

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

SOCIAL CARE, HEALTH AND HOUSING CABINET BOARD

17 MARCH 2016

REPORT OF THE DIRECTOR OF SOCIAL SERVICES, HEALTH AND HOUSING – N. JARMAN

SECTION A - Matter for Decision

Wards Affected: All Wards

NEW GOVERNANCE ARRANGEMENTS FOR MENTAL HEALTH AND LEARNING DISABILITY SERVICES

Purpose of the Report

- To set out the new governance arrangements for managing the development of Mental Health and Learning Disabilities Commissioning and Practice services, in response to opportunities for improvement identified through the pathways to independence project. The new arrangements are required due to the departure of the responsible Principal Officer.

Executive Summary

- This report seeks approval for the establishment of new arrangements in respect of case decision making for people with a learning disability or mental health problem. The report explains the background to the request and the suggested arrangements going forward.
- New governance arrangements are required to manage mental health and learning disability services, following the departure

of the Principal Officer in December 2015. The report outlines how these arrangements will work and what they aim to achieve in relation to improving practice and commissioning in these areas.

Background

- Through the work undertaken as part of the “Pathways to Independence” project, a number of opportunities for improvement of the mental health and learning disabilities commissioning and practice functions have been identified. These are:
- To transform the current tendency to over provide relative to need (over servicing) and models of support that encourage dependency , characterised by long term residential placements and containment of individuals that has resulted in increased costs, to an approach based on prevention, early intervention and less restrictive options that will improve customer outcomes,.
- To replace risk averse practice with proportionate risk management that will improve customer outcomes and potentially reduce costs.
- To manage demand by adoption of the “Progression” model that supports individuals to maximise their independence and so improves customer outcomes and potentially prevents escalation of costs.
- To develop the market to provide alternatives to residential care, and therefore giving choice to customers in line with the requirements of the Social Care and Well-being (Wales) Act.
- There are a number of key actions needed to respond to these opportunities. Initial conversations with AMBU have been positive and agreement is being sought on a joint approach. The main planned actions include these detailed below:
- Agree a strategic direction with health and housing colleagues for reducing reliance on residential care.

- Develop the use of personalised services, social co-operatives, skills based opportunities and an increase in the use of direct payments.
- Review of Mental Health Act's. 117 aftercare arrangements.
- Agree all mental health expenditure requests at a Panel prior to initiating the ABMU/Western Bay mental health brokerage arrangements. The role of this Panel is to build upon existing arrangements and is intended to provide a forum for challenge and discussion, with the intention of improving social work practice and also for financial control.
- Learning from the "Pathway to Independence" project needs to become embedded into team practice. The approach of ensuring that provision is proportionate and matched to needs and procured at competitive rates (right sizing/right pricing) should become the norm. There is a need to ensure a structure is in place to make this happen.
- Adopt the 'Progression" model where the emphasis is on promoting independence needs as the prime focus for change.

More effectively manage new demand including transition from Children's Services.

- Take steps to develop a wider range of community based services in partnership with providers, the third sector and Western Bay partners.

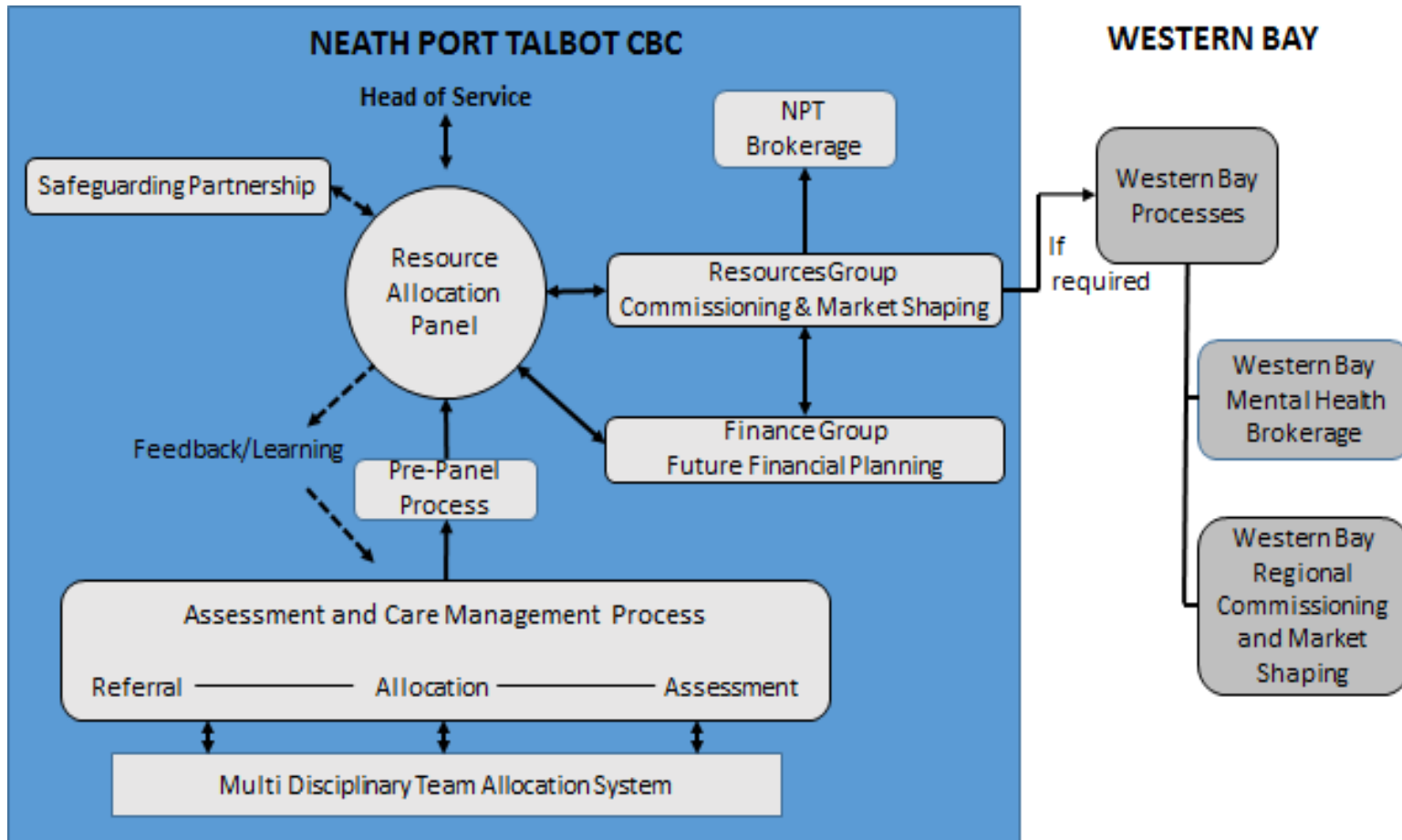
Managing the development and implementation of the actions would be undertaken using the governance arrangements contained within the attached diagram and structure chart.

- The multi disciplinary team allocation system will be the entry point for most new referrals and it is expected that existing cases will be discussed by the multi disciplinary team, where appropriate, throughout the assessment process.
- Referrals will be allocated to a practitioner who will undertake an assessment or reassessment before any decisions relating

to resource allocation are made. Evidence of assessed need will enable practitioners complete the newly developed resource allocation process, the product of this process will enable a transparent and equitable allocation of resources which will be used in a flexible and responsive way, offering a wider range of person centred opportunities.

- The resource allocation system will enable assessed need to inform the allocation of resources, in most cases, so that customers can be informed of the financial resources available to them to make informed choices about service options.
- All requests for new support packages or significant changes to existing ones will be discussed with practitioners at a pre panel discussion, promoting a culture of challenge and creativity as well as embedding value for money as a concept in micro commissioning day to day practice.
- In order to ensure consistency and equity in practice, decision making and resource allocation, a multi disciplinary panel will be established. The remit of this panel will be firstly, to authorise the allocation of resources which meet assessed need whilst at same time avoiding over servicing; secondly, to ensure opportunities for progression and reprovion are fully explored with any necessary action agreed within stated timescales.
- The resource allocation panel will maintain a clear focus on prevention and early intervention, reducing reliance on reactive responses, in particular, residential care and other high cost service options with no agreed outcomes and no clear exit plan. The resource allocation panel will also ensure all options have been fully considered before a decision to commission a residential placement is made.
- It will ensure that where the assessment identifies needs that cannot be met effectively within the current range of services, the quantitative and qualitative information necessary for commissioners to analysis these gaps in provision and actively engage with providers to improve the diversity of options will be available.

- This is particularly important in the mental health field due to the over reliance on long term residential care and other bed/hospital based options. Services relating to substance misuse, alcohol dependency and antisocial behaviour will be more clearly specified to improve the effectiveness and efficiency/effectiveness of current inputs with the aim of improving outcomes.
- The panel process will be formally minuted and approved by the Head of Service.
- Feedback and opportunities for learning will be fed back to practitioners on a regular basis.
- Any recommendations to place younger adults with a mental health need in a residential care home will need to be agreed at the resource allocation panel prior to any engagement with Western Bay mental health brokerage process. This will be a decision made by the resource panel. If the decision relates to a jointly commissioned package then colleagues in ABMU commissioning team will be involved. Engagement with the responsible multidisciplinary team will be proactive with opportunities for representatives to contribute to primary discussions.
- The resource allocation panel will ensure that evidence necessary to establish strategic commissioning priorities is timely and accurate as well as contributing to future financial planning including opportunities for cost avoidance, management of new demand and financial opportunities arising from development of preventative / early intervention services.
- It is proposed that a higher profile is given to the benefits of working more closely with Safeguarding Partners through the Safeguarding Board, increasing opportunities for prevention rather than reliance on reactive interventions where costs are more likely to become a long term commitment.



Financial Impact

- The proposed new arrangements will help to ensure that Departmental expenditure is contained within financial limits and projections.
- There are no additional costs associated with setting up and implementing the proposed arrangement

Equality Impact Assessment

Attached

Workforce Impacts

- The shift in professional culture/practice will need strong leadership and staff development based on high quality training. A staff development programme is being put in place to ensure practitioners are fully equipped to deliver new expectations on performance. A staff development work stream will be established to oversee effective professional training.

Legal Impacts

- None identified at this stage

Risk Management

- A Risk Management Framework will be put in place as part of the establishment of the governance arrangements for the structure and approach.

Consultation

- This item has been included in the Forward Work Programme

Recommendations

- Having given due regard to the equality impact assessment, it is recommended that Members approve the following:

- The implementation of governance arrangements and actions for managing the development of Mental Health and Learning Disabilities Commissioning and Practice services.

Reasons for Proposed Decision

- To modernise the commissioning of Adult Care services in line with NPTCBC's new Social Care Policy and allow NPTCBC to meet the required savings under the Forward Financial Plan.

Implementation of Decision

- The decision is proposed for implementation after the three day call in period.

List of Background Papers

The Social Services and Well-Being (Wales) Act 2014 – SCHH Cabinet Report 10 September 2015

Officer Contact

Rhian Evans, Community Network Manager, The Laurels
Email: r.evans@npt.gov.uk Tel: 01639 685512

Equality Impact Assessment Screening Form

Please ensure that you refer to the Draft Screening Form Guidance while completing this form. If you would like further guidance please contact Corporate Strategy or your directorate Heads of Service Equality Group Champion.

Section 1

What service area and directorate are you from?

Service Area: Assessment and care management (mental health and learning disability)

Directorate: Adult social care

Q1(a) What are you screening for relevance?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(b) Please name and describe below

New governance arrangements for mental health and learning disability services

Q2(a) What does Q1a relate to?

Direct front line
service delivery

Indirect front line
service delivery

Indirect back room
service delivery

(H)

(M)

(L)

(b) Do your customers/clients access this service...?

Because they
need to

Because they
want to

Because it is
automatically provided to
everyone in NPT

On an internal
basis
i.e. Staff

(H)

(M)

(M)

(L)

Q3 What is the potential impact on the following protected characteristics?

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Age	→ <input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Disability	→ <input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	→ <input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	→ <input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	→ <input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Race	→ <input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Religion or belief	→ <input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Sex	→ <input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	→ <input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Welsh language	→ <input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>

Q4(a) How visible is this service/function/policy/procedure/ project/strategy to the general public?

High visibility

Medium visibility

Low visibility

Equality Impact Assessment Screening Form

to general public

(H)

to general public

(M)

to general public

(L)

(b) What is the potential risk to the council's reputation? (Consider the following impacts – legal, financial, political, media, public perception etc...)

High risk
to reputation

(H)

Medium risk
to reputation

(M)

Low risk
to reputation

(L)

Q5 How did you score?
Please tick the relevant box

MOSTLY H and/or M → **HIGH PRIORITY** → **EIA to be completed**
Please go to Section 2

MOSTLY L → **LOW PRIORITY / NOT RELEVANT** → **Do not complete EIA**
Please go to Q6 followed by Section 2

Q6 If after completing the EIA screening process you determine that this service/function/policy/project is not relevant for an EIA you must provide adequate explanation below (Please use additional pages if necessary).

This report sets out internal governance arrangements for mental health and learning disability in light of the departure of the principal officer in December 2015. These arrangements will ensure a robust and timely quality assurance process is in place to ensure care management standards / decision making comply with the Social Care and Well Being 2016. It will also enable the commissioning cycle to be properly embedded in line with Welsh Government expectations. These arrangements will ensure there is transparent and equitable decision making based on evidence based practice alongside high quality commissioning intelligence and a strong focus on value for money. It does not require an equality impact assessment to improve what is currently a fragmented and service led process, in fact , these governance arrangements will improve equality outcomes for all customers.

Section 2

Screener- This to be completed by the person responsible for completing this screening	
Name:	Ellen Law
Location:	The Laurels Neath
Telephone Number:	01639 685512
Date:	9/03/16
Approval by Head of Service	
Name:	
Position:	

Equality Impact Assessment Screening Form

Date:

Please ensure this completed form is filed appropriately within your directorate because it may be required as evidence should a legal challenge be made regarding compliance with the Equality Act 2010.