

Wiltshire Council

Children's Select Committee

19 December 2017

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## **Children and Adolescents Mental Health Services (CAMHS) Task Group**

### **Purpose of the report**

1. To present the report of the CAMHS task group following its first initial scoping meeting on 22 November 2017, where the context of CAMHS in Wiltshire was relayed and the re-commissioned community Tier 2 (Primary CAMHS) and Tier 3 (specialist CAMHS) CAMHS service model was explained.

### **Background**

2. Cabinet originally received a report on the '[Re-commissioning of Child and Adolescent Mental Health Services \(CAMHS\)](#)' on 17 May 2016. The reason for Cabinet's consideration of this report was because the primary and specialist CAMHS contracts were due to expire in March 2017 (the contracts were then subsequently extended until 31 March 2018) and thus, a re-commissioning process needed to be agreed. With the national focus on improving children and young people's mental health, it was also seen as a timely opportunity to review the service to reflect the changing needs of children and young people.
3. During 17 May 2016 Cabinet, it was resolved that the Council should work with the Wiltshire CCG to re-commission a new integrated service delivery model for primary and specialist CAMHS. It was agreed that Wiltshire Council funding for primary CAMHS ought to be aligned with Wiltshire CCG funding for specialist CAMHS.
4. Further to this, Cabinet endorsed the re-commissioning of the service across the Bath and North East Somerset (B&NES), Swindon and Wiltshire Sustainability and Transformation Plan (STP)<sup>1</sup> geographical footprint (with involvement and alignment of resource from Swindon and B&NES CCGs). The rationale was that this would align with the Sustainability and Transformation Plan's aims to deliver improved quality of care and outcomes.
5. Cabinet approved the commissioning approach agreed by the Wiltshire CCG Governing Body. It was agreed that Wiltshire CCG would take on the role as

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<sup>1</sup> a joint plan across all three CCGs with local authority involvement to improve health and care services

Lead Commissioner for the new service with Wiltshire Council as an associate to the contract<sup>2</sup>.

6. The Cabinet Member for Children's Services was authorised with delegated approval of the procurement process and the decision on the contract award was agreed to be made by the then appropriate Corporate Director, Carolyn Godfrey, in consultation with the Cabinet Member.
7. The recommissioning project was led by the Wiltshire Council Joint Commissioning and Planning Team within Children's Services, headed up by Susan Tanner (Head of Service) reporting to the then Associate Director (Joint with CCG) for Commissioning, Performance and School Effectiveness. Within Wiltshire Council, currently the recommissioning team is overseen by Terence Herbert, Corporate Director for Children and Education.
8. A CAMHS Procurement Board was established to oversee the project that included representatives from across B&NES, Swindon and Wiltshire. This reported directly into the relevant commissioning authorities involved in the joint commissioning of the new service.
9. Following Children's Select Committee's consideration of the Cabinet [report](#) and appendices on 31 May 2016, it was resolved that a task group should be established to look at the recommissioning of the Child and Adolescent Mental Health Service. This task group was agreed as a priority topic because the Committee felt that the demand for mental health services was rising and there was a present challenge in helping young people access services, particularly so for those less likely to seek assistance. Importantly, the Committee felt that greater emphasis ought to be placed on early help and preventative work; to help ensure that children and young people can have their mental health needs addressed, before they reach a crisis point.

## **Membership**

10. The task group comprised the following membership (as at 22 November 2017):
  - Cllr Phil Alford (Chairman)
  - Cllr Clare Cape
  - Cllr Gordon King
  - Cllr Hayley Spencer
  - Cllr Fred Westmoreland
11. Unfortunately Cllrs Cape and Spencer were unable to attend 22 November meeting and, due to a last minute conflict, the Cabinet Member was also unable to attend. Cllr Jon Hubbard, Chairman of Children's Select Committee, attended the pre-meeting briefing as a guest attendee.

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<sup>2</sup> An associate represents the same role as a joint commissioner

## **Evidence**

12. A presentation on the 'Progress in raising standards of mental health for children and young people in Wiltshire'; which detailed the current landscape of CAMHS and what the re-commissioned CAMHS model hopes to achieve was delivered to the task group.
13. Evidence was also received from James Fortune, Lead Commissioner; Susan Tanner, Head of Commissioning; Lucy Townsend, Director for Family and Children's Services and Terence Herbert, Corporate Director for Children and Education.

## **Deliberation**

14. Currently, Primary and Specialist CAMHS in Wiltshire are provided by Oxford Health NHS Foundation Trust, under separate but linked contracts. Wiltshire Council funds and holds the contract for Primary CAMHS (PCAMHS); which provides interventions and treatment for children and young people assessed as having mild to moderate mental health needs, whilst the Wiltshire CCG funds and holds the contract for specialist CAMHS (CAMHS); this service is for children and young people with more severe mental health difficulties.
15. The Council's budget for PCAMHS (2017/18) is £518,000 per annum and is funded through the Children's Services budget. The budget for specialist CAMHS is around £4 million per annum, funded from the Wiltshire CCG. It should be noted that the re-commissioning of the CAMHS service does not include inpatient services, as this is the responsibility of NHS England Specialised Commissioning.
16. In order to support the development of seamless services and improved outcomes, the Wiltshire CCG and Wiltshire Council work closely together in partnership on the commissioning of health and care services for children and young people. To aid this, Wiltshire CCG has an agreement in place (including funding) with Wiltshire Council; whereby the Joint Commissioning and Planning Team within Children's Services carries out commissioning functions on behalf of the Wiltshire CCG.
17. This arrangement means that functions undertaken on behalf of the Wiltshire CCG involve accountability to the Wiltshire CCG Clinical Executive and Governing Body and not Wiltshire Council. For example, the Wiltshire CCG Local Transformation Plan is developed by the Joint Commissioning Team, however, it is ratified by the Wiltshire CCG Governing Body. This structure had previously been facilitated through the former Wiltshire Council post of Associate Director (Joint with CCG) for Commissioning, Performance and School Effectiveness.
18. Considering the above, the task group felt that it was important for them to consider the new governance arrangements of the re-commissioned CAMHS

service. Governance was seen as important for the task group, because they felt that they needed to understand whether there is the mechanism in place for decisive monitoring of the delivery and effectiveness of the re-commissioned CAMHS service.

19. There was discussion around whether overview and scrutiny (O&S) are able to conduct a scrutiny review of partner organisations, such as the Wiltshire CCG. The O&S guidelines for the O&S Health Select Committee state that O&S has the power to: review and scrutinise matters relating to the planning, provision and operation of the health service in Wiltshire; require information to be provided by NHS bodies in line with the above, including information that may be confidential in nature and relates to commissioning plans, or finance and make recommendations to these bodies, where appropriate.
20. Despite the fact that the CAMHS task group fell under the remit of the Children's Select Committee, as the Health Select Committee (under its responsibility as an O&S function) holds the power to scrutinise the Council's partner health bodies, it was felt that such a scrutiny review would therefore not necessarily be beyond the role of the CAMHS task group.
21. However, it was further debated whether the task group could add most value if its focus was predominantly around preventative measures and reviewing the availability and ease of access of tools for children and young people to use, to take control of their mental health needs at an early stage.
22. The re-commissioned CAMHS model is due to become live from 1 April 2018 and it has been jointly commissioned between Wiltshire CCG, Swindon and B&NES CCGs and Wiltshire Council (it should be noted that Swindon are only engaged for Tier 3). Mobilisation of the new service will take place between December 2017 and March 2018.
23. As the re-commissioned CAMHS model is not due to commence for a little while, the task group felt that it would be best if a Rapid Scrutiny, or separate or Part II task group were established by Children's Select Committee in April 2019; in order to monitor the effectiveness of the re-commissioned CAMHS model, with a particular focus on the following three indicators: a reduction in hospital admissions for children and young people with mental health needs; a reduction in self-harm and a reduction in the prevalence of eating disorders among children and young people.
24. The key objectives of the re-recommissioned CAMHS model are:
  - 'One Door Access' – if a child or young person approaches CAMHS, the new model aims to ensure that they can be sign-posted to the right support first time, as opposed to being shifted around what is currently a complex system;

- Earlier intervention and prevention – there is a renewed focus on improving preventative work with children and young people, to help them to take control of their mental health before they reach a crisis point;
- Evidenced-based intervention – any CAMHS interventions would be based on clear evidence as to what works, to help ensure that the most appropriate interventions take place and that CAMHS truly has children and young people at the heart of its service delivery;
- A holistic approach – a focus on whole family care and support for the child/young person, with agencies working together;
- Enhanced crisis care and support – with social care and CAMHS working in partnership to respond to children and young people in crisis and keep them safe from harm;
- Integrated specialist pathways – to provide more seamless care and support and good information for children, young people and their families about their package of care.

25. The re-commissioned CAMHS model takes into account the national vision for children and young people's mental health, as set out in the Government's '[Future In Mind](#)' document, as well as the Wiltshire CCG's [Local Transformation Plan](#) for children and young people's mental health and wellbeing.

26. Overall, CAMHS in Wiltshire is faring well with improvements to waiting times as well as recognition of the community based eating disorder service; which is acknowledged as an example of best practice nationally.

## Conclusions

27. The task group felt that their first meeting was informative, however, in order to accurately assess if and where they could add most value and therefore determine their Terms of Reference (ToR), it would be necessary to conduct further scoping meetings.

28. The task group recognised that children and adolescent's mental health was a priority of their parent committee, and they felt that it was important that they could add value by considering the governance arrangements of the re-commissioned CAMHS service, as well as comparing and contrasting between the previous CAMHS model and the re-commissioned CAMHS model. However, they would be unable to monitor the effectiveness of the re-commissioned CAMHS model until the appropriate data was available, from April 2019.

29. NHS guidance for the Local Transformation Plan (LTP), which considers the whole remit of the CAMHS service, states that the relevant Local Authority needs to be a partner and thus engaged in the development of the LTP. The

task group recognised that they had been established to concentrate on CAMHS itself. CAMHS is one means through which children and young people have their mental health outcomes improved and the task group felt that they could consider how Wiltshire Council is engaging with other services (partner agencies) in improving access to CAMHS.

30. In order to assess and provide informed input on whether children and adolescents' mental health needs have the opportunity to be met, the task group felt that they needed to consider the entire CAMHS model and how it was delivered. In other words, they felt that the remit of their work should have an important focus on governance, however, they felt that their parent committee may be expecting them to prioritise prevention as a focus, rather than governance.

## **Recommendations**

1. That Children's Select Committee ask the CAMHS task group to:
  - a) Consider the governance arrangements for the recommissioned CAHMS service;
  - b) Explore and understand the new CAHMS model in comparison to the existing model and consider the evidence base for any changes. Then where appropriate, make recommendations to support its implementation and effectiveness;
  - c) Look at existing data and ensure that the new model's performance will be robustly monitored and benchmarked against this by the council, partners and by the proposed future scrutiny exercise;
  - d) Consider access and referral points within the new CAHMS model and, as appropriate, make recommendations to maximise take-up by children and young people in need of support.
  
2. That in April 2019 Children's Select Committee undertake a review of the performance of the recommissioned model, putting particular focus on the following indicators (plus any further indicators agreed by the task group as part of the work proposed under 1c above):
  - a reduction in hospital admissions for children and young people with mental health needs;
  - a reduction in self-harm;
  - a reduction in the prevalence of eating disorders among children and young people.
  - an improved uptake in young people accessing the service.

## **Cllr Phil Alford, Chairman of the CAMHS Task Group**

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### **Appendices**

None

### **Background Documents**

17 May 2016, Cabinet Report: Re-commissioning of Child and Adolescent Mental Health Services (CAMHS)

31 May 2016, Children's Select Committee Report: Re-commissioning of Child and Adolescent Mental Health Services (CAMHS)

17 March 2015, Report of the work of the Children and Young People's Mental Health Taskforce: 'Future in Mind'

Wiltshire CCG, Local Transformation Plan