providers made useful contacts, a review of the event by the ITT Providers group concluded that the event had not been sufficiently cost effective overall. The group will consider options for other joint marketing approaches at its March meeting, taking account, for example, of recent evidence published by TES on ITT recruitment patterns.</li> <li>■ Collaborated on a series of joint development days for trainees and mentors, to make best use of expertise within the system. Providers have agreed to continue and develop this collaborative approach.</li> <li>■ Agreed to approach Leeds-based HE ITT providers to explore the possibility of obtaining anonymised ITT student destination data, to assess how many are being attracted to Bradford (eg as a result of taking part in the “bus tour” programme).</li> </ul> <p>The group has set out a schedule of meeting dates throughout 2020 to continue working on areas of common interest.</p>

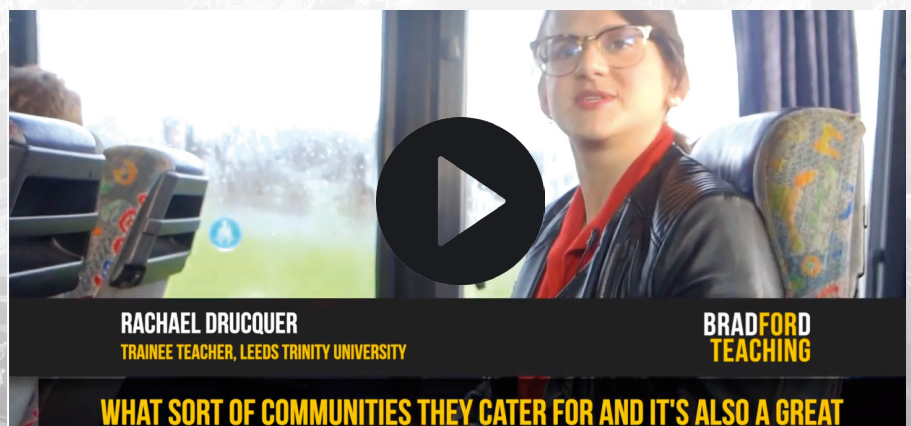
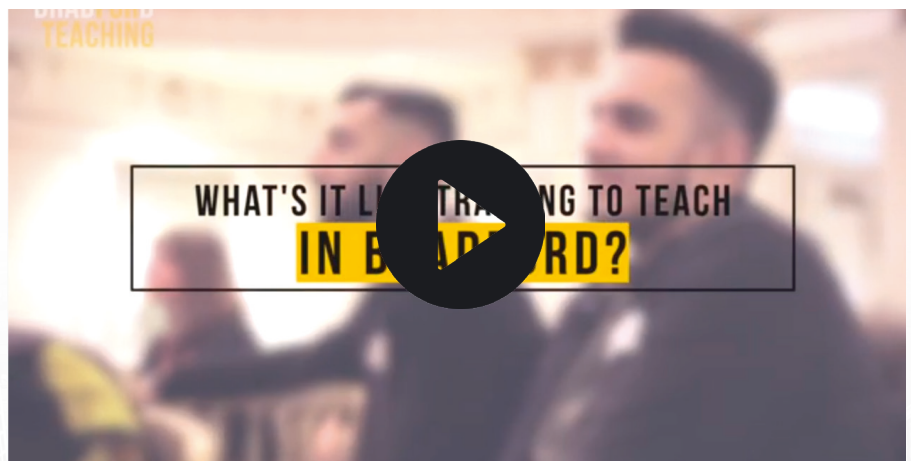


## OUR KEY OBJECTIVES FOR QUARTER 5:

Continue to deliver the annual bus tour programme

Consider remit of ITT working group in light and teaching school hub appointment and plan collaborative programme for 2020/21

Deliverables	Progress
<b>Deliver recruitment experiences and events</b>	(See previous page for events delivered via ITT provider liaison group).  The annual programme of bus tours of Bradford schools for ITT students from Leeds Beckett and Leeds Trinity universities began in November 2019 and will continue until March 2020.
<b>Deliver internships programme</b>	Bradford providers are working with Red Kite Teaching Alliance to deliver the maths and physics internship programme in 2020





## 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	<p>In December 2019, we added discounted Chartered College of Teaching membership to the package of benefits in the Bradford Dividend. This will be promoted in early 2020.</p> <p>The benefits available under the Early Career Framework will be the priority for promotion in 2020.</p>
Establish Alumni schemes	<p>Sign up to “Trained in Bradford” is ongoing. Details of Trained In Bradford are here:</p> <p><a href="https://www.bradfordteaching.org/trained-in-bradford/">https://www.bradfordteaching.org/trained-in-bradford/</a></p> <p>There has been no specific promotion of this in quarters 3 and 4. Promotion will be stepped up again in the summer term.</p>
Develop evidence base for effective people & talent strategies	<p>We held expert summits on teacher recruitment and teacher retention during the autumn term, 2019. The events brought together leading experts to explore the evidence in recruitment and retention and potential solutions. Speakers came from the Education Policy Institute, NFER, TES and the Relationships Foundation.</p> <p>Around 50 school leaders attended each event.</p>
Promote diversity in leadership programmes	Individual schools have made bids to the DfE “Diversity in Leadership” programme. There is no requirement for a BfT collaborative bid.
Enhance CPD Effectiveness	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.

## OUR KEY OBJECTIVES FOR QUARTER 5:

Explore how best to support the work of the new Teaching School Hub in Bradford to promote opportunities for professional development

Complete the next round of data sampling with tracker schools

## Finance and Resources

At the end of Quarter 4, we are within our projected budget plans and have established the initial partnerships and capacity that we need to move forward.

## 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
<b>Drive workforce data consolidation from existing sources</b>	<p>Appendix 2 provides insights from the teacher recruitment market during the period September - november 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>
<b>Develop proxy measures for measuring impact</b>	<p>We have recruited 13 “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 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>It is too early to draw any firm conclusions from our tracker school interviews. However some emerging themes include:</p> <ul style="list-style-type: none"><li>■ that the main recruitment challenges are in the secondary phase; and</li><li>■ that we have found no evidence of existing qualified teachers choosing to leave Bradford due to negative perceptions of the city.</li></ul> <p>Amongst new recruits to the city, we are beginning to identify individual case studies which may help us identify target markets for the future.</p>
<b>Conduct targeted “deep dive” exercise to gain insights into R&amp;R challenges</b>	<p>The Tracker School programme of work includes qualitative sampling.</p> <p>We do not propose to add these activities currently.</p>



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**APPENDIX 1: DIGITAL DATA DASHBOARD**

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**APPENDIX 2: TEACHER RECRUITMENT INSIGHT**

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## DIGITAL DASHBOARD SUMMARY

### Digital Display Advertising (GDN)

QUARTER 3	JUL	AUG	SEP	Q3 TOTAL	PREVIOUS QTR
Ad Server Impressions	50002	NIL	50024	100026	150048
Ad Server Clicks	406	NIL	436	842	1793
Click Through Rate	0.81%	NIL	0.87%	0.84%	1.19%
View Through Conversions	9	NIL	17	26	141

### Digital Display Advertising (GDN) QUARTER 4

QUARTER 4	OCT	NOV	DEC	Q4 TOTAL	PREVIOUS QTR
Ad Server Impressions	50023	50002	50000	150025	100026
Ad Server Clicks	455	323	264	1042	842
Click Through Rate	0.91%	0.65%	0.53%	0.69%	0.84%
View Through Conversions	65	24	18	107	26

## SOCIAL MEDIA

### Facebook

(Promoted posts also appear on Instagram) Please note: paid for stats do not include video views - just engagements

QUARTER 3	JULY	AUG	SEP	Q3 TOTAL	PREVIOUS QTR
Total No. Posts	13	10	11	34	48
Paid	1	0	1	2	6
Unpaid	12	10	10	32	42
Reach	48,681	1,294	16,358	66,333	94,633
Engagement	1034 (2.12%)	67 (5.17%)	209 (1.27%)	1310 (1.97%)	1242 (1.2%)
Spend	£350	£0	£75	£425	£496.15

QUARTER 4	OCT	NOV	DEC	Q4 TOTAL	PREVIOUS QTR
Total No. Posts	16	23	11	50	34
Paid	3	2	0	5	2
Unpaid	13	21	11	45	32
Reach	56,107	14,244	2,266	72,617	66,333
Engagement	446 (0.79%)	353 (2.48%)	170 (7.5%)	969 (1.34%)	1310 (1.97%)
Spend	£400	£82.18	£0	£482.18	£425



Best performing Facebook posts	Date	Reach	Engagement	Spend
NQT conference - BB19	July 2019	46,650	4,438 playthroughs + 924 engagements (11.5%)	£200
Teacher retention summit promo	July 2019	28,096	2,656 playthroughs + 46 link clicks (9.62%)	£150
Launch of 2020 programme	Sept 2019	174	61 (35%)	NIL
ITT conference	Nov 2019	216	61 (28.25%)	NIL

## Instagram

New account in Q1.

QUARTER 3 + 4	JUL - DEC	PREVIOUS QTR
Total No. Posts	43	25
Impressions	99,631	2,357
Engagement (likes/video views)	124	272
Followers	249	168

## Twitter

QUARTER 3	JUL	AUG	SEP	Q3 TOTAL	PREVIOUS QTR
Total No. original Tweets	16	8	16	40	56
Link clicks	84	29	98	211	394
Retweets gained	85	48	77	210	276
Likes	147	57	115	319	529
Impressions	125,000	27,000	47,100	199,100	236,800
Profile visits	590	235	296	1121	1973
New followers	26	21	30	56	79
Mentions	22	6	24	52	118
Engagement (Twitter data)	1.7%	1%	1.3%		
Spend	£430	£80	£130	£640	£440

QUARTER 4	OCT	NOV	DEC	Q2 TOTAL	PREVIOUS QTR
Total No. original Tweets	22	35	17	74	40
Link clicks	185	131	77	393	211
Retweets gained	120	108	67	295	210
Likes	183	205	110	498	319
Impressions	60,100	91,000	64,200	215,300	199,100
Profile visits	562	709	323	1594	1121
New followers	47	41	23	111	56
Mentions	83	60	21	164	52
Engagement (Twitter data)	1.7%	1.7%	0.9%		
Spend	£180	£180	£130	£490	£640

Best Performing Tweets <u>for engagement</u>	Date	Impression	Engage-ments	Engagement rate
NQT CONFERENCE BB19	JULY 19	2,397	231	9.6%
RETENTION SUMMIT	OCT 19	1491	105	7%
ANN MARIE SPEECH	NOV 19	994	149	15%
OPENING OF OPP CONFERENCE	NOV 19	441	131	29.7%
ITT CONF	DEC 19	1554	118	7.6%



## 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.

## Google Analytics ([www.bradfordteaching.org](http://www.bradfordteaching.org))

### Total Traffic

QUARTER 3	JUL	AUG	SEP	Q3 TOTAL	PREVIOUS QTR
No. of users	1,199	479	1,302	2,980	4,879
New users	1,108	435	1,223	2,766	4,473
Sessions to website	1,421	571	1,606	3,598	6,119
Average duration	00:01	01:18	01:21		
Average no. pages per session	1.19	1.19	1.23		
Page views	2,576	1,172	3,430	7,178	13,274
Bounce rate	75.58%	67.25%	71.23%	71.3%	75.7%

QUARTER 4	OCT	NOV	DEC	Q4 TOTAL	PREVIOUS QTR
No. of users	1,488	1,644	803	3,935	2,980
New users	1,364	1,532	718	3,614	2,766
Sessions to website	1,933	2,101	1,023	5,057	3,598
Average duration	01:35	01:28	01:27		
Average no. pages per session	2.19	1.28	1.27		
Page views	4,234	4,160	2,078	10,472	7,178
Bounce rate	69.12%	71.58%	70.58%	70.4%	71.3%

### Acquisition

JUL 2019					
CHANNEL	USERS	PAGES PER SESSION	SESSIONS	AVERAGE DURATION	BOUNCE RATE
Direct	224	1.57	250	00:00:34	77.20%
Organic	367	2.01	480	00:01:32	63.33%
Social	150	2.73	184	00:01:56	68.48%
Referral	94	2.84	105	00:01:28	62.86%
Other	379	1.04	402	00:00:05	95.77%

AUG 19					
CHANNEL	USERS	PAGES PER SESSION	SESSIONS	AVERAGE DURATION	BOUNCE RATE
Direct	113	1.47	131	00:53	86.26%
Organic	249	2.22	307,	01:33	59.93%
Social	55	1.85	59	00:31	72.88%
Referral	62	2.61	71	01:41	57.75%
Other (mainly T&A)	2	1	3	00:00	100%

SEPT 19					
CHANNEL	USERS	PAGES PER SESSION	SESSIONS	AVERAGE DURATION	BOUNCE RATE
Direct	245	2.17	317	01:11	71.92%
Organic	525	2.36	680	01:46	59.12%
Social	85	2.37	95	01:26	80%
Referral	123	3.35	162	02:44	58.02%
Other (mainly T&A)	345	1.06	352	00:03	97.92%

OCT 19					
CHANNEL	USERS	PAGES PER SESSION	SESSIONS	AVERAGE DURATION	BOUNCE RATE
Direct	302	1.86	375	01:23	73.33%
Organic	538	2.11	762	01:57	59.45%
Social	200	1.82	236	00:37	75.42%
Referral	102	6.09	171	04:25	41.52%
Other (mainly T&A)	369	1.18	389	00:25	92.29%

NOV 19					
CHANNEL	USERS	PAGES PER SESSION	SESSIONS	AVERAGE DURATION	BOUNCE RATE
Direct	359	1.67	431	01:06	77.26%
Organic	564	2.49	783	02:13	62.20%
Social	345	1.66	414	00:57	76.09%
Referral	150	2.50	190	02:07	54.21%
Other (mainly T&A)	261	1.17	283	00:13	93.99%

DEC 19					
CHANNEL	USERS	PAGES PER SESSION	SESSIONS	AVERAGE DURATION	BOUNCE RATE
Direct	234	1.38	290	01:11	83.45%
Organic	406	1.98	515	01:27	64.66%
Social	98	1.43	123	01:12	74.80%
Referral	76	5.13	94	02:36	57.45%
Other (mainly T&A)	1	1	1	00:00	100%



## APPENDIX 2: TEACHER RECRUITMENT INSIGHT

Bradford Local Authority - Teacher Recruitment Insight



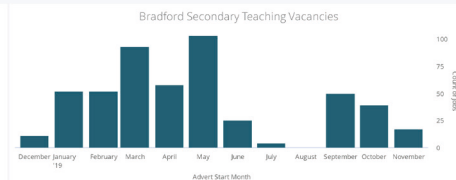
Strictly private and confidential

Note: Considers state and independent schools that cater for secondary pupils, and which may also have some sixth-form and/or primary provision

Advertise at the right time

Teachers are also interested in jobs outside of the traditional peak recruitment windows such as Easter

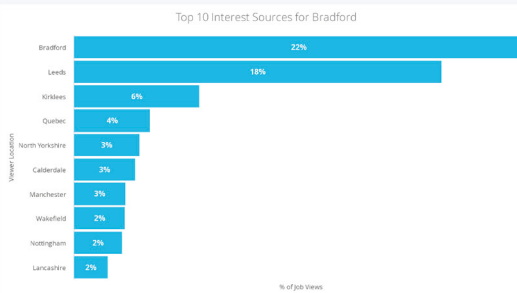
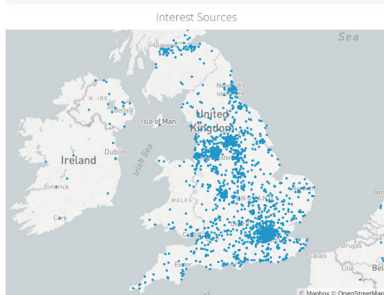
- January and February are some of the busiest times for teachers looking for jobs on Tes. Recruiting early can enable schools to attract the best candidate for their school
- For example schools in Bradford could have advertised more of their vacancies in early January, to capitalise on the peak in activity from teachers looking for jobs at the start of the year



September 2019 to November 2019

Much of the interest in Bradford jobs came from Bradford itself

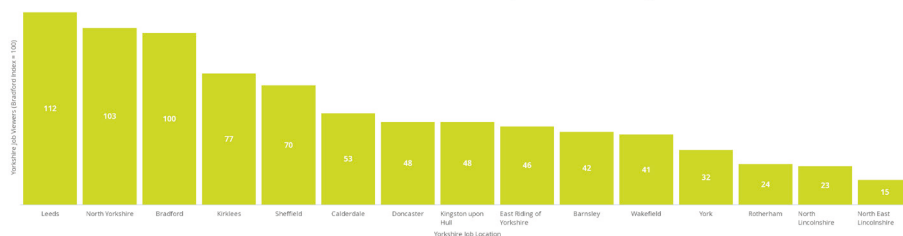
- There is also a large amount from neighbouring Leeds and other parts of Yorkshire, and the map shows London to be a hotspot



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)



- As well as looking for jobs in the UK, there is some interest from Yorkshire teachers working in other countries

Top 10 Countries for Yorkshire Teachers (Indexed on UK = 100)

