

Lancashire & South Cumbria Children & Young People's Emotional Wellbeing and Mental Health

Transformation Plan
2015 – 2020

Refresh March 2019

Our Vision

We will work together with children and young people in Lancashire to support their mental health and wellbeing and give them the best start in life.

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Introduction

The Children and Young People's Emotional Wellbeing and Mental Health (CYPEWMH) Transformation Plan for Lancashire (2015-2020) was published in January 2016. That document set out the first iteration of a five-year plan for Lancashire, to support local implementation of the national ambition and principles as set out in '**Future in Mind**' – promoting, protecting and improving our children and young people's mental health and wellbeing (2015).¹

The Plan aims to improve the resilience, emotional wellbeing and mental health of children and young people, especially those who are at increased risk due to their vulnerability, making it easier for them and their families to access help and support when they need it and improving the standard of mental health services across Lancashire and now, South Cumbria.

The Case for Change within the first iteration of the Plan is still relevant today, clearly identifying our aims to promote good emotional wellbeing and prevention of mental ill-health through early intervention, care and recovery.

Throughout, the Plan has been informed by consultation with children, young people and families, and based on comprehensive identification of needs and evidence-based practice, as well as a clear understanding of the local context.

In 2016 and 2017, we reviewed and refreshed the plan as part of our ongoing commitment to deliver assurance around the work being undertaken and outcomes achieved. On both occasions we worked closely with local stakeholders including service providers, clinicians and most importantly children, young people and families to review and revise the plan.

In 2018 we were asked to align our review cycle with that of the wider NHS England review programme. In addition, it was proposed that this was an appropriate time to present a Transformation Plan that takes account of the wider Integrated Care System geography bringing Lancashire and South Cumbria together as partners. The work planned in South Cumbria was already closely aligned with the Lancashire Transformation Plan thus a Lancashire and South Cumbria Transformation Plan will be delivered as of April 2019. This recommendation was agreed with NHS England along with the revised review cycle. The refreshed Transformation Plan will now be submitted to NHS England in March 2019 and annually in line with this date.

¹https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/414024/Childrens_Mental_Health.pdf

For this reason, a full, in-depth review has been undertaken and facilitated an opportunity to once again extensively engage with children and young people, families and wider stakeholders.

New National Guidance and Policy

NHS Long Term Plan (January 2019)² - Children & Young People's Mental Health NHS Long Term Plan Priorities

The NHS Long Term Plan (2019) makes a renewed commitment that mental health services will grow faster than the overall NHS budget, creating a new ringfenced local investment fund worth at least £2.3 billion a year by 2023/24. This will enable further service expansion and faster access to community and crisis mental health services for both adults and particularly children and young people. (p8)

The Plan sets out its ambitions in key areas including (p6-10):

- Better support and joined up care
- Prevention and health inequalities
- Care quality and improved outcomes
- Workforce
- Upgraded technology and digitally enabled care
- Achieving sustainable financial pathways
- Implementation of the Long Term Plan and the role of Integrated Care Systems

The Plan states that:

- Existing commitments in the **Five Year Forward View** and national strategies for cancer, mental health, learning disability, general practice and maternity will all continue to be implemented in 2019/20 and 2020/21 as originally planned. (7.2)
- The NHS is making a **new commitment** that funding for children and young people's mental health services will grow faster than both overall NHS funding and total mental health spending. (3.24)
- Over the next five years, the NHS will therefore **continue to invest** in expanding access to community-based mental health services to meet the needs of more children and young people. (3.25)
- By 2023/24, at least an additional 345,000 children and young people aged 0-25 will be able to **access** support via NHS funded mental health services and school or college-based Mental Health Support Teams. Over the coming decade the goal is to ensure that **100%** of children and young people who need specialist care can access it. (3.25)
- Over the next five years, we will also boost investment in children and young people's **eating disorder services**. The NHS is on track to deliver the **new**

² <https://www.england.nhs.uk/long-term-plan/>

waiting time standards for eating disorder services by 2020/21...**extra investment** will allow us to maintain delivery of the **95% standard** beyond 2020/21. (3.26)

- Children and young people experiencing a mental health crisis will be able to access the support they need... With a single point of access through NHS 111, all children and young people experiencing crisis will be able to access **crisis care 24 hours a day, seven days a week.** (3.27)
- Mental health support for children and young people will be **embedded in schools and colleges...** new **Mental Health Support Teams working in schools and colleges...which will be rolled out to between one-fifth and a quarter of the country by the end of 2023.** (3.28)
- Mental Health Support Teams will receive **information and training** to help them support young people more likely to face mental health issues – such as **Lesbian, Gay, Bisexual, Transgender (LGBT+) individuals or children in care.** (3.28)
- New **national waiting time standards** for all children and young people who need specialist mental health services. (3.28)
- **In selected areas,** we will also develop **new services** for children who have complex needs that are not currently being met, including a number of children who have been subject to sexual assault but who are not reaching the attention of Sexual Assault Referral Services. For **6,000 highly vulnerable children with complex trauma,** this will provide consultation, advice, assessment, treatment and transition into integrated services. (3.29)
- A new approach to young adult mental health services for people aged 18-25 will **support the transition to adulthood...** We will extend current service models to create a **comprehensive offer for 0-25 year olds** that reaches across mental health services for children, young people and adults. The new model will deliver an integrated approach across health, social care, education and the voluntary sector. (3.30)
- NHS England is working closely with Universities UK via the Mental Health in Higher Education programme to build the **capability and capacity of universities to improve student welfare services** and improve access to mental health services for the student population, including focusing on **suicide reduction, improving access to psychological therapies and groups of students with particular vulnerabilities.** (3.30)

Our Commitment

As part of our commitment to continually review and refresh this Plan, we strive to provide assurance to all of our stakeholders and to NHS England, that the Transformation Programme Board and the role of those assigned to deliver the programme have undertaken their responsibility diligently and with the ambition to make a difference to the outcomes for children and young people with emotional wellbeing and mental health issues.

As part of this refresh, the Plan now recognises and is led by eight key Principles that will influence and be accounted for within all aspects of our planning and delivery. 2019 sees the introduction of an additional principle from previous years, with a specific focus on the needs of vulnerable children and young people.

In 2015, the Vulnerable Groups and Inequalities Task & Finish Group delivered their report addressing two key issues concerning children and young people with vulnerabilities:

- that there are groups of children and young people in our society with multiple difficulties and complex needs which significantly impede their access to, engagement with, and outcomes from services;
- that the majority of children and young people who need mental healthcare do have multiple vulnerabilities which contribute to their reasons for needing mental health support

This report offers us an insight into the broad range of vulnerable groups and whilst this is not taken as an exhaustive list, it none the less serves to guide our understanding and recognition of vulnerable children and young people and/or those who have experienced Adverse Childhood Experience(s):

- Adopted children
- Children Looked After, Care Leavers and those on the 'edge of care'
- Children in contact with the Youth Justice system
- Children who are abused (including those who are sexually exploited), neglected or victims of trauma
- Young people who are most excluded including those who are involved in gangs
- Children and young people with Learning Disabilities/Autistic Spectrum Disorder
- Children and young people with protected characteristics, such as disabilities caused by both physical and mental health difficulties, complex medical conditions, race, faith, sexual orientation, or gender reassignment.
- LGBTQ children, particularly those who are just coming to terms with their sexual orientation or gender identity
- Children and young people from minority ethnic groups
- Children who have been bereaved or experienced bereavement
- Children who have experienced or witnessed domestic violence

In addition, we have been able to celebrate our achievements whilst recognising that we have an ongoing commitment to working with colleagues from across the Lancashire & South Cumbria Integrated Care System. We will continue to raise the profile of children and young people with emotional wellbeing and mental health issues, and ensure their needs are reflected in other programmes of work, such as the Learning Disability & Autism Workstream, the Adult Mental Health programme, the All Age Suicide and Self Harm Strategy and the ICS Workforce Strategy. For this reason, we have closed some of the objectives included in previous iterations of this Plan but have reflected the need to remain cognisant of their importance through the review of our Principles and inclusion of new targets on our Performance Dashboard. Furthermore, reporting arrangements have been agreed to ensure the Transformation Programme Board remains updated on progress and, on our inclusion in and influence of, the work of other programmes such as Peri-natal that now sits within the Adult Mental Health programme.

In summary, as part of this review we have:

- developed a new Lancashire & South Cumbria Transformation Plan following boundary changes during 2018 in Morecambe Bay.
- looked at new national requirements and imperatives that have been published since the 2017/18 plan was refreshed, to ensure that this plan reflects these.
- introduced one new 'Principle' to guide our planning and deliver in regard to the needs of vulnerable children and young people.
- identified and celebrated what we have achieved to date.
- updated our objectives and deliverables.
- incorporated our current Performance Dashboard into the plan and included new elements including Self-Harm & Suicide targets along with targets relevant to the Early Intervention Services for Psychosis. This shows how well we are doing in improving experiences and services for children, young people and families. These will be reported quarterly to the Transformation Programme Board.
- introduced 'Our Priorities for 2019/20' and a new section that focuses on our interdependencies with other programmes of work from across the L&SC ICS.
- secured sign-off for our refreshed plan across the health and social care system.

Principles

Our plan is underpinned by **eight** key Principles drawn from national policy and guidance, that inform all our work. We will:

1. work collaboratively with children, young people, families, carers, partners, providers and wider stakeholders to support them to:
 - a. Shape, influence and drive forward the delivery of our objectives.
 - b. Engage in the co-production of system solutions.
 - c. Identify opportunities to improve efficiency, effectiveness and patient experience.
 - d. Understand how their feedback has informed service development and redesign.
2. draw on the learning from both local and national pilots and evidence based best practice.
3. recognise and respond to the needs of children, young people and families who have protected characteristics. This will include undertaking Equality Impact and Risk Assessments and ensuring that we have due regard to the public sector equality duty (Equality Act, 2010)³.
4. represent and respond to the needs of children, young people and families, including those deemed to be at greater risk due to their vulnerability, within our planning, commissioning, service delivery and strategy development.
5. improve services and outcomes for children, young people and families by sharing our performance against national targets through publication of our performance dashboard within the refreshed Transformation Plan and its monitoring via the Transformation Programme Board
6. draw on learning from the Joint Strategic Needs Assessment (JSNA) and other national and local data regarding needs and health inequalities.
7. strive to achieve 'parity of esteem' – valuing mental health equally with physical health, and that this principle will form the foundation of our planning and delivery.
8. seek to achieve a balance between ensuring positive outcomes for children, young people and families whilst at the same time developing services that are both sustainable and affordable.

³ A Public Sector Equality Duty Guidance document has been developed.

Achievements

What have we achieved in year 1?

In 2016 we put all our foundational arrangements in place to support the work of the Transformation Programme (this included establishing our governance, initiating our work streams and developing our relationships). We also mobilised 13 key pieces of work that we believe will transform the system of service delivery for children and young people's emotional well-being and mental health. These are represented below.

What have we achieved in year 2?

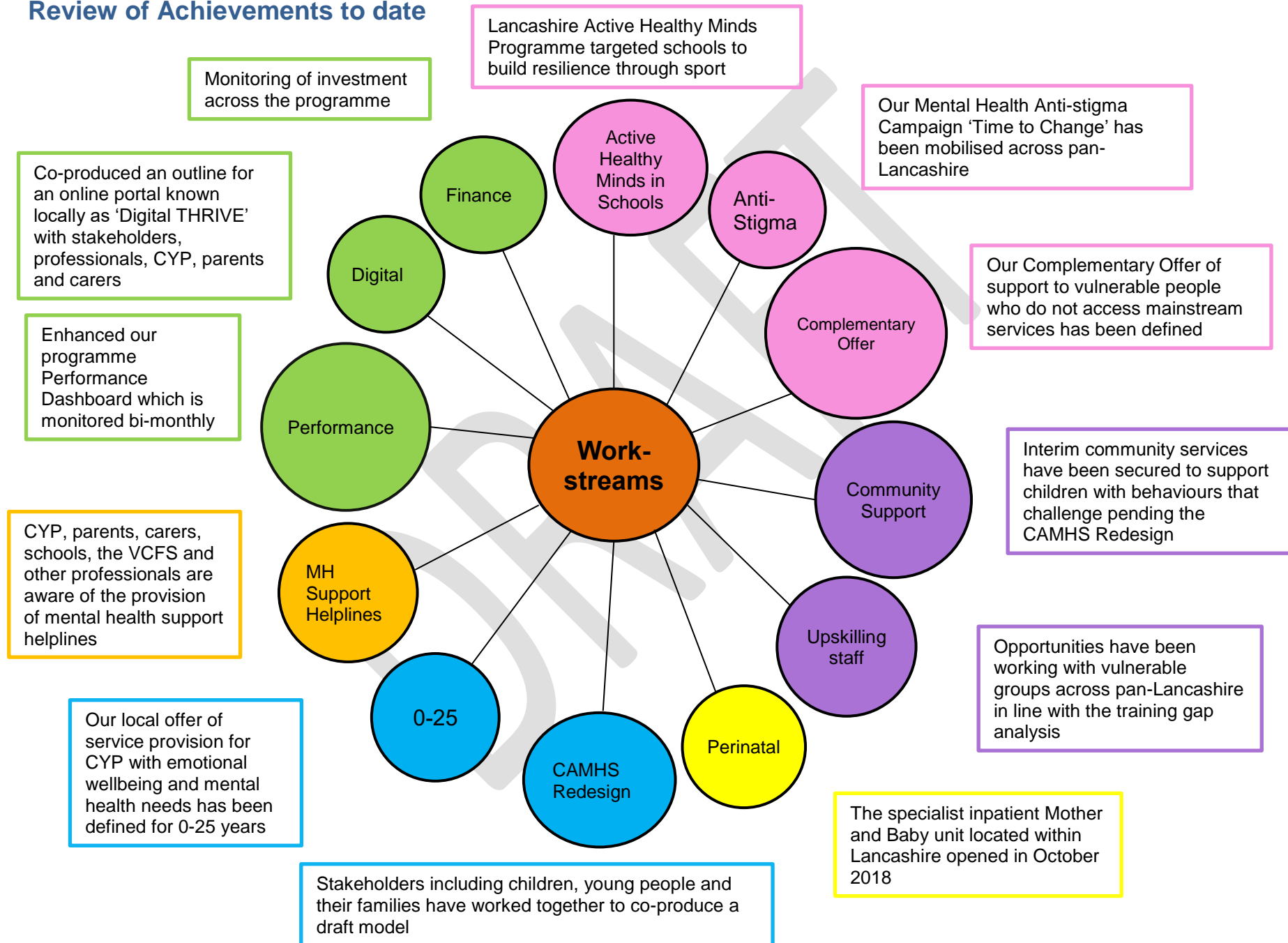
Our systems and relationships have matured in year two with a number of our objectives having been achieved. Children, young people and their families are benefitting from enhanced emotional wellbeing and mental health services and greater access to support.

What have we achieved in year 3?

In 2018, we have seen success in delivering five key objectives identified within previous iterations of the Plan and have continued to promote our Anti-Stigma campaign. Our complementary offer of support to vulnerable people who do not access mainstream services has been defined, our Mother and Baby Unit opened ahead of schedule allowing at least an additional 21 women each year to receive evidence-based treatment closer to home when they need it; we have reviewed our dedicated all-age Community Eating Disorder service and made recommendations for future delivery; opportunities have been shared to upskill staff who are working with vulnerable groups and interim community services have been secured to support children with behaviours that challenge pending our CAMHS redesign.

Our 4 NHS Trusts continued to work collaboratively with voluntary, community and faith sector providers and with CCGs to co-produce a core model for CAMHS services across Lancashire and South Cumbria through a process of engagement and co-production with children, young people, families and wider stakeholders. During 2018, an outline proposal for the clinical model was evaluated by a Core Panel made of up representatives from CCG Commissioners, Clinicians, Local Authorities and Public Health. There were also a Children and Young People's (CYP) Panel, a Family and Carers (F/C) Panel and an Education Panel who contributed to the evaluation process. Following feedback provided on the evaluation, Phase 2 of the work has commenced and will continue during 2019/20.

Review of Achievements to date



What are our objectives going forward?

We have reviewed our plan and identified the following **four** key areas of work going forward to 2021. We have then defined a series of objectives that will serve to deliver the programme:

1. Promoting resilience, prevention and early intervention

Objectives:

1. All Primary Mental Health workers will be trained to deliver '**schools mental health first aid**' one day course.
2. Each team of Primary Mental Health workers will deliver four '**mental health first aid courses**' per year, to a maximum of 16 participants per course.
3. We will have mobilised our '**Complementary Offer**' of support for all children and young people that will wrap support around them and their families to avoid escalation, promote recovery and maintain wellbeing. This will be achieved by:
 - a. developing a 'whole education approach' in supporting children and young people's social and emotional wellbeing in education settings influenced by the Resilience Framework and Resilience Programme.
 - b. working with Local Authorities, Children's Trusts and other key partners to evaluate the minimum early intervention/prevention offer through qualitative and quantitative analysis of the provision.
 - c. delivering a change programme that challenges stigma around mental health and evaluate its impact.
 - d. empowering the community to co-produce and deliver creative approaches and interventions that raises awareness of mental health issues and supports children and young people to become increasingly engaged in their own community.
 - e. developing and delivering a training programme to the wider CYP and family workforce that enables the workforce to contribute to the delivery of the Complementary Offer.
 - f. 'Trauma Informed Practice' informing the development and delivery

of all practice, pathways and interventions and has due regard to policy.

2. Improving Access to Effective Support

Objectives:

4. We will have an online portal known locally as '**Digital THRIVE**' offering information, advice, self-help, care pathways and self-referral for children and young people, parents and carers and professionals.
5. We will have '**redesigned the CAMHS**' clinical model in Lancashire and South Cumbria in line with THRIVE delivering in year improvements by March 2020 including:
 - a. out of hours provision within Acute systems
 - b. delivery of the 0-19 service provision
6. We will have developed and agreed a '**risk support approach**' in line with THRIVE informing the delivery of services and supports across the Complementary Offer and the CAMHS Redesign.
7. We will define and deliver specialist inpatient and community intensive support as part of '**Getting More Help**' within THRIVE.
8. We will have mobilised the approved '**redesign of CAMHS**'.
9. We will define and extend our current service models to create a comprehensive offer for '**0-25year olds**' that reaches across mental health services for children, young people and adults providing an integrated approach across health, social care, education and the voluntary sector, in line with the NHS 10 Year Plan (2019).
10. We will have embedded the agreed '**0-19 year eating disorder**' model in South Cumbria by March 2020 and develop a model that support the delivery of an All Age Eating Disorder Service.
11. We will have implemented recommendations from the '**0-19 Eating Disorder Review**' (2019) into the future delivery of the All-age Eating Disorder model across the Lancashire & South Cumbria ICS footprint.

3. Ensuring appropriate support and intervention for CYP in Crisis

Objectives:

12. We will have developed a **'Case for Change'** regarding facilities in the community for young people experiencing emotional crisis

13. We will have co-produced and implemented a **'crisis training package'**:

a. to support families, carers and residential settings who are caring for young people in crisis

b. for mental health professionals to improve their confidence in supporting young people in crisis and to avoid admissions or facilitate discharge

4. Improving Service Quality

Objectives:

14. We will have developed and evaluated against an **'outcomes framework'** to demonstrate the impact of the programme:

a. Develop the specification

b. Identify key sources of information

c. Develop an outcomes framework

d. Undertake an evaluation of the programme against the framework

e. Report back to the Transformation Programme Board

15. Sustain a culture of **'continual learning and development'**.

16. To work with Health Education England (HEE), Skills for Care (SfC), the L&SC ICS and other relevant agencies to inform **'workforce strategies'** to deliver the right mix of skills, competencies and experience across the workforce.

17. **'Key Performance Indicators'**, incorporating the Mental Health Standard Data Set (MHSDS), national transition CQUIN and CAMHS outcome measures, will be monitored and challenged via the Performance Management Group and reported quarterly to the Transformation Programme Board with recommendations for action.

Our Priorities

For 2019/20, our 3 key priorities are to:

1. Develop an online portal known locally as 'Digital Thrive' offering information, advice, self-help, care pathways and a self-referral process (Objective 3)
2. Redesign CAMHS and the Complementary Offer in line with the Thrive model (Objective 2 & 4)
3. Define and deliver appropriate specialist inpatient and community intensive supports as part of 'Getting More Help' within Thrive (Objective 6)

How will we deliver?

Governance

The CYPEWMH Transformation Programme sits within the All Age Mental Health portfolio of the Healthier Lancashire & South Cumbria (HL&SC) Integrated Care System (ICS) and as such reports into the HL&SC Portfolio Management Group and the ICS Executive Leadership Team. As part of this wider programme of work to deliver sustainability and transformation across the ICS, CYPEWMH works collaboratively with a number of other complimentary portfolios including Prevention & Population Health, Digital, and Workforce. A copy of the L&SC ICS Governance structure is included at Appendix 7.

Implementation of the plan is overseen by the Children and Young People's Emotional Wellbeing and Mental Health Transformation Programme Board. As of 2019, the Board includes key partners from across both Lancashire and South Cumbria and is supported by the Clinical Reference Group and the Commissioning & Finance Group. A copy of the CYPEWMH L&SC Governance structure is included at Appendix 1.

The Transformation Programme Board has become an effective body working with a range of services and organisations including 4 CAMHS services, 8 Clinical Commissioning Groups (CCGs), 4 Local Authorities, 7 NHS Trusts, hundreds of schools, a wide ranging third sector, primary care, community services, various children and young people's support services and groups, and children, young people and their families.

Consensus for recommendations is made by consulting with the appropriate groups through several cycles for each project and at least one cycle involving children, young people, their carers and the public.

The role of the Transformation Programme Board is to:

- a. lead in the design, delivery, implementation, review and evaluation of the 5-year Transformation Plan.
- b. oversee workstreams, implementation groups, task and finish groups etc. in line with the agreed governance structure.
- c. support positive channels of communication and engagement activity.
- d. make recommendations for commissioning arrangements including investment priorities and the use of resources.
- e. make recommendations for service improvements and new delivery models.
- f. make decisions on behalf of organisations in line with delegated decision-making authority.

The Clinical Reference Group is a sub-group of the Board and operates as a support to the work of the Board by:

- a. providing a strong professional and clinical voice.
- b. giving clinical opinion on matters relating to service development/service improvement.
- c. providing a place to test clinical feasibility.
- d. operating as a space from which to make shared clinical recommendations.
- e. being a place where the work of the Board can be aligned to existing and emerging evidence and best value practice (and vice versa).
- f. providing a mechanism for co-production and clinical consultation.
- g. being a capacity and capability support to work streams.
- h. operating as a transparent and professional forum that ensures a focus on clinical excellence.

The role of the Commissioning & Finance Group:

The purpose of the Commissioning & Finance Group will be to work collaboratively with all relevant key stakeholders to guide the deliverables and overall objectives of the programme. This group is not a decision-making group. Recommendations from the group will be presented to the Children and Young People Emotional Wellbeing and Mental Health Transformation Programme Board and the Directors of Finance Group for appropriate sign off.

Aims of the group are to:

- a. reduce the complexity of current commissioning arrangements through joint commissioning and service redesign, developing a system that is built around the needs of children, young people and their families
- b. have clear governance arrangements which hold each partner to account for their role in the system
- c. Increase transparency through the development of robust metrics on service outcomes
- d. ensure that our increased levels of investment will be used transparently, equitably and demonstrate value for money by working together

The role of the **Performance Management Group**:

The purpose of the Performance Management Group will be to work collaboratively with all relevant key stakeholders to support the deliverables and overall objectives of the Improving Service Quality workstream.

We will:

- a. have clear governance arrangements which hold each partner to account for their role in the system
- b. increase transparency through the development of robust metrics on service outcomes
- c. ensure that our increased levels of investment will be used transparently, equitably and demonstrate value for money by working together
- d. report the Performance Dashboard on a bi-monthly basis to the Transformation Programme Board or as required

Enablers

The overarching four workstreams consist of a number of projects with principles and enablers translating the desired outcomes into practice. There are four key enablers supporting the programme:

- a. Engagement with children, young people and their families or carers
- b. Communication
- c. Finance
- d. Business Intelligence

Engagement with children, young people and their carers has continued in order to obtain insight and intelligence to inform projects of the improvements and benefits but also the problems and difficulties they have faced whilst using a service.

Since 2016, we have effectively engaged with children, young people and our stakeholders to inform our decision making. After working with children and young

people to co-design a visual identity (branding) for the transformation programme, we are now working with children and young people, professionals, carers and family members in order to co-produce a website. We are working with these groups to better understand what they would like from the website, how it will work, what information will be held on the website, how information will be displayed, and the format of the information i.e. using text and/or videos. 2019 will see greater development of the website, shaped by the views and insights obtained from children and young people, professionals, carers and family members.

During 2019 we will work with children and young people to create films of commonly used venues to allow children, young people, carers and family members to see the location of a forthcoming CAMHS appointment. This filming is a direct result of the feedback and insights from our active engagement with children, young people, carers and family members. We understand that the run up to attending an appointment can be an anxious time when people may not know what to expect, especially if it is a first appointment. By creating video guides people will be able to view the venue of the appointment and therefore allow the person to prepare for the appointment. We also have several forthcoming opportunities for children and young people to create content for the website.

We have hosted numerous surveys via a range of methods - paper, electronic and social media. Using this information, we have been able to better understand patient and carer experience, and so inform decision making.

We have continued to grow the national anti-stigma 'Time to Change' campaign and will run 'Time to Change' training sessions at various locations within Lancashire and South Cumbria. As part of adopting the 'Time to Change' campaign we also promoted and raised awareness of 'Time to Talk' day on Thursday 7th February 2019.

Extensive stakeholder development has continued, and we will continue to work with and strengthen stakeholder partnerships, working with stakeholders to inform decisions and shape change as we move forward. An example being that, stakeholders are invited to be part of various work streams within the programme in order to contribute valuable expertise and insight.

The large-scale change that is being implemented, facilitated through the Transformation Plan, requires large scale **communication** between organisations, staff, the public, children, young people and their carers. There are systems in place to maintain the governance of the programme, which promotes communication between the organisations in the figure below (Appendix 1), this takes the form of presentations to the relevant Boards and a bi-monthly bulletin. Continual work is being carried out to grow and strengthen communication channels and networks.

In addition, we continue to grow our social media presence via our already established Twitter channel. In 2018 we also saw the launch of our Facebook account which we are

developing and promoting as we move forward, providing wider engagement opportunity for all stakeholders.

Finance is governed by the Commissioning & Finance Group who have put systems in place to make recommendations and monitor spend; it is led by a Chief Finance Officer from one of the member CCGs.

Business intelligence - the Programme has commissioned and works closely with colleagues within the Midlands & Lancashire CSU Business Intelligence Team. The team collates and analyses data with specific regard to our Key Performance Indicators, working closely with task groups to deliver accurate and up to date information/data as required. In addition, the team supports the quality assurance and monitoring responsibility of the Programme through the presentation of monthly reports to the Performance Management Group and bi-monthly reports to the Transformation Programme Board.

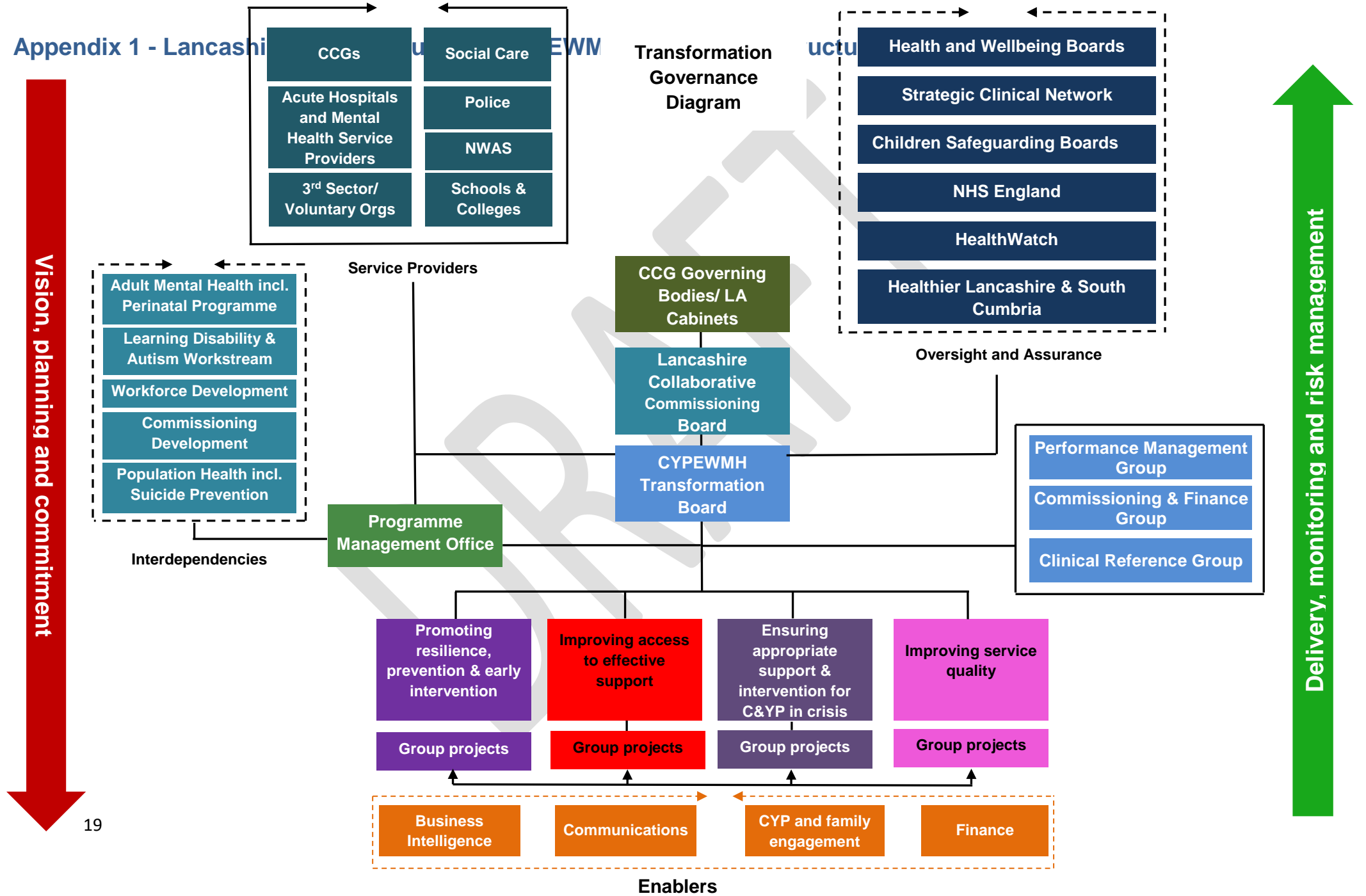
Interdependencies

The CYPEWMH Programme is one of a number of key programmes within the Lancashire & South Cumbria Integrated Care System and as such there is value in our being cognisant of their work and vice versa. Consideration of how we can engage in, influence and contribute to their decision making, planning and delivery, on behalf of children, young people and their families is a central to our planning.

The Programme has identified five key interdependencies:

- Adult Mental Health including the Peri-natal programme
- Learning Disability & Autism workstream
- Workforce Development
- Commissioning Development
- Prevention and Population Health and the work of the All Age Self Harm and Suicide Prevention programme

Appendix 1 - Lancashire



Appendix 2 - Summary of new national must do's and imperatives 2018/19

ID	Narrative	Reference
	<p>'Transforming children and young people's mental health provision'</p> <p>https://www.gov.uk/government/consultations/transforming-children-and-young-peoples-mental-health-provision-a-green-paper</p>	<p>DH, HEE (2018) Government response to the consultation on 'Transforming children and young people's mental health provision: a green paper' and next steps</p>
	<p>NHS Long Term Plan</p> <p>https://www.england.nhs.uk/long-term-plan/</p>	<p>NHS Long Term Plan 2019</p>
	<p>https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/770675/The Handbook to the NHS Constitution - 2019.pdf</p>	<p>DH. (2019), The handbook to the NHS Constitution</p>
	<p>https://www.ucl.ac.uk/pals/sites/pals/files/self-harm_and_suicide_prevention_competence_framework_-_children_and_young_8th_oct_18.pdf</p>	<p>Health Education England (2018) Self-harm and suicide prevention competence framework, for children and young people</p>
	<p>https://www.childrensociety.org.uk/sites/default/files/the_good_childhood_report_full_2018.pdf</p>	<p>The children's society, (2018) The Good Childhood Report 2018</p>

ID	Narrative	Reference
	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/728892/government-response-to-consultation-on-transforming-children-and-young-peoples-mental-health.pdf	DHSC HEE (2018) Government response to the consultation on <i>Transforming Children and Young People's Mental Health Provision</i> : a green paper and next steps
	Future in Mind https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/414024/Childrens Mental Health.pdf	DH (2015) Future in Mind, promoting, protecting and improving our children and young people's mental health and wellbeing
	Robust local workforce plans to grow and transform the Mental Health workforce, aligned with finance and service plans p.28 https://www.hee.nhs.uk/our-work/person-centred-care/mental-health/mental-health-workforce-plan	Stepping Forward to 2020/21: Mental Health Workforce Plan for England
	New support for schools with every secondary school in the country to be offered mental health first aid training and new trials to look at how to strengthen the links between schools and local NHS mental health staff https://mhfaengland.org/mhfa-centre/news/2017-01-09-government-announces-plans-for-youth-mental-health/	Government announcement (Jan 17)
	Robust local workforce plans to grow and transform the Mental Health workforce, aligned with finance and service plans https://www.hee.nhs.uk/our-work/person-centred-care/mental-health/mental-health-workforce-plan	Stepping Forward to 2020/21: Mental Health Workforce Plan for England

ID	Narrative	Reference
	<p>Improved care for children and young people. An extra 35,000 children and young people being treated through NHS-commissioned community services next year compared to 2014/15, growing to an extra 49,000 children and young people getting the care they need in two years' time.</p> <p>https://www.england.nhs.uk/wp-content/uploads/2017/03/NEXT-STEPS-ON-THE-NHS-FIVE-YEAR-FORWARD-VIEW.pdf</p>	<p>Next Steps on the NHS Five Year Forward View</p>
	<p>Approval of courses for approved mental health professionals</p> <p>http://www.legislation.gov.uk/ukpga/2017/16/contents/enacted</p>	<p>Children & Social Work Act (2017)</p>

Appendix 3 - Finance

Awaiting final agreement – to be added

DRAFT

Appendix 4 - Performance

Awaiting final agreement – to be added

DRAFT

Appendix 5 - Consultation and feedback

To be added

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Appendix 6 – CYPEWMH Transformation Plan Timeline

To be added

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Appendix 7 - Lancashire & South Cumbria Integrated Care System Governance Structure 2019

ICS GOVERNANCE STRUCTURE 2019

