HARROW CHILDREN’S PROFESSIONAL SOCIAL WORKER CAREER PROGRESSION AND REWARD SCHEME

Next planned review: June 2017
Last update: January 2016
Developed: Sept 2013
1. Introduction
Harrow has a reputation for high achievement and lively innovation. We value our social workers and aim to continually develop and support staff via a range of varied training & development opportunities to ensure individuals achieve their social care career goals.

You will be joining an integrated group of staff working together for the benefit of every child and family in Harrow. The children we work with deserve the best support and protection and this will be achieved through your hard work and contribution to Children’s Services within the People Services Directorate. We have designed this career progression & reward scheme to help you develop your career, here at Harrow and support the Borough’s commitment to equal opportunities for all.

You will have the opportunity to discuss your progression in regular supervision meetings with your line manager and also at your annual appraisal meeting. We believe in growing our own talent and providing a stimulating environment to work in. At Harrow we want to attract, retain and develop the best talent.

2. Learning & Development
Harrow’s commitment is to ensure that social workers are paid and rewarded in line with their knowledge, skills, experience and performance. We encourage social workers and all staff to take ownership and commitment to their continuous professional development, to be growing and developing on their skills and improving practice throughout their journey at Harrow. Our training and development programmes follow the Professional Capabilities Framework for Social Workers as shown in the diagram below.
3. **Governance**
This career progression and reward scheme will be reviewed annually by the Divisional Director of Children and Young People (Ch&YP) Service and representatives from the Ch&YP Service Senior Management Team.

4. **Career Progression & Increment**
To progress through the Social Work career pathway (see Diagram A. Social Work Career Structure) you will need to meet the criteria outlined in Section 7.

You will be required to provide evidence of recent work for example reports to demonstrate evidence for progression. This will go to the panel along with any appraisals, probation reports and other feedback you can use as evidence for example from service users. The Panel is a minimum of the Divisional Director Ch&YP plus one Head of Service, or two Heads of Service but not the Head of Service with line management responsibility for you. They will consider your evidence for approval and you will proceed to the next higher grade. If not, any gaps will be discussed with you and further training, development and support will be provided.

You are also entitled to an increment on your grade at 1 April each year unless, of course, you are subject to formal conduct or capability procedure or at the top of your grade.

**NOTE:** The DfE are currently piloting an accreditation and testing process for children and family social workers and practice supervisors in line with the relevant Knowledge and Skills Statement. Once this becomes a mandatory process then the Career Progression scheme will be updated.
5. **Market Supplement**

Case holding Social Workers and managers may receive a non-contractual market pay supplement subject to the rules of the Council’s Market Supplement Policy. These sums are not shown on this chart and are designed to ensure that your salary broadly reflects that of other employers of social work professionals in the region.

**NOTE:** In Jan 2016 all Ch&YP Qualified Social Workers receive £1500 annual market supplement. Contact HR for details.

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**Diagram A. Social Work Career Structure**

The career structure for social workers shown below is intended for all qualified and registered Children’s SW within Harrow Children’s Services. It is intended to provide clarity around career progression opportunities for qualified social work practitioners and possible development opportunities.

*Progression by application and selection panel*
6. Career Progression & Reward Table

HEAD of SERVICE

SERVICE MANAGER

TEAM MANAGER

MG 4/MG3
1-5

MG 1
1-5

DEPUTY TEAM MANAGER/
CONSULTANT SOCIAL WORKER/
SENIOR PRACTITIONER (CWD)

G11
42-25

SENIOR SOCIAL WORKER

G10
37-41

SOCIAL WORKER
with 1 year or more experience

G9
34-36

SOCIAL WORKER
(ON Assessed Year of Experience [ASYE])

G9
33

SOCIAL WORK STUDENT
(Trainee Social Worker/NIL HCPC

G8
29-32

Leadership & Management Training

Full frontline Team Manager Training (Leadership & Management)

Full frontline Team Manager Training (Leadership & Management)

Specialist Training Incl. Managing your Team & Supervision Training

PQ – Undertake Consolidation Module. Working towards Enabling Others 1 & 2

Assessment SW completing the ASYE year

Completing a degree (Bachelor/Masters) in Social Work

Clear relationship to Professional Capabilities Framework (PCF)
The Career Development column indicates the learning and development support relevant to your professional advancement. The Progression Criteria column summarises the objective criteria used to determine your progression, and a more detailed version is overleaf including the evidence needed to meet the criteria.

<table>
<thead>
<tr>
<th>Position</th>
<th>Career Development</th>
<th>Progression Criteria</th>
<th>Grade</th>
<th>Point</th>
<th>Pay [Jan 2015]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trainee Social Worker</td>
<td>In a degree programme to obtain SW qualification</td>
<td>Meet programme requirements</td>
<td>G8</td>
<td>29 - 32</td>
<td>£29,433 – £31,059</td>
</tr>
<tr>
<td>Social Worker (on ASYE and not signed off by QA Panel)</td>
<td>Complete SW degree and active HCPC Registered. In the ASYE programme to enable to build solid foundation in SW</td>
<td>Qualified Social Worker (bottom spinal point)</td>
<td>G9</td>
<td>33</td>
<td>£31,671</td>
</tr>
<tr>
<td>Social Worker (with 1 or more years experience) w.e.f. 01.07.14</td>
<td>Developing social work experience through varied workload</td>
<td>Pass the ASYE Programme endorsed by Harrow ASYE Quality Assurance Panel Undertaking the PQ Consolidation Module</td>
<td>G9 (top sp pt)</td>
<td>36</td>
<td>£34,248</td>
</tr>
<tr>
<td>Senior Social Worker</td>
<td>In a programme that possibly lead to apply for a first line manager position</td>
<td>Endorsed by Career progression Panel Complex case load holder and qualified mentor – see detailed criteria overleaf</td>
<td>G10</td>
<td>37 - 41</td>
<td>£35,130 – £38,904</td>
</tr>
<tr>
<td>Deputy Team Manager/ Consultant SW/ Senior Practitioner</td>
<td>Development to support first line management role and towards team manager position</td>
<td>Complex case holder, mentoring and team management responsibility</td>
<td>G11</td>
<td>42 - 45</td>
<td>£39,816 – £42,545</td>
</tr>
<tr>
<td>Team Manager</td>
<td>Development to support team management role and towards head of service Ch&amp;YP/ service</td>
<td></td>
<td>MG1</td>
<td>1 - 5</td>
<td>£42,936 – £49,116</td>
</tr>
</tbody>
</table>
7. Outcomes & Competencies

Social Worker on ASYE Programme should be able to:
- Undertake interviews, assessments, observations and gather information from service users, carers and families
- Formulate analytical reports that evidence-based from information gathered
- Formulate plans to meet assessed needs consistent with the function of the team
- Use safeguarding procedures to investigate and manage risk where individuals suffered or are likely to suffer significant harm
- Manage and monitor workload and organise tasks in relation to prioritising tasks and responsibilities
- Build integrated agency approaches that benefits the service users
- Demonstrate they are practicing in accordance with the PCF 9 domains

Social Worker on ASYE Programme will be subject to:
- Reduced and less complex work/case load
- Close supervision and support (monthly supervision and additional reflective supervision)
- Work shadowing of experienced social workers
- Discussing decisions and judgements to others (line managers/senior practitioners) before taking action

Evidence for Progression:
- Date of social work qualification
- Current HCPC Registration
- Copy of the probation reports (3, 6, & 12 months)
- Details of training attended (in-house and other)
- ASYE Portfolio, which includes learning logs, reference to PCF and cases

People Service Directorate ASYE Quality Assurance Panel\(^1\) considers portfolios provided from adults and children’s areas and will decide on whether the required competencies have been evidenced. Current panel members include: Principal Social Workers, senior manager, and Children’s Workforce Development Officer. The

\(^1\) See separate documents: ASYE Protocol March 2013; June 2014 ASYE QA Panel Terms of Reference
Panel’s decisions may be moderated externally. Outcomes including successful completions, are confirmed by email to Head of Service/Service Manager, Divisional Director and Corporate Director. With effect from 01.07.14, successful candidates are then eligible to move to the top of G9, and consolidate their practice as described in the Career Progression Scheme. In most cases this will be within 12 months of starting as QSW in Harrow, however where the ASYE period has taken longer to complete for a range of individual reasons, then a pre-Panel discussion with the relevant Head of Service is required to agree an appropriate effective date.

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NOTE: The ASYE QA Panel may choose to defer their decision, subject to further evidence and/or factual clarification, OR to make a decision subject to specific terms that must be satisfied prior to any related individual pay change. Pay changes can be backdated where appropriate, and will be considered on a case by case basis, at the discretion of the Panel. Outcomes are notified in writing to individuals, and also to the DfE and Daisy Bogg Consultancy. Certificates confirming the pass are sent direct from Daisy Bogg Consultancy to the Workforce Development Officer who distributes to staff. The Workforce Development Officer keeps a copy of the ASYE portfolio and returns the original to the social worker for his or her records.

The Head of Service/Service Manager instructs Payroll of the salary uplift and the date from which the increase spinal point will commence.

Social Worker (with 1 year or more experience) should be able to:

- Provide service to service users within time scales and within statutory guidelines, Directorate policies, standards and guidelines
- Promote integrated agency approaches to support service users
- Take a child-focus/person-centred approach, which is inclusive
- Use recording and reporting systems to a good standard
- Develop a range of experience from complex, specialist and generic cases
- Use safeguarding procedures to investigate and manage risk where individuals suffered or are likely to suffer significant harm
- Manage and monitor workload and organise tasks in relation to prioritising tasks and responsibilities
- Demonstrate they are practicing in accordance with the PCF 9 domains

Social Worker (with 1 year or more experience) will be subject to:

- Increased autonomy and more complex work/case loads as he/she progresses

Evidence for Progression

- Date of Qualification
- Current HCPC Registration
- Date of Previous Progression (if applicable)
- Details of training attended (in-house and other) and how these have impacted their performance (use of Learning Logs)
- Evidence of successful completion of the Consolidation Module
- Demonstrate commitment to CPD
- Written statement from the social worker providing evidence how they meet the requirements (examples of case work is essential)

**Senior Social Worker** should be able to:
- Manage own complex work/case load
- Undertake risk assessment in often complex situations
- Use recording and reporting systems in a excellent way
- Enable the learning of others (such as NQSW and SW students)
- Be buddy to others
- Keep up to date in their area of practice
- Act as Practice Educator to social work students

**Evidence for Progression**
- Date of Qualification
- Current HCPC Registration
- Date of Previous Progression (if applicable)
- Details of training attended (in-house and other) and how these have impacted their performance (use of Learning Logs)
- Evidence of successful completion of the Enabling Others 1 and working towards Enabling Others 2
- Details of work undertaken to support others (e.g. being a buddy, mentor, PE)
- Written statement from the social worker providing evidence how they meet the requirements (examples of case work is essential)

**Deputy Team Manager/Consultant SW/ Senior Practitioner** should be able to:
- Lead a small team
- Undertake assessment and coordination of services (have advanced assessment skills)
- Undertake complex risk assessment and court work
- Become expert practitioners (possibly in specific areas)
- Be involved in the development of other staff
- Act as Practice Educator to social work students and play a significant role in enabling the learning of others
- Critically advise in relation to case management
- Deliver training to others (as required)
- Demonstrate good understanding of relevant research and evidence-based practice.

**Deputy Team Manager/Consultant SW/ Senior Practitioner** will be subject to:
- Having very complex work/case load
- Undertake a critically advisory role in relation to work/caseload management
- Practice as Practice Educator
- Supporting NQSW’s through Probation year
- Work with a high degree of independence (supervision with line manager will be more consultative)
Evidence for Progression

- Date of Qualification
- Current HCPC Registration
- Date of Previous Progression (if applicable)
- Details of training attended (in-house and other) and how these have impacted their performance (use of Learning Logs)
- Evidence of successful completion of the Enabling Others 1 and working towards Enabling Others 2
- Details of work undertaken to support others (e.g. being a buddy, mentor, PE, supporting NQSW’s and those doing a PQ course)
- Written statement from the social worker providing evidence how they meet the requirements (examples of case work is essential)

* Progression to a Deputy Team Manager/Consultant SW/ Senior Practitioner post will be by a competitive recruitment and selection process and subject to the availability of such post.
Progression to a team manager post will be by a competitive recruitment and selection process and subject to the availability of such post.
Appendices

Attached are Harrow Council Children’s Role Profiles for the following:

- Social Worker
- Deputy Team Manager/ Consultant SW/ Senior Practitioner
- Team Manager
- Head of Service Ch&YP/ Service Manager CWD

The Professional Capabilities Framework for the following:

- ASYE (NQSW)
- Social Worker
- Deputy Team Manager/ Consultant SW/ Senior Practitioner (Experienced)
- Team Manager (Advanced)
- Service Manager (Strategic)

Knowledge and Skills Statements (KSS) for:

- Child and Family Social Worker
- Practice Supervisor
- Practice Leader