

Cabinet

10 March 2022

Provision of Integrated Mental Health Services

Recommendations:

That Cabinet

1. Agrees to a further Partnership Agreement between Warwickshire County Council and Coventry and Warwickshire Partnership NHS Trust for the provision of integrated community mental health and social care services for a term of 3 years from 1st April 2022 to 31st March 2025.
2. Authorises the Strategic Director for People to enter into appropriate Agreements on terms and conditions acceptable to him and the Strategic Director for Resources as described in this report.

1. Executive Summary

Background

- 1.1 Warwickshire County Council (the Council) and Coventry and Warwickshire Partnership NHS Trust (the Trust), have provided integrated community mental health and social care services under Section 75 of the National Health Service Act 2006 (S75) since 2010. The arrangements involve the delegation of specified statutory social care functions to be delivered by the Trust and the secondment of Council staff to the Trust.
- 1.2 Coventry City Council has had a similar arrangement, which has aligned governance arrangements, with the Trust since 2011.
- 1.3 The overall responsibility for the day-to-day management of the integrated community mental health service rests with the Trust. The Council retains a Mental Health Management Team directly accountable to the Council which provides social care management and professional support to seconded social care employees and Trust managers delivering social care responsibilities.
- 1.4 The operation of the Partnership is overseen by the S75 Strategic Board (a senior officer level board), and its associated Groups: Operational Group, Safeguarding Sub- Group, and Performance Sub-Group. All meetings have clear Terms of Reference and contain representatives from both Councils and the Trust.

- 1.5 In October 2021, a review of the current Partnership was undertaken with assistance from external consultancy, *MoJo*. The purpose of the review was to inform the proposed continuation of the S75 Agreement from April 2022 and consider the future Operating Model for the Partnership. The review provided an independent assessment of how the Partnership is delivered from the perspectives of staff at all levels working within the integrated teams.
- 1.6 The S75 Strategic Board has carefully considered the output from the review and the options for continuation of the Partnership, and have concluded that for users and carers of community mental health services the benefits of integration continue to outweigh the alternative of services separated by location, design, and purpose. As system partners, the formation of Integrated Care Boards later in 2022 will place further obligations on our respective organisations to work more closely together. The Coventry and Warwickshire S75 Partnership has been recognised by other national stakeholders for its tenacity and commitment to making these arrangements work and is seen as one of the few areas nationally where the partnership is undergoing continuous improvement. It is within this context that all partners wish to share their vision to continue to build on the positive relationships that exist, acknowledging the challenges, whilst learning from past experiences to create a partnership which other areas look to for best practice.
- 1.7 Partners to the Agreement have therefore expressed a desire to continue the good progress made particularly over the past 18 months, which has seen improvements to the partnership's governance structure and performance monitoring processes. This work has laid the foundations for a new operating model to be developed that will build on the learning from the pandemic, enable new joint pathways to emerge, and make best use of our joint resources in the face of increasing demand.

2. Review Outcomes

- 2.1 The 2021 review demonstrated that although much has been achieved to date by the S75 governance groups to strengthen oversight and management processes, there is a need to now translate this into observable change for staff at team level. It is recognised that there is a need for greater clarity around roles and responsibilities for the different professional groups, along with streamlining of processes to reduce duplication and variation across organisational boundaries. There is more work to do to ensure delegated social care functions are balanced appropriately with health priorities, and additionally, for greater clarity over the demarcation between health and social care roles.
- 2.2 The ability to move at pace with development work over the life of the current S75 Agreement has undoubtedly been affected by operational pressures arising from the pandemic. Nonetheless, the S75 Strategic Board has reflected on past performance and considered alternative approaches to ensure that the latest set of review recommendations can be implemented in full. A delivery plan has been prepared for the financial year 2022/23, with clear timelines and allocation of responsibility. It has been agreed that

dedicated programme management support will be sourced from partners, to give traction to implementing the actions, and to assist in developing the necessary reporting and monitoring infrastructure to keep track of progress. The delivery plan will be overseen by the S75 Strategic Board, to ensure appropriate management of any emerging issues and risks.

- 2.3 As a consequence of the review and planned development work, partners have considered the changes that will be required to the documents to make them fit for purpose for the next three years.
- 2.4 It is proposed that for the 12 month period 2022/23, a one year S75 Agreement will be entered into based on the current Agreement but to include updates to the following sections:
- Strategic Governance Arrangements
 - Seconded Employees Schedule
 - Safeguarding Schedule
 - Performance Schedule
 - Audit Schedule
- 2.5 It is recognised that further updating will be required to reflect changes to the workforce, staffing structure, and transformation activities that have been undertaken since the commencement of the existing Agreement and to ensure that the learning from the 2021 review is reflected in the Agreement moving forwards. It is therefore further proposed that a more comprehensive review be undertaken during 2022/23, with all content being updated in full for 2023-2025 as the new operating model comes into effect. It is expected that the termination provisions which allow either party to the Agreement to terminate it on 6 months written notice (or shorter in the case of breach or unsatisfactory performance) will continue.
- 2.6 In the meantime, assurance for the respective partner organisations on delivery of the delegated functions will be provided through a S75 Annual Report, (the next to be provided in May 2022), containing an overview of performance over the previous 12 months and our plans for the coming years of the Partnership. This will act as the assurance mechanism on progress towards partnership objectives and confirmation that delegated duties are being delivered as per local authority requirements.

3. Other Implications

- 3.1 The successful award of LTP (Long Term Plan) Mental Health funding in 2020 and 2021 through the *Alternatives to Crisis* and *Community Mental Health Transformation* programmes has enabled the introduction of new social worker roles into mental health teams. It is proposed that a number of these roles will be adopted into the S75 workforce, to simplify employment and contractual arrangements and ensure staff are afforded the most appropriate line management and supervision structures. Details of the additional posts will be incorporated into the new S75 Agreements from April 2022.

3.2 The 2021 S75 Review highlighted that the processes for information sharing contained within the existing S75 Agreements required review, to ensure they reflected the current GDPR requirements. The introduction of a new Operating Model would also need to be underpinned by a clear understanding of information flows so that the appropriate Information Governance arrangements can be formally established and shared. The partners have commenced the development of a single Data Protection Impact Assessment for integrated working in both Coventry and Warwickshire, which will inform future information sharing agreements as required. This work will be referenced in the Agreement for 2022/23, with updates formally included in the Agreement for 2023/25.

4. Financial Implications

The financial commitments as a consequence of entering into this S75 Agreement can be met from within existing resources.

5. Environmental Implications

None

6. Timescales associated with the decision and next steps

6.1 The current S75 Partnership Agreement is due to expire on 31st March 2022, therefore a decision to renew the arrangements for a further 3 years from Cabinet is required in advance of the expiry date.

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The report was circulated to the following members prior to publication:

Local Member(s): N/A – county wide

Other members: Councillors Jonathan Chilvers, John Holland, and Jerry Roodhouse