
Joint report of the Director of Operational Delivery, NHS Leeds CCG and Director of Children & Families, Leeds City Council

Report to the Children and Families Scrutiny Board

Date: Wednesday 27th November 2019

Subject: Future in Mind: Leeds Strategy and Local Transformation Plan for Children and Young People's Mental Health and Wellbeing

Strapline:

Our Future in Mind: Leeds Strategy and Local Transformation Plan (2015-2020) set out the vision and priorities of the partnership in the city to improve the social, emotional, mental health and wellbeing of our children and young people in the city age 0-25. Each year we undertake an annual refresh to set out delivery against the plan and key areas to progress in the following year.

Summary of main issues

Future in Mind: Leeds is our single overarching strategy underpinned by our Local Transformation Plan (LTP) which is refreshed on an annual basis. This is the 4th and final annual refresh of the Future in Mind LTP and the final year of delivery of the strategy. However, during 2020/21, informed by the NHS Long Term Plan and our Leeds, all age Mental Health Strategy, (currently in development), a new 5-year strategic plan will be created to continue our journey to improve children and young people's mental health and wellbeing in the city.

Our Future in Mind: Leeds strategy brings together the Leeds response to the recommendations from the Department of Health's publication Future in Mind (2015) and the duties within the Children & Family Act (2014), in terms of the SEND requirements for pupils with Social Emotional and Mental Health needs.

The purpose of this report is for Scrutiny Board Members to have sight of the refreshed LTP (Appendix 1). The refresh clearly sets out for each priority, what has been achieved so far, how we know it is making a difference and the next steps to progress.

Recommendations

Scrutiny Board members are asked:

- (a) To note and recognise the achievements over the last 4 years;
- (b) Recognise the strength of the child and young person's voice, in particular the impact of the MindMate Ambassadors;

- (c) Note the breadth and connection between partners and practitioners across the system and thank them for their continued commitment;
- (d) Recognise the strong contribution this strategy and plan delivers to the core prevention agenda of the city;
- (e) Recognise there is more to do, in the next year and through the subsequent plan (in conjunction with the development of the all age mental health strategy):
 - i. To embed a 'think family' approach in the city
 - ii. To address the lack of parity of investment in children and young people's mental health
 - iii. To transform services for those in adolescence and approaching young adulthood (16-25)

1. Purpose of this report

- 1.1 This report is an update on how we are driving forward our ambitious strategy to transform how we support and improve the emotional and mental health of our children and young people and therefore, ultimately impact on the wellbeing of all of our population.
- 1.2 Linked to this, the recently refreshed Future in Mind: Leeds Local Transformation Plan for Children and Young People's Mental Health and Wellbeing has been provided for the Scrutiny Board's information (see appendix 1).

2. Background information

- 2.1 We want Leeds to be the best city for health and wellbeing and for children to grow up in: a healthy and caring city for all ages, where people who are the poorest improve the health the fastest. The Leeds Health and Wellbeing Strategy 2016-2021 and Children and Young People's Plan 2018-2023 are our blueprints for how we will put in place the best conditions in Leeds for people to live fulfilling lives – a Child Friendly, healthy city with high quality services.
- 2.2 Essential to this is our Future in Mind: Leeds Strategy and Local Transformation Plan (2015-2020), which sets out our vision, progress and next steps to improve the social emotional, mental health and wellbeing of children and young people aged 0-25.
- 2.3 Our vision is to develop a culture where talking about feelings and emotions is the norm, where it is acceptable to acknowledge difficulties and ask for help and where those with more serious problems are quickly supported by people with skills to support their needs.
- 2.4 As demonstrated within the plan, Leeds is also part of the West Yorkshire and Harrogate Health and Care Partnership, working together with partners across the sub-region to improve mental health as one of its priorities.

3. Main issues

- 3.1 To achieve our vision and priorities in a context of tightening resource and evidence of increasing demand we need to work together in a single approach and to combine and transform our services. The strategy and plan evolve from the already strong relationships across our children's partnership, across health, education, social care and the third sector.
- 3.2 The LTP moves from a truly preventative approach, recognising the importance of the first 1001 days from conception for lifelong emotional wellbeing and moves through universal programmes to support resilience, to early help and targeted support services for the most vulnerable, through to specialist CAMHS. The emphasis is working together as a system to ensure children and young people receive the support and advice they need as early as possible.
- 3.3 Some of our key areas of achievement are highlighted below, many more are within the LTP document:

- The award winning (several awards) Infant Mental Health Service that developed a universal screening tool for health visiting to identify emerging relationship difficulties in the first weeks of life, thereby enabling very early intervention.
- The programmes and resources that support emotional wellbeing and resilience, such as, the MindMate Champion programme for schools, the new Resilience programme and the MindMate Lesson resource for schools.
- Recent success to be a Trailblazer site and create 2 new Mental Health Support Teams in the city particularly working with FE colleges (starts January 2020).
- The launch of self-referrals at MindMate SPA, following Healthwatch feedback.
- Launch of Kooth, the new online counselling service in the city.
- We now have 8 employed MindMate Ambassadors, young people with lived experience of mental health difficulties who are passionate about driving forward change and engaging with other children and young people.
- The new specialist education school buildings have delivered to the project deadline (creating capacity for 340 specialist SEMH places in Leeds).
- A constant drive to improve waiting times for specialist CAMHS (for routine appointments and for autism assessments).
- The launch of the Teen Connect helpline for young people in crisis.
- The new CYP community eating disorder service is established and is on track to support the expected number of young people and delivery of the national access targets.
- West Yorkshire and Harrogate ICS CAMHS new care model has been successful in reducing the number of admissions to CAMHS beds and reduced the length of stay, thereby freeing up resource for investment into community services. For Leeds this alongside CCG investment has supported the establishment of a dedicated CAMHS crisis team (8am till midnight, 365 days a year).
- Creation of the CAMHS crisis team, currently recruiting

3.4 And key areas to progress over the next 18 months are:

- Expand the Infant Mental Health Service to have a programme to support the mental health needs of 2-4 year olds.
- Further enhance the PNMH specialist support in the city, delivering an integrated PNMH pathway.

- Strengthen the early help locally embedded service model, working with schools, clusters, the Trailblazer FE colleges and Early Help Hubs.
- Expand and enhance the advice and brief intervention element of the MindMate SPA.
- Fully establish and embed the CAMHS crisis team and commission safe spaces (non-clinical spaces for children and young people in crisis to go to).
- Continue to grow the trauma informed service models across the partnership, particularly those targeting support to our most vulnerable children in the city.
- Embed the new neurodevelopmental pathway within CAMHS and develop a fully integrated autism pathway across the partnership

4. Health and Wellbeing Board governance

4.1 The key delivery and governance structure for this work is the Future in Mind: Leeds Programme Board made up of officers and leads from across the programme of work and chaired by the Executive Lead Councillor for Children and Families. This board reports to the Children and Family Trust Board and the Health and Wellbeing Board.

5. Consultation, engagement and hearing citizen voice

5.1 The voice of children, young people and the views of their parents and carers strongly informed our key priorities. The working groups continue with this principle in the delivery of the priorities.

5.2 An example is where young people have led from the start the content, design and language of the MindMate website and now regularly co-present at local, regional and national conferences.

5.3 We continue to use Healthwatch and Common room to consult with young people and families on progress to date and what we need to improve further. A current review is on our MindMate Champion Programme, where school staff and pupils are being consulted on their experience of the programme and related resources.

5.4 MindMate Ambassadors reviewed and advised us on the language and content of this refresh and are increasingly involved in service reviews and procurement of new services (MindMate SPA, Trailblazer development and Crisis safe space procurement).

6. Equality and diversity / cohesion and integration

6.1 As reflected in the national Future in Mind (2015) publication there has to be an additional effort in Local Transformation Plans to respond to the needs of certain vulnerable groups of children and young people. In Leeds there are examples of multi-agency services supporting young people in the youth justice system and care system.

6.2 A specific priority in our LTP is to continue to review and check that the needs of vulnerable young people are met. This is supported by the intelligence gathered by the commissioned Future in Mind: Leeds Health Needs Assessment (2016). As stated in the plan there is an intention to add to and update the HNA over the next 6 months. A specific BAME HNA is currently being completed and findings will inform our work over the next year.

7. Resources and value for money

7.1 There are strong principles underpinning our plan that will maximise best value for the available money; these are listed below:

- Prevention (following the principles of the WAVE report, of the importance of the first 1001 days)
- New ways of working to develop emotional resilience and support self help
- Early support/help to prevent escalation
- Evidence based practice
- Use of digital technologies
- Transforming existing services and combining resources across the partnership to prevent duplication
- Noting that getting it right in childhood supports reduced need and demand in adulthood

8. Risk management

8.1 The programme board reviews the risks to the delivery of the strategy and LTP every time it meets. The key risks reflect those known nationally, reducing resource but rising demand, rapidly changing policy across education, health and social care, and workforce challenges in recruiting the staff with the right skills. Mitigation is in place and constantly reviewed for all of these areas.

9. Conclusions

9.1 The refreshed LTP clearly sets out how progress has been made against all of our strategic priorities. However, we are not complacent, as set out in the letter to our children and young people of Leeds there is more to do. This plan sets out our key next steps in delivering our strategy and improving the outcomes of the children and young people.

10. Recommendations

10.1 The Scrutiny Board is requested to:

- (a) To note and recognise the achievements over the last 4 years;
- (b) Recognise the strength of the child and young person's voice, in particular the impact of the MindMate Ambassadors;
- (c) Note the breadth and connection between partners and practitioners across the system and thank them for their continued commitment;
- (d) Recognise the strong contribution this strategy and plan delivers to the core prevention agenda of the city;

- (e) Recognise there is more to do, in the next year and through the subsequent plan (in conjunction with the development of the all age mental health strategy):
 - i. To embed a 'think family' approach in the city
 - ii. To address the lack of parity of investment in children and young people's mental health
 - iii. To transform services for those in adolescence and approaching young adulthood (16-25)