

## WORKFORCE MANAGER (RETENTION)

### Shaping Scotland's Childminding Future

#### - A National Partnership Programme on Childminder Retention & Recruitment

## SUPPORTING INFORMATION

### Who are we?

SCMA is the only national organisation in Scotland specialising in supporting all aspects of childminding practice. We are a membership organisation with circa 2,600 members (80% of the childminding workforce), we are an advocacy body (through which we provide a professional voice for childminding and work to ensure that national policy and standards as they impact upon childminding are influenced by evidence and the experiences of childminders), and we are also a national Third Sector service provider delivering an increasing range of contracted services to support the development of childminding, children and families.

### Organisational Development & Strategy

SCMA is at a key point in our organisational development. Following the appointment of a new Chief Executive in April 2019 we undertook an active programme of engagement with our Board Members, staff, and wider membership regarding the future direction of SCMA and childminding. In parallel, we had discussions with external stakeholders, we reviewed the data trends in relation to our workforce and childminding and undertook a large-scale in-depth membership survey '#TellSCMA Childminding and You 2020'. Collectively, we used this information to develop a new and ambitious 3-year strategy, as part of a longer 10-year journey. This strategy was approved by SCMA's Scottish Executive Board in March 2020 just before COVID-19 struck.

We paused our strategy implementation at this point, to prioritise our response to supporting members and the wider childminding community during the pandemic.

SCMA reviewed our strategy for currency in light of COVID-19 and we believe that the need for it to be implemented is stronger than ever. The issues which it was developed to address have only intensified.

Our three-year strategy was launched in May 2021:

### **'Changing the Narrative: Strengthening Childminding, Supporting Families and Increasing Choice'**

It includes 15 actions, covering the following five key areas:

- **Membership:** helping members to recover and sustain their businesses and ensuring our membership support adapts to changing needs; providing them with what they need, when they need it and in the most appropriate form.
- **Policy, Representation and Influencing:** continuing to provide a strong professional voice and using evidence and childminders' experiences to influence and support national and local policy.
- **Workforce, Learning and Quality:** reversing the declining trends within our workforce, and supporting on-going skills development and learning at all career stages.
- **Children and Families:** further development of Community Childminding and our other services to meet the increasing demand from families in need, increasing support for school age childcare and

- **Value of Childminding:** changing outdated perceptions of childminding, increasing the value attached to it by parents, policymakers, other providers and the wider public to create more demand for childminding.

## **Our Services**

As a membership organisation, we also deliver a range of services across Scotland, ensuring that childminders are able to improve the quality of their delivery through professional learning, providing high-quality, nurturing childcare and family support. At this time this includes the following:

- **Early Learning and Childcare (ELC)**

Working in partnership with 8 local authorities, we have locality-based field staff who support the involvement of childminders in the delivery of funded Early Learning and Childcare hours for 2,3 and 4-year-olds. Service delivery includes recruitment, training, quality assurance, ELC referrals, payments, and overall support.

- **Community Childminding**

We are commissioned to provide Community Childminding services in 5 local authority areas (Aberdeen, Fife, Glasgow, Scottish Borders, and Stirling). Community Childminders receive enhanced training to provide short-term childminding placements for children and families who would benefit from early intervention support. These vital services have helped over 900 families in need in the last 3 years, demand exceeds our capacity to supply, and we believe this has the potential to be developed in other local authority areas and indeed nationally. Click on the link to see more information, including our Community Childminding Briefing Sheet. <https://www.childminding.org/community-childminding>

- **Professional Learning**

Our Learn with SCMA function offers a range of Continuing Professional Learning (CPL) opportunities to support childminders with ongoing quality improvement. Over 90% of childminders consistently score Good or Above across all quality criteria, through independent inspection by the Care Inspectorate, the highest of any childcare provider. We provide interactive/virtual learning courses and events as well as our e-learning courses delivered on an online platform. We are an SQA accredited centre and also deliver the SQA Complete Childminding Learning Pathway Word-Based Award.

- **School-Aged Childcare**

We have secured funding and are in the process of establishing enhanced school-aged childminding provision across 4 Early Adopter local authorities. This new service will support a range of families for example low-income, lone parents, where children have additional support needs etc and will support families into work, overall increasing household income with a view to reducing the impact of child poverty. It will also provide key learning and modelling to inform future expansion and sustainability of school-aged childcare with childminders.

**Visit our website to learn more about SCMA, our wide range of activities and increasing influence on behalf of childminders and families. <https://www.childminding.org>**

## **About the role of Workforce Manager (Retention)**

We are delighted to have received funding from the Scottish Government to support our exciting new Workforce Programme, Shaping Scotland's Childminding Future, aimed at retaining and growing the number of childminders across Scotland.

This role is key to the success of that programme, having responsibility for the retention workstream which has 3 unique strands:

### **Strand 1 – Time Off the Floor:**

Piloting funded Time Off the Floor for childminders based on testing and evaluating three different models, recognising childminders' different business models, one size will not fit all, the need for creativity, flexibility and the challenges which could be experienced in engineering this for predominantly sole practitioners.

Different Models:

- Reduced Practice Time
- Funded Time Back
- Childminder Practitioner Cover

All options highlighted would be offered across a number of local authorities, with childminders accessing one of the three models.

### **Strand 2 - Mentoring:**

To provide mentoring support for childminders, which is practice-based and childminding specific and aimed at new entrants to the workforce in their first year of delivery, to promote business sustainability during the start-up period. We will also provide mentoring to those who are more established childminders and who may require differing support.

SCMA will recruit and train a network of childminding mentors who have extensive childminding experience. Mentors would provide advice and guidance, a listening ear and share good practice, as well as focusing on specific goals. Mentors and mentees will receive funded time back for participation.

### **Strand 3 – Quality & Learning:**

Support effective and efficient use of time in relation to quality and learning for childminders, using current and new tools and resources to streamline requirements and reduce workload.

SCMA will appoint a Quality and Learning Development Lead to coordinate and deliver targeted support for all childminders (funded and non-funded childminders) as part of a coordinated Professional Learning offer.

Coming at this time in our organisational development, we believe this position presents an exciting opportunity to work with us and contribute to the overall success of our Supporting Scotland's Childminding Future programme and to support our wider organisational strategy.

## **Working for us – Benefits**

Our staff matter to us. Previously achieving a Silver award in Investors In People, we subsequently developed our own internal approach to ensuring the success of our organisation through our people – aptly named “Engaging Our People”.

In addition, we offer the following benefits:

- Contributory Pension Scheme
- Life Cover– 3 x gross annual salary
- Health Assured - Employee Assistance Programme

### **Application process**

If you believe you have the skills and experience and could make a difference in this role, we would love to hear from you.

All applicants must complete an application form including providing a competency-based statement demonstrating their possession of the experience, skills and knowledge required to fulfil this role. CVs are accepted, but only in addition to a fully completed application form.

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