



**Greater London Provincial Council
Job Evaluation Scheme**

**Manually Evaluated Job Report
Social Worker Level 3 - ASH**

Job Details:	
File Number	JE1000002517
Old JE ID	
Job Title	Social Worker Level 3 - ASH
New JE Title	Social Worker Level 3 - ASH
Job Report Amended	
NCC Grade	
Job Report Returned	
2010 Department	
2010 Directorate	
2010 Service Area	
New Department	Adult Services, Housing & Health
New Directorate	Adults
New Service Area	
Job Family	Social, Health & Education
Job Analyst	Kirsty
Post Holder Interviewed	
Pilot Evaluation	
Date	
Analyst Name	Tom
Job Status	MODERATED
Historical	
Signed Off (DMT/Governors)	
Disestablished Post/Redundant Evaluation	
Moderation Status	
Pilot Evaluation	
Score	576
Grade	H
Description	

Factor Levels:	
Supervision/Management Of People	1
<p><i>Note: Little or no supervisory responsibility other than assisting less experienced staff in work familiarisation of peers and new recruits. Please see Factor Outline for information on how Temporary and Contract staff are treated.</i></p> <p><i>Although post holders at this level would undertake "professional supervision" sessions, the nature of this duty does not meet our criteria for supervision of staff and has been measured in the Contacts and Relationships factor. (please see below).</i></p>	
Dispersal Awarded	No
Creativity & Innovation	5
<p><i>Note: Work which requires a range of imaginative solutions or responses and involves application of fresh and innovatory thinking.</i></p> <p><i>The post holder is required to work within department policy, procedure and criteria, and in accordance with national performance indicators, when undertaking assessments, formulating and reviewing care plans and managing cases. In doing this, they are required to interpret and apply an advanced knowledge of a wide range of policies in reflective evidence based practice. The post holder is required to work autonomously, with limited supervision on the most complex cases.</i></p> <p><i>The post holder is also required to undertake duties which will require them to be innovative in their approach, whilst utilising their in depth knowledge of the legislation and policy surrounding their area of work. For example, they lead on safeguarding investigations into the most complex cases or where there are multiple incidences and they deputise for the team manager, as and when required.</i></p> <p><i>Post holders at this level will be holders of a PQ specialist award. This means that they may be operating as Practice Teachers or Approved Mental Health Professionals, both roles which the post holder to utilise their specialist knowledge to problem solve on a day to day basis.</i></p>	
Contacts & Relationships	6
<p><i>Note: Dealing with a range of complex and contentious matters requiring support, persuasion, advocacy and sensitivity, within the application of operational guidelines. The outcome will have significant implications, including care, for the contact or the service.</i></p> <p><i>The post holder has regular contact with their clients and carers and other professionals, both internal and from partner agencies. Post holders at this level will be expected to manage cases with minimal supervision, some of which may include the most complex case including those where abuse and neglect are suspected or multiple incidences have been reported. These cases will often require the post holder to participate in multiagency working. The post holder will also act as a lead witness in court or in mental health tribunals, for example. They lead on investigations and will be required to report on these. The post holder may also work as a practice teacher and/or approved mental health professional (AMPH).</i></p> <p><i>Post holders at this level are also required to undertake case management supervision where they will use their advanced knowledge and experience to advise and guide less experienced staff to ensure that their work is within the set standards, policies and procedures. (Day to day allocation of work and overall responsibility for quality of work/the employee's performance will still remain with the team manager.)</i></p> <p><i>At this level, the post holder may be required to deputise for the team manager, as and when required.</i></p> <p><i>As such, the post holder will have contact on a range complex and contentious matters, the outcome of which can be significant, in terms of its impact on the individual client or the authority as a whole.</i></p>	

Decisions - Discretion	3
<p><i>Note: Work is carried out within policies and objectives where there is a wide range of choices and where advice is not normally available and/or decisions where policy, procedures and working standards provide only general guidelines.</i></p> <p><i>The post holder will make decisions, with minimum supervision, relating to the assessment of clients and management of cases. Other areas of work where the post holder will make decisions include:</i></p> <ul style="list-style-type: none"> - <i>leading on safeguarding investigations</i> - <i>when deputising for the team manager (although this may be on an ad hoc basis)</i> - <i>when representing the authority at meetings etc</i> - <i>when undertaking Practice Teacher/AMPH duties.</i> 	
Decisions - Consequences	3
<p><i>Note: Decisions which have significant implications for the service or significant effects on employees or other individuals or other organisations.</i></p> <p><i>The post holder holds a caseload of the most complex cases. They lead on investigations where there may have been multiple incidents reported. The post holder's decisions on how to manage these cases and conduct these investigations often have a significant impact on the client, a group of clients and/or the authority itself. Some post holders at this level will work as approved mental health professionals (AMPH)s where the decisions are made, within guidelines, which may have significant implications on the client.</i></p>	
Resources	1
<p><i>Note: Little or no responsibility for physical or financial resources.</i></p> <p><i>The post holder is required to ensure that records and user information are accurate, up to date, secure and maintained, using information technology in accordance with agreed data entry systems and the Data Protection Act.</i></p>	
Work Demands	3
<p><i>Note: Work subject to deadlines involving changing problems or circumstances or demand.</i></p> <p><i>The post holder is required to manage their case load within statutory timescales. They also lead on investigations: their work, therefore, is deadline driven. As the post holder is required to juggle cases, their work is interrupted on a regular basis.</i></p>	
Physical Demands	1
<p><i>Note: Work requiring normal physical effort.</i></p> <p><i>Normal physical effort required for this job.</i></p>	
Working Conditions	1
<p><i>Note: Work normally performed in a heated, lit and ventilated indoor environment; may be exposed to occasional noise or outside conditions.</i></p> <p><i>The post holder is required to undertake home visits. Please see work context below.</i></p>	
Work Context	4
<p><i>Note: Work potentially involves a substantial risk to personal safety of injury, illness or health problems arising from the environment or the public/clients.</i></p> <p><i>The post is required to interact directly on a daily basis with vulnerable adults and their carers, which exposes them to emotional risk (eg through exposure to the case histories of these clients). They are required to lead on safeguarding investigations. The post holder undertakes home visits on a daily basis.</i></p>	
Knowledge & Skill	6
<p><i>Note: Ability to undertake work of a complex nature which requires:</i></p> <p><i>EITHER detailed knowledge and skills in a diverse range of specialist disciplines;</i></p> <p><i>OR advanced/high level knowledge and skills in a specialist discipline.</i></p> <p><i>The post holder will require a high level of knowledge and experience in their field of social work. Social workers at this level are required to hold a social work qualification (DIPSW or</i></p>	

equivalent) and full PQ Specialist Award (including Practice Teacher qualification/AMHP status). Post holders at this level will carry a full and complex caseload and work with minimal supervision.

Work undertaken by the post holder includes:

- Dealing with complex cases, assessment of adults and their carers*
- creation and implementation of effective care plans, ensuring innovative use of resources*
- leading on safeguarding investigations in the most complex cases or whether there are multiple incidences*
- managing complex cases including those where abuse and neglect are suspected, including monitoring and review of plans, maintenance of accurate records etc.*
- representing the authority eg at internal/external meetings, in court or on Mental Health Tribunals, acting as a witness as required.*
- participating in mentoring and supporting practice learning students (acting as Practice Teacher if required)*
- providing case management supervision.*
- deputising for the team leader where necessary.*



**Greater London Provincial Council
Job Evaluation Scheme**

**Manually Evaluated Job Report
Social Worker Level 3 - CHS**

Job Details:	
File Number	JE1000002521
Old JE ID	
Job Title	Social Worker Level 3 - CHS
New JE Title	Social Worker Level 3 - CHS
Job Report Amended	
NCC Grade	
Job Report Returned	
2010 Department	
2010 Directorate	
2010 Service Area	
New Department	Children's Services
New Directorate	Specialist Services
New Service Area	Consolidated
Job Family	Social, Health & Education
Job Analyst	Kirsty
Post Holder Interviewed	Paperbased
Pilot Evaluation	
Date	
Analyst Name	Tom
Job Status	MODERATED
Historical	
Signed Off (DMT/Governors)	
Disestablished Post/Redundant Evaluation	
Moderation Status	
Pilot Evaluation	
Score	576
Grade	H
Description	

Factor Levels:	
Supervision/Management Of People	1
<p><i>Note: Little or no supervisory responsibility other than assisting less experienced staff in work familiarisation of peers and new recruits.</i></p> <p><i>No formal supervisory/management responsibility in this post, although the post holder would provide guidance to social workers level 1 and 2 and unqualified staff, leading in child protection investigations and they will participate in mentoring and supporting practice learning students and act as Practice Teacher if required.</i></p>	
Dispersal Awarded	No
Creativity & Innovation	5
<p><i>Note: Work which requires a range of imaginative solutions or responses and involves application of fresh and innovatory thinking.</i></p> <p><i>The post holder is required to work within department policy, procedure and criteria, and in accordance with national performance indicators, when undertaking assessments, formulating and reviewing care plans and managing cases. In doing this, they are required to interpret and apply an advanced knowledge of a wide range of policies in reflective evidence based practice. The post holder is required to work autonomously, with limited supervision on the most complex cases, including those where abuse and neglect are suspected.</i></p> <p><i>The post holder is also required to undertake duties which will require them to be innovative in their approach, whilst utilising their in depth knowledge of the legislation and policy surrounding their area of work. For example, they lead on safeguarding investigations into the most complex cases or where there are multiple incidences.</i></p> <p><i>Post holders at this level will be holders of the full PQ specialist award. This means that they may be operating as Practice Teachers or the most senior social workers, both roles which the post holder to utilise their specialist knowledge to problem solve on a day to day basis. They will be expected to contribute to service development in policy review and task groups.</i></p>	
Contacts & Relationships	6
<p><i>Note: Dealing with a range of complex and contentious matters requiring support, persuasion, advocacy and sensitivity, within the application of operational guidelines. The outcome will have significant implications, including care, for the contact or the service.</i></p> <p><i>The post holder has regular contact with their clients and carers and other professionals, both internal and from partner agencies. Post holders at this level will be expected to manage cases with minimal supervision, some of which may include the most complex case including those where abuse and neglect are suspected or multiple incidences have been reported. These cases will often require the post holder to participate in multiagency working. The post holder will also act as a lead witness in court and providing support and guidance to less experienced colleagues and witnesses, for example. They lead on investigations and will be required to report on these. The post holder will also be expected to participate in mentoring and supporting practice learning students, operating as a Practice Teacher if required. They will participate in individual "professional" supervision with the line manager as required by the Department's supervision policy.</i></p> <p><i>As such, the post holder will have contact on a range of complex and contentious matters, the outcome of which can be significant, in terms of its impact on the individual client or the authority as a whole.</i></p>	
Decisions - Discretion	3
<p><i>Note: Work is carried out within policies and objectives where there is a wide range of choices and where advice is not normally available and/or decisions where policy, procedures and working standards provide only general guidelines.</i></p>	

<p><i>The post holder will make decisions, with minimum supervision, relating to the assessment of clients and management of cases. Other areas of work where the post holder will make decisions include:</i></p> <ul style="list-style-type: none"> - <i>leading on safeguarding investigations</i> - <i>when representing the authority at meetings, in court etc</i> - <i>when undertaking Practice Teacher/mentoring duties</i> 	
Decisions - Consequences	3
<p><i>Note: Decisions which have significant implications for the service or significant effects on employees or other individuals or other organisations.</i></p> <p><i>The post holder holds a caseload of the most complex cases. They lead on investigations where there may have been multiple incidents reported. The post holder's decisions on how to manage these cases and conduct these investigations often have a significant impact on the client, a group of clients and/or the authority itself.</i></p>	
Resources	1
<p><i>Note: Little or no responsibility for physical or financial resources.</i></p> <p><i>The post holder is required to ensure that records and user information are accurate, up to date, secure and maintained, using information technology in accordance with agreed data entry systems and the Data Protection Act.</i></p>	
Work Demands	3
<p><i>Note: Work subject to deadlines involving changing problems or circumstances or demand.</i></p> <p><i>The post holder is required to manage their case load within statutory timescales. They also lead on investigations: their work, therefore, is deadline driven. As the post holder is required to juggle cases, their work is interrupted on a regular basis.</i></p>	
Physical Demands	1
<p><i>Note: Work requiring normal physical effort.</i></p> <p><i>Normal physical effort required for this job.</i></p>	
Working Conditions	1
<p><i>Note: Work normally performed in a heated, lit and ventilated indoor environment; may be exposed to occasional noise or outside conditions.</i></p> <p><i>The post holder is required to undertake home visits. Please see work context below.</i></p>	
Work Context	4
<p><i>Note: Work potentially involves a substantial risk to personal safety of injury, illness or health problems arising from the environment or the public/clients.</i></p> <p><i>The post is required to interact directly on a daily basis with vulnerable children and their carers, which exposes them to emotional risk (eg through exposure to the case histories of these clients). They are required to lead on safeguarding investigations. The post holder undertakes home visits on a daily basis.</i></p>	
Knowledge & Skill	6
<p><i>Note: Ability to undertake work of a complex nature which requires:</i></p> <p><i>EITHER detailed knowledge and skills in a diverse range of specialist disciplines;</i></p> <p><i>OR advanced/high level knowledge and skills in a specialist discipline.</i></p> <p><i>The post holder will require a high level of knowledge and experience in their field of social work. Social workers at this level are required to hold a social work qualification (DIPSW or equivalent) and full PQ Specialist Award. Post holders at this level will carry a full and complex caseload and work with minimal supervision.</i></p> <p><i>Work undertaken by the post holder includes:</i></p> <ul style="list-style-type: none"> - <i>dealing with complex cases, assessment of children and their carers</i> - <i>creation and implementation of effective care plans, ensuring innovative use of resources</i> 	

- *leading on safeguarding investigations in the most complex cases or whether there are multiple incidences*
- *managing complex cases including those where abuse and neglect are suspected, including monitoring and review of plans, maintenance of accurate records etc.*
- *representing the authority eg at internal/external meetings or in court acting as a lead witness as required.*
- *To participate in mentoring and supporting practice learning students (acting as Practice Teacher if required).*

SOCIAL WORKERS

APPENDIX 3: GUIDE FOR MANAGERS AND PERSONNEL STAFF IN IMPLEMENTING THE CHANGES TO THE SALARY CRITERIA

The key components of the existing salary criteria scheme (introduced 1.5.1990) are as follows:

1. Commencement salary
2. 'Reckonable' experience (that can be counted for assessing commencement salary and subsequent progression)
3. Salary progression.

The grade incorporates spinal column points 24 to 36, and is divided into three 'levels':

Spinal Column Points 24-27 (pt 25 is minimum for qualified staff)

Spinal Column Points 28-31

Spinal Column Points 32-36 (bar for unqualified staff at 34).

Staff are accelerated through the grades by a time served progression system.

The aim of this guide is to highlight the main elements of each component of the original salary scheme (as above) and to explain the recommendations in each case.

1. Commencement salary.

For all Social Workers and Occupational Therapists who are **newly appointed** to the City Council, commencement salary is calculated by the use of a 'matrix' (see Appendix A) which measures length of experience and determines an appropriate spinal column point. It is proposed that in *addition* to the use of this matrix, the following more flexible system is introduced:

i. Newly qualified staff with no previous experience.

The present scheme allows for newly qualified staff with no previous experience to commence on spinal column point 25 with discretion for 26. It is recommended that all such staff are started on point 26 as a matter of course until such time as the Management Team deem that there is no longer a recruitment shortage.

It is also recommended that all recruitment advertisements are amended to reflect the new salary range as spinal column points 26-36, subject to experience.

ii. Practising Social Workers/ Occupational Therapists.

The present system of using the salary matrix to measure length of experience does not allow any room for negotiation. It is recommended that for applicants who are currently practising SWs and OTs, the matrix is used

only in those circumstances where it provides for an offer of salary in excess of their current salary. Where the matrix suggests an offer of salary which would be detrimental, the matrix should be ignored, and the offer should not only match existing salary, but one extra increment should be offered in all cases (subject to reaching the top of the grade.)

iii. Other Qualified staff.

Please refer to "Reckonable experience", point 2 below.

NB Existing employees who change jobs within the Department will transfer on the same salary.

2. Reckonable experience.

Within the current scheme, there are only certain categories of experience which are deemed as 'reckonable' service for the purposes of salary assessment. These categories are outdated in terms of job titles and confined in terms of what kinds of experience is counted. It would be both impossible and impractical to produce a definitive list of relevant job titles. Whilst the scheme allows for "other qualified experience" to be deemed as comparable, it is felt that the list is redundant to some extent and that appointing officers should have the experience and knowledge of the service they represent to recognise valuable and relevant experience.

It is therefore recommended that when qualified staff are appointed who are not currently in practice as a SW or an OT and are not newly qualified, all previous relevant experience should be considered. Appointing Officers should give consideration to the value of the candidate's previous experience, and its relevance to the post they are applying for. As above, the salary matrix should be used, and applied where this provides for an excess of salary offer. However, where the matrix indicates a lower offer than the applicants existing salary, Appointing Officers should try and match the offer of salary where this realistically reflects valuable experience. Level of salary alone should not be an indicator. Appointing Officers should also maintain consistency of practice when applying discretion. It is recommended that in these cases, PERSONNEL OFFICERS SHOULD ALWAYS BE CONSULTED.

3. Salary progression.

Currently, a newly qualified Social Worker / Occupational Therapist progresses to SCP 28 after six months experience and becomes eligible for consideration to progress to SCP 32 after 2 years post qualified experience. It has become common practice that both these progressions have become automatic and not subject to any 'consideration'.

It is not proposed to change the existing timescales for salary progression.

The first progression to SCP 28 after six months seems to offer an attractive 'quick' progression for newly qualified staff. However, it is recommended that the first progression is linked in, and subject to, a successful probationary period where this is applicable. Also, it is recommended that the progression is to SCP 29, not 28, thus giving an instant addition of an extra three days annual leave. Hence the new levels would be:

Spinal Column Points 25-28 (pt 26 minimum for qualified staff - until further direction)

Spinal Column Points 29-31

Spinal Column Points 32-36.

The second progression to SCP 32 after two years rewards experience and is currently 'subject to consideration'. It is recommended that this second progression is linked to 'competency' assessment and completion of core training.)

wording in contracts

APPENDIX A

Social Workers Commencing Salaries

Experience	Column 1	Column 2	Column 3
	Post Qual.	Total Post Qual And Unqual Experience	Unqual.
0 – 5 months	25 (discretion for 26)	25 (discretion for 26)	24 (discretion for 25)
6-11 months	28	26	24 (discretion for 25)
12-17 months	28	27	24 (discretion for 25)
18-23 months	29	27	26
2 years	32	29	28
3 years	33	30	29
4 years	33	31	30
5 years	34	32	32
6 years	34	33	32
7 years	34	33	32
8 years	35	34	33
9 years	35	34	33
10 years	36	35	34

APPENDIX A (continued)

Occupational Therapists Commencing Salaries

Experience	Column 1	Column 2	Column 3
	Post Qual. LA Related Experience	Total Post Qual LA related Experience and other Post qual experience	Other Post Qual Experience
0 – 5 months	25 (discretion for 26)	25 (discretion for 26)	24 (discretion for 25)
6-11 months	28	26	24 (discretion for 25)
12-17 months	28	27	24 (discretion for 25)
18-23 months	29	27	26
2 years	32	29	28
3 years	33	30	29
4 years	33	31	30
5 years	34	32	32
6 years	34	33	32
7 years	34	33	32
8 years	35	34	33
9 years	35	34	33
10 years	36	35	34

RESIDENTIAL

Management Guide re Revised Salary Implementation for SRSWs and RSWs

The Departmental Management Team agreed to a report presented by [REDACTED] on 16th June 2004 which implemented several changes to the post formerly known as Residential Social Worker.

Post Title

The Care Standards Act 2000 makes a distinction between Social Workers and Social Care Workers. It introduced the registration of Social Workers and decreed that only staff who hold a SW qualification can present themselves to the public as "Social Workers". Whilst it is desirable that the post of RSW attracts qualified Social Workers, it is currently the case that the majority of staff are not SW qualified. Therefore it has been necessary to change the title of the post. Staff were asked to nominate several preferred choices, of which management choose one. Therefore as of 16.6.2004, the post will be known as "Residential Support Worker".

Grade and Salary Scheme

The grade for the former RSW was inherited from the County. Although it was a National grade, the salary scheme for progression was quite lengthy and complicated, involving movement upwards via assessments. City grades use the standard spinal column. The new City job evaluation scheme is likely to favour shorter grades, therefore the post has been split into 2 separate posts:

- Residential Support Worker - Scale 4,5,6 and
- Senior Residential Support Worker - SO1.

The Care Standards Act also stated that 80% of residential staff should be qualified to NVQ Level III in Care by 2005. Therefore, as the previous salary scheme seemed rather cumbersome for staff and managers, and as staff now need to attain NVQs, it seemed sensible to link the two – salary progression with achievement of required qualifications.

The Salary Scheme for Residential Support Workers is as follows:

There will be 3 levels:

Level I	Scale 4 (pts 18-21)
Level II	Scale 5 (pts 22-25)
Level III	Scale 6 (pts 26-28)

AUM PO1
UM PO2.

New starters:

Level I

This level is for new starters who have **no NVQ in Care (Caring for children and Young People) or SW qualification**. They will start on the bottom of scale 4, unless they can bring something else to the post, e.g a counselling qualification, or relevant experience. Managers can use their discretion to offer 1 or 2 increments and until there is some consistency of practice, all such requests will be considered by Bev Russell, Operational Manager

New starters at this level will be required to undertake the in house induction known as "Preparing to Care" within their probation period **and** apply for the NVQ Level III within their first year of employment. **Both of these requirements will be written into their contract** and managers must monitor progress. If the employee fails to complete Preparing to Care **or** to apply or enrol on the NVQ with no good reason, their six month probation period will be extended. If the employee still fails to complete Preparing to Care or to apply or enrol on the NVQ with no good reason by the **9th month** of their employment, the manager must bring this to the attention of their senior manager and personnel. Following a formal hearing, the employee may be dismissed by virtue of non completion of a probationary period.

NB. 'Good reason' will be determined by Service Manager/ Operational Manager.

Level II

This level is for new starters who have achieved **six or more units of the NVQ Level III in Care** (there are 12 units). Again discretionary increments can be awarded if a prospective employee brings more to the post, like substantial experience. As above, all such requests to start anyone higher than spinal column point 22 should be verified by the Operational Manager.

New starters at this level will be required to undertake the in house induction known as "Preparing to Care" within their probation period **and** complete NVQ Level III within their first year of employment. **Both of these requirements will be written into their contract** and managers must monitor progress. If the employee fails to complete Preparing to Care **or** to complete the NVQ with no good reason, their six month probation period will be extended. If the employee still fails to complete Preparing to Care or to complete the NVQ with no good reason by the **9th month** of their employment, the manager must bring this to the attention of their senior manager and personnel. Following a formal hearing, the employee may be dismissed by virtue of non completion of a probationary period.

NB. 'Good reason' will be determined by Service Manager/ Operational Manager.

Level III

This level is for new starters who have the **Full NVQ Level III in Care OR the DipSW (or equivalent)**. As above, discretionary increments can be awarded if a prospective employee brings more to the post, like substantial experience. All such requests to start anyone higher than spinal column point 26 should be verified by the Operational Manager.

New starters at this level will be required to undertake the in house induction known as "Preparing to Care" within their probation period. **This requirement will be written into their contract** and managers must monitor progress. If the employee fails to complete Preparing to Care with no good reason, their six month probation period will be extended. If the employee still fails to complete Preparing to Care with no good reason by the **9th month** of their employment, the manager must bring this to the attention of their senior manager and personnel. Following a formal hearing, the employee may be dismissed by virtue of non completion of a probationary period.

NB. 'Good reason' will be determined by Service Manager/ Operational Manager

Existing Staff Progression:

Staff will move up the grades as follows:

Level I staff

After completing six parts of the NVQ Level III in Care, staff will move up to Level II, Scale 5 pt 22. There will be no further room for salary negotiation, but as will all progression criteria, staff will start on the bottom on the next grade on the first date of the month following achievement of six units. Proof of this achievement will be needed, therefore Managers are required to notify personnel accordingly providing copies of relevant verification from the NVQ assessor for retention on the individual's personal file.

Level II Staff

After completing the **Full** six parts of the NVQ Level III in Care **OR** DipSw (or equivalent) staff will move up to Level II, Scale 6 pt 26. There will be no further room for salary negotiation, but as will all progression criteria, staff will start on the bottom on the next grade on the first date of the month following achievement of the full NVQ (12 units) or DipSW. Proof of such achievement will be needed, therefore Managers are required to notify personnel accordingly providing copies of relevant verification from the NVQ assessor or DipSw tutor (or certificate if available) for retention on the individual's personal file.

All the above criteria is summarised in Appendix A

The Salary Scheme for Senior Residential Support Workers is as follows:

Scale SOI (pts 29-31)

Initially there will be a limited amount of Senior Residential Support Worker in each unit. When a post becomes vacant, it will be ring-fenced to existing Residential Support Workers in accordance with the attached procedure (Appendix B). In order to apply, staff must have the full NVQ Level III or DipSW (or equivalent). If no-one applies for the post, or it is not filled following the ring-fenced recruitment, the post will be advertised externally.

Staff may be offered a discretionary increment, as with any new starter, depending if they bring something extra to the post (e.g a qualification in Teaching or Leisure etc.).

If the newly appointed Senior has the DipSW (or equivalent), they will be required to enrol on the NVQ Level III in Care as well.

They will be an expectation at this level that the postholder will also enrol on NVQ Level IV in Management or Care in order for them to progress in their career and to enhance service delivery.

Adverts:

Posts will be advertised as:

**Residential Support Worker £ , - £ ,
(Sp col pts 18-28, qualification bars at 21 and 25.) Starting salary for
Social Work qualified staff is £ , (pt26) plus qualification allowance of
£ .**

Applicants must hold Caring for Children and Young People NVQ 3 or be willing to work toward it.

(NB staff who hold qualifications which match the competences of NVQ 3 will be accepted – Tina Farrow, NVQ assessor within the training section will be able to give further guidance on this)

Senior posts will go through the internal ring-fenced process first, but if not filled and there is a need to go external:

**Senior Residential Support Worker, - £ ,
(Sp col pts 29-31. Applicants must be NVQ III (children and young people) qualified or hold the SW degree (or equivalent).**

Qualification Allowance:

Full Qualification Allowance will only be payable to SW (CSS, CQSW, DipSW or SW degree) qualified staff in Residential Support Worker and Senior Residential Support Worker posts.

Therefore Education liaison posts will no longer be eligible to claim this.

Partial Qualification Allowance will no longer be payable to any post.

A full list of Qualifications that are currently required within Children's Homes is attached for information as Appendix B

Probationary period:

Probation periods will apply to all new starters, regardless of Local Government experience. Managers must inform candidates of this when offering posts. Personnel must ensure that probation periods are reflected in contracts. Managers must monitor general conduct and progress during the probation period, as well as ability to undertake preparing to care and willingness and ability to apply for the NVQ III (as per the above salary criteria and Appendix A.) Managers must notify Personnel and Senior Management where there are concerns regarding a new employee.

Holiday Payments:

When staff accompany children on holiday, they will now be entitled to a daily payment of £50.00 on top of their existing salary and sleeping in payment.

WARDS AFFECTED: ALL

STANDARD DMT REPORT LAYOUT

REPORT TO CHILDREN'S SERVICES DEPARTMENTAL MANAGEMENT TEAM

DATE: April 2007

REPORT OF SERVICE DIRECTOR, SOCIAL CARE / SPECIALIST SERVICES

TITLE: Review of the Temporary Recruitment and Retention Packages within Professionally Qualified Fieldwork Services.

1 SUMMARY

This report makes firm recommendations to continue temporary recruitment and retention packages for a further period of 9 months, or until the completion of the Corporate Job Evaluation / Single Status exercise, whichever is the sooner.

2 RECOMMENDATIONS

IT IS RECOMMENDED that DMT agree to operate the same proposals as Adults, Housing and Health and Children's Services Management Team, ie: the extension of both packages, as outlined in section 4 of this report and Appendix 1, for 9 months, or until the completion of the Corporate Job Evaluation / Single Status exercise, whichever is the sooner.

3 BACKGROUND AND PROPOSALS

3.1 A Recruitment and Retention initiative was agreed by Executive Board on 20th April 2004 (this was attached to the report brought to DMT in April 2006) and was implemented within professionally qualified Field Work staff across the former Social Services as of 1st April 2004 in the form of 2 temporary packages – one, a 'wider package' applying to all professionally qualified staff, the other, a direct retention payment, paid to certain child care teams only. The scheme was then extended until 31 March 2006.

3.2 The packages were offered on an interim basis due to unprecedented recruitment and retention pressures. It was recommended that they should be reviewed April 2006 when it was hoped the Council's new pay and grading scheme would be implemented and would address such pressures.

3.3 Since December 2005, representatives from Adults' and Children's Management Teams have met with Heads of Service and HR to jointly review the spirit and intention of the packages. Acknowledgement has been given to the positive impact both packages have had on staff retention and the ability to recruit. Vacancy levels in Children's Services particularly have been greatly reduced. It is accepted that to change or remove the package, without the removal of external vacancy pressures, would be too great a risk in terms of positive industrial relations. It is also anticipated that many staff will feel aggrieved at the loss of 6 days leave, particularly as staff at

the County continue to be offered this. It is accepted that the pay and grading scheme will not be implemented for some time.

4 TIMESCALE FOR IMPLEMENTATION OF PROPOSALS

- 4.1 It is proposed that the package be extended in its entirety for one further year. It is anticipated that over the next year, vacancy levels will continue to be stable in children's services,
- 4.2 It is proposed that the package is further reviewed December 2007, particularly giving regard to vacancy levels, staff turnover and progress on the City Council's pay and grading scheme.
- 4.3 It is proposed that DMT agree that all retention payments made after 1st April 2007 are now made as a 'bridging the gap' payment pending the implementation of the pay and grading scheme. Any arrears owed to staff as part of this implementation will be offset against the 'bridging the gap' payment and will be paid back to the department, not to the individual. However, in the event that arrears are less than the payment, no reimbursement from staff will be sought.
- 4.4 It is proposed that no new employees are given the six days extra leave, as outlined in last year's report.
- 4.5 It is proposed that slight amendments are made to two of the 'softer' elements of the package, namely training credits and 9 day working fortnight as detailed in Appendix 1.
- 4.6 It is proposed that consideration is given by Management Teams to use any savings made from these recommendations to offer staff a lump sum 'buy-out' for December 2007 to soften the loss of six days leave should the package then cease.
- 4.7 It is proposed that if recommendations are agreed, discussions take place with Trade Unions and employees written to forthwith regarding the status of the packages, particularly highlighting the changes to the package (as at 4.3 and 4.4).

6 OTHER OPTIONS CONSIDERED

Whilst GEMS and Works Perks offer other rewards and incentives to staff, given the scenario outlined in 3.3 and the delay to the completion of the pay and grading review across the whole organisation, a continuation of the status quo would be most favourable.

7 FINANCIAL IMPLICATIONS

- 5.1 The cost of extending the retention payments for 2007/08 is as follows:

Annual cost = 99 individuals @ £3,130** = £309,870

** The retention payment of £2,500 must have National Insurance and Superannuation factored in at a combined rate of 25.3% so the total cost of each payment will be £3,130.

5.2 The 2007/08 budget for Children's Services contains a provision of £409,830 for meeting the cost of recruitment and retention. Of this it is estimated that £25,000 may be needed for Golden Hellos and £309,870 for the payments above, leaving £74,960 to be used to fund registration fees, training credits and PQ awards as reported in the Executive Board Report on 20th April 2004 on Recruitment and Retention.

5.3 Proposal 4.3 states that these payments are treated as 'bridging the gap' payments and hence after the pay and grading scheme is implemented, these payments will be deducted from arrears owed to staff should there be arrears to pay. The treatment of whether these deductions will then accrue to Departments or not will be subject to confirmation from the Chief Finance Officer.

(SL)

8 SPECIFIC VAT ISSUES

None.

9 GERSHON EFFICIENCY IMPLICATIONS (value for money)

Continuing not to award 6 days extra leave for new employees will mean that staff time will be increased leading to greater efficiency of resources.

10 BSF IMPLICATIONS

None.

11 LEGAL IMPLICATIONS

None.

12 RISK MANAGEMENT ISSUES

Any cessation of the scheme is likely to be the result of completion of the corporate pay and grading review and appropriate parties (eg; Trade Unions) are involved in ongoing negotiations on this front. It would be appropriate to ensure appropriate communication is maintained with the workforce so as to mitigate against any potential issues.

13 OBSERVATIONS OF OTHER OFFICERS

HR: The report and its contents have been shared and are agreed. (CW)

14 OBSERVATIONS OF UNIONS

Must be completed for any report involving recruitment to new posts / changes to existing posts. (any other occasions?) If there are no relevant observations state None.

15 CRIME AND DISORDER ACT IMPLICATIONS

None.

16. EQUALITY IMPACT ASSESSMENT SCOPING TOOL (pro-forma attached)
See attached.

17 LIST OF BACKGROUND PAPERS / DOCUMENTS

See Appendix 1.

18 PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT

CONTACT OFFICER

Contact Officer: [REDACTED] Senior HR Officer, Performance and Change Team,
Children's Services HR.

Telephone number: 0115 915 0977

Email address: [REDACTED]

April 2007

EQUALITY IMPACT ASSESSMENT SCOPING TOOL

Equality Strand	Does the proposed project/plan or function have an adverse impact on people from these key equality groups	Are there any changes which could be made to the proposals which would minimise any adverse impact identified? Please describe	Have any mitigating circumstances been identified? Please state	Areas for Review/Actions Taken (with timescales and name of responsible officer)
Race	No. The scheme does not discriminate on these grounds.	None identified, so no.	Not applicable	Not applicable
Gender Inclu. Teenage pregnancies	"	"	"	"
Disability	"	"	"	"
Religion/Belief	"	"	"	"
Sexual Orientation	"	"	"	"
Age	"	"	"	"
Social Inclusion	A recruitment and retention package is more likely to attract employees from both in and outside Nottingham	"	"	"
Community Cohesion	Not applicable	"	"	"
Looked after children	Not applicable	"	"	"

APPENDIX I

Recruitment and Retention Package

Notice to all Children & Adult Social Work Team Managers, Senior Practitioners, Social Workers, Occupational Therapists and (Children's) Reviewing Officers

You may be aware that the City Council is currently undergoing a pay and grading exercise (job evaluation) – that all jobs are considered under a new grading scheme and to ensure that any pay differentials within roles are brought into line.

It was hoped that this project would be completed and introduced by April 1st 2006, but due to the enormity of the task, this has not been possible.

A Recruitment & Retention package has been applied to Team Managers, Senior Practitioners, Social Workers, Occupational Therapists and Reviewing Officers in adults and childcare teams since 1st April 2004. The package was introduced for two years and was due to be reviewed December 2005.

Adult and Children's Management Teams have reviewed the package with the Trade Unions and have considered the following:

- Job evaluation will not be implemented for a further year; therefore pressures in terms of local recruitment and retention problems will still exist.
- Child Care teams have stabilised, with vacancy levels reducing from 35% to 2.15% in Social Work posts.
- Turnover in Adults teams has increased.
- Initiatives such as 'Works Perks' and 'GEM' have been introduced since the recruitment and retention package; therefore staff now have the opportunity for different rewards and incentives.

Adults and Children's Management Teams have decided:

With regard to the wider package*

(Package 1 - available to Team Managers, Qualified Social Workers, Senior Practitioners and Occupational Therapists):

£1000 Golden Hello

This will continue to be paid as per current arrangements, that is a:

- One-off payment of £1000 made to all internal or external applicants either returning to a qualified fieldwork post or moving into a qualified post after attaining a Social Work qualification.
- Payment is made shortly after commencing in Permanent Employment in a post that qualifies.
- This payment is subject to Tax and N.I. deductions

9 Day working Fortnight

The facility to request flexible working is now a statutory entitlement although it is dependant on service needs. Therefore this element of the package is now redundant.

PQ1 (£200) and PQ2 (£500) Award Payments (Children & Adults)

This will continue to be paid as per current arrangements.

- As a commitment to your continued professional development, a one-off reward of £200 will be afforded to qualifying employees who successfully complete PQ1 and £500 for PQ2 training.

7

- Payment for those awards attained from 1st April 2004 is subject to the Practice Learning Team providing confirmation to the Workforce Planning Team.

6 Days Additional Leave (Pro-rata for part time workers)

This will continue to be paid as per current arrangements, except that it will not be applied to new starters as of 1st April 2006.

£200 Training credits per employee per year

- There has been little take up on this element of the package. It has therefore been agreed that the budget for this will be pooled and allocated to teams, so that Team Managers can allocate resources to meet team development priorities in a more meaningful manner.

It should be noted that with regard to the above elements of the package that are to continue, they will only be afforded until 31st December 2007 or until completion of the corporate job evaluation project, whichever is the sooner. Any further need to examine recruitment or retention packages for business critical posts will be considered within the current market supplement framework.

With regard to the Package 2 – the “Retention Payment”

(Package 2 - available to eligible employees* working as Qualified Social Workers, Team Managers and Senior Practitioners in the Children and Families patch teams including those employees originally from the Central Duty Team):

- A further payment to 'bridge the gap' between now and the implementation of job evaluation. The payment will be in the form of a market supplement and will cease 31st December 2007 or upon completion of the corporate job evaluation project, whichever is the sooner.
- The payment will be at the same rate as the retention payment, £2,500 per annum, and paid in the same manner to staff who meet the existing criteria*.
- The payment will however be in lieu of any arrears employees may be entitled to in respect of job evaluation. Therefore should any arrears be awarded, the lump sum 'bridging the gap' payment will be deducted. Both Adults and Children's Management

Teams have however agreed that in the event that no arrears are awarded, or if arrears are less than the pay advance, no further monies will be recouped.

- The payment and will be made to, in line with existing criteria*.

* For further details please refer to the Workforce Planning Team on 57240 or Aisla Nicholls in Children's Services on 50977.

Appendix One

PAYMENTS FOR PRACTICE ASSESSORS AND MENTORS:-

SCALE 1.

For people who DO NOT have practice teacher award:-

70 – 75 days - £625

80 – 85 days - £725

SCALE 2.

For people who have the practice assessor's award:-

70 – 75 days - £725

80 – 85 days - £825

ONSITE SUPERVISORS.

70 days - £80

80 – 85 days - £90

FOUNDATION PLACEMENTS.

10 – 15 days - £35

25 – 49 days - £55

50 days and above - £70



Nottingham
City Council

RECEIVED
04 OCT 2011

Employee FORM 2B

Group Grading Grievance Appeal: Notification

This form should be used when submitting an appeal against your Single Status grading grievance decision. All employees wishing to be considered as part of this appeal must complete and sign this form.

This form should be completed and submitted to the Appeal Officer shown on your decision letter. Please refer to the guidance or speak to your manager or union representative before completing this form. Failure to complete this form correctly will result in a delay to your appeal being processed.

PART A – GROUNDS FOR APPEAL

By completing this form you are registering your intention raise an appeal against the grievance decision regarding the grading of your post under Single Status. Please tick the box below which describes the ground on which your group wishes to appeal:

- A. The decision regarding the grade is incorrect
- or
- B. The application of the grievance procedure was flawed
- or
- C. I have other concerns regarding the grading of my role

Please provide a brief summary of your concerns in the box below:

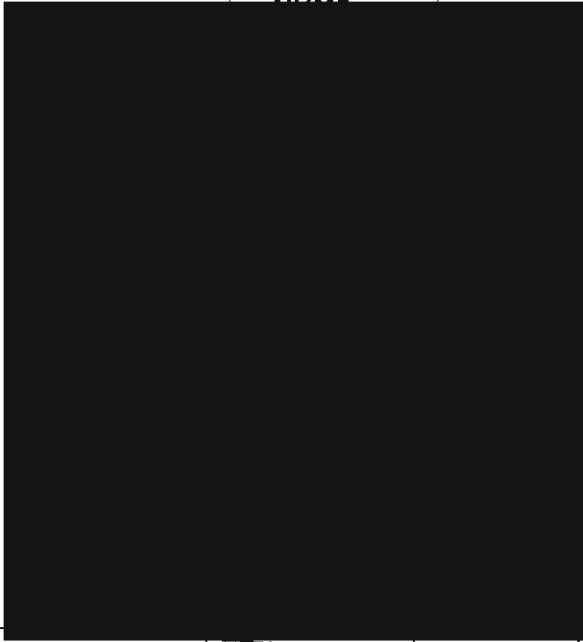

The explanation provided was unreasonable given the facts presented in the grievance meeting with our manager.

Due consideration has not been given to the evidence presented.

In some factors the wrong level has been awarded.

Employee FORM 28

PART B - DECLARATION OF INTENTION TO RAISE AN APPEAL

NAME	PLACE OF WORK & CONTRACT NUMBER	PAY NUMBER	POST TITLE	DEPT & SERVICE AREA	JOB EVALUATION TITLE*	JOB EVALUATION CODE*	SIGNATURE
			SOCIAL WORKER	EDT	SOCIAL WORKER - EDT	JE 1000000331	
			SOCIAL WORKER	EDT	"	"	
			SOCIAL WORKER	EDT	"	"	
			SOCIAL WORKER	EDT	"	"	
			SOCIAL WORKER	EDT	"	"	

*Please see your results letter for this information

Please note, only employees who were part of the original group grievance are able to appeal against the grievance decision.

PART C – TO BE COMPLETED BY THE APPEAL OFFICER

The following details should be completed by the Appeals Officer on receipt of this form. This form should be returned to the **Single Status Team, Loxley House, Station Street, Nottingham, NG2 3NG** or email a scanned copy to **singlestatus.appeals@nottinghamcity.gov.uk** without delay. Please also retain a copy for your records.

DATE FORM RECEIVED

YOUR NAME

JOB TITLE

EMAIL ADDRESS

CONTACT PHONE NUMBER

SIGNATURE



COPY RETAINED BY APPEALS OFFICER

Please return this form to; **Single Status Team, Loxley House, Station Street, Nottingham, NG2 3NG** or email a scanned copy to: **singlestatus.appeals@nottinghamcity.gov.uk**

Note for appeals officers: a copy of this form should be sent to the Single Status team without delay.

Office use only:

Date form received:

Date Input:

Logged by:

Ref Number:

E100000 0331 6



**Nottingham
City Council**

RECEIVED
2 DEC 2010

Employee FORM 1B

RECEIVED
23 DEC 2010

Group Grading Grievance: Notification

This form should be used when submitting a group grievance against your Single Status grade. All employees wishing to be considered as part of a group grievance must complete and sign this form.

This form should be completed and submitted to your line manager. Please refer to the guidance or speak to your manager or union representative before completing this form. Failure to complete this form correctly will result in a delay to your appeal being processed.

PART A – GROUNDS FOR GRADING GRIEVANCE

By completing this form you are registering your intention raise a grievance as part of a group against the grading of your post under Single Status. Please tick the box below which describes the ground on which your group wishes to raise this grievance.

- A. We have been matched against the wrong job evaluation (i.e. We have been incorrectly "grouped").

or

- B. We wish the grading of our role to be considered against that of the named employee or post we are comparing ourselves with.

or

- C. We have other concerns regarding the grading of our role. (Please provide a brief summary of these concerns in the box below):

The Single Status Team incorrectly used a draft report and not the one that was signed off by the Team Manager or Team Representative. Consequently the job role was not fully reflected and the wrong score was awarded.

PART C – TO BE COMPLETED BY THE LINE MANAGER

The following details should be completed by the Line Manager on receipt of this form. This form should be returned to the **Single Status Team, 2nd Floor Century House, 8 - 18 Chapel Bar, Nottingham. NG1 6JQ** or email a scanned copy to **singlestatus@nottinghamcity.gov.uk** without delay. A copy of this should be sent to your HR Service Partner. Please also retain a copy for your records.

DATE FORM RECEIVED

22/12/10

YOUR NAME

JOB TITLE

EMAIL ADDRESS

CONTACT PHONE NUMBER

SIGNATURE



COPY SENT TO HRSP

COPY RETAINED

Please return this form to; **Single Status, 2nd Floor Century House, 8 - 18 Chapel Bar, Nottingham. NG1 6JQ** or email a scanned copy to: **singlestatus@nottinghamcity.gov.uk**

Note for managers: copies of this form and meeting letter should be sent to your HRSP and the Single Status team without delay.

Office use only:

Date form received:

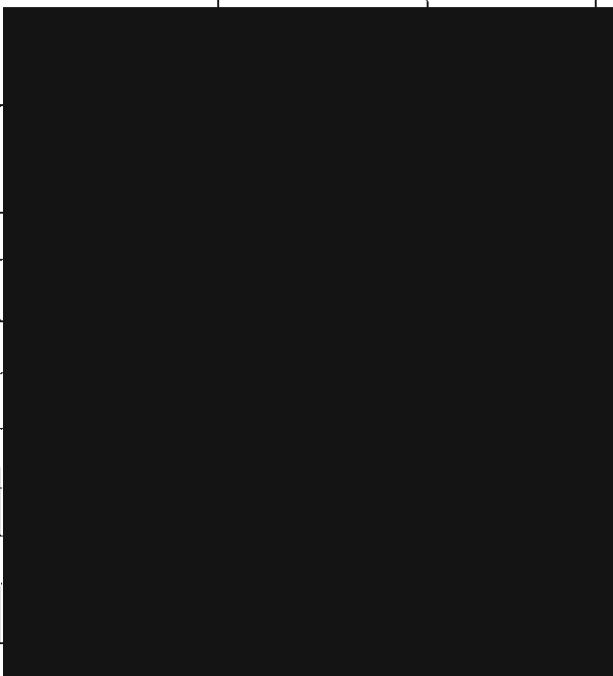


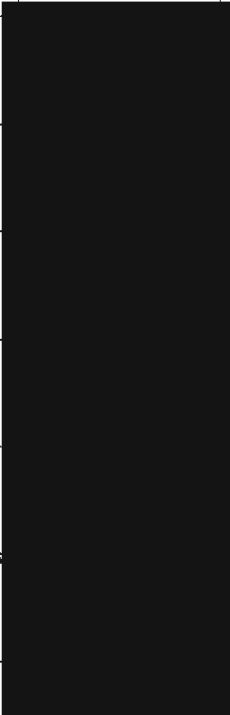
Date Input:

Logged by:

Ref Number:

Employee FORM 1B

PART B – DECLARATION OF INTENTION TO RAISE A GRADING GRIEVANCE

NAME	PLACE OF WORK & CONTRACT NUMBER	PAY NUMBER	POST TITLE	DEPT & SERVICE AREA	JOB EVALUATION TITLE*	JOB EVALUATION CODE*	UNION MEMBER? (Please specify union)	**	SIGNATURE
			SOCIAL WORKER	EDT	SOCIAL WORKER - EDT	JE 1000000331	UNISON		
			SOCIAL WORKER - EDT	EDT Children & Families			UNISON		
			SOCIAL WORKER - EDT	EDT	SOCIAL WORKER - EDT	JE 1000000331	UNISON		
			SOCIAL WORKER - EDT	EDT C + F	SOCIAL WORKER EDT	JE 1000000331	UNISON		
			SOCIAL WORKER EDT	EDT C + F	SOCIAL WORKER EDT	1000000331	UNISON		
							UNISON		

*Please see your results letter for this information

** If you are a trade union member but you do not wish your details to be shared with your trade union, please mark an X in this column.

My Ref: Grievance Decision Letter

Your Ref:

Contact: [REDACTED]

Email:



EDT, NEMS

Tel:

Fax:

EDT,
NEMS
484 Derby Road
Nottingham

09 Aug 2011

Dear Colleague

Re: Grading Grievance Decision: Tracking Number JE100000331

I refer to the Step 2 grading grievance meeting that was held in April 2011 to discuss the grievance that you raised in your grievance notification form dated March 2011. Your concerns were referred to the Single Status team for investigation and finding of fact on whether the original grading decision was correct.

In response to your grievance, the decision is that your grievance is:-

- a) partly upheld in that your JE has been amended, however this has not resulted in a change to your grade

I have forwarded the details of your grading grievance decision by email and have hard copies to give to you when I next meet with you.

If you are not satisfied with the decision, you have the right to appeal against this decision. If you wish to appeal, you should lodge your appeal using the Notification of Appeal form, outlining the grounds for appeal to me within 30 days from the date of this letter. I will ensure that this notification is delivered to the Appeal Officer, directly I receive it. The notification of appeal form can be found on the intranet.

Please note your grading grievance tracking number is **JE100000331**. This must be quoted in all future correspondence.

Yours sincerely

[REDACTED]
Team Manager EDT

CC: HR Admin
Appeals Officer
Single Status team, Loxley House
Head of Service



SINGLE STATUS GRADING GRIEVANCE OUTCOME

To: [REDACTED]

From: Single Status Team

Date: 28 April 2011

Subject: Outcome of Grading Grievance - Finding of Fact

Claim Type: Group - Grade

Claim Ref: JE1000000331G

Claimant Details:

Person Ref:

Name:

Job Evaluation:

JE1000000331 - Social Worker EDT - 5 (H)

JE1000000331 - Social Worker EDT - 5 (H)

JE1000000331 - Social Worker EDT - 5 (H)

JE1000000331 - Social Worker EDT - 5 (H)

JE1000000331 - Social Worker EDT - 5 (H)

JE1000000331 - Social Worker EDT - 5 (H)

The above named individuals have submitted a Grading Grievance, which has been addressed as part of a collective Group Grievance.

A full review of the grievance, taking into consideration all supporting evidence supplied, has been undertaken and the outcome of our findings is as detailed in the following paragraph(s).

Outcome: Partly Upheld - JE amended, no change to grade

Job Evaluation Outcome:

JE1000000331 Social Worker EDT

Grade Outcome: 5(H)

The information submitted on the evidence form has been reviewed.

Contacts: the evidence provided shows that the contacts that the post holders have are complex and contentious, and have significant implications for the contact. The level scored will be increased to level 6.

Resources: this factor measures physical resources held by the employee for which they are personally responsible. It therefore does not include a budget or account holding. It also does not include contracting care packages.

It also does not include mobile phones or standard office equipment ie shredding machines. The level scored is, therefore, correct.

Work Demands: it is accepted that each shift will bring a variety of issues for the post holder, and they will have to prioritise all referrals that they receive.

Each shift can bring a variety of problems, and the post holder on duty will have to prioritise and cope with changing situations. The level scored will be increased to level 4.

Work Conditions: whilst it is accepted that some of the places the post holder will visit may be dirty, the post holder is not required to work interactively in these conditions.

The risk associated with this has been measured in a different factor. In line with the evaluations for the Social Workers the level this factor scores will be reduced to level 1.

Although the review has led to a change in the job evaluation score, this has not resulted in a change to the grade for this post.

Please ensure that the outcome of the grievance is communicated, by letter, to the individual concerned.

Should you have any queries then please contact us either by email at singlestatus.appeals@nottinghamcity.gov.uk, or by telephone on extension 54145.

Should the individual be unsatisfied with the outcome, they may appeal the decision. Further details of this process are available on the Intranet.

Best regards,

The Single Status Team
HR and Organisational Transformation

Proposed Rematch

Current JE match:

Current JE Title:

Current GLPC Profile

SMP	Disp	CRE	C&R	DIS	CON	RES	WDM	PDM	WCD	WCX	K&S	Total Score:

Current Grade:

Proposed JE match:

Proposed JE Title:

GLPC Profile of rematch job

SMP	Disp	CRE	C&R	DIS	CON	RES	WDM	PDM	WCD	WCX	K&S	Total Score:

Final Grade:

Rematch approved by (Signed):

Date:

Other suggested action (including new evaluation)

If a comparator job change, please complete comparator job sheet.

Suggested action approved by (signed):

Date:



SINGLE STATUS GRADING GRIEVANCE – MEETING EVIDENCE FORM

This form is to be completed by the manager following the step 2 meeting with the employee(s). Please read the guidance notes before completing this form.

SECTION 1 EMPLOYEE DETAILS

To be completed with the details of all employees attending the meeting.

GRIEVANCE REFERENCE NUMBER:		JE1000000331G	
MEETING DATE:	07/02/2011	STEP 2 MANAGER:	[REDACTED]
EMPLOYEE NAME(S):	[REDACTED]	EMPLOYEE JOB TITLE(S):	Social Worker EDT
JE TITLE & JEID:	JE1000000331 Social Worker-EDT	DEPARTMENT & SERVICE AREA:	Children's Services
OTHER ATTENDEES EG TRADE UNION REPRESENTATIVES:	[REDACTED] Unison		

SECTION 2 GROUNDS FOR GRADING GRIEVANCE

Please tick the relevant ground for the grading grievance (one only)

A	The employee has been matched against the wrong job evaluation i.e. They have been incorrectly grouped. (PLEASE COMPLETE SECTION 3 PART A BELOW)	
B	The employee wishes the grading of their role to be considered against that of the named employee or post they are comparing them self with (PLEASE COMPLETE SECTION 3 PART B BELOW)	
C	The employee has other concerns regarding the grading of their role. E.g. The scheme has been wrongly applied; something significant was not included in the job report or interview which will have a significant effect on the grade. (PLEASE COMPLETE SECTION 3 PART C BELOW)	X



SECTION 2 - PART A: Job Grouping

Please provide a brief summary of why the employee considers their job grouping to be incorrect:

--

Is there another evaluation against which this post might be grouped?	Yes	No
---	-----	----

If yes, please complete the details of this job below:

Job Evaluation title:	
-----------------------	--

Job Evaluation code:	
----------------------	--

Dept & Service Area:	
----------------------	--

Justification for this job grouping:

To progress the finding of fact, a copy of the employee's job description and person specification should be provided with this form. Failure to provide this will delay the grading grievance.
For further guidance on what to do if a job description needs updating or where there is a dispute over the job description for a post, please refer to the managers' guidance.

PLEASE COMPLETE SECTION 4, GRADING GRIEVANCE EVIDENCE DECLARATION, ON PAGE 7



SECTION 3 PART B COMPARATOR JOB

B1. Please complete the details of the post/person the employee wishes to use as a comparator.

Name of comparator (where known)	
Job Evaluation Title	
Job Evaluation Code	
Post title	
Department	
Service Area	
Grade under Single Status	

B2. Please provide details in the table below, on a factor by factor basis, of how the employee considers the main tasks, duties and responsibilities of their post to be similar/different to those of the named comparator job(s).

A separate sheet should be completed for each named comparator.

Factor	Supporting Information
Knowledge & Skill	
Is the above information agreed by management?	
	Yes No
Supervision & Management of People	
Is the above information agreed by management?	
	Yes No
Creativity & Innovation	
Is the above information agreed by management?	
	Yes No
Contacts & Relationship	
Is the above information agreed by management?	
	Yes No

Manager FORM 1

Decisions - Discretion		
Is the above information agreed by management?	Yes	No
Decisions - Consequences		
Is the above information agreed by management?	Yes	No
Resources		
Is the above information agreed by management?	Yes	No
Work Demands		
Is the above information agreed by management?	Yes	No
Physical Demands		
Is the above information agreed by management?	Yes	No
Working Conditions		
Is the above information agreed by management?	Yes	No
Work Context		
Is the above information agreed by management?	Yes	No
Other information		
Is the above information agreed by management?	Yes	No
<p>To progress the finding of fact, a copy of the employee's job description and person specification should be provided with this form. Failure to provide this will delay the grading grievance.</p> <p>For further guidance on what to do if a job description needs updating or where there is a dispute over the job description for a post, please refer to the managers' guidance.</p>		
<p>PLEASE COMPLETE SECTION 4, GRADING GRIEVANCE EVIDENCE DECLARATION, ON PAGE 7</p>		



SECTION 3 PART C: OTHER CONCERNS REGARDING THE GRADING OF THEIR POST

C1. Please provide a brief summary of the employee's concerns regarding the grading of their post:

The job report provided does not accurately reflect the work done, specifically in the areas, Contacts and relationships, Resources, and Work demands.

C2. If the employee wishes to submit additional evidence about their role in relation to their job evaluation, please record this in the table below.

For further information on how to complete this table, please refer to the guidance notes.

Factor	Supporting Information			
Knowledge & Skill				
Is the above information agreed by management?			Yes	No
Supervision & Management of People				
Is the above information agreed by management?			Yes	No
Creativity & Innovation				
Is the above information agreed by management?			Yes	No
Contacts & Relationship	The post holder has regular contact with clients and carers and other professionals, both internal and from partner agencies. The post holder as an EDT social worker is expected to manage cases with minimal supervision; supervision provided is only by telephone. The post holder is expected to effectively and efficiently manage the most complex cases including those where abuse and neglect are suspected or multiple incidences exist. This includes both adults and children.			

Manager FORM 1

These cases regularly require the post holder to participate in multi agency working and contribute to the creation and maintenance of good working relationships with colleagues in partner agencies. The post holder is expected to provide the lead on safeguarding investigations and provide appropriate reports for other agencies. The post holder is expected to enforce City Council policies and procedures in relation to both children and adults.

EDT regularly receives referrals in relation to child abuse. This can be both sexual and physical or neglect. This calls for interagency working, with the post holder taking the lead, with the referrer, the police and medical services. Referrals often lead to immediate child removal from carers and the necessity for medical examination. The post holder is responsible for holding a statutory strategy meeting with the police. (This is a Team manager responsibility in daytime services). It is possible for the post holder to be called to legal proceedings in relation to this at a later date.

Adult safeguarding is also a frequent referral; this involves adults both in their own homes and residential care. The post holder regularly seeks alternative accommodation for adults at risk. This involves liaison with police, paramedics, health services and residential units. Safeguarding meetings have been held within residential units and chaired by the post holder. These have to be undertaken out of hours to enable a safety protection plan to be immediately implemented.

Safeguarding issues within residential units have implications for every resident and thereby major implication for the City Council

The post holder is the custodian of information regarding clients with a Safeguarding plan. This requires the post holder to liaise with other professionals who may require details out of hours. This may be medical staff ranging from nurses to consultants or police officers ranging from Constable to Inspector.

As the only contact point for other agencies out of hours the post holder is expected to liaise with high standing senior professionals who would not ordinarily consult with basic grade social workers. They consider EDT social workers to represent the City Council.

The post holder is expected to liaise with directorate from both children's services and adult services when necessary. The post holder has direct contact numbers for senior management throughout the City Council. The post holder has had to contact the directorate on more than one occasion for what is considered to be a notifiable incident.

The post holder is regularly called upon to offer legal advice to other professionals both internally and externally, this advice covers both children and adult legislation. If necessary the post holder will present evidence to specially convened courts or courts that may sit at a weekend. This includes attending magistrate's homes seeking warrants under the Mental Health Act or emergency protection orders (EPO) in relation to children. This will be done without legal support. The post holder has to contact Clerks of The Court to present a justifiable reason why

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	<p>emergency contact with a magistrate is necessary, they then have to present their case in front of the magistrate, and if necessary the magistrate's home becomes a court of law. <i>(This has been done once on Christmas Day and in the early hours of the morning on more than one occasion)</i></p> <p>The post holder has no access to legal advice out of hours and is therefore required to have a thorough understanding of complex legislation and the interface between conflicting acts. <i>(An EDT social worker recently had to make a decision with a possible life or death outcome regarding a child who was Fraser competent and refusing lifesaving medical treatment. There was no individual with Parental Responsibility (PR) and the child was diagnosed with mental health difficulties. The post holder's knowledge and understanding of numerous Acts of legislation enabled them to provide appropriate advice, guidance and reassurance to other professionals from partner agencies and to the child involved).</i></p> <p>The manager on call, who provides telephone support, would be from children's services, the knowledge they have is predominantly in relation to the legislation and procedures involving children. In adult cases the post holder makes decisions regarding accommodation and home care packages. The post holder can commission these services whereas colleagues in the day time have to seek approval for such actions from a panel. This has major implications for the Local Authority.</p> <p>The post holder is expected to be proactive in sustaining knowledge of the City's ethnic minority communities. As an out of hours service EDT is often the first point of contact for both the police and immigration service for advice and guidance in relation to asylum seekers and those whose first language is not English.</p> <p>The post holder is constantly dealing with complex cases involving both adults and children. Skills of tact, diplomacy and negotiation are all required in interactions with service users, their families, carers and other agencies.</p> <p>As EDT provides the only field work service out of hours all decisions made by the post holder could have significant implications for service users and the City Council.</p>		
	Is the above information agreed by management?		Yes
Decisions & Discretion			
	Is the above information agreed by management?		Yes No
Consequences			
	Is the above information agreed by management?		Yes No
Resources	<u>Resources</u>		

Cash/ Financial Resources.

In all financial transactions EDT follow the local authority policy and procedures and constantly attempt to gain best value for money. The majority of financial transactions undertaken by EDT Social Workers do not require managerial approval. A unique position within the local authority.

Post holder will issue small amounts of s.17 money on an emergency basis for those in crisis. No requirement to seek managerial approval. The post holder ensures that the appropriate receipts are signed and submitted.

Post holder will agree to provide transport by taxi. This is on an account basis, journeys and cost can be substantial, the only SW's within the authority that can do this without seeking managerial approval. Out of hours other SW's who may be working late consult EDT about transport.

Post holder will agree Residential and Nursing accommodation for adults and agree that the Local Authority will meet the financial cost. The only SW's within the authority that does this without managerial approval.

Post holder will agree, when necessary, with private agencies an immediate increase in Home Care packages for adults and that the Local Authority will meet the financial cost. The only SW's within the authority who can immediately agree to this.

Post holder will approve Hotel accommodation for vulnerable adults. This has financial implications for the Local Authority.

Post holder will provide food parcels, baby equipment and other items to families in crisis with the Local Authority meeting the financial cost. The SW has to shop for this and provide the necessary receipts.

Post holder will contact and negotiate with Child Escort Agencies and Residential establishments financial costs when an emergency child care placement is necessary.

The post holder will sanction Foster Carers financial expenditure on an emergency basis; this has financial implications for the local authority.

Post holder will ensure the EDT rota is covered by contacting sessional workers when necessary; this has financial implications for the Local Authority.

Post holder as an AMHP will countersign Doctors' medical claim forms, ensuring all details are correct.

Post holder will hire language interpreters on behalf of the local authority; this has financial implications for the Local Authority.

Post holder works in a service with no direct management on site. Post holder will ensure the contracted hours are undertaken to ensure value for money. The post

holder will ensure tasks where possible are undertaken in the appropriate time and that there is no necessity for working beyond agreed shift hours thereby incurring additional costs.

The post holder will contact the Department of Works and Pension on behalf of clients in financial crisis.

Plant/Equipment

The post holder is personally responsible for a mobile telephone and the proper use of this phone.

The post holder is responsible for the security of 2 baby car seats and a car seat suitable for older children. x

The post holder is responsible for the safe carriage of very young babies and children and the correct use of the appropriate equipment to undertake this.

The post holder is entirely responsible for the equipment that disposes of confidential information.

The post holder is responsible for ensuring the correct information is stored in all the team's communication equipment. There is a responsibility to ensure communication equipment maintenance and upkeep.

The post holder has responsibility for reporting all faults and the work necessary to maintain all pieces of equipment. This may entail minor tasks being undertaken by the post holder themselves.

As the only Local Authority employees in a health service building the post holder has responsibility for ensuring the safety and security of all systems and equipment.

Stock/Materials

The post holder is responsible for ensuring adequate supplies of all equipment and materials necessary for an emergency service working out of hours. As equipment and materials is unavailable out of hours this must be done daily to ensure adequate amount is in store.

The post holder is responsible for ensuring the security of all equipment and materials. In a health service building there is a cupboard of Local Authority materials, pens, paper, folders and other material. There are also five computers, six telephones, a shredding machine, a fax machine a laminator, four print machines, spare mobile telephones, two minicomms and numerous filing cabinets with confidential material and legal documents.

Data Systems

The post holder is responsible for the maintenance and security and updating of manual and computer case files including Care First and Castle.

Manager FORM 1

The post holder will allocate child protection case to the appropriate team.

The post holder is during Out of Hours considered to be the custodian of Local Authority child safeguarding plans and is regularly consulted as to whether a child has such a plan. This must be recorded and logged as to why the call was made, who made it and the response given.

The post holder will ensure information both manual and electronic is directed to the correct team whether it is adult care or child care or both.

The post holder has personal mobile telephone and home telephone numbers of both adult care and child care directorate and other senior management figures in the local authority. The post holder is responsible in ensuring the security of those numbers and ensures that they are treated as highly confidential both within the Local Authority and with other agencies.

The post holder has personal telephone numbers of police officers, doctors, psychiatrists and other professionals and has a duty to ensure the utmost security and confidentiality of those numbers.

The post holder has responsibility for the safekeeping of child care files and adult care files provided on a data stick or CD ROM. This is a regular occurrence when IT systems are being updated. The post holder is personally liable for this data stick or CD ROM and must ensure its safe collection and return to the IT department.

The post holder is personally responsible and legally liable to ensure the safe transportation of legal documents when a client has been detained under the Mental Health Act 1983.

The post holder will ensure monitoring forms are accurately kept up to date both manually and electronically.

The post holder is responsible for the disposal of confidential material in the correct and secure manner.

Buildings

The post holder works in a building shared with other agencies. They are responsible for the security of confidential material whether spoken or written.

The post holder is responsible for who may enter the shared building when they do. This includes when working alone during the middle of the night.

The post holder is responsible for health and safety whilst working within the EDT duty room.

The post holder has responsibility for ensuring an overall good standard of tidiness and cleanliness as workers within the team "hot desk" with each other.

Manager FORM 1

Is the above information agreed by management?	Yes
<p>Work Demands</p> <p>The post holder has to constantly manage a complex workload effectively and efficiently, maintaining appropriate records and reports. This is necessary to enable colleagues internally and from partner agencies to respond appropriately.</p> <p>The post holder is responsible for responding to emergencies regarding care and protection for children, adults and those with mental health difficulties. The post holder leads on investigations and assessments. Each area is governed by its own legislation stipulating specific deadlines within which to operate, gather information, make assessments and provide action plans, implementation and review.</p> <p>Due to the nature of the work in an emergency duty team virtually every contact involves a crisis situation and as the only field work social workers available out of hours this necessitates the post holder having to evaluate and prioritise work. This is done constantly with each and every referral and conflicting priorities can arise. <i>(It is not uncommon for more than one child safeguarding referral to be referred at the same time as adult safeguarding and mental health issues.)</i></p> <p>The prioritising of these referrals is expected to be done by the post holder on duty; no more than two social workers are on duty at any one time. This is reduced to only one between the hours of midnight and 9am. There is an expectation that the post holder has the experience and knowledge to undertake this prioritising without reference to the on call manager who is only available by telephone and whose background is predominantly childcare.</p> <p>Even when the post holder has prioritised a referral and commenced work on that referral it is regularly necessary to pause and commence another piece of work that calls for immediate action. This can result in the post holder undertaking a number of complex pieces of work at the same time. Even when having to do this it is expected that the post holder will meet all necessary timescales and produce comprehensive records on each individual piece of work.</p> <p>The post holder has to regularly leave the office diverting telephone calls to a call centre which then relays referrals by fax to await the post holder's return. This can mean a delay to the public and other agencies receiving a service from the City Council. The post holder is expected to prioritise what visits are made and to attempt to return to the office as quickly as possible to allow resumption of normal service. On every visit the post holder is expected to provide a service comparable with that of day time colleagues and to ensure they are contactable by the call centre in case another emergency may arise.</p> <p><i>Example: While on an overnight shift, and therefore as the only social worker on duty, the post holder left the office to undertake a Mental Health Act assessment in a service user's home. During this assessment the post holder received a telephone call from the Call Centre who had received another referral from the Police who had found three children home alone. The post holder, being out of the office was unable to check the data systems but spoke to the Police and gave appropriate advice in order to provide immediate safeguards. The post holder then completed the Mental Health Act assessment and returned to the office to immediately begin</i></p>	

Manager FORM 1

	<p><i>dealing with the second urgent referral. On the post holder's return to the office there were 6 other messages awaiting a response all of which had to be read and assessed for urgency. The post holder had to undertake these tasks without recourse to a manager. The post holder also had to ensure that all the work undertaken was recorded by the end of their shift and passed to the appropriate team for information and follow up where necessary. <u>This would be a very normal occurrence on shift.</u></i></p> <p>Every aspect of the post holder's work is subject to interruption, but the post holder as the contact point for the City Council out of hours has to ensure each and every case is dealt with appropriately and that members of the public and professionals both internally and externally feel they have received a satisfactory service.</p>	
Is the above information agreed by management?	Yes	
Physical Demands		
Is the above information agreed by management?	Yes	No
Working Conditions		
Is the above information agreed by management?	Yes	No
Work Context		
Is the above information agreed by management?	Yes	No
Other information		
Is the above information agreed by management?	Yes	No
<p>To progress the finding of fact, a copy of the employee's job description and person specification should be provided with this form. Failure to provide this will delay the grading grievance.</p> <p>For further guidance on what to do if a job description needs updating or where there is a dispute over the job description for a post, please refer to the managers' guidance.</p>		
<p>PLEASE COMPLETE SECTION 4, GRADING GRIEVANCE EVIDENCE DECLARATION, ON PAGE 7</p>		

SECTION 4 – GRADING GRIEVANCE EVIDENCE FORM DECLARATION



PART 1

Employee Declaration (To be completed by each employee raising the grievance)

I wish to raise a grievance against the grade attached to my post on the ground(s) indicated in section 1 of this form.

To the best of my knowledge, the information provided in this evidence form is a true and accurate representation of my role and other comparator roles which may have been cited.

I **am/am not** acting as a nominated representative for colleagues in a group grievance.

Signed:

Name (please print)



PART 2

MANAGER SIGN OFF (To be completed by manager hearing the grievance)

Is the information contained in this form supported by management? Yes/No

If no, please provide details in the box below.

Any further comments:

To the best of my knowledge, the information provided in this evidence form is a true and accurate representation of the employee's role and other comparator roles which may have been cited.

Signed:

Name (please print)



Manager FORM 1

This form should be completed and returned along with an agreed, up to date job description (unless otherwise stated above) to: **Single Status Team. 2nd Floor, Century House. 8-18 Chapel Bar, Nottingham, NG1 6JQ** or email a scanned copy of the form and JD to: **singlestatus.appeals@nottinghamcity.gov.uk**

OFFICE USE ONLY

Date Form received		Logged By	

JOB DESCRIPTION

Post title: **SOCIAL WORKER:** Grade: SCP 24 – 36 (+20%)
EMERGENCY DUTY TEAM Date: February 1998
Post No: **X103**
Section: **CHILDREN & FAMILIES**
Department: **SOCIAL SERVICES**

statutory ss 17
JOB PURPOSE: The postholder is one of a ^{workforce} team of social workers providing a range of emergency fieldwork duties to protect the safety of children and adults, out of office hours. This includes investigations of suspected child abuse, and assessments under the Mental Health Act 1983. ^{statutory response} EDT social workers are required to have sufficient experience and skills to be able to work autonomously within the team, as there is not a manager on site throughout the whole period of the rota.

PRINCIPLE DUTIES & RESPONSIBILITIES

Working within current legislation, the City Council's policies and core values, and Departmental policies and procedures:

1. To respond to calls from the public and other professionals who contact the Emergency Duty Team outside office hours, providing advice and assistance by telephone and acting corporately as the Department's as the Department's representative. *representatives*
2. To assess and prioritise such calls, and to follow up those that require further social work intervention out of hours.
3. To undertake assessments of need, including investigations of suspected child abuse, and assessments under the mental Health Act 1983, where appropriate working jointly with colleagues from other agencies.
4. To keep appropriate records and ensure that these are communicated to the relevant team(s) at the start of the next working day.
5. To make best use of the Department's information systems, both using information from the relevant Registers and inputting new information as required.
6. To attend team meetings as required, and to participate in individual supervision with the line manager as required by the Department's supervision policy.
7. To work proactively to promote good relationships with other professionals and agencies, which provide a 24 hour service, as well as with colleagues within the Social Services Department and the City Council.
8. To work flexibly and to participate as a team member in developing the emergency duty service and ensuring that it remains 'customer driven' and appropriate to the needs and demands of the City.

To demonstrate commitment and sensitivity to ensuring equality of opportunity in service delivery.

10. To undertake training and developmental activities as required, recognising that such activities are likely to take place during normal office hours.
11. To represent the team on Working Groups and at other Divisional, Departmental and Corporate meetings, as required.

SPECIFIC DUTIES

12. Hours: The normal working week is 37 hours. Emergency Duty Team social workers work 34 of those hours on a rota basis, between 4.30pm and 8.30am on week days, and with 24 hour cover at weekends, Bank Holidays and Concessionary Days. The remaining hours allow for daytime activities such as team meetings, Case Conference attendance etc.
13. Location: The team operates from an office base in the City.
- ✕ 14. Mental health 'Approved Social Worker' status: The postholder will be required to be an Approved Social Worker under the Mental Health Act 1983, or to be willing to successfully complete appropriate training within a defined timescale.
15. Bank Holiday and Concession Day working: Time off in lieu will be given for hours worked on these days.
16. Overtime payments: Where possible any overtime worked should be taken as time off in lieu. If this is not possible, overtime payments may be made, with the agreement of the EDT Operations Manager. Such payments will be based on the basic salary without enhancement, at plain time rate Monday to Saturday, and double time on Sunday.

General Duties and Responsibilities

17.1 Health and Safety

You will take reasonable care for your health and safety and that of other persons who may be affected by the performance of your duties and where appropriate to safeguard the Health and Safety of all persons and premises under your control and guidance in accordance with the provisions of Health and Safety Legislation and Authority and Departmental Codes of Practice and Procedures. You will exercise proper care in handling, operating and safeguarding any equipment, vehicle or appliance provided, used or issued by the City Council or provided or issued by a third party for collective use in the performance of your duties.

17.2 Equal Opportunities

You will uphold the City Council's equal opportunities policies and practices and its understanding and implementation by staff when you supervise.

17.3 Environmental

You will take account of the environmental issues arising from any service developments, and familiarise staff with City Council green policies and established offices and work practices.

17.4 Technology

Where appropriate you will work with computer and other new technology and associated systems as required, and support staff in its use.

Other Duties

This job indicates the main areas of activity of this post. From time to time, however, other tasks/duties may be required but these will fall within the general area of responsibility and grade of post. Any changes which are of a permanent nature will, following consultation with you be included in the job description in specific terms and will be formally issued to you.

Hours 37

Post numbers and grades of any staff supervised by the postholder:

Postholders immediate supervisor -

Designation: Social Worker: Emergency Duty Team

Post number: X103

NB This is not a complete statement of all duties and responsibilities of this post. The postholder may be required to carry out any other duties as directed by a supervising officer. The responsibility level of any other duties should not exceed those outlined above.

I understand and accept the job duties and responsibilities as contained in this job description.

Signed



J O B TITLE: Adults Social Worker Level 3

Job Description

Department		Grade	SW Level 3
Section	Adult Services		Grade H
Delphi no	SSSOCWORK	Ref no	SW AL1

1. JOB PURPOSE

To work within current legislation, the City Council's policies and core values, and Departmental policies and procedures. Social Workers at Level 3 will hold a full PQ Specialist Award or the AMP qualification, carry a full and complex caseload, work with minimal supervision and provide case management supervision to more junior staff.

2. PRINCIPAL DUTIES AND RESPONSIBILITIES

1. To ensure the delivery of appropriate services to adults and their families, according to their assessed needs. This will include assessing the needs of adults and their carers against the Department's agreed eligibility criteria and in accordance with National Performance Indicators within set timescales and the creation and implementation of culturally appropriate care plans that demonstrate flexibility and innovative use of resources.
2. To deliver good outcomes for adults through completing timely assessments and implementing effective care plans that safeguard vulnerable adults.
3. To lead on safeguarding investigations in the most complex cases or where there are multiple incidents.
4. To hold a caseload of complex cases particularly those where abuse or neglect is suspected.
5. To apply advanced knowledge of a wide range of policies in reflective evidence based practice.
6. To undertake case management responsibilities that include adult-focused assessments of need within a person centred approach, monitoring, co-ordinating and review of care plans.



7. To maintain and produce professional case records and reports which are structured, clear, evidence based and logical in accordance with the Department's case recording standards and practice.
8. To represent the Authority at internal and external meetings.
9. To deputise for the Team Manager when necessary.
10. To represent the Authority in Court or Mental Health Tribunals when required, providing reports and acting as a witness as required.
11. Where appropriately qualified, to undertake the duties and responsibilities placed on an Approved Mental Health Professional, including assessments of people who are in mental health crisis in accordance with the mental Health Act.
12. To undertake case management supervision for more junior members of the team such as Community Care Officers, Service Organisers or Administrative staff.
13. To participate in mentoring and supporting practice learning students and to train as a Practice Teacher if required.
14. To manage own workload effectively, maintaining appropriate records and preparing and submitting reports as required within agreed timescales.
15. To make best use of the Department's information systems, both using information from the relevant systems and inputting new information as required in a timely and accurate manner.
16. To attend team meetings as required, and to participate in individual supervision with the line manager as required by the Department's supervision policy.
17. To work proactively to promote good relationships with other professionals and agencies, as well as with colleagues within Social Care and the City Council.
18. To ensure that records and user information are accurate, up to date, secure and maintained, using information technology in accordance with agreed data entry systems and the Data Protection Act.
19. To be conversant with Departmental Policy & Procedure.
20. To take part in team duty systems providing an immediate and responsive service as the need arises in emergency work.



21. To work flexibly and to participate as a team member in developing the service and ensuring that it remains 'customer driven' and appropriate to the needs and demands of the City.
22. To demonstrate commitment and sensitivity to ensuring equality of opportunity in service delivery.
23. To undertake further training and development as necessary in order to enhance practice and service delivery.
24. To practice in accordance with the Care Standards Act 2000 Code of Practice for Social Care Workers, GSCC guidelines and City Council Code of Conduct for Employees.

3. All staff are expected to maintain high standards of customer care in the context of the City Council's Core Values, to uphold the Equal Opportunities Policy and health and safety standards and to participate in training activities necessary to their post.

4. This is not a complete statement of all duties and responsibilities of this post. The postholder may be required to carry out any other duties as directed by a supervising officer, the responsibility level of any other duties should not exceed those outlined above.

5. Numbers and grades of any staff supervised by the postholder:
2 in total
Posts to be supervised will include:- Community Care Officers, administrative staff, service organiser.

6. Postholder's immediate supervisor – Team Manager



NOTE: This section should only be included in job descriptions issued to employees and **should not be sent to all job applicants.**

I understand and accept the job duties and responsibilities contained in this job description.

Signature: **Date:**



J O B TITLE: Children's Social Worker Level 3

Job Description

Department				
Section	Childrens Services	Grade	SW Level 3	
			Grade H	
Delphi no	SSSOCWORK	Ref no		

1. JOB PURPOSE

To work within current legislation, the City Council's policies and core values, and Departmental policies and procedures.
Social Workers at Level 3 will hold a full PQ Specialist Award. They will carry a full and complex caseload, work with minimal supervision and provide guidance to social workers level 1-2 and unqualified staff, leading child protection investigations.

2. PRINCIPAL DUTIES AND RESPONSIBILITIES

1. To ensure the delivery of appropriate services to children and their families, according to their assessed needs. This will include assessing the needs of children and their families against the Departments agreed threshold criteria and in accordance with National Guidance with set timescales, the creation and implementation of culturally appropriate care plans that demonstrate flexibility and innovative use of resources.
2. To delivery good outcomes for children through taking referrals, completing timely assessments and implementing effective service plans that safeguard vulnerable children.
3. To undertake child-focused assessments of need within a person centred approach, investigation and management of complex cases, including those of suspected abuse and neglect.
4. To lead on safeguarding investigations in the most complex cases and where there are multiple incidents.
5. To hold a caseload of complex cases particularly those where abuse or neglect is suspected.



6. To apply advanced knowledge of a wide range of policies in reflective evidence based practice to improve outcomes for children, their families and to contribute to service development in policy review and task groups..
7. With minimal supervision to undertake case management responsibilities that include child-focused assessments of need within a person centred approach, monitoring, co-ordinating and review of care plans.
8. To assess and promote the life chances of vulnerable children, including children in care their health, education and leisure needs
9. To maintain and produce professional case records and reports which are structured, clear, evidence based and logical in accordance with the Department's case recording standards and practice.
10. To ensure that records and user information is accurate, up to date, secure and maintained, using information technology in accordance with agreed data entry systems and Data Protection Act.
11. To be conversant with Departmental policy and procedures
12. To take part in team duty systems providing an immediate and responsive service as the need arises in emergency work.
13. To represent the Authority in court routinely, providing reports and acting as the lead witness **and providing support to less experienced colleagues and witnesses as required.**
14. To manage own workload effectively, maintaining appropriate records and preparing and submitting reports as required within agreed timescales.
15. To participate in mentoring and supporting practice learning students and to train as a Practice Teacher if required.
16. To attend team meetings as required, and to participate in individual supervision with the line manager as required by the Department's supervision policy.
17. To work proactively to promote good relationships with other professionals and agencies, as well as with colleagues within the Social Care and the City Council.
18. To work flexibly and to participate as a team member in developing the service and ensuring that it remains 'customer driven' and appropriate to the needs and demands of the City.
19. To demonstrate commitment and sensitivity to ensuring equality of opportunity in service delivery.



- 20. To undertake further training and development as necessary in order to enhance practice and service delivery.
- 21. To practice in accordance with the Care Standards Act 2000 Code of Practice for Social Care Workers, GSCC guidelines and City Council Code of Conduct for Employees.

3. All staff are expected to maintain high standards of customer care in the context of the City Council's Core Values, to uphold the Equal Opportunities Policy and health and safety standards and to participate in training activities necessary to their post.

4. This is not a complete statement of all duties and responsibilities of this post. The post holder may be required to carry out any other duties as directed by a supervising officer; the responsibility level of any other duties should not exceed those outlined above.

5. Numbers and grades of any staff supervised by the post holder:
N/A

6. This post carries an essential car user allowance.

7. Post holder's immediate supervisor – Team Manager

I understand and accept the job duties and responsibilities contained in this job description.

Signature: **Date:**

Job title: Social Worker Level 3

Department: Children's Services
Service: Specialist Services
Section: Neighbourhood Fieldwork
Grade:
Post reference number:

Areas of responsibility	Requirements	Measurement				
		P	A	T	I	D
Social Work Practice	Professional Social Work qualification (CQSW, CSS, DipSw).	√				√
	Hold full PQ specialist award	√				√
	Direct experience of undertaking Social Work with children in a child care setting	√			√	
	Knowledge and experience of relevant child care legislation and Government Guidance				√	
	Understanding of the Department's responsibility to service users.				√	
	Experience of working within a duty team setting.				√	
	Experience of leading on, and completing assessments of need, with minimal supervision, including the most complex/contentious of cases without supervision.				√	
	Ability to use reflective evidence based practice to improve outcomes for children, their families and to contribute to service development in policy review and task groups.				√	
	Experience of managing a caseload of complex cases particularly where abuse or neglect is suspected.				√	
	Experience in creating and reviewing care plans and implementing services, being innovative in determining most appropriate care.				√	
	Experience of undertaking risk assessments and abuse investigations, managing more complex cases.				√	

	<p>Ability to manage multiple cases.</p> <p>Experience of multi agency and multi disciplinary working.</p> <p>Ability to supervise/mentor more junior members of staff and to willingly train as a Practice Teacher if required</p>	√			√	
Communication	<p>Good IT and record keeping skills.</p> <p>Ability to maintain clear and accurate records and reports.</p> <p>Ability to present complex and contentious cases to case review meetings and to represent the Authority in court, acting as lead witness and providing support to less experienced colleagues and witnesses.</p> <p>Ability to establish effective working relationships with colleagues within the team and from other agencies and professionals.</p> <p>Ability to work to tight deadlines.</p>	√				
Work to promote mutual respect and good relations	<p>Understanding of and commitment to the Council's equality policy.</p> <p>Ability to show that they have a proactive approach to promote good relationships with other professionals/agencies and work colleagues</p>					
Work Related Circumstances	<p>Willingness to comply with the City Council's non-smoking policy.</p>					

P: Pre-application **A:** Application **T:** Test **I:** Interview **D:** Documentary evidence

Prepared by/author: Click once and type name here

Date: Click once & type date

Job title: Click once and type job title here

My Ref: [REDACTED]

Your Ref: [REDACTED]

Contact: [REDACTED]

Email: [REDACTED]



Nottingham
City Council

Single Status Team
2nd Floor, Century House
8 – 18 Chapel Bar
Nottingham
NG1 6JQ

Tel: 0115 9159584
Fax: 0115 9159576
www.nottinghamcity.gov.uk

[REDACTED]
EDT Team Manager
NCC Emergency Duty Team
Seaton House
City Link
London Road
Nottingham
NG2 4LA

24th June 2009

Dear [REDACTED]

Re: EDT Social Worker Job Evaluation

I am writing in response to your letter dated 18 April 2009 sent to [REDACTED] by email on 17th June 2009. Apologies for the delay in the response: I appreciate that this is not the first time you have raised this issue with our team.

I understand that your EDT Social Workers are concerned that the evaluation process for their post has been carried out on the basis of the wrong job report and that not all of the evidence submitted with the job report has been taken into consideration when evaluating this post.

I can confirm that our records show that comments on the job report, signed by [REDACTED] and yourself, were received in this office on 20.04.07. These comments were reviewed by a Job Analyst and later by the moderation panel on 30.04.07 to ascertain whether they impacted on the evaluation level outcomes. As was our policy at this time, the text was changed in the job report on only those factors where it was considered that the additional evidence had impacted on the evaluation level outcomes: however, I can confirm that all comments were taken into consideration during this review.

I am aware that your employees submitted further comments in a letter to [REDACTED] dated 2 February 2009. I can confirm that I have reviewed this additional evidence and that this does not impact on the evaluation level outcomes for any of the factors within this evaluation. Therefore, even in light of this additional information, the evaluation remains unchanged.

I would like to thank you for raising this matter with our team and to advise you that a copy of these comments will remain on file for future reference. Should your employees remain unhappy with their evaluation outcome, they should pursue this through the formal grading



grievance appeals process, details of which can be found on the Single Status pages on the intranet.

Yours sincerely



Job Evaluation Manager

Direct line ☎: 0115 9159584

JE letter 1

Nottingham City Council,
Emergency Duty Team,
Seaton House,
London Road,
Nottingham
NG2 4LA

18th April 2009

Dear [REDACTED]

Re: Social Worker EDT: Job Evaluation

I have been advised by [REDACTED] Head of Neighbourhood Fieldwork, to write to you regarding a query about the evaluation of the above post.

It was the understanding of Social Workers in the Emergency Duty Team, based on a discussion between [REDACTED] (EDT) and [REDACTED] (SST) in December 2008 that the SST was anxious to try to 'sort out any resolvable issues' prior to any potential appeals.

Emergency Duty Team Social Workers have for some time been attempting to resolve certain issues regarding the evaluation of their post. Their concerns were that the evaluation process had been carried out on the basis of the wrong Job Report. They raised these queries initially with Gareth Harries, who forwarded the letter to Nicola Wild, whose response was that this could only be dealt with as an 'anomaly' via myself as Team Manager.

As Team Manager of the Emergency Duty Team I can confirm that the report used in the Job Evaluation process did not include any of the amendments subsequently added and signed off by myself. I fully support the team's request to have this matter re-examined and I believe that my Line Manager would also support this. I would therefore be grateful if you could advise me of what steps I need to take to pursue this and to ensure that this process takes place,

Yours Sincerely

[REDACTED]
EDT Manager

Nottingham City Council Emergency Duty Team
Seaton House
City Link
London Road
Nottingham
NG2 4LA

2nd February 2009

[REDACTED]
Single Status Project Manager
Nottingham City Council
Century House 2nd Floor
8-18 Chapel Bar
Nottingham
NG1 6JG

Dear [REDACTED]

Re: Social Worker EDT: Job Evaluation

We are writing as EDT members to request further consideration of our job evaluation based on information which appears to have been overlooked within the Job Report. The report as published on the intranet appears to be the initial report which was forwarded to the team for consideration following the job interview with two team members. As a team we did not feel that this original report accurately reflected either the interview itself or the nature and complexity of our work, and we submitted a number of amendments to the report at this stage. It now appears that these amendments, which may have significantly increased the scores given, have been omitted. In other cases, additions have been made to the original Job Report which appear to dismiss the evidence provided.

Some examples of these omissions/ additions are as follows:

CONTACTS AND RELATIONSHIPS:

Final sentence: *cases will affect the individuals concerned rather than the service as a whole.*

This is not contained in the original report and is in direct contradiction to the sentence which appears above: *Post holder will have significant impact on the service provided to service users in performing the statutory duty for emergencies, out of hours and with limited resources in providing protection to vulnerable children, adults and individuals with mental ill health.*

DECISIONS – DISCRETION:

Adults: Our amendment to the report should read as follows: *there is no Adult Services Manager on call for consultation out of hours; hence the post holder has absolute discretion to make decisions and commission services for this service user group and is expected to do so. There is a Directorate level on call rota but this is clearly not for consultation on practice issues.*

Mental Health: Our amendments should read as follows: *This is an independent role as defined by the Mental Health Act 1983. Hence the post holder has absolute discretion to make decisions without reference to a Manager.*

Children: Although there is a Children's Services Manager on call there is no Manager based in the office hence the post holder is expected to complete assessments and will only contact the on call Manager in certain circumstances to have decisions approved.

RESOURCES:

Amendments as follows:

Cash/ Financial resources: *Post Holder can authorize spending up to £100*

Plant/ Equipment: *Post holder is responsible for ensuring the safe keeping of confidential (paper) client files, for the security of two car seats and two team mobile phones. Our office is shared with another agency and could be accessed during the day when we have no staff on duty.*

Data systems: *Post holder has statutory responsibility for inputting data on to Care First which forms the basis of reporting to Central Government.*

Buildings: *Post Holder is responsible for keeping a list of keyholders of local authority buildings for access in emergencies out of hours.*

WORK DEMANDS:

Our Amendment: *Post holder has to prioritise and re-prioritise work throughout the shift as new referrals are received. This will often involve managing conflicting priorities across all service areas. This is managed by the Social Worker on duty (sometimes 2 workers on duty sometimes only 1) as there is not a Manager on site but only on call for specific issues.*

Post holder also has responsibility to respond if another Social Worker goes off sick at short notice, by trying to arrange cover.

The JE Team has added to the report: *ALTERATION AS RESPONSIBILITY FOR CONFLICTING PRIORITIES NOT DEMONSTRATED.*

We believe this has been demonstrated within the comments above. This is a fundamental skill and requirement of the post holder. Social Work within the setting of EDT is crisis led and necessitates continuous assessment, prioritising and review. All job interviews, including those recently held have placed great emphasis on this skill and the interviews have included exercises in this area as part of the selection process.

Whilst on duty the post holder is expected to use their knowledge and experience to carry out the task of prioritising work independently. There is not a Manager on site or across all service areas.

WORKING CONDITIONS:

Our Amendment: Post Holder visits people's homes in areas of high deprivation/ crime/ antisocial behaviour. This is exacerbated by the fact that our work takes place out of hours, often at night, when few other professionals are working.

Post Holder also works alone for long periods and is completely alone on night shifts of 9 or 9.5 hours.

WORK CONTEXT:

Our Amendments: Post Holder suffers further stress of working with no immediate support from Managers, and no management support from Adult Services or Mental Health.

Post Holder works alone through the night and therefore has no peer support.

Post Holder has the stress of continuous duty work, responding to crises as they present, with no capability to plan in advance. Post holder works with distressed and sometimes angry service users who are not known to the worker where risk factors may be difficult to assess accurately.

Post Holder is making significant decisions regarding service users' human rights and they may react accordingly.

Post Holder also undertakes visits alone during the night to people's homes and to other premises eg hospitals, Police Stations. This involves travelling to areas of the city where risks may be high.

KNOWLEDGE AND SKILL:

Our Amendment: The breadth and depth of knowledge and experience required to become a post holder are far greater than for any other Social Worker post. The three year post qualifying experience is an equivalent expectation to that required when applying for team Manager posts.

We believe that we have demonstrated that our skills, knowledge and experience have been undervalued within the job evaluation process, and that the scores awarded to our post should be significantly higher. We consider this matter to be resolvable and are willing to assist in reaching an amicable solution as quickly as possible.

Please do not hesitate to contact us if further information or clarification is necessary

Yours Sincerely

Nottingham City Council Emergency Duty Team Social Workers



JE letter 3 .

Nottingham City Council
Emergency Duty Team
Seaton House
City Link
London Road
Nottingham
NG2 4LA

5th April 2009

Dear [REDACTED]

Re: Social Worker EDT: Job Evaluation

Please find attached the response we received from the Single Status Team to our letter dated 2nd February 2009.

As a team we are disappointed by this response and feel the Single Status Team has missed the point of our Enquiry. This was not intended to represent an appeal, but rather to point out that the evaluation process had been carried out on the basis of the wrong Job Report.

It was our understanding, based on a discussion between [REDACTED] and [REDACTED] [REDACTED] (SST) in December 2008 that the SST was anxious to try to 'sort out any resolvable issues' prior to any potential appeals. We believed that the issues we had raised could be easily resolved by re-examining our job evaluation and using the correct Job Report.

As you can see from the attached letter, this can only be pursued as 'an anomaly' by yourself. We would therefore be grateful if you could consider the attached documentation and indicate whether you intend to pursue this further with the Single Status Team,

Yours sincerely

[REDACTED] (on behalf of EDT Team Members)



Corporate Human Resources
Job Evaluation Team

Job Evaluation Report Agreement

Post Title: Social Worker EDT

Post Ref, CON06AICSTS

Post Holder's Name: [REDACTED]

Line Manager's Name: [REDACTED]

RECEIVED
20 APR 2007

I have read through and discussed with my Manager the enclosed Report and ~~(DELETE AS APPROPRIATE)~~

A) feel that this is a true representation of the roles and responsibilities attached to this post.*

OR
 B) have enclosed the comments that we wish to be taken into consideration in bold/underlined.*

[REDACTED SIGNATURE]

Signed:.....
Postholder
Name (please

MANAGER

I have read through and discussed with the post holder the enclosed report and ~~(DELETE AS APPROPRIATE)~~

A) feel that this is a true representation of the roles and responsibilities attached to this post.*

OR
 B) have enclosed the comments that we wish to be taken into consideration in bold/underlined.*

[REDACTED SIGNATURE]

Signed:.....
Manager
Name (please print)

PLEASE RETURN THIS FORM VIA FAX OR INTERNAL POST TO:

FAX - 59576
POST JOB EVALUATION TEAM, 3RD FLOOR, CENTURY HOUSE, CHAPEL BAR, NOTTINGHAM

JOB ANALYSIS REPORT CHECKING PROCEDURE POST HOLDER'S GUIDANCE

This report is designed to be a fair and accurate reflection of your post, comprising of examples which the Job Analyst considers to be most relevant to support the evaluation, based on our detailed knowledge of the GLPC Scheme and conventions.

The report is not designed to be an exhaustive, in depth description of all the tasks, duties and responsibilities which are undertaken in this role.

HOW TO CHECK THE REPORT

1. Arrange a meeting with your line manager, renegotiating the 15 day deadline if appropriate.
2. At the meeting, read through the report and check that for each section:
 - You recognise the examples that have been given.
 - The evidence captures the main aspects of your role.
 - The evidence captures the most involved/complex aspects of your job.
 - The examples cited describe regularly occurring tasks, duties or responsibilities of your job, **not** one off incidents or those additional skills and experiences you bring to the post.

NB: When looking at the Job Analysis Report, please concentrate on the explanatory text which is in *italics* following the [NOTE] insert. **Text which is not in italics is scheme language and cannot be changed.**

3. If you and your manager agree additional comments and queries in relation to any of the above points, these should be added to the report in **bold and underlined text**. Please note that if changes you suggest include further examples at the same level of complexity or additional detail, this is unlikely to affect the evaluation score. We will only make changes to the evaluation where the score will be affected.
4. Complete the sign off sheet, ensuring this is signed by both you and your manager, and return with any comments to the Job Evaluation Team **by fax or hard copy** within 15 working days.

PLEASE NOTE THAT SUBMITTING SIGN OFF AND/OR SIGN OFF AND COMMENTS DOES NOT AFFECT YOUR RIGHT TO APPEAL AGAINST THE EVENTUAL SCORE OR GRADE.

JOB ANALYSIS REPORT CHECKING PROCEDURE MANAGER'S GUIDANCE

This report is designed to be a fair and accurate reflection of the post, comprising of evidence which the Job Analyst considers to be most relevant to support the evaluation, based on our detailed knowledge of the GLPC Scheme and conventions.

This report is not designed to be an exhaustive, in depth description of all the tasks, duties and responsibilities which are undertaken in this role.

HOW TO CHECK THE REPORT

1. The post holder interviewed should arrange a meeting with you to discuss the report.
2. At this meeting, you should read through the report and check that for each factor:
 - You recognise the examples that have been given and they are consistent with what you would expect anyone within that role to perform.
 - The evidence captures the main aspects of the role.
 - The evidence captures the most involved/complex aspects of the job.
 - The examples cited describe regularly occurring tasks, duties or responsibilities of the job, **not** one off incidents or those additional skills and experiences the Post Holder brings to the post.

Where responsibilities are shared or the examples demonstrate more/less autonomy in the role than you would expect, we need you to discuss this with the post holder and agree how you would modify or change the evidence or example given.

NB: When looking at the Job Analysis Report, the explanatory text is in *italics* following the [NOTE] insert. **Text which is not in italics is scheme language and cannot be changed.**

3. Once the report has been discussed, any agreed comments or queries relating to the above should be added to the report in **bold and underlined text**. Please note that if changes you make include further examples at the same level of complexity or additional detail, this is unlikely to affect the evaluation score. We will only make changes to the evaluation where the score will be affected.
4. The sign off sheet should be signed by both you and the post holder and returned with any comments to the Job Evaluation Team **by fax or hard copy** within 15 working days.

PLEASE NOTE THAT SUBMITTING SIGN OFF AND/OR SIGN OFF AND COMMENTS DOES NOT AFFECT YOUR RIGHT TO APPEAL AGAINST THE EVENTUAL SCORE OR GRADE.

1.SUPERVISION/MANAGEMENT OF PEOPLE

Accountability for Staff

The post holder has no supervisory responsibility for staff.

Controls / Limits

General guidelines will exist to aid the post holder in their work. There will, however, be some interpretation required in their implementation.

[NOTE]: Post holder will interpret a raft of legislation relevant to the areas the post holder will cover in their emergency duties: Vulnerable children, vulnerable adults, homelessness, asylum seekers, disabilities, older people, Mental Health.

Legislation includes: Child Care Act, Mental Health Act, Mental Health Capacity Act, Housing, Immigration, Human Rights, Community Care, PACE.

For example: As qualified Approved Social Workers post holder will interpret the law on Mental Health and apply to a given situation which can impact on the removal of a persons civil liberty.

Pieces of legislation can also conflict (Child protection, mental health, parental responsibility, common law, human rights) e.g. a 15 year old girl in foster care continues to take over doses and refuses life saving treatment. Post holder has to negotiate the numerous applicable pieces of legislation in order to benefit the welfare of the client.

NOTE:

Post holder is expected to work with the whole situation eg. We regularly work with adults with mental health difficulties who also have children. There may also be a vulnerable older relative within the family. In daytime work there would be 2 or even 3 Social Workers from specialist service areas to deal with each individual's needs. At EDT there would be only one post holder involved in such a situation, expected to have sufficient knowledge and experience to balance the needs of each individual and to carry the stress involved.

3.CONTACTS & RELATIONSHIPS

Type of contact

During the course of their work the post holder is in contact with others. This contact takes the form of :-

- ✓ Providing detailed explanations/advice on specialised matters
[NOTE]:
Post holder will provide advice to Police, Psychiatrists/Clients regarding mental health cases about mental health cases the reasons and justifications for going to a criminal justice route or directly into a mental health assessment.
- ✓ Influencing / Persuading
[NOTE]:
Post holder negotiates with hospitals to admit someone on social grounds and take up medical beds or allow a client to sleep in the A&E department over night.
- ✓ Being tactful and diplomatic in sensitive situations
[NOTE]:
Post holder delivers bad news tactfully. For example parents have had 2 children removed and placed into care and a previously difficult relationship with social services. One of the children an Infant and died suddenly whilst in care. Post holder had to relay the news and provide follow up support to the parents.
- ✓ Counselling
[NOTE]:
Post holder will utilise counselling skills typically over the phone and in person to emotionally distressed clients where post holder helps the individual explore their situation where no other resources are available or necessary.
- ✓ Resolving conflict
[NOTE]:

Complexity / Contentiousness

The information communicated is a varied range of complex and contentious matters are encountered.

*[NOTE]: Situations are related to child protection needs, protection of vulnerable adults, mental health (**MENTAL HEALTH ACT**) assessments where the outcomes and issues considered are complicated, contentious and important to the council e.g. sexual, physical and emotional abuse of clients, mental health issues and neglect.*

Post holder is engaging with a wide range of professionals, Police, voluntary agencies,

and health professionals working in the best interests of the wide range of clients the post holder manages.

Implications of contact

The outcome of the contact can have significant implications for the contact or service.

[NOTE]:

Post holder will have significant impact on the service provided to service users in performing the statutory duty for emergencies, out of hours and with limited resources in providing protection to vulnerable children, adults and individuals with mental ill health.

NOTE:

Post holder has responsibility to mentor/ coach sessional staff who do not have the full range of experience/ knowledge required at EDT.

4.DECISIONS - DISCRETION

Freedom to Act

The post holder has freedom to take decisions from a wide range of choices within programmes and objectives.

[NOTE]:

Post holder has freedom to make decisions regarding the protection and welfare of vulnerable adults and children and mental ill health service users.

*Adults: Post holder decides the type of care, protection required such as residential, nursing, home care depending on the nature of the emergency without reference to a panel. **NOTE: There is no Adult Service Manager on call for consultation out of hours.***

*Mental health: Post holder is a qualified Approved Social Worker able to make decisions based on an assessment that can determine whether a service user is to be sectioned and be detained from 28 days up to 6 months. **NOTE: This is an independent role as defined by the Mental Health Act 1983***

*Children: Post holder will carry out the assessments and decide on the relevant action plan. Where the assessment concludes that accommodation must be found or will have a financial impact on the service the post will have these decisions ratified by management. **NOTE: or where Child Protection enquiries are to be initiated***

Areas of Discretion

The post holder has discretion to make recommendations / take decisions in the following areas :-

- ✓ Solving job problems (Full autonomy)

[NOTE]:

Post holder is expected to have full autonomy for solving normal job problems. Whilst working over night, weekends and bank holidays the post holder will investigate, assess, and plan courses of action specific to each case as it arises through the direct access system.

Only in cases regarding child protection issues would the post holder make reference to the manager regarding decisions that have a financial impact and/or involve accommodation.

- ✓ Providing detailed advice to others

[NOTE]:

In child protection issues the post holder is required to recommend courses of action with regard to protection and safeguarding. These recommendations

are then ratified by the manager.

5.DECISIONS - CONSEQUENCES

Consequences of decisions

Decisions which have a SIGNIFICANT implications for the service or SIGNIFICANT effects on employees or other individuals or other organisations.

[NOTE]:

Post holders decisions will impact the service user in terms of the immediate care and protection that can be provided, and in mental health cases removal of an individuals civil liberty through detention under the Mental Health Act. This in itself can affect the individual in the long term with regard to stigma and a bar to future employment.

The decision regarding any action plan will also impact the close networks around the individual, family, neighbours and in some cases the general public.

NOTE: Decisions made by the post holder have significant implications for the local authority, as we represent the whole of fieldwork services: Children's and Adults out of hours (130+ hours per week)

6.RESOURCES

Cash / Financial Resources

The post is not accountable for the accurate handling / security of cash, cheques or other financial resources.

NOTE: Post holder can authorise spending up to £100 also can authorise B&B for vulnerable service users up to that amount.

Plant / Equipment

The post is not accountable for proper use and safe keeping of plant / equipment.

NOTE: Post holder is responsible for ensuring the safe keeping of confidential client files, for the security of car seats and 2 team mobile phones. Our office is in a building shared with another agency and could be accessed during the day when we have no staff on duty.

Stock / Materials

The post is not accountable for materials / items of stock.

Data Systems

The post holder is not responsible for the use and safekeeping of data systems.

NOTE: Post holder has statutory responsibility for inputting data on to Care First which forms the basis of reporting to Central Government.

Buildings

The post is not accountable for the proper use and safe keeping of buildings.

NOTE: Post holder is responsible for keeping a list of keyholders of local authority buildings for access in emergencies out of hours.

7.WORK DEMANDS

Interruptions & Deadlines

The job is normally subject to interruption.

These would frequently lead to the post holder having to switch to a different programme of tasks.

[NOTE]:

Post holder is responsible for responding to emergencies regarding care and protection for all the fieldwork teams across Childrens, Adults and Mental Health. each separate field is governed by its own legislation stipulating specific deadlines within which to operate, gather information, make assessments and provide action plans, implementation and review.

Conflicting Priorities / Resource Needs

The post holder has to resolve conflicting priorities / resource needs on an on going/regular basis.

[NOTE]:

Post holder is responsible for care across the field work team and for the separate legislation that governs each of the those areas the post holder will weigh up the statutory priority of each case.

NOTE: Post holder has to prioritise and re-prioritise work throughout the shift as new referrals are received. This is managed by the Social Worker on duty (Sometimes 2 workers on duty sometimes only 1) as there is not a Manager on site but only on call for specific issues.

Post holder also has responsibility to respond if another Social Worker goes off sick at short notice, including trying to arrange cover.

8.PHYSICAL DEMANDS

Physical Effort

The job requires the following level and frequency of physical effort:

Normal Physical effort for regular and lengthy periods of time

Normal Physical effort in awkward postures for occasional short periods of time

[NOTE]:

Post holder will occasionally be required to carry, physically support young children/babies.

NOTE: Post holder also supports vulnerable older people.

As an ASW the post holder has all the powers of a constable in detaining people under the Mental Health Act 1983 including statutory powers of restraint.

The post holder is a MODERATE user of IT equipment.

[NOTE]:

Post holder would use the PC up to 30% of the time.

NOTE:

Post holder's use of IT is probably higher than this and is increasing still further with the implementation of the Department's Document Management System.

9.WORKING CONDITIONS

Workplace

The post holder normally works in the following area(s):-

Indoors - office environment (or similar)

Job holder's main place of work

[NOTE]:

Post holder will work in offices, hospitals, police stations, homes.

Disagreeable conditions

The job is subjected to the following disagreeable conditions:

Unpleasant working conditions associated with caring responsibilities Regularly

[NOTE]:

Post holder visits peoples homes that are in a dirty and unhygienic as well as spend time in those homes with the service users.

NOTE:

Post holder visits people's homes in areas of high deprivation/ crime/ anti-social behaviour. This is exacerbated by the fact that our work takes place out of hours, often at night, when few other professionals are working.

Post holder also works alone for long periods and is completely alone on night shifts of 9 or 9.5 hours.

10.WORK CONTEXT

Exposure to Risk

There is a SUBSTANTIAL level of risk to personal safety of injury, illness or health problems arising from the environment / public (assumes appropriate risk assessments have been undertaken and hazardous conditions avoided/reduced).

[NOTE]:

Post holder deals directly with issues of severe neglect, mental ill health, child abuse/other forms of abuse and exposed to situations as appropriate adults that can be deeply distressing. There is a risk physically to the post holder due to working at night in deprived areas and peoples homes, and a high level of emotional distress regarding the nature of the cases across all areas of social field work.

NOTE:

Post holder suffers further stress of working with no immediate support from Managers, and no Management support from Adult Services or Mental Health.

Post holder works alone throughout the night and therefore has no peer support.

Post holder has the stress of continuous duty work, responding to crises as they present, with no capability to plan work in advance. Post holder works with distressed and sometimes angry service users who are not known to the worker where risk factors may be difficult to assess accurately.

Post holder is making significant decisions regarding service user's human rights and they may react accordingly.

Post holder also undertakes visits alone during the night to people's homes and to other premises eg Hospitals, Police Stations. This involves travelling to areas of the City where risks may be high.

11.KNOWLEDGE & SKILL

Type of work undertaken

The role demands that the post holder has the ability to undertake a range of advanced activities across a range of functions.

[NOTE]:

Post holder is part of a specialist team that is responsible for an out of hours emergency service across the all field work team in social services. Children's, Adults and Mental Health.

Post holder responds to calls from the public and other professionals out side of office hours.

Post holder will undertake investigations, assessments, develop action plans , Implement any plans and review. Post holder will prioritise cases on the basis of their severity and legislative guidelines as well as follow cases up that require further social work intervention out of hours.

Post will do this for all social work field teams e.g. cases around vulnerable children, vulnerable adults, homelessness, older people, Alzheimers, Dementia, and Mental Heath.

NOTE:

Post holder works with other professionals and represents the Department.
Post holder also has to attend Court and Magistrate's homes out of hours.

Depth and Breadth of Knowledge

The post holder must possess a detailed level of knowledge and skills in more than one specialist discipline.

[NOTE]: Knowledge

- Professional social work qualification (CQSW, DipSW or equivalent).
- Approved Social Worker (Mental Health Act 1983) status, or willingness and ability to complete training at an early opportunity.
- In-depth knowledge of child care legislation and in particular the law and Guidance relating to Child Protection.
- Knowledge of mental health legislation.
- Understanding of the differences between working in an out of hours social work service and working in daytime services.
- Understanding of the equal opportunities aspects of service delivery.
- Understanding of the City's core values and their implications for the delivery of social

work services.

Skills/Abilities - Interpersonal

- *The ability to respond confidently and sensitively to members of the public at all times.*
- *The ability to form positive partnerships with other professional.*
- *Ability to communicate at all levels both verbally and in writing.*
- *The ability to work flexibly as part of a small team committed to high quality service delivery.*
- *The ability to participate constructively in meetings, representing the team and / or the Department if necessary.*

Skills/Abilities - Other

- *Effective analytical and assessment skills.*
- *The ability to work independently and autonomously, within policy and procedural frameworks.*
- *The ability to work effectively under pressure, organising and prioritising work.*
- *The ability to transfer skills into unfamiliar settings.*
- *The ability to use computer information systems.*

Experience

- *Minimum three years post-qualifying experience as a fieldwork practitioner.*
- *Substantial experience of undertaking Child Protection enquiries and investigations.*
- *Experience of working in a duty setting in a Social Services Department.*
- *Experience of working directly with people with mental health problems.*
- *Experience of working with a range of service user groups.*

NOTE: The breadth and depth of experience required to become a post holder are far greater than for any other Social Work post. The three year post qualifying experience is an equivalent expectation to that required when applying for Team Manager posts.

(Social Worker EDT)



Nottingham
City Council

Emergency Duty Team

Tel: 0115 915 9299

Fax: 0115 844 7310

FAX TRANSMISSION

Attention of:

915 9576.

Team:

JS Evaluative Team.

Office:

3rd Floor Century House.

Name of Client:

Number of pages (Including this page):

(Please advise us immediately if you do not receive all the information)

19.

Date of transmission:

17/4/07.

This message is intended for the addressee only and may contain information that is privileged or confidential. Any unauthorised use, disclosure, copying or distribution is strictly prohibited. If you are not intended recipient and you have received this document in error, please notify us by telephone and destroy the original message & any copies.

Message:

see attached

as discussed with



subject

Rayner.



fax 59576

REPORT TO DEPARTMENTAL MANAGEMENT TEAM: 9 January 2002**RECRUITMENT AND RETENTION STRATEGY - NEW STARTERS IN SOCIAL WORK AND OCCUPATIONAL THERAPY****1. SUMMARY**

As part of the Department's recruitment and retention strategy, this report makes recommendations

- (a) to revise the current starting salaries and first year progression for inexperienced newly qualified Social Workers and Occupational Therapists (Appendix 1)
- (b) to take a more flexible approach to previous experience when assessing starting salaries (Appendices 2 and 3)

2. RECOMMENDATION

IT IS RECOMMENDED that the proposals outlined in paragraph 4 are agreed, and implemented from 1st April 2002.

3. BACKGROUND

- 3.1. The current salary grading structure for Social Workers and Occupational Therapists was approved by Nottinghamshire County Council's Social Services Committee on 01.05.1990. As with all grading systems particular to the County Council, the scheme was adopted by Nottingham City Council on Vesting Day as existing practice.
- 3.2. The original scheme was introduced, against a backdrop of "a national shortage of qualified social workers and occupational therapists" and "increasing problems with recruiting suitably experienced staff". The response of the National Joint Council was to recommend a social work pay award, the grade of which was national, but the specific salary criteria was interpreted locally.
- 3.3. Almost twelve years on, it is recognised that the problems outlined by the original report introducing the salary scheme still exist and have, if anything, increased.
- 3.4. The existing scheme has been implemented by Personnel staff and managers in most child care fields, but in areas where recruitment is extremely difficult, such as Occupational Therapy, there have been ad hoc inconsistencies in practice. Given the recurrent problems in recruitment and retention, it is proposed that the scheme itself should be modified to be more flexible and competitive, whilst promoting consistency across the Department.
- 3.5. The scheme has become outdated by its very language and reference to job titles which no longer exist. It also fails to recognise roles which have come into existence over the last ten years, which may provide relevant experience – see Appendix 2.

5.5. It is envisaged that by introducing the proposed changes the scheme will be more attractive and assist in retaining staff. Hence financial savings will be made in terms of recruitment costs and employing agency staff to maintain service cover. On average each recruitment process costs £2000 and therefore a reduction of 13 recruitment processes in a year will cover the costs of these proposals. In addition, savings on agency staff (whose daily cost is on average £60 more than substantive employees) should result from reduced turnover.

6. OBSERVATIONS OF ASSISTANT CHIEF EXECUTIVE, PERSONNEL, TRAINING AND EQUALITY.

6.1. The new salary scheme adopts a more flexible approach and ensures that relevant experience is appropriately rewarded. This approach should make the Social Services Department more competitive when recruiting new starters in Social Work and Occupational Therapy. The report is therefore supported.

7. TRADE UNION COMMENTS

7.1 Unison broadly welcomes the proposals in this report, which indicate a growing recognition of current recruitment and retention difficulties that have been highlighted in discussions around the six extra days leave issue.

7.2 This proposal needs to be seen as one part of a whole range of measures that are needed to tackle the current problems in recruiting and retaining social work and occupational therapy staff.

7.3 We request clarification on the issue of a "competency assessment" to progress to SCP32 as this would be a change to the current procedure. Before we could agree to this we would need to see the details of what such an assessment would entail, who would undertake it, any right of appeal etc.

8. EQUAL OPPORTUNITY IMPLICATIONS

8.1. The revision of the current salary scheme will ensure that relevant experience is appropriately and fairly rewarded. The aim of this report is to recognise that the experience new employees bring with them is valued and to ensure equity amongst team members.

9. CORPORATE OBJECTIVES

9.1. The proposals contained in Appendix 1 are in keeping with the City's Core Value of recognising that good services will only be provided by a caring, well motivated workforce. Creating a competitive salary scheme will contribute to making the City an attractive place for qualified social care professionals to work.

APPENDIX 1: SUMMARY OF PROPOSALS

	Current Scheme	Proposed Scheme	Financial Implications
Starters (i.e. new to Social Services)			
Newly qualified SW / OT with no relevant experience	SCP 25 with option of 26	SCP 26	Additional Cost £351 per post
Qualified SW / OT – currently practising	Use of 'rigid' salary matrix	More flexible use of matrix with intention to better current salary by one increment	
Qualified SW / OT with relevant experience, not currently practising	Narrow definition of 'relevant'	Wider definition of 'relevant' with intention to match current salary where appropriate	
Progression (For new starters after April 2002)			
Newly qualified and no previous experience: 6 months service	SCP 28	SCP 29 (giving entitlement to 3 days additional leave) – linked to successful probationary period	£477 for second six months
Additional annual increments on 1 April as normal (see eg below)			
2 years post-qualification	SCP 32 Subject to service manager approval	SCP 32 linked with 'competency' assessment and completion of core training	
Additional annual increments on 1 April up to SCP 36			
CASE EXAMPLE: Newly qualified SW, appointed 1.8.02	1.8.02 pt 25 (discretion 26) £21,289 pa 1.2.03 pt 28 (progression) £23,484 1.8.03 pt 29 1.4.04 pt 30 (April incr) 1.8.04 pt 32 (2 yr. progression) 1.4.05 pt 33 (April incr) etc...	1.8.02: pt 26 £21,991 pa 1.2.03: pt 29 £24,437 1.4.04: pt 30 (normal April incr) 1.8.04: pt 32 (2 yr. progression) 1.4.05: pt 33 (April incr) etc...	Maximum Additional Cost £351 (6 mths.) £477 (6 mths.) No additional cost by this time

APPENDIX 2: CURRENT SOCIAL WORKERS SALARY SCHEME

In the context of assessing commencing salaries and subsequent accelerated progression to Scp32, the following experiences are reckonable:

- 1 Qualified Experience in the following employment categories:
 - a) Field Social Worker within a Local Authority or Voluntary Sector
 - b) Education Welfare Officer
 - c) Probation Officer
 - d) Intermediate Treatment Officer
 - e) Community Social Worker
 - f) Residential Social Work experience.
 - g) Other qualified experience which is deemed as being comparable with the experience listed in (a) to (f) above by appointment panel.

The recognised qualification for the purposes of assessing the above experiences are in accordance with the 'Purple Book' i.e. CQSW, CSS etc.

- 2 Unqualified Experience in the following employment categories:
 - a) Unqualified Field Social Worker within a Local Authority or Voluntary Sector
 - b) Any Level 2 Social Work Assistant experience gained after 1.7.89 within Nottinghamshire County Council
 - c) Intermediate Treatment Officer within Nottinghamshire County Council
 - d) Social Work Assistant (after 1.7.89 as in (b) above) and Intermediate Treatment Officer experience outside Nottinghamshire County Council where the nature of the work is comparable with NCC. NB Appointing Officers will be expected to obtain written evidence validating the experience

Note: All the above experiences are reckonable as 'full time' providing the employees (s) work at least 16 hours per week.

New Social Worker Criteria

APPENDIX 3: GUIDE FOR MANAGERS AND PERSONNEL STAFF IN IMPLEMENTING THE CHANGES TO THE SALARY CRITERIA

The key components of the existing salary criteria scheme (introduced 1.5.1990) are as follows:

1. Commencement salary
2. 'Reckonable' experience (that can be counted for assessing commencement salary and subsequent progression)
3. Salary progression.

The grade incorporates spinal column points 24 to 36, and is divided into three 'levels':

Spinal Column Points 24-27 (pt 25 is minimum for qualified staff)

Spinal Column Points 28-31

Spinal Column Points 32-36 (bar for unqualified staff at 34).

Staff are accelerated through the grades by a time served progression system.

The aim of this guide is to highlight the main elements of each component of the original salary scheme (as above) and to explain the recommendations in each case.

1. Commencement salary.

For all Social Workers and Occupational Therapists who are **newly appointed** to the City Council, commencement salary is calculated by the use of a 'matrix' (see Appendix A) which measures length of experience and determines an appropriate spinal column point. It is proposed that in *addition* to the use of this matrix, the following more flexible system is introduced:

i. Newly qualified staff with no previous experience.

The present scheme allows for newly qualified staff with no previous experience to commence on spinal column point 25 with discretion for 26. It is recommended that all such staff are started on point 26 as a matter of course until such time as the Management Team deem that there is no longer a recruitment shortage.

It is also recommended that all recruitment advertisements are amended to reflect the new salary range as spinal column points 26-36, subject to experience.

ii. Practising Social Workers/ Occupational Therapists.

The present system of using the salary matrix to measure length of experience does not allow any room for negotiation. It is recommended that for applicants who are currently practising SWs and OTs, the matrix is used

The first progression to SCP 28 after six months seems to offer an attractive 'quick' progression for newly qualified staff. However, it is recommended that the first progression is linked in, and subject to, a successful probationary period where this is applicable. Also, it is recommended that the progression is to SCP 29, not 28, thus giving an instant addition of an extra three days annual leave. Hence the new levels would be:

Spinal Column Points 25-28 (pt 26 minimum for qualified staff - until further direction)

Spinal Column Points 29-31

Spinal Column Points 32-36.

The second progression to SCP 32 after two years rewards experience and is currently 'subject to consideration'. It is recommended that this second progression is linked to 'competency' assessment and completion of core training.





Greater London Provincial Council

Job Evaluation Scheme

Job Report

Social Worker EDT

1. SUPERVISION/MANAGEMENT OF PEOPLE

ACCOUNTABILITY FOR STAFF

The post holder has no supervisory responsibility for staff.

Help: Supervisory and Management Responsibilities:

Supervisory responsibility may include on-going mentoring relationships but the evidence must demonstrate the duration of the relationship and must include some accountability for quality of work. This responsibility should be counted under "temporarily assigned staff".

Supervisors may also be first line managers who have elements of Management responsibility that has been delegated, for example PDRs, but who will not be expected to deal with the full range of disciplinary, sickness and performance & welfare issues.

Supervisory responsibility may also cover those posts which have shared responsibility for groups of staff.

Evidence for Management responsibility must demonstrate the on-going responsibility for the full range of managerial duties including recruitment, allocation of work, quality assurance, performance, discipline, sickness, welfare, training and development. It is recognised that posts outside of the coverage of this scheme will have responsibility for serious breaches of discipline or cases of dismissal.

The system's assessment is... Level 1

2. CREATIVITY & INNOVATION

DEGREE OF CREATIVITY REQUIRED

There is a significant requirement for creativity in the reviewing and amending of existing approaches and/or complex problem resolution.

Note: The post holder works in a team of social workers providing a statutory response and a range of emergency fieldwork duties to protect the safety and welfare of children and adults, out of office hours. This includes investigations of suspected child abuse, and assessments under the Mental Health Act 1983.

Creative examples are:

Investigations into child abuse. Post holder has NO access to the resources usually available to daytime workers (Family Support Workers/Day Care) and so must solve all problems themselves. Post holder will then gather information about the case in order to formulate a plan by which care/safeguard can be provided by making use of neighbours and relatives. Post holder will carry out limited checks on neighbours and friends to ensure the safety of the client. For example post holder had to locate the whereabouts of a child at risk during the night. Post holder had limited information i.e. a persons name whom the child could be staying with. This resulted in the post holder working with the

police to contact colleagues at County Council to open their offices to access their database to identify the address that matched the name they were given. This enable the post holder to find the child and provide a safeguard.

Assessment: Post holder begins to make an assessment of the case from the initial phone call (Direct Access) by clarifying the problem, assessing strengths, needs and risks in the situation, what resources might be available and the implication of providing/not providing any support such as cost, affect on the individual, press involvement, exposure to exploitation, risk to the public etc.

Planning: Post holder will formulate action plans regarding care/protection until day resources are available on the next working day. Therefore post holder plans accommodate overnight, weekend and bank holiday periods, will include asking hospitals to admit a client on social grounds.

(MP - PH comments) PH is expected to work with the whole situation, eg working with adults with mental health difficulties who are also parents, so children's needs need to be taken into account. As work at night they have no additional support so have to deal alone with often complicated scenarios.

Help: This will include jobs that ARE REQUIRED to update, improve, or alter how services are provided ON AN ONGOING BASIS. This may describe jobs where there is an ongoing FORMAL REQUIREMENT to consider how best to modify and improve procedures and approaches to meet current needs. Jobs involved in developing innovative/creative solutions to complex problems/situations will also be included here. Such problem resolution will involve DETAILED ANALYSIS and consideration of a WIDE RANGE of possible alternatives.

Our local convension is

Level D - Sgeneral guidelines only will be available to the job holder and in some areas the job holder will have the discretion to interpret the guidelines in the light of situations/problems encountered. Examples of such guidelines are where the post holder has to decide which piece of legislation is applicable or where legislation is new and guidance is not yet available or insufficiently detailed.

RANGE OF AREAS

The job requires this level of creativity to be demonstrated as a result of :-

- Amending existing procedures / approaches

Note: See examples above: investigations, assessments.

Help: The ADAPTATION OF EXISTING PROCEDURES to comply with new legislation or fit evolving needs e.g. new legislation/Council policy.

Our local convention is:

There will be a formal requirement to improve procedures and approaches which should generally require the job holder to develop formal supporting documentation as a part of the job.

CONTROLS / LIMITS / GUIDELINES

General guidelines will exist to aid the post holder in their work. There will, however, be

considerable interpretation required in their implementation.

Note: Post holder will interpret a raft of legislation relevant to the areas the post holder will cover in their emergency duties: Vulnerable children, vulnerable adults, homelessness, asylum seekers, disabilities, older people, Mental Health.

Legislation includes: Child Care Act, Mental Health Act, Mental Health Capacity Act, Housing, Immigration, Human Rights, Community Care, PACE.

For example: As qualified Approved Social Workers post holder will interpret the law on Mental Health and apply to a given situation which can impact on the removal of a persons civil liberty.

Pieces of legislation can also conflict (Child protection, mental health, parental responsibility, common law, human rights) e.g. a 15 year old girl in foster care continues to take over doses and refuses life saving treatment. Post holder has to negotiate the numerous applicable pieces of legislation in order to benefit the welfare of the client.

Help: Post will have general guidelines available. In certain areas detailed procedures will not be available and the post holder has CONSIDERABLE LEEWAY in the way they perform their job. Alternatively the post holder could be involved in the development of detailed procedures based on general guidelines.

The system's assessment is... Level 5

3. CONTACTS & RELATIONSHIPS

TYPE OF CONTACT

During the course of their work the post holder is in contact with others. This contact takes the form of :-

- Providing detailed explanations/advice on specialised matters

Note: Post holder will provide advice to Police, Psychiatrists/Clients regarding mental health cases about mental health cases the reasons and justifications for going to a criminal justice route or directly into a mental health assessment.

Help: This will INVOLVE ANALYSIS OF A SITUATION (typically the complex situation will require clarification and exploration). The post holder must then USE THEIR SPECIALIST KNOWLEDGE to identify the best course of action. This will involve weighing pros and cons and explaining clearly the reasoning behind the proposed course of action.

Our local convention is

Providing detailed explanations/advice on specialised matters -- complexity must be demonstrated in terms of: advice (where the issues are less well established), planning, identifying service needs, assessment (and delivery) of more comprehensive support/ care. (Even though post holder is using specialist knowledge, the post holder does not have to be a specialist as defined by Knowledge & Skills)

- Influencing / Persuading

Note: Post holder negotiates with hospitals to admit someone on social grounds and take up medical beds or allow a client to sleep in the A&E department over night.

Help: Influencing skills ARE DEMANDED where a post holder has to PERSUADE others to take the required courses of action WITHOUT HAVING THE AUTHORITY TO COMPEL THEM, although there will be no inbuilt rigidity or resistance from the 'listeners'.

Our local convention is:

Influencing/persuading – There needs to be an outcome that the post holder wants but does not have the authority to demand from other people. Care must be taken not to give Supervisors/Managers this contact for responsibilities counted under SMP.

- Being tactful and diplomatic in sensitive situations

Note: Post holder delivers bad news tactfully. For example parents have had 2 children removed and placed into care and a previously difficult relationship with social services. One of the children an infant and died suddenly whilst in care. Post holder had to relay the news and provide follow up support to the parents.

Help: Over and above basic courtesy, sensitivity and politeness, dealing with SENSITIVE, POTENTIALLY CONTENTIOUS AND/OR CONFRONTATIONAL MATTERS which if not handled well can become "issues" and/or cause damage to the organisation's interests. This demands that the post holder be

- *perceptive to other's concerns and moods*
- *anticipates how they might/will feel about anything that is said.*
- *is able to explain clearly and/or persuade effectively in a way that will neither offend nor antagonise*
- *keeps open the channels of communication.*

Our local convention is:

Tact and diplomacy – This needs to be above and beyond politeness and needs to be about contentious or confrontational matters. The situation should be examined and the degree of impact on the wellbeing of the service user/ reputation of the council and the Job holder's efforts to mitigate these risks must be assessed (rather than the extent to which the contact is confrontational). Care must be taken not to give Supervisors/Managers this contact for responsibilities counted under SMP.

- Counselling

Note: Post holder will utilise counselling skills typically over the phone and in person to emotionally distressed clients where post holder helps the individual explore their situation where no other resources are available or necessary.

Help: The post holder IS REQUIRED TO POSSESS FORMAL COUNSELLING SKILLS not necessarily acquired through qualification and is required to HANDLE ONE-TO-ONE and/or GROUP COUNSELLING sessions. This could include counselling members of staff, emotionally distressed individuals etc.

- Resolving conflict

Note:

Help: Post holder MUST DEAL WITH IRATE CLIENTS / CUSTOMERS / STAFF. This will include the ability to calm tempers, appraise the situation rationally and produce a reasoned resolution without compromising the organisation's position.

COMPLEXITY / CONTENTIOUSNESS

The information communicated is a varied range of complex and contentious matters are encountered.

Note: Situations are related to child protection needs, protection of vulnerable adults, mental health assessments where the outcomes and issues considered are complicated, contentious and important to the council eg sexual, physical and emotional abuse of clients, mental health issues and neglect.

Post holder is engaging with a wide range of professionals, Police, voluntary agencies, and health professionals working in the best interests of the wide range of clients the post holder manages.

Help: Typically, the subject matter is both important to the council AND is complicated AND will involve negotiating, influencing, and/ or more authoritative advisory duties.

Our local convention is:

Varied range of complex/contentious matters - must demonstrate the need for contacts in two or more issues relating to major policy objectives that have substantial implications for the Council. It is expected that the post holder will have sufficient authority to represent the Council's views or act on behalf of the Council.

IMPLICATIONS OF CONTACT

The outcome of the contact can have significant implications for the contact or service.

Note: Post holder will have significant impact on the service provided to service users in performing the statutory duty for emergencies, out of hours and with limited resources in providing protection to vulnerable children, adults and individuals with mental ill health.

Help: To have a significant impact the outcome of the contact would relate to QUALITY OF SERVICE PROVISION AND must take into account THE IMPACT ON SERVICE USERS.

Our local convention is:

For Contact to have significant impact on the service user, Council or organisation the contact outcome relates to quality of service provision & /or the contact outcome must take into account impact on service users

The system's assessment is... Level 6

4. DECISIONS - DISCRETION

FREEDOM TO ACT

The post holder has freedom to take decisions from a wide range of choices within programmes and objectives.

Note:

Post holder has freedom to make decisions regarding the protection and welfare of

vulnerable adults and children and mental ill health service users.

Adults: Post holder decides the type of care, protection required such as residential, nursing, home care depending on the nature of the emergency without reference to a panel.

Mental health: Post holder is a qualified Approved Social Worker able to make decisions based on an assessment that can determine whether a service user is to be sectioned and be detained from 28 days up to 6 months.

Children: Post holder will carry out the assessments and decide on the relevant action plan. Where the assessment concludes that accommodation must be found or will have a financial impact on the service the post will have these decisions ratified by management.

Help: Controls establish parameters from within which decisions are taken. Guidelines are referred to.

Programmes and objectives are clearly defined. Post holder has SCOPE ON A DAY TO DAY BASIS TO TAKE THE DECISIONS NEEDED to deliver these successfully

Our local convention is:

Post Holders will demonstrate a more detailed assessment process where they have to make decisions concerning whether situations or cases meet the guidelines or statute and plan a response that is appropriate. The evidence should demonstrate a greater level of autonomy in the decisions that are required and demonstrate that decisions of this type are an on going factor of the work.

AREAS OF DISCRETION

The post holder has discretion to make recommendations / take decisions in the following areas :-

- Solving job problems (Full autonomy)

Note:

Post holder is expected to have full autonomy for solving normal job problems. Whilst working over night, weekends and bank holidays the post holder will investigate, assess, and plan courses of action specific to each case as it arises through the direct access system.

Only in cases regarding child protection issues would the post holder make reference to the manager regarding decisions that have a financial impact and/or involve accommodation.

Help: The post holder MUST RESOLVE THE MAJORITY OF PROBLEMS ENCOUNTERED within the job and is expected only to refer to others for those problems which are very difficult or unusual, or require specialist input.

- Providing detailed advice to others

Note:

In child protection issues the post holder is required to recommend courses of action with regard to protection and safeguarding. These recommendations are then ratified by the manager.

Help: Advice will involve MORE THAN THE PROVISION OF A STRAIGHTFORWARD

RESPONSE to a given question. It will entail understanding the situation of the recipient, assessing the alternatives and then advising on the correct course of action. Post holder HAS THE AUTHORITY TO DECIDE UPON THE CONTENT OF ADVICE.

The system's assessment is... Level 3

5. DECISIONS - CONSEQUENCES

CONSEQUENCES OF DECISIONS

Decisions which have a SIGNIFICANT implications for the service or SIGNIFICANT effects on employees or other individuals or other organisations.

Note:

Post holders decisions will impact the service user in terms of the immediate care and protection that can be provided, and in mental health cases removal of an individuals civil liberty through detention under the Mental Health Act. This in itself can affect the individual in the long term with regard to stigma and a bar to future employment.

The decision regarding any action plan will also impact the close networks around the individual, family, neighbours and in some cases the general public.

Help: To have a significant impact the outcome of the decision would relate to the quality of the service i.e. it will affect all service users. This may include a review of a system of work, change the way that people work or the way in which the service is delivered.

Our local convention is:

Assessment of significance must take into account the degree of complexity of the decisions, volume of sensitive decisions likely to be made and the autonomy to act appropriately. Sensitivity should be taken from the Council's perspective in terms of risk, financial commitment, political or media high profile issues, or resultant liability. Those posts with an enforcement role should score here as should jobs with a more profound impact on a service user.

The system's assessment is... Level 3

6. RESOURCES

CASH / FINANCIAL RESOURCES

The post is not accountable for the accurate handling / security of cash, cheques or other financial resources.

Help: The job must require a responsibility for the resource which is PERSONAL TO THE POST AND IDENTIFIABLE TO THEM INDIVIDUALLY.

Our Local Convension is

Cheques should be credited if the post holder is responsible for recording and / or banking and reconciling the cheques. Cheques regardless of the amount on the cheque should be considered as LOW SUMS. Responsibility for the security and / or issuing of volumes of blank NCC cheques should be considered as MODERATE SUMS.

- *Holding Purchase Cards should not be counted as they are simply a purchasing tool*
- *If a job holder has a Company Credit card personally issued to them then this should be considered as a SMALL SUM.*
- *Where there is shared responsibility try to identify if one person has primary responsibility and credit that post. If responsibility is genuinely shared then the value should be divided by the number of staff sharing the responsibility (eg 3 staff share responsibility for £3000 then credit given for £1000). This may or may not affect the factor level.*
- *To be consistent with wording for shared responsibility suggest wording – “shared responsibility with “x” others for “£amount”.*
- *If the amount of cash/resource is held infrequently and/or of small amounts and it is shared between several people (eg 3+) then credit should only be given for the shared value of the cash/resource.*
- *People performing a retail function with no responsibility for reconciling the till should get no credit for cash.*

PLANT / EQUIPMENT

The post is not accountable for proper use and safe keeping of plant / equipment.

Help: The job must require a responsibility for the plant / equipment which is PERSONAL TO THE POST AND IDENTIFIABLE TO THEM INDIVIDUALLY.

Our local convention is

Plant/Equipment

- *These are items that are needed for the job holder to carry out their roles/responsibilities. I.e. Laptops, vehicles, speed guns, tools etc.*
- *It should be established that the job holder is personally responsible for the items, whether it be shared responsibility or full. To ascertain this in case of difficulty establish whether track is kept of equipment.*
- *Uniforms should not be considered in this section as a uniform will be worn until a new one is required. However items such as needle proof clothing, toe-capped boots, ear defenders, hard hats can be credited as equipment.*
- *Plant/Equipment are durables.*

Equipment Used “Off-Site”

Where the post holder uses official equipment away from their normal work place, on an ongoing or regular basis and is personally accountable for the safekeeping of the equipment on such occasions credit should be given. An example might be the use of TV/audio equipment, radar guns etc as used by a Road Safety Officer in demonstrating aspects of road safety on school premises. In such cases, a line manager may also have accountability for these items while they are on official premises i.e. accountability may be shared over time.

Vehicles

The driving of a vehicle should not of itself result in credit under this factor. Post holders who drive their own car in lieu of an official/pool car should not get credit. Nor should post holders using leased vehicles where this is a pool or shared vehicle.

Credit should be given to job holders who drive NCC vehicles as a major part of the job – drivers of mobile libraries, and those transporting social services clients for example. It is

the driver who should get recognition. As mentioned earlier, if the vehicle is used by different people, the person with responsibility for it's maintenance should be credited.

STOCK / MATERIALS

The post is not accountable for materials / items of stock.

Help: The job must require a responsibility for the materials / stock which is PERSONAL TO THE POST AND IDENTIFIABLE TO THEM INDIVIDUALLY.

Our Local Convension is

Stocks/Materials

- If it is the job holder's responsibility to issue out items, re-order, take delivery and then lock away the stationary etc then they should be credited. Small items such as their own pens do not count.*
- Stock/Materials are consumables.*

In the case of library stocks, which may be of considerable value, a post holder accountable for stock is likely to:

- ? Have control over its security and physical condition*
- ? Be required to ensure appropriate stock checks are undertaken*
- ? Be personally accountable in the event of loss/deterioration*

DATA SYSTEMS

The post holder is not responsible for the use and safekeeping of data systems.

Help: The job must require a responsibility for the data systems (either manual or computerised), which is PERSONAL TO THE POST AND IDENTIFIABLE TO THEM INDIVIDUALLY. This will include those involved in the full time use and manipulation of information technology.

Our Convension is

Data Systems

Nearly all council's employees handle data in some form or another and it is of no value to give credit for data handling or data input. Additionally, use of IT equipment is recognised under Physical Demands and it is important to avoid double counting.

- Does the post have SYSTEM ADMINISTRATOR responsibility for either manual or computerised systems? Does post holder have 'rights' ie can they make changes to many records and/or the programme and or the filing system for example – are they responsible for the responsible use and maintenance of the data?*
- If they are required to update/maintain single records they DO NOT qualify as responsible for data systems.*
- Low/High Value - consideration of the time taken to replace any lost data with the impact on the council of any amount of information lost in respect of negative publicity should be taken into consideration.*

BUILDINGS

The post is not accountable for the proper use and safe keeping of buildings.

Help: The job must require a responsibility for buildings, which is PERSONAL TO THE POST AND IDENTIFIABLE TO THEM INDIVIDUALLY.

Our Convension is

Buildings:

- It is important to establish the level of responsibility for a building i.e. sole or shared. Normally shared responsibility will result in a level below full responsibility being awarded – consideration should be given to scoring level 2 on Plant/Equipment if the responsibility is shared and relates to “Small” buildings.*
- Responsibility for buildings should include both/either of the following sets of responsibilities*
- Security – setting alarms, opening & locking up, some call out responsibility.*
- Maintenance – formal requirement to initiate or undertake repairs.*
- Key holder responsibility alone will not count in this section.*
- There may be special cases where senior managers who are “hands on” will meet the criteria for buildings responsibility but this must be established with examples and frequency and not awarded solely on the grounds of budget accountability.*

The system's assessment is... Level 1

7. WORK DEMANDS

INTERRUPTIONS & DEADLINES

The job is normally subject to interruption.

Help: Our Convension is

Reference should be taken to the manual scheme to make an assessment of level – then the rules used to work out how to score that level on the computer.

Level 2 – the post holder must experience significant interruptions which cause them to change tasks. The programme of work should be established and the interruptions demonstrated so a person on phone duty would not get credit for interruptions caused by the phones ringing – this would constitute the programme of work. An interruption would have to cause the programme of work to change for a period of time.

Level 3 – the post must demonstrate challenging deadlines that are negotiated or imposed and having a series of variables over which the post holder has control or influence; these would not normally include self imposed deadlines in order to complete a collection of tasks in a day. The requirement to deliver post by 10.00 would not constitute a deadline as this is a daily, scheduled occurrence.

Level 4 – the post must demonstrate conflicting priorities or conflicting resource needs in addition to the challenging deadlines described in level 3 e.g. having frequently having to reschedule work.

Level 5 – the post must demonstrate frequent conflicting priorities and resource needs

which requires frequent scheduling of work and reallocating resources to cope with peaks and troughs of work in addition to the challenging deadlines.

These would frequently lead to the post holder having to switch to a different programme of tasks.

Note: Post holder is responsible for responding to emergencies regarding care and protection for all the fieldwork teams across Childrens, Adults and Mental Health. each separate field is governed by its own legislation stipulating specific deadlines within which to operate, gather information, make assessments and provide action plans, implementation and review.

Help: A Programme of Tasks describes a collection of activities forming an identifiable area of work. Consideration needs to be given to HOW OFTEN INTERRUPTIONS LEAD TO THE POST HOLDER HAVING TO SWITCH TO A DIFFERENT IDENTIFIABLE AREA OF WORK.

Frequently -Work will be SUBJECT TO DEADLINES and the programme of tasks is more likely to change than to remain unaltered. Changes in activity take place SEVERAL TIMES A DAY.

*Our local convention is:
Refer to the manual scheme scoring*

CONFLICTING PRIORITIES / RESOURCE NEEDS

The post holder has to resolve conflicting priorities / resource needs on an on going/regular basis.

Note: Post holder is responsible for care across the field work team and for the separate legislation that governs each of the those areas the post holder will weigh up the statutory priority of each case.

Help: Post holder needs to RESOLVE PROBLEMS of this nature on at least a DAILY BASIS.

*Our local convention is:
Refer to the manual scheme scoring*

The system's assessment is... Level 4

8. PHYSICAL DEMANDS

PHYSICAL EFFORT

The job requires the following level and frequency of physical effort:

- Normal Physical effort Regularly / Lengthy Periods

Note: The evidence suggests that the range of physical effort required did not extend beyond normal physical effort as defined by the agreed conventions and therefore this level has been awarded. (MP)

Post holder will occasionally be required to carry, physically support young children/babies.

Help: Normal physical effort will include sitting, standing and normal office duties such as filing.

Our Convension is under revision:

Normal Physical Effort To score at the "Substantial" level post holders will typically have use of heavier office machinery e.g. industrial guillotine, kitchen equipment, polishers etc.

Where a job holder has a high level of computer input they are likely to experience lengthy periods of normal physical effort (L for normal effort) and perform occasional work in awkward positions (O for substantial effort), generating a level 2 score for this factor.

Generally unpronounced or sporadic physical effort, only moderate body movements, and occasional (less than 6 times a day) lifting or carrying light weights (under 10kg). This would equate to normal office-type work including clerical work but not continuous keyboarding.

The post holder is a MODERATE user of IT equipment.

Note:

Post holder would use the PC up to 30% of the time.

Help: Use of computer system on a DAILY BASIS. Post holder will have other tasks and typically will spend NO MORE THAN 2 HOURS PER DAY (cumulative) actively using the system.

Regularly/Short Periods 25-49% of working time

Moderate Over 25% of working time.

The system's assessment is... Level 1

9. WORKING CONDITIONS

WORKPLACE

The post holder normally works in the following area(s): -

- Indoors - office environment (or similar)

Main place of work

Note: Post holder will work in offices, hospitals, police stations, homes.

Help: Where the heating, lighting and ventilation are similar to that of an office, e.g. classroom, care home etc.

DISAGREEABLE CONDITIONS

The job is subjected to the following disagreeable conditions:

- Unpleasant working conditions associated with caring responsibilities Occasionally

Note: Post holder visits peoples homes that are in a dirty and unhygienic.

Help: E.g those associated with caring responsibilities.

The system's assessment is... Level 1

10. WORK CONTEXT

EXPOSURE TO RISK

There is a SUBSTANTIAL level of risk to personal safety of injury, illness or health problems arising from the environment / public (assumes appropriate risk assessments have been undertaken and hazardous conditions avoided/reduced).

Note:

Post holder deals directly with issues of severe neglect, mental ill health, child abuse/other forms of abuse and exposed to situations as appropriate adults that can be deeply distressing. There is a risk physically to the post holder due to working at night in deprived areas and peoples homes, and a high level of emotional distress regarding the nature of the cases across all areas of social field work.

Help: This may describe jobs where there is a requirement to visit homes where it is known there may be a risk of a violent incident, a job which works with a difficult client group and jobs which involve known hazardous work.

Posts at level D include those who face high risk of personal injury. The client group and frequency of contact should be considered as appropriate when deciding level of risk. A Care Worker in daily contact with a challenging client group would normally be given a higher score than a line manager dealing with the same client group on an occasional basis.

Our local convention is (under revision)

Post holders requiring daily exposure to potentially violent service users in their homes should score here.

- *Post holders required to work at height (in harness) with machinery may score here e.g. daily working with a chainsaw at height.*
- *Post holders requiring the frequent exposure in a direct service provision environment to cases which may involve pornography, abuse or extreme violence may score here.*

The system's assessment is... Level 4

11. KNOWLEDGE & SKILL

TYPE OF WORK UNDERTAKEN

The role demands that the post holder has the ability to undertake work of a complex and specialist nature.

Note:

Post holder is part of a specialist team that is responsible for an out of hours emergency service across the all field work team in social services. Children's, Adults and Mental Health.

Post holder responds to calls from the public and other professionals out side of office hours.

Post holder will undertake investigations, assessments, develop action plans , implement any plans and review. Post holder will prioritise cases on the basis of their severity and legislative guidelines as well as follow cases up that require further social work intervention out of hours.

Post will do this for all social work field teams e.g. cases around vulnerable children, vulnerable adults, homelessness, older people, Alzheimers, Dementia, and Mental Health.

Help: The structure of such jobs will involve TASKS WHICH ARE COMPLEX. Typically these duties will apply to a SERIES OF VARIABLES ALL IMPACTING on the role over which the post holder is required to have control.

Our local conversion is:

Complex

" The post holder will be a point of contact/source of expert knowledge for team/departmental colleagues. Post holders will have to interpret more complex procedures, policies and legislation and to impart this knowledge to a broader audience.

DEPTH AND BREADTH OF KNOWLEDGE

The post holder must possess a detailed level of knowledge and skills across a diverse range of specialist disciplines.

Note: Knowledge

- Professional social work qualification (CQSW, DipSW or equivalent).*
- Approved Social Worker (Mental Health Act 1983) status, or willingness and ability to complete training at an early opportunity.*
- In-depth knowledge of child care legislation and in particular the law and Guidance relating to Child Protection.*
- Knowledge of mental health legislation.*
- Understanding of the differences between working in an out of hours social work service and working in daytime services.*
- Understanding of the equal opportunities aspects of service delivery.*

- *Understanding of the City's core values and their implications for the delivery of social work services.*

Skills/Abilities - Interpersonal

- *The ability to respond confidently and sensitively to members of the public at all times.*
- *The ability to form positive partnerships with other professional.*
- *Ability to communicate at all levels both verbally and in writing.*
- *The ability to work flexibly as part of a small team committed to high quality service delivery.*
- *The ability to participate constructively in meetings, representing the team and / or the Department if necessary.*

Skills/Abilities - Other

- *Effective analytical and assessment skills.*
- *The ability to work independently and autonomously, within policy and procedural frameworks.*
- *The ability to work effectively under pressure, organising and prioritising work.*
- *The ability to transfer skills into unfamiliar settings.*
- *The ability to use computer information systems.*

Experience

- *Minimum three years post-qualifying experience as a fieldwork practitioner.*
- *Substantial experience of undertaking Child Protection enquiries and investigations.*
- *Experience of working in a duty setting in a Social Services Department.*
- *Experience of working directly with people with mental health problems.*
- *Experience of working with a range of service user groups.*

The evidence clearly demonstrated the need for a detailed knowledge and skills across a diverse range of specialist disciplines and therefore this level was awarded.(MP)

Help: The structure of the job requires sufficient depth of knowledge or skill such that it is DISCRETELY IDENTIFIABLE as a separate body of knowledge. MORE THAN ONE DISCIPLINE is present at this level AND they feature FUNCTIONAL DISTANCE between the areas i.e.: they are diverse.

Our Convension is

Diverse range of specialist disciplines

Post holders will be required to have an in depth knowledge of range of disciplines and/or be regarded as an expert. Disciplines are a combination of range of tasks/activities which when combined result in a specialist discipline.

For a Solicitor this may include; advocacy, litigation, court proceedings, and drafting of complex papers. The potential risk of winning/losing a potential a case will give an indication of the degree of specialism.

A Procurement Officer will be required to have an in depth knowledge of contract specification, financial and legal regulations, and post tendering negotiations. The value and complexity of each contract will give an indication of the degree of specialism.

The system's assessment is... Level 6