

**OFFICER DELEGATION SCHEME
RECORD OF DECISION**

TO BE UPLOADED TO THE INTERNET BY DEMOCRATIC SERVICES

Date: 29 March 2023	Ref No: 2150
Responsible Officer: Delysia Hawley	
Type of Decision (please refer to MO Guidance):	
Key <input type="checkbox"/>	Non-Key <input checked="" type="checkbox"/>
Freedom of Information Status: <i>(can the report go in the public domain)</i> Yes	
Title/Subject matter:	
<p>Permission is requested to dis-establish the post of Registered Manager Choices for Living Well at Grade 15</p> <p>Permission is sought to establish 2 x registered manager posts at grade 15; 1 x Reablement Registered Manger, 1 x intermediate care bed-based unit (Killelea) registered manager</p>	
Budget/Strategy/Policy/Compliance:	
(i) Is the decision within an Approved Budget?	Yes
(ii) Is the decision in conflict with the council's policies, strategies or relevant service plans?	No
(iii) Does the decision amend existing or raise new policy issues?	No
(iv) Is the decision significant and/or does it meet the £100,000 threshold for recording?	No
Equality Impact Assessment [Does this decision change policy, procedure or working practice or negatively impact on a group of people? If yes – complete EIA and summarise issues identified and recommendations – forward EIA to Corporate HR]	No

Summary:

Permission is requested to dis-establish the post of Registered Manager Choices for Living Well at Grade 15

Permission is sought to establish 2 x registered manager posts at grade 15; 1 x Reablement Registered Manger, 1 x intermediate care bed based unit (Killelea) registered manager to meet increasing demand as outlined within the body of the report.

Wards affected: N/A





Consultations: N/A


Scrutiny & Review Committee Interest: N/A

Options considered:

Decision

- Establish the post of Integrated Discharge Services Manager for Bury's Intermediate care and Discharge to Assess Services

Decision made by:	Signature:	Date:
Executive Director – Health and Adult Care		11 April 2023
S151 Officer		28/4/23
Director of People and Inclusion Sam McVaigh		02.05.2023
Members Consulted [see note 1 below]		
Cabinet Member		11 April 2023

Lead Member		02.05.2023
Opposition Spokesperson		

Notes

1. Where, in accordance with the requirements of the Officer Delegation Scheme, a Chief Officer consults with the appropriate Cabinet Member they must sign the form so as to confirm that they have been consulted and that they agree with the proposed action. The signature of the Opposition Spokesperson should be obtained if required, to confirm that he/she has been consulted. Please refer to the MO Guidance.
2. **This form must not be used for urgent decisions.**
3. Where there is any doubt, Corporate Directors should err on the side of caution and seek advice from the Council’s Monitoring Officer.

1. Purpose of Document

The purpose is to request permission to establish and recruit a Registered Manager for Choices for Living Well (Killelea House Bed Based) and for IMC @ Home and the Reablement Service (Home based) for Bury’s Intermediate care Services to meet increasing demand as outlined within the body of the report.

2. Overview

Intermediate Care in Bury provides a range of services employing both NHS and Council Staff. These services include Intermediate Care Beds (36 at Killelea), Intermediate Care at home therapy, Reablement home support and Rapid Response. The service includes 29 dedicated Discharge to Assess Beds at Heathlands plus many others across the borough.

In 2018 the Reablement Service (Home based) and Killelea (Bed Based) were two separate service provisions with two Registered Managers. At this time due to service demands working across two sites and with two different working models to maximise the support provided to Bury Residents it was proposed that the two services with unite and become a single service.

Following the implementation of the health and social care act 2022 changes were made to the way patients were to be discharged from hospital and discharge to assess and intermediate care assessment became the preferred route for patients leaving hospital and the development of the IMC @ Home service this has increased service

demand and has increased in size that is why we are requesting to bring back a 2nd Registered Manager.

Due to the limited assessment within secondary care and the requirement for ongoing support both in bed base (Killelea House) and home base (reablement and IMC @ Home) for a full assessment of care needs to take place. The aim is, provided time to recover and some therapy to assist then many patients can return home following a timely assessment for any ongoing care and support needs under the care act.

The demand for these services to facilitate discharge is growing rapidly which see's Bury no longer have 49 dedicated beds but now over 120. Rather than supporting 50 on our reablement home care at anyone time we now see another 50 supported with independent sector home care supporting their recovery. In total the size of our short-term service that support rehabilitation and recovery have more than doubled and now supports over 250 people at any one time. At times of pressure, we also spot purchase further care home beds and home care across the borough taking capacity to over 300 people. Managing the flow through this dispersed provision can be especially challenging which can hamper flow and positive outcomes.

Government funding has been provided to purchase this care and support, but the availability remains extremely scarce and therefore its use must be optimised making it essential that flow is delivered both into and out of all of these services.

As they are now more than double the size originally intended it is necessary to provide additional support to manage the Registration and flow through these services and oversee the work of the multi-disciplinary teams and staff, including nurses, therapists and social workers who are responsible for managing the transfer of people receiving their support into long term community services.

For example, if all the people supported stayed 26 days on average rather than 30 then an additional 550 people per year could benefit from these services demonstrating how small changes in efficiency can deliver large benefits.

3. Proposal

The proposal is to establish a separate Registered Manager over the Reablement/IMC @ home service. This will help manage the Registration and flow across the services by taking a lead and oversight of the workforce and demand outside of the bed base.

The post will be managed by the Head of Intermediate Tier Services, in line with the Registered Manager for bed base.

The role will be permanent, and the job description is appended to this report.

4. Human Resources Information

The current post holder of Registered Manager Choices for living well, the combined Killelea and Reablement Service is retiring and this post will become vacant. This proposal sees this post disestablished and 2 posts, 1 x reablement registered manager, 1 x Intermediate Care Beds Unit registered manager (Killelea) established

4. Financial Information

The post is grade 15 and costs £61728 per annum including all oncosts coming out of the existing budget.

The intermediate care services now have an operating budget in excess of £7m per annum and these services have just benefited from an additional £1m from the adult social services discharge grant. All of these operating budgets are being zero based and reset which has enabled the additional £61,728 to be found from within the department. A review of rotas and shift patterns identified a small period that was over staffed and underutilised mid-morning. A very small adjustment to these shift patterns results in no changes to permanent staffing but will reduce agency reliance and due to the change being very small but over many shifts has released sufficient recurrent funding to facilitate this additional post

7. Recommendation

Permission is requested to dis-establish the post of Registered Manager Choices for Living Well at Grade 15

Permission is sought to establish 2 x registered manager posts at grade 15; 1 x Reablement Registered Manger, 1 x intermediate care bed based unit (Killelea) registered manager.



JOB DESCRIPTION

Post Title: Registered Manager – Rapid Response / Intermediate Care – Bed Base / Intermediate Care – Home Base and Reablement	
Department: Adult Social Services and Community Commissioning	Establishment/Post No:
Division/Section: Adult Operations	Post Grade: 15
Location: Various	Post Hours: 37

Special Conditions of Service:

- Extended flexi time scheme in operation
- The nature of this post is not always predictable and will require the post holder to work flexibly and outside of normal working hours to meet service requirements
- Ability to travel inside and outside the Borough, on occasion transporting service users, carers, or colleagues as required for which expenses will be payable in accordance with the Council's conditions of service
- Satisfactory DBS disclosure at the enhanced level and to be renewed in line with the authority's timescales.
- Work in accordance with the HCPC (Health Care Professionals Council) Code of Practice
- Registration with the HCPC (Health Care Professionals Council) in agreed timescales to maintain registration.
- Registration with CQC (Care Quality Commission) as a registered provider.

Purpose and Objectives of Post:

- Under the general direction of the Intermediate Tier Lead the post holder will ensure that a fair, consistent, inclusive, and user focused service is provided as set out in Bury Council, Communities and Wellbeing policies and procedures.
- To provide operational day to day management of the team responsible for the provision of assessment, reablement and intermediate care as delivered in the Councils registered residential facility.
- To manage the day to day duties of the team and provide supervision, support, advice and guidance to team members and to contribute to the professional development of the team.
- To ensure that all staff within the service understand and adhere to principles of reablement and independence gaining techniques.
- To work with Intermediate Tier Leads to ensure that relevant legislation, government policy initiatives, guidance and agreed council policies are effectively implemented.
- To assist in the management of the use of resources, effectively and efficiently ensuring value for money.
- To be the Registered Manager for the Rapid Response Service, **Intermediate Care – Bed Base or Intermediate Care – Home Base and Reablement**, responsible for quality practice and performance standards within the team and ensuring that the service delivered meets Essential Standards of Compliance as set by the Care Quality Commission (CQC).
- To work with Intermediate Tier Leads to deliver strong performance management. To utilise database information to ensure high levels of service activity.
- To provide leadership in own area of responsibility.
- To ensure that vulnerable people are safeguarded by the provision of effective monitoring and reviewing mechanisms that are appropriately applied.
- To ensure adults at risk are safeguarded by effective management and monitoring.
- To ensure safeguarding policy and processes are applied and adhered to.
- To ensure that any buildings within the responsibility of the Registered Manager adhere to acceptable standards as required by the Care Quality Commission (CQC).
- To ensure that records kept and assessment documents demonstrate a person centred and outcome focussed approach to interventions with customers.
- To ensure continuous service delivery, an appropriate level of staffing and adequate customers facilities at all times.

Accountable to: Director of Adult Care Services and Community Commissioning

Immediately Responsible to: : Intermediate Tier Lead/Clinical Lead

Immediately Responsible for: Deputy Managers Of Service, all support and allied staff within the service.

Relationships: (Internal and External)

- All staff within the Department and across the Council.
- Bury Integrated Care Partnership, Northern Care Alliance, VCFA, 3rd Sector and independent organisations, Police, and other statutory organisations
- Customers, carers, and members of the public.
- Therapy staff/Nursing Staff/Pharmacy/Social Work.

Control of Resources:

- All budget areas assigned as Budget Holder including buildings and equipment within
- Mobile phones and office equipment
- ICT equipment
- Other resources delegated to the postholder.

Duties/Responsibilities:

Managing Services

- 1. To manage the day to day practice of the service and make decisions as needs arise independently of the Intermediate Tier Lead including prioritising, allocation and management of workload.**
- 2. To manage the delivery of the Rapid Response Service, Intermediate Care – Bed Base or Intermediate Care – Home Base and Reablement.**
- 3. To support the other areas (as above) in the absence of the Registered Manager for that service.**
- 4. To promote, develop and maintain a high standard of service, in accordance with legislation and the policies and procedures.**
- 5. To represent the Intermediate Tier Lead and/or department, as required, at meetings or in multi-agency forums in accordance with own areas of responsibility through establishing effective working relationships and partnerships, joint working and liaison with statutory, voluntary and independent agencies.**
- 6. To work with the Intermediate Tier Lead to lead the team through change in a proactive and positive manner ensuring that staff are consulted and involved in change where ever possible and by developing a culture of continuous improvement**
- 7. To be responsible for the management of rota systems ensuring that a responsive and continuous service is received by customers**
- 8. To ensure performance management systems are fully utilised to capture data and outcomes for individuals and the service and to ensure that this is up to date and collected as required.**
- 9. To manage the team to assess, monitor, review, and evaluate individuals needs, risks, and options and recommend an appropriate course of action for individuals as necessary**
- 10. To manage the team to develop and implement support plans which are clearly linked to the needs of individuals and identify any unmet needs and outcomes**
- 11. Manage the motivation, development and supervision of staff within the team.**

- 12. To deputise for the Intermediate Tier Lead as required and provide practice support to Teams across the Borough as required.**
- 13. To ensure the development and maintenance of a high standard of professional social work and social care practice in the team**
- 13 To facilitate and chair, meetings, case conferences or safeguarding meetings as necessary.
14. To ensure safeguarding is appropriately managed within the team.
15. To ensure that services are managed and compliant with Care Quality Commission standards (CQC).

Managing Finances and Resources

1. To contribute to the delivery of high quality services across the department.
2. To assist in the implementation of effective quality assurance mechanisms in your area of responsibility.
3. Responsible for ensuring that a safe working environment is provided for all employees under their control.
4. To implement the systems for the supervision and performance management of staff and their professional development, ensuring that there is compliance with departmental and council policy.
5. To apply all HR policies as required within the team.
6. To ensure all staff within the team are aware of policies within the department and understand their responsibilities in implementing such policies, e.g. fire procedures, lone working etc.
7. To be responsible for maintaining and updating your own personal and professional development.
8. Within specified financial limits to agree and sign off for implementation packages of support.
9. To ensure that building and equipment are inspected at regular interval and are fit for use.

Managing Communications and Information

1. If required, ensure that complaints received are investigated and resolved in accordance with Departmental procedures.
2. To contribute towards ensuring effective communication with all our stakeholders.
3. To contribute towards an effective communication strategy.
4. To ensure records are clear and accurate including Electronic Social Care records in accordance with the Authorities policies and procedures, and are complete, accessible and up to date.
5. To ensure that information is available to customers which help explain the nature of services, choices and options.
6. To ensure that record keeping is person centred and outcome focussed.
7. To prepare and present reports and presentations of a professional standard for use in a variety of settings as required
8. To develop and maintain up to date knowledge of legislation, best practice and professional standards and ensure that this is reflected in the work of the team
9. To ensure that departmental policies on confidentiality and information sharing are adhered to.
10. To manage, organise, support and maintain the use of information technology systems and software

Corporate Responsibilities

1. To contribute to the overall management of the department and the council through contributions to corporate activities, e.g. working groups, organising events.
2. To support the Emergency Planning Welfare Team, respond to emergencies as required and participate in the departmental duty rota
3. To perform any other duties as may be required commensurate with the salary and the grade.

Limits of Authority

Within the framework of Council and Departmental policies and instructions, and subject to the overriding authority of his/her line manager, the officer holding this post is authorised to undertake all duties appertaining to the areas of work outlined above.

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

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

ORGANISATIONAL COMPETENCIES

Customer Care – To continually review, develop and improve systems, processes and services in support of the Council’s pursuit of excellence in service delivery. To recognise the value of its people as a resource

Developing Self and Others – To use processes and put processes in place to generate a learning environment. To focus on the strengths and requirements of all individuals and enable them to further their skills and knowledge. To actively pursue your own development. To be self-aware and role model continuous self-development

Health and Safety responsibilities

1. To ensure that departmental health and safety arrangements are implemented, monitored, and improved as and when appropriate, within the team.
2. To ensure that risk assessments are carried out within the team and that these are used in conjunction with recognised health and safety standards and good practice to ensure risks are appropriately controlled.
3. To ensure that all employees within the team have access to a manual, handbook, or equivalent, that provides relevant details on the arrangements and standards that apply to their roles, a copy of the departmental health and safety policy, and a list of all corporate and departmental standards and arrangements with information on how they can be accessed or obtained should they become relevant.
4. To ensure that issues that require action that is beyond your control are reported through line management structures and/or to the Departmental Health and Safety Coordinator
5. To co-operate and coordinate with relevant internal and external parties on matters of health and safety to ensure that each party is able to appropriately control health and safety risks.
6. To ensure that staff within the team are consulted on matters that affect health and safety.
7. To ensure that staff health and safety training and development needs are assessed, reviewed regularly, and acted upon appropriately.
8. To carry out work in a manner that does not place the health and safety of yourself or others at unnecessary and/or inappropriate levels of risk.
9. To fully co-operate with the Department’s and the Council’s managers in all matters relating to occupational health and safety
10. To ensure that the Department’s and the Council’s health and safety arrangements are applied.
11. To report any damage to equipment and shortcomings and to take appropriate action in local arrangements including alerting the Intermediate Tier Lead.
12. To ensure that appropriate management or organisational representatives are informed of; any apparent cases of serious or imminent danger, situations which present a significant risk to health or safety, and any shortcomings in departmental and/or organisational arrangements.

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)

Job Description prepared by:	Signed:	Date:
Agreed correct by Postholder:	Signed:	Date:
Agreed correct by Supervisor/Manager:	Signed:	Date: