

# Nottingham City Council Delegated Decision



**Nottingham**  
**City Council**

Reference Number:	4659
Author:	Sophie Rowlands
Department:	People
Contact:	Sophie Rowlands (Job Title: Quality Assurance and Workforce Compliance Officer, Email: sophie.rowlands@nottinghamcity.gov.uk, Phone: 0115 8765535)
Subject:	New Pay and Progression Policy for Registered Workers within Adult Social Care
Key Decision (decision valued at more than £1million):	Yes
Total Value:	£0.753m (Type: Revenue)
Decision Being Taken:	To implement a new Pay and Progression Policy within Adult Social Care for all registered Social Worker and Occupational Therapists, effective 01/04/22.The Policy will cover the following aspects of Pay and Progression for Social Workers and Occupational Therapists:A new framework for moving from Level One through to Level Three, based on competencies laid out by the regulatory bodies for each profession.The creation of a new Level Four role for both Social Workers and Occupational Therapists at Grade I, for experienced colleagues who have the necessary skills and knowledge to specialise in a certain area of practice.An additional payment for Senior Practitioners and Team Managers of £2k per annum (pro rata)(A summary of the proposed model is attached as an appendix below)

Reasons for the Decision(s) ;

Work took place during Summer 2021 via the Adults Leadership Team (ALT) Programme Board to explore and evidence the recruitment and retention issues that Adult Social Care (ASC) Assessment has faced for several years. The basis for the proposals put forward in this paper are based upon the following factors;

Regional variation in salaries of registered Social Workers and Occupational Therapists

Internal variation in progression timescales

between some of Children's Integrated Services (CIS) and Adult Social Care

Assessment Social Work salaries<

Inability to attract and recruit experienced, registered Social Workers & Occupational Therapists<

The need to tender a temporary Social Work Agency Contract in order to deal with increasing

Waiting Lists due to staff vacancies

Disproportionate over recruitment and appointment of Newly Qualified Social Workers & Occupational Therapists<

Barriers in career progression for registered Social Workers beyond Level 2 - this is currently only possible via Approved Mental Health Professional (AMHP) qualification

CIS had encountered similar issues in previous years as those noted above. A new Pay Model was agreed and implemented within CIS. ALT initially used this as a model to explore options in

Adult Social Care. The same model was agreed in principle in July 2021, but further work was identified to map out the Career progression pathway and adapt the model to meet Adult Social Care requirements. Recruitment

and retention of Social Workers and Occupational Therapists has been prioritised as the first phase of this work. A temporary Social Work Agency Contract has had to be tendered in order to deal with increasing Waiting Lists due to staff vacancies; should NCC offer attractive pay & progression, the expense of this tender would not have been required.

A regional analysis has demonstrated that registered Social Workers at Nottingham City Council rank on average at 6th out of nine in terms of pay against other East Midlands Local Authorities. Our exit analysis demonstrates that we are losing experienced Social Workers to neighbouring Local Authorities, and only recruiting inexperienced Newly Qualified Social Workers (NQSWS) who have protected caseloads and require additional intensive developmental support, as specified by Skills for Care.

The registered Occupational Therapist establishment within Adult Social Care has never been able to achieve full staffing over the last five years, due to inability to recruit and retain. The NHS provide significantly more attractive career opportunities and salary progression for their OTs, and neighbouring Local Authorities also offer competitive pay and terms. By implementing this new Pay and Progression Policy, the anticipated outcome will be to recruit and retain experienced registered workers, by offering more attractive terms for new and existing colleagues.

<b>Briefing notes documents:</b>	20220503 Pay and Progression Proposal.pdf
<b>Other Options Considered:</b>	Do Nothing - not favoured. This would not address any of the current and ongoing issues raised in this paper. Mirror the Children's Integrated Service Model - not favoured. Although this model has many parallels with the CIS model, a direct copy would not work within ASC due to the different structures and post-qualification accreditation options present in ASC, that are not built into the CIS model.
<b>Background Papers:</b>	N/A
<b>Published Works:</b>	N/A
<b>Affected Wards:</b>	Citywide
<b>Colleague / Councillor Interests:</b>	N/A
<b>Consultations:</b>	Date: 21/04/2022 Unions: Sara Storey (Director for ASC) consulted with all Trade Unions that represent workers within ASC. TUs were in favour of the proposal, with all comments and queries considered and taken into account for implementation documents and processes.
	Those not consulted are not directly affected by the decision.
<b>Crime and Disorder Implications:</b>	N/A
<b>Equality:</b>	EIA not required. Reasons: HR advice - EIA not required
<b>Relates to staffing:</b>	Yes
<b>Decision Type:</b>	Leader's Key Decision
<b>Subject to Call In:</b>	Yes
<b>Call In Expiry date:</b>	01/07/2022

Advice Sought:

Legal, Finance, Human Resources

Legal Advice:

Based on the reasons for implementation as set out in the Finance and HR section, there are strong and justifiable reasons for the introduction of the new pay and progression within Adult Social Care. The wording of any pay policy should be carefully checked to ensure it reflects the intention of the pay policy and no more. Any changes to roles/salary will need to be evidenced in writing with the employee confirming acceptance, to ensure compliance with Section 1 - 4 of the Employment Rights Act 1996.

Advice provided by Simon Lambert on 19.05.22.

Advice provided by Simon Lambert (Interim Employment Lawyer) on 19/05/2022.

Finance Advice:

This decision seeks approval to implement a new pay and progression policy within Adult Social Care that will impact registered Social Workers and Occupational Therapists and bring remuneration for these roles more closely aligned to pay policies for similar roles seen externally and internally within the sector. A review and cost modelling exercise show the budgetary impact to be £0.753m, the total of which is to be contained within the council's MTFP.

Funding for the proposed structure is to be allocated from within Adult Social Care's (ASC) existing budget. Due to a similar change implemented in Children Services, the Directorate has been able to work on identifying and implementing efficiencies in anticipation of enabling a similar improvement within ASC, supporting the delivery of the service and the required outcomes, as well as strengthening those areas supported by external grants.

Implementing the proposed structure should:

- i. Reduce the risk of grant clawback where positions and services are grant funded
- ii. Bring rates closer to market rates, increasing the attractiveness of the roles within the industry's job market and help to mitigate recruitment issues
- iii. Stabilise the workforce and have in place appropriate staffing levels to tackle growing wait lists
- iv. Improve retention rates, further establishing a sustainable workforce required to effectively 'grow your own'
- v. Reduce reliance on filling roles with temporary and more costly agency staff
- vi. Improve the success of Transformation where roles are linked to services included in the Transformation plan.

Due to the nature of structures that include progression roles, the actual costs per year will vary depending on the staffing mix. As a result, regular and robust monitoring of staffing will be required by the services, to manage the risk of spends occurring surplus to budget, causing unbudgeted pressures.

In implementing this structure, management will need to ensure that risks relating to the wider workforce are managed.

Finance will continue to be involved and support to ensure the budgets are robust and accurate, allow for thorough forecasting and clear alignment of grant (where appropriate).

Advice provided by Chanelle Poyser (Commercial Business Partner) on 13/05/2022.

**HR Advice:**

**This proposal set out to address the recruitment and retention issues facing ASC. Outlining a career progression for Social Workers and Occupational Therapists from Level one to Level four.**

**There will need to be a clear pathway on how to progress through the levels with a clear support and development plans in place. Clear guidelines of the criteria to receive the additional £2k payment for Senior Practitioners and Team Managers also needs to be clearly outlined.**

**As management are proposing to create a new Level 4 role for social workers, this role will be subject to the job evaluation process, it is anticipated that the grading outcome will be Grade I. Management should be aware that the selected post holders should commence on a starting salary of Level 1 within the respective grade, unless the colleague is already in employment at the council and on Level 2 of the same grade, in which case the employee would be matched over at the rate of pay they currently receive.**

**All post holders should commence of a starting salary of Level 1 within their respective grade as they progress through the pathway. Advice provided by Zoe Rylatt (HR Consultant) on 11/05/2022. Advice provided by Tracy Nash (HR Business Partners Co-ordinator) on 20/05/2022.**

**Signatures:**

<b>David Mellen (Leader/ PH Strategic Regeneration Communications)</b>
<b>SIGNED and Dated: 24/06/2022</b>
<b>Catherine Underwood (Corporate Director for People)</b>
<b>SIGNED and Dated: 10/06/2022</b>