

Item 11

Date	Tuesday, 08 March 2016
Title of paper	Like Minded - update on Like Minded progress Transforming Care Partnership Plan Children and Young People's Transformation Plan update
Presenter	Jane Wheeler, Acting Deputy Director, Mental Health, Strategy & Transformation, NWL Collaboration of CCGs
Author	Jane Wheeler, Acting Deputy Director, Mental Health, Strategy & Transformation, NWL Collaboration of CCGs
Responsible Director	Matt Hannant, Director (Acting), Strategy and Transformation
Clinical Lead	Fiona Butler, Chair of Mental Health and Wellbeing Transformation Board, Chair of West London CCG
Confidential	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Items are only confidential if it is in the public interest for them to be so

The Governing Body is asked to:

- 1) Acknowledge the Like Minded update on work streams progress to date.
- 2) Note and comment on the Local and North West London Transforming Care Partnership (TCP) Plan for improving care for learning disabilities, autism and challenging behaviour.
- 3) Delegate authority to the relevant committee to approve the Local and North West London Transforming Care Partnership (TCP) Plan ahead of the submission to NHS England on 11th April.
- 4) Note update to funding arrangements and comment on the Local and North West London Children and Young People's (CYP) Transformation Plan.
- 5) Note that provision has been made in the 2016-17 budget for this work, and to approve expenditure against this budget to deliver the work as described in the paper including future provisions to 2019-20.

Summary of purpose and scope of report

To provide an update to the CCG Governing Body on progress made to date within the Like Minded Strategy. We welcome and value your on-going input into this programme of work.

Attached to this cover sheet is a series of individual reports:

- 1) Like Minded Update: a general update on the work of Like Minded across all work streams.
- 2) Transforming Care for People with Learning Disabilities: Information on the development of a North West London Transforming Care Partnership Plan and localised annex. These reports are for noting and comment. The Governing Body is also asked to agree the next steps for the plan's formal approval prior to submission to NHS England by 11th April. Appendices to this report include the H&F Transforming Care Partnership Plan local annex and the draft joint North West London Plan submitted to NHSE on the 8th February.
- 3) Children and Young People's Mental Health Transformation Plan update: report on progress to date with implementation of the plan. The Governing Body is also asked to note that provision has been made in the 16-17 budget for this work, and to approve expenditure against this budget to deliver the work as described in the paper including future provisions to 2019-20.

Quality & Safety/ Patient Engagement/ Impact on patient services:

- 1) Like Minded: The Like Minded programme has been developed through co-production with service users, to harness their experience, creativity and ingenuity for improving care. The NW London Mental Health and Wellbeing Transformation Board has representatives from Healthwatch and the NW London MAD Alliance (service users and carers).
- 2) TCP: Locally H&F has utilised the following meetings and forums to engage a range of stakeholders including professionals, VCS, service users & carers in the development of their learning disability service developments:
 - LD Partnership Board (next meeting in May)
 - LD Executive board
 - LD Health Steering Group
 - Carers Partnership board
 - Safeguarding Board
 - Local offer group
 - Preparation for Adulthood Steering Group
 - Green Light toolkit meetings
 - Accessible Mental health awareness events

Local lead Peter Beard, Senior Commissioning Officer Learning Disabilities and Carers and Mary Dalton Head of Complex Needs Commissioning Tri borough Adult Social Care for West London CCG and Local Authority have been instrumental in developing the local and NWL Plan.

- 3) CYP: In April, May and July 2015, the Like Minded team facilitated three co-production workshops for NW London, focussing on children and young people's

mental health services. The workshops were well attended with representatives from health services (CAMHS), public health, local authority, schools, as well as local young people and parents (both those using local services, and those not engaged with services).

The development of the children and young people's transformation plan collaboratively across the eight CCGs has been led by a working group of CAMHS commissioners – supported by the NWL Mental Health and Wellbeing Transformation Board. Local leads Steve Buckerfield for H&F CCG and Local Authority) have ensured that their local governance forums and multi-agency forums have had the chance to input to priority areas.

Finance, resources and QIPP

1) Like Minded – General Update

At present, there are no financial, resource or QIPP implications related to this report. Like Minded will attend a future Governing Body meeting to present the business case for investment in Serious and Long Term Mental Health Needs service redesign.

2) Transforming Care Partnership Plan

We are currently finalising the overall financial model and assumptions underpinning the transforming care partnership plan and this will be finalised and agreed in line with the delegated authority to approve the local and North West London plan.

3) Children and Young People Mental Health Transformation Plan

NHS England have confirmed that the additional Transformation Plan funding released to CCGs in 2015/16 will be managed differently in 2016/17.

The annual allocation for Eating Disorder Services will be released by NHSE to CCGs following successful assurance of quarter 3 implementation plans submit in January 2016. If successfully assured, H&F CCG will receive £100,744 to spend on children and young people's eating disorder services in 2016/17.

The remaining transformation plan funding has been included within the 1.39% baseline policy uplift for each CCG. H&F CCG are therefore requested to note that £252,173 has been made available in 2016/17 and recurrently for a further 3 years to 2019/20 within the baseline allocation to deliver the transformation plan priorities as outlined in the published plan (attached as an appendix to the Children and Young People's Mental Health Transformation Plan update report). The Governing Body are asked to approve expenditure against this budget to deliver the work as described in the paper including future provisions to 2019-20.

Equality / Human Rights / Privacy impact analysis

Tackling inequalities between individuals and communities is a theme throughout the entire

Like Minded programme, as is the challenge to achieve parity of esteem between physical and mental health issues.

Risk	Mitigating actions
<p>Transforming Care Partnership Plan</p> <p>Not delegating authority for H&F approval of the NWL Transforming Care Partnership Plan would result in a lack of governance across NWL and may therefore result in this plan not receiving assurance from NHSE.</p> <p>Children and Young People’s Mental Health Transformation Plan</p> <p>If the expenditure for this transformation programme is not approved within baseline allocations, this will result in H&F not implementing transformational change in children and young people’s mental health services.</p>	<p>H&F Governing Body to identify appropriate sign off procedures for the Transforming Care Partnership Plan and delegate authority.</p> <p>Review 2016/17 budgets and approve expenditure for this transformation programme within budgets.</p>

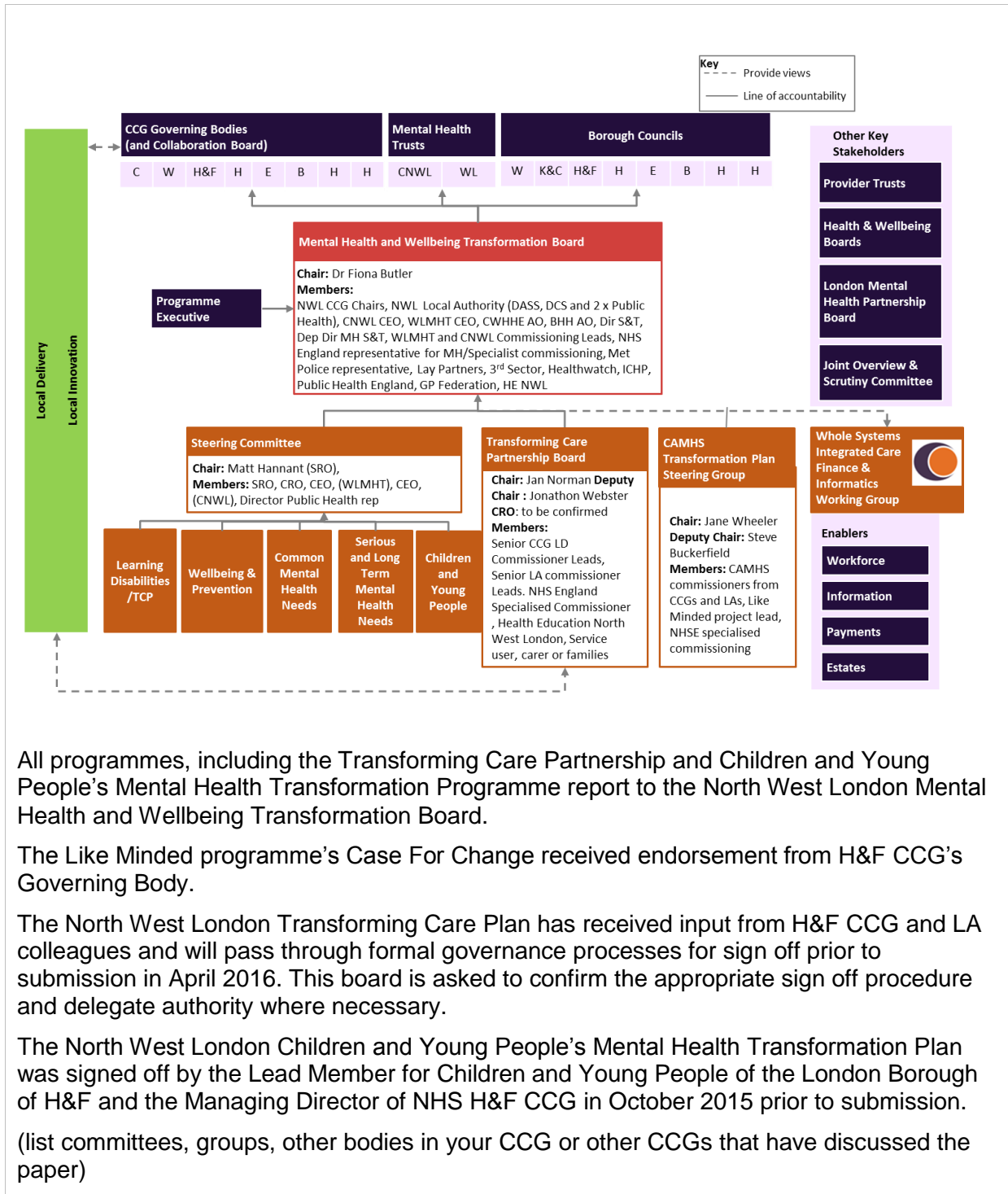
Supporting documents

- 1) DRAFT North West London Transforming Care Plan
- 2) DRAFT H&F Transforming Care Plan – local annex
- 3) North West London Children and Young People’s Mental Health Transformation Plan
- 4) H&F Local Annex – Children and Young People’s Mental Health Transformation Plan

Governance and reporting

The Like Minded Strategy governance structure is outlined below

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All programmes, including the Transforming Care Partnership and Children and Young People’s Mental Health Transformation Programme report to the North West London Mental Health and Wellbeing Transformation Board.

The Like Minded programme’s Case For Change received endorsement from H&F CCG’s Governing Body.

The North West London Transforming Care Plan has received input from H&F CCG and LA colleagues and will pass through formal governance processes for sign off prior to submission in April 2016. This board is asked to confirm the appropriate sign off procedure and delegate authority where necessary.

The North West London Children and Young People’s Mental Health Transformation Plan was signed off by the Lead Member for Children and Young People of the London Borough of H&F and the Managing Director of NHS H&F CCG in October 2015 prior to submission.

(list committees, groups, other bodies in your CCG or other CCGs that have discussed the paper)

Committee name	Date discussed	Outcome
Governing Body Seminar	01/09/2015	Endorsed Case for Change
HWBB meeting	09/11/2015	Endorsed Case for Change

1. North West London Whole Systems Mental Health & Wellbeing: Like Minded Update

Author(s): Jane Wheeler, Acting Deputy Director, Mental Health

1. Background

The Like Minded workstreams have been convened with partner involvement and with distributed leadership from across sectors.

The progress and next steps for key workstreams are set out below.

1.2 Serious & Long Term Mental Health Needs (SLTMHN)

In October 2015 the NWL MH & Wellbeing Transformation Board endorsed the clinical design of the Model of Care and Support for Serious and Long Term Health Needs.

We have now commenced the development of the business case and having taken CCG, Local Authority and other partner feedback on board, we know that in order to be successful we have to comprehensively translate the model into detailed business cases at CCG/Borough and Trust Level, reflecting local components and opportunities.

We are working alongside each CCG/Local Authority and partners to support the development of the local plans to implement the S<MHN Model of Care & Support.

The model was co-produced over a number of workshops with active participation from H&F CCG/Local Authority representatives, WLMHT, service users and carers.

The team has been meeting with colleagues from H&F CCG and H&F Council to establish what services are already in place which support the delivery of the Model of Care & Support, and other initiatives that have been planned. This phase of deep dives is driven by the aim that once all relevant supporting data and financials have been provided, the team will be able to understand where further work is required to establish the Model of Care &

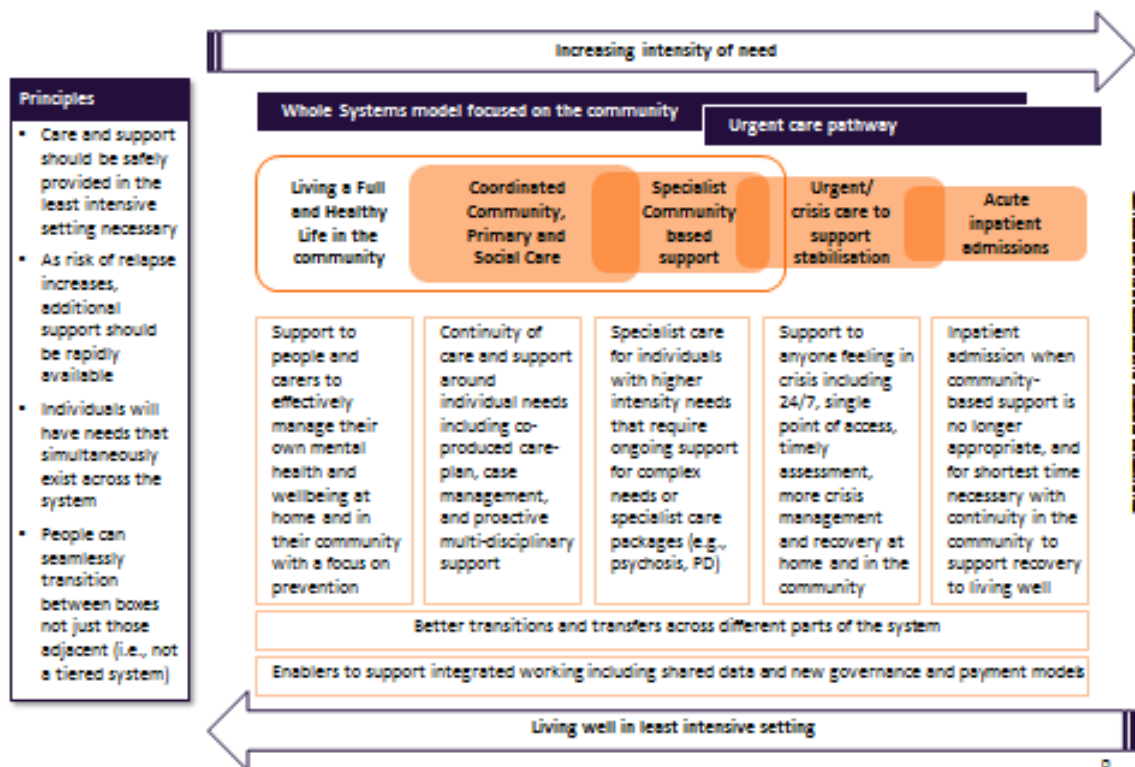
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Support in H&F and to support the work required to co-develop the local detail for these.

All of this information will be compiled by the Like Minded team to form the business case, which will be reviewed and approved as per standard governance procedures for each CCG / borough. This will then need to be followed up by local teams being mobilised to support the implementation.

Please find below this table an overview of the new SLTMHN model of care.

New Model of Care and Support (Model)



1.3 Perinatal

Hounslow, Ealing and Hammersmith & Fulham CCGs are commissioning a new community based perinatal mental health service that will start in February 2016. This will be delivered by WLMHT.

The service comprises of a range of professionals and will be delivered in community settings such as children’s centres. Referrals will come from a range of sources including maternity services, GPs and health visitors.

This service will complement existing work delivered by the IAPT service within WLMHT and will work with women with a higher level of need for specialist input.

2. North West London Whole Systems Mental Health & Wellbeing: Transforming Care Partnership Plan

Author(s): Kirsten Owen, Peter Beard, Mary Dalton

2.1 Background

In October 2015 NHS England, the Local Government Association and the Association of Directors of Adult Social Services published '**Building the Right Support.**' This set out the national plan and the financial framework to support the closure of inpatient settings and develop community based services for people with a learning disability and/or autism with challenging behaviours and mental health conditions.

Alongside the national implementation plan a '**service model**' for commissioners of health and social care services was published. This builds on the previous Winterbourne View Concordat work that has been undertaken across the country. The overarching outcomes of work are:

- Reduced reliance on inpatient services, closing hospital services and strengthening support in the community
- Improved quality of life for people in inpatient and community settings
- Improved quality of care for people in inpatient and community settings.

The proposed outcome for the local interpretation of the national service model plan is to build up community capacity to support the most complex individuals in a community setting and avoid inappropriate hospital admissions.

'**Building the right support**' and the new '**service model**' asks Local Authorities (LAs) and Clinical Commissioning Groups (CCGs) to come together to form Transforming Care Partnerships (TCPs) to develop community services and close inpatient provision over the next 3 years.

To support local areas with transitional costs, NHS England will make availability nationally up to £30million of transformation funding over three years with national funding conditional on *match-funding* from local commissioners. In addition to this, £15million capital funding will be made available over 3 years.

Locally in North West London (NWL), in November 2015, there was a well-attended North West London Learning Disabilities workshop with 76 attendees. The aim of the workshop

was to explore ways to improve mental health services for people with a learning disability in North West London and increase knowledge and understanding of the wider mental health transformation programme, the NWL Like Minded Programme and the links to:

- Crisis Care;
- IAPT (psychological therapies);
- perinatal mental health;
- Children and Young People's Mental Health Services (CAMHS)

2.2 Introduction

This report describes the role of NWL Transforming Care Partnership and its role in producing, developing, and implementing a regional plan to deliver against the national ambition to transform local services.

The output from the Kingswood workshop was an agreed action plan which will deliver change and improvement to ensure that people with learning disabilities in need of very specialist mental health services will get the support that they need. Additionally the workshop informed the emerging thinking about what is needed to support those with a learning disability and a forensic background to live safely in the community. This thinking has informed the development of our Transforming Care Plan.

The Hammersmith and Fulham Transforming Care Partnership Plan will focus on a local response and will consider what we can realistically achieve within our own capacity. The NWL Transforming Care Partnership will focus on specialist support (e.g. community forensic services), and support that cannot realistically be commissioned on a local basis. We have collaborated with all eight CCGs and LAs in the development of the NWL Transforming Care Partnership Plan.

The local Hammersmith and Fulham interpretation of the National Service Model plan has been attached to this paper and was submitted as an initial draft with the overarching NWL Transforming Care Partnership Plan to NHS England on 8th February 2016.

The plans will be scrutinised and an opportunity provided for amendments. A final plan will be submitted to NHS England in April 2016 and implementation will commence in April 2016.

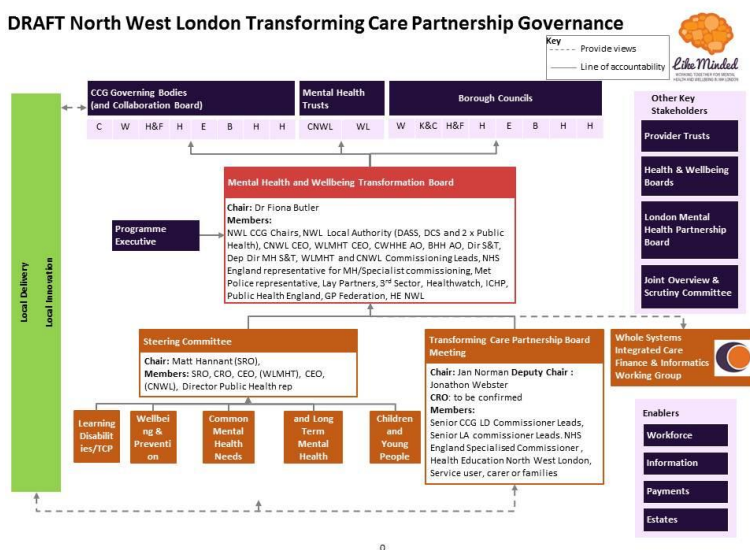
2.4 North West London Transforming Care Partnership Board

The proposed foot print of the NWL Transforming Care Partnership was identified by NHS England and this partnership is consistent with the larger health transformation programme of "shaping a healthier future".

The purpose of the Transforming Care Partnership Board is to ensure that within North West London there is collaboration on a single NWL wide plan to transform services for individuals with a learning disability and/or autism with challenging behaviours and mental health conditions. who reside in the boroughs that make up NWL; Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon, Hounslow, Kensington and Chelsea and Westminster.

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The Transforming Care Partnership Board is chaired by the Senior Responsible Owner (SRO) Jan Norman Director of Quality and Safety for Brent, Harrow and Hillingdon Federation of CCGs. The deputy SRO is Jonathan Webster, Director of Quality and Safety for Central London, West London, Hammersmith and Fulham, Hounslow and Ealing CCGs.



The Transforming Care Partnership reports to the NWL Mental Health and Wellbeing Transformation Board which has senior executive and clinical leads from key partner organisations including representatives from West London Alliance, from Directors of Adult Services, Director of Children’s Services and Directors of Public Health. Whilst it is acknowledged that Learning Disabilities is different to Mental Health, it was considered that the membership of the NWL Mental Health and Wellbeing Transformation Board would provide the right level of authority and governance for the Transforming Care Partnership.

2.4 Local Transforming Care Partnership Plan

London Borough of Hammersmith and Fulham (LBHF) and Hammersmith and Fulham Clinical Commissioning Group (HF CCG) are committed to the principles of ensuring people with a learning disability and/or autism have the same opportunities as other borough residents to be active residents that are supported within Central London to live full and rewarding lives.

Governance

LBHF and HF CCG have arrangements in place with Housing, providers through existing mechanisms such as our Learning Disability Health Steering Group (LDHSG), Learning Disability Partnership Board (LDPB) and Learning Disability Executive Board (LDEB).

In addition to this there is an Autism Partnership Board (APB) that includes people on the Autistic Spectrum who do not have a Learning Disability.

Stakeholder engagement

There has been engagement between LBHF, HF CCG Housing and a small number of family carers through the Boards identified in our Governance arrangements above, as well as ad hoc discussions with family carers who have raised the challenges that they face with mainstream general acute pathways outside of the Mental Health pathway. This includes the cohort with very complex health needs.

We have engaged with our Safeguarding Board which includes a wide range of providers across the health and social care economy and presented a progress report in relation to transforming care.

Current System

Within Hammersmith & Fulham; Queensmill School specialises in supporting pupils with autism. They provide satellite units and outreach support to other local schools. They are extending to provide post 19 education provision for young adults with autism.

The commissioning of support services for people with Learning Disability in Hammersmith and Fulham is governed by robust section 75 arrangements. The Learning Disability team is integrated with care management overseen by the Local Authority and clinical staff overseen by Central London Community Healthcare (CLCH) NHS Trust.

Support needs are identified through a holistic health and social care assessment and referred to appropriate support services within the team for specialist support via a wide range of clinical support including Nursing, Speech and Language Therapy, Physiotherapy, OT, Psychology and Psychiatry. A transition worker is embedded within the team and Learning Disability Nurses are involved in the assessment process.

The current provision does not always produce the best outcomes for this cohort and we need to “flex” our local offer to meet the changing needs of people currently using inpatient services.

We also intend to consider the needs of children and young people currently engaged (or needing to engage) with our CAMHS and residential educational placements, to ensure that our plan reflects future needs and assists us in meeting our target of reduced educational residential placements and future inpatient numbers that are avoidable.

We understand that a range of approaches will be required to meet the diverse needs of this cohort and this may include some short term intensive support and interventions in an inpatient setting, we expect that in the future this will be the exception and most people will have their physical and mental health needs met in the local community.

Aspiration

A model of care that will ensure that people with Learning Disabilities and/or autism are able to live life with the same access to opportunities that any other member of our community is able to access. This will mean that individuals and their families are part of the decision making of where they live and what support they will access to live a meaningful and productive life.

We want this cohort to have:

- An opportunity to learn
- Appropriate employment or volunteering opportunities that may lead to work
- Choice and control
- A home to call their own
- Community participation
- A sense of being part of the local community
- Opportunities to manage their health with the level and quality of support that they need in the community wherever possible
- Opportunities to avoid behaviours that will lead to the criminal justice pathway

For the Tri-Borough CAMHS there is currently a review being undertaken of the whole short break offer made to children, young people with disabilities and their families aged 0-18 across each of the three boroughs.

2.5 North West London Transforming Care Partnership Plan

NHS England feedback on the TCP was received on 18th February and was largely positive; it was felt it was a very strong submission which acknowledged areas for development, and further clarity will be given at the assurance meeting on 26th February. It was agreed that there were certain areas of the plan that we will continue to develop ready for final submission on 11th April.

At the date of submission of our first draft – 8th February 2016 - we are, as a system aware that our current plan does have a number of areas which we will continue to work on and develop over the next few months ahead of the final submission. We welcome the opportunity to receive feedback on our current plans to reshape services for people with a learning disability and/or autism away from institutional models of care and develop support in the community. Across North West London, there is agreement to continue to collaborate on knowledge sharing and working towards the same strategic vision rather than having a preconceived set solution in place to deliver care.

This plan contains a broad over-arching vision, developed through extensive discussion with the learning disability, disability, and mental health commissioning leads, housing teams, and finance colleagues in CCGs and Local Authorities across our 8 North West London boroughs. This builds on work at a local level to understand the views of service users and their families/carers

Our NWL Transforming Care Partnership plan builds on the progress already made in each of the boroughs; it brings together the best practices to share the learning and where it makes sense bring together resources, capabilities and expertise to develop collaborative solutions where there is agreement to alignment. Where there are differences and local nuances, these are outlined in each borough's local plans.

2.6 Next steps

We will continue to develop the local and NWL wide Transforming Care Partnership plan to address some of areas of underdevelopment including estates, financial and activity modelling and implementation planning.

We will address any areas of feedback from this Board and address any areas of feedback from NHS England during the assurance process.

2.7 Recommendations

The Governing Body is asked to

- To endorse the first draft Hammersmith and Fulham Transforming Care Partnership plan noting that further updates will be make to address the areas of underdevelopment
- To endorse the first draft North West London Transforming Care Partnership plan noting that further updates will be make to address the areas of underdevelopment
- To delegate authority to the relevant committee to approve the final local and NWL Transforming Care Partnership plan in order for this to be submitted to NHS England on 11th April 2016.
- The final plans will come back to the Governing body in May for review and the plan will then be implemented from April 2016 and will be reviewed in 2019/20.

3. North West London Whole Systems Mental Health & Wellbeing: Children and Young People Transformation Plan

Author(s): Debbie Andrews

Background

The NWL Children and Young People's Transformation Plan was developed in collaboration with the 8 NWL CCGs and local authorities, children, young people and their parents, in response to *Future in Mind*. The plan forms the basis of the Children and Young People's work stream for Like Minded and contributes to our overall vision of improving mental health and wellbeing for children, young people, and parents. Specifically, we focussed the Transformation Plan on designing a new system which, in 5 years, looks substantially different from our current services, and addresses the needs and issues our young people tell us currently exist. We aim to develop services and pathways for children and young people that encourage people to say:

- *"My wellbeing and happiness is valued and I am supported to stay well and thrive"*
- *"As soon as I am struggling, appropriate and timely help is available"*
- *"The care and support I receive is joined-up, sensitive to my own needs, my personal beliefs, and delivered at the place that's right for me and the people that matter to me"*

The plan outlines our 8 priority areas:

Priority	Outcome
1 Needs Assessment	Better understand the needs of our population and gaps.
2 Co-Production	Young people, parents, professionals and other stakeholders will be supported to engage in co-production resulting in new services and pathways that reflect needs.
3 Workforce Development and Training	Our workforce will be better supported and trained, improving their ability to recognise and respond to signs of mental health needs.
4 Specialist Community Eating Disorder Services	Develop 2 specialised eating disorders services, with reduced waiting times, a range of treatment options, and improved support for parents.

5	Redesigning Pathways – A Tier Free System	Develop a CAMHS system without tiers, with a single point of access, evidence-based treatment, school-based components, and support to maintain good mental health in the community. Work towards offering CAMHS services to young people up to 25 years.
6	Enhanced Support for Learning Disabilities and Neuro Development Disorders	An enhanced LD and ND service: meets demand, reduced waiting times, and improves patient and carer experience as well as health outcomes.
7	Crisis and Urgent Care Pathways	An enhanced crisis response and home treatment service that reduces A&E attendances and admissions and supports young people to stay at home where possible.
8	Embedding Future in Mind Locally	We will embed <i>Future in Mind</i> and our joint priorities in local pathways and on-going projects.

The plan was submit to NHS England in October 2015. Feedback was received in November 2015 and amendments were made to further develop our plans. Following resubmission, our NWL Transformation Plan was assured by NHS England in December 2015 and Transformation Plan funding was distributed to CCGs in December 2015. Our plans are now published on the Healthier North West London website.

The programme was written to develop over 5 years (2015/16 to 2019/20) and each year the implementation plans would adjust to meet the changing needs of local children and young people, but will continue to work within these priority areas.

The Steering Group composed of key representatives from the 8 boroughs continues to meet monthly to keep oversight of the implementation of the Transformation Plan. We also have 2 dedicated multi-agency implementation groups to support the development and delivery of projects with our local mental health trusts, that currently meet fortnightly:

- WLMHT facing CCGs (Ealing, Hammersmith & Fulham and Hounslow)
- CNWL facing CCGs (Brent, Central London, Harrow, Hillingdon and West London)

As well as reporting to the Steering Group, these groups have a clear link to local governance structures.

Implementation in 2015/16

Within this programme there are a number of priority areas that have moved to

implementation phase and are being overseen by the Strategic Implementation and Evaluation Board (and were reported on at the meeting on 15th January). Other priority areas remain in the development stage and continue to be reported to the Mental Health and Wellbeing Transformation Board.

H&F CCG has been working alongside H&F Council and the other CCGs in NW London to procure a provider to carry out a Needs Assessment, Training & Development Needs Analysis and pathway redesign work. A provider has now been appointed, and NHSE approval is required before contracts are agreed.

A specification and staffing model for a Community Based Eating Disorder service has been agreed for Hounslow, Ealing, and Hammersmith & Fulham. WLMHT have a Project Manager in place, are recruiting staff and undertaking the necessary work to have a service in place by April 2016 that meets national guidance. In addition, on 8th February WLMHT launched a nurse staffed out of hours service, designed to support young people in crisis.

Work is in progress to enhance the existing CAMHS website hosted by WLMHT and a brief is being finalised in February to improve accessibility and ensure that this site links to other NHS and non-NHS services and resources that are in keeping with what young people want.

We are continuing work to inform enhanced service provision for Learning Disabilities and Neuro Development Disorders, and commencing work to inform the development of crisis and urgent care pathways. WLMHT have been commissioned to reduce waiting lists in 2015/16, in both Community CAMHS and Neurodevelopmental Services. Interim staff have been recruited and work is progressing.

Recent Funding Update

In January 2016 Like Minded were informed that the Transformation Plan funding was incorporated into the 1.39% policy uplift and would be incorporated into CCG baselines for 16/17. Eating Disorder allocations were confirmed (in writing) as separate, additional payments to CCGs following successful quarter 3 assurance of progress. All CCG MDs were informed that Transformation Funds would need to be confirmed within 16/17 budgets via normal governance processes. CCGs are now taking their Transformation Plans through their governance processes. The funding implications for each CCG are outlined below.

	Eating Disorders (additional funding)	Transformation Plan funding (to be confirmed in CCG baselines for 16/17)	TOTAL proposed investment in Transformation Plan
Brent	£163,584	£409,468	£573,052
Central London	£91,557	£229,176	£320,732
Ealing	£211,543	£529,514	£741,057

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Hammersmith and Fulham	£100,744	£252,173	£352,918
Hillingdon	£149,760	£374,863	£524,623
Hounslow	£152,983	£382,931	£535,913
Harrow	£121,785	£304,840	£426,625
West London	£116,621	£291,914	£408,534
Total	£1,108,577	£2,774,879	£3,883,454

The Governing Body are asked to note that provision has been made in the 2016-17 budget for this work, and to approve expenditure against this budget to deliver the work as described in the paper including future provisions to 2019-20.

Recommendations

In order to continue to progress this important transformation programme for children and young people's mental health, and to adhere to our assured and published Transformation Plan, it is recommended that the board:

1. Note the change in funding conditions from 2015/16 to 2016/17.
2. Note that provision has been made in the 2016-17 budget for this work, and to approve expenditure of £252,173 against this budget to deliver the work as described in the paper including future provisions to 2019-20.