

Equality Impact Assessment Form**screenip-sectionA****1. Document Control****Control Details:**

Title: If this is a budget EIA please ensure the title is the same as the title used within the budget booklet	Funding for Market Supplements in Children's Integrated Services – Introduction of Welcome and Retention Payments
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Strategic Budget EIA: Y/N (Does this EIA have an impact on the budget) If yes, please include the reference number	No
Exempt from publication: Y/N (All EIA's are published on Nottingham Insight for public viewing unless specified. Exemption criteria is available on the EIA section on the Intranet)	Yes

2. Document Amendment Record:

Version	Author	Date	Approved
1	Aadil Bhatti & Rachael Morris	31.5.2022	
2	Aadil Bhatti & Rachael Morris	17.6.2022	
3.	Aadil Bhatti & Ailsa Barr	1.7.2022	

3. Contributors/Reviewers (Anyone who has contributed to this document will need to be named):

Name	Position	Date
Aadil Bhatti	HR Consultant (Children's)	31.5.22 and 17.6.22
Rachael Morris	HR Business Lead (People)	31.5.22 and 17.6.22
Saema Mohammad	EDI Lead	16.6.22

4. Glossary of Terms

Term	Description

[screentip-sectionB](#)

5. Summary

(Please provide a brief description of proposal / policy / service being assessed)

This proposal is for a two-year introduction of a Welcome and Retention Payment for specific Teams in Children’s Integrated Services (Fieldwork, Front Door (Duty and MASH), Emergency Duty Team, Children In Care and Fostering) inclusive of the following roles: Service Managers, Team Managers, Senior Practitioners, Advanced Practitioners and Level 3 Social Workers (subject to qualifying criteria) where there are acute recruitment and retention issues.

- A payment of a £3,000 (gross) Welcome and Retention payment on completion of a successful probation period for newly starting, experienced social workers and Service managers as well as Agency Worker conversions in the relevant in-scope teams where they have an active SWE registration and a minimum of 2 years’ service as a social worker.
- A £3,000 (gross) retention payment for existing Social Work colleagues paid at their two-year service date and to existing Level 3 CSW’s, Advanced Practitioners, Senior Practitioners, Team Managers and Service Managers to commit to NCC for an additional 2 years of service.

Recruitment and Retention Statistics in case-holding social worker teams (front door, fieldwork, EDT, fostering and Children in Care)

	2019/20	2020/21	2021/22
Headcount	232	228	208
Experienced new starters (L3/AP/TM/SM)	15	25	10
NQSW	18	24	12
Turnover %	13.3%	10.9%	19.7%
Leavers	31	25	41
Agency Numbers	29.25	37.33	18.5

*20/21 we introduced the new pay model. Statistics are showing that the recruitment and retention challenges were eased in 2020/21. We attribute the pay model to creating some of this stability, but it could have also been due to wider factors.

** it should be noted that current turnover in the teams above is 19.3%.

Recruitment Statistics in case-holding social worker teams (CAMHS, IRO and Safeguarding conference chairs services)

	2019/20	2020/21	2021/22
Headcount	27	27	30
Experienced new starters (L3/AP/TM/SM)	1	0	0
NQSW	0	0	0
Turnover %	11.1%	11.1%	0%
Leavers	3	3	0

Emergency Duty Team provide an emergency service/response in respect of new and emerging harm for children/young people in the city and on this basis alongside the information about turnover in the team which was not captured due to posts being filled internally, we will be including EDT in the proposal.

Adult Social Care

The data in the table below shows the entirety of the ASC directorate recruitment and attrition figures.

	2019/20	2020/21	2021/22
Headcount	162	164	162
Experienced new starters (L3/AP/TM/SM)	7	7	4
NQSW	3	4	6
Turnover %	10.49%	6.09%	17.28%
Leavers	17	10	28

*In Adult Social Care, there have been ongoing challenges with recruitment and retention and the statistics show this has become more challenging over the last year. The pay and progression structure in Adults has been limiting for experienced social workers who have not been able to progress beyond a Grade G (Level 2 Social Worker) unless they took on additional qualifications or responsibilities to get them to a Level 3 Social Worker. The service are currently implementing a revised pay and progression framework which will seek to address the restrictions of the current model, allowing the more experienced social workers to progress higher through the pay and grading structure, through the means of a career progression framework. This is looking to be implemented in July 2022 and should respond to the recruitment & retention challenges experienced in Adult Social Care. The effectiveness of the change will need continuously reviewing to assess the impact on recruitment and retention.

Exit intelligence has been gathered from Childrens Integrated Services on an on-going basis from those colleagues who are choosing to leave the teams that are proposed to receive the market supplement. These colleagues range in position from newly qualified social workers up to Team Manager level. Some of the reasons given are listed below:

- Career Development, with opportunities elsewhere
- More or better remuneration elsewhere (some issues when core staff are mentoring agency staff who are being paid more on an hourly rate)
- Capacity issues and workload concerns - Pressure/Strain/Work-Life Balance/High case loads
- Morale in the team
- Moving to other parts of the country
- Going into other areas of social work e.g. to fostering agencies
- Some have left the profession entirely
- Feeling under valued
- Going to join agency – higher remuneration

EDI profiling - The teams that will be receiving a market supplement and are in-scope have the following workforce profile percentage (203 colleagues)

Age Range	Total
18 - 24	2.5
25 - 34	32.5
35 - 44	33.0
45 - 54	17.2
55 - 64	12.8
65+	2.0
Grand Total	203

Gender	Total
Female	82.3
Male	17.7
Grand Total	203

Ethnic Origin	Total
Asian/Indian	3.0
Asian/Pakistani	3.0
Black/African	5.4
Black/Caribbean	6.9
Black/Other Background	0.5
Mixed/Other Background	1.5
Mixed/White & Asian	0.5
Mixed/White & Black African	1.0
Mixed/White & Black Caribbean	4.4
Not Obtained	1.5
Prefers not to State	4.4
White Other background	3.4
White/British	57.6
(blank)	6.9
Grand Total	203

Disabled Status	Total
Disabled	4.4
Not Disabled	69.0
Not Obtained	5.9
Prefers Not to State	5.4
(blank)	15.3
Grand Total	203

Sexual Orientation	Total
Bisexual	1.5
Gay	1.5
Heterosexual	51.7
Lesbian	0.5
Not Obtained	5.4
Prefers Not to State	12.8
(blank)	26.6
Grand Total	203

Religion	Total
Christian	32.5
Hindu	0.5
Muslim	3.4
None	37.9
Not Obtained	6.9
Other	0.5
Prefers Not to State	7.9
Sikh	1.5
(blank)	8.9
Grand Total	203

This proposal is only being applied to teams with the most acute recruitment & retention challenges in Children’s services, the teams that will not receive a market supplement and are out of scope have the following workforce profile (data doesn’t include Adult Social Care as this is a separate division not under the Director’s control)

Due to the protection of potential identification of colleagues through small percentage numbers, the total number of colleagues in this group has been omitted from the data. To give an idea of scale, this workforce is less than 40 colleagues. Figures below are percentage values.

Age Range	Total
25 - 34	5.7
35 - 44	17.1
45 - 54	34.3
55 - 64	40
65+	2.9

Religion	Total
Christian	34.3
None	40
Not Obtained	14.3
Other	5.7
Prefers Not to State	2.9
(blank)	2.9

Ethnic Origin	Total
Black/Caribbean	17.1
Mixed/Other Background	2.9
Not Obtained	8.6
Other Ethnic Group	5.7
Prefers not to State	8.6
White Other background	2.9
White/British	54.3

Disabled Status	Total
Disabled	8.6
Not Disabled	77.1
Not Obtained	8.6
(blank)	5.7

Sexual Orientation	Total
Heterosexual	51.4
Lesbian	2.9
Not Obtained	11.4
(blank)	34.3

Gender	Total
Female	80
Male	20

[screentip-sectionC](#)

6. Information used to analyse the effects on equality:

(Please include information about how you have consulted/ have data from the impacted groups)

- Data extraction containing information on affected workforce who are included and not included from within the Childrens Integrated Service.
- Recruitment and Retention data

7. Impacts and Actions:

screentip-sectionD	Could particularly benefit the teams in receipt of the market supplement X	May adversely impact the teams not in receipt of the market supplement X
People from different ethnic groups.	<input checked="" type="checkbox"/> * in included teams	<input checked="" type="checkbox"/> * in excluded teams
Men	<input checked="" type="checkbox"/> * in included teams	<input checked="" type="checkbox"/> * in excluded teams
Women	<input checked="" type="checkbox"/> * in included teams	<input checked="" type="checkbox"/> * in excluded teams
Trans	<input checked="" type="checkbox"/> * in included teams	<input checked="" type="checkbox"/> * in excluded teams
Disabled people or carers.	<input checked="" type="checkbox"/> * in included teams	<input checked="" type="checkbox"/> * in excluded teams
Pregnancy/ Maternity	<input checked="" type="checkbox"/> * in included teams	<input checked="" type="checkbox"/> * in excluded teams
People of different faiths/ beliefs and those with none.	<input checked="" type="checkbox"/> * in included teams	<input checked="" type="checkbox"/> * in excluded teams
Lesbian, gay or bisexual people.	<input checked="" type="checkbox"/> * in included teams	<input checked="" type="checkbox"/> * in excluded teams
Older	<input checked="" type="checkbox"/> * in included teams	<input checked="" type="checkbox"/> * in excluded teams
Younger	<input checked="" type="checkbox"/> * in included teams	<input checked="" type="checkbox"/> * in excluded teams
Other (e.g. marriage/ civil partnership, looked after children, cohesion/ good relations, vulnerable children/ adults).	<input type="checkbox"/>	<input type="checkbox"/>
<i>Please underline the group(s) /issue more adversely affected or which benefits.</i>		

<p style="text-align: right;"><u>screeintip-sectionE</u></p> <p>How different groups could be affected (Summary of impacts)</p>	<p style="text-align: right;"><u>screeintip-sectionF</u></p> <p>Details of actions to mitigate, remove or justify negative impact or increase positive impact (or why action isn't possible)</p>
<p>Provide details for impacts / benefits on people in different protected groups.</p> <p>Note: the level of detail should be proportionate to the potential impact of the proposal / policy / service. Continue on separate sheet if needed (click and type to delete this note)</p> <p>As highlighted, this proposal seeks to financially benefit some colleagues who are in the teams with the most acute recruitment & retention challenges. Conversely, it will not financially benefit those social worker teams in children's services that are in teams that are not experiencing the same recruitment & retention challenges.</p> <p>Children's workforce benefits for the teams receiving the market supplement:</p> <ul style="list-style-type: none"> • The proposals have been researched thoroughly and welcome/retention payments are becoming more of an industry standard. The industry standard also doesn't apply to the wider children's services social worker structure in other local authorities, and those councils are also experiencing the most acute recruitment & retention difficulties in the teams that are similar to the teams that are in-scope to receive the market supplement • The introduction of the market supplement is hoped to slow down the turnover in the teams that will benefit, current turnover is at 19.3%. Individuals in receipt of the retention payment are requested to commit to the council for two-years, in the hope that this provides the current workforce with an incentive to stay, and stabilises (and decreases) the turnover %. • The current number of permanent and temporary (the latter due to maternity/paternity/shared parental/sickness absence) vacancies is 20 Permanent and 31 Temporary (total 51 fte). These gaps present pressures on the existing workforce, meaning that children in need or child protection cases may need to be picked up, or assessed in priority order based on risk, in line with the current workforce capacity. The introduction of the market supplements is hoped to attract new 	<p>Continue on separate sheet if needed (click and type to delete this note)</p> <ul style="list-style-type: none"> • Market Supplements rely on a review of external market rates in order to make a business case for supplementation of pay for a particular job or group of jobs and may be used for the following reasons 1) Where there is strong evidence that the basic pay for a job is preventing recruitment or retention of suitable job holders, 2) where there is a business critical need to retain a specific employee and a real risk of them leaving the Council due to more attractive opportunities in the wider market, 3) Where there is any other market-related business case to pay over and above an employee's regular pay. Payment of market supplements should only be considered where job evaluation cannot resolve the issue. The pay model addressed the basic pay for the social worker workforce for the teams that will benefit from this market supplement. • The teams that are not going to benefit from the market supplement are either already being paid at the same contractual level as the teams benefiting from this proposal and the council is introducing a mirroring of the pay model in the other teams, as well as the work in adult social care. • The business case for the market supplement (operational document in consultation with trade unions) clearly details the outline business case as per the process. Ongoing monitoring and success of the market supplement that is being introduced to resolve the acute recruitment & retention challenges in children's services will take place by management and this supplement will be in place for a two-year period, with review at the end of the period. • We will be encouraging with greater emphasis our wider children's social worker workforce to be more agile and move around the structure more into some of the teams that are included in the payment, in order to benefit more colleagues. This is by choice for the individuals and a management assessment through our career progression discussions with the workforce – this could support the ethnically diverse workforce to move around into the beneficiary teams, and provide a more diverse workforce • We have a positive and attractive ASYE programme and we do attract NQSWs to our roles and this, alongside apprenticeships within social work

experienced social workers to the organisation in order to help fill these gaps.

- The current agency numbers in the service are 32, as the service operates with gaps, the majority of the costs are covered by vacant posts (48.5 gaps at present) but agency workers do cost the council more than the core established workforce. It is hoped the introduction of these payments will give current agency workers more cause to convert to an NCC contract, therefore bringing down our agency costs and permanently filling the vacancies
- NQSW that are currently in their ASYE programme (and reach their 2-year service data before 31/3/2024 will also benefit from this incentive – this is especially important to keep our NQSW for longer due to the turnover we have once social workers become more experienced
- All protected characteristics in the teams in receipt of the supplement will benefit from the proposal for market supplements, the majority benefactors being females and younger colleagues

Children's workforce impacts for the teams not receiving the market supplement:

- There are a larger number of ethnic minority colleagues in the teams that will not receive the market supplement, as opposed to smaller ethnicity minority numbers in the teams that will receive the market supplement
- The workforce that will not receive the market supplement is older, and has higher proportion of disabled colleagues, as well as a larger female workforce
- Affecting all protected characteristics is a general perception of the unfairness when other teams are also struggling to attract, recruit and retain.
- There is the potential to increase turnover in the teams that are not receiving the market supplement cause more recruitment and retention issues for the service
- There is a possibility of creating staff migration issue across the service to receive the market supplement. This would benefit the teams in receipt of the market supplement with increased diversity, especially with regards to the disabled and ethnic minority workforce, but it could create instability in the teams that will not be receiving the market supplement.

Broader Council impacts:

will support bringing more diverse talent at the entry level, and developing those diverse colleagues through the structure, and these teams in scope

- Through recruitment processes, we will ensure we have balanced recruitment panels for each process
- We will use creative marketing to attract the widest and most diverse talent pool to all our social worker roles and be clear about our flexible approach. We will be actively pursuing more international markets for our social worker roles in order to attract new talent from the international employment market, as we know the UK market is extremely tough and competitive
- We will be working to develop an apprenticeship pipeline alongside the Frontline programme in order to attract new entry-level talent to support our retention
- Other initiatives such as the Accelerated Development Programme for colleagues from protected characteristic groups as well as the corporate Leading and Managing well development on offer. We also work in partnership across the city for the Nottingham Leading Together Programme and these initiatives will be used to develop and mentor colleagues with a view to supporting progression.
- To address the balance of protected characteristics across the service in the future, we will do more work with schools and colleges to attract younger, diverse people into social work. As social workers have to be degree qualified, we know this presents systemic barriers for some communities. Getting the conversation started early enough, coupled by the offer of apprenticeships for those people who do not or will not consider university will support the service to attract a wider and more diverse future social worker group.

<ul style="list-style-type: none"> • Other areas of the council that have recruitment and retention issues may perceive this as unfair considering they are facing similar challenges. • These areas have not been analysed for the purposes of this EIA 	<ul style="list-style-type: none"> • We are looking at wider organisational pay and reward challenges in a strategic level against our commitment to develop a workforce strategy. This may benefit the whole organisation, as well as the teams in scope but also the teams out-of-scope in this proposal in Childrens and the potential impact across Adult social care.
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8. Arrangements for future monitoring of equality impact of this proposal / policy / service:

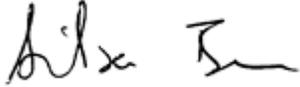
This proposal is for a two-year period (until 31/3/2024) in the first instance with regular review of recruitment and retention data to determine if there will be an on-going need to maintain this approach. It is envisaged that introduction of this approach will stabilise the workforce and additional initiatives will be employed to address the challenges as part of a longer term workforce strategy with succession planning that mitigates against expected and unexpected staff turnover

9. Outcome(s) of equality impact assessment:

<input checked="" type="checkbox"/>	No major change needed	<input type="checkbox"/>	Adjust the policy/proposal
<input checked="" type="checkbox"/>	Adverse impact but continue	<input type="checkbox"/>	Stop and remove the policy/proposal

10. Approved by (manager signature) and Date sent to equality team for publishing:

<p>Approving Manager: The assessment must be approved by the manager responsible for the service/proposal. Include a contact tel & email to allow citizen/stakeholder feedback on proposals.</p>	<p>Date sent for advice: Send document or Link to: edi@nottinghamcity.gov.uk</p>
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Approving Manager Signature: 	Date of final approval: 20th June 2022
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Before you send your EIA to the Equality and Employability Team for advice, have you:

1. Read the guidance and good practice EIA's
<http://intranet.nottinghamcity.gov.uk/media/1924/simple-guide-to-eia.doc>
2. Clearly summarised your proposal/ policy/ service to be assessed.
3. Hyperlinked to the appropriate documents.
4. Written in clear user-friendly language, free from all jargon (spelling out acronyms).
5. Included appropriate data.
6. Consulted the relevant groups or citizens or stated clearly, when this is going to happen.
7. Clearly cross-referenced your impacts with SMART actions.

PLEASE NOTE: FINAL VERSION MUST BE SENT TO EQUALITIES OTHERWISE RECORDS WILL REMAIN INCOMPLETE.