

## AGENDA FOR

## HUMAN RESOURCES AND APPEALS PANEL

*Contact::* Kelly Barnett  
*Direct Line:* 0161 253 5133  
*E-mail:* kelly.barnett@bury.gov.uk  
*Web Site:* www.bury.gov.uk

**To: All Members of Human Resources and Appeals Panel**

**Councillors** : N Jones, T Holt and T Rafiq

Dear Member/Colleague

### **Human Resources and Appeals Panel**

You are invited to attend a meeting of the Human Resources and Appeals Panel which will be held as follows:-

<b>Date:</b>	Thursday, 29 April 2021
<b>Place:</b>	Virtual meeting
<b>Time:</b>	1.00 pm
<b>Briefing Facilities:</b>	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
<b>Notes:</b>	

## **AGENDA**

### **1 APOLOGIES FOR ABSENCE**

### **2 DECLARATIONS OF INTEREST**

Members of Human Resources Committee are asked to consider whether they have an interest in any of the matters on the Agenda, and, if so, to formally declare that interest.

### **3 PUPIL PERFORMANCE DATA ANALYST *(Pages 3 - 14)***

Wendy Jackson, Service Lead: Quality Standards and Performance to present the report at the meeting. Report attached.

### **4 HOSPITAL DISCHARGE SERVICE RESTRUCTURE AND ESTABLISHMENT *(Pages 15 - 28)***

Adrian Crook, Assistant Director – Adult Social Care to present at meeting. Report attached.

### **5 ESTABLISHMENT OF TRANSFORMATION POSTS IN INTERMEDIATE CARE, RAPID RESPONSE AND INTEGRATED NEIGHBOURHOOD TEAMS *(Pages 29 - 44)***

Adrian Crook, Assistant Director for Adult Social Care to report at meeting. Report attached.



<b>Classification</b>	<b>Item No.</b>
<b>Open</b>	

<b>Meeting:</b>	Human Resources and Appeal Panel
<b>Meeting date:</b>	25 March 2021
<b>Title of report:</b>	Moving the Pupil Performance Data Analyst post from fixed-term to permanent following review
<b>Report by:</b>	Wendy Jackson, Service Lead: Quality Standards and Performance
<b>Decision Type:</b>	<b>Non Key Decision</b>
<b>Ward(s) to which report relates</b>	<b>Not applicable</b>

### **Executive Summary:**

The post of Data Analyst within the Pupil Performance Data Team was established as a one year, fixed-term post pending review within the restructure of the Education and Inclusion services in July 2019. The post was recruited to in March 2020. An extension has been granted to 30 June 2021 under an operational decision by the Executive Director of Children's Service to enable the review to take place.

### **Recommendation(s)**

**That:** The post of Pupil Performance Data Analyst is established as a permanent post within the Education and Inclusion directorate.

## **Key considerations**

### **Background**

The Grade 9 Data Analyst post was created in the restructure in response to changing service need. Over time the Pupil Performance Data Team Manager's role has evolved with a higher proportion of time being spent in designing bespoke dashboards and reports for the Children and Young People's Directorate and in supporting requests from other services within the Children and Young People's Directorate including attendance, the virtual school and school readiness. Requests have also been received from the Greater Manchester Combined Authority. The Data Analyst post provides the capacity to enable this wider work, which contributes to the Directorate's annual self-assessment processes, to take place whilst maintaining service delivery of the core functions outlined below.

The Pupil Performance Data Team's core function is to design, develop and utilise systems to support the collection, manipulation, presentation and analysis of pupil data at pupil, school, pupil group and LA level. This includes services to schools e.g. statutory data collections, data booklets and services to the LA. Services to the LA include presentation of school level performance data to enable the risk assessment of schools in line with our statutory duty and presentation of data dashboards/ bespoke systems for other CYP services including LA performance data for the CYP Directorate's annual self-evaluation, peer review and conversation with Ofsted. It is the cross-service and data presentation for the Directorate which has been the major change which informed the restructure and the creation of the Data Analyst post in July 2019. This post supports the Team Manager in leading on wider Directorate activity and, increasingly, in developing frames to analyse performance data comparing schools and the LA's performance against national, GM, NW and statistical neighbours.

The Data Analyst post contributes significantly to the Council's statutory responsibilities in relation to data collection from schools and our role in knowing the performance of all schools in the borough.

In addition the post contributes to fulfilment of assessment service level agreements with schools. The lean service review of Traded Services has now been completed. The level of demand for the Data Service Level Agreements remains, despite this being the second year with no formal assessments due to the pandemic, and therefore there is a need to retain this full-time post.

In summary, the Data Analyst post enables:

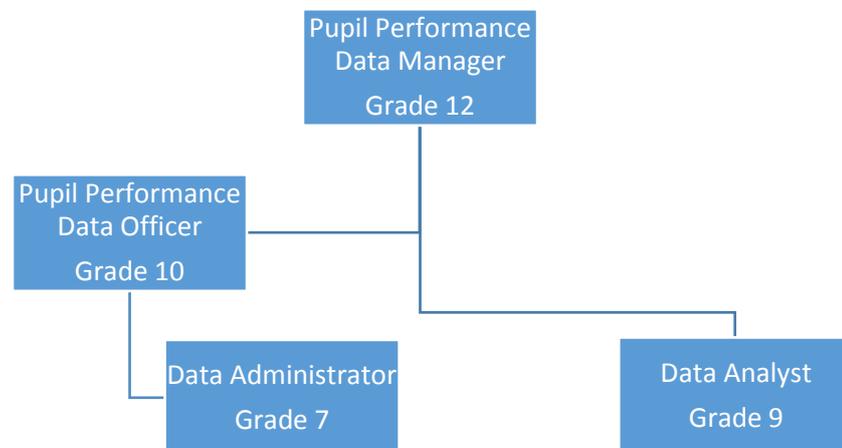
- delivery of the LA's statutory functions in relation to school performance including schools causing concern
- fulfilment of Service Level Agreements with schools and development of the offer
- the Data Manager to undertake work for the Directorate, wider services and regionally

The post also builds resilience in the team in relation to data analysis and the design/formatting of bespoke data presentations.

The Pupil Performance Data Team is situated within the Quality Standards and Performance Service. There is a symbiotic relationship between this team and the Quality Standards and Performance Officers. The Pupil Performance Data Team relies on the assessment and inspection expertise of the officers to inform their work. Similarly, the RAG rated assessment, attendance and exclusions data produced by the Pupil Performance Data Team enables the officers to risk assess Bury schools against clear criteria which is a statutory function of the LA.

## The proposal

The proposal is that the post of Pupil Performance Data Analyst be made permanent within the structure of the Pupil Performance Data Team.



Note: Job descriptions for the Data Manager, Data Officer and Data Administrator have been reviewed and are currently undergoing job evaluation.

At present, the Data Administrator post consists of two 0.5 posts; one of these posts is currently vacant however the 0.5 post holder is undertaking agreed additional hours to meet service demands of 0.27. Therefore the team is currently 3.77fte rather than 4.00fte. Permanency of the Data Analyst post will facilitate the maintenance of this situation however further additional hours may be needed at peak times. Previously the service relied on casual workers in the summer months which required time spent in training and supervision. Maintenance of the 0.5 vacancy in this flexible way is more efficient and cost effective and enables the service to be responsive.

The pandemic has impacted on normal service delivery with the cancellation of statutory testing and GCSE examinations however, schools remain committed to SLAs. The team has demonstrated flexibility in meeting the challenges of adapting to these circumstances in providing data services to schools.

It should be noted that this post enables other members of the team to support the Quality Education Partner Traded and LA-Funded work which also remains viable and generates funding for the wider Quality Standards and Performance Service. Whilst the four posts within the Pupil Performance Data Team have distinct roles there is overlap which enables the team to be flexible, respond to demand pressures and ensures resilience.

### **Funding for the Post**

This post is fully funded within the current establishment structure and budget for Children's Services.

The cost of the Data Analyst is approximately £33,100 inclusive on oncosts. The budget is held on Project Code BE71000

### **Other alternative options considered**

1. Extension of the post for 12 months. This option was considered and rejected as it is the skills in data design and analysis, within this post, directly line managed by the Data Manager, which are needed to meet the revised demands on the service. This post builds resilience within the service and succession planning.
2. Non-renewal of the post. This option was rejected following the outcome of the lean service review of Traded Services. Reducing the team to 3 fte would lose the skills outlined in 1, SLAs with schools would not be met and we would once again rely on casual workers, who would require training, at peak times. We would then need to recruit to the 0.5 vacancy. In addition this would impact adversely on the wellbeing of the remaining staff due to the workload and tight statutory deadlines.

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### **Community impact/links with Community Strategy**

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### **Equality Impact and considerations:**

*Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:*

*A public authority must, in the exercise of its functions, have due regard to the need to -*

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*

- (c) *foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

*The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.*

<b>Equality Analysis</b>	<i>Please provide a written explanation of the outcome(s) of either conducting an initial or full EA.</i>
<p>The Pupil Performance Data Analyst post was recruited through fair and safer recruitment processes following Council processes. The job description and person specification which underpinned the recruitment process were evaluated as part of the restructure of the Children and Young People’s Directorate in 2019.</p> <p>This post contributes to the production and analysis of data linked to pupil characteristics including gender, ethnicity and special educational needs and/ or disability which enables the LA to set strategic priorities.</p>	

*\*Please note: Approval of a cabinet report is paused when the ‘Equality/Diversity implications’ section is left blank and approval will only be considered when this section is completed.*

**Assessment of Risk:**

The following risks apply to the decision:

<b>Risk / opportunity</b>	<b>Mitigation</b>
<ul style="list-style-type: none"> <li>• Opportunity to continue to develop bespoke design of data/ information presentation to support strategic decision-making</li> <li>• Service Level Agreements would not be fulfilled</li> <li>• Statutory functions would be at risk in relation to data collection, reporting and our role in risk assessing schools in a timely manner.</li> <li>• Adverse impact on staff wellbeing due to workload and tight statutory deadlines</li> </ul>	<ul style="list-style-type: none"> <li>• Limited capacity would not enable this development</li> <li>• Schools would not receive quality data booklets to support their strategic planning</li> <li>• Five concurrent, statutory data collections between 3 staff would cause undue pressure and require</li> </ul>

	additional, trained staff
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**Consultation:**

Staff within the Pupil Performance Data Team have been consulted on this proposal particularly in relation to the flexible use of the current 0.5 vacancy

Financial information has been checked

Strategic Lead for Education Services and Interim Assistant Director, Education and Inclusion have been consulted and have shaped this report.

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**Legal Implications:**

*To be completed by the Council's Monitoring Officer*

The proposal within the report must comply with the Council's HR policies and its equalities duties

**Financial Implications:**

The financial implications are approved as set out in the report

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**Report Author and Contact Details:**

Wendy Jackson, Service Lead Quality Standards and Performance  
[w.jackson@bury.gov.uk](mailto:w.jackson@bury.gov.uk) 0161 253 5984

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**Background papers:**

Job Description - See Appendix 1

**Please include a glossary of terms, abbreviations and acronyms used in this report.**

Term	Meaning
fte	Full time equivalent

# BURY COUNCIL

## JOB DESCRIPTION

<b>Post Title:</b> School Performance and Standards Data Analyst	
<b>Department:</b> CHILDREN AND YOUNG PEOPLE	<b>Establishment/Post No:</b>
<b>Division/Section:</b> Education & Inclusion	<b>Post Grade:</b> Grade 9
<b>Location:</b> Any location within the borough of Bury	<b>Post Hours:</b> 37 hours per week in accordance with service requirements. <b>Flexi time scheme in operation.</b> <b>Temporary Contract: 12 Months Contract</b>
<b>Special Conditions of Service:</b> Casual car user allowance Occasional unsocial hours and weekend work	
<b>Purpose and Objectives of Post:</b>  To be responsible for the efficient development and maintenance of effective school performance data processing systems/procedures, and the distribution of schools performance and standards data analysis in line with the needs of the performance and standards Service.  To set up, maintain and review highly complex data. Analysing, problem solving, developing solutions and/or strategies with senior officers in improving school performance and standards.  To produce clear, concise, and accurate information to support the Service Manager and Team Manager, and LA Officers in raising school performance and standards.	
<b>Accountable to:</b>	<b>Strategic Lead</b>
<b>Immediately Responsible to:</b>	<b>Pupil Performance Data Manager</b>
<b>Immediately Responsible for:</b>	<b>None</b>
<b>Relationships: (Internal and External)</b>  <b>Internal:</b> Staff within Children's Services and other Council Departments, schools  <b>External:</b>	
<b>Control of Resources:</b>	

**School Performance and Standards Data Management:**

Under the general supervision of the Pupil Performance Data Manager, the School Performance and Standards Data Analyst will be required to:

1. have responsibility for managing, monitoring and reporting the data intelligence gathered relating to the performance and standards of schools within Bury;
2. be accountable for the use of systems within the Service Unit in raising school performance and standards across Bury;
3. act as the key point of contact for schools in relation to school performance and standards data and to deal appropriately with enquiries in relation to school performance and standards and to provide information in a clear and timely manner;
4. gather information in relation to the identification and support for the LA's vulnerable pupils (particularly those who are disadvantaged and / or who are in receipt of the Pupil Premium funding) and pupils in specialist settings in order to close any gaps in attainment, including reporting on school spending decisions in relation to the impact of their allocation of pupil premium funding;
5. create, develop and maintain efficient management information systems, gathering and reporting intelligence about the performance of children and young people in schools and specialist settings;
6. create and maintain data systems to highlight and improve school to school variation in performance and standards;
7. manage and develop school performance and standards databases, which efficiently pull together a range of data from different national and localised sources of data and intelligence and to maintain up to date records on all changes in school performance data, in line with the release of schools performance and standards data sets (national and local);
8. ensure the efficient management of data and information relating to school performance and standards, including management and updating of school visit reports and following visits by officers to schools so that all information contained about schools performance and data is up to date, accurate and relevant;
9. advise and assist the Manager and LA Officers in target setting and detailed analysis of school performance and standards and in the reporting of this information to Council;
10. make a significant contribution to the development and maintenance of efficient and effective systems for the collection, recording, storage, analysis, presentation and distribution of termly school performance data and other census data within Education and to its internal and external partners;
11. be responsible for the preparation and distribution of school performance and standards data analysis to schools, elected members and others where appropriate;
12. collate and report on school performance and standards related National Indicators consistent with the corporate reporting cycle;
13. ensure the validity of data through data checking and cleaning, liaising with data providers and others where necessary;
14. respond to education developments both strategic and operational that have implications on school performance and standards data management;
15. produce verbally and in writing complex data analysis to a range of audiences, including non specialists;
16. ensure policies and procedures are put in place by the post holder. These should meet the organisational, technical and strategic demands of the Performance and Standards division;
17. keep abreast of current and emerging data requirements and good practice in relation to the measurement, monitoring and reporting of school performance and standards;
18. actively promote the work of the school performance and standards team and ensure that they keep abreast of the latest developments in the management and processing of school performance and standards data, averages and trends;
19. ensure clear communications with the Manager and other team members, where appropriate, about relevant issues in allocated schools;
20. demonstrate the highest standards of interpersonal skills in all communications with all audiences, to present findings and judgements clearly both orally and in written / electronic forms;
21. contribute to the construction, implementation and review of the Council's Business Plan for Services for Education
22. contribute to the training of governors on data and interpreting results and findings. Assisting them to use and understand performance and standards data and target setting;
23. liaise as appropriate with other teams and services within the Local Authority in relation to schools performance and standards data;
24. to provide support to the Pupil Performance Data Team i.e. data collection periods;

**Developmental:**

1. To attend and take an active part in all meetings of the School Performance and Standards Team, including weekly Briefing meetings, and to participate in relevant training, as required by the Head of Service;
2. To contribute to the implementation of school performance and standards review meetings (such as schools causing concern panels) by undertaking regular audit and review of such schools;
3. To provide appropriate feedback to team members with a view to improving service quality and the achievement of high performance and standards in line with relevant Team Plans and Service Unit Plans;
4. To contribute to the quality assurance of training provided for Governors, which may require attendance at some evening meetings;
5. Provide advice and consultation to other professionals in the school performance and standards unit;
6. Work with other School Performance and Standards Unit staff in respect of the continuous improvement of the services offered by the Unit;
7. Assist in the development of policy, procedures and practice.

**Where an employee is asked to undertake duties other than those specified directly in his/her job description, such duties shall be discussed with the employee concerned who may have his/her Trade Union Representative present if so desired. (See paragraph 203 of Supplemental Conditions of Service)**

<b>Job Description prepared by:</b>	<b>Sign:</b>	<b>Date:</b>
<b>Agreed correct by Postholder:</b>	<b>Sign:</b>	<b>Date:</b>
<b>Agreed correct by Supervisor/Manager:</b>	<b>Sign:</b>	<b>Date:</b>



	<p>Ability to engage with the educational community at all levels on issues and outcomes of school performance and standards, including using effective accountability mechanism to report on school performance and standards</p> <p>Ability to work as part of a team and service that ensures and maintains a culture of change that is team based, performance and standards driven, and which secures high levels of confidence and motivation from all staff</p> <p>Numeracy and Literacy skills</p> <p>ICT skills – creating databases and spreadsheets, word processing and reporting</p> <p>Ability to handle large scale data capture and manipulation from multiple sources</p> <p>Ability to manage competing demands and to achieve targets within tight timescales</p> <p>Ability to understand and operate management and administration systems</p> <p>Ability to collate, analyse and report on qualitative and quantitative data</p> <p>Highly developed networking, advocacy, oral, written and presentation skills.</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	
<p><b>PERSONAL QUALITIES</b></p> <p>Application Form</p> <p>Interview</p> <p>Personal Interview</p>	<p>An enthusiastic and effective data manager with a strong commitment to improving service delivery to meet the needs of children and young people in Bury</p> <p>Ability to communicate effectively with schools, elected members and other professionals working within and outside of the Local Authority</p> <p>Ability to work with minimum supervision</p> <p>Ability to remain objective and to balance opposing views and interests</p> <p>Ability to make and maintain appropriate professional relationships with others and to influence effectively and with positive impact</p> <p>Self confidence initiative and personal resilience</p> <p>Ability to seek out and develop own further learning and development</p> <p>Flexible working – including evenings where necessary</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	
<p><b>OTHER REQUIREMENTS</b></p> <p>Application Form</p>	.		

The post holder is responsible for Employees Duties as specified with the Corporate and Departmental Health and Safety Policies.

Bury Council is committed to equality, diversity and inclusion, and expects all staff to comply with its equality related policies/procedures, and to treat others with fairness and respect.

As an employee of Bury Council you have a responsibility for, and must be committed to, safeguarding and promoting the welfare of children, young people and vulnerable adults and for ensuring that they are protected from harm.

As an employee of Bury Council you should contribute to a culture that values and supports the physical and emotional wellbeing of your colleagues.



<b>Classification</b>	<b>Item No.</b>
<b>Open</b>	

<b>Meeting:</b>	HR & Appeals																																				
<b>Meeting date:</b>																																					
<b>Title of report:</b>	Hospital Discharge Service Restructure and Establishment																																				
<b>Report by:</b>	Delysia Hawley – Head of Service, Intermediate Care																																				
<b>Decision Type:</b>	Non Key Decision																																				
<b>Ward(s) to which report relates</b>	All wards in Bury																																				
<b>Recommendation</b>	<p>1.1. The committee is recommended to agree the proposed establishment and deletion of the following posts.</p> <p>1.2. To create the following permanent posts</p> <table border="1"> <thead> <tr> <th>Role</th> <th>Grade</th> <th>FTE</th> </tr> </thead> <tbody> <tr> <td>Assistant Team Manager</td> <td>14</td> <td>2</td> </tr> <tr> <td>Advanced Practitioner</td> <td>13</td> <td>1</td> </tr> <tr> <td>Experienced Social Worker</td> <td>12</td> <td>4</td> </tr> <tr> <td>Social Worker</td> <td>11</td> <td>4</td> </tr> <tr> <td><b>Total</b></td> <td></td> <td><b>11</b></td> </tr> </tbody> </table> <p>1.3. To delete the following temporary roles</p> <table border="1"> <thead> <tr> <th>Role</th> <th>Grade</th> <th>FTE</th> </tr> </thead> <tbody> <tr> <td>Fixed Term Advanced Practitioner</td> <td>13</td> <td>3</td> </tr> <tr> <td>Agency Experienced Social Worker</td> <td>12</td> <td>4</td> </tr> <tr> <td>Fixed Term Social Worker</td> <td>11</td> <td>1</td> </tr> <tr> <td>Agency Social Worker</td> <td>11</td> <td>3</td> </tr> <tr> <td><b>Total</b></td> <td></td> <td><b>11</b></td> </tr> </tbody> </table>	Role	Grade	FTE	Assistant Team Manager	14	2	Advanced Practitioner	13	1	Experienced Social Worker	12	4	Social Worker	11	4	<b>Total</b>		<b>11</b>	Role	Grade	FTE	Fixed Term Advanced Practitioner	13	3	Agency Experienced Social Worker	12	4	Fixed Term Social Worker	11	1	Agency Social Worker	11	3	<b>Total</b>		<b>11</b>
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	<p>1.4. The committee is recommended to agree to accept a later report establishing the Service Manager post, admin support and brokerage team</p>
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## 2. **Executive Summary:**

- 2.1. A hospital discharge service is responsible for discharging patients from hospital who need ongoing health and/or care services in the community. Such an important team must be effective as poor discharges can have negative outcomes on patients and create unnecessary future use of health and or care services.
- 2.2. An effective hospital discharge service will contribute to improvements in
  - health-related quality of life
  - social care-related quality of life
  - length of hospital stay
  - delayed transfers of care
  - hospital readmissions within 30 days of discharge.
- 2.3. Poor performance in these areas leads to poor experience for the patient, increased pressure on hospital beds and unnecessary use of health and care services.
- 2.4. The team currently comprises of a range of roles; managers, social workers and officers, advanced practitioners and brokerage officers. The brokerage function is responsible for identifying placement and finding package of care.
- 2.5. This report consolidates a previously fragmented service, with an outdated establishment and enhances management oversight and staff support within existing budgets.
- 2.6. This first report will deal with the social work and assistant manager posts. A subsequent report will deal with the service manager post and the brokerage team. This pragmatic approach is a result of a delay due to the pandemic. The service manager and brokerage posts require new job descriptions which takes longer and the rest of the team must be given permanency and security without delay, we have delayed long enough as the team responded to the demands of the pandemic and ensured our hospital did not get overwhelmed.

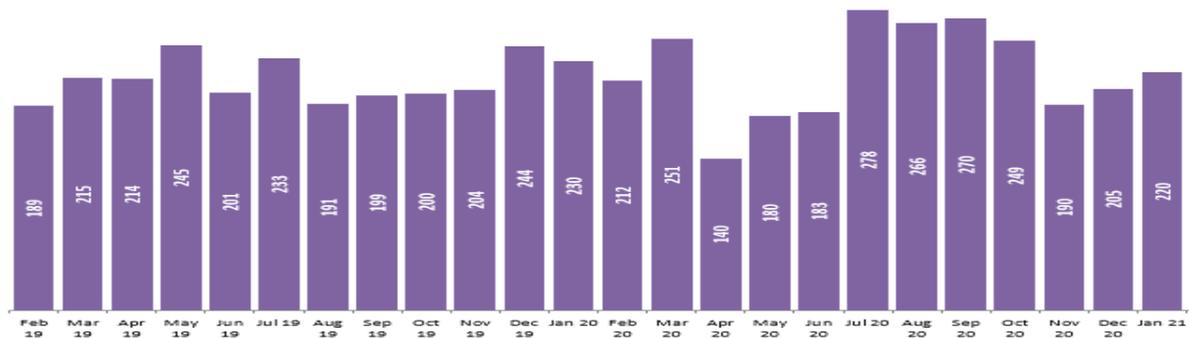
## 3. **Background**

- 3.1. Hospital Discharge for Bury residents is currently structured into two teams, one of in borough and one for out of borough hospitals. The in-borough service covers Fairfield General and out of borough covers North Manchester General and other hospitals.
- 3.2. Supported by 2 managers the teams no longer deliver consistent cover to Bury residents in hospitals across Greater Manchester as the flow of patients has changed since they were first set up.
- 3.3. Two teams makes cross cover difficult as demand is not consistent in our hospitals and there is a frequent need to respond to surges in different parts of our system.

3.4. In addition, the establishment list of the teams is outdated and this has resulted in over reliance on temporary positions and agency staffing as confidence in it has been lost. A full reset within the budget is now required to deliver stability.

3.5. The service currently delivers over 250 discharges per month, 55% of which are from Fairfield

**Total discharges by month**  
All hospitals



#### 4. Establishment

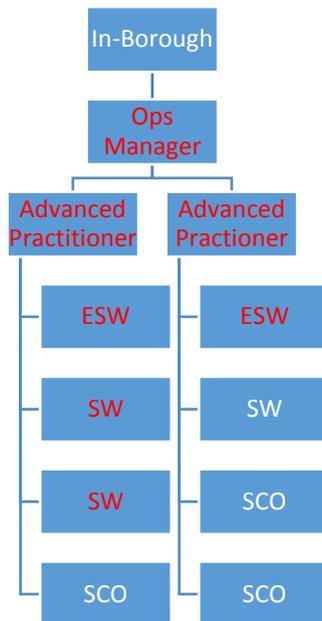
4.1. The current roles in post in the two teams are show below

Role	WTE
Ops Manager	2.0
Advanced Practitioner	3.0
Experienced Social Worker	4.0
Social Worker	6.0
Social Care Officer	3.0

4.2. Unfortunately, this is not reflective of the current establishment list which after repeated changes over many years is now out of date and cannot be relied upon. The table does clearly show the posts currently being delivered within the budget.

## 5. Current Structure

5.1. The following charts reflects the current structure of these 2 teams with temporary and agency posts shown in red. Despite 19 posts being in the team and funded recurrently in the budget 5 exist on fixed term contracts and 6 are agency posts



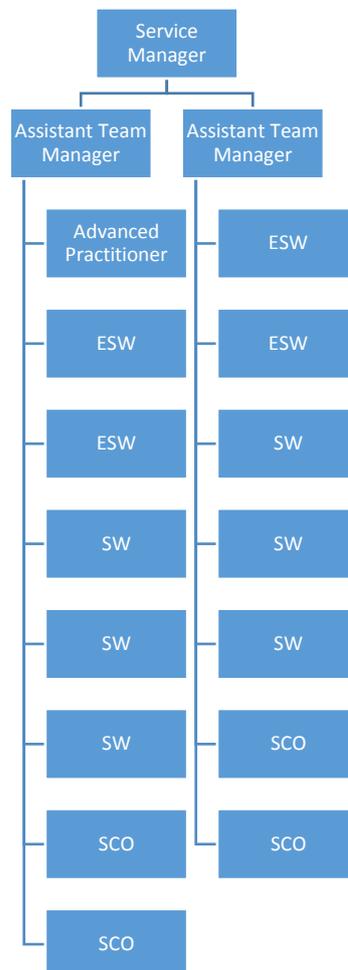
## 6. Proposal

- 6.1. In order to deliver a robust staffing structure and consistency of service offer it is proposed to merge this into one service that rather than covering individual hospital. This will require some changes to the roles described above
- 6.2. This will require only 1 manager therefore the displaced manager will be relocated to Intermediate Care Services, which whilst now considerably greater in size currently has no social work ops manager post in it.
- 6.3. In recognition of the volume and complexity of work, the areas to be covered and the demands placed upon the role in supporting other parts of the health and care system in delivering effective patient flow the ops manager post will be changed to that of service manager. A new job description will be developed and new grading and evaluation take place. This will be dealt with in a subsequent paper.

- 6.4. 2 Assistant team manager posts will be created to ensure effective and efficient delivery of patient discharges 7 days a week. These posts will be advertised internally and recruited to.
- 6.5. 4 Experienced Social Worker posts will be confirmed as Established, and where currently filled with agency will be recruited into following the recruitment of the Assistant Team Manager posts.
- 6.6. 6 Social worker posts will be confirmed as Established and where vacant or filled with agency will be recruited into.
- 6.7. 3 SCO posts will be confirmed as Established and where vacant or filled with agency will be recruited to.

## 7. Proposed Structure

7.1. The following chart shows the proposed structure on the service



## 8. Posts to be Established

8.1. The report is the first stage of stabilising and establishing the hospital discharge service and will see the following posts established, additional posts relating to the service manager, admin support and care brokerage service will be dealt with in a subsequent report. This table shows the new required establishment for this part of the restructure.

<b>Role</b>	<b>Grade</b>	<b>FTE</b>
Assistant Team Manger	14	2
Advanced Practitioner	13	1
Experienced Social Worker	12	4
Social Worker	11	6
Social Care Officer	9	3.38
<b>Total</b>		<b>16.38</b>

8.2. The current establishment is shown here

<b>Role</b>	<b>Grade</b>	<b>FTE</b>	
Advanced Practitioner	13	3	Fixed Term
Experienced Social Worker	12	4	Agency Posts
Social Worker	11	1	Fixed Term
Social Worker	11	2	Permanent
Social Worker	11	3	Agency
Social Care Officer	9	3.38	Permanent
<b>Total</b>		<b>16.38</b>	

8.3. Changes will be made to the following posts which are not permanently established in the service

<b>Role</b>	<b>Grade</b>	<b>FTE</b>	
Advanced Practitioner	13	3	Fixed Term
Experienced Social Worker	12	4	Agency Posts
Social Worker	11	1	Fixed Term
Social Worker	11	3	Agency
<b>Total</b>		<b>11</b>	

8.4. To deliver this establishment the following permanent posts will be created

<b>Role</b>	<b>Grade</b>	<b>FTE</b>
Assistant Team Manager	14	2
Advanced Practitioner	13	1
Experienced Social Worker	12	4
Social Worker	11	4
<b>Total</b>		<b>11</b>

8.5. The following roles will be deleted

<b>Role</b>	<b>Grade</b>	<b>FTE</b>
Fixed Term Advanced Practitioner	13	3
Agency Experienced Social Worker	12	4
Fixed Term Social Worker	11	1
Agency Social Worker	11	3
<b>Total</b>		<b>11</b>

8.6. The following recruitment processes will be followed for the posts described

<b>Posts to be recruited into</b>	Grade	FTE
Assistant Team Manager	14	2
Advanced Practitioner	13	1
<b>Will be in ringfenced to</b>		
Fixed Term Advanced Practitioners	11	3

<b>Posts to be recruited into</b>	Grade	FTE
Experienced Social Worker	12	4
<b>Will be subject to open recruitment</b>	12	4

<b>Posts to be recruited into</b>	Grade	FTE
Social Worker	11	1
<b>Will be in ringfenced to</b>		
Fixed Term Social Worker	11	1

<b>Posts to be recruited into</b>	Grade	FTE
Social Worker	11	3
<b>Will be subject to open recruitment</b>	11	3

## 9. Finance

9.1. The current employees' budget at 20/21 pay scales of the roles affected including all on costs is **£753,917**. The costs of establishing the posts above is contained in the table and releases **£34,993** by the removal of agency costs. This will be used in the second stage of stabilising this team where I will deal with admin posts, the care brokerage posts and the service manager post which suffer from the same problems of not being established, fixed term, honorariums and agency.

Post	Grade	FTE	Restructure proposed full year cost (Middle SCP)
Assistant Team Manager	14	2	£109,309
Advanced Practitioner	13	1	£50,751
Experienced Social Worker	12	4	£186,589
Social Worker	11	6	£257,685
Social Care Officer	9	3.38	£114,589
<b>Sub Total</b>		<b>16.38</b>	<b>£718,924</b>

**10. Recommendations**

10.1. The committee is recommended to agree the proposed establishment and deletion of the following posts.

10.2. To create the following permanent posts

Role	Grade	FTE
Assistant Team Manager	14	2
Advanced Practitioner	13	1
Experienced Social Worker	12	4
Social Worker	11	4
Total		11

10.3. The delete the following temporary roles

Role	Grade	FTE
Fixed Term Advanced Practitioner	13	3
Agency Experienced Social Worker	12	4
Fixed Term Social Worker	11	1
Agency Social Worker	11	3
Total		11

10.4. The committee is recommended to agree to accept a later report establishing the Service Manager post, admin support and brokerage team

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**Community impact/links with Community Strategy**

**Equality Impact and considerations:**

*Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:*

*A public authority must, in the exercise of its functions, have due regard to the need to -*

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

*The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.*

<b>Equality Analysis</b>	<i>Please provide a written explanation of the outcome(s) of either conducting an initial or full EA.</i>
<p>An Equality Impact assessment has been conducted and stability of setting the Hospital Discharge Service with an established and permanent team will impact positively on eliminating the potential for discrimination by ensuring that adults with care and support needs are able to access appropriate support in order to promote their wellbeing and access to universal services.</p> <p>Establishing this dedicated team will also ensure parity of customer provision and offer within the Council.</p>	

*\*Please note: Approval of a cabinet report is paused when the 'Equality/Diversity implications' section is left blank and approval will only be considered when this section is completed.*

**Consultation:**

The proposal has been discussed informally with staff and trade unions. Subject to approval by the Human Resource & Appeals committee, and in accordance with Council policy, it is proposed to enter a 30 day period of formal consultation prior to the implementation of any changes.

**Legal Implications:**

The proposals must be undertaken in accordance with the Council's HR policies and its equality duties. As noted in this report a staff consultation will take place prior to implementation of any proposed changes.

**Financial Implications:**

The cost of the proposals will be met from recurrent budgets and require no additional expenditure.

The current employees' budget at 20/21 pay scales of the roles affected including all on costs is **£753,917**. The costs of establishing the posts above is contained in the table and releases **£34,993** by the removal of agency costs. This will be used in the second stage of stabilising this team where admin posts, the care brokerage posts and the service manager post which suffer from the same problems of not being established, fixed term, honorariums and agency will be dealt with.

Post	Grade	FTE	Restructure proposed full year cost (Middle SCP)
Assistant Team Manager	14	2	£109,309
Advanced Practitioner	13	1	£50,751
Experienced Social Worker	12	4	£186,589
Social Worker	11	6	£257,685
Social Care Officer	9	3.38	£114,589
<b>Sub Total</b>		<b>16.38</b>	<b>£718,924</b>

**Report Author and Contact Details:**  
**Delysia Hawley – Head of Intermediate Care**  
[d.hawley@bury.gov.uk](mailto:d.hawley@bury.gov.uk) – 07794 973124

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**Background papers:**

None

**Please include a glossary of terms, abbreviations and acronyms used in this report.**

Term	Meaning
None used	

## **Job descriptions**

Job descriptions for the following posts already exist within the council and are available on request

- Assistant Team Manager
- Advanced Practitioner
- Experienced Social Worker
- Social Worker
- Social Care Officer



Classification	Item No.
Open	

<b>Meeting:</b>	HR & Appeals
<b>Meeting date:</b>	
<b>Title of report:</b>	Establishment of Transformation Posts in Intermediate Care, Rapid Response and Integrated Neighbourhood Teams
<b>Report by:</b>	Adrian Crook – Assistant Director Adult Social Care Operations
<b>Decision Type:</b>	Non-Key Decision
<b>Ward(s) to which report relates</b>	All wards in Bury

1.

## 2. Recommendation

It is recommended the following posts are established permanently

### 1.1. Intermediate Care

Post Name	Full Time Equivalent	Grade
Intermediate Tier Lead	1.0	CO A
Experienced Social Worker	1.0	12
Social Care Officer	3.0	9
Wellbeing Practitioner Care Support Worker Level 2	6.0	7
Wellbeing Practitioner Care Support Worker Level 1	4.0	6

### 1.2. Rapid Response

Post Name	Full Time Equivalent	Grade
Experienced Social Worker	1.0	12
Social Care Officer	1.0	9
Wellbeing Practitioner Care Support Worker Level 2	5.68	7

### 1.3. Integrated Neighbourhood Teams

Post Name	Full Time Equivalent	Grade
Neighbourhood Lead	1.0	CO A
Experienced Social Worker	3.0	12
Newly Qualified Social Worker	1.0	11
Social Care Officer	3.0	9

1.4. It is recommended the following posts no longer required are be disestablished, both posts are vacant as the previous post holders now occupy the neighbourhood lead and intermediate tier lead posts above.

Post Name	Full Time Equivalent	Grade
Head of Service – Adult Social Care Operations	2.0	SM2

## **Executive Summary:**

In December 2019 the Strategic Commissioning Board for Bury Council and NHS Bury CCG committed to the ongoing delivery of Bury's Transformation Programmes; Rapid Response, Intermediate Care and Integrated Neighbourhood Teams following demonstration of emerging evidence of success and demand reduction.

This paper seeks permission to permanently establish the Council posts that deliver these services.

## **2. Background**

- 2.1. Under the Greater Manchester Devolution agenda, Bury Locality, along with all other GM localities, was allocated monies to spend on transformational change in line with the aims and ambitions of the locality plan, initially developed in 2016.
- 2.2. Bury locality was awarded £19.5m of NHS transformation funding in 2016 to help deliver the ambitions of the Bury Locality plan and this was prioritised to be spent on developing enhanced community services, reducing urgent care activity and costs and trialling small scale community and public health interventions.
- 2.3. In September 2019, due to delays in mobilisation, a system wide re-prioritisation process took place which made decisions to extend funding for Integrated Neighbourhood Teams, Rapid Response, and Intermediate Care, alongside the LCO management costs, falls and palliative care. This was done to give these services 24 months funding to deliver their anticipated outcomes. These services were chosen as despite the field of integrated care being relatively new in research terms they are the services show most to consistently reduce demand in the urgent care system.
- 2.4. Funding was allocated to a programme of transformational schemes, recognising the costs of:

- enabling and setting up schemes; and
  - double running some services for a period to take account of the time lag for benefits to be realised
- 2.5. Transformation funding was given non-recurrently and was due to run out in Bury by September 2021. By which point the locality partners would need to evaluate schemes and decide on whether to:
- continue the schemes because they were shown to be self-financing (in terms of being cash releasing or cost avoidance).
  - revise the schemes but continue, on the basis that the schemes could become self-financing with modifications, or
  - end the schemes.
- 2.6. The COVID-19 pandemic has impacted transformation schemes in several ways. The work of some key transformation schemes has been significantly slowed during the initial phases of the COVID-19 response whilst for some the pace of integration and transformation has been radically increased.
- 2.7. During the period of the pandemic the NHS funding regime has been dramatically changed and transformation funding ceased. It is not yet clear whether Bury's remaining transformation funds will be made available in 2021/22, but the Clinical Commissioning Group (CCG) has secured equivalent funding for the remainder of 2020/21.
- 2.8. In addition, the original aim of moving money around the system to fund new services from reductions elsewhere in the health system is not currently possible as to deliver stability during the pandemic all services are currently funded on block and to the levels of the previous year rather than being paid on activity.
- 2.9. However this does not prevent the need to commit in the longer term to the services being delivered via the transformation fund, especially when considering the amount of demand reduction, hospital deflections and hospital discharges these services have proved themselves able to deliver during the

pandemic. Plus the number of staff currently working in Bury who need clarity on their future positions and the need to mitigate any liabilities resulting from an additional extension of employment contracts which would see employees accrue permanent employment rights.

- 2.10. The risk around the future of transformation funding, alongside the unavoidable delays in progressing the schemes during the pandemic and the knock-on effect on evaluation timescales, means there is now an urgent need to make decisions on staff contracts if the locality is to maintain the teams listed in the following table:

<b>Scheme</b>	<b>Staffing Model Est WTE</b>	<b>Total LCO Funding requirement £</b>
Rapid Response	28.50	1,621,000
Integrated Neighbourhoods	20.20	1,170,000
Intermediate Care	39.00	1,589,000
Falls	5.50	213,992
Palliative Care	3.60	187,763
Business Support	8.50	435,675
Management	4.70	446,361
<b>Total LCO and PMO Costs</b>	<b>13.20</b>	<b>882,036</b>
<b>Total</b>	<b>110.00</b>	<b>5,663,791</b>

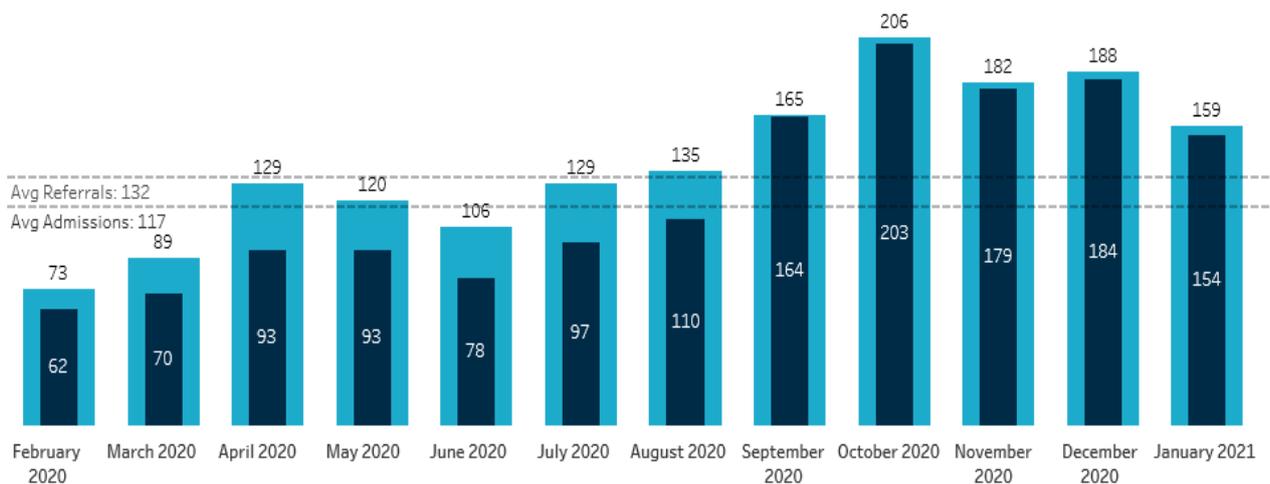
### 3. Emerging Evidence

- 3.1. Whilst in depth analysis has not been possible evidence is emerging of the success of these core services.

3.2. The methodology for Rapid Response is shown here where a possible 242 referrals a month would result in 194 deflections from urgent care per month and a resulting saving of £204,000 per month or **£2.451m** per year.

<p><b>Rapid Response</b>                  Each assessor (AHP Nurse SW 16wte) to manage 3.5 caseloads  <b>56</b> per week  <b>2912</b> per year  <b>242</b> per month</p>	<p><b>Rapid Response Deflections</b>                  Assume 80% step up which will be a A&amp;E &amp; NEL admission avoided  <b>45</b> per week  <b>2330</b> per year  <b>194</b> per month</p> <div style="text-align: right;">  <p>£47k per week                      £2,451k per year                      £204k per month</p> </div>
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3.3. Whilst the function of the Rapid Response Team has had to flex repeatedly since October as it began to support more patients discharged in the community under rapid discharge pathways the previous years data shows a considerable increase in the number of referrals responded to that avoid transfer to A and E or admission to hospital



3.4. The chart shows clearly that the number of times the team has responded and avoided an unnecessary admission has tripled in the last year and is nearly 5 times higher than prior to transformation. The service is well on the way to achieving 250 episodes per month and once its additional duties resulting from the pandemic’s end we expect to see continued improvement.

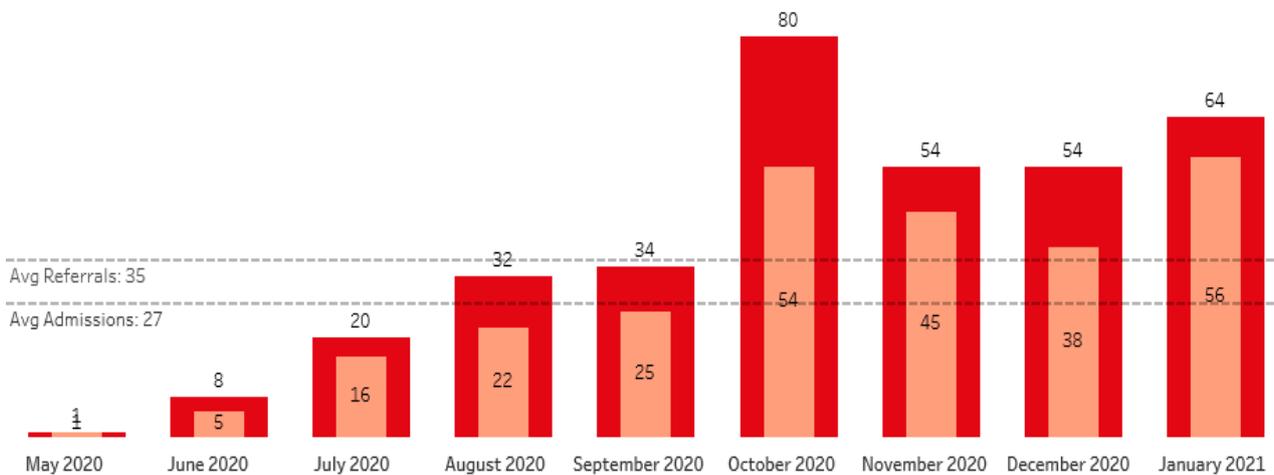
3.5. The transformation fund was also used to create an intermediate care at home service, this is a therapy led service that supports people at home and prevents, delays and reduces their ongoing need for health and care services

by increasing a person’s independence and ability to self-care. A service like this is commonplace in most areas of the UK but was not present in Bury.

3.6. The methodology for Intermediate Care at home deflections is summarised below and shows how admissions of 65 per month to the scheme will deliver savings in the system of £98,000 per month or **£1.170m** per year.



3.7. Despite all the challenges faced by our health and care system it can be seen from the activity chart below that the intermediate care service has grown rapidly and is now supporting 56 people per month. We are confident that this will continue to grow once the challenges of the response to the pandemic subside.



3.8. The final large portion of transformation funding was allocated to develop and enhance our neighbourhood teams of nurses and social workers. Increasing the disciplines involved and increasing the staffing capacity to deliver an intensive and proactive approach to managing health and wellbeing rather than our current crisis driven responsive service.

- 3.9. This active case management approach identifies people at risk of using health care services and intervenes earlier to improve health and wellbeing and avoid the future unnecessary and avoidable use of health services. In areas where the approach has been used for a longer period it is shown to reduce health care use for up to 3 years following the intervention.
- 3.10. The methodology used for our Integrated Neighbourhood teams is based on a review of A and E and non-elective admission activity for Bury people who had received an active case management intervention from our Integrated Teams. This review shows a saving of **£781,204** in the first year for every 1000 people who receive this support. Data for subsequent years savings in Bury is not available yet due to the new nature of this intervention

	A&E	NEL	Savings £
Reduction in activity per month	28	8	£17,838
Reduction in activity per year	340	101	£214,050
Pro Rata to 1,000 patients	1,241	369	£781,204

#### 4. Bury's Commitment to Integrated Health and Care

- 4.1. Despite the challenges being posed by the pandemic to service delivery and financial environments Bury's Strategic Commissioning Board committed to the ongoing and recurrent delivery of these schemes and chose to make the temporary contracts of the staff permanent in January 2021. This commitment will see an additional **29.68** Council posts created. The papers presented to the Strategic Commissioning Board containing options explored are appended to this report.

#### 5. Proposal

- 5.1. Following the decision taken by Bury's Strategic Commissioning Board, which has delegated authority to make Council decisions regarding the funding of Adult Social Care Services this paper seeks permission to permanently establish the Council employed posts currently supporting the delivery of
- Rapid Response
  - Intermediate Care
  - Integrated Neighbourhood Teams

## 6. Posts to be established/disestablished by Service Area

### 6.1. Intermediate Care

Post Name	Full Time Equivalent	Grade
Intermediate Tier Lead	1.0	CO A
Experienced Social Worker	1.0	12
Social Care Officer	3.0	9
Wellbeing Practitioner Care Support Worker Level 2	6.0	7
Wellbeing Practitioner Care Support Worker Level 1	4.0	6

### 6.2. Rapid Response

Post Name	Full Time Equivalent	Grade
Experienced Social Worker	1.0	12
Social Care Officer	1.0	9
Wellbeing Practitioner Care Support Worker Level 2	5.68	7

### 6.3. Integrated Neighbourhood Teams

Post Name	Full Time Equivalent	Grade
Neighbourhood Lead	1.0	CO A
Experienced Social Worker	3.0	12
Newly Qualified Social Worker	1.0	11
Social Care Officer	3.0	9

6.4. Job descriptions for these roles already exist within the Council and are available on request if required.

6.5. The following posts no longer required will be disestablished, both posts are vacant as the previous post holders now occupy the neighbourhood lead and intermediate tier lead posts above.

Post Name	Full Time Equivalent	Grade
Head of Service – Adult Social Care Operations	2.0	SM2

## 7. Financial Requirements

7.1. Including oncosts, the following additional budget is required for these posts and will be funded from Bury's One Commissioning Organisation's pooled budget.

Service	Additional Revenue Budget for Staffing
Intermediate Care	£436,763.30
Rapid Response	£255,297.59
Integrated Neighbourhood Team	£376,872.60
<b>Total</b>	<b>£1,068,933.49</b>

7.2. The costs of the individual posts are contained in the table below.

Scheme	Post	FTE	Grade	Salary (assumed top of grade)	On costs 30% assumed	Total
IMC	Experienced Social Worker	1	12	£36,922	£47,998.60	£47,998.60
	Social Care Officer	3	9	£27,741	£36,063.30	£108,189.90
	Wellbeing Pract Level 2	4	7	£21,748	£28,272.40	£113,089.60
	Wellbeing Pract Level 1	6	6	£19,698	£25,607.40	£153,644.40
	Matrix Payments					£13,840.80
	<b>Total</b>					
Rapid response	Post	FTE	Grade	Salary (assumed top of grade)	On costs 30% assumed	Total
	Experienced Social Worker	1	12	£36,922	£47,998.60	£47,998.60
	Social Care Officer	1	9	£27,741	£36,063.30	£36,063.30
	Wellbeing Pract Level 2	5.68	7	£21,748	£28,272.40	£160,464.97
	Matrix Payments					£10,770.72
	<b>Total</b>					
INT	Post	FTE	Grade	Salary (assumed top of grade)	On costs 30% assumed	Total
	Neighbourhood Lead	1	CO Band A	£62,131	£80,770.30	£80,770.30
	Experienced Social Workers	3	12	£36,922	£47,998.60	£143,995.80
	ASYE	1	11	£33,782	£43,916.60	£43,916.60
	Social Care Officers	3	9	£27,741	£36,063.30	£108,189.90
	<b>Total</b>					
<b>Grand Total</b>						<b>£1,068,933.49</b>

7.3. The costs of the following post is not included in the financial tables as they are already funded recurrently from the council budget and do not represent additional expenditure.

Post Name	Full Time	Grade
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	<b>Equivalent</b>	
Intermediate Tier Lead	1.0	CO A

## **8. Recruitment**

- 8.1. All these temporary posts underwent competitive interview at the beginning of Bury's Transformation programme therefore a further recruitment process is not required to change employees' contracts from fixed term to permanent.
- 8.2. Any fixed term posts that are currently vacant will be established as permanent posts and recruited into as normal.

## **9. Consultation**

- 9.1. The proposal has been discussed informally with staff and trade unions. Subject to approval by the Human Resource & Appeals committee, and in accordance with Council policy, as there are no changes to roles or structure consultation is not formally require, however, to ensure transparency the workforce will be consulted with to ensure they are fully aware of their posts being permanent. Following this it is proposed to action the required changes as soon as is practically possible.

## 10. Recommendation

It is recommended the following posts are established permanently

### 10.1. Intermediate Care

Post Name	Full Time Equivalent	Grade
Intermediate Tier Lead	1.0	CO A
Experienced Social Worker	1.0	12
Social Care Officer	3.0	9
Wellbeing Practitioner Care Support Worker Level 2	6.0	7
Wellbeing Practitioner Care Support Worker Level 1	4.0	6

### 10.2. Rapid Response

Post Name	Full Time Equivalent	Grade
Experienced Social Worker	1.0	12
Social Care Officer	1.0	9
Wellbeing Practitioner Care Support Worker Level 2	5.68	7

### 10.3. Integrated Neighbourhood Teams

Post Name	Full Time Equivalent	Grade
Neighbourhood Lead	1.0	CO A
Experienced Social Worker	3.0	12
Newly Qualified Social Worker	1.0	11
Social Care Officer	3.0	9

10.4. It is recommended the following posts no longer required are be disestablished, both posts are vacant as the previous post holders now occupy the neighbourhood lead and intermediate tier lead posts above.

Post Name	Full Time Equivalent	Grade
Head of Service – Adult Social Care Operations	2.0	SM2

11. Community impact/links with Community Strategy

**Equality Impact and considerations:**

*Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:*

*A public authority must, in the exercise of its functions, have due regard to the need to -*

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

*The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.*

<b>Equality Analysis</b>	<i>Please provide a written explanation of the outcome(s) of either conducting an initial or full EA.</i>
<p>An Equality Impact assessment has been conducted and the ongoing delivery of these three integrated care models will impact positively on eliminating the potential for discrimination or inequality by ensuring that adults with care and support needs are able to access appropriate support to promote their health and wellbeing and prevent, reduce and delay the need for future health and or social care.</p>	

*\*Please note: Approval of a cabinet report is paused when the 'Equality/Diversity implications' section is left blank and approval will only be considered when this section is completed.*

### Legal Implications:

*There is no legal requirement to consult with staff on these changes however staff engagement will take place on these proposals, all changes will be made in accordance with HR policies and its equality duties.*

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### Financial Implications: to be completed by S151 officer

Including oncosts the following additional budget is required for these posts and will be funded from Bury's One Commissioning Organisation's pooled budget.

Service	Additional Revenue Budget for Staffing
Intermediate Care	£436,763.30
Rapid Response	£255,297.59
Integrated Neighbourhood Team	£376,872.60
<b>Total</b>	<b>£1,068,933.49</b>

The costs of the posts are currently met from transformation funding which is time limited. The services however are required on an ongoing basis. Whilst transformation funding has not been fully confirmed for 2021/22 there is an expectation that it will be available. Work is currently underway to determine long term staffing requirements, funding available and what options there are to manage any funding shortfalls in the context of the wider financial strategy.

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### Report Author and Contact Details:

**Adrian Crook – Assistant Director Adult Social Care**

[a.crook@bury.gov.uk](mailto:a.crook@bury.gov.uk) or 07583 097425

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### Background papers:

#### Strategic Commissioning Board:

*LCO Service and Infrastructure Costs*, M Woodhead, W Blandamer and Cllr O'Brien– December 2019

#### Finance, Contracting and Procurement Committee of NHS Bury CCG:

*Transformation Fund & LCO Management Costs 2021/22 onwards*, Simon O'Hare, Interim Deputy CFO, Mui Wan, Associate Director of Finance, Bury LCO' Caroline Beirne, Associate Director of Workforce, Bury LCO – November 2019

**Please include a glossary of terms, abbreviations and acronyms used in this report.**

Term	Meaning
Integrated Neighbourhood team	<p>A typical team (INT) will consist of staff from several different teams/ professions: social care for adults, mental health, district nursing, along with the voluntary sector. The staff from these different teams will work together to deliver several key objectives:</p> <ul style="list-style-type: none"> <li>• Reductions in permanent admissions to residential/nursing care</li> <li>• Reductions in non-elective emergency hospital admissions</li> <li>• Better health outcomes</li> <li>• Improved emotional wellbeing</li> <li>• Reduced rates of re-referral i.e. treating people multiple times</li> </ul>
Rapid Response	<p>Services providing short-term care (up to 48 hours only) that respond within 2 hours to avoid unnecessary admission to hospital or a care home</p>
Intermediate Care	<p>Services are provided to people, usually older people, after leaving hospital or when they are at risk of being sent to hospital.</p> <p>Intermediate Care</p> <ul style="list-style-type: none"> <li>• helps people to avoid going into hospital or residential care unnecessarily</li> <li>• helps people to be as independent as possible after a stay in hospital</li> <li>• can be provided in different places (e.g. community hospital, residential home or in people's own homes).</li> </ul>
Clinical Commissioning Group	<p>A clinically-led statutory NHS body responsible for the planning and commissioning of health care services for their local area</p>

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