

1. Introduction

The Department for Children, Young People, Education and Skills (CYPES) is responsible for championing the Government's commitment to helping all children and young people to have the best start in life, recognising that early years have a lasting impact, and that being loved, being listened to, and receiving a good, rounded education are essential to future life chances.

Our ambition is to build a highly skilled workforce, which is increasingly competent and confident, to make a difference to our children, young people, their families, and carers. To achieve this, we must recruit, retain, and develop a high-quality workforce to ensure that all children, young people, their families, and carers benefit from an outstanding service.

We want to create an environment where our workforce is supported to develop their skills and capabilities. We want excellent practice to thrive, so that quality outcomes are secured for all children and families. This means creating an environment where our workforce feels valued and supported to make a difference. To achieve this, we will also ensure we provide high quality appraisals, supervision, and opportunities for staff development and career progression.

The CYPES workforce stretches across many professional and service areas. The workforce of the future will work better across those services. CYPES is transforming in many ways and the strategy is set in the overall context of our overall business plans and change portfolio. It reflects the substantial work already underway to tackle workforce challenges in schools, children's social care and other professional roles that support the delivery of services. Over the last few years, we have needed to respond quickly and flexibly with new ways of working. While our priorities lie in supporting the workforce through immediate challenges, we also need to ensure that we are well equipped for the future.

This paper provides an outline of the work that is being undertaken to develop a Strategic Workforce Plan for CYPES and the immediate activity that aims to address the current recruitment challenges.

2. Background

Workforce planning activity is underway in CYPES, and the aim is to develop a strategic framework within which important information can be assessed with an increased emphasis on agility and responsiveness. It will provide the context for activities involving the recruitment, retention, development, and deployment of people.

The principal services used by children, young people and families are early years and childcare, health, schools and colleges, youth work, family support and children's social care, as well as a range of specialist services. Long-term reform and service improvement agenda around education, inclusion, early years, skills, mental health and wellbeing applies across CYPES and includes reviews and action planning to address specific improvements. Over time the workforce could change as the effects of the reform agenda come through and as services are redeveloped or reconfigured with changing patterns of demand.

Work has now commenced on several workforce initiatives to ensure the success of CYPES in achieving its strategic objectives. Oversight of workforce activity is through the CYPES Workforce Oversight Group which was established in September 2022. This provides the Senior Leadership Team with reassurance that there is a clear understanding of operational challenges and key strategic aspects of the workforce are being progressed. It also considers what is being done to meet the strategic workforce challenges in schools and other services, where substantial programmes of reform are already underway.

Full details of future arrangements for specific groups are developing: therefore immediate, medium, and long-term elements of the plan are likely to develop at different rates and different elements of the workforce plan will evolve and become more refined over time.

With the Integrated Technology Solutions (ITS) Connect programme there are many opportunities to change systems and process, introduce new technologies to make the department more efficient and capture and maintain high quality workforce data. We will need to consider how the workforce - related activity around the project will be incorporated into the workforce delivery plan.

Any workforce-related risks will be included into the CYPES risk register and addressed through the corporate risk management processes.

3. Workforce planning approach

Workforce planning is one of the priority work streams for the government. The Strategic Workforce Plan for CYPES will be shaped by immediate pressures to maintain delivery to meet current business targets as well as medium term strategic plans and longer-term aspirations.

In developing the strategy, we have listened to the profession and consulted with our stakeholders. The design of the plan was informed by workforce data and information taken from a range of stakeholders. It includes feedback from recent Ministers meetings undertaken with Head Teachers, information from exit interviews, employee surveys and the opinions of the wider Senior Leadership Team and Heads of Service through workforce planning sessions. We will run further offsites and sessions and establish working groups to stimulate action planning and discussion on our Strategic Workforce Plan proposals.

The Employee Engagement Survey and the Teachers Survey also informed the People and Culture planning work and is being combined into the strategy with the aim of increasing engagement factors around job satisfaction, culture, work environment, career development and progression, digital experience and most importantly management and leadership.

The evidence and data that we have reviewed so far shows that we face major challenges. We need improved systems, capability, policies and procedure that allow us to recruit more high-quality staff into our workforce. We need to retain them by offering better development and career progression opportunities across different services and professions. We need to strengthen multi-disciplinary working, ensuring services are better integrated around individual needs. This will not only lead to better outcomes, but offer greater job satisfaction, feeding back into improved recruitment and retention outcomes. We also need to promote

stronger leadership, management, and supervision to help to influence strategic and operational plans and to drive workforce developments and change.

The Strategic Workforce Plan will incorporate separate plans for professional groups and service areas and will provide a strategic overview which includes: information on the current workforce; future requirements; themes affecting the workforce and the actions that will be taken in relation to each theme. Projects groups and workstreams are already working across CYPES with establish approaches to workforce and business planning activity.

The plans will be developed for different professional groups and areas where there is an immediate need, due to the extent of differing objectives and workforce issues for each. These separate plans will recognise shared issues such as the future organisational arrangements; significant change in the short and medium term; and the desire to maintain strong long-term knowledge transfer and interchange opportunities for the workforce.

The Strategic Workforce Plan will contribute towards wider holistic planning of people management strategies and engagement factors such as resourcing, recruitment and selection, engagement and retention, leadership development, management and professional training and development, apprenticeships, performance, improvements, career planning amongst other key issues to address. These will be captured under 5 key themes;

- Workforce resource planning
- Recruitment and retention
- People and culture
- Organisational change
- Capability and performance

Importantly, establishing and embedding a workforce planning approach will help professional groups, such as teachers and children's social workers, ensure an adequate supply of people with the necessary skills and knowledge to achieve our strategic objectives in the short term as well as for the future.

Workforce Planning is a continuously fluid process which will require senior leaders to regularly revise their plans and when a significant change or key decision is taken that helps to inform future business needs or organisational arrangements.

Overall, the aim is to start to build an understanding of workforce planning and support an evolving approach that can be refined as business plans develop. This will be captured in a single Strategic Workforce Plan for CYPES.

4. The recruitment and retention challenge

The recruitment challenges that the department is experiencing are multi-faceted. There is a national shortage of workers in many professions and COVID-19 has impacted labour market mobility. For some areas, there are some immediate resourcing challenges, for example in the children's social care workforce, particularly in children's social work, and the schools workforce, particularly for teachers, teaching assistants and learning support assistants.

Several themes came out of the Minister’s meetings around recruitment that will be explored and have been incorporated into the planning process. So, for this priority area we are also developing more detailed plans responding to the specific challenges facing these services, set within the context of wider long-term reform programmes (refer to section 6 of this document). A recruitment review is being undertaken by the Delivery Unit within the Cabinet Office. With a project team focusing on professional groups across government, starting with a pilot within CYPES focusing on teachers, teaching assistants, and expanding to include social workers and residential childcare officers.

As the strategy is developed and updated, we expect to include more detailed proposals for these and other sectors, reflecting responses to emerging priorities.

5. Areas to develop

<p>Theme 1: Workforce Resource Planning</p> <ol style="list-style-type: none"> 1. Develop an overall resource plan that identifies immediate and future workforce which takes a account of current staffing challenges and developments and plays a part in creating future employment opportunities. 2. Improve governance and the quality, monitoring, and reporting of workforce data and information. 3. Include identified workforce-related risks into the risk register and risk management processes. 4. Ensure that a workforce delivery plan is under regular review to ensure that it meets current and future priorities.
<p>Theme 2: Recruitment and Retention</p> <ol style="list-style-type: none"> 1. Establish a recruitment management function to assist with the current recruitment issues and challenges for education and the overall improvement of candidate management and support. <i>(Connects with the recruitment Delivery Unit activity).</i> 2. Develop initiatives that have a positive influence recruitment and increase application and appointments rates - through the use of microsites, social media campaigns and activities to attract graduates. 3. Review the availability of accommodation and other enabling propositions for key workers across CYPES. <i>(Connects with the accommodation Delivery Unit).</i> 4. Incorporate relevant outputs of the Delivery Unit projects and workstreams in to CYPES workforce planning activity and wider policy changes. 5. Recruit to the required level of permanent Children's Social Workers and Registered Managers staff capacity and capability to meet the current and forecasted demand for services and reduce the number of agency workers. 6. Improve the quality and availability of induction training for new unqualified teaching assistants.

Theme 3: People and Culture *(connects with Employee Engagement factors)*

1. Improve communication, involvement, and the engagement of staff that will assist in creating a culture where the contribution of every member of staff is respected, colleagues are treated fairly, and everyone is valued for their individuality and diversity.
2. Invest in Mental Health and Wellbeing initiatives that aim to improve the social, emotional, and mental health of all staff.
3. Develop plans that support the Government's Diversity Framework to help embed an inclusive culture across CYPES.
4. Develop plans that support technological solutions and enhance the digital experience for our workforce.

Theme 4: Organisational Change

1. Model school workforce capacity with projected demand to establish the extent to which it needs to change and grow the workforce. *(For schools, this analysis will inform workforce recruitment and retention medium to long-term planning and connects with the Education Reform Programme).*
2. Develop a plan of activity around the Education Reform Programme of workforce related activity that aims to address the current workforce challenges in relation to both teaching and non-teaching staff.
3. Establish and develop a plan of activity around the workforce-related elements of the Independent Review of Inclusive Education and Early years *(Connects with Education Reform Programme activity).*
4. Develop a plan of activity around the workforce elements of the reorganisation of Jersey Skills.
5. Establish and develop a plan of activity around the workforce related elements of the Mental Health and Wellbeing Review.

Theme 5: Capability and Performance

1. Introduce career pathways and progression plans, management development initiatives, talent and training schemes that allows for better opportunities for promotion, to move across the service and for career changes. *(Connects with Employee Engagement factors).*
2. Introduce a leadership development offering for all senior and middle managers ensuring that they take ownership and opportunities for developing own potential. *(Connects with Employee Engagement factors).*
3. Improve the quality, monitoring, and reporting of the performance appraisal systems across CYPES. *(Connects with Employee Engagement factors).*
4. In Partnership with Highlands College and Skills Jersey, review and introduce accredited training and learning and development opportunities that enhance the existing offering and assist with current and future skills gaps.
5. Continue with the improvements made to the teaching standards and the assessment and appraisal of teachers.

6. Introduction of Subject Knowledge Enhancement qualifications for the re-training of new and existing teachers beyond their degree subject(s).

6. Making change happen – what we are doing so far

The department is currently focusing on Theme 1 which aims to develop an overall Strategic Workforce Plan, ensuring that current initiatives are incorporated. The Strategic Workforce Plan for CYPES will be published by year end 2022. Details of our work on this area:

The review of the current workforce data was completed in August and was the dashboards were presented to CYPES Senior Leadership Teams and each directorates' leadership team. A baseline assessment of the workforce has been developed.

An offsite session with the senior leadership team took place on 20th September 2022. It focused on the current and future workforce requirements. Work is continuing during October and November with the aim of providing a corporate overview of the future workforce needed for maintaining delivery, as well as supporting transition and transformation. A second offsite session took place on 1st November. This will be extended to a wider group of stakeholders. The aim of this session is to explore the areas captured in each of the 5 themes and to develop them into action planning. This work will include:

- gap analysis work to look at areas to address, challenges or gaps identified between the current and future needs
- planning new strategies and incorporating existing ones through the development of objectives focused on the areas, challenges or issues identified in the gap analysis

Future resourcing plans and other initiatives will align with the overall Workforce Plan and immediate and future workforce requirements.

In September 2022, a CYPES Workforce Oversight Group was established to focus on a variety of workforce related matters including how best we can create and maintain the workforce and explore ongoing themes around the Strategic Workforce Plan priorities.

The department is also focusing on immediate challenges around Theme 2 which aims to establish a recruitment capability in the education directorate, particularly in schools. To expand on our work on this area:

The approach to resolving the immediate workforce needs of schools and the establishment of a '*steady state*' recruitment and planning capability have been separated. This mitigates the risk that all resources are pulled into resolving the immediate needs at the cost of more strategic planning.

The *steady state* recruitment is initially being established by CYPES with a narrow scope of education recruitment. This capability is augmented by joining a new and similar Government-wide capability being established in the Cabinet Office as a *Delivery Unit*. This combination of departmental and central resources enables us to test and learn different approaches to candidate attraction, recruitment and on-boarding and ensure management of end-to-end recruitment processes. Where appropriate these can be scaled across Government by the *Delivery Unit*.

This new combined capability will establish and deliver approaches in many different areas including building relationships with agencies, strengthening candidate management and onboarding processes and creating new induction processes.

Retention activities will be developed concurrently to ensure that workforce groups are stabilised and grown to meet demand. An increase in resources (subject to the approval of the Government Plan 2023 – 26), a focus on staff wellbeing, increased learning and development and better-defined career paths are amongst retention activities. There are other specific activities to support and develop our teaching workforce already under way. We have established:

- improved standards for teaching assistants, teachers and headteachers
- a funded bursary route for the Jersey Graduate Teacher Training Programme – 10 fully financed training places for shortage subjects available per year launched in July 2022. Four bursary trainees start this autumn, with higher anticipated numbers next year after a more extensive recruitment campaign
- subject knowledge enhancement qualifications for the re-training of existing teachers beyond their degree/specialist teaching subject(s). Two trainees and one existing teacher have started this route this summer

Whilst this very near-term focus is on education, a similarly focussed approach and capability needs to be applied to other directorates in the department, for example Children's Social Care, CAMHS and the Youth Service. It is important to reflect that we are strengthening our capabilities and not starting from scratch in these areas, for example in we have:

- developed an on-island programme to support newly qualified social workers.
- worked in partnership with Highlands College to implement a Social Worker degree (from which 5 newly qualified social workers started summer 2022 and a further 5 final year students are currently on placement in the service)
- an approved business case in the Government Plan 2023 – 26 to fund interim solutions to recruitment and retention of social workers
- appointed CAMHS mental health nurses who have completed on island training
- placed four psychology student interns in CAMHS during the last two summers, along with a graduate undertaking psychiatry training

The following activities designed to improve recruitment and retention outcomes are also scheduled:

- commissioned research with Skills Jersey to create an on-island apprenticeship route for social workers
- attendance at UK social work recruitment fairs in November 2022 and March 2023
- recruitment drives at universities for graduate teachers in 2023
- relaunch of a recruitment microsite for social workers in Q1 2023
- launch of a recruitment campaign for teaching assistants in Q4 2022
- introduce apprenticeship schemes and internships across the service, including the Level 3 apprenticeship in youth work in partnership with Highlands College
- develop a programme for aspiring managers in Children's Social Care to include professional qualifications and mentorship

- investment in childcare training and development activities to include level 3 diploma in childcare and a training offering that will improving skills and practice around the therapeutic and restorative approaches to supporting children and young people
- introduction of an on-island pathway for training psychologists
- introduced student mental health nurse placements for CAMHS

An update on recruitment activity and the performance of this new capability will be published by year end 2022.