

Children and Young People Overview and Scrutiny Committee

9 January 2025

Children and Young People's Mental Health and Emotional Wellbeing Services Across Medway

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Summary

This report provides the members of the Children and Young People Overview and Scrutiny Committee with an update on the CAMHS procurement currently underway through Kent and Medway Integrated Care Board (ICB). The report also includes an appendix which provides insight into the current mental health and emotional wellbeing services across Medway.

1. Recommendations

- 1.1 The Committee is asked to support the contracting approach described and that NHS Kent and Medway ICB continue to provide regular updates to the Committee as the work progresses.
- 1.2 The Committee is asked to note the current service offer for children and young people in Medway and the impact these services are having on children and their families.

2. Budget and policy framework

- 2.1 The report falls within the Council Strategic priorities including “healthy active communities” and “all children achieving their best in school”.
- 2.2 The report also aligns with the people strategy, in particular the priority “Children and young people in Medway will develop well”.

2.3 The budget for the Therapeutic Alliance will be pooled from Medway Council existing investment into specialist CAMHS services and ICB Mental health Standards Investment funding aligned to the Long-Term Plan.

2.4 In order to achieve this the Medway Therapeutic Alliance will work within the scope of the following frameworks and strategies:

- NHS Long Term Plan
- Kent and Medway Local Transformation Plan (LTP) in line with the Medway Specific LTP
- Medway Council Plan
- NHS Kent and Medway's Children and Young People's ICS Strategy
- Medway's Health & Wellbeing Strategy
- Core 20 Plus 5
- SEND Strategy
- Parenting Strategy
- I-THRIVE framework.
- Trauma Informed Practice and Adverse Childhood Experiences
- Clinical Reference Group Document

3 Background

3.1 The NHS Long Term Plan recognises the need to ensure appropriate mental health and emotional wellbeing services are available for young adults and commits to implementing a new approach. Locally, this is achieved by the implementation of the Kent and Medway Local Transformation Plan. K&M ICB are currently reviewing their Local Transformation Plan (LTP) in line with NHS England's guidance. NHS England have stated that for some ICB's their Joint Forward Plans may supersede their LTP, but within Kent and Medway this isn't the case and therefore the LTP needs to be refreshed locally. Priorities within the LTP are:

- Increase in community-based mental health services to meet the needs of more children and young people, with 30,321 children and young people accessing support across Kent and Medway.
- Maintaining the waiting time standards in the eating disorder services so 95% of children and young people are able to access support within 4 weeks.
- 24/7 access to mental health crisis support reaching 100% coverage of all children and young people.
- Increase in number of Mental Health Support teams for children and young people in education settings, to reach 56% coverage across Kent and Medway.
- Improving transition through a comprehensive offer of support for young adults.

- 3.2 In March 2024 the ICB shared a paper with committee outlining the proposed model for the commissioning of children's mental health and emotional wellbeing services. This procurement included not just the specialist Children and Adolescent Mental Health Services (CAMHS) but also a proposal for a Therapeutic Alliance and Education based services. Currently the majority of children and young people's mental health and emotional wellbeing services in Medway are commissioned by the ICB with a small number of contracts commissioned and contract managed by Medway Council, funded through the Mental Health Investment Standard via the ICB.
- 3.3 The new contracting model and approach the NHS Kent and Medway ICB proposed will reduce the number of overall contracts across Kent and Medway, by streamlining services and support into three main contracts. The new contracting model is shown within the appendix attached.
- 3.4 The initial proposed Therapeutic Alliance Model was to have one contract across Kent and Medway commissioned and led by the NHS Kent and Medway ICB, that would provide services and support to children and young people on a Health Care Partnership footprint- this would be a Medway and Swale footprint locally. However, in discussion with Partnership Commissioning it has been agreed to procure and contract manage directly for Medway footprint. This will mean the Therapeutic Alliance will align with each Authority's Education and Social Care boundaries.
- 3.5 At present the procurement of the Specialist service has been paused by the ICB and continues to be delivered by North-East London Foundation Trust (NELFT). It is still proposed that this contract will be awarded on a Kent and Medway wide footprint to ensure clinical robustness across the whole area. The procurement of the Therapeutic Alliance will go ahead with a view to commence new services on 1st April 2026.

4. Advice and analysis

- 4.1 The benefit of a Medway specific Therapeutic Alliance is to ensure services are meeting the needs of Medway specific children and young people and not become a small part of a much larger Kent and Medway service. Medway Partnership Commissioning have a robust understanding of local needs and challenges which would be carefully considered and incorporated into a Medway Therapeutic Alliance service specification.
- 4.2 Over the last few years Medway Partnership Commissioning have used the iThrive framework to enhance the local offer to support children and young people's mental health and emotional wellbeing (please see Appendix 1), with positive feedback from children, young people, families, partners, stakeholders and Medway professionals.
- 4.3 Another benefit is that we can increase local promotion of the procurement and encourage local providers to consider bidding for the contract, to ensure services are locally defined. A Kent and Medway Therapeutic Alliance

increases the risk of losing local providers both NHS and those part of the Voluntary, Community and Social Enterprise (VCSE) in Medway.

- 4.4 Moving to a Kent and Medway wide Therapeutic Alliance and streamlining contracts, increases the risk of losing elements of existing contracts such as Short Intervention Therapy Service, Mood, Anxiety and Self-Harm Service and Medway's Emotional Wellbeing Service that have demonstrated a positive impact on our children and young people.
- 4.5 Medway Partnership Commissioning are in agreement with the ICB's new contracting model and approach. The move to enhance locally defined emotional wellbeing services to aid early intervention and prevention are aims and principles that are already embedded within Medway, managed and led by Partnership Commissioning.
- 4.5 Currently in Medway, there is evidence that the introduction of additional emotional wellbeing services (Short Intervention Therapy Service, Positive Behaviour Support and the Emotional Wellbeing Service) has led to increased therapeutic activity and engagement and reduced the waiting times in the specialist mental health service (to within their key performance indicators for generic mental health needs). This indicates that this current version of a 'Medway Therapeutic Alliance' has led to positive outcomes for children and young people and has influenced the ICB's new approach and model of care and treatment for mental health and emotional wellbeing services.
- 4.6 The Medway Therapeutic Alliance would support children and young people with mild to moderate needs that would include the below (list not exhaustive). Please note that additional mental health and emotional wellbeing needs would be met by the Specialist Mental Health and Education contracts:
 - Low Mood
 - Anxiety
 - Self-Harm and Suicidal Ideation
 - Emotional Dysregulation
 - Behaviours that challenge
 - Neurodevelopmental Disorders- support pre and post diagnostic assessment
 - Adverse Childhood Experiences
 - Healthy Relationships
 - Anger
 - Exam Stress
 - Self-Identity Issues
 - Disordered Eating
 - Psychoeducation and workshops for parents, carers, professionals as well as CYP
 - Bereavement
- 4.7 NICE evidence-based interventions will be provided through 1-1 and group interventions with a focus on CBT, DBT, trauma informed practice and

creative therapies as well as consultation, peer support and workshops for children, young people, families, and Medway professionals.

- 4.8 In addition, the core wellbeing offer in Medway the provider would need to either provide or sub-contract the following services:
- A Digital offer for mental health and emotional wellbeing
 - Care Leaver’s Navigator Service
 - Bereavement service
- 4.9 The Medway Therapeutic Alliance would also prioritise children, young people and young adults who may be a child in care or care leaver by offering a specialist pathway for triage, assessment and treatment. For children and young people who are under the Medway Youth Offending Service, the Medway Therapeutic Alliance would ensure triage and assessment is prioritised and treatment offered by clinical need.
- 4.10 The Medway Therapeutic Alliance will still contribute to the overarching Mental Health Collaboration (the three main contracts: Specialist Mental Health, Education and Kent Therapeutic Alliance) and work in partnership to achieve the core principles and aims of the mental health and emotional wellbeing procurement, contracts, and specifications.
- 4.11 The proposal would enhance the current offer we have for children and young people across Medway in regard to their mental health and emotional wellbeing. Please see below the breadth of our local current provision (Appendix 1).

5. Risk management

Risk	Description	Action to avoid or mitigate risk	Risk rating
Financial risk re: Medway Council Contribution towards the Therapeutic Alliance	There is a risk that the Medway Therapeutic Alliance would not be able to continue if Medway Council were not committed to joint funding with the K&M ICB.	Medway Council to commit to the allocation of the for at least the first 5 years of the Medway Therapeutic Alliance contract to enable services and support to be provided locally within Medway.	C-II
Financial risk re: K&M ICB providing Medway Council with the allocated funds for the Medway	There is a risk that the Medway Therapeutic Alliance would not be able to continue if K&M ICB did not continue to provide	K&M ICB have committed to funding both the Kent and Medway specific Therapeutic Alliances, for at least 10 years (with	C-II

Risk	Description	Action to avoid or mitigate risk	Risk rating
Therapeutic Alliance	Medway Council with Medway's allocated proportion of the MHIS funding (from NHSE)	<p>option to extend for another 3 years), as the MHIS funding from NHSE is ringfenced for CYP Mental Health and Emotional Wellbeing.</p> <p>K&M ICB have to ensure all CYP (including Medway's) are provided with appropriate mental health and emotional wellbeing services and support.</p>	
Mobilisation	There is a risk associated that the service offer will not be mobilised by start date (currently 1 st April 2026)	<p>Programme Lead for CYP Mental Health and Emotional Wellbeing, to ensure that time frames are met, utilising project plan and skills within the team.</p> <p>The service specification is 90% completed, consultation has taken place across Medway over the last 18 months, and there has been clinical input from external colleagues.</p> <p>Partnership commissioning also have experience of mobilising services within a 3–6-month time frame.</p>	C- III

Risk	Description	Action to avoid or mitigate risk	Risk rating
Workforce	There is a risk with the Therapeutic Alliance model, that not all the workforce will be in place for the mobilisation date. This is partly due to the size of the contract, services that may need to be sub-contracted, as well as national workforce challenges.	Providers who wish to bid for the contract will need to establish hosts, with a minimum workforce to commence. In addition, they will need to provide a robust mobilisation plan that demonstrates their plan to recruit (where appropriate) as well as their interim plan for providing the service. Lastly, there will be a mobilisation period, which will give the provider time to recruit before the service commences.	B- III

For risk rating, please refer to the following table:

Likelihood	Impact:
A Very likely B Likely C Unlikely D Rare	I Catastrophic II Major III Moderate IV Minor

6. Consultation

- 6.1 Consultation and engagement has taken place over the last 18 months across Kent and Medway, led by Kent and Medway engagement leads, the NHS Kent and Medway lived experience lead as well as Kent and Medway commissioners. Children, young people, young adults and families have been engaged in a number of face-to-face engagement events such as the Big Conversation, Youth Summit, and the Children and Young People's Mental Health Event (Medway specific).
- 6.2 These engagement events as well as summer and autumn activities, groups and meetings engaged 487 children and young people, young adults as well

as parents and carers with around 981 written contributions, including poems, drawings, podcasts and short films. The re-procurement of mental health and emotional wellbeing services across Kent and Medway including the new contracting model and approach has been communicated with partners, stakeholders and agencies with several briefing sessions having already taken place (with Medway specific briefings being offered in addition to Kent and Medway briefings), as well as two pre-market engagement events.

- 6.3 An online survey hosted by NHS Kent and Medway has continued to collate feedback and responses, as well as the use of other media, channels, newsletters and networks.
- 6.4 Partnership commissioning will continue to work with relevant stakeholders including Medway Parent Carer Forum and children and young people to shape the service specification.
- 6.5 A formal market engagement event will be held by Partnership Commissioning following a number of informal engagement events to seek feedback from the market but also actively encourage collaboration across the sector.

7. Climate change implications

- 7.1 There are no implications as a result of this report.

8. Financial implications

- 8.1 Medway Council have been contributing towards the K&M ICB specialist mental health contract since the contract was let in 2018. The ambition was that this investment would support early intervention and prevention services for children and young people in Medway within the CAMHS contract. Commissioners are recommending that this investment now be transferred out of the specialist provider and into the therapeutic alliance where this support will now be based. The 2024/25 budget held by Medway is £600,516.

9. Legal implications

- 9.1 The legal implications will be clarified once the Joint Commissioning Management Group have decided the route of commissioning. The options are via a section 75 or as a separate NHS contract under the ICB.

Lead officer contact

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Appendices

- Appendix 1 Current Medway CYP MH and EWB Provision
- Appendix 1a Medway Community Health Care's Emotional Wellbeing Team Case Study
- Appendix 1b Moving Forwards Case Study
- Appendix 1c Small Steps Case Study
- Appendix 1d Positive Behaviour Support Case Study
- Appendix 1e Youth Offending Mental Health Practitioner Case Study
- Appendix 2 Future NHS Contracts Changed Functions Underlined

Background Paper

CYP O&S 7 March 2024 Children and Young People's Mental Health Future Contracts

(<https://democracy.medway.gov.uk/mgConvert2PDF.aspx?ID=5671&T=0>)