

<b>12<sup>th</sup> November 2015</b>	<b>ITEM: 9</b>
<b>Health and Wellbeing Board</b>	
<b>Transformation Plan for The Emotional Well Being and Mental Health of Children and Young People in Thurrock , Essex and Southend</b>	
<b>Report of:</b> Malcolm W Taylor Strategic Lead Learner Support / Principal Educational Psychologist	
<b>Accountable Head of Service:</b> Malcolm W Taylor	
<b>Accountable Director:</b> Carmel Littleton Director of Children's Services	
<b>This report is Public</b>	

## **Executive Summary**

The joint Thurrock, Essex and Southend Transformation Plan for the Emotional Well Being and Mental Health of Children and Young People has been developed as part of the Collaborative Commissioning Agreement established between the seven Clinical Commissioning Groups and the three Local Authorities across Essex. This Transformation Plan forms the Local Transformation Plan required of all Local Authorities and CCGs to meet the requirements of the Government Report [\*Future in Mind ; Promoting, Protecting and improving our children and young people's mental health and wellbeing\*](#) DoH / NHS England, Crown 2015.

The Transformation Plan sets out the Key Principles and Priorities of the development of Emotional Health and Well Being services, it proposes key areas of activity for the five years of the plan and sets out the funding identified for these in detail over the first year of this plan 2015/16. These services develop on from the key priorities identified as part of the collaborative commissioning report to the Health and Well Being Board on the 15<sup>th</sup> July 2015.

### **1. Recommendation(s)**

- 1.1 That the Board ratify the key recommendations and priorities of the transformation Plan entitled *Open Up, Reach Out* Transformation Plan for The Emotional Well Being and Mental Health of Children and Young People in Thurrock , Essex and Southend**

### **2. Introduction and Background**

- 2.1 The *Open Up, Reach Out* Transformation Plan for the Emotional Well Being and Mental Health of Children and Young People in Thurrock, Essex and Southend has been developed as part of the ongoing collaborative commissioning process for integrated and targeted services for children and young people across the three local authorities. The Transformation Plan builds on the work that has been carried out for the re-commissioning of these services resulting in the new service delivery that is coming onto place from the 1<sup>st</sup> November 2015.
- 2.2 The Local Transformation Plan has been developed in line with the recommendations of the Department of Health report [\*Future in Mind ; Promoting, Protecting and improving our children and young people's mental health and wellbeing\*](#) DoH / NHS England, Crown 2015 and the associated guidance *Local Transformation Plans for Children and Young People's Mental Health and Wellbeing Guidance and support for local areas* NHS England 2015.
- 2.3 The transformation plan for the emotional wellbeing and mental health of children and young people in Southend, Essex and Thurrock has been submitted for the first stage of assurance by NHS England. The full assurance process of this plan requires that all three Health and Wellbeing boards and the NHS England Specialised Commissioning department sign off the plan.

2.4 **Collaborative Commissioning Forum Summary**

The transformation of emotional wellbeing and mental health services for children and young people has a high national profile and the support of significant additional funding. For Southend, Essex and Thurrock, the total additional funding is anticipated to be £3.3 million. The Government's expectation is that health and care systems will use these additional funds to plan and implement radical step-change.

There is no question that that the transformation being planned for Southend, Essex and Thurrock is radical step change. It involves seven CCGs and three local authorities in formal collaborative commissioning; and begins with the transition from four main providers to a single integrated service across the whole of Southend, Essex and Thurrock.

The new arrangement will deliver care with a much stronger focus on early intervention, evidence-based treatment and measurable outcomes. The additional investment offers the opportunity not just to increase the professional help available, but also to lead a cultural transformation that will build resilience in schools, communities, families, and children and young people themselves.

## 2.5 Overview

The transformation plan for emotional wellbeing and mental health for children and young people is to:

- Improve access and equality
- Build capacity and capability in the system
- Build resilience in the community

## 2.6 Principles

The plan is built upon six agreed principles:

**Early action** – avoiding and preventing mental health problems

**No judgement, no stigma** – with care that is right for each individual, delivered in safe places and with children and young people having a say in decisions

**Support for the whole family** – with care as a part of daily life, backed up by professionals and specialists when needed

**Inform and empower** – with information there for everyone and simple to access, providing the tools for self-care and resilience, as well as recovery

**Joined-up services** – efficient, effective and clear for all to understand

**Better outcomes** – through evidence-based care and listening and responding to feedback

## 2.7 Where we are now

Our baseline is a complex, fragmented and poorly understood set of services with substantial variation in levels of care. While there have been notable improvements in services over the past five years, the system is essentially the product of a traditionally reactive model, designed mainly to respond to mental health needs as they arise.

However, as our transformation plan explains, services have not kept up with rising demands. For many children and young people with mental health problems, the support and care that they need is simply unavailable.

Some of the key points highlighted in the plan:

- The JSNA finds that support for children with low to moderate needs is extremely low (less than 20%) compared with national estimates of the number of children and young people in our local population who need this type of care. In Thurrock, for example, services at this level are restricted to children in care and children with highly complex mental health needs.
- The provision of services for serious mental health problems is also significantly lower than expected when compared with national estimates. Given the data

available (which is also variable), services appear to be seeing less than 50% of the children and young people who need these services.

- Eating disorder services are in need of investment to respond to the increasing prevalence of eating disorders and are only available currently in north Essex.
- Feedback from service users and stakeholders has strong common themes, which are:
  - Difficulties in accessing services
  - Referral criteria are unclear and inequitable
  - There is a need for better information, advice and signposting
  - There is a need for significant development in capacity and skills to deliver early intervention.

Our baseline information included in the transformation shows the 2014/15 combined investments to be £13.87 million.

## 2.8 Vision

The plan is to move from a traditional tiered service delivered by multiple providers to a single provider providing a coherent range of care across communities as described below:

<b>A new emotional wellbeing and mental health service starts from 1 November 2015</b>	
Support in daily life	<ul style="list-style-type: none"><li>• Information and advice for children and young people, available from our website and places in the community</li><li>• Information and advice for parents and carers</li><li>• Training and support for schools and others</li></ul>
Help from local services	<ul style="list-style-type: none"><li>• Services working with families at home</li><li>• Services in schools, GP surgeries, community and children's centres</li><li>• Evidence-based interventions and therapies for children, young people and families</li><li>• A confident and empowered children's workforce</li></ul>
Expert help from specialists	<ul style="list-style-type: none"><li>• Specialist help for long-term and serious problems</li><li>• Joined-up services for several problems</li><li>• Referral to more specialised services</li></ul>
Help in a crisis	<ul style="list-style-type: none"><li>• Fast response with support at home</li><li>• Links with other emergency services</li><li>• Overnight and short stays in specialist services, if needs be</li></ul>

## 2.9 How the new model of care will work for children and young people

The new model builds system resilience to respond to needs, community resilience to encourage collective responsibility and individual resilience to cope with the challenges that life brings.

- To begin with, the right kind of support should be there for children and young people in daily life - people will have a better understanding of the risks to mental health and how to cope.
- Families and professionals will be able to find out where to get help quickly and easily and have the support and tools they need for self-help.
- Where extra help is needed, services will be ready to step in at an early stage, in convenient, friendly places where young people feel safe, listened to and respected.
- Workers within services will have the confidence and skills to understand needs early on and give the right support.
- Children and young people will have a say about their own care and in the design and development of services.
- Expert help for long term and serious problems will expand across Southend, Essex and Thurrock.
- Experts will be ready to act quickly in a crisis, whenever and wherever that may be.

## **2.10 Measurable outcomes**

The specification for the new service includes measures and key performance indicators (KPIs) to monitor progress against the following outcomes:

1. Improvements in mental health for children and young people in Southend, Essex and Thurrock, using better methods to monitor and measure our progress
2. A joined-up system with no barriers
3. Reduction in inequality - no discrimination, no stigma
4. Easier access to services with shorter waiting times
5. Other services working with children and young people are enabled to promote and support good emotional wellbeing and mental health
6. Better advice, support, training and guidance for parents, teachers and others
7. Fewer visits to A&E
8. Priority for assessment of children and young people from vulnerable groups, including proactive outreach.
9. Young people aged 14-25 to get the right support and, if necessary, a smooth transition to adult services
10. Opportunities for children and young people to influence services, not just for their own care but also as part of collaboration between services and young people.

## **2.11 Plan of action**

**In year 1 (2015/16)** – we mobilise and embed the new service (which starts on 1 November), using some funds non-recurrently to support transition. We will undertake a deeper dive needs assessment and a number of specific service reviews and pilots for full implementation in years 2 and 3.

**In year 2 (2016/17)** – we will invest in workforce expansion and development and roll out new schemes designed on the basis of our review findings.

**In years 3, 4 and 5** – we will refresh the transformation plan and continue to develop new and better services in response to our detailed needs assessment and service reviews.

### **Building capacity and capability in our seven locality teams**

With the additional investment and new ways of working we are expanding the people and skills in locality teams. The following table summarises key developments:

<b>Identified gaps in services</b>	<b>Increase in staffing and skills</b>
Specialist services to help with developmental and behavioural problems	New posts for junior doctors in training, in partnership with Health Education East of England.
Improving access to psychological therapies (IAPT)	Upgraded clinical psychology leaders. New posts in each locality.
Faster access to help for low to moderate needs – not always available currently	Recruitment and training for lower grade clinical staff.  Additional resources to support locality teams and their work with partners within the community e.g. schools, children’s centres, GPs, voluntary sector.
Faster access to advice, information, support and assessment where needed.	More staff for single points of access in Southend, Essex and Thurrock.

## **2.12 Specific service developments described in the transformation plan**

### Improving access and equality

- Establishment of a single point of access for each of the three local authority areas, supported by an increased workforce and workforce development
- Crisis services to extend to all localities, 9am-9pm, seven days a week
- Extended children’s and young people’s IAPT, with the aim of achieving 100% coverage by 2018
- Increased capacity to respond to complex needs (such those of children with learning disabilities and mental health needs) and serious disorders (such as ADHD), supported by a new intake of junior doctors
- A significant investment and development in eating disorder services
- Improvements in support for vulnerable and disadvantaged children and young people

- Improvements in transitions between services e.g. for long term needs of young people moving into adulthood
- Medicines management review

Building capacity and capability in the system

- Additional posts, including five new medical posts
- Upgrading for some posts
- Wide scale workforce development and training
- Improvements in data and IT systems
- Improvements in performance monitoring

Building resilience in the community

- Embedded and sustainable engagement with children and young people, universal services and community networks
- Structured support and training for schools
- A review and development of comprehensive support to prevent suicide and self-harm

The mobilisation of the new service and ongoing implementation of the transformation plan will be supported by a programme management office and improved performance and outcomes monitoring.

## 2.13 Investment

The new service will start on 1 November with an initial cost of £13.2 million per year, but, on the basis of this transformation plan, we are anticipating additional investments totalling £3.3 million to be deployed as follows:

Action	£
Crisis services extending from 5 to 7 days a week, 9am-9pm	190k
More staff in crisis teams to provide emergency care at home	241k
Expansion in services for eating disorders	953k
More staff in local teams to improve single points of access	144k
More medical cover with five new junior doctor posts. This will increase our ability to support children and young people with special educational needs and complex needs	208k
More senior clinicians in psychological services	76k
More practitioners in psychological services	421k
More staff in locality teams to respond to low to moderate needs	598k
Extra management capacity	104k
Training for therapy services (children and young people's IAPT)	100k
Support and Training for schools	100k
Support and resilience training in the voluntary sector	210k
<b>Total</b>	<b>3.34M</b>

### Non-recurrent costs in 2015/16

Publication and promotion of the transformation plan	£15k
Engagement with children and young people	£115
Needs assessment “deep dive”	£150k
IM&T infrastructure etc.	£175k
Programme management office for transition	£142k
Medicines Management Review	£50k
Suicide and self-harm audit and training	£100k
Local Partnership Development Sessions	£21k
Total	£768

### **3. Issues, Options and Analysis of Options**

- 3.1 The Transformation Plan has been developed through the Joint Collaborative Commissioning Process as detailed in the full report. The integrated service that has been commissioned is based on the key areas set out in the national guidance including early Intervention ; evidenced based treatment and achieving measurable outcomes and has been developed through a thorough series of consultation activities and reviews of all available data . The new service sets out a framework to move away from a purely reactive service to one that supports prevention, resilience and better mental health.
- 3.2 The new services and areas of investment detailed above have therefore been developed to meet the needs of the population across Essex, Southend and Thurrock to ensure full equitable access to a wide range of services including specialist needs developed through the advantages of a broader base of investment across the three Local Authorities.

### **4. Reasons for Recommendation**

- 4.1 To ensure the Transformation plan for Mental Health and Well Being for children and young people is approved and implemented in line with the joint collaborative commissioning arrangements in place between Thurrock , Essex and Southend Local Authorities and the Clinical Commissioning Groups operating across the three Local Authority areas.

### **5. Consultation (including Overview and Scrutiny, if applicable)**

- 5.1 There has been detailed analysis of a range of sources of information during the development of the Transformation including responses from the Joint Strategic Needs Analysis detailed in the full report. There has also been the involvement of Health Watch Essex and information from direct consultation



with children and young people. Part of the Transformation Plan is further direct consultation with children and young people to ensure the appropriate targeting and development of services over time.

## **6. Impact on corporate policies, priorities, performance and community impact**

- 6.1 The development of the new Integrated Service to support the Emotional Being and Mental Health of Children and Young People in Thurrock described in the Transformation Plan impacts directly on the Council's Key Priority to improve Mental Health and Well Being.

## **7. Implications**

### **7.1 Financial**

Implications verified by: **Kay Goodacre**  
**Finance Manager**

The extra funding for the development of the new activities is set out in the *Local Transformation Plans for Children and Young People's Mental Health and Wellbeing Guidance and support for local areas* NHS England 2015. The new activities identified in the Transformation Plan are fully funded from this additional funding. The procurement for the new integrated service was carried out in accordance with all legislative requirements. The preferred bidder was recommended as it presented the most economically advantageous tender. The financial submission is within the financial envelope with activity levels increased by 14% . The service will deliver additional savings and social value as children and young people will receive an earlier and timelier response preventing escalation to more expensive specialist services with an improved focus on maintenance of their future well-being. The bidder presented a high quality, safe and affordable solution.

### **7.2 Legal**

Implications verified by: **Lindsey Marks**  
**Principal Solicitor**

Section 17 Children Act 1989 provides that local authorities have a duty to safeguard and promote the welfare of children within their area who are in need and so far as is consistent with that duty to promote the upbringing of such children by their families by providing a range of services appropriate to those children's need.

The proposals to come together to plan, design and deliver a single equal,

integrated, emotional wellbeing and mental health service for children and young people conforms with the duty placed on local authorities and their partners to work together to ensure all children and young people are able to stay safe, healthy, enjoy and achieve economic wellbeing and make a positive contribution.

The Children Act 2004 sets out the responsibilities of local authorities and their partners to co-operate and promote the wellbeing of children and this specifically includes their mental health and emotional wellbeing. The Mental Health Act 1983 as amended by the Mental Health Act 2007 provides for the treatment and care of people with mental disorder including children and young people.

Thurrock Council under the Health and Social Care Act 2012 as a local authority must take such steps as it considers appropriate for improving the health of the people in its area and this includes the mental health of people in its area.

### 7.3 Diversity and Equality

Implications verified by: **Natalie Warren**  
**Community Development and Equalities  
Manager**

The implementation of a high quality Emotional Well Being and Mental Health (EWMH) service is key to ensuring equality of opportunity for the children and young people of Thurrock and the Diversity Team would want to ensure that access to EWMH services is available to those who require that support. This new service offers improved “swift and Ease” for a wider group of children and young people than previously

### 8. **Background papers used in preparing the report** (including their location on the Council’s website or identification whether any are exempt or protected by copyright):

Children and Young people Emotional Wellbeing and Mental Health Service Commissioning update Health and Well Being Board Report July 2015

### 9. **Appendices to the report**

- ***Open Out Reach Out Transformation Plan for The Emotional Well Being and Mental Health of Children and Young People in Thurrock , Essex and Southend***
- **[Future in Mind ; Promoting, Protecting and improving our children and young people’s mental health and wellbeing DoH / NHS England, Crown 2015](#)**
- **[Local Transformation Plans for Children and Young People’s Mental Health and Wellbeing Guidance and support for local areas NHS England 2015](#)**

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