



Salford Thrive Plan 2021



March 2021

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Foreword

In a year unlike any other, Salford has continued to work collaboratively to meet the mental health needs of our children and young people, our Salford Thrive Plan documents and is testament to the multi-agency, whole system approach in Salford. We know from National research that mental health is worsening amongst young people, recent data from the Mental Health of Children and Young People in England, 2020: Wave 1 follow up to the 2017 survey shows that:

“Rates of probable mental disorders have increased since 2017. In 2020, one in six (16.0%) children aged 5 to 16 years were identified as having a probable mental disorder, increasing from one in nine (10.8%) in 2017. The increase was evident in both boys and girls”.

Local intelligence shows this is reflected in our population and with the impact of Covid 19 we are committed to providing ongoing support, promoting early identification of mental health needs, including areas such as prevention, resilience building, early-help for those with low to moderate needs, targeted work with vulnerable groups and evidence-based treatment for complex needs. The services continue to be made up of a range of functions designed to best meet the needs of our diverse and increasing population.

Salford has been committed since 2015 to improving the mental health of our young people and the report sets out the ongoing developments of which there are many.

We know that the pandemic has had significant impact in our young people lives. There are levels of uncertainty around the future, particularly the impact of this pandemic and the subsequent lockdown on their education and future prospects. Additionally, adolescence is a time that can be centred around a young person’s social life, their friendships, and relationships, which have been disrupted during lockdown.

In addition to the broad, and widely varied, experiences of all young people, there are a significant number of children and young people dealing with a whole range of complex and potentially traumatic experiences during the lockdown period, without their regular coping strategies and escape mechanisms of school and social activities. Our time spent in school, during those important developmental years of our adolescence shape us and pave the way for our future. Schools offer children and young people routine, purpose, friendships, and connections with adults who they often trust and rely on. School life also offers respite for victims of domestic violence – children benefit from the positive relationships they build at school which can compensate for less supportive or accepting home environments.

We know that many families are struggling to juggle homeworking with home-schooling and still find the time to unwind and self-care, particularly single parents and those in insecure or low paid work. This document shows our commitment to working with our communities and schools, working with the wide range of professionals who can improve outcomes for families and build on the commitment and dedication of all of our staff in improving children’s emotional health and wellbeing.

Our services have responded to those needs and adapted and managed surges in capacity, responding to our young people’s needs in a variety of ways, worked collaboratively across health, social care and education and with families to reduce the risk of harm and improve outcomes for young people.

We would like to thank all the dedicated and hard-working staff that deliver our children and young people's mental health services Salford, including Manchester Foundation Trust, 42nd Street, GMMH, Gaddum and KOOH, our colleagues within the public and voluntary care and social enterprise sector, the wider Greater Manchester health and social care system and all our and colleagues in the Greater Manchester Health and Social Care Partnership for your continued support. Everyone has been fantastic and worked tirelessly to deliver quality services to our children and young people in Salford.



Charlotte Ramsden OBE
Strategic Director, People
Salford City Council



Steve Dixon
Chief Accountable Officer
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1. Executive Summary

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2020-21 Highlights: a summary of key developments and challenges in the last 12 months

Despite the pressures over the last year, there were many achievements in 2020 that deserve to be celebrated. Over the next year it is important that we pause to reflect and learn from our experiences (good and bad) and make time to consider how we can 'build back better' and ensure that we retain and grow these positive developments, and continue to provide new and improved access and pathways for children and young people. A summary of our main achievements is outlined below:

- ▶ Mental Health in Education – Mental Health Support teams (MHST): Salford was selected as a GM trailblazer site to implement MHSTs, we are calling 'Thrive in Education' team. A blended / multi agency team across health, VCSE and education, with offers of targeted interventions made to 38 schools and a co-ordinated 'team around the school' approach with more than 10 others, and Salford's Orthodox Jewish Community schools to be engaged and supported as a sector.
- ▶ Gaddum: increased CCG funding to extend capacity of their bereavement counselling service for young people aged 11-18 in response to existing capacity issues and anticipated COVID pressures
- ▶ Kooth online emotional health and wellbeing service – commissioned and funded by GM Health and Social Care Partnership in Salford in 2020-21 to provide additional capacity in response to COVID. Potential GM-wide specification and commissioning plans to be developed in 2021.
- ▶ Salford strategic review of children's and young people's counselling – commissioned by Salford City Council and CCG and to be undertaken by University of Salford, started in October 2020.
- ▶ Neuro Development needs-led pathway: significant progress on developing pathway in preparation for launch in January. Communications already shared with GPs in December and planned across the wider system January - March 2021.
- ▶ Transitions Policy & pathways guidance documents in final draft and are subject to partner governance and sign off.
- ▶ COVID impact, recovery & surge planning ongoing and subject to regular review. CAMHS COVID Surge Plan implemented from 1st December and will mean prioritisation of young people to focus on those with highest levels of need / urgency. Impacts for the wider system have been considered and stronger links between CAMHS and 42nd St Duty teams agreed.
- ▶ A proposal for additional capacity in 42nd street has been submitted to address COVID related service pressures, capacity and sustainability. This is under consideration.
- ▶ A Thrive Partnership engagement meeting was held on 8th December, to identify challenges and priorities for 2021 and to inform the Thrive Plan update report 2021.

- ▶ MSEDs: business case for recurrent additional investment in eating disorder service approved.
- ▶ Ongoing delivery of Thrive and Trauma Training programmes, evaluation reports and recommendations provided in December to inform future commissioning plans.
 - 238 people attended 9 Thrive related training and staff briefing sessions between April 2020 – Jan 2021
 - 914 people attended 10 trauma training workshops between July-November 2020
- ▶ Ongoing: Thrive Network: email bulletins continue to be sent out on a weekly basis providing service updates, information and resources alongside the EHWB webpages being kept updated, online directory format revised and updated

In December, Salford Thrive Partnership met to review progress against our Plan and to identify key challenges and priorities for 2021-22. These are detailed in Section 8, and summarised below:

Summary of key challenges:

- COVID 19 – lockdown restrictions, access and pathways, health and safety, shift to digital access/remote working, re-introduction of face to face services, CYP difficulties in engaging in services from home (privacy, other priorities/family issues, technology)
- Surge pressures, service planning and assurance, frequency of communication across the system to keep children’s workforce, parents/carers and young people informed of changes
- Impacts on waiting times and pace/scale of development in online/digital offer
- Staff, service and commissioning capacity to deliver on priorities, develop, implement and monitor new projects services. Staff shortages, vacancies, sickness and self-isolation
- Maintaining service staff wellbeing and motivation

2. Introduction

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COVID-19

This has been an unprecedented and extremely challenging year for all of us and one that has placed a significant pressure on services and staff and has certainly impacted on priorities and workplans. The COVID 19 pandemic has exacerbated pre-existing service pressures and this is reflected in record numbers of young people both within inpatient and community settings, across GM and within Salford, and demand surge is predicted to continue for some time yet. The pandemic has had a significant and ongoing impact on our residents, and for many children and young people and families in Salford has caused tremendous and ongoing disruption to everyone's lives and has heightened distress and anxieties and resulted in increased mental health needs. This has been especially true for young people that have pre-existing mental health illnesses and/or additional needs or disabilities.

Whilst the pandemic has increased distress and anxiety across the general population, it has been particularly challenging for those children and young people who may already experience vulnerabilities such as those who are BAME, LGBTQ+, or come from disadvantaged backgrounds and may not have access to the resources they need to access on line support, engage effectively in home learning, to participate in hobbies and interests / sports and leisure activities, and to keep in touch with friends and families. Conversely, services have reported that for some young people the lockdown restrictions have actually helped to reduce anxieties for example by not having to attend school, not being exposed to distress triggers (bullying, travel, exams etc.) and has provided more quality time at home to do the things they enjoy. Only time will tell what the long-term impacts of the pandemic are on outcomes for children.

In addition, the impact of COVID has been disproportionately felt amongst those aged 16-24. This age group has experienced the biggest drop in employment compared to others, with 306,000 fewer young people in work in July-September 2020, compared to before the pandemic. During the first lockdown, the proportion of young people who lost their main job was three times the figure across all employees. As a result, Universal Credit claims rose significantly over the summer, with under-25s accounting for a third of all new applications. We know that these economic impacts drive up mental health need/demand and there is a strong link with increased risk of self-harm, particularly amongst young women.¹

Although the overall impact of the pandemic has been acutely negative and the challenges for services unparalleled, we can't fail to be amazed by how our services, staff, schools, communities, and families have managed to continue to support children. In fact, the response across the system has been incredible and far reaching and there are numerous examples throughout our Thrive Plan Update that really showcases the best of our staff and services in rising to the challenges faced over the last year.

Indeed, there are many examples of projects and services being co-designed, re-designed, transformed, commissioned and delivered at significant pace and scale and not just of service continuity. Many of these can be held up as the very best practice and these improvements to pathways and services must now be sustained and our plans adapted to ensure that we continue to build on the achievements for years to come. The collaboration and teamwork, ambition and

¹ Samartians, Coronavirus Policy Brief: young people who self harm (Dec 2020)

commitment within services and across our Thrive Partnership has been instrumental to Salford's progress on our Thrive Plan and ambitions this year.

Some services have really risen to the challenge in response to COVID by reaching out and targeting support to our most vulnerable groups. A great example of this is the special wellbeing packs put together in Salford CAMHS.

Inspired by some of the support for NHS workers, the CAMHS Young People's Participation Group 'Becoming who you want to be' came up with the idea of providing packages for the most vulnerable Salford CAMHS young people, to help support their wellbeing, engage in positive activities, be creative, self-soothe and to reduce stress. A staff group called the 'CAMHS crusaders' collected hundreds of donations from various retailers and local partner organisations, such as Evolve Beauty, Tesco's, Burt Bees, Miller Harris, the Body Shop and The Lowry. Items included toiletries, stationery, toys, and arts materials. Thanks to one CAMHS employee who previously worked in retail in one famous London department store, the team even received a vanload of amazing toys from Harrods which were delivered in a Harrod van directly to Pendleton Gateway – they even provided Harrods bags to give out with the gifts! All the gifts were put together with personalised messages of support and bespoke resources such as sensory items and mindfulness activities, and were hand delivered to over 200 Salford children and young people.



Salford Thrive Plan – Update 2021

The Salford Thrive Plan is what we call our children and young people's mental health (CYPMH) Local Transformation Plan or CYP Mental Health and Wellbeing Strategic Plan as it's known in some localities. As stated in the guidance, these plans should be a 'transparent, organic living document, locally developed by partnerships that include the NHS, Local Authority Children's Services, the voluntary and third sector, education and justice agencies and children, young people and their families/carers'.

The aim of the plan is to:

- a. demonstrate progress to date, achieved over the course of the Five Year Forward View for Mental Health,
- b. take into account Covid-19 impact, recovery and restoration plans and
- c. set out local ambitions to further improve children and young people's mental health, as set out in the NHS Long Term Plan.

These Plans, aligned with wider Sustainable Transformation Partnerships (STPs) or Integrated Care Systems (ICS) plans at both GM and Salford level, help local areas to monitor how the rise in funding, whether allocated by the NHS England and Improvement or other joint agency contributions, is used to deliver the vision set out in Future in Mind, the Five Year Forward View for Mental Health Programme and now the NHS Long Term Plan. For links to relevant documentation and guidance, please see [Section 9](#).

Plans should clearly evidence how an area is working collaboratively to take action and increase the scale and pace of progress of reducing health inequalities in the development and delivery of services, and to regularly review this progress. As has been described already, the impact of the pandemic has been felt disproportionately on certain sections of the population and local plans

are required to reflect this. Effective local governance arrangements and alignment with other strategic plans which address these health inequalities is key to successful development and implementation of our Salford Thrive Plan.

Readers are reminded that whilst we review/refresh our Thrive Plan annually, this build on previous reports and on our initial CAMHS Transformation Plan which was published in 2015 and set out Salford's long term strategy and vision for improving children and young people's mental health. This Update therefore needs to be read with reference to previous reports, particularly the [Salford Thrive Plan Update 2020](#) and provides a progress report on the priorities we set ourselves for 2020-21. It does not seek to repeat what has been said previously.

Salford Locality Plan

Salford's Locality Plan² and is the 'blueprint' for our health and social care. It explains how the CCG and other NHS providers and commissioners; Salford City Council and voluntary and community sector will build on what is already in place so that services work better and cost less.

Our vision is for Salford to be a place where everyone can enjoy the best opportunities that Salford has to offer. People in Salford will get the best start in life, will go on to have a fulfilling and productive adulthood, will be able to manage their health well into their older age and die in a dignified manner in a setting of their choosing. People across Salford will experience health on a parallel with the current 'best' in Greater Manchester, and the gaps between communities will be narrower than they have ever been before.

Salford's Locality Plan was first launched in 2016, but was refreshed in 2020, looking back on what we have achieved so far but also addressing where there is more work we need to do.

0-25 Advisory Board – developing an Equality, Diversity and Inclusion Strategy

In December 2020, the 0-25 Advisory Board considered a presentation from the Council's Strategy and Change team around young people, equality, diversity and inclusion in Salford. The City Mayor has requested that an Equality Strategy to be developed for Salford, to be developed with the wider community. To date there have been 6 focus groups with members of the community that have been led by colleagues at Salford CVS. The sessions were predominately adult focused but the key headlines that people have said matter to them most are feeling isolated, excluded, invisible and that their experience is not heard. People have said that they want to be represented in decision making and have their difference valued, have physical and digital access to services, input to service delivery and are communicated with the correct language and format.

The data included in this presentation and the full document is contained in Appendix A: Understanding Need and includes the following information and data:

- Demographics taken from the 2011 Census
- 0-25 Population
- 0-25 Ethnicity
- Migration
- 0-25 Long Term Health Problem or Disability
- Children with Disabilities
- Carers
- Lone Parents

² <https://www.salfordccg.nhs.uk/transformation/locality-plan>

- Sexual and gender identity
- Education – KS2, KS4 and language
- Child Poverty
- Unemployment
- Covid and the disproportionate economic impact of the pandemic

The 0-25 Advisory Board were asked to consider the following questions:

- Given the increasing diversity of CYP in the city, how can we improve outcomes for all children and young people?
- What do we need to do to break down systemic barriers and better meet the needs of our diverse CYP and families?
- How can we make sure our CYP settings and services are inclusive and that we are levelling up their experience and outcomes?
- What are the priorities for action – short term, 12 months, longer term?

Communities of identity were also considered, not just communities of place, as well as recent work in relation to Black Lives Matter, anti-racism and multi-cultural society. It was agreed that there is much more to do to ensure we effectively engage of our communities in co-producing this work, especially children and young people. This work will be a city priority in 2021 and inform future Thrive Plan work to ensure we are better informed in tackling inequalities and supporting our most vulnerable young people.

SEND Strategy and Inspection

Our refreshed SEND Strategy 2019-21 sets out our vision that ‘Every child and young person aged 0-25 with SEND will have the fullest opportunity to be happy, healthy and achieve their full potential’, and is available on the local offer³. The Strategy includes an up to date assessment of local need for children and young people with additional needs and this data is included in Appendix A: Understanding Need.

In December 2019, Salford was subject to a Local Area SEND Inspection visit by Ofsted and the Care Quality Commission. The report was published on Ofsted’s website in February 2020. The inspection looked at how Salford Council and Health Services work together to meet the needs of children and young people with special educational needs across the 0-25 age range. Inspectors reviewed how these needs are identified, how they are assessed and met and how these interventions improve outcomes for the children and young people.

This was a very wide-ranging inspection of the support for children and young people aged 0-25 with special educational needs and disabilities and is testament to the hard work of a large number of services across education, health, social care and the voluntary sector, which has been recognised in the report as contributing to improving outcomes for children, young people in the city and their families.

The report commends work across all services to implement the significant SEND reforms of recent years and celebrates the impact of partnership working in the city. The inspectors have specifically highlighted many strengths including:

- Our ambitious plans and accurate understanding of strengths and weaknesses
- Partnership working across education, health and social care
- The Council and CCG’s joint planning and delivery of services
- Our SEND Strategy

³ <https://directory.salford.gov.uk/kb5/salford/directory/service.page?id=PvWywpXueel&localofferchannel=0>

- Children and young people’s views of staff across Salford
- Timescales for completing EHC assessments and the capturing of children’s and parents’ aspirations
- Parents’ views of special schools and resourced provisions

The report also highlighted the quality of many of our services and included positive feedback on:

- Area SENCOs and Portage
- Information Advice and Support Services
- Educational psychology support
- Learning Support Services
- Virtual School
- Designated Medical & Clinical Officers

Innovative good practice has also been recognised, including:

- Placing families at the heart of decision making
- Eight stage model for early identification of needs
- Dedicated paediatric clinics for SEND
- YOS – Access to specialist services
- ‘Voice of the Child’
- Jointly commissioned SALT services
- Comprehensive packages for our most complex children
- CAMHS and schools links
- Broad range of post 16 educational opportunities
- Wide training offer across the City
- Alternative provision
- Range of supported internships leading to paid employment
- ‘Moving on Up’ Group

The report also helpfully confirmed the areas that we want to improve. The inspection report is both an important validation of the dedication and commitment from all those involved in supporting children and young people with SEND and their families and the difference this is making, as well confirmation of the steps we still need to take.

3. Key Lines of enquiry (KLOES) GM audit 2020

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What are the KLOEs?

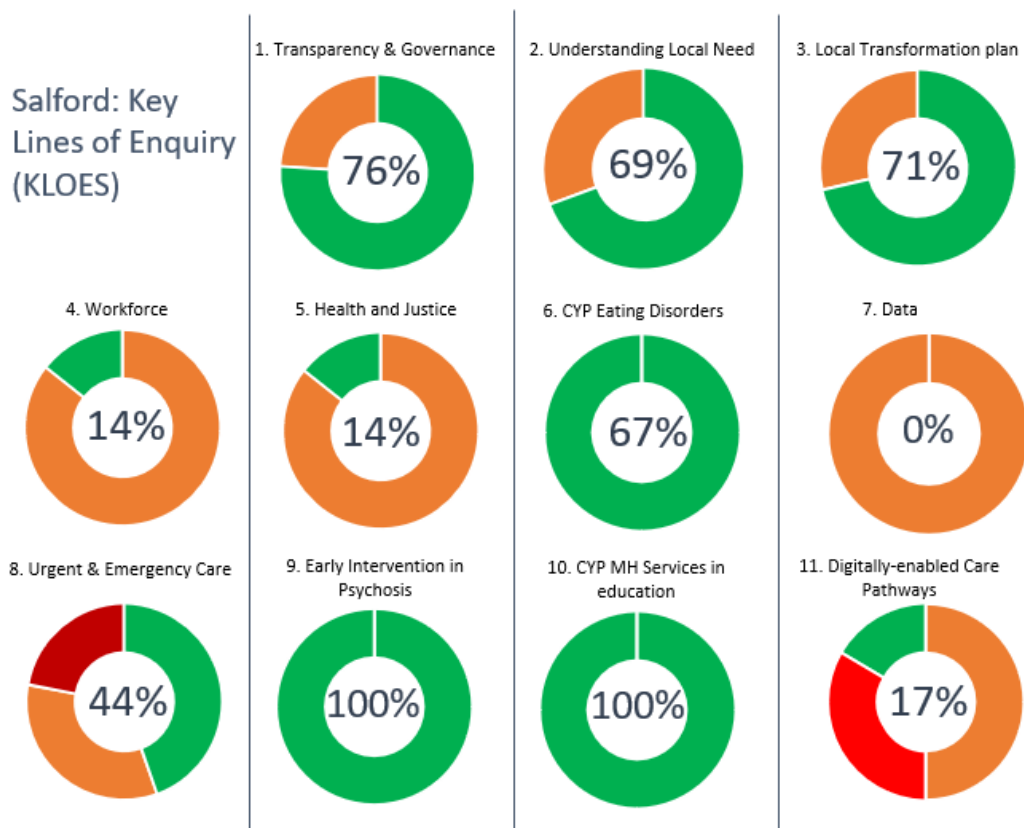
This document sets out the 2020/21 ‘key lines of enquiry’ or strategic priorities and example indicators to support the updating of CYPMH Local Transformation Plans. It has been developed following consultation with regional leads and other stakeholders.

In December 2020, Children and Young People’s Mental Health (CYPMH) Commissioners in Greater Manchester undertook reviews of local transformation plans and audited these against the new KLOEs, providing a summary self-assessment against the national and GM expectations. We ‘RAG’ rated each priority area and provided assurance and references of what is in place or in development locally to deliver on the high-level priorities. The completed audit tool is included in Appendix B and includes evidence and assurance of what Salford and GM has in place to address the national and regional priorities.

These priority areas (KLOEs) are:

1. Transparency and Governance
2. Understanding Local Need and Addressing Health Inequality
3. CYPMH Local Transformation plan or CYPMH & WB Strategic Plan –Ambitions
4. Workforce
5. Health and Justice
6. CYP Eating Disorders
7. Data - Access and Outcomes
8. Urgent & Emergency (Crisis) Mental Health Care for CYP
9. Early Intervention in Psychosis (EIP)
10. CYP Mental Health Services working with education settings (including Mental Health Support Teams)
11. CYPMH Digitally-Enabled Care Pathways

The infographic below is a summary of our self-assessment and compliance against the KLOEs. The %s show the proportion of the KLOES which we have either self-assessed as Amber/Green and are therefore addressed in our plans and are either already in place or in development. There are few areas where we have self-assessed as red and this is mainly due to information and assurance awaited from GM Health and Social Care Partnership as part of the GM audit. Please see Appendix B for more details on Salford’s KLOE self-assessment and the evidence link to this. We don’t have any national or regional benchmark information to compare ourselves with and it is proposed that the GM audit provides a pan GM analysis and will inform future areas of development either where any themes/gaps are identified, or where examples of good practice are highlighted.



% - No. of indicators rated green

4. GM CYP Mental Health Plan: 2020-21 update

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The GM Health and Social Care Partnership programme team have provided a comprehensive update on the elements of children’s and young people’s mental health transformation work that is co-ordinated by GM on behalf of but working collaboratively with locality commissioners. This update is provided in full in Appendix C and covers the following areas:

- GM Mental Health Strategy and data, including national access and waits targets and work being done to maintain, sustain and improve
- GM transformation work programme which includes: Mental Health in Education; Crisis Care Pathway; Learning Disabilities and Autism; SEND; GM i-Thrive work and the Thrive model; Youth Justice; Perinatal and Parent Infant Mental Health; Community Eating disorder services
- NHS CAMHS Workforce Strategy
- GM Partnership working, governance and oversight
- Children’s and young people’s voice and engagement
- GM Covid-19 response

5. Our Ambitions: 2020-21 Achievements

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A reminder of Salford’s Thrive Ambitions and young peoples’ ‘we statements’ (Appendix D)

Salford’s Emotional Health and Wellbeing Ambitions FOR CHILDREN AND YOUNG PEOPLE

WE ASKED CHILDREN AND YOUNG PEOPLE WHAT THEY EXPECTED FROM SERVICES:

- 1. Improved awareness and understanding**
“We expect all staff who work with young people to be approachable and trustworthy with the right skills to communicate with us.”
“We expect staff to be trained to have an understanding of the emotional wellbeing needs of young people and be sensitive to our needs.”
- 2. Timely access to support**
“We want to be treated as individuals and really listened to, giving us the time to talk.”
“We would like more peer support available in schools and the community, as young people are more likely to talk to people their own age than adults.”
“We would like to know who we can talk to if we have problems, as sometimes we just need an available shoulder to cry on.”
- 3. Targeted support**
“We would like appointments to happen more quickly and at a more suitable time for young people.”
“We need more education on how to spot issues earlier before they get out of hand and be encouraged to be more open about any issues and to speak out.”
“We would like access to more and better information in schools and other public places that are young people friendly.”

- 4. Parental support**
“We would like better links between our teachers and parents / carers to make sure we have the support we need when we need it most.”
“We would like parents and carers to be able to have support and training when they need it, helping them to feel more confident in helping us with any issues or problems we may have.”
- 5. Transparency and accountability**
“We expect organisations to be honest with us and explain clearly what we should expect from each service and if you say you’re going to do something then please do it.”
“We need better information on services for young people on what each organisation does and how they can help us.”
- 6. Giving children and young people a voice**
“We want services to really listen and to hear our voice, use our ideas and suggestions to improve the services for all young people.”
“We would like to be able to share our ideas in the way we feel most comfortable, such as meetings, social media, in schools and online.”

For more information please visit www.partnersinsalford.org/youngemotionalhealth

NHS
Salford
Clinical Commissioning Group

Salford City Council

AMBITION 1: Progress

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AMBITION 1: Improved awareness & understanding

Our Priorities for 2020-21 were:

- Develop a support and supervision network to support children's workforce to ensure they receive the support they need to carry out their work safely and confidently
- Explore Salford as a potential GM pathfinder site for roll out of Mental Health Support Teams in schools, building on CAMHS School Link model, EFS and other good practice (via national / GM roll out of Mental Health in Education programme)
- Continued delivery of mental health training and development to develop the children's workforce skills and confidence (local programme and Gm i-Thrive academy)

Consultation and Support

GM i-Thrive team has started work on developing consultation capacity, and in October 2020 led a GM wide consultation training for professionals to support the wider workforce. Enhanced consultation and support has been put in place in Salford via the CAMHS Single Point of Contact and CAMHS duty function, with more bookable appointments available for Childrens' Services and Health professionals and support provided for multi-agency panels, case conferences and Early Help triangulation (referral and triage planning) meetings. The role of the new Thrive in Education team (see below) will be instrumental in providing improved access to consultation and support for the education sector and developing a peer supervision model for education staff.

The multi-agency triangulation work is supported by CAMHS Single Point of Contact worker to ensure triage follows appropriate pathways and that young people are directed to 'right service / right support at the right time'. The current members of the triangulation meeting include Early help, Youth Service, 0-19 health, School coordinator and Education Welfare (adding their expertise on EBSA pathway), supported by CAMHS and our new Neuro Development Pathway Learning Disability Nurse.

New: Triangulation and Assure App

Triangulation is supported via the new 'Assure App'. Assure is a web-based tool which has been built by Salford Local Authority for use, at least initially, during the COVID-19 period. Its purpose is to enable information sharing amongst the staff of different agencies to make sure that vulnerable children and young people (CYP), and their families, are identified and appropriately supported. The primary focus is for children who are a cause for concern but would fall below the threshold for being a safeguarding concern and the more formal protections associated with this. The use of this tool does not replace the usual processes and procedures for referrals into the Bridge for Safeguarding or Early Help.

The tool holds information from: Education (School Attendance, Virtual School, SEND), Early Years (Early Years Settings Attendance, Early Years SEND), Social Care (CP, CIN, LAC), Early Help, Health, Connexions, Shielding and Young Carers. We are continually working with wider services and agencies to expand on these. It also identifies the perceived level of risk by each agency at the time of entry. This can be raised or lowered by each agency as circumstances change.

The tool is dynamic. It allows for agencies to find out who else is involved with a particular child or family it allows you to see the child/families perceived risk level and enable an agency to request a family is “triangulated” for a multi-agency support discussion (this does not replace other multiagency meeting or the duty to refer to the Bridge, should there be safeguarding concerns). Each agency will be responsible in ensuring that information from their Service area is kept up to date.

Mental Health Support Teams - we call Salford ‘Thrive in Education’

This has arguably been our greatest area of development in 2020 and has been significant piece of multi-agency working throughout the year. Our 7-minute briefing below describes the Salford Thrive in Education (TiE) offer. In March 2020 we submitted a successful expression of interest to the GM health and Social Care Partnership to be a GM trailblazer site for implementing ‘mental health support teams’ in schools, as part of the national Mental health in Education programme.

One of the key strengths in our proposal was the collaboration across education, health and VCSE working together to pool our knowledge and resources. In Salford, we are calling our new approach ‘Thrive in Education’ because that describes our ambition for ‘children to thrive in education’, and for ‘education settings to provide the best possible environment to enable children to thrive’



Salford’s ‘blended’ model brings together an integrated delivery team involving CAMHS, 42nd Street, Place2Be, and Salford City Council’s Educational Psychology Service and Early Help Schools Co-ordinator’s. The wider team around the school approach will also involve our 0-19 School Health Service, Youth Service, Salford Community Leisure, Salford Schools Sports Partnership and wider Council education support services and children’s health services.

As well as delivering 1-2-1 and group mental health interventions for young people in education, the team will offer training, advice and consultation, support with onward referral to specialist services, links to voluntary and community services, and will be developing a new peer support or mentoring programme, training and supporting young people to be peer supporters and emotional health champions. The team is also developing a physical activity on prescription offer to provide alternative models of support for improving children’s wellbeing through engagement in sports and/or physical activities.





The Thrive in Education team brings together a dedicated 18.4 full time equivalent staff of which 15.4 are additional /new staff. The Salford TiE team staffing model is as follows:

Thrive in Education team (staffing model)	WTE
CAMHS Service Lead (Band 8a)	1.00
CAMHS Senior Practitioner (Band 7)	1.00
CAMHS CY Wellbeing Practitioners (Band 6)	3.00
CAMHS CYP MH Nurse	1.00
Educational Psychologist	0.40
42nd St MHP (secondary schools)	2.00
Place2Be MHP (primary schools)	2.00
CAMHS Qualified EMHP (Band 5)	3.00
Trainee EMHPs (Band 4)	2.00
Trainee CYWPs	2.00
Administrator (Band 4)	1.00

In addition, the team is supported by:

- 42nd Service Manager (shared post with Manchester)
- Information, Monitoring and Evaluation support (in all services)
- Place2Be Management and Admin support

Between October – December 2020, the team have already engaged 38 schools (28 primary, 10 secondary) and as of 18th January 2021, the team have collectively supported or are currently working with 187 young people, who are undertaking assessments, engaged in interventions and receiving treatment. 23 schools have also participated in CAMHS Link referral training between December and January 2021, with a number of staff attending from some schools. So far, the feedback from schools and TiE workers has been incredibly positive, with teaching staff and school leaders confirming that ‘this is just what they needed’ to provide better emotional health support for children. Services are also enjoying working as part on integrated team and feeling they are now able to offer a more joined up and improved service for young people.

Salford is one of four localities to be awarded 3 years National/GM funding to implement mental health support teams in Greater Manchester, along with Manchester, Oldham and Rochdale. The learning from the trailblazer sites will help inform the development and rollout of MHSTs across the rest of Greater Manchester over the next few years.

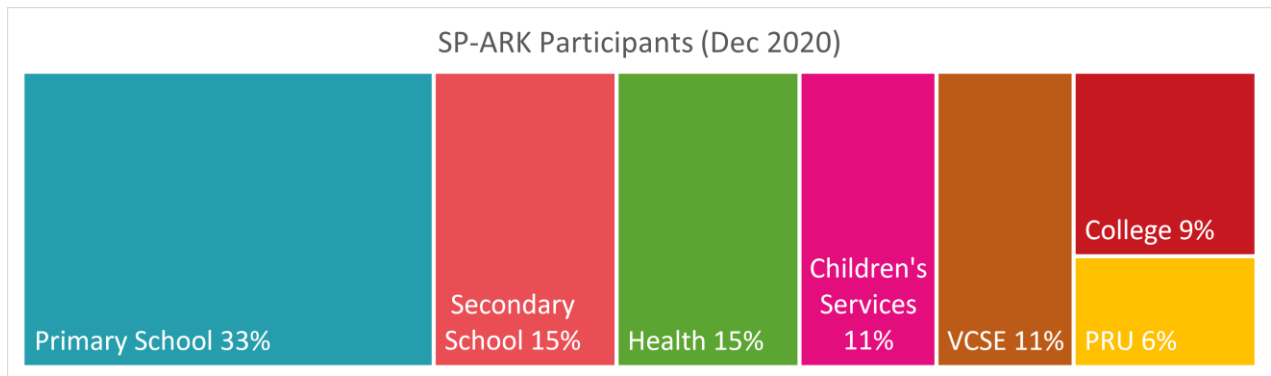
Training and Workforce Development

The Salford Thrive training programme for 2020-21 focused on the continued delivery of the Youth MHFA training both for schools and the wider workforce, and additional suicide awareness briefings and training sessions.

Youth MHFA: planned delivery was for 12 x Youth MHFA 1-day training along with 6 x Youth MHF Aider 2-day training specifically for Early Help teams funded via the GM iThrive team, however due to the pandemic all training was postponed. In addition, 3 MHFA instructors have moved onto new roles, meaning the training team’s capacity has been drastically reduced.

Suicide Awareness: Papyrus were commissioned to deliver a series of briefings, short training sessions and the ASIST in-depth training commencing February 2020, with two Suicide Prevention-Overview Training 90 minutes sessions being delivered, after which the remainder of the training was cancelled.

Towards the end of 2020 Papyrus developed their online training offer, with a 30-minute awareness session (SP-ARK) and the SP-OT training (90 mins) now available. In December two SP-ARK sessions took place with places prioritised for school / education staff, with 54 people attending, followed by a SP-OT session in January 2021.



The Salford Way: Across Salford the recognition of Adverse Childhood Experiences and development of a Trauma Informed response to adversity are key to reducing poor outcomes for children and families. The Salford Way strategy and aligned work programme will support the workforce in the early identification and prevention of additional traumas in a child’s life and provide a universal language to aid practitioners to recognise their own and other’s needs.

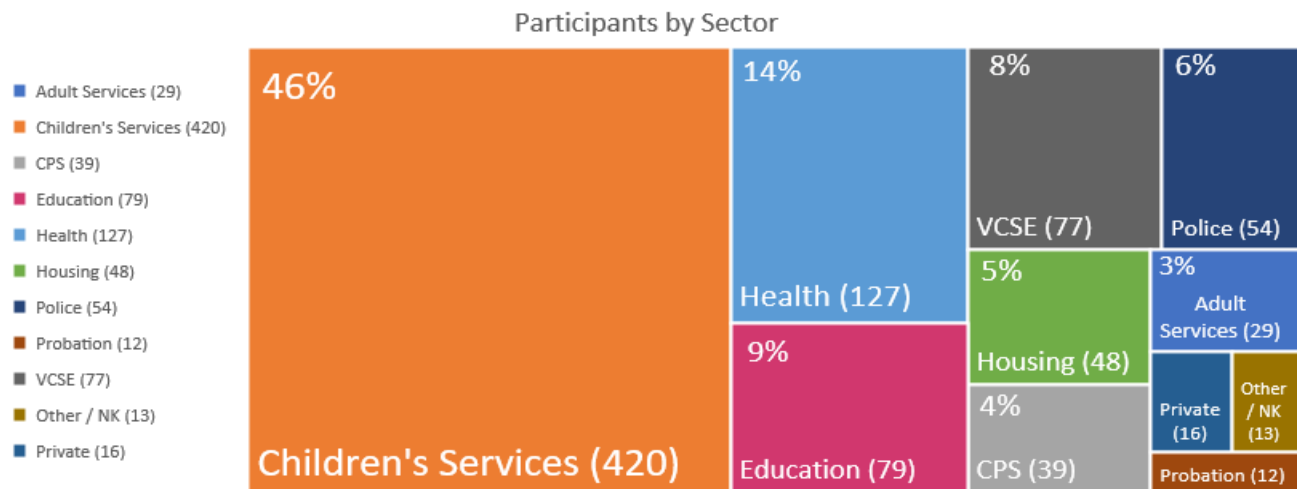


Training has played a key role in the work, supporting staff to have the skills, understanding and confidence to work in a trauma informed way. The Salford Way training offer has been developed to align to the Thrive model.

Awareness training (L1) was widely delivered across 20219-20 with a series of briefings and the Salford Thrive conference, with delivery for 2020-21 focusing on skilled and enhanced (L2 & 3). Zoe Lodrick, a specialist in the field of trauma informed practice, was commissioned to deliver a range of training courses along with a staff conference to support the workforce in trauma informed practice. Due to COVID restrictions the training offer was revised to offer a series on online webinars, with delivery offered online via MSTeams with no limit on the number of people at each session, as follows:

- Vicarious and secondary trauma: ensuring care for the carer x 3 session
- Vulnerable Teenagers – Trauma Bonding x 2 sessions
- Working with / regulating Trauma x 2 sessions
- Psychology of Sex Offenders x 2 sessions
- Psychology of Domestic Abuse x 2 sessions

The training was widely promoted across the local authority and partners with a total 1,002 people booking onto the sessions, with an attendance rate of 91% (914) from a range of services and partners.



Please see Appendix E for the full report

Salford Safeguarding Children Partnership (SSCP): the partnership was established during 2019-20 in line with the revised statutory requirements to oversee the Multi-Agency Safeguarding Children arrangements within Salford comprising of three statutory partners; Salford City Council, Greater Manchester Police and Salford Clinical Commissioning Group.

The SSCP Training Programme is delivered by members of the SSCP training pool. Pool members are practitioners who work in Salford and are released by their agency to deliver training. They are from a wide range of partner agencies which helps to ensure that training meets the needs of a multi-agency audience.

Due to the pandemic all face to face deliver was postponed in March with a revised virtual training offer developed swiftly to meet demand. The vast range of provision delivered in 2020-21 includes briefing sessions, statutory safeguarding training / refresher sessions, seminars, 2-3 hour training courses, practitioner reflective sessions and guest speaker sessions, all training information can be found via the following link: [SSCP multi-agency training](#)

The 2020-21 SSCP annual report will be available in July 2021.

New service briefings and engagement work

During 2020-21 a number of new services have been commissioned and to raise awareness and support their delivery online briefing sessions have been provided, available to anyone working or volunteering within the city.

Kooth: launched in Salford in April 2020, provides free online counselling for young people aged 11-18 along with a wide range of resources including chat forums, self-help resources and crisis information. To promote the new service 4 online briefing sessions took place in May 2020 with 78 people attending.



Gaddum: To promote the new young carers service along with the revised Child Bereavement Therapy Service, both delivered by Gaddum, a 90-minute online session was developed in response to the current pandemic and the impact on Salford children and young people. The briefing raised awareness of the two services, looking at the interventions and support provided along with advice for professionals and the referral process. The session took place in October 2020 and was attended by 24 people from a range of services and schools.

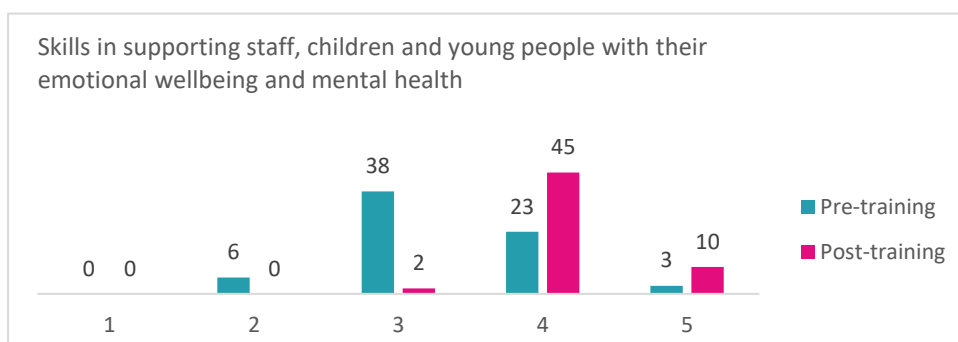
Wellbeing for Education Return is a national training and resources package intended to support education staff (to promote children and young people's, teachers' and parents'/carers' mental wellbeing and resilience and aid mental health recovery, in light of the impact of COVID-19 and lockdown).

The Wellbeing for Education Return training has been developed by the e-learning platform MindEd, working closely with the Anna Freud Centre for Children and Families (AFC), who delivered the training for local specialists to disseminate to schools and colleges.

Salford City Council asked the Educational Psychology Service to lead this programme locally, in consultation with other providers. The training was delivered in two 90-minute webinars to nominated education setting staff during the Autumn Term 2020.

The first webinar (Webinar One) covered a whole school or college approach to promoting wellbeing and resilience. The second webinar (Webinar Two) built on the first and focused on helping school and college staff to reflect on ways that they can continue to apply theory to real life practice. It covered specific concerns related to mental health and emotional wellbeing, such as bereavement and loss, anxiety, low mood, stress and trauma, warning signs and signposting. Webinars were delivered virtually.

In total, 41 settings and 10 supporting services participated in the webinars.



The webinars will be followed up in Spring 2021 with smaller group weekly themed sessions facilitated by the Educational Psychology Service and other guest experts from local organisations, including:

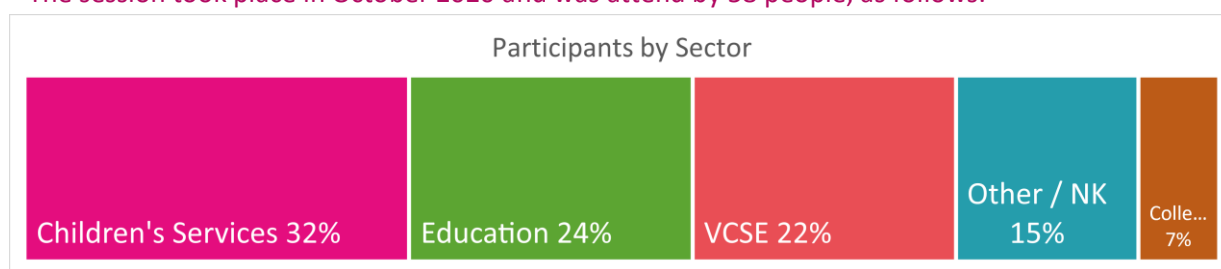
- supporting loss and bereavement in schools
- Staff wellbeing
- Trauma-informed approaches to supporting young people:
- Anxiety
- Exam stress

For full report please see Appendix F

Child Bereavement UK a national bereavement charity that helps children and young people (up to age 25), parents / families, delivered a 90-minute webinar for Salford. The webinar provided some understanding of the impact of bereavement on children and young people, drawing on both theoretical background and practical interventions. With the learning outcomes focusing on:

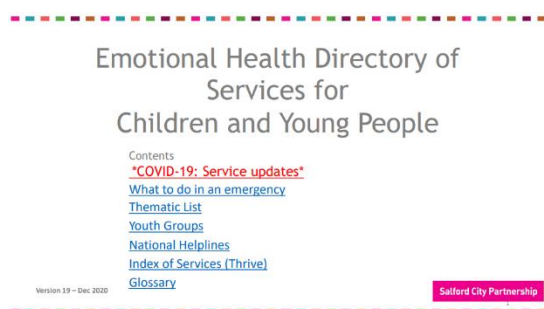
- A basic understanding of grief theory
- Improved confidence in addressing bereavement issues
- Knowledge of practical interventions with bereaved children and young people

The session took place in October 2020 and was attended by 58 people, as follows:



Thrive communications and resources

Communications and engagement in 2020 have never been so critical in supporting the Salford workforce, parents/families and young people with accurate and timely information about services, training, COVID and support and resources to help those working with children and young people. Communications throughout the year were primarily targeted through the Thrive network email bulletin, providing information and resources, updates on service activity locally, online training opportunities and sharing good practice. Key information for schools and education settings was also cascaded via the School Newsletter and to GPs via the GP newsletter. At points, information went out 2-3 times a week.



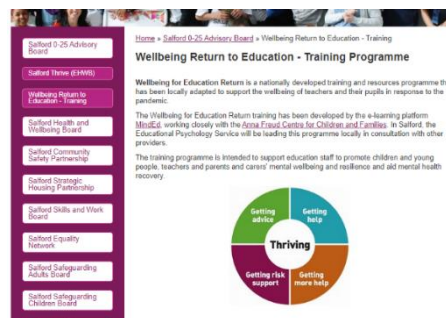
The Emotional Health Directory is regularly updated with a COVID Service update section so that professionals have access to the most up to date information on service delivery.

Between April and December 2020, the page hosting the directory has had 902 views of which 425 were unique users, spending on average 3.30 minutes on the page. The directory is also available via the Salford Local Offer for parents and carers, with the

new [Youth Zone](#) webpages providing information on emotional health and wellbeing, including access to the online directory.

The Salford Thrive webpage continues to evolve with new pages created to host the Wellbeing Return to Education training information, and under school resources, a page for Emotionally Based School Avoidance (EBSA) containing a range of information, including the EBSA pathway and referral forms, good practice guide and links to webinars and training.

With a [Thrive Updates](#) page created to host selected information from recent Thrive bulletins.



AMBITION 2: Progress



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AMBITION 2: Timely access to effective child-centred EHWB support

Our Priorities for 2020-21 were:

- ▶ EFS implementation in new settings – early years and post 16 education and training
- ▶ Finalise and implement new transitions policy and guidance for young people with complex needs, and to support improved mental health transitions
- ▶ Implement an integrated eating disorder pathway for young people, with non-interruption of care at age 18 and / or earlier access to adult services if and when needed
- ▶ More work on delivering an improved health (including mental health) offer for care leavers, and improved transitions between children’s and adult services.

Emotionally Friendly Settings (EFS)

A review of the EFS standards was started in 2020 and is ongoing. The review is looking at both the accreditation standards and the process of accreditation itself and will involve consultation with the EFS Accreditation panel members in Spring 2021. EFS standards have been mapped onto GM standards. The process of accreditation is being reviewed in response to feedback from schools and panel members and it has been agreed that the new process will introduce a school visit at bronze level, so evidence can be ‘seen’ by panel members rather than submitted only as paper evidence. We expect to roll out the new standards and process (for bronze, silver and gold awards) in September 2021.

There are currently 91 Salford schools engaged with EFS, 38 of which have a wider ‘Thrive in Education’ offer. Following the EFS Accreditation panel held in December 2020, 3 more schools were awarded their bronze accreditation for the first time, including 2 of the Thrive in Education schools. Plans are in progress for rollout across other settings including Early Years and Post 16. The Early Years EFS is in the final stages of design, with a view to launching through a virtual event in spring 2021. The Educational Psychology Service (EPS) will be working closely with Starting Life Well to roll

out the Early Years EFS. The Post-16 process is also near completion; the manual is with the design team and roll out expected to post 16 settings in summer 2021.

Alignment with Thrive in Education (TiE) work / new offer: A number of TiE schools (10+) are now re-engaging with EFS through refresher training and/or repeating their staff/pupil audits and a small number are engaging with EFS for the first time. We are aware of 2 schools with TiE offers which are engaged in other action plans, but do not wish to undertake EFS yet. One TiE school is working towards gold accreditation this academic year.

Other EFS plans include supporting the development of new sports/physical activity standards and embedding these as new standards in the EFS standards framework. Plans are being discussed in relation to EP support with a proposed TiE School Peer Leadership model and/or additional support for work around staff wellbeing. The EFS review has also given rise to discussions around including peer-peer support as part of the accreditation process e.g. a silver accredited school might support a school with their bronze accreditation. A parent audit for EFS being developed and is likely to be piloted Spring 2021. This could link with wider initiative of TiE Peer Leadership model. These will all be included as part of the wider TiE work programme.

The EBSA (emotionally based school avoidance) pathway rolled out in September 2020 with several training sessions delivered to professionals and schools, with monthly centralised training free to schools. A parent offer of support has also been developed alongside this EBSA pathway and Thrive in Education schools are invited to take part in CO-CAT study/ parent support through Canterbury Centre / anxiety workshop co-delivered by the EP service, CAMHS and 42nd street.

Transitions Policy

There has been a huge amount of work over the last year to develop an integrated and improved approach to transitions. The work has involved engagement and co-production across the system and involved children's and adult commissioners, service leads and worked across education, health and social care, co-ordinated and supported by the Complex Needs Transitions team. From a mental health perspective, both children's and adult service leads and commissioners have worked together to review exiting arrangements and to support the development of an improved transition pathway for young people at age 16/18 from Children's to adult mental health services or into primary care/community provision and into adulthood in general. An integrated 'Salford Multi Agency Transition Policy and Process' has been developed to provide a policy framework and practice guidance which sets out how we will work together to support all young people with additional needs move from childhood to adulthood. The aim, where possible, is to support young people through mainstream services and where young people need a commissioned or specialist service, this will be developed to enable the young person to become independent and gain the skills for a successful adult life. Success will be measured by outcomes for young people and the extent to which they are in control of their own lives and are enabled to be active and contributing citizens. All agencies, organisations and professionals will use a strengths-based conversation model of assessment and support.

The Draft Policy and practice guidance is planned to go via service and integrated commissioning governance for approval from early 2021 and aims to be signed off and implemented in Spring.

Eating Disorder Service and transition pathways

In 2020, children and adult commissioners have undertaken work to ensure improved alignment of pathways and transitions for young people aged 18+. Adult Commissioners have made a successful business case which aligns adult service referral to treatment times to Children's and work is

underway to implement this with services expected to operationalise the new model from April 2021. Additional resource was supported in 2020 to address existing waiting lists. Improved collaboration with commissioned children and young people's eating disorder services was an additional focus of the business case.

Children's commissioners have reviewed service specifications and agreed a new pan GM Community Eating Disorder Services (CEDS) specification, aligned to national / long term plan expectations for growth to support development of an integrated eating disorder pathway for young people and non-interruption of care at age 18, or earlier access to adult services if and when needed. The Salford/Manchester commissioned 'MSEDS' service was reviewed and a joint business case developed by Salford and Manchester commissioners working collaboratively with MSEDS service leads and increased investment agreed, initially to end of March 2021 and re-currently thereafter to support service development and continuity.

The revised GM service specification and additional investment MSEDS will support:

- All 8-18-year olds with ED to be seen within specialised CEDS service, and not within core CAMHS, with flexibility to extend beyond 18 to not interrupt an episode of care for an arbitrary transition age (in line with GM Transition of Care Recommendations).
- All CYP CEDS teams need to have a paediatrician for 2 sessions per week.
- Providers are to be cognisant of transition of care recommendations.
- QNCC-ED led review of GM service.

Evidence is emerging that COVID lockdown has been a catalyst for an increase of disordered eating in vulnerable groups, including children and young people with eating disorders, anxiety disorders or Autism Spectrum Disorder. Both locally and nationally, services are reporting an increase in referrals of young people requiring high intensity interventions and hospitalisation and are also reporting a deterioration in the clinical presentation of existing patients. This will be an important area of focus and close monitoring in 2021-22.

Improved support for Care Leavers

In August 2020, Salford Council and CCG commissioned a new programme of support for Care Leavers, linked to the Next Steps Care Leaver Service. Pure Insight have been commissioned to deliver this targeted support as outlined in the box below. Pure Insight delivers a range of targeted projects that provides practical and emotional support for young people aged 16-25+ who have left or are about to leave statutory care.

Our current service offer in Salford includes

- Insightful Mentoring. 2-3hrs weekly support from a volunteer Mentor to help guide and motivate a young person to achieve set goals (2yr offer)
- Psychological Wellbeing Support. 1:1 weekly support to improve self awareness, build emotional resilience, and develop practical coping tools to self care
- Fast Track Trauma Counselling Service. 1hr weekly support from an experienced counsellor specifically designed for people who have experienced ACEs & Trauma
- Volunteering and Training
- Young Person Advisory Panel. Opportunity for youngsters to have their say, supporting us to shape services and train volunteers.



In December 2020, Pure Insight provided an update on delivery to end of November: the service received 56 referrals into services, 16 young people were supported during the first lockdown, 24 provided emergency support, there were 43 referrals into psychological support with 25 receiving 1-2-1 support, there were 18 referrals into trauma informed counselling and 11 referrals into mentoring. Multiple additional outcomes were also reported including reduced substance misuse, secured tenancies and young people supported into education, employment and training or volunteering.

AMBITION 3: Progress

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AMBITION 3: Targeted support for the most vulnerable, and improved crisis

Our Priorities for 2020-21 were:

- ▶ Contribute to the development of a new Inclusion strategy, and ensure that services support the most vulnerable including LGBTQ+, BME, LAC and young carers,
- ▶ Implementation of a new needs-led integrated neurodevelopment pathway
- ▶ Roll-out of ICRS across Salford's Early Help Hubs
- ▶ Implement Peri-natal and infant mental health programme in Salford (including Home-start (see Ambition 4)
- ▶ Continued development of our Youth Justice offer, locally and GM programme
- ▶ Develop 'risk support' guidance for practitioners to support young people in distress and / or in crisis, experiencing self-harm and suicidal ideation

Education Inclusion Strategy

Salford's trauma informed Educational Inclusion Strategy is an ambitious 3-year plan. It establishes our vision and road map to develop a trauma informed Education Inclusion Strategy to ensure that our children and young people are in a school or educational setting which is right for them, supported by trauma informed professionals within and around the school, where their emotional and learning needs being met, and where they feel included, valued and invested in as an individual. The Strategy will bind together and further develop various areas of work currently being undertaken across the authority to support our aim and to identify new areas for development.

The strategy has 3 strands:

- STRAND 1: Team Around the School
- STRAND 2: Trauma responsive settings and practice
- STRAND 3: Processes, Provision and Governance

Thrive Partners were an integral part of the working groups which developed key strands of the Inclusion Strategy, particularly relating to Social emotional and mental health (SEMH) and emotional

health and wellbeing support. This development work is still ongoing and their input continues to be valuable.

Support for LGBTQ+ young people in Salford

The Salford LGBTQ+ working group has only met once during 2020-21 due to COVID pressures on services, in addition the chair of the working group moved to another area, which has impacted on momentum. The plan for 2021-22 is to review the aims of the working group along with the action plan and build on the last 3 years activity.

During 2020 the LGBTQ Inclusivity Resource Handbook has been developed by 42nd Street and Salford Youth Service, the handbook has been designed to provide productive and accessible tools for LGBTQ+ inclusion, and aims to bridge any gaps in knowledge and provide an insightful and productive resource for improving LGBTQ+ inclusion across the city.

The Resource handbook was launched in March and all schools in Salford, both primary and secondary, will be sent a copy to support their LGBT+ inclusivity work. In addition, participants attending the LGBT+ Inclusivity training programme will have the option to purchase one for a nominal amount.

The LGBTQ+ Youth Groups provide a safe space where young people can come make friends, have fun and learn social education. The fact we target LGBTQ+ young people means we have to ensure this is a very inclusive space for all our members, some young people will be more sure and confident than others, some will be exploring their identity in terms of gender and may wish to experiment with different names or pronouns, we encourage this. This group support and shared experience is extremely important to help connect young people who can very easily become isolated. Statistics also tell us 60% of LGB young people are likely to suffer from low mood, depression and or self-harm, and 80% of Trans young people will suffer from low mood, depression, body dysphoria and or self-harm, so we are working with a very vulnerable group of young people. Allowing them to come together, connect, support, meet other LGBTQ+ people, including out adults makes a huge difference in reducing the risk of mental health issues moving forward.

Salford Youth Service continued to deliver the LGBTQ+ Youth Groups, revising delivery from outside Covid safe sessions to inside safe sessions, with the team being creative in identifying suitable venues. However, numbers being able to access these sessions were limited to comply with Covid compliance. The sessions have been well attended with a waiting list for the group based in the west of the city. The trans gender youth and parent group, T and Toast, which runs once a month was initially stopped due to lockdown restrictions but did restart again in December with 4 young people and 6 parents attending.

The groups have covered several key LGBTQ+ calendar dates, such as International lesbian day, Bisexuality awareness week, Trans day of visibility and remembrance as well as hate crime awareness week. The projects celebrated the days, raised awareness but also allowed all the young people to think about identity and difference in a safe and positive space. Using social media has been a big part of what we have done recently as young people are able to work alone in a Covid safe way then join it together online as a group so that has worked well.

The young people have gained many outcomes in this period. To start with many have had to engage with us in a brand new ways, and building the confidence in this with young people and their parents has been really important. This has been really helpful learning for our young people in terms of other social environments like school and college.

And crucially, during this unprecedented time, the young people have gained more confidence, felt more connected, improved their mood, made friends and felt part of something bigger than just them.

Salford's Neuro-Developmental Pathway

Families and professionals in Salford told us that they have been facing different and varied challenges around how to access the right support at the right time for children and young people who have neuro-developmental conditions such as Autism and ADHD.

In response to this, a joint transformation project was agreed with SCC and the CCG to look at service re-design. The Neurodevelopment Pathway work began in August 2019. Short term investment to enable the system transformation was secured for additional capacity for occupational therapy and the 0-19 nursing team for a time limited period to support the system change.

A pilot phase was agreed and were panels established which were run in the 4 localities. The referrals that were received into the CAMHS service in this time were diverted into the panels, this was a targeted group to test the process, new referrals into other parts of the system continued as before during this time.

The test and learn phase of the pilot completed in Autumn 2020 and identified that there were some elements that needed to change - for example, the information coming through in referrals was not holistic and didn't give a complete picture of the child and their family. This meant the panel needed more information before they could decide on the most appropriate next steps in order for the child to receive the right support at the right time; it was clear that better connections were needed with the early help part of the system for this to be achieved.

The new single point of access for referrals into the pathway will be through The Bridge (Salford's multi-agency early help and safeguarding referral hub), which will support a robust health and early help triage process. We are now preparing all services for the next phase of delivery which will see all referrals around neuro developmental concerns for children and young people going through The Bridge from January 2021.

This means that any professional or parent/carer who needs additional support for a child in relation to a neuro-developmental condition will have to make a referral to The Bridge to access that support. This system went live from January 2021. A 7-minute briefing has been developed to help describe the new pathway and will be supported by pathway guidance for referrers, which will be rolled out across the children's health, education and social care system in February-March. A joint business case will need to be developed in 2021 to ensure sufficient capacity within the services that are delivering the new pathway, including Community Paediatrics (see below), CAMHS, 0-19 and Early Help.

An improved parent and carers support offer is also being developed and this will be supported by the 'Riding the Rapids' training for Salford practitioners in 2021 (see below for more information about this).

Review of Community Paediatric Service

A review of the Salford Community Paediatric Service (CPS) was completed in October 2020. The review identified a number of areas that needed to be addressed and there was a recommendation that the service was re-specified to ensure that it was able to respond to the challenges and needs within the population. This re-specification will address the new role of the CPS within the neuro-

developmental pathway and this will be included within a business case being developed to support the additional investment required by the CPS to meet all of the requirements of the new specification.

Riding The Rapids

GM Health and Social Care Partnership have commissioned training for staff in Riding the Rapids: A Parenting Intervention for Families Supporting Children and Young people with Learning Disabilities and/or Autism.

Riding the Rapids (RTR) is a ten-week group intervention aimed at helping parents/carers of children with additional needs to positively understand and manage their child's behaviour, improving quality of life and equipping families with skills to take on their journey with them. Designed for parents of children with learning disabilities and/or autism the group materials can be adapted to support parents of children in specialist or in mainstream provision. The course is divided into different modules including:

- understanding the function of behaviour that challenges
- making environmental changes to support positive behaviour
- developing strategies to promote positive behaviour based on this understanding
- promoting positive attachments through better communication and play
- supporting parents self-care and promoting parental coping and wellbeing

Based on well researched principles of functional analysis, the course aims to give parents strategies to help them in that moment in time, as well as skills they can apply to future challenges.

There are two Riding the Rapids courses; one for parents of primary aged children; and one for parents of attending secondary school ('Riding the Rapids: The Teenage Years'). The teenage course also covers issues relating to puberty, developing independence, and internet safety. Some parents who have accessed the primary course do access the secondary at a later stage in their child's development.

RTR will be fully funded by GMHSCP and the aim is to train 100 practitioners across GM by the end of 2021. Facilitators are trained in groups of 10 from the same geographical area so they can form a community of practice. The course is three days long and includes a clear course manual, parent handouts, supporting administrative documents and bespoke pen drives which contain video to support course material. All facilitators are expected to run a course in the twelve months following training and to access supervision provided by the trainers during that first course.

RTR will fit well with our plans to develop and roll-out an improved support offer for parents/carers and families in Salford. Salford practitioners will be undertaking their training between 14th- 16th June 2021. RTR fits to the 'getting help' quadrant of Thrive model of care & provides a first step offer of support for parents following service post diagnosis workshops, though can also be offer pre diagnosis if the parents/carers are not in mixed groups. It is anticipated that this training will make a real difference to the rolling programme of support that Salford will offer to parents in Salford as part of our improved neuro development pathway.

Salford's Integrated Community Responsive Service (ICRS)

ICRS is a multi-agency service led by 42nd street, supported by Mind in Salford, Self Help Services and CAMHS and is integrated with Salford's Early Help and Family Hubs. The service provides targeted early help support for young people presenting in mental health distress and at risk of crisis presentation via A&E or social care services. The aim is to identify young people on the 'edge of

crisis' and offer early and brief interventions to prevent the issues from escalating further, or, could be offered as a step down from crisis, and provides targeted 1-2-1 support for young people to identify and address the causes of mental health distress and through agreeing strategies and plans to helpfully mitigate these. What is unique about the ICR model is that it's embedded as part of the early help service which means that the service can support a wider package of support such as advice and support with financial issues (including benefits and debts), both for the young person and their family.

ICRS was commissioned as joint Salford/Manchester pilot and approved for recurrent funding from 2020 to facilitate further roll out of the support for young people who may be at increased risk of crisis, including: young people who are not in employment, education or training, young people attending Pupil Referral Units (PRUs) and those who may have been 'missing from home' or who are 'edge of care'. There is also now a referral pathway from the Youth Service to target support quickly to young people presenting in distress and reduce likelihood of escalation.

In 2020, the service has rolled out to a second neighbourhood hub in 'South', it's collocated with Early Help and Child in Need team. The ICR mental health practitioner contributes to the neighbour team approach and provides invaluable consultation and advice for workers as well support for young people themselves. This ensures an enhanced offer of support from the Early Help and CIN teams and that staff are continually gaining knowledge and skills and feel more confidence in working with young people and their families around the topic of Mental health. As a result, workers feel better able to support young people and are now less likely to automatically refer on to mental health services. In December, the service rolled out a dedicated pathway for 'Route 29' young people (Salford's No Wrong Door integrated care model), which means there is targeted mental health support for young people who may not meet the threshold for CAMHS psychologist support and provides more choice.

The impact of COVID has meant more young people are presenting with higher levels of need and increased complexity. This has meant that the ICR service has been required to provide increased support with case management and safeguarding. ICR workers have continued to operate throughout the pandemic, with remote support (video, telephone, online) and some face to face over the period. We have learned that some young people engage better remotely and would like to continue this as an offer going forward alongside F2F.

Early Help teams have fed back that ICR workers support with case discussions is invaluable, supporting practitioners with information, tools and strategies to support young people on Early Help caseloads, particularly around issues such as anxiety, low mood and school avoidance. ICR also provide responsive support around potential crisis cases when needed, helping to de-escalate issues quickly. Consultations continue to be delivered virtually whilst staff are working remotely.

ICRS has also been working in partnership with the 'Change Makers' who are a group of young people passionate about young people's rights and mental health, and have been trained to support their peers whose voices are rarely heard when campaigning for change. They will be running workshops and consultations with young people from the ICR service to ensure these voices are at the forefront of campaigns and social action.

Implementing a Peri-Natal Infant Mental Health (PIMH) service

A business case has been approved to implement support for Parent and Infant Mental Health, we have had PIMH provision in Adult mental health services for some time but the business case will join the system and provide mental health support for children under the age of 5 and link to CAMHS

services and the wider community and early help offer. This programme will be a key system development in 2021 and will sit under the '1001 days' strategy and governance.

Youth Justice Service (YJS) targeted CAMHS support

Salford continues to benefit from a targeted YJS CAMS worker, who is co-located with the YJS team and provides both 1-2-1 assessment and support and consultation and advice for professionals, input to care plans, pre-sentence reports, staff training and supervision, and via complex case panels. Consultation and advice around sexually harmful behaviour, remains a key area of staff support, mainly for children with learning disabilities, as well as advice and support around young people who self-harm and have suicide ideation. However, over the past year, there has been a focus on embedding learning around trauma and resilience into YJS work following the extensive training programme provided in Salford this year. Despite COVID, the CAMHS YJS worker has continued to support young people and staff remotely via digital technologies and provided support in community settings for those who have needed face to face support and when possible within COVID safety rules, including supporting joint home visits for young people identified at risk. Group work also resumed over the summer.

The YJS CAMHS worker also continues to support young people to engage in / access other specialist services and assessments such as ADHD assessments and psychiatry appointments, which in turn support young people to better understand their own behaviours/responses to aspects with their day to life, both at home and in other settings such as education. Between April and September 2020, and in site of challenges due to COVID, the CAMHS YJS worker supported 90 young people via 1-2-1 appointments and supported 40 staff consultations. A priority for 2021 will be improving pathways and integration between CAMHS, Route 29 (Salford's No Wrong Door model for children on the edge of care) and the Complex Safeguarding Team where young people are known to multiple services.

In January 2021. the YJS CAMHS worker started a Postgraduate Certificate in Supervision Skills for mental health professionals through the CYP-IAPT programme, delivered by the Greater Manchester Mental Health Foundation Trust. This will complete in June and will enhance the worker's capacity and skills in supervision and consultation, in advising and supporting other professionals in the youth justice team and across the wider children's workforce.

Improving risk support and crisis care pathways

The Thrive Partnership identified last year that there was a need to do more to support the Children and Young people's workforce with improved information and understanding of the 'risk support' and 'crisis care' pathways. Progress on this work have been significantly delayed due to real time COVID pressures, particularly on clinical services. However, October 2020 the Thrive Partnership held a focused meeting on Crisis Care and Risk Support, with 25 members in attendance to hear inputs from Early Help and The Bridge, CAMHS, 42nd Street, GMMH All Age Mental Health Liaison team (based in Salford Royal A&E), the GM Crisis Care 'Rapid Response Team', and Public Health team.

The focused session particularly imperative in the context of COVID related pressures and reports across services regarding increased levels of need and complexity of young people, and of increased mental health referrals and anticipated ongoing surge demand. Services shared information and updates on service pathways and highlighted areas of development, which was helpful in raising awareness and providing assurance of the support in place in Salford.



Through partnership engagement, we were able to agree crisis care and risk support priorities for Salford over the next 12 months. These include:

- **Developing a crisis care ‘pathway on a page’** to support professionals, supported by a 7-minute briefing, to support ‘right service, right time’
- **Better information & support for parents** via Salford webpages, Mind-Ed and Kooth
- **CAMHS briefings** for social care staff, via lunch bowl practitioner events and increased access to **consultation for council staff**
- **Improved co-ordination of crisis care data**, supported through tableau to inform service and pathway improvements

Domestic Abuse and BOND programme (New)

The Domestic Abuse (DA) practitioner’s guidance was developed and disseminated across Childrens services. A training package was developed in line with the introduction to the practitioner’s guidance, pathways and tools. 8 managerial training sessions, 16 training sessions attended by over 200 LA staff was delivered via Microsoft teams to give insight into the tools and practitioners guidance. The tools introduced within the guidance and upload onto care-first are identified below. Tools included: the severity of abuse grid, The safe-lives individualised safety plan ,written agreements were removed from use with victims, written agreements were adapted and completed with perpetrators to place accountability on perpetrators for their own behaviour, the perpetrator ‘RESPECT DASH’ was introduced, the inventory of controlling behaviour’s was introduced , the de-escalation plan.

Pimms data enabled the review of the use of the victim’s tools onto care-first and is monitored weekly to ensure increase in the use of the tools and high-light any services who might need support in implementing them further into practice. 8 Multi agencies audits have been completed in response to DA chaired by the Referral and Initial Assessment Team (RIAT) Manager with an overall finding that DA responses have improved with the use of the DA tools and guidance implemented. Results from a survey monkey highlighted that 70% of practitioner were aware of the Harbour provision, 90% of practitioners were aware of the support the DA lead offered within the survey with over 50% seeking direct support through a collaboration of lunch bowls, team training, 121 support or general advice.

To ensure training was put into practice, DA case file audits were completed with the support of the quality assurance team. The audits identified clear use of the SOAG, safety plan and DASH when supporting victims which was a real positive progression. It was clear from the audits that when responding to victims and children, the practitioners guidance was followed and appropriate referrals were evidenced to have taken place to MARAC, SIDASS (adult victims service) and Harbour (YP DA service) which ensured the level of risk was appropriately managed. The YP DA lead also

chaired SCR reviews with primal factor being DA to support in a partnership response to supporting children and families effected by domestic abuse.

Harbour young people's domestic abuse service was commissioned in April 2020 and supports YP age 5-18 from Salford or from a Salford school who have witness or are experiencing domestic abuse or are using abusive behaviours in intimate relationships, peer on peer or to parents. This service is part of the BOND scheme. The service has currently to date received 157 referrals with 82% engagement rate. The Harbour provision is viewed to be evidencing positive outcomes for children and families and is a cost-effective approach to positive change. Due to this it is under evaluation to become permanent. The social impact report for the year will be available for review in April 2021. Recent quarterly report from Harbour identified positive feedback through client feedback questionnaires

Harbour is integrated into operation encompass and has created supporting literature to guide pastoral staff in response to operation encompass when children arrive at school. A clear referral pathway is established to support education to make referrals into service wen required with a link worker to the schools for support.

A social impact report and video of children's feedback is available in Appendix G.

Perpetrator provision is now available across Salford starting February 2021. This was made possible via BOND and an initial 108K commission from the CCG to deliver on a small scale, support for perpetrators deemed standard, medium and high risk. TLC (Respect accredited perpetrator provider) agreed to deliver the provision and Salford council managed to secure match funding from the home office with a led application from the PCC/ TLC for 230K

AMBITION 4: Progress

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AMBITION 4: Parental support and programmes for those who need it

Our Priorities for 2020-21 were:

- Contribute to the development of a Salford Parenting Strategy, in partnership with parents in Salford (to include parent resilience, physical / mental and social health)
- Maintain / develop our neighbourhood parent peer support groups
- Continued co-production of the adult 'Living Well' model, to pilot in one area of Salford from 2020
- Continuation of Home-start baby Bond (as part of new PIMH – see Ambition 3) and implement new support for dads though 'Dads Matter'

Developing a Salford Parenting Strategy, and parenting support

We have developed a parenting strategy for Salford which includes the Solihull Approach as our population level offer. The Solihull programme enables families to access a wide range of universal and targeted parenting programmes online. This online parenting offer has proved to be invaluable during the pandemic. We have developed an antenatal and postnatal pathway for families which was initiated as a result of the pandemic and Solihull is a central tenant of this pathway. Baby Leads

in each of our localities make contact with families to give them access to the courses and check in with their progress. These check ins have enabled the Baby Leads to explore any arising issues and put appropriate support plans in place. Our Parenting Team offer tailored parenting support to families who have been identified as requiring further parenting support. Members of the team apply their skills and knowledge of the Incredible Years programmes to do this.

We had to pause the roll out of the Empowering Parents, Empowering Communities (EPEC) universal parenting offer across the city. However, we will be picking this back up in 2021 as we have devised a virtual implementation plan for the project.

Last year we initiated a project plan to build upon the successful work undertaken in the Little Hulton pilot rolling out the 18-month universal assessment. The 18-month assessment conducted by Early Help Practitioners in partnership with the 0-19 Health Visiting Teams is now in the initial stages of citywide rollout.

Parent Peer Support

Salford's Health Improvement Team has been leading on community peer support work for some years now. A parent peer support project was commissioned through transformation funding specifically to develop peer support networks for parents experiencing difficulties and challenges around their children's emotional and wellbeing and mental health. The idea and need for peer support came through engagement and consultation with parents themselves who told us they can feel very alone and unsure of how best to support their children's wellbeing. Some parents had set up their own peer support group in Little Hulton and the feedback from parents was really positive around how support from other parents in a similar position was invaluable and reassuring.

Learning from the Little Hulton group, the aim was to provide forums for other groups to meet up and share their experience, to support each other in a safe space and to invite 'experts' into groups to talk about specific subject that parents felt would be helpful in helping them to better understand their children's emotional health and wellbeing needs and how best to support them. Co-ordinated by the Health Improvement team, a number of Parent Peer Support Groups were starting to gain traction following several engagement events at the Council Chamber and the setting up of a What's App Group which now has over a hundred members. Then the pandemic hit and priorities changed, with face to face work stopped/paused and staff allocated to various COVID related programmes of work across the city, including delivery of the Spirit of Salford Hotline to help local residents. Prior to this, several groups were actively meeting in person and such as the Spectrum Group in Kersal and the group in St Paul's Group in Walkden.

During lockdown, the HI team have kept in touch via their mailing list and have shared information and resources to support parents and to keep in touch. The team have also worked closely with Salford Information and Advice Support Service (SIASS) and with children's mental health services to support them and to offer some online sessions.

Living Well programme

The Living Well UK Programme is a national three-year programme to help us think differently about mental health support. It will help Salford to focus on people's skills, aspirations and experiences to build a different way of offering support and help. Over the last eight years, Lambeth has been changing their mental health support to help everyone who experiences mental health difficulties to work towards recovery, stay well, make their own choices and take part in everyday life. Salford, Luton, Edinburgh and Tameside and Glossop have all been chosen to learn from this work as part of a programme funded by the National Lottery Community Fund. Salford will be working with the

Innovation Unit, a not for profit social enterprise. The Innovation Unit will help all the sites in the Living Well UK programme to develop their own local systems to meet the needs of local people. We are calling this work 'Living Well Salford'.

As part of the NHS Long Term Plan, localities are being asked to realign community mental health services with primary care networks (PCNs), creating 'new and integrated models of primary and community mental health care' by 2023/24. NHS England has published a Community Mental Health Framework, giving further detail on what these models of care might look like, with a range of models currently being tested. To support these integrated models, Mental Health Practitioner (MHP) roles are included in the GP Contract Additional Roles Reimbursement Scheme from April 2021. A proposal for the future delivery of an 'extended reach living well' service with the PCNs has been approved at Primary Care Commissioning Committee, resulting in investment of £954K. Staff are expected to be in post for April 2021.

The Living Well multi-disciplinary team (MDT) is now operating across Broughton, supporting people who are not reaching the criteria for secondary care mental health services but require more support than primary care can offer. Input from the national Innovation Unit has been extended until the end of March 2022 due to the impact of COVID on the wider national programme. This will support our timescale to develop a business case in the summer of 2021 and will allow us to access a longer period of external evaluation.

As part of the Living Well Programme, collaborative sessions are held with wider stakeholders to support system working and co-design. The next Collaborative for the programme will be focused on childrens' to adult services transition for people falling between primary care and secondary care.



Homestart Baby Bond and Dad's Matter

In November 2020, Home-start Trafford, Salford and Wigan held a virtual celebration of 21 years of family support.

Since 1999, the service has supported 4 and half thousand children from over 2,000 families and grown its volunteer base from only 8 in 2000, to 217 in 2020.

In Salford, Home-start supported 49 parents between April and September 2020 and

to date, has engaged with 59 volunteers that have all attended the additional HSPPP volunteers training day. A further 12 were due to attend training at Salford University in March but this had to be postponed due to Covid 19. To date, 42 volunteers have also completed the Baby Bond PIMH 4-day training course. 30 new volunteers were recruited this year and have started the core Volunteer Preparation Course. 4 sessions of remote PIMH training have been set up and we have trained 5 staff and 2 trustees, with plans to roll this out to volunteers.



Through lockdown many of the families that Home-start supports have needed more therapeutic mental health intervention as a result of the pandemic. Ordinarily, clients are referred to services such as IAPT, however this has been a real challenge during lockdown and has highlighted a gap in support for families at this critical time, negatively impacting on the families' capacity to cope and their emotional resilience. In response to this emerging need Home-start secured some additional

Covid lottery funding and are currently offering brief interventions/solution focussed counselling, consisting of 6 to 10 virtual face to face 50-minute sessions. This is being provided by an existing Home-start Co-ordinator who is a qualified (level 6) psychotherapist and registered with the British Association of Counselling and Psychotherapy. This pilot started in quarter 2 during which the service received 7 referrals from families already engaged with Home-Start.

“Home-Start gave me and my boys a new future, a new journey to start our lives without fear, and a freedom to live our lives. I am so grateful, and really appreciate what Home-Start has done for me and my boys. Without Home-Start we would not be alive.”

‘Dad Matters’

Dad Matters supports dads to have successful relationships with their families, and with managing anxiety, stress and mental health issues through peer support and signposting. Dad Matters aims to get dads engaged with services that have traditionally been targeted at mums. We work directly with services which support dads, families and especially babies, to increase engagement and knowledge across the sector. We want to make sure dads know how important they are, how to access support when they need it and why it’s essential for baby’s development.

The Dad Matters team is made up of specialist staff from Home-Start Oldham, Stockport & Tameside (HOST) and the Tameside Early Attachment Service (NHS) with links to midwifery, health visiting, mental health services and voluntary sector organisations across Greater Manchester. Since commencing the project in April we have managed to reach 111 Salford dads and another 15 dads who were referred into the service for targeted 1-1 work from various professionals and services across the region.

Understandably Covid-19 has had a significant impact on how many dads we were expecting to engage with in Salford due to the fact over 90% of our engagement work was face-to-face. We have had to shift our strategy and approach significantly to try and mitigate for this and although we haven’t seen the same number of dads as we would usually expect, we have had a good impact. Some of the changes we made included moving our antenatal ‘dad chat’ to a more in depth online antenatal class. Due to the success of these, they will continue even when we are able to do face-to-face sessions. For the dads referred into the Dad Matters service, on the last Saturday of each month we have arranged for walk and talks and a chance for the dads to connect with others. In order to maintain this remote peer support we have created closed Facebook groups and even though for a time we were restricted to engaging dads inside maternity hospitals, we held a number of ‘pop up shops’ where we were able to engage with dads whilst their partners were in for various antenatal appointments, some even whilst their partners were in labour. More recently we have been able to offer outreach inside antenatal clinics and made further links with the rainbow clinic at St. Marys.

AMBITION 5: Progress

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AMBITION 4: Transparency and accountability across the whole system

Our Priorities for 2020-21 were:

- ▶ Further development of Salford's Thrive programme to include system transformation, service re-design, improved pathways between services, more integrated working and co-location in neighbourhoods (involving commissioned mental health providers, early help and children's services, IYSS, schools and GPs)
- ▶ Continue to use local needs assessments and continued development of the emotional health and wellbeing dashboard to ensure intelligence led commissioning plans
- ▶ Undertake review of children's counselling needs and provision to inform future commissioning and investment plans
- ▶ Consider the need for extended / more flexible services for young people aged 18-25, learning from Salford's community eating disorder services (see Ambition 2)

Salford Thrive system transformation and service redesign

In spite of COVID pressures we have continued to progress a number of system and service transformations and examples of these are dotted throughout this report, including the Neuro Development Pathway pilot which completed in 2020 and is now going live in 2021 and Salford's multi-agency Transitions Policy development. Internal service redesign work has also been undertaken to support system wide transformation work, and a good example of this is the work within CAMH service to re-organise resources and processes around the neuro development pathway. Instead of neuro development referrals into CAMHS following a linear pathway, with some young people and their families having to attend a number of separate appointments with different professionals to support a neuro developmental assessment, these have been re-designed to operate as an integrated clinic with all professionals being brought together as a team to offer / provide all aspects of the assessment and support at the same time and place. This reduces significantly the burden on parents/families having to attend multiple appointments over several weeks or months. The feedback from both families and professionals on the pilot approach so far is exceptionally positive and will further enhance and improve the experience for families who are involved in the Neuro development pathway. Plans are to roll this out more formally from April 2021.

A collaborative review of the mental health and early help referral systems was undertaken in anticipation of COVID surge pressures and increased level so needs and risk linked to referrals. CAMHS and 42nd street talked through examples of recent referrals to support Council early help service leads in understanding the nature / level of need, reasons for referral and processes which services followed in assessing cases and agreeing pathways. The Bridge Partnership (multi agency safeguarding and early help referral hub) also participated and will be looking to include mental health referrals in the scope of future Bridge transformation workplans in 2021. This work has improved understanding of current mental health referral and assessment pathways, and has informed further collaborative work across the children's services system to increase mental health input and consultation in the early help assessment and triangulation (risk assessment and allocation) process, has led to an increase in capacity of the 'single point of access' role and CAMHS

duty function and has informed an agreement to develop and test a single point of access via The Bridge for cases when referrers who are not sure of where best to refer young people. It's also supported great collaboration between mental health services to support decisions around accepting referrals and / or when to escalate/de-escalate.

Work is underway in Greater Manchester to develop an approach to mental distress in children and young people. We know that many young people have had traumatic experiences in their lives, often this manifests itself if distressed behaviour such as self-harm and suicidal ideation, truanting, violence or risk taking behaviours, we are working with Greater Manchester to develop an edge of care response which provides residential respite for those young people with wrap around mental health support. This will reduce the number of children who do not meet the threshold for Tier 4 mental health support and are sometimes placed in secure residential provision.

Needs assessments, dashboard and intelligence

Our routine approach to collecting/collating and sharing data via our quarterly Thrive Dashboard was paused during COVID due to pressures across all services as well as a reduction in Thrive Partner meetings/length of meetings. However, routine quarterly service reporting has continued, and additional information provided periodically by services to commissioners in order to provide assurance and intelligence around COVID pressures. Services have provided headlines on demand/surge, numbers of referrals, nature of referrals and level of acuity/need including rising levels of anxiety, self-harm and suicide ideation. Data was also provided more frequently by CAMHS, GMMH, Salford Royal and by the GM Crisis Care team relating to crisis presentations and cases requiring tier 4 assessment / in-patient beds and urgent treatment. There has also been an increased number of individual and complex cases requiring multi agency panel (MAP) and/or CETR consideration or review due to crises and escalating needs, where mental health issues are often the symptom of a wider mix of issues involving social care, education and family support.

Close monitoring of waiting times and waiting lists has also been a priority over the last year. Greater flexibility of some services during the pandemic has meant that referrals and young people awaiting treatment or in treatment have dipped in and out of provision, with some opting to pause treatment or decline services, whilst others have sought to shift to drop ins and check ins on switch to online support. This intelligence around young people's preferences will be invaluable in supporting future commissioning and service delivery plans and will inform whether further investment maybe needed as well as service redesign – what we want to keep versus what we may want to stop doing.

The GM tableau report is updated and provided by the GM Health and Social Care Partnership and is the key document we use to inform on progress on access and waiting times standards and national Key Performance Indicators (KPIs) across GM and by locality. This report is reviewed and monitored by the GM Long Term Plan Implementation Group (GM CAMHS Commissioners) and at the dedicated GM Data Club. We also share the GM report with the Thrive Partnership and Oversight Group to track Salford's overall performance against national expectations. See Sections 4 and 7 for more information about Tableau and performance monitoring.

Joint Strategic Needs Assessment and other local assessments of need

The Salford Time to Act group is a subgroup of [Salford's Health and Wellbeing Board](#) who have been meeting weekly to consider the health inequalities aspects during COVID and to coalesce rapid action for the [Locality Plan priorities](#). These are Child poverty, Mental wellbeing, Loneliness and climate change all of which have direct and indirect impacts on children and young people. A business planning group met in January 2020 to consider priorities for the Health and Wellbeing Board in 2021 and agreed to reconvene the Locality Programme Group (LPG) which had been stood

down for the COVID pandemic. The LPG is also responsible for the [Joint Strategic Needs Assessments](#) (LPG/JSNA group). The JSNA programme will include needs and strengths and include the views and aspirations of local people, not just data and deep dives on request.

An all age mental health 'rapid' needs assessment is underway primarily focusing on the impact of Covid but this document will update data from our All Age Mental Health Needs Assessment. A further 0-25 needs assessment will be developed in March to map distance travelled since our last Needs assessment in 2015 and set priorities for future focus.

Strategic review of children's and young people's counselling

Following reviews of individual counselling services over the last couple of years, Salford City Council and CCG agreed there was need to undertake a system wide review of counselling provision in Salford in order to inform future commissioning plans and investment. The scope for the review is outlined below. The Review is funded by the Council and CCG and has been commissioned to the University of Salford to undertake, in consultation with Salford Thrive Partnership and wider children's stakeholders. Counselling is a key element of the children's mental health system, but concerns have been raised over a number of years about gaps in provision, pressures on some services and lack of access to support for those children who do not attend a school which directly funds provision. The review will provide aims to:

- form a picture of need for CYP counselling services in Salford
- determine whether current provision meets that demand
- provide recommendations that will inform future Council and CCG commissioning and investment plans for children and young people's counselling in the future

The scope of the review will include the following:

- **General counselling:** Including commissioned provision in voluntary sector and/private sector delivery and schools-based counselling procured directly via schools or Counselling provision employed and / or directly delivered by in house teams in schools/colleges/universities. This may include new developments that have been externally funded through local, or national grant funding, or GM pilots. We have a variety of commissioned providers.
- **IAPT Step 2 provision** (for people aged 16+): delivered for CCG by Six Degrees. Psychological Wellbeing Practitioners (PWP) delivering low intensity CBT for common mental health disorders such as mild or moderate depression, panic disorder or generalised anxiety disorder.
- **Counselling for CYP affected by a family bereavement (Gaddum / Hospices)**
- **Therapeutic support** for families supporting children with a life limiting condition / palliative diagnosis
- **OTHER non-commissioned provision** including local and national services available via open access e.g. online/helplines, or local targeted/chargeable provision in Salford. There are various provisions included here.
- **Commissioned provision in GM** that may be accessed by Salford young people, such as the GM Universities Mental Health Service.

We hoped to start work on the review in April 2020, but this was paused due to COVID pressures and restarted in October 2020. It is likely to take a couple of month longer to complete due to pressure both on the University and our key stakeholders, as it will involve extensive stakeholder engagement with commissioners at a local and GM level, children's and young people's professionals and services, counselling service providers and schools. The University will also seek direct input and views from children and young people themselves.

The Council and CCG will consider the findings and recommendations of the review which will be presented in a formal report through joint Council and CCG Governance, which will inform our future commissioning and investment plans. It is anticipated that the review will complete in May/June 2021.

Extended services for young people aged 18-25

A number of our services already operate up to age 25, including 42nd Street core and online support and further extension of support up to 25 is needed both to ensure continuity of care for some young people that need ongoing support beyond 18 as well as targeted support for young people aged 16/18+ who may not meet thresholds for adult services but do have emotional health needs, or other vulnerabilities that may impact negatively on their mental health and wellbeing. We also know that many young people experience 'a cliff edge' as they turn 18 and no longer have access to the level and range of support they had as children. Transitions at 16 and 18 are particular risk points for young people as they move in to further and higher education and into adulthood, many move away from home and lose the established support networks they may have relied upon to get by or thrive. For most young people, turning 18 does not fundamentally change their capacity to cope, yet many of our services do not support them beyond their 18th birthday. We are agreed that we need to build in greater flexibility to our services to extend support beyond 18 for those that need it, and this is a key expectation in the Long-Term Plan.

In 2020 Salford commissioned KOOH to provide additional online service capacity in response to COVID pressures. Whilst the current funding and specification for this service supports young people up to age 18, GM commissioners have agreed in principle the desire to develop a GM wide specification and to tailor the service for the needs of GM young people, including extending support to age 25. Work is expected to start on a GM specification in spring 2021.

We have already reviewed and revised our eating disorder pathways to provide continuity of care beyond 18 for those who need it, and in 2020 we approved a GM ED specification and business case for the Salford and Manchester service to extend beyond 18 and to work more collaboratively with adult services to ensure safer and smoother transitions and greater choices for young people post 16. See Ambition 2 above for more information on this work.

The COVID pandemic has once again highlighted the vulnerabilities for young people aged 16 / 18+ and for young adults moving into higher education, employment and training. Young people aged 16-25 have been significantly and disproportionately impacted by COVID, with extensive disruption to education and many more experiencing furlough/unemployment. The emotional and mental health impacts on young people linked to the pandemic have been well publicised over recent months and for this reason, the Thrive Partnership has agreed that strategies and services to support this age group as a key priority for 2021-22.

AMBITION 6: Progress

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AMBITION 6: Children and young people have a voice

Our Priorities for 2020-21 were:

- ▶ Further development of Salford's Thrive programme to include system transformation, service re-design, improved pathways between services, more integrated working and co-location in neighbourhoods (involving commissioned mental health providers, early help and children's services, IYSS, schools and GPs)
- ▶ Continue to use local needs assessments and continued development of the emotional health and wellbeing dashboard to ensure intelligence led commissioning plans
- ▶ Undertake review of children's counselling needs and provision to inform future commissioning and investment plans
- ▶ Consider the need for extended / more flexible services for young people aged 18-25, learning from Salford's community eating disorder services (see Ambition 2)

CYP Voice and Engagement

A CYP Voice and Engagement Group was established to lead on children and young people's voice and engagement plans with representation from Salford Youth Service, 42nd Street, CAMHS and Children's Services. The action plan currently focuses on the following priorities:

- Peer Support
- Co-production with young people
- CYP Voice

Salford's GM i-Thrive 'subject matter expert' funding been reallocated to support children and young people engagement, with a 2-day post based with the Youth Service to develop and co-ordinate this work.

The GM Bee Heard engagement work, delivered in partnership with Youth Focus NW and 42nd Street, has been widely promoted across the city as an opportunity for young people aged 14-25 to have a say on Greater Manchester mental health services. The meetings have taken place on Zoom and have focused on different area / priorities, for example the session in December looked at access and waiting times. Discussions have been held with GM Bee heard about how they will ensure improved links between engagement work in localities and GM work from 2021, and this will hopefully ensure that Salford young people have a stronger voice and influence on reviewing and shaping GM children and young people's mental health plans. A GM engagement event is planned in spring 2021 to kick start this work.

The GM i-Thrive team have allocated £1,000 funding to support Salford in hosting a Salford children and young people's engagement event, which will be planned in 2021-22 when restrictions are lifted. The CYP Voice and Engagement working group will lead on this and involve young people in

setting the agenda and style of delivery. The evaluation following the Odd Arts Spiralling Minds school drama workshops will also help to identify key issues impacting on young people

Interactive School Drama Workshops

Odd Arts continued with their annual delivery of the interactive drama workshop targeted at Salford secondary schools. The dramas are revised annually and co-produced with young people based on their issues of concern and are supported by our commissioned services, in particular 42nd Street. The 2020 programme engaged with 20 schools / education settings across the city, including Barton Moss Secure Unit, Pupil Referral Units and a performance for Salford Youth Justice Service. A total of 46 sessions were delivered to a total of 2265 young people. Some delivery was impacted by the pandemic, with five schools cancelling performances due to restrictions.

The performance was welcomed back to the Beis Malka Belz Girls school, with two performances delivered to 200 students, building on the partnership developed in 2019 and the culturally acceptable version of the play which was delivered to teaching staff.

The ‘forum theatre’ aspect of the workshop where young people stepped into the performance to try out solutions worked really well and in all performances young people volunteered to step in and try out solutions. Feedback for both school and students was extremely positive, with young people, during the performance feeling safe to open up about personal experiences about their own mental health experiences; with staff reporting that many of the pupils who usually found it difficult to engage, were able to interact and contribute to the workshop.

Teacher comments:

“B hates school and usually walks out of assemblies or big group workshops, she’s just come out of here (the hall) buzzing and telling me all about your performance and workshop and showed me her leaflet”

“Difficult subject very sensitively handled”

“I learnt a lot myself from that- thank you”

Peer support / mentoring programme development

Supported by the Peer Support Co-ordinator role in Youth Services, initial work has focused on developing a peer support model for Salford, with research undertaken of models of good practice and consultation with Salford schools about what they already have in place and would like in the future to support children in schools. This work is now linked with the Thrive in Education programme, with GM Mental Health in Education programme funding secured over the next 3 years to develop and deliver an accredited peer mentoring training programme in Salford. Our ambition is to offer young people in high schools, probably in year 8/9, the opportunity to be peer mentors / peer supporters.

GM Intentional Peer Support training

The GM i-Thrive team are co-ordinating an Intentional Peer Support training programme across the conurbation, with each local authority offered places on a first come first served basis. The training is aimed at young people aged 14 -25 who have lived experience of mental health difficulties and are interested in improving services and supporting others.

The intensive and interactive training will introduce participants to community and peer support, developing their understanding and skills on how to connect and build mutual relationships. The training was originally scheduled to take place in 2020, due to the pandemic the training was put on hold to allow time to develop an online offer. Three Salford young people have been identified and nominated by services to undertake the training - via 42nd Street and Salford Youth Service, with the training commencing in January 2021. CAMHS STARLAC also nominated a young person but they were too young to participate.

Development of a progression route for young people is in its infancy, however the plan will be to build on the GM Intentional Peer Support training and create a pathway for young people to become partners in the Salford Thrive work, bringing their skills, knowledge and experience to the work programme. The aim is to develop accredited training to provide further skills in supporting wider engagement with young people, to be involved in the peer support work programme and to support the commissioning process by influencing service delivery and outcomes. By engaging more proactively with young people will also provide the opportunity to promote the sector as a potential career path.

The Thrive Partnership will need to consider how we can develop a local pathway for paid employment / ongoing training to retain some of these young people as part of our ongoing service delivery and peer support work. An increased focus on our CYP Voice and Engagement and Peer Support work will be a priority for us in 2021.

Participation across children's services

Children's Services Participation 'SQUAD' brings together insight gained via feedback from children and families to share learning and demonstrate the impact of responsive listening for children and families. The Listening Loop model is used to make feedback and services response to feedback visible. Examples are collated and contribute to an annual Salford Safeguarding Children's Partnership Views, Voice and Influence report. Children's services are also continuing to develop a parent panel, working collaboratively with parents who are 'experts by experience' as an advisory group.

Seldom Heard update

Salford CVS were planning to hold a follow up Seldom heard event in April 2020 for young people to receive an update from City Leaders which did not go ahead due to Covid. We did follow up progress against the pledges and provided verbal feedback to the groups who participated in the event in November. Examples of the pledges that have been completed are:

- Young people were engaged in CAMHS review and transformation plan
- Salford City Council ordered new bins to be placed by a school where litter was a problem. The bins were painted by young people to encourage the school children to use them more
- Salford NHS CCG Allocated a further £25K into the Youth Wellbeing Fund, and Salford CVS engaged young people as panel members
- 42nd street engaged young people in the design and delivery of their online work (in particular their new online counselling platform)
- Salford Foundation continued to utilise their "Tougher Minds Project" to provide training for schools based staff and their National Citizens Services to support young people to come together and develop social action projects around the theme of mental health and emotional wellbeing

£25k of the £200k additional CCG funding for VCSE Emotional Health and Wellbeing grants was blended with £25k of the CVS (CCG funded) Third Sector Fund monies to create a dedicated £50k 'Youth Wellbeing Fund'. This was launched in October 2020 with bids invited for up to £2,500 (for wellbeing projects) and for up to £7,500 (for projects focused on supporting mental health of YP). Youth involvement in the design / delivery of projects was a specific requirement. The panel met in December 2020 and awarded c.£38k to 10 projects. The Youth Mayor was on the panel as well as a sector representative from Greater Manchester Youth Network. Salford CVS was represented by our Youth Justice Community Connector.

The residual monies (c.£12k) have been earmarked to support individual young people with access to training / employment. Salford CVS will review this with a view to progressing in 2021.

6. Finance and Investment

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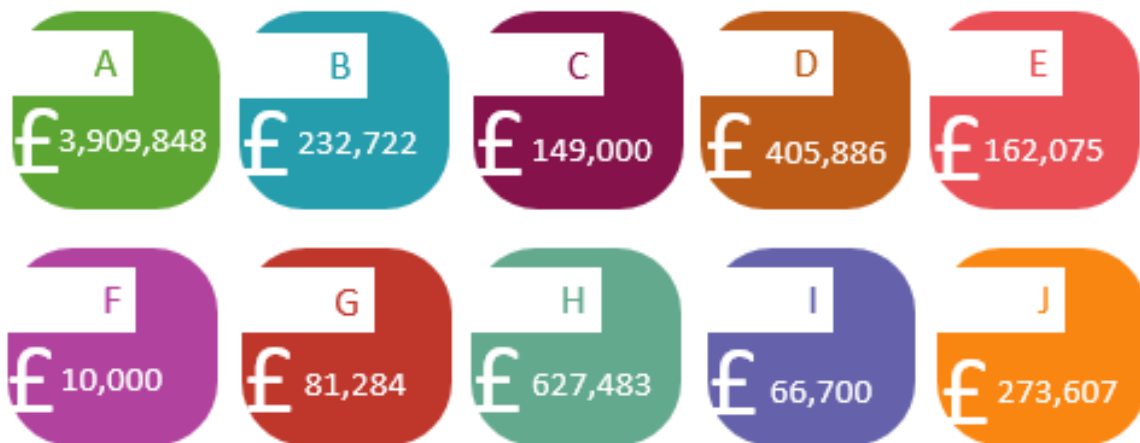
From April 2019, Salford City Council and Clinical Commissioning Group (CCG) pooled budgets and established integrated governance and commissioning arrangements across adults, children and young people's services, public health and primary care. It was envisaged that plans to integrate CCG and Council CAMHS budgets and contracts would have been implemented with effect from 1st April 2020, but this work was paused due to COVID, and both CCG and Council have continued to pay separately for respective commissioned services. Due to the pandemic, NHS England instructed all CCGs to pay NHS commissioned services on a block-based system rather than on locally agreed tariffs. At the time of writing, NHSE guidance is awaited on future service funding arrangements, and this will determine when and how we are able to realise the plan to integrate CAMHS budgets in 2021-22.

The following infographics provide an overview and update on our local investments into children and young people's mental health services and in our Salford Thrive Programme. This includes investments through core Council and CCG budgets, CAMHS Transformation / Long Term Plan (LTP) funding, and other GM / local discretionary funding streams that support our Thrive programme. More detail on these budgets is provided in Appendix H which includes a complete breakdown of these by funding source and by service/project.



Below shows how our combined investments (2020-21) were allocated by service area / project (includes all CCG/Council/discretionary spend, and includes GM MHIE/MHST funding Oct 2020-March 2021).

2020-21 Spend



A	CAMHS – all MFT CAMHS Services*	F	CYP Engagement (Drama in schools)
B	MSEDS – MFT (£161k plus £54k increase from Oct 2020)	G	Bereavement and Palliative Care counselling – Gaddum
C	All Age Liaison Mental Health team (under 16 service) - GMMH	H	MHIE/MHST ‘Thrive in Education’ – total all services, including CAMHS School Link*
D	42 nd Street – Core service (including increased investment)	I	Kooth (GM commissioned/funded in 2020)
E	ICRS – all services	J	Other**

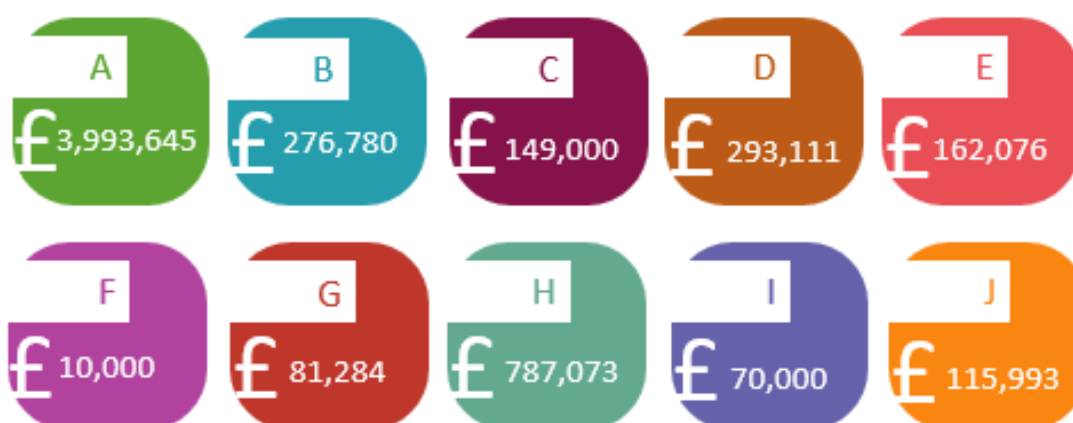
*Core & targeted CCG/SCC except MSEDS and CAMHS School Link are shown separately in B & H respectively
 **includes: CCG-Pure insight, Pop Health-Counselling Review, GM-i-thrive (SME Projects and CYP engagement event), DFE-Mental Health Assessment Pilot, Provider top-ups, CCG-Individual funding requests, Population Health: Homestart

Below is the Investment Plan for our Thrive programme (CCG, Council and other funding) for the next financial year 2021-22. At the time of writing we are awaiting further guidance on LTP budget allocations for children’s and young people’s mental health and have therefore assumed the same transformation budget as in 2020-21. Please note also that a number of these proposals have not yet been approved and are subject to Council/CCG governance at the time of writing.



Please see Appendix H which includes a detailed breakdown of each budget.

2021-22 Forecast Spend



A	CAMHS – all MFT CAMHS Services*	F	CYP Engagement (Drama in schools)
B	MSEDS – MFT (£161k plus £54k increase from Oct 2020)	G	Bereavement and Palliative Care counselling – Gaddum
C	All Age Liaison Mental Health team (under 16 service) - GMMH	H	MHIE/MHST ‘Thrive in Education’ – total all services, including CAMHS School Link*
D	42 nd Street – Core service (including increased investment)	I	Kooth (GM commissioned/funded in 2020)
E	ICRS – all services	J	Other**

*Core & targeted CCG/SCC except MSEDS and CAMHS School Link are shown separately in B & H respectively

**includes: CCG-Pure insight, Pop Health-Counselling Review, GM-i-thrive (SME Projects and CYP engagement event), DFE-Mental Health Assessment Pilot, Provider top-ups, CCG-Individual funding requests, Population Health: Homestart; Route 29 CAMHS post

7. Performance, Outcomes & Service Data

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Salford has continued to perform well against national / GM key performance indicators (KPIs) and these are reviewed both locally via Thrive Programme Oversight Group and at GM level via the LTP Implementation Group (GM health and Social Care Partnership children’s mental health programme team leads and GM CAMHS Commissioner’s) and GM Data Club. The following tables from the December 2020 GM Improving Access CYP Mental Health report provides a summary of the children and young people’s mental health KPIs and how we are doing compared to national and GM performance.

Improving access to children’s mental health services

The key performance indicator for improving access seeks to measure the proportion of children and young people with a diagnosable mental health condition that access NHS funded services. The national targets are set out in Table 1 below and show the target for 2020-21 was 35%. Improving Access to Children and Young People’s (CYP) Community Mental Health Support and Treatment is a key priority for Greater Manchester and Nationally, and table 2 below shows how GM performs well above both the North West and England averages, and that Salford performs well above all.

Table 1 shows the national target of 35% for improving access


Implementing the Five Year Forward View for Mental Health (2016): CYP Increased Access Trajectories

Objective	2016/17	2017/18	2018/19	2019/20	2020/21
At least 35% of CYP with a diagnosable MH condition receive treatment from an NHS-funded community Mental Health service.	28%	30%	32%	34%	35%
Number of additional CYP treated over 2014/15 baseline	21,000	35,000	49,000	63,000	70,000
Number of additional GM CYP treated over 2014/15 baseline	1,176	1,960	2,744	3,528	3,920

Table 2 shows Salford's and GM performance against the national targets

GREATER MANCHESTER: A SNAP SHOT PICTURE

Source NHS Digital (MHSDS): Data shows CYP receiving treatment at September 2020 (defined by 2 or more contacts)

	Actual number of CYP receiving treatment in last 12 months	Actual number of CYP receiving treatment (YTD)	Total number of CYP with a diagnosable mental health condition	Percentage access rate (2020/21) last 12 months. Target 35% (by end 2020/21)
ENGLAND	407,156	250,489	1,060,949	38.4%
North West	60,035	37,970	146,064	41.1%
Greater Manchester	26,830	16,610	59,099	45.4%
NHS Bolton CCG	2,330	1,535	6,484	35.9%
NHS Bury CCG	1,855	1,215	3,877	47.8%
NHS HMR CCG	3,270	2,050	5,086	64.3%
NHS Manchester CCG	6,605	3,935	12,364	53.4%
NHS Oldham CCG	1,950	1,160	3,965	49.2%
NHS Salford CCG	2,815	1,800	5,445	51.7%
NHS Stockport CCG	2,670	1,520	5,400	49.4%
NHS Tameside and Glossop CCG	2,260	1,485	5,485	41.2%
NHS Trafford CCG	915	605	4,593	19.9%
NHS Wigan Borough CCG	2,160	1,305	6,400	33.8%

Community Eating Disorder Services

The national target is that by 2020/21, evidence-based community eating disorder services for children and young people will be in place in all areas, ensuring that 95% of children in need receive treatment within one week for urgent cases, and within four weeks for routine cases. Salford continues to exceed requirements as can be seen in the tables below.

Table 3 shows GM performance against the national targets

GM EATING DISORDERS: SNAPSHOT PICTURE

Source NHS Digital: Data shows CYP ED waiting Times for Urgent at December 2020

CYP Eating Disorder Waiting time - Urgent (rolling 12 months - quarterly for national & regional)			
	Mar-20	Jun-20	Sep-20
ENGLAND	80.5%	87.8%	85.3%
NORTH WEST ENGLAND	100.0%	96.6%	100.0%
GREATER MANCHESTER HEALTH AND SOCIAL CARE PARTNERSHIP STP (ICS)	97.6%	97.5%	100.0%

Source NHS Digital: Data shows CYP ED waiting Times for Routine at December 2020

CYP Eating Disorder Waiting time - Routine (rolling 12 months - quarterly for national & regional)			
	Mar-20	Jun-20	Sep-20
ENGLAND	80.5%	87.8%	89.6%
NORTH WEST ENGLAND	100.0%	96.6%	99.3%
GREATER MANCHESTER HEALTH AND SOCIAL CARE PARTNERSHIP STP (ICS)	97.6%	97.5%	98.6%

Table's 4a and 4b below show Salford's performance against other GM localities for both routine and urgent referrals, consistently achieving 100% performance against both targets.

Table 4a: waiting times for routine referrals

Source NHS Digital: Data shows CYP ED rolling waiting times for Routine at December 2020

	Mar 20	Jun 20	Sep 20
England	84.4%	86.8%	89.6%
GMHSCP	95.9%	97.6%	98.6%
NHS Bolton CCG	93.3%	96.3%	100.0%
NHS Bury CCG	100.0%	*	100.0%
NHS HMR CCG	86.7%	85.0%	90.9%
NHS Manchester CCG	100.0%	100.0%	100.0%
NHS Oldham CCG	*	*	*
NHS Salford CCG	100.0%	100.0%	100.0%
NHS Stockport CCG	97.4%	96.4%	97.7%
NHS Tameside & Glossop CCG	*	*	*
NHS Trafford CCG	91.7%	96.3%	96.8%
NHS Wigan CCG	84.6%	95.2%	100.0%

Table 4b: waiting times for urgent referrals

Source NHS Digital: Data shows CYP ED rolling waiting times for Urgent at December 2020

	Mar 20	Jun 20	Sep 20
England	80.5%	87.8%	85.3%
GMHSCP	97.6%	97.5%	100.0%
NHS Bolton CCG	100.0%	100.0%	100.0%
NHS Bury CCG	100.0%	*	100.0%
NHS HMR CCG	60.0%	60.0%	100.0%
NHS Manchester CCG	100.0%	100.0%	100.0%
NHS Oldham CCG	*	*	*
NHS Salford CCG	100.0%	100.0%	100.0%
NHS Stockport CCG	100.0%	100.0%	100.0%
NHS Tameside & Glossop CCG	*	*	*
NHS Trafford CCG	100.0%	100.0%	100.0%
NHS Wigan CCG	100.0%	100.0%	100.0%

Waiting Times in Salford

Improving access is underpinned by the timeliness it takes to receive support and treatment. Under the NHS Constitution, no patient should wait more than 18 weeks for any treatment. There is at present no specific national standards for waiting times for Children and Young People's accessing Mental Health Services (CAMHS) except for:

- ▶ Patients with psychosis (two weeks)
- ▶ Those treated in the community for eating disorders (one week if urgent, otherwise four weeks. First contact must be within 24 hours in an emergency).

The Government's Green Paper on Transforming Children and Young People's Mental Health (2018) sets out an ambition to improve waiting times and seeks trailblazers to develop and test

4 week waits (4WW). Salford is not one of the 4WW pilots, but Trafford and Wigan are piloting this in GM.

The three tables below show Salford’s CAMHS waiting times to first and second appointments and from second to third appointment, compared with other GM localities between April – November 2020. Perhaps unsurprisingly there has been a general increase in waiting times across GM during 2020, linked to service pressures during the COVID pandemic, and this is expected to worsen. However, as it stands Salford has managed to maintain above average performance and for waits to first appointment in CAMHS, we currently have the shortest waits in GM.

Table 5 – shows average waiting times to first appointment by provider and CCG

Waited Weeks Referral to First Appointment - By Provider & CCG



Waited Weeks Referral to First Appointment by CCG



Referral to First Appointment by Week Band



Table 6: shows average waiting times to second appointment by provider and CCG

RTT Days (2nd Appointment) by Provider



RTT Weeks (2nd Direct Appointment) by CCG



RTT by Week Band

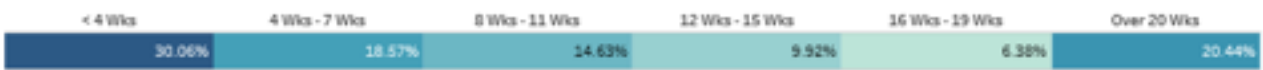


Table 7: shows average waiting times from second to third appointment by provider and CCG

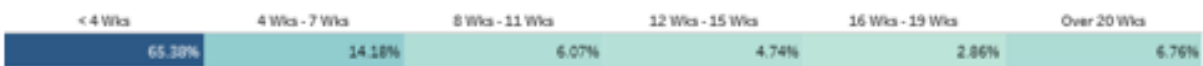
Waited Weeks Second to Third Appointment - By Provider & CCG



Waited Weeks Second to Third Appointment Wait by CCG



Second to Third Appointment by Week Band



Waiting Time pressures and levels of complexity in other services

Despite the good performance shown in the above tables, there are some real pressures and more significant waiting times in some parts of the children and young people's mental health system and these are under even greater strain due to COVID pressures.

In particular, 42nd Street's Salford service which has a small staff team of 4.4 FTE delivering the core offer and is stretched to the limits currently, with additional pressures due to COVID restrictions and limitations on services being able to offer the usual level of face to face support, and delivery now combined with remote working to facilitate COVID safe working, staffing working from home due to self and family isolation or sickness. COVID 19 is already impacting on service capacity and delivery and predicated surge in mental health demand is now being reported via GM HSCP as potentially up to 40%.

To date, the service has provided significant flexibility in supporting young people through COVID via a range of options (pausing, waiting, regular 'check-ins', increased access to duty, and continuing with ongoing treatment via the usual interventions (counselling and psycho-social

the 1.6 FTE dedicated (nationally funded) online resource was only ever intended to be short term (in 2019/20) to support service development. Agreeing long term plans for strengthening capacity to maintain this and other key services and to retain and grow Salford's online offer will be a key commissioning priority in 2021.

Please Appendix I for more detail

Performance References and Links

GM Provider Children and Young People's Mental Health Services Dashboard:

www.gmtableau.nhs.uk/#/site/GMHSCPPublic/views/GMProviderLedCYPMHDashboard

8. Priorities for 2021-22

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In December 2020, the Thrive Partnership met to review the key achievements and challenges over the year and unsurprisingly much of this centred around COVID related service pressures, impacts on staffing / staff wellbeing, increase in demand combined with increased acuity and complexity of presentations / needs, with increased risks and self-harm / suicidal ideation. Alongside the challenges, there were a number of new and significant developments to celebrate, not least including the massive shift at pace of all services and front line work to providing digital and online access and imaginative alternatives to the usual face to face support, such as 'walk and talks', front gate visits, and some creative thinking about how/ where young people can safely participate in private 1-2-1 conversations such as telephone/video calls in parked cars on the driveway.

The report has also already highlighted some key new services that have been developed and launched both in response to COVID needs and/or despite COVID, including:

- ▶ Our amazing new Thrive in Education programme and blended team, now working with 40+ schools and supporting nearly 200 children within the first term of delivery
- ▶ The launch of KOOTH online emotional wellbeing support, and
- ▶ The massive scale up of our 42nd Street online offer
- ▶ The continued delivery of our Thrive Training programme via live online events and webinars and recorded sessions
- ▶ The expansion of our targeted Bereavement and Palliative care Counselling provision delivered by Gaddum
- ▶ The Council's Inclusion team co-ordinated getting nearly 4000 laptops out to vulnerable young people to support their engagement in online / home learning.

These are all achievements that deserve to be celebrated and a key priority for us in 2021 will be considering how we can 'build back better' and retain/sustain and grow these positive developments, and continue to provide new and improved access and pathways for children and young people.

In our December review, Salford Thrive Partnership identified ten key challenges / priorities for 2021-22, which are presented below (in no particular order):

1. **Issues for VCSE providers**, including funding, business continuity and workforce security
2. **16-25 year olds** who are particularly struggling in COVID, transitions from school/colleges, in HE and in getting/staying in work. The need to strengthen links to colleges
3. **Increasing levels of need and complexity**: distress, self-harm and suicide ideation
4. **COVID surge**, anticipated increase in waiting times for access services and those not meeting CAMHS thresholds
5. **Crisis care and pressures in Tier 4**: access to in-patient care and crisis care support, including discharge from paediatric / general hospital beds. An identified gap / need for a 'Tier 3.5' offer
6. **Service staffing capacity and staff wellbeing**
7. Supporting **wellbeing in education** – children, families, and staff
8. Access to effective **mental health consultation and advice**, and supervision
9. **Supporting the most vulnerable** young people and those that may have been disproportionately impacted by COVID including: BAME young people and those from the Jewish community, young people affected by domestic abuse and those with special educational needs and disabilities, and parent and Infant mental health.
10. **Sustaining and growing what's worked well** in 2020-21, especially our digital and online offer.

These will be the key priorities and areas of focus for the Thrive Partnership agenda over the next year. Partners agreed to embed these into our existing Delivery Plan and to roll forward / continue with those we agreed for 2020, especially those where we haven't been able to make as much progress as we would have liked, such as Children and young people's voice and our LGBTQ+ action plan and developing a peer support model.

9. Key References / Links

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- [Future in Mind](#)
- [Five Year Forward Plan for Mental Health](#)
- [NHS Long Term Plan: Implementation Framework](#)
- [NHS Long Term Plan](#)
- [NHS Planning Guidance](#)
- [NHS Mental Health Implementation Plan 2019/20 - 2023/24](#)

10. Appendices

- A. Understanding Need
- B. Key Lines of Inquiry 2020-21
- C. GM CYP Mental Health Plan: 2020-21 update
- D. Salford Emotional Health & Wellbeing Ambitions
- E. The Salford Way: 2020-21 Training Evaluation

- F. Wellbeing for Education Return: Impact Report (2021)
- G. Domestic Abuse Progress Report 2020
- H. Finance and Investment
- I. Performance, Outcomes & Service Data
- J. Salford Children & Young People Mental Health Case Studies
- K. Measuring Outcomes