



Children and Young People's Emotional Wellbeing and Mental Health.

SURREY
COUNTY COUNCIL

1. This report provides an update to Adults Health Select Committee and the Children, Families, Lifelong Learning & Culture Select Committee on Children's emotional wellbeing and mental health (EWMH) and the services provided in Surrey.
2. Section 1 of the report details the implementation journey of 'Mindworks Surrey.' This provider alliance, which began operation in 2021, provides a range of EWMH services for children and young people (CYP) in Surrey under a contractual arrangement for seven years with the prospect of extending the contract for a further three years. The end of the second year of the contract is approaching.
3. Section 2 then focuses on three priority areas of children's EWMH, as well as the all-age suicide prevention agenda:
 - Prevention
 - Early Intervention
 - Transitions, both to adult social care and school transitions from primary to secondary school. This includes wider partnership work being undertaken in Surrey to prevent suicide and how transitions between services operate as children progress to adulthood
4. Section 3 provides information on the current performance of Mindworks Surrey services, the current position of the transformation programme and the focus of the contract for 2023/24.

Section 1: Background on Mindworks Surrey

5. An independent review of the support and intervention for CYP in need of EWMH services in Surrey took place in October 2018. This highlighted that whilst there was a universal commitment to delivering high quality Child and Adolescent Mental Health Services (CAMHS) in Surrey, this vision was not being achieved. A range of challenges were identified in relation to multi-agency relationships; organisations not working together to provide early help to children and young people; the commissioning arrangements resulting in a complicated pattern of services; CYP and their families having to repeat their story multiple times; and crucially, demand

being higher than predicted. Nationally, demand for these services increased by significantly more than expected and Surrey followed a similar pattern of increased demand.

6. A multi-agency strategy has been co-produced following the review and is due to be published in February 2023. It will set out five priorities to improve the system of EWMH support across Surrey:
 - Early intervention and community support.
 - Collaborative working;
 - Creating a navigable system;
 - Communication with children, young people, and parents/carers; and
 - Improving the environmental design of services so they are more accessible and environmentally friendly to all CYP.
7. These priorities have underpinned the procurement of new EWMH services with a new delivery model, jointly commissioned by Surrey County Council (SCC), Surrey Heartlands ICB and Frimley ICB. The annual contract envelope is £24,114,638, although the total spend in the past year is significantly above this amount, with in the region of £13.7m overspend predicted. SCC, via the Integrated Commissioning Director, operates as the Lead Commissioner on behalf of the partners. The model is underpinned by the THRIVE Framework for System Change¹. Its main emphasis is on giving children and young people a central voice in decisions about their care. It ensures that across agencies there is a commonly used language based on children's needs rather than thresholds and provides clarity on everyone's contribution to EWMH.
8. The contract for delivery was awarded to Surrey and Borders Partnership NHS Foundation Trust (SABP) as the 'Prime Provider' who work with an alliance of partners. The Alliance Partnership was named by CYP and their families in September 2021 as 'Mindworks Surrey'. Mindworks Surrey comprises:
 - SABP as lead provider.
 - Barnardo's, Learning Space and The National Autistic Society (all as separate providers within the Neurodevelopmental pathway and partners within the Surrey Wellbeing Partnership for early help).
 - The Surrey Wellbeing Partnership (SWP) comprising of Barnardo's, The East to West Trust, The Eikon Charity, Emerge, Learning Space, Leatherhead Youth Project, The Matrix Trust, The National Autistic Society,

¹ You can see an animation about the innovative approach at:
<https://www.youtube.com/watch?v=ARAAiEoVpjQ&feature=youtu.be>

Peer Productions, Relate West Surrey, Step by Step Partnership Ltd, Surrey Care Trust and YMCA East Surrey.

- The Tavistock and Portman NHS Foundation Trust, supporting and establishing the ethos and approach to the delivery of THRIVE; and
- Three other providers who support delivery. Kooth² is an online support and counselling offer, with different tools to help manage emotions and feeling such as discussion boards, goals tracker tools, journals, and examples of people's shared experiences. Psicon and Helios have enabled added capacity to the Neurodevelopmental services to complete ASD and ADHD diagnosis to CYP on the waiting list.

How Mindworks partners work together

9. Mindworks partners work together to advise, help and support CYP and their families to **THRIVE** through the following services:

- **Access and Advice** – advice, signposting to existing support or passing through to specialist or clinical support.
- **School-Based Needs** – a co-produced model of support for schools, working with Mental Health Support Teams in Schools (MHSTs) as they are rolled out in the county.
- **Building Resilience** – Community Wellbeing Practitioners (CWPs) help to access services in the local community, such as counselling, mentoring or a wellbeing project.
- **CYPs Community Teams** – for young people and families who would benefit from extensive or intensive treatment.
- **Crisis Admission Avoidance** – supports children and young people who present with high-risk behaviour and helps avoid Emergency Department (A&E) attendance or acute hospital admission. This includes a 24/7 Crisis line.
- **Reaching Out** – support for the most isolated and vulnerable children and young people through a multi-agency network
- **Neurodevelopmental Services** – a transformed service model which will reach children and young people and their families who need help earlier.

² Kooth.com is an online service for young people aged 10-18 in Surrey that provides free and confidential counselling services via webchat provided by qualified counsellors

Moving away from a diagnostic dependent offer to a needs-based support offer.

10. The new service which is starting to be delivered by alliance partners Learning Space, Barnardo's, and National Autistic Society along with SABP is providing enhanced support for schools, parents, carers and CYP, including:

- Support in developing a shared understanding of needs'
- Advice and consultation to improve behaviour management
- Brief and intensive treatment and support
- Assessment and diagnosis for ASC/ADHD and other related difficulties
- Support to the professional network around risk
- and group sessions and family interventions

11. Among the services on offer are bespoke training for school staff to help them support children living with neurodevelopmental issues. Training provides staff with greater understanding of autism and ADHD, along with tools to help them manage better and increase their self-confidence. Our aim is to enable a greater understanding of strengths, difficulties and behaviours related to neurodevelopmental needs and how they might be better managed.

Section 2: Priorities for EWMH services

Rising demand for EWMH services

12. Based on the 2021 census, Surrey has a 0 to 24 years population of 349,500 children and young people. New NHS figures have revealed that the number of children referred for NHS mental health treatment nationally rose 39% in a single year, from 839,570 in 2020/21 to 1,169,515 in 2021/22. The data includes children suffering with suicidal ideation, self-harm, depression, or anxiety, and eating disorders, while hospital admissions for eating disorders were up from 4,232 in 2019/20 to 6,079 in 2020/21 and 7,719 in 2021/22. NHS data shows that the Covid-19 pandemic and resulting lockdowns have led to an increase in poor mental health issues for children and young people (CYP). The [Mental Health of Children and Young People in England 2021 \(wave 2\)](#) report by NHS Digital, found that rates of probable mental disorders have increased since 2017; in 6 to 16 year olds from one in nine (11.6%) to one in six (17.4%), and in 17 to 19 year olds from one in ten (10.1%) to one in six (17.4%).

13. There has been a continued rise in demand across all services delivered in Surrey and an increase in the level of need of the CYP and families. The total number of referrals into Mindworks from April 2022 to October 2022 is 17,589 referrals. This represents 92% of the full year's contracted referrals (19,074) expected. Across the alliance a variety of intervention packages are provided depending on need

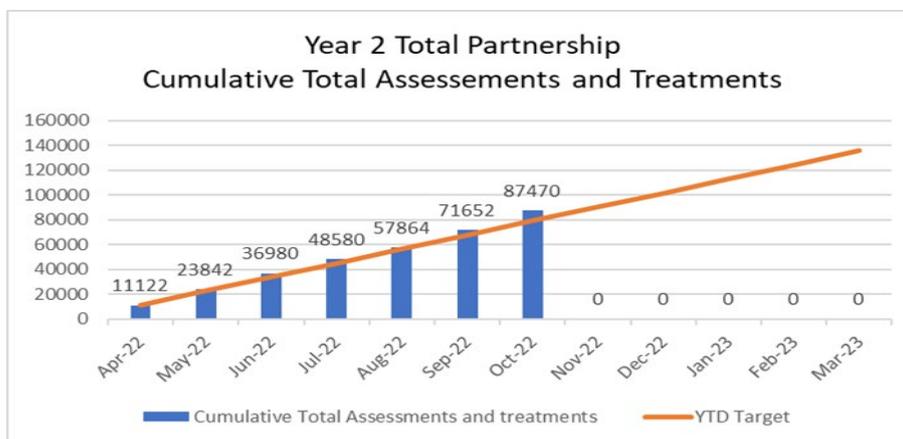
and between April 2022 to October 2022, 87,470 interventions were delivered with an intervention being each time a CYP/ parent/carer was seen in either one to one, groupwork, workshops, and can be online or face to face.

14. This represents 64% of the full year’s contracted activity (135,703) and more in line with contract expectations. Data source: Mindworks Performance Nov 22.

Figure 1 Year to date 2022/23 Referrals to Mindworks



Figure 2 Year to date 2022/23 Activity by Advice & Assessment, Mindworks



Prevention

15. The prevention of poor CYP EWMH is a universal responsibility and a key public health objective in the Surrey Wellbeing Strategy. There is evidence of the effectiveness of universal approaches to improving children and young people’s mental health and wellbeing nationally.

16. Mindworks Surrey contributes to the prevention of poor emotional wellbeing and mental health of children and young people through some of the services delivered. Partners within the SWP such as Eikon, YMCA, Matrix and Peer Productions

deliver school assemblies and use interactive tools like film, surveys and plays to educate CYP on emotional wellbeing and how to self-care and ask for help. In October 2022 Eikon delivered five school assemblies relating to advice and signposting for support for emotional wellbeing and mental health. YMCA's 'Open View' workshops have also delivered thirty-four workshops in ten different schools and youth settings.

17. Peer Productions, a youth-based arts charity in Woking, have been delivering their programme 'Hidden' via the Mindworks offer to CYP in Surrey schools. Hidden is a unique digital Personal Social Health Education (PSHE) and drama resource designed for teachers and students in Years 8 and above. It covers self-worth, self-harm, and mental health. 55% of Children and Young People said the programme made them think about mental health in a different way and 65% felt that they now have greater insight in how to help a friend. 86% of teachers felt the students could relate to the characters.
18. In April 2022, SCC received funding from central government via the Wellbeing for Education Return (WER) programme to provide additional support to state-funded schools and colleges post-Covid. The programme is focussed on helping schools to recognise, understand and respond appropriately to EWMH issues and have the confidence to support their colleagues, children and young people and parents and carers' mental health. This funding enabled eight different training programmes to be made available to all schools and started in May 2022 and will be delivered with a planned evaluation to be completed by March 2023. The training programmes include mental health first aid, suicide prevention, self-harm awareness training, emotion-based school avoidance, extending compassionate schools, bereavement support and whole school approach to building resilience. The partners delivering the training were Mental Health First Aid Foundation Trust, Lucy Rayner Foundation, Papyrus, Jigsaw, Education Psychologists from SCC and Eikon.

Surrey Healthy Schools

19. Surrey Healthy Schools is an entire system, evidence-based approach that provides a universal offer to all educational settings across Surrey and enhanced support for settings that require it. It builds upon strengths to reduce vulnerabilities, applying prevention, intervention, and targeted support to reduce inequalities, promoting positive outcomes for CYP.
20. It is a commitment to promoting personal, social and health development and supports the links between health, behaviour, and achievement. It is not aimed merely at pupils' health or school curriculum development but centres around Surrey's entire system that influences school age children, including school environments and all aspects of school life. Surrey Healthy Schools is based upon effective teaching practice and provides a comprehensive self-evaluation tool for

schools to co-ordinate, develop and improve their provision to support personal development, behaviour, teaching and learning, and leadership and management in line with Ofsted's Inspection Framework, the Surrey 2030 Vision, Health and Wellbeing Strategy and the THRIVE principles which underpin Mindworks Surrey's approach to emotional wellbeing & mental health.

21. In the academic year to date 2022-23, 196 schools engaged with the Surrey Healthy Schools self-evaluation tool and 230 representatives from those schools attended training across these topic areas.
22. A communications and engagement action plan has been developed which details prevention activity and is owned by SCC and SABP communication leads with a link into the Frimley ICS.

Early Intervention

23. CYP and their families consistently fed back through listening events and feedback more was needed to be done to help them earlier, when problems were emerging rather than when they had become entrenched or in crisis. Within Mindworks Surrey services early services are provided and all staff across the Alliance practice early intervention support. The SWP lead the early intervention services in Surrey.
24. SWP employ 22 (not all full time) Community Wellbeing Practitioners (CWPs). They engage and deliver services to CYP and families within local communities. They have a focus on early intervention and supporting CYP as soon as they start to feel they are struggling. Between April 2021 and March 2022, CWP's received 190 external referrals via schools, Access & Advice service, and GP's. Eighty-one percent of these requests were accepted with 153 interventions and 917 scheduled sessions delivered. On average parents & young people wait 6 weeks for assessment and then 2 weeks for sessions to begin. Outcomes of these interventions are measured via a system called goal-based outcomes. 94.5% of CYP achieved positive change across their goal-based outcomes.
25. CWPs are employed by partners within Surrey Wellbeing Partnership that is part of the Mindworks Surrey offer. Early Intervention will support children and young people with emerging and mild to moderate mental health difficulties to improve their emotional wellbeing, resilience, and self-esteem. The focus can be on anxiety, low mood, and behavioural issues such as anger (whatever the cause of these issues including bereavement, divorce, bullying, difficulty coping in school, a neurodevelopmental condition). Support will be via a range of evidence-based interventions including counselling and mentoring and through using strength-based approaches. Sometimes where appropriate this may be signposting to online information or to other sources of help.

26. Figure 3 below illustrates feedback from CYP about the range of support services accessed, and their experience of this offer from the Community Wellbeing Practitioners, in 2022,

Figure 3 Examples of CWP CYP and families' feedback



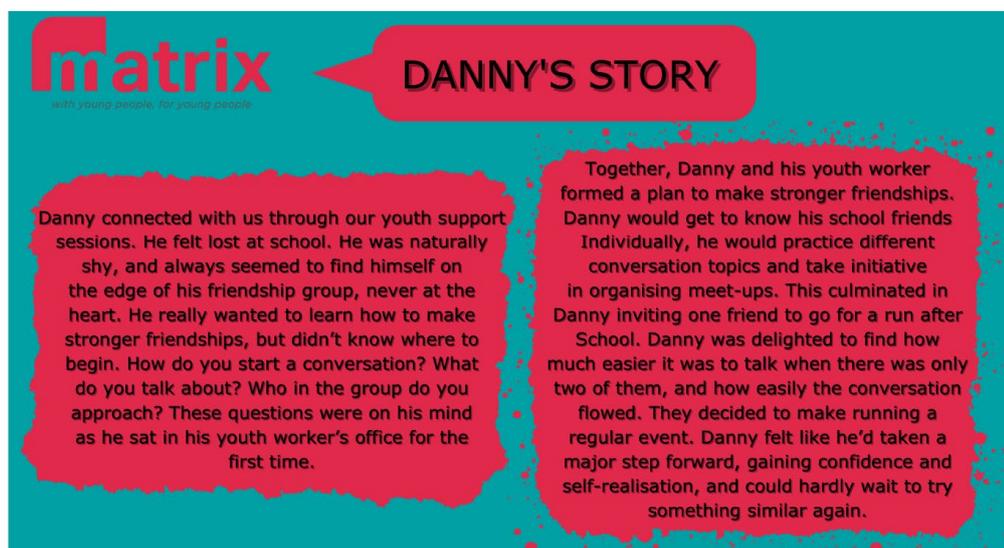
27. Counselling support, both one-to-one and group offers, are delivered by several partners within Mindworks. SABP's Youth Counselling Service offers both face-to-face and virtual counselling to CYP. CYP are offered between 6-12 sessions. Most referrals are via GPs or self-referrals and in the year 2021/22, 1000 referrals were made to the service. Feedback from the evaluation of this service in April 2022 saw 250 CYP respond with over 95% detailing a very good or good experience. However, because of the rising demand for this service the number of sessions offered to CYP is reducing with most offered six sessions. This enables support to be offered to as many CYP as possible.

28. SWP partners also offer counselling support including Step by Step, Relate, YMCA Heads Together, Eikon and Leatherhead Youth Project. This is in the form of one-

to-one and group counselling support. There has been a shift to SWP delivering more groupwork than originally planned as a response to Covid, demand from service users and to provide improved access.

29. The parenting workshops for emotional wellbeing, Autism Spectrum Disorder (ASD), and Attention Deficit Disorder (ADHD), run by National Autistic Society (NAS), Barnardo's and Learning Space, continue to be well attended and have received positive feedback from parents. Year to date have delivered to over 5,000 parents/carers in Surrey within the Neurodevelopmental offer. The waiting lists for some of the ASD and ADHD parenting workshops have increase; this is due to workforce challenges and seasonal variations with some workshops delivered term-time only.
30. As part of the Mindworks offer, SWP deliver mentoring and youth support work to CYP. Mentoring can take place in person or online, at school or in the community. It focuses on identifying and working towards short-term goals, coping strategies and techniques for building self-belief and resilience. This offer is part of the building resilience service. Figure 4 below provides an example of the work delivered by mentoring a CYP named Danny.

Figure 4 Danny's Story



31. Separate to the Mindworks contract and important to the delivery of early intervention are:

- CYP Havens: Havens were in place before the current contract was awarded and a refreshed offer went live in 2021. Since then, Havens have shifted their focus from engaging with CYP in crisis, to providing support earlier on, as part of early intervention. However, since re-opening after Covid the numbers of CYP have been lower than expected. There are 2 CYP Havens, Epsom and Guildford, which are open twice a week. Each site has been commissioned to

work with the minimum of 7 CYP per session and by November attendance had reached 40% of the expected levels. Outcomes have been positive with many CYP making improvements against their goals. There is however concern that this offer is not reaching enough CYP or whether this model is meeting the need of CYP. An evaluation has been planned and scheduled for completion by April 2023. A decision will be taken when the evaluation has been completed about the design of this service to ensure it reaches as many children and young people as possible.

- To improve early engagement with CYP and families identified through primary care with an EWMH need, a social prescribing project pilot has been developed and funded in East Surrey. Recruitment has now started for a CYP social prescribing lead and Family Health Coach with the expected start of delivery in Q1 23/24. This will mean that CYP and their families who are identified by primary care to have low mood, low anxiety, social isolation, bereavement issues, and in need of support, will be passed to the CYP Social Prescriber or Family Health Coach. Direct support will then be provided, or a referral made to other local community support that will improve their emotional health and wellbeing.
- Each practitioner is expected to support 15/20 CYP/Families on a full case load at one time and will not only refer / link but support active engagement. This relates to the social prescribing and family health coach role in East Surrey. These are new posts and is the capacity you would anticipate in these roles, the assurance and evaluation process going forward will identify if this is meeting need or if there are capacity issues and will start at the end of the Q1 23/24.

More support built around schools

32. As soon as the contract went live, co-producing a new model of early support with local schools began. The model builds on pilot schemes or newly launched offers trialled in 2019/2020, including the development of Primary Mental Health Workers within the School Based Needs offer and MHST in Surrey Schools (see Appendix 3).
33. The schools-based needs offer is delivered through eleven clusters at district and borough level bringing services for schools together. Each cluster has a team of staff from Mindworks, including a named practitioner as a point of contact who will offer consultation, support, and advice. There are between 27 and 46 schools per cluster. The teams consist of: Primary Mental Health workers, Early Intervention Co-ordinators, Mental Health Support workers, and CWP's. They support children and young people when they begin to feel emotionally or mentally unwell by helping them to build resilience and work with individuals to improve their wellbeing and reduce the chances of problems becoming more serious. Each cluster works

closely with: The 'Reaching Out' Service, emotional wellbeing school nurses, NHS Child and Family Health Surrey, educational psychologists, speech and language Therapists, occupational therapists, and social care.

34. The School Based Needs Team collaborates closely with the Community Learning Disability Service to undertake assessments and consultations and to provide short, focused treatments and support for CYP up to the age of eighteen who have a learning disability. This team has a Primary Mental Health worker who is connected into special schools and alongside the School Based Needs Team. This complements the THRIVE approach – practitioners can access experts or risk management support from specialist teams, whilst working with children and young people directly. This area of operations is being explored for any improvements alongside examining opportunities for the School Based Needs Team to work with children and young people who have neurodiversity and EWMH issues or worries.
35. The School Based Needs and school cluster model within Mindworks has been co-produced and engagement with schools. The team work closely with SCC Education and Lifelong Learning colleagues to synchronise support for schools. There are four reference groups for schools; Primary, Secondary, Specialist and Independent that meet on a quarterly basis to discuss the emotional wellbeing and mental health needs for their child population and school. This is a jointly led meeting between Mindworks, commissioners and schools. You can read more on this in Appendix 3.
36. In Surrey there are currently 9 MHSTs in various stages of implementation. Funding has been secured for an additional 4 MHSTs. The final four teams are due to start their training in September 2023. Once fully trained and staffed the thirteen teams will cover 45% of pupils in Surrey. The source of funding for this is NHSE and Department for Education. The funding does not stretch to cover all areas of Surrey. Those areas with the highest levels of deprivation have been prioritised nationally for the programme.
37. The scheme means that a trained Mental Health Worker will support clusters of schools with a range of offers including guided self-help, Cognitive Behavioural Therapy and building on the Council's 'Healthy Schools Initiative,' supporting schools to develop a whole school approach to EWMH.
38. Between April 2021 to April 2022 Surrey's MHSTs received 221 requests for support. The CYP whose routine outcomes were measured showed 100% of those CYP made progress towards their goals. Headlines from a survey completed nationally from all schools who receive MHST Support (July 2022) showed Surrey performed above regional and national teams on nine out of ten of the themes. You can read more on this in Appendix 3. Feedback from Head Teachers indicate that schools fully engaged with MHST are making fewer referrals to Mindworks than before MHST were operating. There is concern that the current MHST model is not

reaching its ambition of delivering five hundred direct interventions by each MHST and whole school approach support to 7500 CYP within 15 / 20 schools. A Deep Dive has therefore been planned for February 2023 to understand if this is the case and where evidence of impact will be quantified.

39. Funding from NHSE is due to end for the MHST in April 2024. A full schools offer evaluation has been planned to inform the business planning process that will need to be completed to secure ongoing funding. This will be considered at the ICB.

Transitions from Primary to Secondary School and into Adulthood

40. Improving transitions for CYP as they move from primary to secondary school and reach adulthood is a priority for the Surrey children's system. Within the Mindworks offer, support to the primary to secondary transition is via the Community Wellbeing Teams, School-based Needs Teams, and the Mental Health Support Teams.
41. The average age of referral into the MHSTs is 12 years and through a digital support offer 'Kooth,' they can quantify and illustrate that children who are or have transitioned from primary to secondary school tend to use this online service more. Mindworks teams are collectively working together to see how to build more support to respond to this including building family resilience, offering more intervention packages for under tens / primary school and CYP in transition.
42. Our Kooth counselling service offer is an anonymous service for CYP in Surrey. CYP choose what information they provide. We receive quarterly reports on protected characteristics, age, and support needs of the CYP that choose to share this information. We are also able to see their goal-based outcomes and experiences. Appendix – Attached and case study.
43. The Reaching out service works with 16–25-year-olds who are hard to reach or difficult to engage. This has been piloted support for Young People (YP) at 17 $\frac{3}{4}$ to 18 $\frac{1}{4}$ as they transition out of YP Services into Adult Services. A transition checklist has been co-produced with YP and is being piloted which acts as a guide and prompt to areas YP may require support with their transition, which then forms a care plan. YP transitioning to adult services are supported to manage expectations and anxieties about their transition and supported to engage with the new team and coordinator. YP who are transitioning out of services are encouraged to identify goals to help them move forward and link with appropriate services or community activities. They offer individual low intensity Cognitive Behavioural Therapy (CBT) with a senior wellbeing practitioner and a virtual

'Improving Wellbeing' CBT course. They have also worked with recovery colleges³ and piloted a "virtual transition, online" module.

44. To support the young person to transition to Adult Services, Community Mental Health Recovery Service (CMHRS) allocate a Lead Professional to jointly work with Mindworks to help all involved to understand the young adult's care and support needs. CMHRS Teams have weekly CMHRS Multidisciplinary Team (MDT) meetings and have three standing agenda slots to discuss: Complexity and Risky behaviours, Disengaging clients, and clients for discharge. This ensures strong MDT oversight is exercised and ensures all reasonable steps are taken to engage the person and family before discharge. The allocated Lead Professional is required to inform the person using the services, their GP and when appropriate carer/parent or legal guardian, of this decision in writing with clear guidance on how they may access services in the future should they wish to do so. There is a plan to evaluate the effectiveness of this approach in Q2 2023/24.
45. The National Autistic society (NAS) offer one to one support for autistic CYP aged 16-18 years through school transitions, to identify post sixteen opportunities as well as support them to access these and bridge the existing gap between CYP and adult services. The NAS Coordinator works in partnership with schools, post sixteen settings and post 18 teams to smooth the transition for CYP, as well as addressing specific issues experienced by this cohort (puberty, sex and relationships, gender identity, social acceptance, moving towards independence.) The NAS can signpost 18+ years to young adult social groups (18-25 years) which are based in Guildford and Redhill. These young adult groups meet twice a month and are facilitated by NAS staff. Currently the groups meet once a month on a virtual platform, the individuals can 'check in' with NAS staff and discuss any issues or concerns they may have. The virtual session is structured to provide time to talk and then a group social game or topic of discussion. The second session of the month is face to face, the group will meet in the local community and may access social activities with the support of NAS staff. These activities may include going for a drink, meal, cinema, bowling, snooker hall as well as a structured topic-based sessions, which are chosen by the group attendees. NAS is also able to provide further signposting to their 18+ ASSIST service where individuals can access further one to one support if required and other social activities. In addition, NAS have a further two adult social groups which are based in Guildford and Aldershot that meet once a month and these are aimed at people aged or 25+ years.
46. Surrey's Additional Needs and Inclusion Strategy 2023-2026 includes the Preparing for Adulthood Transformation Programme across the Care, Health and Education system in Surrey. There has been significant system engagement to

³ Recovery Colleges in Surrey are designed to support people in their recovery. They help people improve their health and wellbeing through courses on a range of mental and physical health conditions

plan a consistent and clear mental health pathway into adulthood for young people aged 16-25 ensuring a smooth transition process and improved support planning for young people with mental health needs. Twenty case reviews have been completed to understand the journeys and processes that young people experience when accessing MH services. A key deliverable for 23/24 is to develop a new pathway which will include more earlier planning and referrals and a robust training plan to equip all teams in the transition pathway to be able to identify and respond to the EWMH needs of young adults.

All-Age Suicide Prevention

47. Work on the all-age suicide prevention strategy is underway, bringing together a range of work already being undertaken by partners in response to the prevention of suicide. There were fewer deaths by suicide in 2022 than in 2021, but of course even one death by suicide is too many. Theme four of this strategy is dedicated to Children and Young People. An action plan is being developed to guide the next steps for all age Suicide Prevention and will sit alongside Surrey's Children and Young People's Emotional Wellbeing and Mental Health strategy. A Public Health Lead for Children and Young People suicide prevention started in December 2022. This post provides a central focus for the activity and acts as a conduit for Children and Young People suicide prevention across the Surrey system and has started to work closely with leads in emotional wellbeing and mental health and within the all-age suicide prevention work. The Children and Young People's Emotional Wellbeing and Mental Health and Suicide Prevention Partnership will deliver the Children and Young People's Emotional Wellbeing and Mental Health and Suicide Prevention Action Plan. This partnership action plan is overseen by the Children and Young People's Suicide Prevention Oversight Group chaired by the Director of Integrated Commissioning for Children and Director for Safeguarding and Family Resilience.

Section 3: Performance of Mindworks Surrey and transformation progress

Governance and performance management of CYP EWMH services

48. There is a governance structure in place for assurance across performance, quality, and finances of Mindworks contract: illustrated in appendix 4.

49. The first lens of measuring performance and assurance is held with each partner (SABP, SWP, NAS, Learning Space and Barnardo's) by the Performance Lead in SABP (lead partner) who then collates a performance report for the Performance subgroup. The Performance subgroup is chaired by SABP performance lead who facilitates a partnership performance and improvement process looking at individual partners as well as Mindworks as a whole, identifying key actions / risks and mitigations. All partners and commissioners attend

50. A performance report and narrative are presented to the Executive Finance, Contracts, Quality & Performance Committee (EFCQP), summarising key actions and risks / mitigation with identification of any escalations required. Chairing arrangements have been strengthened recently, now co-chaired by the Director for Integrated Children's Commissioning and the CEO of Surrey Wellbeing Partners with contract leads from Commissioning, SCC and Mindworks partners.
51. The Mindworks Alliance regularly reviews the interplay between financial expenditure, demand, and activity. Analysis suggests that the principal driver of higher than planned expenditure is due to increased activity. Where capacity has been increased to respond to higher than planned demand there has also been a price premium. Because agency staff have been employed which costs more than directly employed staff.
52. At the Mindworks Alliance Board the chairs of EFCQP present a summary and raise any key risks for escalation issues to strategic leaders across Mindworks, Surrey ICB, SCC and CYP Voice Experience team – Amplify.
53. Monthly Mindworks performance reports are then produced and presented to wider strategic systems such as the CFLL leadership team (every other month), SCC corporate performance reporting (monthly), Safeguarding Board (once per year), Corporate Parenting Board (twice per year). Risks are escalated monthly to the ICB.
54. We have a view of early intervention activity from the Surrey Wellbeing Partnership that represents ~70% of their activity. We have manually collated data from our Mental Health Support Teams to show access and outcomes. This does not currently include timeliness, which is on the DQIP schedule for improvement.
55. There is a series of reference groups focussing on specific aspects of the services that inform delivery, with school leaders and a multi-disciplinary Safeguarding children's reference group. The Mindworks Alliance Board governance aligns to the Mental Health Improvement Board, the review of mental health services in Surrey and the emergent improvement plan. An Enhanced Improvement, Quality and Performance Group (All Age) has also been set up under the NHS Quality Assurance Framework. The meeting is jointly chaired by the Executive Director for ICB Quality and Multi Professional Leadership and the Executive Joint Director for Adult Social Care & Integrated Commissioning. Governance arrangements have been aligned to ensure activity is synchronised effectively, to promote a 'think family' approach within adult services, to contribute to transitions work and to support the critical role of parents/carers.

Current Mindworks Performance

56. A refreshed approach to managing performance collaboratively across Mindworks Alliance Partnership has been developed since the contract has gone live. Within the contract documentation there are clear expectations about the service standards required. Creating the digital systems and processes required to both collect data, manage performance and translating this into what this means for children and young people has taken a considerable amount of work. There is still further action required to ensure that the data collected by the service deliverers is clear and transparent. This is a priority for commissioners.
57. The governance arrangements are described in point twelve and set out in the appendices. The governance arrangements include commissioners, providers, and service user representation.
58. The Data and Information required to effectively monitor the services has taken time to develop into a sophisticated performance management data set. A risk has been identified and mitigation is in place to support the visibility of the data so that one can see the child's journey through services and impact of service delivery, as well as being able to visualise the data into a report which at present is formulated manually. A data sharing workshop is planned for February 2023, and it is anticipated that final agreements will in place by the end February, leading to Data Quality Improvement Planning into 23/24 to develop the whole view.
59. It is recognised that reporting outcomes and experiences to demonstrate impact is a priority and a new system of collecting outcome data called Goal Based Outcomes has been agreed across the Alliance and will begin to be highlighted collectively as part of the reporting from April 2023.
60. At present, there is a risk relating to data sharing that requires careful consideration and the Alliance Partners are working together to resolve this and on a digital solution to further improve the collection and reporting from April 2023.
61. The improvement of Emotional Wellbeing and Mental Health services is a collaborative effort and as such focusses on a wide range of data that informs on the level of demand for services, how quickly CYP are connecting with help, the capacity of services to meet these needs and what the outcomes for CYP are.
62. The increase in referrals and the complexity of CYP needs has been one reason there are longer waits in all parts of the service than would be desirable or acceptable. NHS standards state that 'Patients have a right to start consultant-led treatment within 18 weeks of referral or request an offer of alternative providers that can start their treatment sooner' (NHS update guidance October 2022). In Surrey, the way in which information is collected means that waiting times are attached to referral and then a waiting time is attached to treatment/ intervention –

taken together they should be no more than 18 weeks for those services that are 'consultant led'. The current data collection system does not enable a systematically produced report on this target and work is underway to enable this to be available by March 2023.

63. November 2022 4,365 CYP are currently waiting for an assessment having been referred to the AAT which operates as the 'front door' for Mindworks Alliance. This is an increase from the year before when there were 1,229 CYP waiting in Oct 2021 and 2,158* in Mar 2022). However, one reason for this relates to a change in process which means CYP who had previously been discharged while school paperwork was being completed are now included in overall waits. This change to process means that there is a more accurate picture of the number of children waiting.
64. Of the 4,365 CYP currently waiting, more than four out of five are waiting in Access and Advice Teams (AAT) (3,840*). Of those waiting in AAT, 66% are in the screening stage to begin their Neurodevelopmental (ND) diagnostic journey.
65. **Average waiting time to assessment within SABP Mindworks:** Average waiting time to assessment for those still waiting for their first assessment has increased from 9 weeks (44 working days) in May 2022 to 15 weeks (76 working days) in Oct 2022. The longest waiting times are currently observed in Access & Advice and CYPS Community Teams. CYPS Community Teams has a 40 working day target: whereas currently children are waiting on average for 62 working days.
66. **CYP waiting times to EWMH treatment:** There are currently 441* CYP waiting for treatment within SABP Mindworks. Numbers steadily hovering between 510* and 560* from Dec 2021 (508) to Jun 2022 (564*), which then followed a gradual decrease until Oct 2022 (450*). Since the end of the first year, three in five CYP are waiting in CYPS Community Teams (269 CYP). Of the 441* CYP currently waiting for treatment, three in five CYP (273*) are waiting less than 30 days. Meanwhile, 17% (74*) are waiting between 3-6 months, 12% (54*) are waiting between 6-12 months and 9% (40*) are waiting over a year.
67. **CYP waiting times to EWMH intervention within SWP:** In October 2022 4,259 CYP had been referred to SWP which is less than had been expected at this point in the year (5415). The interventions provided by SWP are also lower than planned at 35,607 rather than 36,293 by this stage). Average waiting time is 80 days and there are there are 664 CYP waiting for services now. This change in activity reflects challenges with staffing recruitment and backlogs in referral processes. More group work is being conducted in response to this need. SWP staff are also being recruited into the AAT. It is anticipated that this will improve triaging and more appropriate referrals being identified and transferred to SWP by January 23.

68. **For CYP on the ND pathway⁴:** There are 2,572 CYP awaiting ND screening included within AAT data set out above.

- There are currently 1,879* CYP waiting for an assessment since being referred, which is like the same period in the previous year, (1,821* in Oct 21) but an improvement from March 22 when there were 2,532*). (*SABP data only). The percentage of waiting times for CYP currently waiting in the ND pathway are as follows: 14% under 6 months, 40% between 6 – 12 months and 46% over 12 months.
- Average waiting time for CYP still waiting for their first appointment has gradually increased since Jan 22 (164 working days, i.e., almost 8 months) to 263 working days (i.e., one year) in Oct 22.
- There are currently 629 CYP waiting for diagnosis after assessment. The number of CYP in the waiting lists for diagnosis has been hovering between 600 to 670 in the last year. To date, the breakdown of the CYP waiting in the ND diagnostic pathway is as follows: 41% are waiting over 18 months, 11% are waiting between 12-18 month, 11% are waiting between 6-12 months, 10% are waiting between 3-6 months and 27% are waiting under 3 months.
- Extra capacity has been funded to assess 1400 CYP through Helios and Psicon by March 2023, due to recruitment delays this is now anticipated to be June 2023.

69. The contract expectation is that 100% of CYP complete their diagnostic assessment within 1 year of entering AAT.

Neurodivergent (ND) diagnostic pathway

70. The contract expectation is that 100% of CYP complete their diagnostic assessment within 1 year of entering the Access and Advice Team (AAT).

71. 'Waiting time' for a child waiting for an ND diagnosis is influenced by the overall presenting needs of a child and a clinical decision by SABP on the best approach to engaging with these needs based on best practice evidence. Often children and young people have more complex and co morbid needs and it is important that the assessment process takes full account of the impact of these additional needs. Our clinicians take the necessary time to gain a real and comprehensive insight into the challenges facing the young person and their family and the family and young person benefit from the therapeutic nature of the diagnostic process.

72. The opportunity to transform the ND diagnostic pathway was a key element in the recommissioning in 2020. However, Covid-19 significantly impacted mobilisation

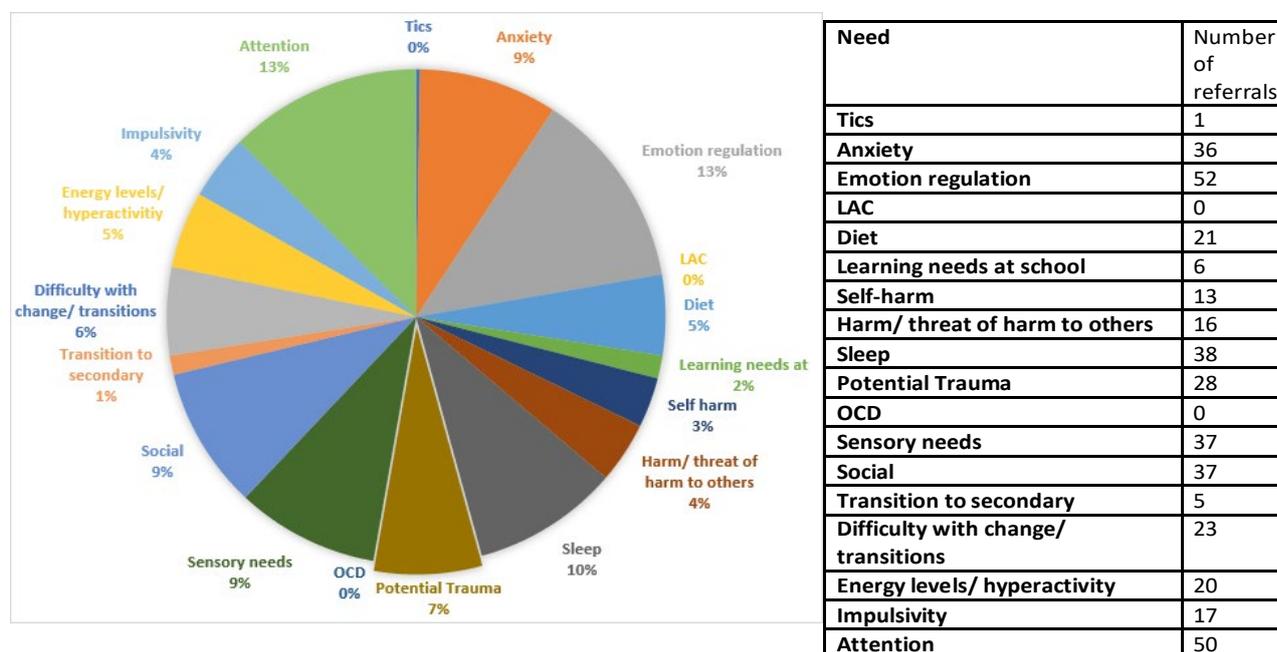
⁴ Data from EWMH Monthly Performance Summary Nov 22

of the new pathway together with higher demand than predicted. Post-Covid, a recovery plan that involves collaboration with Additional Needs and Disabilities Transformation Board partners has delivered progress and renewed emphasis on early identification and intensive support for CYP with neuro-developmental needs. The transformation of this pathway requires Surrey All Age Autism Partnership Board strategy partners, schools, and families to work together to support neurodivergent community / school settings, where access to support at the time of need to families / CYP and schools is enabled. The diagnostic pathway will then operate in parallel and not as an ‘enabler’ to timely access to support

73. Figure 1 below presents some of the early evaluation data from the pilot of the new pilot model of care, “Spoke-Assessment of Need” which launched on 31st October 2022. The purpose of the pilot was to better understand how CYP needs can be supported earlier to reduce the number of ND referrals received. Teachers and parents collaboratively completed an Assessment of Need form to describe the unmet needs of 115 young people. The form was then submitted to the assessment and triage team, who collaborate with partners to either signpost or support with an intervention to meet this need.

Figure 1: Summary of Needs present in referrals into ND Spoke

Note: This data has been obtained from a sample of 115 Assessment of Need forms between 31/10/2022 and 8/12/2022



74. Governance arrangements are in place to oversee delivery with regular reporting processes in place to various Boards. (See appendix 1). The Mindworks Alliance Board reports up to the ICB/ various senior boards and is facilitated by:

- Mindworks Operational Group which receives reports from a series of workstream groups, professional advisory group, service user group and User Voice Group (Amplify). The primary focus is on operational delivery.
- Executive Board for Performance, Quality, Data and Finance that is fed by subgroups for performance, Data Quality Improvement Plan (DQIP) and Quality and Finance reports. This group has recently changed arrangements for chairing. It is now co-chaired by the Director for Integrated commissioning (Childrens and All Age Learning Disability and Autism) and the Independent Chair of the Surrey Well-being Partnership.
- The final stages of agreeing the governance relationship for the Neurodiversity Pathway to the Transformation and Additional Needs Board, and All Age Autism Strategy in recognition of this joint priority is in progress. These boards led by Surrey County Council should enhance the Commissioning oversight of these important programmes. This will be in place by Q4 2022/23.

75. There is a series of reference groups focussing on specific aspects of the services that inform delivery, with school leaders and a multi-disciplinary Safeguarding children's reference group. The Mindworks Alliance Board governance aligns to the Mental Health Improvement Board, the review of mental health services in Surrey and the emergent improvement plan.

76. . An Enhanced Improvement, Quality and Performance Group (All Age) has also been set up under the NHS Quality Assurance Framework. The meeting is jointly chaired by the Executive Director for ICB Quality and Multi Professional Leadership and the Executive Joint Director for Adult Social Care & Integrated Commissioning. Governance arrangements have been aligned to ensure activity is synchronised effectively, to promote a 'think family' approach within adult services, to contribute to transitions work and to support the critical role of parents/carers.

77. The need to transform the ND diagnostic pathway was a key element in the recommissioning in 2020. However, this work has not progressed at the pace envisaged for a number of reasons including covid and the significant higher demand than predicted. A recovery plan is in place that is starting to work alongside Children with Additional Needs and Disabilities Transformation Board partners, The transformation of this pathway will require All Age Autism's Strategy partners, schools and families to work together to support neurodivergent community / school settings, to provide direct support at the time of need to families / CYP and schools, to ensure timely access for diagnosis for those in need.

78. Third Sector partners provide support to families who have a CYP awaiting an ASD diagnosis. As of October 2022. Learning Space had 238 CYP waiting for intervention with an average wait of 150 days. Barnardo's had a total of 159 waiting for support and intervention with waits up to and over 60 days. NAS had a total of 165 families waiting for intervention with waits up to and over 60 days. These interventions of course do not remove children from the diagnostic pathway.

79. A dedicated CYP EWMH crisis line was introduced in April 2022. The usage of this has been growing from 134 in April 2022 to 350 calls per month at end of October 2022. This compliments the dedicated Crisis Team who work in partnership with and within Surrey's hospitals and social care when children are experiencing severe mental ill-health.

Challenges ahead

80. The challenges being experienced by Mindworks Surrey services linked in the most part to the level of demand and acuity of CYP and families which is putting a substantial pressure on the specialist and intensive intervention services and all partners. Further work to enhance early intervention and to support CYP in the community to avoid specialist medical services will be a key priority.

81. We are continuing to work on the data we are collating across partners and how we can measure the impact of CYP waiting and the outcomes for those that have accessed support while waiting. It is the case that the link between the increase in waiting times is a function of demand exceeding capacity.

82. CYP waiting to be seen will receive an acknowledgment letter with key contacts and a helpful information leaflet that offers a range of telephone and online services they can access while waiting for treatment.⁵

⁵ This information includes:

- Free mental health crisis support, open 24 hours per day: 0800 915 4644. A professional can provide advice, support, and signposting to a range of community services. The crisis line can be used by those who are already receiving mental health services, and by those who are not.
- Parents and carers struggling with behaviours or difficulties which could be related to a neurodevelopmental need such as Autism or ADHD can use an "Out of Hours Advice line," open from 5pm to 11pm, seven days a week: 0300 222 5755.
- CYP Havens are safe spaces where young people aged 10–18 can talk about worries and mental health in a confidential, friendly, and supportive environment.
- Early Help Hub aims to providing support as soon as a problem emerges, at any point in a child's life, from the foundation years through to the teenage years.
- Kooth.com is an online service for young people aged 10-18 in Surrey that provides free and confidential counselling services via webchat provided by qualified counsellors.
- There is also a Harm review process for CYP waiting to access services that is RAG rated to support a care plan and manage the level of risk. The below is an example of the harm review process within the Mindworks ND pathway.
- Triaging harm review process for the ND pathway:
- AAT screen all referrals via their service whilst "Spoke" screen risk from the Assessment of Need Form

83. Recruitment and retention of some roles/professions continues to be a challenge difficulty in Surrey. Currently there are a higher number of agency staff within some SABP services and Eikon and Barnardo's have experienced recruitment issues during 2022, although, the position is now improving. Workforce will continue to be a difficulty and a workforce working group for Mindworks has been set up and invited Health Education England to support the development of a joint strategy for workforce.
84. In response to increasing number of referrals and activity, Intensive Support Services increased the workforce numbers to help meet the demand and needs of children and young people. The impact has left SABP in a deficit position making it unsustainable to continue running the Intensive Support service at the current cost. We are working with the Surrey Heartlands ICB, and plans are in place to address the cost pressures and look at how Mindworks may be able to meet the needs of children and young people in other ways through early intervention and support.
85. SABP are working through this challenge as an Alliance and a children's system and remain committed to delivering the Mindworks vision and objectives. However, the impact of the plan is likely to result in the agency workforce in SABP decreasing and children needing clinical intervention may well have to wait longer before an assessment or treatment.
86. To manage this situation further, transformation in the current offer is required. Mindworks partners are collaboratively working together with schools and families to see how a more robust and comprehensive family resilience offer can be developed, offer more intervention packages for under 10's / primary school /CYP in transition, expand the use of groupwork as well as strengthening work collectively with wider partners to have a Surrey wide early intervention support approach and embed THRIVE more firmly so that risk support is available from Mindworks to teams within schools and wider Children's services so they can be confident in their response to risk. How these ideas will be funded has not yet been agreed but one of the avenues to be explored is the new Mental Health Improvement Fund launched this year and funded by Surrey County Council and the Health System.
87. The ND pathway requires radical transformation and change. There has been a pilot delivered in Surrey to explore the impact of responding earlier to neurodiversity by with equipping families and schools with information, skills, and

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- AAT link the Young Person in with CT or Crisis teams, Spoke complete a Riviam form if other needs are identified where risk is high
 - If ND hub and risk are seeing Young Person is rated high, clinician refers to crisis service/ completes a reallocation form for CT. They also present the case in a weekly MDT. As caseloads are over 300 the ND team cannot care coordinate to manage the risk so the priority it to transfer to service that can support.

direct support to meet needs. This pilot took place (See Point 74 Figure 1) in eight schools alongside the introduction of ND friendly schools – both have delivered benefits. The task of scaling these pilots up and the momentum required to replicate the model across all schools and settings requires close attention and planning.

The Digital plan for EWMH services

88. The digital programme is designed to enable a strategic approach to be taken to support the delivery of the Surrey Children’s Emotional Wellbeing and Mental Health Service contract. A Digital Transformation Oversight Group determine the strategic direction of the digital programme, map priorities, accelerate or pause work where necessary to ensure the programme delivers anticipated benefits and remains within budget The overarching aim of the programme is to support digitally enabled care pathways across the EWMH Alliance. Appendix 8
89. A current priority for the programme is the development of a digital solution to sharing data and information across the Alliance. This will support the Alliance in the provision of needs-based care within a Thrive framework and effective risk management and safeguarding of children and young people. The digital solution being proposed will support the sharing of information beyond the Alliance for the benefit of CYP, carers and the wider health and care system. At the right time this will reduce duplication and support the provision of digital insights to provide performance data and strategically develop and shape services to need.

Children, young people, and parents’ continuous participation in the Mindworks Surrey Journey

90. Mindworks partners remain committed to ensuring that CYP and their families continue to collaborate with them and co-produce the services offer through Mindworks and the transformation journey. Since Mindworks Surrey commenced in April 2021, SABP recruited a young person as an expert by experience who is a paid employee via SABP and sits with the Mindworks Programme Director. The work of Mindworks ‘expert by experience’ has been led by them to form a dedicated CYP shadow Mindworks alliance board named Amplify.
91. Since Amplify launched in October 2021 they have designed, coordinated, and led the one year of Mindworks Surrey event in May 2022 that saw a family wellbeing festival and young people big voices event day with over 250 CYP and families across Surrey attend. Amplify work continues with taking the feedback from the

event and CYP survey to focus on; future events, recruiting more CYP to Amplify with further diversity within the group, transitions into adulthood and supporting schools in continuing to be an emotionally healthy space. A young person as an 'expert by experience' is part of the team as an interim measure whilst permanent recruitment is going ahead.

92. SWP have successfully recruited to a User Voice Practitioner Lead for Mindworks. This postholder will work across all Mindworks partners' user voice groups and Amplify to ensure they are engaging and capturing the views of CYP. They will also lead on drafting an engagement strategy for Mindworks Surrey. Mindworks continue to work closely with Family Voice Surrey to ensure their views and experiences of parents are heard and acted upon in the workstreams
93. The Children and Young Peoples' Emotional Wellbeing and Mental Health (EWMH) Communications Partnership Group is a sub-group of the wider Children and Young Peoples' Emotional Wellbeing & Mental Health, and Suicide Prevention Partnership. The group works in collaboration to deliver strategic communications on EWMH for CYP in Surrey. Appendix 5
94. The purpose of this plan is for all partners to agree objectives, key messages, target audiences, activity, and timings. To then use partner owned channels to help maximise reach and frequency of message. This is not to replace any paid for campaigns that partner agencies have planned but instead to co-ordinate effort.
95. This collaborative effort aides individual partner agencies to develop a co-ordinated approach, amplify their communication campaigns, reduce duplication, and provide clear signposting for CYP and where appropriate, to agree who is the lead partner.
96. The User Voice Participation Team have continued to work with CYP and provide challenge to Mindworks via the action cards. It has recently been agreed that 2 x members of the UVP team will join the MHST to broaden the reach of engagement with CYP from all their schools and form part of the early intervention workstream group to ensure CYP are central to decision making. The UVP workers will ensure there is a focus on the voice of protected groups.
97. Appendix 4 provides examples of direct feedback from children and young people and the response. The UVP Action Cards are a critical mechanism for Mindworks to understand the experience of the services it delivers and to change and enhance these services in response to feedback.

Conclusions

98. Despite the pandemic, there has been considerable progress in mobilising and embedding Mindworks Surrey services. The staff across the Alliance have worked

tirelessly to continue to deliver and transform services. This remains a reflection of the dedication and commitment of the staff working in Mindworks Surrey.

99. There is a national increase in demand and pressure in services with increasing waiting times and staffing recruitment issues. This is evident within Surrey there are more children and young people coming to MindWorks services with higher levels of need and waiting too long. Whilst this report rightly highlights the interventions and work being delivered to address this, the reality is that too many children and young people are not getting the help and support they need in a timely way. This is having a significant impact on their lives and future aspirations. In addition, it is putting strain on partner organisations who are in effect 'doing their best' albeit with training and support, whilst children and young people are waiting for treatment.

100. Acknowledging this current context along with the financial deficit position described earlier requires significant transformation, to bring the contract costs back into balance otherwise managing down the spend will simply result in costs and care being shunted to other organisations in Surrey and worse outcomes for children and young people. Further thought regarding investment to these services and what radical transformation, such as how all schools could receive an offer like MHST that wraps around them and their children, could have influence on the lives of CYP, families and partner organisations. These matters are being explored through the Financial Recovery process overseen by the Surrey ICB.

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Appendices/supporting information

1. Mindworks Governance
2. Mindworks Surrey website: www.mindworks-surrey.org
3. EWMH Offer to Schools January 2023
4. Emotional Wellbeing and Mental Health Communications for Surrey 2022 -23
5. Surrey Kooth Q3 2022 Report
6. Parental Case Study Dec 2022
7. SABP Mindworks Digital Roadmap 2023/24