

Education Development Plan 2002 - 2007: revision 2003

Priority 6: Recruitment and Retention				
Links to other plans or parts of the EDP	Priority 1, 2, 4			
Activity 6.1	Data collation and Analysis. Review of turnover rates and vacancy rates to establish baseline information.			
Key SSRE Area(s)	1	The curriculum		
Targets/Success Criteria: Reduce the % Vacancy Rate to 6.0% by January 2003 Statistics to be based on 100% of schools providing EMS data Turnover data to be provided by EMS data Supplementary surveys to have a target of 75% response rate			Evaluation: how/when/by whom An Evaluation Report will be provided by the Director of Education Services for the Council Scrutiny Panel in October 2002 and April 2003	
Actions	Responsible Personnel	Target audience	Monitoring How/when/by whom	Timing/Timescales
1) Maintain recruitment databases and associated activity <ul style="list-style-type: none"> ▪ Utilise the EMS information to collate and interpret all information from schools regarding vacancies & recruitment to teaching posts. ▪ Create database for vacancies/career opportunities and expressions of interest from candidates within Southwark Schools ▪ Create scheme to match teachers above to appropriate vacancy opportunities ▪ Consider 'appropriateness' of recruitment (e.g. use of non QTS staffing) ▪ Create contacts database Overall vacancy rate targets: <ul style="list-style-type: none"> • 2003 – target 6.0% • 2004 – target 4.0% 	Recruitment Strategy Manager	<ul style="list-style-type: none"> ▪ All schools and teaching staff 	Termly review by Head of HR	Continuous.

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Actions	Responsible Personnel	Target audience	Monitoring How/when/by whom	Timing/Timescales
<p>2) Links between schools</p> <ul style="list-style-type: none"> ▪ distribute recruitment newsletter for schools ▪ Continue with Vacancy bulletin for schools ▪ Establish management information service with regular reports (national & local information) and recommendations for action re teacher turnover, vacancies, sickness etc ▪ Encourage schools to provide data regularly to ensure database is accurate ▪ 	<p>RSM and HR together with Link Advisers</p>	<p>schools – Heads/ Governing Bodies</p>	<p>Termly information available from HR Management Information System</p> <p>Data dependent on schools' input to the system</p>	<p>continuous</p>
<p>3) Under-represented groups</p> <p>Undertake data analysis to provide statistics on underrepresented groups (e.g. ethnic minorities, male primary teachers etc.) and compare with regional and national data.</p> <ul style="list-style-type: none"> ▪ Develop links with the IoE, North London Uni and other TTIs around the country to recruit from their graduates for shortage subjects and from underrepresented groups. ▪ Undertake exit interviews/focus group discussions/questionnaires for leavers to seek input on recruitment from members of underrepresented groups to produce report with recommendations. ▪ Use the data from the R & R Working Party's retention survey to determine if retention problems are especially acute for underrepresented groups. ▪ Promote routes for OTT to QTS 	<p>RSM with schools</p>	<p>teachers from minority groups schools</p>	<p>Increased applications from underrepresented groups</p> <p>Arrange a minimum of one recruitment drive per year to target Underrepresented groups (to include overseas trips where applicable)</p> <p>Baseline established for turnover and actions from this</p>	<p>Continuous</p> <p>analysis by October 2003</p>


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Activity 6.2	Provide assistance to teachers needing accommodation in Southwark			
Key SSRE Area(s)	1	The curriculum		
Targets/Success Criteria: Establish baseline provision for 50 new/ existing teachers with housing support			Evaluation: how/when/by whom An Evaluation Report will be provided by the Director of Education Services for the Council Scrutiny Panel in October 2002 and April 2003	
Actions	Responsible Personnel	Target audience	Monitoring how/when/by whom	Timing/Timescales
1) Prepare and produce a housing advice leaflet for distribution to all prospective candidates for teaching posts, all existing teachers	Recruitment Strategy Manager (RSM)	all prospective candidates for teaching posts All existing teachers	Director of Education Services, half yearly via analysis of information	Continuous
2) Review the feasibility of the use of Porlock Hall	Director of Education Services	Current and prospective teachers	Strategic Director of Education and Culture. June monthly meeting	Autumn 2003
3) Continue to: a) Contact all providers of affordable accommodation to negotiate preferential deals or opportunities for Southwark teachers b) Investigate possibilities for providing affordable accommodation for teachers through: Southwark public housing; shared-equity schemes; Metropolitan police housing, govt. DETR key worker scheme, Housing Associations, Peabody Trust	Director of Education Services	Current and prospective teachers Schools aiming to attract and retain teachers	Strategic Director of Education and Culture – June monthly report	continuous
4) Review with the Council Housing Department alternative use of existing building for prospective candidates for teaching posts	RSM		Strategic Director of Education and Culture – June monthly report	Autumn 2003

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Activity 6.3	Provide support to Southwark Schools in their recruitment process			
Key SSRE Area(s)	1	The curriculum		
Targets/Success Criteria: Need targets and SC based on number of applicants per post – number of vacancies etc			Evaluation: how/when/by whom An Evaluation Report will be provided by the Director of Education Services for the Council Scrutiny Panel in October 2002 and April 2003	
Actions	Responsible Personnel	Target audience	Monitoring how/when/by whom	Timing/Timescales
1) Advice for schools <ul style="list-style-type: none"> ▪ Undertake survey of school recruitment needs ▪ Maintain central recruitment information resource 	RSM	Heads and Governing Bodies	Reduction in overall costs Best practice in recruitment Reduction in turnover Heads to confirm smooth process	continuous
2) Internet Recruitment <ul style="list-style-type: none"> ▪ Build on current work to provide information for Teachers4London web site and investigate other appropriate sites and use of LGfL for placing Southwark teaching vacancies. ▪ Negotiate placing vacancies on school/ council web sites when facility is available. ▪ Investigate feasibility of having application forms and recruitment brochures online, to be available to a wider market. 	RSM	Heads and Governing Bodies	Reduction in overall placement costs Easier application process Feedback from Heads	continuous

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Activity 6.4	Retention working party report for Borough wide retention policy			
Key SSRE Area(s)	1	The curriculum		
Targets/Success Criteria:			Evaluation: how/when/by whom	
<ul style="list-style-type: none"> ▪ Target is to involve all schools in concerted action to address R & R issues ▪ Appointment of experienced headteacher to lead this initiative 				
Actions	Responsible Personnel	Target audience	Monitoring How/when/by whom	Timing/Timescales
1) Retention initiatives <ul style="list-style-type: none"> ▪  headteachers, review range of retention activities and publish programme for 03-04 academic year 	Director of Education Services RSM in conjunction with HR/ other LBS depts/ Heads and stakeholders RSM/ HR Manager	All schools Schools aiming to attract and retain teachers Prospective teachers coming to Southwark Teachers looking outside the Borough	Strategic Director of Education & Leisure Services Lower turnover Increased applicant pool RSM to write report from working party's recommendations	By October 2004

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Links to other plans or parts of the EDP	EDP Priority 1 and 2; School Improvement Programme			
Activity 6.5	Improving the quality and range of support to teachers and learners in all Key Stages			
Key SSRE Area(s)	1	The curriculum		
Targets/Success Criteria: Need targets and SC based on retention			Evaluation: how/when/by whom An Evaluation Report will be provided by the Director of Education Services for the Council Scrutiny Panel in October 2004	
Actions	Responsible Personnel	Target audience	Monitoring How/when/by whom	Timing/Timescales
1) Collaborate with appointed LEA Workforce Reform Facilitator to support school in implementation of workforce reform strategy.	RSM Workforce Reform Facilitator	Schools	Feedback from schools Head of SID	continuous
2) Further Explore and improve networks and collaborative relationships with HEIs and neighbouring LEAs	RSM CPD Co-ordinator	All teachers	Head of SID	continuous
3) Collaborate with CPD co-ordinator to extend and implement outcomes of GTC./ CPD project	RSM CPD Co-ordinator	All teachers	Head of SID	continuous

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<p>4) NQT campaign</p> <ul style="list-style-type: none"> ▪ Review and adapt current NQT recruitment pack and investigate more effective methods of publicising NQT scheme to students. ▪ Liaise with other RSMs in London to investigate sharing of NQT recruitment exercises. ▪ Review and develop NQT arrangements to promote selling points for Southwark (eg use current NQT to talk to candidates) ▪ Oversee NQT recruitment exercise in early 2003/04, monitor results,. Further develop induction plan for Primary teachers and consolidate current secondary schools induction programme. 	<p>Recruitment Strategy Manager (RSM)</p> <p>CPD Co-ordinator</p>	<p>Head teachers and deputies in Southwark schools</p> <p>NQTs</p>	<p>Numbers of NQT applicants Numbers NQT joiners Smooth application process will be monitored by Heads</p> <p>Monitored by feedback from NQTs and Heads</p>	<p>Ongoing</p> <p>September each year when information is available</p>
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<p>5) GTP and Returners courses</p> <ul style="list-style-type: none"> ▪ Provide info to schools and throughout Southwark to raise profile of programmes through improved communication with head teachers (e.g. new TTA handbook and LEA info brochure) to raise the number of potential candidates for courses. ▪ Provide info to schools about visa procedures, new freedoms, and fast-track QTS for overseas teachers to facilitate recruitment and retention of these staff. ▪ Work in partnership with other LEA consortia to publicise and recruit for returner courses in 2001. ▪ Publicise Keeping in Touch schemes, new employment arrangements and develop database of retiring/recently retired teachers ▪ Co-ordinate Southwark contribution to courses run in partnership with LEAs: eg trainers, publicity, venues etc Develop partnerships with VSO and other similar organisations to recruit teachers returning from volunteering overseas. 	<p>RSM</p>	<p>Schools</p>	<p>Increased supply of teachers from non traditional routes applying to Southwark</p> <p>Head Teachers to provide feedback</p>	<p>Continuous, evaluated each autumn term</p>

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Actions	Responsible Personnel	Target audience	Monitoring How/when/by whom	Timing/Timescales
<p>6) Mature entrants</p> <ul style="list-style-type: none"> ▪ Develop tailored information pack for enquirers interested in teaching in Southwark, and provide materials for libraries, council One-Stop and call centres etc. ▪ Attend recruitment fairs, talks, and events in and around London, and nationally if appropriate to make contacts and publicise Southwark to potential teachers. ▪ Promote opportunities for local staff in childcare, eg LSAs, Primary Helpers and those outside Southwark to do targeted training and actively encourage them to apply for teaching posts in Southwark schools ▪ Develop colour A4 and poster size leaflets to promote teaching in Southwark that can be place in application packs and sent to schools, libraries etc 	<p>RSM</p> <p>RSM and NQT training co – ordinator</p> <p>RSM and HR team</p> <p>RSM</p>	<p>Prospective teachers and applicants for teaching</p>	<p>Increased applications from non traditional routes</p>	<p>Ongoing</p>

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Links to other plans or parts of the EDP	SEN, behaviour support plan Priority 1, 2, 3, 4, 5			
Activity 6.6	Support the development of newly qualified teachers, teacher assistants and teachers not trained in the United Kingdom			
Key SSRE Area(s)	7	Leadership and management		
Targets/Success criteria			Evaluation: how/when/by whom?	
<ul style="list-style-type: none"> Newly qualified teachers have effective Career Entry Profiles Teaching and learning improves Mentors support improvements in teaching and learning NQTs remain within Southwark TAs are effective in supporting learning in the classroom Teachers not trained in the UK are thoroughly familiar with the National Curriculum requirements 			<ul style="list-style-type: none"> Link advisers termly visit NQT training co-ordinator reviews Course evaluations 	
Actions	Responsible Person	Target audience	Monitoring How/when/by whom?	Timing/Timescales
1) Ensure: <ul style="list-style-type: none"> effective Career Entry Profiles are further developed for NQTs appropriate professional development programme available mentors are appropriately trained in their role a sample of NQTs are reviewed as part of the quality assurance process 	NQT training co-ordinator	NQTs Mentors Headteachers	Senior Adviser (Performance) Termly 1:1 management meetings	Annually

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Actions	Responsible Person	Target audience	Monitoring How/when//by whom?	Timing/Timescales
<ul style="list-style-type: none"> • systems are in place to ensure secure judgement relating to qualified teacher status recommendation • appropriate standards funds devolved <p>Links with ITT strengthened</p>				
<p>2) Improve the quality of support in the classroom by providing professional development for teacher assistants and teachers not trained in the UK focused on:</p> <ul style="list-style-type: none"> • behaviour management • literacy • numeracy 	NQT training co-ordinator	TAs in schools and teachers not trained in the UK	Senior Adviser (Performance)	<p>Primary annually</p> <p>Programme on-going</p> <p>Secondary Spring 2002</p>