



**Leeds CAMHS Local Transformation Plan
Assurance of implementation
(Q3, 2016-17)**

Quarter 3 submission – January 2017

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1.0 Introduction

This is the quarter 3 2016/17 report to support the assurance of delivery of the Leeds Local Transformation Plan for Children and Young People's Mental Health and Wellbeing (LTP). There continues to be good progress in all areas and as noted in the last report the allocated funding for the LTP in 2016/17 is locally ring-fenced.

2.0 Overall progress to date

The Leeds Local Transformation Plan (LTP) is a five-year strategic plan to deliver whole system change to children and young people's emotional and mental health support and service provision in the city. The plan incorporates priorities from primary prevention through to specialist provision and focuses on improving both children and young people's experience and outcomes. The plan is published on all three Leeds CCG and the council websites.

There has been significant work during 2015/16 and this continues in 2016/17. A key and ambitious commitment in Leeds is our development of a unified strategy and plan in response to the *Future in Mind* publication and requirements to respond to the Social Emotional and Mental Health component of the SEND agenda. This joint strategy *Future in Mind: Leeds* and the underpinning refreshed Local Transformation Plan has been approved by the Leeds Health and Wellbeing Board and is published on CCG and council websites.

A brief summary of development and progress for each of the 11 LTP priorities is set out below.

2.1 Primary Prevention (1001 days)

A primary prevention programme plan was presented and discussed at the December 2015 Programme Board^[1]; this provides a more detailed plan for the delivery of the primary prevention priority and actions included in the LTP. Progress was reviewed against this at the September 2016 programme board. Specific achievements are listed below:

- Training Needs Analysis of perinatal mental health (for non-specialist workforce) has been drafted with partner organisations; to be signed off and implemented following agreement of the final version of pathway.
- The Leeds perinatal mental health pathway is in final draft form and expected to be approved in February 2017.
- A local anti-stigma campaign plan is approved and funded.
- Women with experience of emotional and mental health needs during pregnancy and parenthood have been consulted (131 via surveys, 3 via a focus group and a number during the Leeds Baby Week event) and there is an

^[1] Programme Board in this document refers to the Leeds Children and Young People's Emotional and Mental Health Programme Board

ongoing group of 11 women who continue to meet to inform the perinatal mental health group's work and recommendations.

- Additional psychology resource commissioned for 2016/17 as part of Infant Mental Health Service offer to ensure adult mental health professionals supporting women with perinatal mental health needs receive training on parent/infant attachment. This post continues to deliver the targeted training.
- Filming of local women to progress the digitalising of Understanding Your Baby booklet is underway (will be integral to national Best Beginnings Baby Buddy app, which is locally embedded in maternity and health visiting pathways in Leeds).

2.2 Building Emotional Resilience in CYP, families and school settings

- Emotional and Mental Health (MindMate) Links in children's centre and school settings are in place.
- MindMate Champion official programme launched November 2016. 79.4% MindMate Links, 63 schools & SILCS (48 Primary, 9 Secondary, 6 SILCS) and 21 Children's Centres are signed up to the Programme.
- Proposal to develop emotional and mental health PHSE curriculum (MindMate Lessons) - content agreed by the programme board. Feasibility (pilot) of lessons in schools complete. Excellent feedback. Problem solving taught in lessons witnessed in playground. MindMate Lessons completed, being standardised, proof read. On track for completion in May.
- The commissioned provider (Space2) is currently working with 5 secondary schools and 4 community settings to co-develop anti-stigma campaigns with young people. A tiered model of activity is in place. A resource pack including planned workshops is being integrated into the MindMate Champion programme.
- Mindfulness pilot 'Being 4 Children' has commenced in identified Leeds schools. Curriculum overview drafted and framework finalised. Online resource platform developed and pre-intervention evaluation undertaken for individual age groups. 8 week MBSR course delivered to 14 schools staff with very positive feedback.
- MindMate Families pilot completed with parents across 4 primary schools. Anecdotal feedback very positive with many examples of positive impact on child's emotional health. Final report due end January 2017.

2.3 Local Delivery of Early Emotional Help Services

Over the last few years the Local Authority, NHS and School Forum created a Joint Innovation Fund (JIF) that helped roll out early emotional help services (formally known as TaMHS) in school clusters. Renamed MindMate Wellbeing, these services are now in every school cluster in the city. The JIF, alongside significant investment from school clusters supported this development. This model was enhanced further in a co-commissioning model between school clusters and the Leeds CCGs this year. Further developments are:

- A 12 month data set of outputs and outcomes for MindMate Wellbeing now exists with common, agreed needs labels and outcome measures. In addition to the SPA report we now have valuable intelligence as to the presenting emotional and mental health needs of children and young people across the whole system of Leeds to help inform future co commissioning and strategic planning.
- Intelligence gathered about future cluster setup of the city following changes to the distribution of the cluster funding element Direct School Grant.
- The co commissioning of specialist mental health support in the newly established Specialist Inclusive Learning Centre (SILC) cluster is being evaluated with 12 months of data. This will lead to the development of the model and more integrated pathways to teams such as CAMHS ADHD and ASD clinics.
- We have started work in developing common outcomes and reporting measures with Area Inclusion Partnerships (AIPs) who are tasked with supporting inclusion and reducing exclusions in schools. This is the beginning of strengthening the relationship between AIPS and clusters.
- School cluster colleagues are integral to the operational group involved in the development and redesign of the SPA model and are engaged in creating a whole system approach.
- Agreement between CCGs and council to have one service specification for The Market Place (youth access and counselling third sector provision)
- Discussing proposed DfE Innovation funded Local Authority Early Support teams and their role in the cluster setup.
- Quick access to crisis support in The Market Place - valuable 12 month pilot. Targets achieved on the whole. Positive feedback from CYP. Learning from staff delivering service. Service evolved over the 12months.

2.4 Clear Local Offer

The current Leeds offer of available support and services is published on the MindMate website. There are both narrative and an increasing number of animations describing the offer with an intention to ensure the content is updated alongside the system changes underway. Animations now include a description of the local NHS CAMHS service and the third sector provider, The Market Place. In addition significant work has been undertaken as part of the Single Point of Access development to gather a comprehensive understanding of the offer across the city, which will enable children and young people to access the right support and service at the right time. This has included extensions of staff in the MindMate SPA team to include Leeds Forward a service that supports young people with drug and alcohol problems.

As part of the requirements under the Children & Families Act, the MindMate website is linked into the Leeds Local Offer website, which gives a comprehensive overview of SEND support across the city, including support for social, emotional and mental health. A local offer group is being established to ensure that the information is consistent between the Leeds Local Offer Website and the MindMate website.

2.5 The MindMate Single Point of Access

Significant work has been undertaken to deliver this priority, as the need for a simpler route of access into support - from the whole system of emotional and mental health services was a strong finding of the Leeds local review.

The MindMate SPA has now been running for a year. There continues to be support from all stakeholders of the need for this system enabler and positive feedback from GPs as the main source of referral. Relationships with the two main providers of service, CAMHS and clusters, has improved significantly and good working relationships are now established. The delivery of support to the whole system in terms of the information collected by SPA and the relationships with those who receive the referral has significantly improved over the last few months. This progress has been supported by some key areas of improvement:

- There is greater data gathering by the SPA team at the point of referral and from the other databases.
- There is greater consistency of staff within the team and a better understanding in the core team of the service offer to young people.
- Referrals are discussed with the service receiving the referral whenever possible and for all cases where the service offer is borderline.
- Relationships have been developed by the team leader with the key services who receive referrals and others who are able to support the whole system approach (e.g. Forward Leeds which provides drug and alcohol support to young people in Leeds).

Commissioners and the provider of the service (Leeds Community Healthcare Trust) are working to further improve the model, to build on the successes of the last few months and crucially to ensure the sustainability of the service. This includes looking at ways we may be able to support both young people and parents and carers using evidence based digital methods.

An ongoing model for the service is now implemented that maintains the benefits of having a range of providers from the wider system within the SPA team, whilst ensuring a constant core team of staff that can take the work forward on a day to day basis.

Referral numbers overall are as expected but, as anticipated, there is varied demand on school clusters with some reporting significant increases in demand and therefore extended waiting times. This increased need has been supported with mitigation funds that have allowed those clusters with greatest need to recruit additional capacity.

2.6 Support for Vulnerable Children and Young People

2.6.1 Children and Young people in the care system:

Children and young people in the care system and care leavers were identified as a key group for partners to ensure joined up and robust support and services. An initial workshop took place in December 2015 and was well attended by a number of partners across the education health and social care system, including a care leaver representative, the virtual head teacher, primary care and third sector colleagues.

A number of ideas were collected to address the concerns and improve the support and service offer for this cohort of young people.

An educational film advising professionals how to communicate and engage with children looked after and care leavers has been created alongside one from a foster carer perspective. Both are complete and available on the MindMate website in the professionals section. Plans for sharing these with a range of professionals have been developed and the audience includes GPs, social workers and education staff.

A residential, preparing young people for leaving care organised by the Local Authority was supported to include emotional and mental health input. This was seen as valuable by professionals and care leavers alike.

A task group has been meeting for over a year and developed a work programme to resolve some of the key issues flagged at the workshop. This includes an identifying the number of young people who are placed outside of Leeds boundaries and how we might respond with an out of area offer. This has been resolved by developing a local offer from the Therapeutic Social Work Service (which has CAMHS psychology embedded), with some additional investment, to offer support to Leeds children in care placed outside of Leeds but within 80 miles.

The group has also identified the need to offer fast track access to NHS CAMHS services when needed for those young people who have already received support from the Therapeutic Social Work Service. This will be part of the new service specification for CAMHS from April, along with all other services that have an embedded CAMHS worker.

2.6.2 Children with Complex Needs and Learning Disability

Future in Mind: Leeds Strategy (which includes existing *Future in Mind* priorities and the social emotional and mental health element of the SEND agenda) is to be formally launched Tuesday 7th February 2017; key partners across health, education and social care will be in attendance to share successes and future plans. A child and young people's version of the strategy has been created in coproduction with young people.

Leeds has committed £52.5 million specifically to support children and young people with SEND with a social, emotional and mental health need. £45 million will deliver outstanding specialist educational provision, which includes three new builds (Springwell Leeds in partnership with Wellspring Multi-Academies

Trust). The buildings are on track to be completed within the timescale of each build, with full capacity of 340 place by September 2018.

Area Inclusion Partnerships (AIP's) continue to provide timely interventions and support to ensure most children with these needs succeed within a mainstream educational setting. A quality assurance framework for all AIP alternative provisions has been developed and judgements regarding the quality in each provision is currently been gathered.

The newly formed SEMH pathways panel is successfully enabling vulnerable children and young people to access the right support. September 2016-December 2016, 31 cases have been heard and a third of those CYP accessed assessment places at Springwell Leeds. The outcomes and pathways of all the young people presented to panel are reviewed on a cyclical basis. Termly reports are also being provided that collate and analyse data arising from the panels. The learning from the panels will feed into a system of ongoing review of support and provision to meet SEMH needs across the city.

The Leeds CCGs are in a 2-year pilot co-commissioning arrangement with the Specialist Inclusion Learning Centres cluster (SILCs) to deliver consultancy and support for staff and a targeted mental health service into the specialist school settings. This particularly supports children and young people with complex needs and disability, including learning disability. The procurement is now complete and the services available. A data collection system has been agreed to report usage and impact.

Leeds partners have also been involved in working with the National Development Team for Inclusion (NDTi) to pilot the review of commissioning of services for children and young people with learning disabilities and social, emotional and mental health needs.

2.6.3 Support for CYP in the youth justice system

The CAMHS Clinical Nurse Specialists continue to offer a much valued service within the Leeds Youth Offending Team. The relationship between the YOT team and CAMHS continues to strengthen. The joint monthly meetings with the Nurses, the YOT Operational manager and the CAMHS Service Manager help us to manage key issues and areas for development at an operational level. A recent example of this is: following a recent internal promotion, the team has been re-organised to allow for a dedicated Nurse to work with each local team. This allows for more joined up working, relationship building, local knowledge and consistency within the local teams. There is still the option to support colleagues across the city if local demand requires this.

The YOT Head of Service and YOT Operational Manager meet with the CAMHS Service Manager on a quarterly basis to discuss progress and planning. One recent outcome of these meetings has been to review the provider to provider operational agreement to reflect the current delivery model. We are currently

working on how we can report on outcomes in a more effective and meaningful way.

2.7 Children and Young People in Mental Health Crisis

Leeds has a long established response to young people who have self-harmed and attend ED in hours and supportive on call rota out of hours. Our aspiration is to improve the service that is already offered to ensure there is an effective response 24/7. To this end a workshop was held in September 2016 drawing together key personnel from all aspects of the crisis pathway including emergency service, health, social care and the independent sector to look at how we respond at the moment and how we could improve the service in the future. The workshop was extremely well attended and the early ideas generated were plentiful, realistic and achievable. A small group has been established to progress the review. This will be informed by the soon to be published NCCMH guidance and will generate a concrete action plan for delivery in 2017/18.

This work builds on the work already completed with commissioners and providers (CYP and adults) in Leeds implementing plans with pump priming investment for all age 24/7 liaison mental health services in emergency departments; this includes both local work streams and work as part of the Vanguard, although funding for the later has been significantly reduced affecting some of the plans made earlier in 2015/16.

As part of CORE 24 work we now have Specialist Practitioners in liaison psychiatry to work with all ages (16+). This small team is based within the in-reach team in the hospital and supports people predominately out of hours and at weekends. For 16-18 year olds they will develop a short-term action plan for people attending ED before they are seen by the CAMHS service. Training and supervision is planned from the CAMHS service for these practitioners. They will also work with people on the wards and ensure that there is good support in place on hospital discharge.

A recent development is the opening of Well bean Café - Hope in a Crisis (mainly adult focus). The Well bean café is part of the wider Leeds Mental Health Framework programme of work to improve early intervention, promote recovery, and build resilience and skills in self-management. The service is provided as a partnership between Leeds Survivor-Led Crisis Service and Touchstone.

The aim of the service is to support up to 15 people at any given time and provide support in a non-clinical environment in order to actually reduce the number of avoidable admissions and permanently change behaviour among people who frequently use A&E inappropriately. Since opening, the café team have worked with 2 young people, one referred on to Dial House and one regularly attending over the Christmas period.

The café opened on Saturday and Sunday evenings from 6pm to midnight in November 2016 and extended to Monday nights in December; it will also open over bank holiday periods too. The days were chosen following analysis of data that showed them to have the highest activity levels in A&E.

2.8 Strengthen Transition

A working group of adult and children's commissioners and providers of mental health services and third sector representatives has been meeting since September 2015. The work is supported by a group of young people who have experienced transition.

The group has reviewed the evidence base using national and international literature, as well as the lived experience of young people in Leeds. From this a work programme, endorsed by the Programme Board, has been developed that considers how we ensure a smooth transfer for children and young people between CAMHS and AMHS, and how we support people aged 17+ who may need services for the first time.

From the work with young people we have developed a new section on the MindMate website to provide support to those aged 17+. The content is holistic and includes advice on how to access support in colleges and universities, how to access benefits and various issues related to independent living for the first time. Young people advise us that these all have a significant impact on their emotional wellbeing.

We have committed to supporting an ongoing pilot of peer-to-peer support work for young people through transition in the city. The model will be developed, building on the original pilot, to ensure that the offer is integrated into the pathway for all appropriate young people; currently the pilot has focussed on young people supported by third sector provision.

Adult mental health services in the city have agreed that to identify young people's champions; these will lead and promote effective support across the service for young people in transition. This work is supported by a programme of work to ensure adult mental health services adopt the young person friendly criteria. The process will bring young people together with key professionals included in each team in adult mental health services. The young people will help the service co-produce a process for transition which is young person friendly and support young people's integration into the new service. This may include: training for staff, looking at information provided to young people and issues such as parents attending the first few sessions.

In addition, some specific work has been supported by Leeds West CCG; with the development of a Student Mental Health service integrated within the University of Leeds and Leeds Student Medical Practice (LSMP) to provide appropriate, timely and accessible care to the student population.

The service provides assessment and brief interventions to young people, decision support to the Student Medical Practice and liaison with other services where an ongoing referral may be necessary. The service has recently undergone an independent review; the primary needs of the student populations are:

- Mild to moderate anxiety and depression
- Isolated sleep disturbance
- Ongoing support for those with eating disorders who do not meet the Yorkshire Centre for Eating Disorders referral criteria.

The Leeds Student Medical Practice has recently been recognised by the CQC as Outstanding citing its work on Student Mental Health as an example of best practice.

The development of New Models of Care within our 3 CCGs has given us an opportunity to work with GP's and Primary care teams to design a more complementary service that is able to wrap around groups of practices and build a team that is able to respond to local population needs whilst continuing to provide high quality evidence based interventions.

The new Primary Care Liaison team comprises of workers who are practitioners with mental health and psychological expertise, including non-medical prescribers and pharmacists to provide assessment, liaison and early intervention.

They work alongside Primary care practice teams, to provide decision support for GPs and other practitioners, a common triage, assessment and brief intervention service, medicines management and are able to facilitate rapid access to secondary mental health services where necessary.

The team is made up of both health and 3rd sector employees and their way of working together is underpinned by the principle of the "trusted assessor" to avoid repeat assessments that bring no added value.

Evaluation of first quarter activity shows that a number of young people are engaging with this service who fall between criteria for both IAPT and secondary mental health services e.g. health related anxiety and sleeping problems.

2.9 CEDS-CYP

The creation of a distinct community based eating disorder service for children and young people was a key priority for the first year of the Leeds LTP. Support for CYP with eating disorders had previously been offered through the generic CAMHS service and via three specialist teams within the city. The additional funding allocation has created an opportunity to enhance and transform the existing service and reconfigure the teams into one citywide team. Work is well underway to deliver this exciting development:

- The service model, pathway and funding is agreed and commissioned.

- Children and young people are receiving the agreed pathway of care.
- Recruitment is virtually complete with the vast majority of staff in post.
- The numbers of new referrals into the service are steadily increasing and as the service has a plan to effectively market the service to key referrers.
- The team is located in a single centre to enable team coherence and development and is operating a hub and spoke model to deliver the service from the centre and four clinics across Leeds.
- Experienced and interested paediatricians have been identified; this arrangement is agreed and contracted via the inter-provider agreement already in place between the community trust (the CAMHS NHS Provider) and acute trust.
- Data systems are in place for reporting into the baseline collection process during 2016 in readiness for the access and waiting times standard (as per guidance).
- In recognition of the evidence pointing to the effectiveness of Family Based Therapy training is underway.
- Staff are being trained on CBT-E.
- Outcomes measures routinely used include EDE-Q, SDQ, CHI, Goal Based Outcomes, as well as Session by Session monitoring, RCADS or other symptoms trackers where appropriate, physical health monitoring, including % age weight for height, in line with best practice guidance.
- The service has expressed an interest in joining the new Quality Network for Community CAMHS- ED.
- Both parents and CYP (current and past service users) are involved to ensure the service is strongly informed by users of the service. This involvement will continue through the implementation and delivery of this service. CYP were involved in the recruitment of new staff and are advising as to clinic letters, premises, timing of appointments and the name of the service.
- Questionnaires to young people and parents regarding their view of the service has been completed.
- Excellent links have been made with the northern school of contemporary dance and are hoping to work closely on a day for all dance schools.
- The team is keen to establish links with BEAT and their young ambassadors with a view to develop young Leeds ambassadors.
- Development and delivery of improved transition to adult services are being supported by the adult mental health services commissioner.
- Consultation and a training programme for universal settings, such as school-based staff has commenced.
- Plans are in development to deliver awareness training to primary care (by the NHS CAMHS provider of the CEDS-CYP).
- A formal launch of the service is planned for February 2017 with young people's involvement.

2.10 Quality Framework

'Improve the quality of our support and services across the partnership through evidence-based interventions, increased CYP participation and shared methods of evidencing outcomes.'

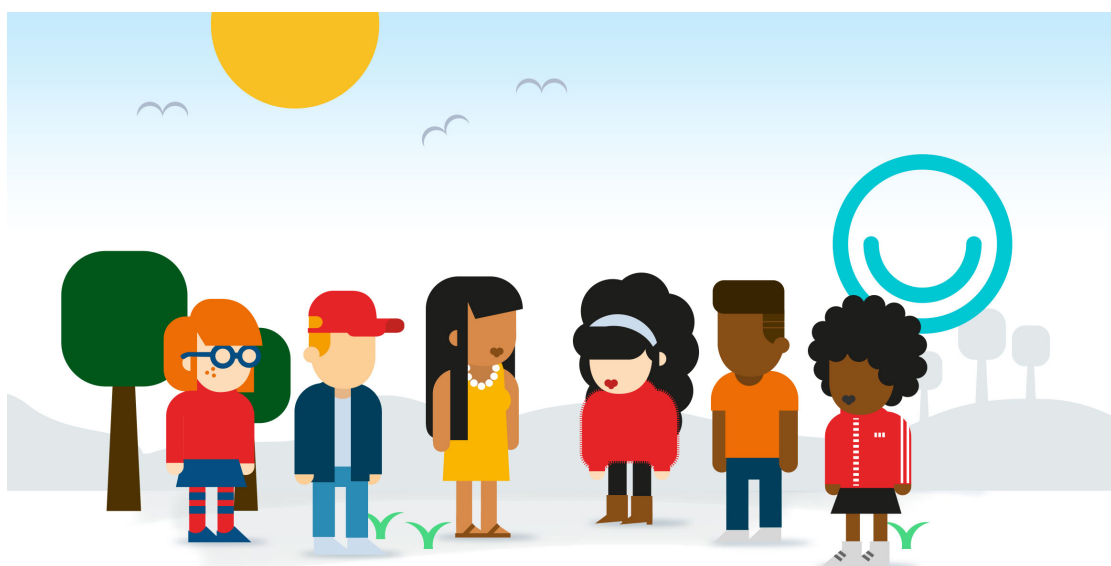
Significant progress has been made in a number of areas since the last update. The HOPE (Harnessing Outcomes Participation and Evidence) steering group continues to meet, supported by CORC - and involves all agencies delivering and supporting SEMH services.

- The review analysing current outcome processes across a range of agencies is now complete, and work is beginning on the implementation of findings.
- Six services (across the partnership) are shortly going to utilise the 'Understanding your Model' process to clarify their aims, intervention methods and desired outcomes. This will be a key input in terms of clarifying service aims and methods to service users; young people are involved in this process.
- Work is underway on linking the needs identified from aggregating referral data with the skill sets and training needs of staff across all agencies in the whole system. An HEE template has been adapted for this purpose.
- The data dashboard for the *Future in Mind: Leeds Strategy and Plan* now includes system wide outcome measures (across education, health and social care).
- Plans are being developed to enhance the already existing My Health My School survey in order to obtain more robust baseline data, and track changes over time.

3.0 Underpinning Developments:

In addition to reporting on the progress on the core priorities of the refreshed Local Transformation Plan, for completeness this report provides an update on some core underpinning developments that support the whole offer.

3.1 The Development of the MindMate website and Digital Solutions



The MindMate website is aimed at children and young people aged 12+ with emotional and mental health support needs, though parent and carer and professional pages are also on the site. It is co-produced with young people (and parents for the parent page) and was formally launched in September 2015. The picture above is of the MindMate brand and the website can be accessed at www.mindmate.org.uk

Integral to the *Future in Mind: Leeds* LTP is the ongoing development of the MindMate website and expanding the digital technologies offer. Progress is listed below:

- Young people and parent panels are well established and inform and review all proposed website content.
- Clinical expertise is in place to assure all website content.
- An independent social enterprise, Common Room, is commissioned to lead the engagement and involvement of children and young people and parents.
- A range of services have locally produced animations on the website to describe their service offer in an informative and easy to understand way.
- The interactive nature of the website site has significantly increased with tools to help you find your own support networks (find your MindMate) and how to identify sources of stress and what tools and techniques you have to manage that stress (the stress pot).
- A specific section relating to the needs of young adults including transition is now on-line.

In addition to the website, there is a young person's digital innovation lab, commenced in 2015. A group of self-selected young people have been supported to review existing websites and apps before creating ideas of what is needed in Leeds. The proposal to create a Happy Vault was successful and work is well underway to launch this early in 2017.

In addition the group are working with young people from The Market Place to develop digital opportunities to enhance one of their face-to-face delivery models ('My Plan'). This app would aim to support goal setting and would be available to support all services across Leeds. Links to the CAMHS co-op app (see below) are being explored before a developer is commissioned.

Leeds CAMHS are part of an NHS England SBRI funded initiative to develop a personal health record for children and young people, a digital outcome measurement tool to support convenient self-reporting in between sessions for young people and parents/carers, and a series of related apps. The initiative is led by the Advanced Digital Institute and involves the Anna Freud Centre, Leeds CAMHS, Merseycare CAMHS and schools in Wakefield. The co-design process to involve children, young people and parents is being delivered by the Leeds based mHabitat team. Discussions have also taken place to involve local schools/clusters in the pilot.

Leeds South and East CCG has commissioned TryLife to develop an interactive drama (film based) that will explore young people's emotional and mental health issues, this recruits local young people to 'star' in the film and 4,000 CYP have expressed interest in so far!

A variety of stakeholders are working with Leeds University to look at a research bid to improve the digital offer from the MindMate website as an "information prescription" at the point of referral. By supporting people to learn self-management techniques and come to their first appointment better prepared it is hoped that we are better able to make use of the clinical sessions.

Visits to MindMate website continue to rise and results from the consultation work that was carried out in the Autumn by YouthWatch will help to inform what developments are needed to further increase its use.

3.2 The Principle of Collaborative Commissioning

As is evidenced by this report and the refreshed Leeds LTP there is clear commitment and progress in collaborative commissioning to ensure children and young people with emotional and mental health needs have the best possible experience and outcomes. This can be seen via the;

- The joint commissioning of the infant mental health service between CCGs and the Local Authority.
- Co-commissioning pilots between CCGs and school and SILC clusters.
- The commitment from CCGs to continue to commission the intensive outreach CAMHS service, which is effective at reducing admissions and length of stay. Leeds CCGs are keen to explore with NHS England opportunities to review and enhance this service through joint funding.
- A commitment to explore further with NHSE how to ensure seamless pathways of care for children and young people in the health and justice system.
- The commissioning of the CEDS-CYP in line with best practice guidance to reduce the need for inpatient admissions.
- The priority in 2017/18 to improve our local offer for children and young people in mental health crisis, which should also reduce the need for tier 4 bed admissions.
- The whole system approach Leeds partners are taking in the transformation of local support and services.
- The strategic alignment of the Leeds LTP and Children and Young People's Plan evidenced by the delivery of one strategy and plan in response to *Future in Mind* and SEMH (SEND) requirements. This also supports the Transforming Care Programme in Leeds.

3.3 The Voice of Children and Young People

The content of the *Future in Mind: Leeds* strategy, the refreshed LTP and the narrative within this report sets out clearly the commitment Leeds has to ensuring the voice of children and young people is central. Future in Mind: Leeds Involvement Panel has recently been established and is growing; currently around 100 young people engage online or face to face through regular meetings and via several key established groups in the city representing a diverse range of children and young people.

The first meeting of the new programme board at the end of November reinforces this value; children and young people's involvement was a key theme in this inaugural session. Supported by the Common Room, children and young people presented their version of the Future in Mind Strategy. Leeds CYP also provided advice to the board on the outcomes they want to see as a result of the strategy. Common Room also report on all the various ways children and young people have informed the developments of support, resources and services in Leeds.

Healthwatch Leeds in partnership with Common Room are currently repeating the consultation with children and young, families, and professionals undertaken as part of the initial Leeds local review. This will inform the programme board and commissioners on progress achieved following LTP developments and areas still requiring a focus.

In January 2017 a young person who had been involved from the very beginning presented to the Health and Wellbeing Board the development of the MindMate website.

3.4 The Development of the Workforce

Leeds partners recognise the need for a robust workforce development plan to deliver the ambitions of the *Future in Mind: Leeds* strategy and plan. There is evidence of significant focused areas of work to deliver this in sections of the report for example, the MindMate lessons and champion programme to support those working in school settings, and the specific work in specialist CAMHS via the CYP-IAPT programme and the establishment of the Community Eating Disorder service developments.

In addition, with the help of CORC, we are looking to take an overview of the practitioner/clinical sets within each of the agencies that deliver emotional health services. This is in order to ascertain how these skill sets might need to develop in the future; and how agencies overall are equipped to deal with the types of referrals that are coming through MindMate SPA and other referral routes.

4.0 Areas of Most Challenge in Implementation

In addition to the broad challenge of delivering a plan with such a wide brief and level of complexity across the system, there are five current and anticipated challenges for implementation of the Leeds LTP. These are recognised, discussed and managed by the programme board and where appropriate through commissioning and contracting mechanisms.

The first is tackling the existing waiting times for access to a number of children and young people's mental health services. Actions to mitigate this situation, in order to establish a good foundation for the whole system transformation is described below and it should be noted that there has been significant improvement in specific areas:

- The pilot enhancement of the school cluster offer via the co-commissioning arrangement with CCGs.
- Additional investment during 2015/16 to reduce waiting times in areas of extra demand, e.g., one of the large school clusters and The Market Place (counselling).
- The mitigation fund (2016/17) in place to support increased demand evidenced by clusters and the Market Place with the introduction of the MindMate SPA
- The CQUIN in place within the CAMHS service for 2015/16 to drive down waiting times for the consultation clinics. This has achieved its target and these waits are now all below 12 weeks (average wait at 6 weeks).
- Investment by successful NHSE bid - in a waiting list initiative for autism assessments; a recovery plan supported waiting list additional funding is in place with a target of meeting the 12 week NICE waiting standard by March 2017.

The second is the potential impact of further Local Authority budget pressures and therefore difficult but necessary decisions by Leeds City Council to reduce services that whilst not directly providing emotional and mental health services provide a support network for young people in the city. Members of the programme board are working closely to understand, reduce and to mitigate this risk.

The third is acknowledgement that the current whole system offer in Leeds is reliant on a continued engagement by schools and clusters in the critical importance of children and young people's emotional and mental health support and their role in this. To date this has been both recognised and engaged with. The development of the emotional and mental health champions, the investment into their training and the co-commissioning with school clusters are actions to encourage this to continue and strengthen. The Leeds CCGs and Council are currently working closely with schools and clusters to establish a clear shared cluster model of support with aligned resource from all parties.

The fourth risk is an acknowledgement of the potential risk in recruiting the workforce needed to deliver all of the transformational changes and new services in the city, when we are moving at such a pace. This is in recognition

that nationally we are all trying to recruit from the same pool and all expanding and developing children and young people's emotional and mental health services. This risk is recognised and discussed locally within the programme board and at the Strategic Clinical Network Lead LTP Commissioning group. There has been considerable effort to be proactive in Leeds in recruitment campaigns, promoting the exciting opportunities within our local Transformation Plan. NHS CAMHS is exploring how the new PWP role can support mitigate this risk.

5.0 Activity

Using the end of year reports from commissioned NHS services including data from clusters on early intervention services, activity from Local Authority services and commissioned third sector providers we have been able to establish information on the activity for 2015/16.

This shows that overall the number of young people accepted into services across the whole system looks to have increased from 6933 in 2014/15 to 7694 in 2015/16.

A further data collection from clusters was completed at the end of October to give a full years' worth of data. This second data collection has resolved some of the data issues relating to the information from clusters collected for the first time.

Some clusters and providers are reporting that even though their capacity has increased, demand continues to grow. Additional mitigation funds were provided for the 'hotspot' areas.

The use of the MindMate web site continues to remain high with on average 7500 views per month and an increase in the length of time people are spending on each page.

MindMate SPA continues to receive large numbers of referrals with the busiest month so far in November (355 referrals).

6.0 Finance

The money available as part of the Future in Mind allocation has been fully ring-fencing by the three CCGs in Leeds. This has allowed commitment to initiatives that were started in 2015/16 and further key areas to be developed to improve the whole system. Detail of these are shown below.

All allocated LTP funds are forecast to be spent by the end of 2016/17. Across the whole system we have worked through a detailed governance process to prioritise and agree the spend and review other outcomes of the services and projects commissioned so far.

Initiatives that support the primary prevention programme and digital developments have been progressed at a fast pace and we are awaiting the evaluation and reports on effectiveness. The new joint Programme Board will review evidence and consider where services need to be offered as part of the mainstream pathway. Some of the planned spend is set to ensure we can fully implement the findings from this evaluation and evidence base review. In particular we are looking at developing work that supports our aim to develop emotional resilience and self-help resources.

The governance and procurement process continues to be agreed via the Programme Board.

Spend committed so far

Those areas that already committed in contracts such as C-EDS and MindMate Single Point of Access. Additionally some payments have been made to ensure continuity of work including Mitigation funding – committed to Clusters and The Market Place and work to support Engagement with children, young people and families.

Although this work is committed not all invoices have yet been received and processed. The Month 9 end is shown along with the expected position at the end of the financial year.

We have been waiting for contracts to be signed off in the city in order to understand the position for any additional funding in future years. In light of this some key areas of work have been awaiting budgetary agreement before they can start. Work is already underway to scope the requirements for other key areas and costs have now been finally agreed and are shown in the expected spend by end Q4 below. An indication of planned full year effect is also shown.

Appendix 1

Priority	Description of the work	Amount spent by end Q3	Expected spend by end Q4	Reason for variation	Cost in 2017/18
Develop a strong programme of prevention that recognises the first 1001 days of life	Perinatal mental health support	28.5	45.5	As per plan	28.5
Work with young people, families and schools to build knowledge and skills in emotional resilience and to support self-help.	Series of self-help and prevention projects to support universal services	6	57.5	Awaiting invoices	0
Continue to work across health, education and social care to deliver local early help services	Mitigation support to clusters	280	527	Additional funds have been invested to support clusters and TMP to mitigate against demand & reduce waits	250
Ensure there is a clear Leeds offer of support and services available and guidance on how to access these.	Support for digital interactions	4.5	27	As per plan	30
Deliver a Single Point of Access	Development and delivery of the service	270	365	As per plan	360
Ensure vulnerable children and young people receive the support and services they need,	Develop and out of area offer for CLA	0	20	The business plan has been implemented slower than planned due to recruitment issues	50
Ensure there is a coherent citywide response to children and young people in mental health crisis.	Support to third sector provider	0	100	Funding to support service agreed.	100
Invest in transformation of our specialist education settings to	Spend led by Leeds City Council, so outside of LTP	N/A	N/A		N/A

create world class provision.	allocations				
Support children and young people as they transition into adult support and services.	Development of support to young adults	0	7	Transition work has identified areas of good practice without cost implications.	0
Establish a city-wide Children and Young People’s Community Eating Disorder Service in line with national standards and access targets.	Development and delivery of the service	319	425	As per plan	425
Improve the quality of our support and services	Young people’s engagement and co-production	20	40	Additional support has been invested to support the joint Future in Mind: Leeds Strategy & plan	20
Supportive measures	Commissioning Support	59	93	Additional support has been invested to support time limited pieces of work to deliver the Future in Mind: Leeds plan at pace	75
TOTAL		987	1707		

In addition, two non-recurrent sources of funding have been received for waiting lists from successful NHSE bid and for CYP-IAPT.

CY IAPT	94
Additional waiting list monies allocated to reduce autism waits	360

Those areas that already committed on a recurrent basis from 2017/18 onwards are shown below:

Area of work	Committed value (£k) 2016/17
CEDS-CYP	425
MindMate Single Point of Access	360
Early intervention funding	250

Crisis work	100
Commissioning support	75
Perinatal Mental Health – infant mental health	28
Engagement with CYP & Families	20
Work with vulnerable children (TSWS)	50
Digital work	30
Total	1338