

London Borough of Brent
General Purposes Committee – 22nd May 2003
Report from the Director of Social Services
New Career Grade for Social Work Team Managers in Social Services

Name of Wards Affected

1. SUMMARY

This report furthers the pay and retention strategy for Team Managers in the Community Care Service, Children's Services and the Youth Offending Team by creating a new career grade for this group of staff. It follows on from a report to Deciding Committee of 3rd October 2001, when improvements to the grading of social workers in Children's Services were agreed. It should be read in conjunction with the report that furthers the pay and retention strategy for social work staff in Community Care and that is reported elsewhere in the agenda.

2. RECOMMENDATIONS

That members note the contents of the report and agree to extend the grade range for Team Managers from PO4 to PO4/5, with effect from 1st April 2003.

3. FINANCIAL IMPLICATIONS

- 3.1 A team manager's movement to the higher grade will depend on whether he or she meets the competences laid out in a new PO5 job description.
- 3.2 In this financial year 2003/4, the actual cost is difficult to predict since only 7.5 out of 13.5 team manager posts are permanently filled. Therefore, the minimum cost in this financial year would be £7,339 including on-costs, if all 7.5 permanent team managers were regraded. The improvement in the grade for team managers may result in more of the vacancies becoming permanently filled and therefore the cost of the regrading is likely to rise with time.
- 3.3 If all team manager vacancies in Children's Services were filled and all team managers were re-graded to PO5, it would cost in the region of an extra £13,000 per annum including employer's on-costs at the first point of the PO5 scale. This figure increases as team managers progress up the PO5 scale.
- 3.4 In the Community Care Service there are 8 team manager posts. 2 of these result from a proposed regrading of senior practitioners in Learning Disabilities from PO2 to PO4 team manager and it is unlikely that these 2 will be regraded again in this financial year. All of these posts are permanently filled, if 6 out of 8 team managers were regraded in this financial year, it would cost £5871 including on-costs. In future years, if all 8 were regraded to PO5, this would cost in the region of an extra £7,800 per annum including on-costs at the first point of the PO5 scale. This figure increases as team managers progress up the PO5 scale.
- 3.5 The Department has made a bid for funds centrally from the Remuneration Budget to fund this initiative. Should funds not be forthcoming from this source, the Department will want to make these improvements from its existing budget. However, the latter route may limit our ability to concentrate financial resources on the recruitment of new social work staff.

4. STAFFING IMPLICATIONS

- 4.1 The ability to recruit and retain high-calibre team managers is critical for continued improvement in Children's Services and to provide high-quality services for children in need. The Service has not to date, maintained a full establishment of permanent team managers. This tends to place a burden of responsibility on service unit managers and senior social workers for day-to-day decisions affecting social work teams and affecting children and families.
- 4.2 In Community Care, it is equally important that high quality services are provided for vulnerable adults. Difficulties in recruiting team managers have been experienced when vacancies occur.

5. TRADE UNION CONSULTATION

A copy of this report has been passed to the Staffs Side Secretaries of UNISON and the GMB for discussion and comment.

6. LEGAL IMPLICATIONS

There are no legal implications.

7. DETAILS

- 7.1 There are twelve team manager posts in Children's Services reporting to three service unit managers. The three SUMs manage the Placements Service, which deals with the Borough's Fostering and Adoption services and Children's Services East and West, which is geographically split to deal with referral and assessment of children-in-need. In addition, East Area has the Children with Disabilities Team and West Area, the Looked After Children, Unaccompanied Asylum Seeking Minors and Leaving Care Teams. There is one Team Manager in the Youth Offending Team who reports to the Head of the Youth Offending Team.
- 7.2 Children's Services has averaged only six to eight permanently appointed team managers out of the establishment of twelve, at any one time. This has resulted in a dependence on agency team managers, who are very expensive at this level. The average hourly rate for an agency team manager is £36.58, which equates to an annual payment of £61,454. This compares with a proposed, maximum salary at PO5 for Brent team managers of £48,734 at 2003 rates including on-costs. As agency team managers are not Brent staff, we cannot further develop them into more senior positions. This impacts on planning, risk management and the quality of service provision for children in need, children looked after and children at risk of deliberate harm.
- 7.3 The recruitment of permanent team managers will in turn enhance the recruitment and retention of permanent social workers as it will be possible to provide the level and quality of support they need.
- 7.4 The Community Care Service employs staff who provide services to vulnerable adults in five service areas. These are Older People's Services, Learning Disabilities, Physical Disabilities, Drugs and Alcohol and Mental Health. Brent employed team managers are found in Older People's Services where there are four, in Physical Disabilities, two and in Learning Disabilities, two. Community Care Services are provided to some of the most vulnerable adults in the community and to those who require residential and nursing home care. These are often high cost demand led services. The assessment and care management process needs to be well managed by experienced and suitably rewarded managers. There is a need to retain team managers who have built up much expertise in these areas and it is important to attract suitably experienced team managers when vacancies occur.

- 7.5 For these reasons, the Department is looking again at the competencies that a skilled team manager requires to be effective and the remuneration package that will attract and retain this type of worker.
- 7.6 Team managers in Children's Services were re-graded from PO3 to PO4 on October 1st 2001 and in Community Care within the last eighteen months. Since then, many London authorities have caught up with and in some instances, overtaken Brent in their remuneration packages for team managers. There is now a need for us to develop a package that gives real opportunity for longer-term career development. This is not only for our existing team managers but also for those who may be attracted to working for Brent as an employer of choice.
- 7.7 The intention is therefore, to add a further grade of PO5 thus spanning the range of PO4/5. A set of competences has been prepared for progression to the PO5 grade. The team manager job description with these competences has been evaluated by the Council's Job Evaluation Section at the desired grade. The change in the spinal column range is demonstrated in the table below:

| CHILDREN'S SERVICES | CURRENT RANGE | NEW RANGE |
|---------------------|-------------------|---------------------------|
| Team Manager | PO4 Scps 44 to 47 | PO4 and PO5 Scps 44 to 50 |

- 7.8 A team manager can be assessed against the PO5 job description as part of his/her performance appraisal with his/her service unit manager. If it is possible to show that he/she demonstrates the competences set out for PO5 then he/she can move to that grade if agreed by the Children's Services Management Team or the Community Care Service Management Team.
- 7.9 A salary survey has been prepared by us to check the competitiveness of Brent's team manager salaries against the London area and to ensure that our proposals meet our objectives. The results are shown at pages four and five.

8. CONCLUSION

- A full establishment of permanent team managers has not been maintained by the Department to date. Difficulties in recruiting team managers have been experienced when vacancies occur
- The Department wishes to reduce its dependence on agency team managers who are expensive
- Brent employed team managers can be further developed into more senior positions in the Department, as they are permanent staff
- Recruitment of permanent team managers will promote the recruitment and retention of permanent social workers
- It is essential to retain the highly experienced team managers that the Department already has

For these reasons, a proposal to extend the grade for team managers from PO4 to PO4/5 has been developed. This action will place Brent's team manager salaries in the upper quartile of team manager salaries paid by London local authorities.

9. BACKGROUND INFORMATION

- 9.1 Report to Deciding Committee of 3rd October 2001: Pay Strategy for Qualified Social Workers in Children's Services.
- 9.2 Report to Executive Committee 31st March 2003: Pay and Retention Strategy for Care Managers, Social Workers and Approved Social Workers in the Social Services Community Care Service

SURVEY OF SOCIAL SERVICES TEAM MANAGER SALARIES IN LONDON BOROUGHES

Children's Services Team Managers

*incl. market supplement and/or retention allowance

| Brent | | Survey Median* | | Survey Mode* | | Top 5 local authorities* | |
|----------|--------|----------------|--------|--------------|--------|--------------------------|--------|
| Min | Max | Min | Max | Min | Max | Min | Max |
| 32,505 | 34,713 | 31,761 | 35,448 | 33,792 | 36,000 | 30,900 | 37,110 |
| | | | | | | 35,505 | 37,713 |
| | | | | | | 33,051 | 38,214 |
| proposed | | | | | | 29,642 | 40,042 |
| 32,505 | 36,930 | | | | | 36,000 | 43,842 |

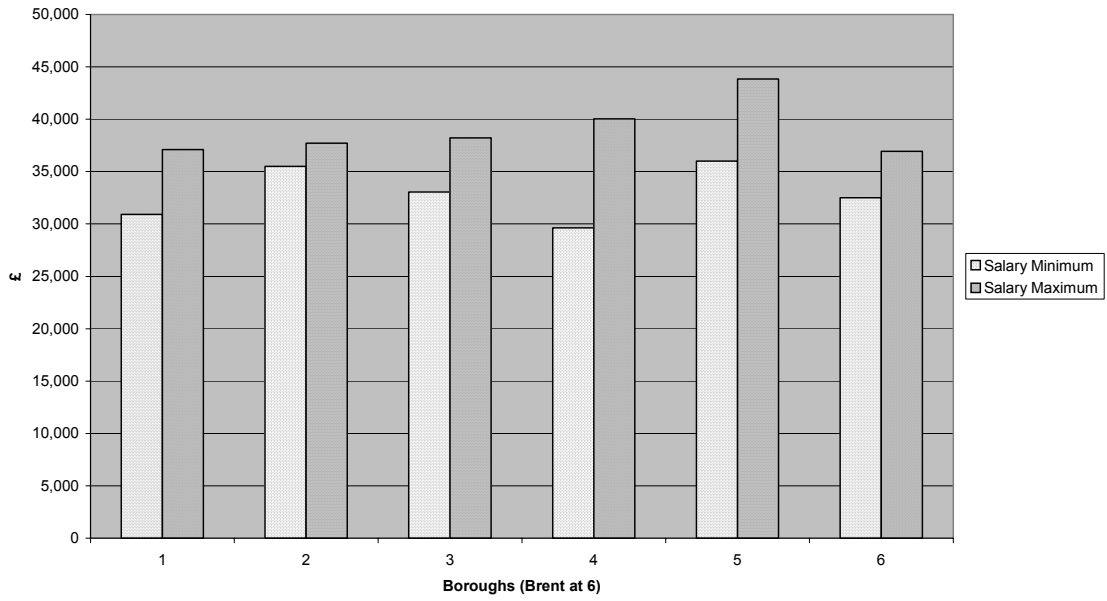
Community Care Team Managers

*incl. market supplement and/or retention allowance

| Brent | | Survey Median* | | Survey Mode* | | Top 5 local authorities* | |
|----------|--------|----------------|--------|--------------|--------|--------------------------|--------|
| Min | Max | Min | Max | Min | Max | Min | Max |
| 32,505 | 34,713 | 33,051 | 36,155 | 33,792 | 33,969 | 30,900 | 37,110 |
| | | | | | | 33,792 | 37,470 |
| | | | | | | 33,051 | 38,214 |
| proposed | | | | | | 33,051 | 38,214 |
| 32,505 | 36,930 | | | | | 24,442 | 40,042 |

SURVEY OF SOCIAL SERVICES TEAM MANAGER SALARIES IN LONDON BOROUGHES

Top Five Children's Services Team Manager Salaries Compared with Brent's Proposed Salary



Top Five Community Care Team Manager Salaries Compared with Brent's Proposed Salary

