

REPORT OF THE DIRECTOR OF SOCIAL SERVICES TO CABINET

9TH FEBRUARY 2005.

INTEGRATED MENTAL HEALTH AND SOCIAL CARE SERVICE – STRUCTURE, GOVERNANCE AND FINANCIAL ARRANGEMENTS

1.0 Purpose of Report

- 1.1 To ask Cabinet to agree the governance and financial arrangements for the integrated Mental Health and Social Care Service.
- 1.2 To ask Cabinet to agree the arrangements for secondment of DMBC staff who work in Mental Health Services to the integrated Mental Health and Social Care Service.

2.0 Background

- 2.1 Reports presented to the Boards of the PCTs and the Council's Executive in March 2004 included the following agreements between the three organisations:
 - An integrated Mental Health and Social Care Service for Dudley to be established.
 - A joint Head of Mental Health and Social Care Services to be appointed to lead the integrated Service.
 - Dudley South PCT to become the lead commissioner for Mental Health services. This arrangement to be formalised by use of Health Act flexibilities.
 - Dudley Beacon and Castle PCT to assume lead responsibility for the provision and management of the integrated Mental Health and Social Care service in Dudley from 1st April 2005.
 - The Head of Mental Health and Social Care Services to be responsible to a Director at Board level in the PCT with accountability to the Assistant Director (Learning Disability and Mental Health) in Social Services in the Council for social care issues.
- 2.2 The Head of Mental Health and Social Care Services, Simon Thompson, took up post in September 2004. Senior appointments to the structure of the new service have been made. The senior manager with lead responsibility for social care issues in the integrated Service will be Julia Stanfield, who has been appointed Service Manager for Older People in the new structure.

Structure

2.3 The Head of Service has established a new structure at senior level. A diagram of the new structure of the service is attached.

2.4 The new structure would include five senior posts covering the following areas:

Acute Services Manager - to include in-patient facilities; residential services and Crisis Resolution/Home Treatment.

Community Services Manager - to include the five Community Mental Health Teams and Woodside Day Centre

Specialist Services Manager - to include e.g. eating disorders, CAMHS, Early Intervention and Assertive Outreach

Service Manager - Older People. This post will include NHS Services for older people with mental health needs, and may include responsibility for Social Care Services as well. This issue is still subject to discussions between the PCT and the Council.

Quality and Performance Manager

Below the senior posts will be Team Manager posts, each responsible for the management of an integrated team of Community Psychiatric Nurses and Social Workers

2.5 Mental Health is also undergoing an extensive process of service re-design to ensure compliance with Government requirements to establish new teams for e.g. early intervention and crisis resolution/home treatment. The Community Mental Health Teams will remain the core of service delivery, but will be part of a different configuration, which will include the new specialist teams.

2.6 The appointment process for management posts will ensure that a proportionate number of management posts in the new structure are filled by managers with a social care background.

3.0 Proposals

3.1 Reporting Arrangements

3.1.1 The existing multi-agency Mental Health Local Implementation Team (LIT) and its framework of groups and reporting arrangements would continue for progression and monitoring of local and national targets. The LIT would remain the main forum for reporting on the performance of Mental Health services.

3.1.2 An Executive Group will be set up comprising the Chief Executives of the PCTs, the Director of Social Services, the Deputy Chief Executive of Dudley South PCT as LIT lead, the Director of Quality in Dudley Beacon and Castle PCT and the Assistant Director (Social Services). An elected Member and a non-executive Director of one of the PCTs would also be invited to join the Group. The Executive Group will be responsible for monitoring the partnership and governance arrangements.

3.1.3 The Head of Service will provide an annual report on the operation of the integrated Mental Health and Social Care Service, which would be submitted in the following order:

1. The senior management teams in the PCTs and the Social Services Directorate.
2. The Local Implementation Team
3. The Executive Group
4. The Boards of the PCT and the Council's Cabinet
5. Cabinet
6. Health and Well-being Partnership

3.1.5 The Head of Service will report on:

- the outcomes which integration has achieved for service users
- the performance and effectiveness of services
- how the Council's financial contribution has been spent within the Service and whether value for money has been achieved

The annual report will also contain information in summary form on the following:

- Numbers and designations of Council staff employed in the Service
- Details of any changes in Social Work posts within the service e.g. numbers of posts; re-designation of posts.
- Recruitment and training of Approved Social Workers
- Arrangements for the professional supervision and support and training opportunities for Social Care staff.
- Day Services provided in Council facilities/by Council staff
- Funding contribution by the Council, including Mental Health Grant and Mental Health Supported Capital Expenditure.
- Property/office accommodation and Health and Safety
- IT and management information systems
- Complaints about Social Care services

3.1.6 The Director of Social Services has the strategic social care lead for local authority mental health services in terms of accountability to the

Council. The Assistant Director (Learning Disability and Mental Health) in Social Services will have a key role in monitoring the delivery and quality of social care services within Mental Health, contributing to the planning of the service and ensuring compliance with local governance arrangements and effective liaison between the integrated Service and other Council Directorates e.g. Housing to achieve continued corporate engagement with Mental Health.

3.2 Partnership and Secondment Agreements

- 3.2.1 A draft Section 31 Partnership Agreement is attached to this report, which contains the main heads of agreement between the PCTs and the Council. The Cabinet is invited to comment on this document.
- 3.2.2 All employees of Dudley Council who are appointed to a post within the Dudley Mental Health and Social Care Service will continue to be employed by the Council. Staff will be seconded to the service under the terms of a Secondment Agreement. They will keep their existing DMBC terms and conditions of service.
- 3.2.3 The resolution of any issues relating to the management of DMBC employees including pay, pensions, sick leave, discipline and other terms and conditions remain the responsibility of DMBC.
- 3.2.4 A copy of the proposed Secondment Agreement is attached.
- 3.2.5 82 posts will transfer on secondment from the Council to the PCTs. All but one of these will be seconded to Dudley Beacon and Castle PCT; the other – a commissioning manager post – will transfer to the commissioning team in Dudley South PCT. If a Social Worker leaves, the Head of Service will have the option to replace with another Social Worker or with a different type of post, but the latter would require the agreement of the Assistant Director in Social Services. New Social Care staff joining the service from other Councils will be given the option to be employed by DMBC or Dudley Beacon and Castle PCT.

3.3 Financial Arrangements

- 3.3.1 The Section 31 Agreement includes lead commissioning and integrated provision, but not a pooled budget at this stage.
- 3.3.2 For the financial year 2005-06, the Directorate proposes to commit the resources we currently spend on Mental Health services (£2.9M), plus inflation and any agreed growth for new service developments, subject to agreement by Council of the Directorate's overall budget for the next financial year.
- 3.3.3 In the first 'transitional year', 2005-06, the Head of Service will manage the PCT and Social Services budgets as two separate budgets. The Head of Service will be supported by a SSD Accountant.

- 3.3.4 The Head of Service will be accountable to the Assistant Director in Social Services for ensuring that the Social Services budget is spent appropriately to meet mental health needs.
- 3.3.5 During 2005-06 arrangements will be made to establish a pooled budget from 1st April 2006. The pooled budget would be the subject of an Agreement under Section 31 of the Health Act 1999.

3.4 Support Services

- 3.4.1 For the duration of the secondment Agreement (two years) the SSD will continue to provide Finance, ICT and HR support to staff in the integrated Service. This will include:
- Accountancy Support to the Head of Service
 - Finance team in Social Services to continue to process client casework
 - ICT to provide replacement equipment and support for SSD staff
 - Collation and analysis of management information
 - HR to remain responsible for recruitment, sickness, discipline, grievance etc procedures for SSD staff.
- 3.4.2 Accordingly, during this period, the SSD will not transfer any support staff or funding to the PCT.

4.0 Financial Implications

- 4.1 The financial arrangements are set out in paragraphs 3.3.1. to 3.3.5 above.
- 4.2 There are unlikely to be significant cost implications from the development of the new service, bearing in mind that the purpose of integration is to simplify and streamline the delivery of services.

5.0 Legal Implications

- 5.1 The new arrangements for Mental Health services will be confirmed in a legal partnership agreement for lead commissioning and integrated provision, using S31 of the Health Act 1999.

6.0 Equal Opportunities Implications

- 6.1 Equal Opportunities implications include terms and conditions of transfer of both PCT and Directorate staff to the integrated service and equality of opportunity to apply for new posts.

7.0 Recommendations

- 7.1 To agree the reporting arrangements to Cabinet and Good Health Select Committee outlined in paragraphs 3.1.1 to 3.1.6 above
- 7.2 To comment on the draft Partnership Agreement under Section 31 of the Health Act 1999 for lead commissioning and integrated provision.
- 7.3 To approve the draft Secondment Agreement
- 7.4 To agree the financial arrangements underpinning the integrated Mental Health and Social Care Service.

A handwritten signature in black ink that reads "Linda Sanders". The signature is written in a cursive style with a large, looping initial 'L'.

Linda Sanders
Director of Social Services