

DUNDEE CITY COUNCIL

REPORT TO: Personnel Committee - 14 August 2006

REPORT ON: Social Work Department - Occupational Therapy Service - Review of Staffing Structure

REPORT BY: Director of Social Work and Assistant Chief Executive (Management)

REPORT NO: 315-2006

1.0 PURPOSE OF THE REPORT

1.1 The purpose of this report is to put forward a revised staffing framework for the Occupational Therapy Service within the Social Work Department that meets the aspirations of the recently completed Best Value Review of the Occupational Therapy Service.

2.0 RECOMMENDATIONS

It is recommended that the Committee approves:-

- 2.1 the establishment of one post of Occupational Therapist, graded AP4/5+1, £21,327 - £27,039;
- 2.2 the establishment of five posts of Support Worker, graded SCP19-24, £16,929 - £19,440;
- 2.3 the establishment of two posts of Practical Assistant, graded GS3, £14,829 - £15,441;
- 2.4 the establishment of five Senior Occupational Therapy Clinicians, graded at SCP30-37, £23,610 - £28,518, in accordance with the conditions outlined at paragraph 6.5 and Appendix 2;
- 2.5 the deletion of three posts of Senior Occupational Therapist, graded PO1-4, £27,039 - £29,349;
- 2.6 the deletion of 4.5 posts of Occupational Therapy Assistant, graded GS3/AP1, £14,829 - £16,518;
- 2.7 the deletion of one post of Driver/Handyperson, graded MW3.

3.0 FINANCIAL IMPLICATIONS

3.1 Implementing the proposals in this report will result in a small net saving of £3,250 in 2006/07 and £6,500 in a full financial year. This saving will be retained within the Social Work Department revenue budget and will be redirected towards the budget for occupational therapy equipment and adaptations.

4.0 SUSTAINABILITY IMPLICATIONS

4.1 Resources are used efficiently and waste is minimised.

5.0 EQUAL OPPORTUNITIES IMPLICATIONS

5.1 Occupational therapy services help people to learn or relearn the skills of independent self-care and management in all aspects of daily life. This means that people are enabled to sustain a quality of life in the community that might not otherwise be possible.

6.0 BACKGROUND

6.1 The recommendations in this report are made as a consequence of work on recruitment and retention that was commissioned by the Best Value Group on Occupational Therapy that reported to the Best Value Sub Committee of the Policy and Resources Committee on 21 March 2006.

6.2 In preparing and making recommendations, consideration was given to how the quality of service to the public could be improved, how more efficient use could be made of the occupational therapy workforce and how the recruitment and retention of occupational therapists could be improved.

6.3 The working group gathered information that demonstrated that there was considerable pressure on the market for Occupational Therapists and that the local authority and health service enjoy an exchange of staff with staff moving to meet their aspirations in terms of job content and employment conditions. There was also evidence that the local authority has had difficulty in the recent past in recruiting and retaining occupational therapy staff and there was a lack of career progression opportunities for occupational therapy staff in the local authority. Furthermore, the recent review of fieldwork services in Social Work did not consider occupational therapy services, as these were to be covered by the Best Value Review of Occupational Therapy.

6.4 Based on this information, it was concluded that opportunities for career development within the service could be improved by revising the structure of posts so that they articulate better with each other, by increasing the number of staff operating at the para professional level to support the demand for service, by more efficient ways of working as recommended by the Best Value Review of Occupational Therapy and by introducing Senior Clinicians.

6.5 Based on the findings, it is, therefore, recommended that consideration be given to the following:-

- establishment of five posts of Support Worker, graded SCP19-24, £16,929 - £19,440, and two posts of Practical Assistant, graded GS3, £14,829 - £15,441, to replace the current 4.5 Occupational Therapy Assistant and one Driver Handyperson posts, giving a net increase of 1.5 para professional posts. This will allow regular and systematic review of the use of equipment in people's own homes and release professionally qualified Occupational Therapists from these reviews. It is anticipated that this would increase capacity in the service and improve the quality of the service, in terms of both customer satisfaction and the efficient use and distribution of equipment;

- increasing the number of professionally qualified Occupational Therapists, graded AP4/5 + 1, £21,327 - £27,039, by one to minimise the time from referral to service delivery ;
- concentrating the role of professionally qualified Occupational Therapists on assessment and rehabilitation in the community;
- creating a maximum of five of the eleven professionally qualified Occupational Therapists as Senior Occupational Therapy Clinicians, to directly address the issue of career progression and staff retention, and grading these Senior Occupational Therapy Clinicians as SCP30-37, £23,610 - £28,518, to reflect their supervisory role. Up to five within the current structure of eleven Occupational Therapists can be appointed to a post of Senior Occupational Therapy Clinician to carry out higher duty work. Selection for the posts will be based on staff meeting the criteria as outlined at Appendix 2, the submission of a relevant portfolio and interview. After appointment, staff no longer wishing to carry out higher duty work will have the opportunity to revert back to the post of Occupational Therapist. There will be an expectation that staff in the post of Senior Occupational Therapy Clinician will carry out higher duty work on an ongoing basis, and maintain their portfolio in line with their senior status. Staff appointed to the post of Senior Occupational Therapy Clinician will receive 2 additional increments from their current spine column point.

The current and proposed staffing framework and the financial framework is outlined in Appendix 1 to this report. The conditions that would apply to the Senior Occupational Therapy Clinicians are outlined in Appendix 2.

7.0 CONCLUSION

- 7.1 If the recommendations in this report are approved, then the Occupational Therapy staffing structure will be better organised to meet the needs of the public and the recruitment and retention requirements of the Council.

8.0 CONSULTATION

- 8.1 The Chief Executive, Depute Chief Executive (Support Services) and Depute Chief Executive (Finance) have been consulted in the preparation of this report. Consultation has also taken place with Occupational Therapy staff, their Trade Union representatives and members of the Occupational Therapy Best Value Review Group.

9.0 BACKGROUND PAPERS

- 9.1 None.

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7 August 2006

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7 August 2006

APPENDIX 1

CURRENT STRUCTURE

	No.	Grade	Full year cost £
Occupational Therapy Manager	1	PO 3-6	36,700
Senior Occupational Therapist	3	PO 1-4	103,600
Occupational Therapist	10	AP 4/5+1	294,000
Occupational Therapy Assistant	4.5	GS3/AP1	85,100
Storeman	1	GS1/2	15,300
Driver/Handyperson	1	MW3	13,600
Clerical Assistant	2	GS2	34,000
Clerical Assistant	1.5	GS1/2	22,900
Domestic	<u>0.27</u>	MW1	<u>3,400</u>
	24.27		£608,600

PROPOSED STRUCTURE

	No.	Grade	Full year cost £
Occupational Therapy Manager	1	PO 3-6	36,700
Senior Occupational Therapist	0	PO 1-4	-
Senior Occupational Therapy Clinician	5	AP 4/5+3	163,600
Occupational Therapist	6	AP 4/5+1	176,400
Support Worker	5	SCP19-24	110,100
Occupational Therapy Assistant	0	GS3/AP1	-
Storeman	1	GS1/2	15,300
Practical Assistant	2	GS3	36,100
Driver/Handyperson	0	MW3	-
Clerical Assistant	2	GS2	34,000
Clerical Assistant	1.5	GS1/2	22,900
Domestic	<u>0.27</u>	MW1	<u>3,400</u>
	23.77		£598,500

SENIOR OCCUPATIONAL THERAPY CLINICIAN STATUS

Senior occupational therapy clinician status will be awarded on the basis of interview and portfolio submission.

Criteria

Minimum of three years' post qualified community occupational therapy experience.

Current validation as clinical supervisor.

Evidence of clinical supervision practice.

Evidence of continuous professional development.

Evidence of practice to include (from the following):-

- ? experience of leading multi disciplinary work;
- ? experience of conflict resolution;
- ? experience of working on complex environmental solutions where obvious resolutions are not immediately available;
- ? management of long term conditions;
- ? experience of review of care packages;
- ? assessment of the care provision/equipment interface;
- ? production of local research.

Applicants will not be expected to have all of the above, nor is the list exhaustive. The expectation is that they will be able to demonstrate competence and practice above that which can be readily expected from anyone of similar length of service.

Expectations

Continuing involvement in student education.

Continuing involvement in the promotion of the application of theory in practice.

A bias of workload towards more complex cases.

Monitoring of unqualified and newly qualified staff.

Independent participation in service development initiatives.