

Together for Children and Young People (2)

Programme Definition

April 2020 – March 2022

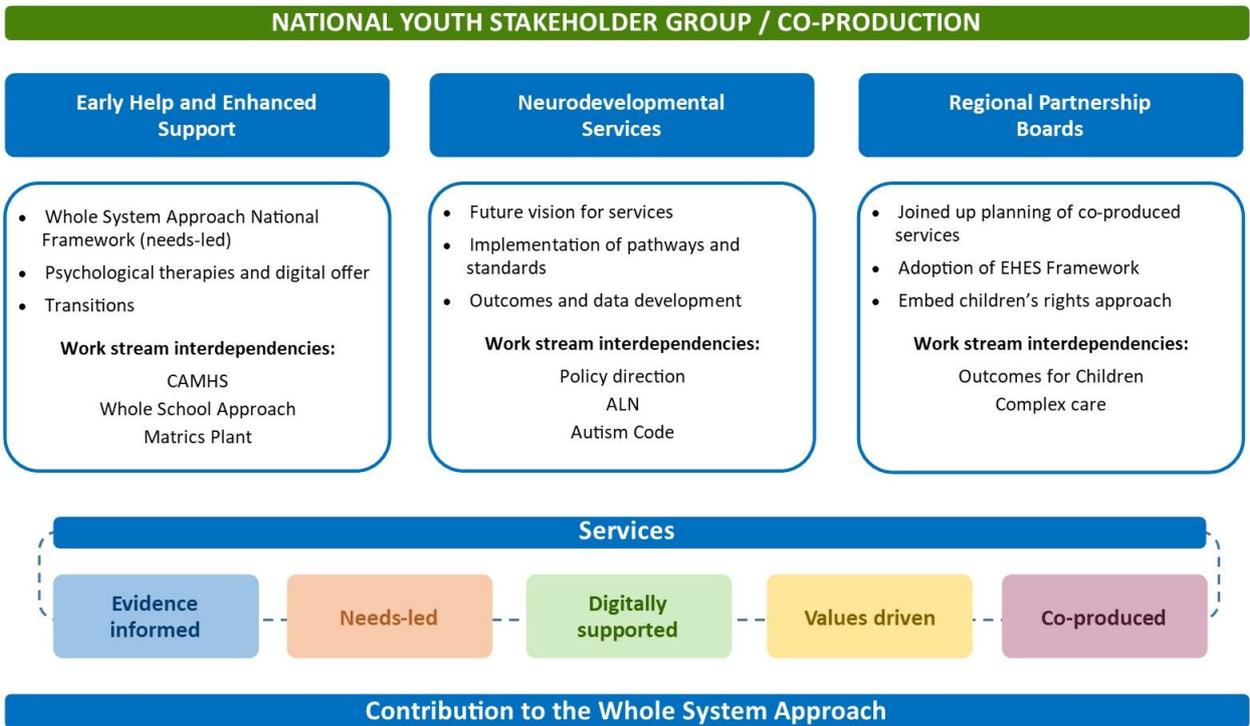
DRAFT

Programme Purpose

The **Together for Children and Young People (T4CYP) 2 Programme** will work to improve the emotional wellbeing and mental health services and support available to children and young people in Wales, with three areas of focus:

- Early Help and Enhanced Support
- Neurodevelopmental Services
- Regional Partnership Boards

T4CYP (2) work streams and interdependencies



The Programme will:

- support the delivery of the relevant actions in the [Together for Mental Health Delivery Plan 2019-22](#), working with the Wales Mental Health Network;
- support the delivery of recommendations in the Children, Young People and Education Committee’s [‘Mind over Matter’ report](#); and
- be guided by the principles of [A Healthier Wales: Our Plan for Health and Social Care](#).

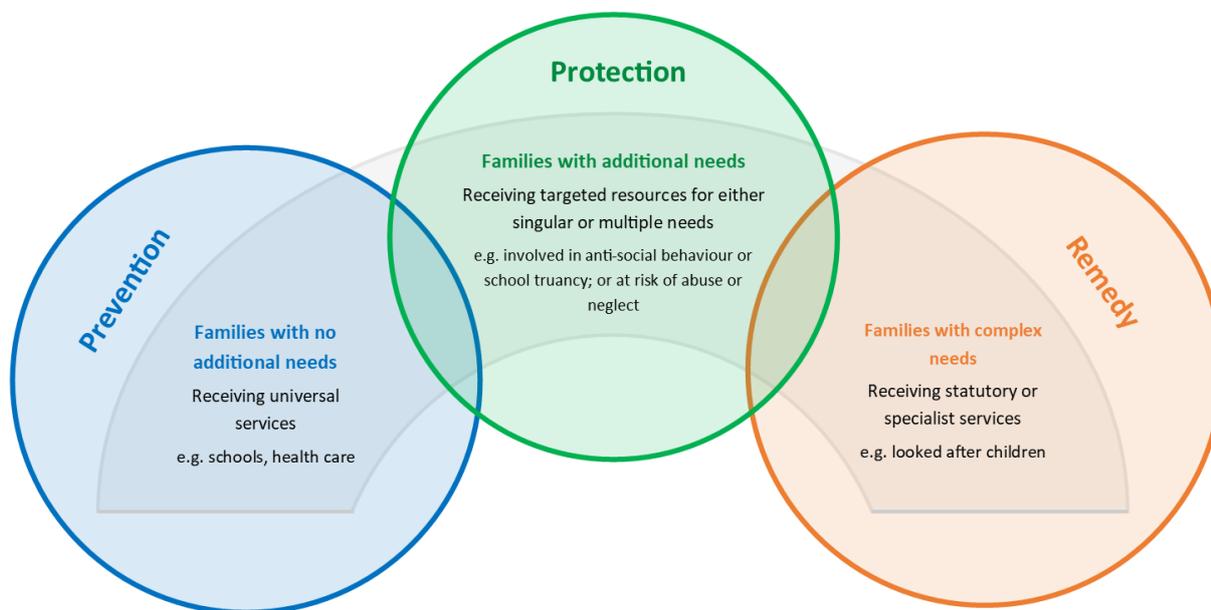
Scope of the T4CYP (2) Programme

The diagram below sets out the scope of the programme and is colour coded to show:

- **Blue circle** comprises of the Whole School Approach that will be Welsh Government led.

- **Green circle** identifies the areas that require additional cross sector support and will be the focus of T4CYP (2)
- **Orange circle** comprises of the specialist end of the Programme and the links to the Mental Health Network: CAMHS Network Group and complex care work.

The overlapping areas identified illustrate the need to continue to ensure that there is a clear **golden thread** between 'prevention', 'protection' and 'remedy'.



Background: T4CYP 2015 - 2019

The original T4CYP Programme ran from April 2015 to October 2019. See [Appendix A](#) for background information about the original Programme.

In November 2019, and in line with the close of programme review and recommendations from the T4CYP Expert Reference Group ([Appendix B](#)), the Minister for Health and Social Services extended the T4CYP Programme with a refocussed remit until 2022 ([Appendix C](#)).

Programme Description

Our Aim

We aim to improve the emotional wellbeing and mental health services / support for children and young people in Wales, through co-production with those with lived experience, their families, communities, NHS health boards, local authorities, and the third sector.

Our Objectives

The agreed programme objectives through to 2022 are to:

- Develop a national framework that describes the early help and enhanced support that should be available in all areas of Wales, with the aim of addressing the so-

called 'missing middle'. This will include working with Regional Partnership Boards.

- Continue to embed the Neurodevelopmental (ND) Pathway and standards developed through the first phase of the Programme.
- Support the development of a whole system response for children and young people with ND conditions. This work will include relevant linkages to implementation of the ALN Act provisions. The development of the EHES national framework will seek to provide an early offer for children and young people and their families, who otherwise would be referred to the ND team.
- Work with wider partners through Regional Partnership Boards (RPBs) to align to the direction of travel already set by Welsh Government.
- Work with RPBs to undertake a mapping exercise of current provision, with a view to supporting the adoption of the Early Help and Enhanced Support National Framework at an RPB level.

What will success look like by March 2022?

- An EHES Framework developed and rolled out across Wales, with recommendations on next steps.
- Mapping of current RPB provision completed and regional EHES Framework plans developed.
- Visioning work based on revised policy for ND is completed.
- Support provided to further implement ND pathways and standards across Wales, at a local health board level.
- True collaboration and co-production between partner organisations with a remit for children, young people and families, ensuring a culture of joint responsibility, trust and accountability with a focus on Regional Partnership working.
- Improved equality of access for all children, young people and their families who need support.

High-level milestones for the three work streams are set out in [Appendix D](#). T4CYP (2) will develop a work plan through to March 2022, with a commitment to undertake a review of progress in March 2021.

We will support work to co-produce and agree frameworks that can be hosted by existing Regional Partnership Boards, with shared ownership of the outcomes and service delivery by public bodies. This includes the need to connect policy with the shared ambitions around children's rights and the Future Generations Act.

T4CYP (2) Mission Statement

We will:

1. Consult, engage and co-produce systems with children, young people, and their families. The focus of co-production will be on specific projects to develop services and products that are priorities for this phase of the Programme.
2. Create a true collaboration between partner organisations with a remit for children and young people and families, ensuring a culture of joint responsibility and accountability with a focus on Regional Partnership working.

3. Go beyond existing models to devise new ways of working based with a values driven, digitally supported, evidence-informed and needs-led approach.
4. Build capability across the whole system by making recommendations on future workforce in support of HEIW's implementation plan (health, education, social care, third sector and youth justice) to meet these aspirations and reinforce a values led approach.
5. Strive to ensure equality of opportunities to access services and support for all children and young people and their families, empowering them whatever their disability, characteristics and circumstances through a neurodiverse, holistic, whole system approach.
6. Support children and young people to realise their rights under the UNCRC through collaborative work with partners.

The T4CYP Programme key principles, designed to support the participation of children and young people, are set out in [Appendix E](#).

We will go beyond existing models to devise new ways of working based on an evidence-informed, needs-led, values driven, co-produced and digitally supported approach leading to high trust relationships.

Who will we work with?

The T4CYP (2) Programme will drive change through cross-sector partnerships focused on developing a whole system approach.

A list of key stakeholders, organisations and partnerships across health, education, social care, third sector and youth justice is in [Appendix F](#).

The Programme will:

- work closely with the NHS Wales Mental Health Network and its CAMHS sub-group. The development of the All Wales Mental Health Network, will create opportunities to join up work and create seamless provision of services for children, young people and families;
- seek to work with the Welsh Youth Parliament, the Children's Commissioner for Wales, Regional Partnership Boards and Youth Councils to ensure consultation, engagement and co-production of future services is at the heart of future ways of working; and
- ensure that interdependencies are also considered as we work towards a whole system approach. These include the Whole School Approach and the wider programme of work to deliver the Mind over Matter recommendations (overseen by the Ministerial Task and Finish Group) and the work of the Outcomes for the Children Ministerial Advisory Group.

Although outside the remit and control of the T4CYP (2) Programme, we hope to work with the following, as these will affect the success of our work:

- **HEIW and Social Care Wales** - where necessary, to consider the workforce implications of the three T4CYP (2) work streams. It is important to ensure that the workforce has the capability, as part of a whole system approach, to support fully the mental health and emotional wellbeing of children and young people, as well as their physical health needs.
- **NWIS** - there are common information systems in place where data is gathered, collated and analysed, to ensure that the impact of the whole system is assessed through an evidence informed and needs-led approach.

PROGRAMME GOVERNANCE & OVERSIGHT

In recognition of the broad and wide-ranging work now underway on this agenda, governance arrangements and supporting structures for the T4CYP (2) Programme have been designed to ensure there is close working and interconnectivity with other major work programmes aiming to deliver on the broader ambitions of Mind Over Matter.

The multi-agency Programme Board, chaired by Carol Shillabeer (the NHS Chief Executive with the all-Wales lead for Mental Health), will oversee the progress of the T4CYP (2) Programme, act as an escalation route for risks and issues, and seek advice from key stakeholders.

The Programme Board Terms of Reference is in [Appendix G](#).

The National Programme Director for Mental Health has worked closely with Welsh Government officials to put in place arrangements that provide linkages and connectively between work streams.

This has included the agreement to establish a **Whole System Collaborative Group**, led by the National Programme Director for Mental Health. The purpose of this group is to:

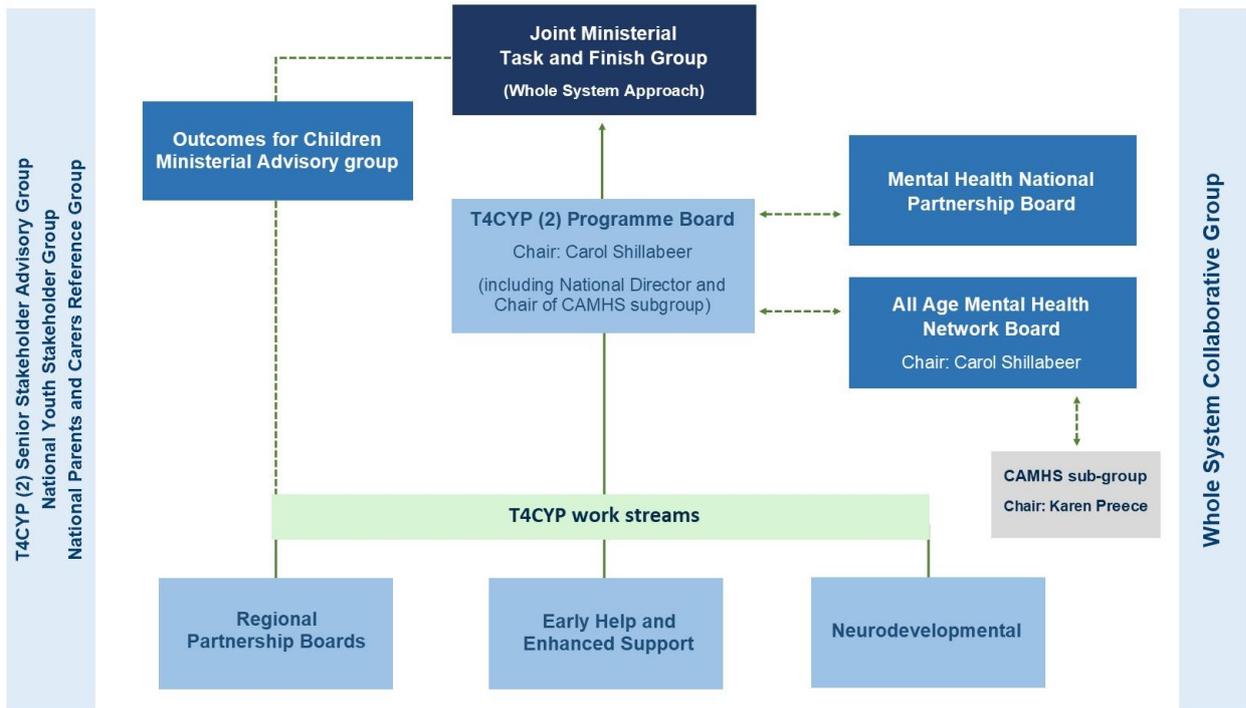
- ensure there is a clear understanding of work streams and next steps;
- collaborate in areas of interdependency;
- share good practice; and
- ensure communications are effective and timely.

Welsh Government is developing a Memorandum of Understanding for this Group.

The Group will meet monthly and will include officials from health, education, social services, T4CYP (2) and the NHS Mental Health/CAMHS Network. Furthermore, officials have also worked to ensure there is some commonality of membership between the work stream groups to reinforce these arrangements.

The chart below sets out the governance and accountability for the T4CYP (2) Programme and points of contact with other work streams.

T4CYP (2) Governance



As the diagram above indicates, T4CYP (2) will continue to engage with a Senior Stakeholder Group on a quarterly basis as a means of providing independent advice and to check and challenge progress.

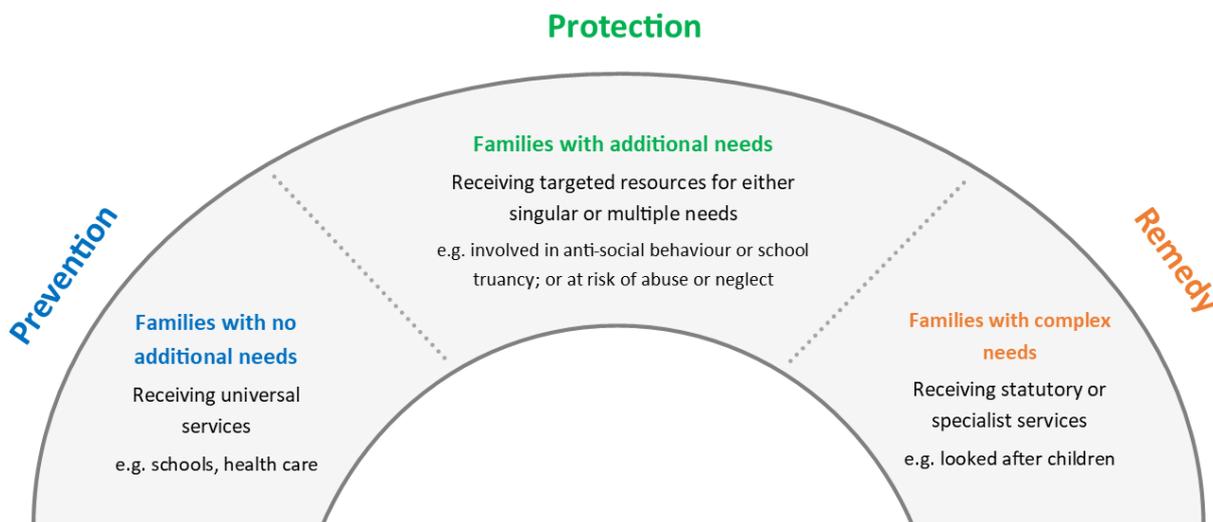
Risk management

The T4CYP (2) Risk Register has been developed using an agreed all-wales mental health template. The risk register is reviewed at T4CYP (2) Programme Board meetings, where decisions will be taken on escalation and de-escalation of identified risks.

Appendix A – T4CYP Programme Background

Together for Children and Young People (T4CYP) launched in February 2015, as a NHS-led, multi-agency, service improvement programme. Its original aim was to consider ways to reshape, remodel and refocus the emotional wellbeing and mental health services provided for children and young people in Wales, including the Child and Adolescent Mental Health Services delivered by the NHS.

The Programme adopted the Windscreen Model (set out below) to inform its thinking. This model provides the context of a continuum of support for children and families, developed by the national, multi-agency Expert Reference Group (ERG). The principle of the model is that each of its components builds upon services to the left. For instance, it assumes that health promotion and protection, and universal services continue across the model.



The T4CYP Programme was delivered in three phases:

- The **early work** of the Programme focused on supporting improvements and development in specialist CAMHS – with the issuing of a Service Improvement Framework and related guidance in partnership with NHS CAMHS Clinical Network. It also supported work to establish the new Neurodevelopment Service in Wales and related service standards.
- The **second phase** of the Programme sought to help progress an understanding and approach to universal support, and its importance in building resilience.
- The **third phase** of the Programme began to explore how to address the so-called 'Missing Middle'. The outcome being the need to develop further work on the 'Early Help and Enhanced Support' offer available across Wales – recognising this required a multi-disciplinary approach that dovetails with NHS services and provision within the school environment.

Children, Young People and Education Committee

The Children, Young People and Education Committee report 'Mind Over Matter', was published in 2018 and has led to the establishment of a joint Ministerial Task and Finish Group to oversee the implementation of the recommendations – in particular the development of the Whole School Approach.

A Ministerial Advisory Group was also established, with the aim of improving outcomes for looked after children.

Recommendations

The T4CYP Programme was scheduled to end in October 2019. At its final meeting in October 2019, the T4CYP Expert Reference Group considered the impact of T4CYP and the planned legacy arrangements. The ERG fully recognised that the work to develop a broad whole system approach required longer-term multi agency attention and commitment.

It also reflected that the new neurodevelopment services in Wales required further development if they were to meet growing demand, families' expectations and ensure more equality of access and provision across Wales.

The ERG also recognised that other arrangements had been put in place since the inception of T4CYP, which were now best placed to take forward the work on the development of the Whole School Approach and further improvements in CAMHS – recognising that it did not have a performance management remit.

The ERG therefore responded to a request from the Minister for Health and Social Service to advise him on where an extended and newly constituted T4CYP could continue to support delivery of the Mind Over Matter recommendations as part of whole system approach.

Appendix B – Letter from ERG Chair to Minister for Health and Social Services



22 October 2019

Vaughan Gething AM
Minister for Health and Social Services
National Assembly for Wales
Cardiff Bay
Cardiff
CF99 1NA

Dear Mr Gething

I was delighted that both yourself and the Minister for Education were able to attend and contribute so positively to the Together for Children and Young People (*T4CYP*) Home Countries event on 3 October. I very much welcomed the announcement of the “in principle” extension to the Programme in a more focussed form, and the opportunity that was afforded to the Expert Reference Group (ERG) to finalise arrangements at the meeting held on 8 October.

As Chair of the Expert Reference Group I wanted to personally update you on the meeting and in doing so I would like to thank you and your officers for the leadership and commitment that you have shown, as part of the work to improve provision for emotional wellbeing and mental health of children and young people and their families.

Since the inception of the *T4CYP* Programme in February 2015 and with your contributions there have been significant tangible improvements as the Programme moved through its phases.

The early work of the Programme focused on supporting improvements and development in specialist CAMHS, particularly given the service pressures including extended waiting times. The second phase of the Programme sought to help progress an understanding and approach to universal support, and its importance in building resilience. The third phase of the Programme started to address ‘Early Help and Enhanced Support’. With the learning from the Whole School Approach in mind, this work will focus on the importance of multi-disciplinary and agency work, with the aim of developing a Framework to guide future service development and improvement. It is clear that more work is needed in this area.

Following a detailed programme review and the submission of evidence to the Children, Young People and Education Committee (CYPE), the ERG has concluded that significant progress has been made in the following areas:

- Increased provision and quality improvements of specialist Child and Adolescent Mental Health Services (sCAMHS)
- Increased provision of community intensive services across Wales
- Improved waiting times, recognising that there is more to do to ensure sustainability
- Reduction in inappropriate out of Wales placements, again however, recognising the pressure of demand for inpatient services
- Engagement of Children and Young People (CYP) – Hafal report and the clear recommendation arising from the publication.
- Establishment of a National Youth Stakeholder Group to support the Whole School Approach and the *T4CYP* Programme with a clear development and engagement plan
- Neurodevelopmental (ND) Services
- New national pathway development currently being implemented

The ERG has considered carefully each of the work stream areas and where work areas best sit moving forward. The establishment of the All Age Mental Health Network provides an opportunity to ensure a managed transfer of key work streams, which have now taken place.

However, following discussion at ERG, it is acknowledged that there is a smaller number of work areas that are left unfinished from the *T4CYP* Programme to date. The work areas include:

- Neurodevelopmental services
- Early Help and Enhanced Support
- Regional Partnership Boards

All of this work will need to be underpinned by the coproduction of future services supported by the National Youth Stakeholder Group

The ERG meeting acknowledge that future work will be guided by the principles of **A Healthier Wales: Our Plan for Health and Social Care** using the idea of the Quadruple Aim, supported by practical Design Principles, the *T4CYP* Programme will support the development of local innovation which feeds through to new models of seamless health and social care, scale up new ideas and better ways of working to regional and then to national level. The revised *T4CYP* as a national Transformation Programme will bring pace and purpose to supporting change across our whole system.

The assessment of future needs has been set out in the context of the Welsh Government 10 year National Strategy Together for Mental Health (T4MH), which is in its final implementation phase and, due to close in March 2022. This work will be supported to deliver through the All Wales All Age Mental Health Network, when fully established.

A detailed work plan and budget is now being developed by officers in line with the ERG advice about re-focussing of work through to March 2022.

As Chair of the T4CYP Expert Reference Group through to the end of October 2019, I am confident that the impact to date and future direction is now clearly set out and will continue to deliver successfully through the revised governance arrangements now in place.

It has been both a privilege and a pleasure to have been able to work with everyone to common cause to improve the mental health and wellbeing of the children and young people of Wales. What has stood out to me is the way in which the whole system has engaged with and empowered young people themselves to be enablers for their own future and that of future generations. In all my experience of working with partners to improve mental health outcomes for young people, whether across the UK or internationally, this has been the best example of a whole system both listening to and acting on the wisdom of youth to in turn help a nation to achieve a healthier health creating society.

I wanted to personally thank you all for your contribution and investment into the Programme, and wish you all every success in the ambitious future endeavours to improve provision across Wales.

Best Wishes



Dame Professor Sue Bailey
Chair of T4CYP Expert Reference Group

Cc Minister for Education

Appendix C – Letter confirming the extension of the T4CYP (2) Programme

Y Grŵp Iechyd a Gwasanaethau Cymdeithasol
Health and Social Services Group



Llywodraeth Cymru
Welsh Government

Ein cyf/Our ref MA-P/VG/5725/19

Carol Shillabeer
Chief Executive, Powys Teaching Health Board/
Chair, Together for Children, and Young People Programme
River House
Ynys Bridge Court
Gwaelod y Garth
Cardiff
CF15 9SS

Email: carol.shillabeer2@wales.nhs.uk
Cc Deb.Austin@wales.nhs.uk

5 December 2019

Dear Carol,

Extended Together for Children and Young People NHS Programme

Thank you for your letter of 7 November 2019 to the Minister for Health and Social Services sharing your draft proposals for an extension of the Together for Children and Young People Programme (T4CYP).

Following the Minister's confirmation of an 'in principle' agreement to an extension in October, I can confirm the Minister has now formally agreed T4CYP programme extension and draft work plan through to March 2021. This agreement includes provision to continue the programme through to March 2022, subject to agreement by a new government.

The anticipated work programme agreed by the Minister, is outlined below. Officials will work with you in these areas, as appropriate.

1. The delivery of a framework which describes the **early help and enhanced support** to be available across all areas of Wales. The framework will build resilience and support mechanisms as part of a whole system approach for children, young people and their families. It will also seek to describe the linkages to initiatives and services being put in place through the work with schools and more specialist mental health services in both primary and secondary care. This will involve close working between T4CYP and the NHS CAMHS Network, alongside the Whole School Approach Team and Social Services Improving Outcomes Team based in Welsh Government.

Canolfan Cyswllt Cyntaf / First Point of Contact Centre:
0300 0604400

Bae Caerdydd • Cardiff Bay
Caerdydd • Cardiff
CF99 1NA

Gohebiaeth.Vaughan.Gething@llyw.cymru
Correspondence.Vaughan.Gething@gov.wales

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

2. Working with wider partners through Regional Partnership Boards to develop the **early help and enhanced support framework and then supporting its adoption at an RPB level**. This work will align with the direction of travel already signalled by Welsh Government on the future strategic role RPBs should play in this important multi-agency agenda. This T4CYP workstream will include the identification of models and approaches that can be implemented across Wales by facilitating the sharing of good practice and learning from projects supported by the Transformation Fund.
3. Supporting the development of a **whole system approach for children and young people with neurodevelopmental conditions**. This work stream will develop a future vision and support the development of policy for neurodevelopmental support services in Wales, key to steering the work to ensure the needs of all children (whether within or below the current threshold for specialist services) can be met. This will be undertaken by closely working with Welsh Government officials and linking with the implementation of the Additional Learning Needs Act 2018.

As you highlighted in your letter, I am pleased you will continue to work closely with Health Education and Improvement Wales and Social Care Wales, in considering the workforce implications of these three work strands.

We expect the T4CYP programme to establish a formal Programme Board and for the two new work stream areas focussing on early help and enhanced support, to regularly report progress into both the Ministerial Task and Finish Group for Whole School Approach and the Outcomes for Children Ministerial Advisory Group. We anticipate this arrangement will strengthen the links with Welsh Government policy whilst providing transparency and visibility to the progress of improvement for stakeholders.

We expect the third work stream area focussing on Neurodevelopmental provision to report into the Ministerial Task and Finish Group for Whole School Approach. This will provide cross sector oversight by a Ministerial level group which includes health, education, local authority and wider stakeholders.

To maintain strong, system wide engagement and support the required strategic oversight, I am pleased you will continue to be a member of the Ministerial Task and Finish Group for the Whole School Approach. Similarly, the NHS Wales National Programme Director for Mental Health has been included as a new member of the Outcomes for Children Ministerial Advisory Group. We will keep the proposed governance arrangements under review as the work of the programme progresses, particularly following the creation of the NHS Executive function in order to ensure arrangements remain fit for purpose and are the most appropriate vehicle for oversight.

I can also confirm approval for costs submitted by the Programme which include the required clinical sessions to support the programme. For 2020/21 the overall allocation will be up to £279,100. Invoices should be submitted quarterly to mentalhealthandvulnerablegroups@gov.wales.

Finally, I wish to thank you for agreeing to continue to Chair the T4CYP programme through these extended timescales. Your leadership and enthusiasm for improving emotional and mental health services for children and young people across Wales is greatly valued.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Jo-Anne Daniels', written in a cursive style.

Jo-Anne Daniels

Cyfarwyddwr Iechyd Meddwl, Grwpiau Agored I Niwed a Llywodraethu'r GIG
Director of Mental Health, Vulnerable Groups and NHS Governance

Appendix D - Programme high level milestones

WORK STREAM	DEC-MARCH 2019 / 2020	APRIL – JUNE 2022	JUNE – SEPT 2020	SEPT – DEC 2020	JAN – MARCH 2021	APRIL – JUNE 2021	SEPT - DEC 2021	DEC – MARCH 2021 / 2022
Early Help and Enhanced Support	<p>Agree membership and ToR of Programme Board and work stream</p> <p>Stakeholder mapping to identify key partners and agencies</p>		<p>Draft EHES Framework co-developed</p> <p>Develop a clear set of outcomes</p>	<p>Consultation and engagement events held</p>	<p>Finalise the framework</p>	<p>Framework is shared across Wales</p>		
Support for Regional Partnership Boards			<p>Develop an RPB work stream plan informed by the initial RPB project work of the Childrens commissioners team</p>			<p>Working with all 7 RPB's on their individual mapping of current and future provision</p>		<p>Support the adoption of the EHES National framework through the RPB</p>

WORK STREAM	DEC-MARCH 2019 / 2020	APRIL – JUNE 2022	JUNE – SEPT 2020	SEPT – DEC 2020	JAN – MARCH 2021	APRIL – JUNE 2021	SEPT - DEC 2021	DEC – MARCH 2021 / 2022
<p>Neurodevelopmental</p> <p>ND Indicative only – subject to discussions with WG on wider ND work stream</p>					Support the LHBs to undertake a review of the implementation of the current pathway and standards	Understand and support future policy direction for neurodevelopmental services planned to be taken forward by Welsh Government, and the relevant linkages to implementation of the Additional Learning Needs Act 2018. Support the development of a workforce plan to meet capacity and demand		
<p>Partnerships and Co-production</p>			National Youth Stakeholder Group & Parents and carers group are in place with a clear communication, engagement and co-production plan in place.					

Appendix E: Key principles to improve mental health and wellbeing for children and young people

Together for Children and Young People (T4CYP) is committed to embedding the core United Nations Convention on the Rights of the Child (UNCRC) principles of Provision, Protection and Participation.

The [Children and Young People's National Participation Standards](#) support the delivery of the UNCRC principles by identifying the seven participation standards that all workers should be aware of when working with children and young people in Wales including non-discrimination, of acting in the best interests of the child and the right of the child to be heard.

The following key principles will enable all professionals working with children and young people to comply with legislative requirements and guidance outlined within the UNCRC.

T4CYP (2) Key principles:

- Prevention of mental ill-health and the promotion of good emotional wellbeing and mental wellbeing will have equal priority to the treatment of mental ill-health. This must include attention to the wider social, economic and environmental conditions to promote and sustain good mental health and wellbeing.
- Improving the mental health and emotional wellbeing of children, young people and families requires a whole system approach, drawing in the assets and resources of all sectors. Through the provision of service closer to home including all Wales support for the provision of step-up and step-down services from sCAMHs.
- Individuals working with children and young people will contribute to all sectors, requiring a common understanding and common language to describe the emotional wellbeing and mental health status of a child/young person at any time. This includes an understanding of 'normal' child and adolescent development, and a shared commitment to avoid medicalising.
- Policy and practice across the whole system will consider the likelihood of exposure to Adverse Childhood Events and the potential impact of such exposure upon the mental health and emotional wellbeing of children, young people and their families. This will cover the full lifespan from perinatal support and the First 1,000 days of life, to reaching adulthood.
- Organisations will ensure a positive risk management culture that enables a shift towards a proactive approach preventing exposure to known risk factors where possible, rather than the reactive one of dealing with the detrimental consequences of children being exposed to such risks. They will ensure that:
 - the workforce has the capability to deal with the mental health and emotional wellbeing of children and young people, as well as their physical health needs;
 - there are common information systems in place where data is gathered, collated and analysed to ensure that the impact of the whole system can be assessed through an evidence based and needs led approach;
 - there is a system wide commitment to evaluation and learning for the future, and dissemination of lessons learned, supported by a set of

common outcome measures including feedback from children and young people, service users and their families.

Individuals working with children and young people will:

- Recognise that mental health and emotional wellbeing is fundamental to both the present life experience of all children, young people and their families, and to their future life experience and potential.
- Recognise that through their daily practice and engagement with children, young people and their families, there is the opportunity and obligation to positively influence their mental health and emotional wellbeing.
- Consider opportunities to take a universal approach to promoting, protecting and improving the mental health and emotional wellbeing of children, young people and their families, ensuring that information is available in accessible, age appropriate formats and is promoted and distributed widely.
- Work collaboratively across all sectors to ensure that the work of the Whole School Approach and the Early Help and Enhanced support offer provides a cohesive whole system approach through the development of a national framework.
- Recognise that to effectively develop good mental health and emotional literacy, opportunities must be created for children and young people to voice their opinions.
- Recognise that when care is provided to address physical ill-health symptoms of children, young people and families, mental health and emotional wellbeing must be a fundamental consideration in their treatment.
- Take a risk-based approach through their everyday interactions and practice, recognising those children, young people and families exposed to known risk factors and taking appropriate action to reduce such risks or address their impact.
- Identify mechanisms to intervene as early as possible to address the needs of those children young people and families requiring early help and enhanced support or care, beyond universal intervention, to address the “missing middle”.
- Where those children and young people are in need of additional support: services work together to provide the appropriate children, young people and family targeted response.
- Identify barriers to early intervention and enhanced support and develop ways of overcoming them.
- Give particular attention to the support that children, young people and their families require to promote and protect their mental health and emotional wellbeing at points of transition. This includes identified points in the life-course, as well as points where provision of their care and support moves from one set of services/setting to another. (Age based, cross sector and cross boundary transitions.)
- Recognise that children, young people and families must be fully involved in transitions, in an age and stage appropriate way.
- Recognise that training and continuing professional development must include addressing the mental health of children, young people and families, even in those specialties focussed upon physical conditions and illness.

Appendix F: Key stakeholders, organisations and partnerships across health, education, social care, third sector and youth justice

****Please note:** This is not an exhaustive list and we will review regularly as the Programme proceeds**

We will build on existing contacts and develop new contacts, to try to ensure a broad range of co-production, communication, consultation and engagement is carried out with individuals / organisations listed.

Members of the public

- Children, young people and families/carers accessing support or services
- Children, young people and families/carers not currently accessing support or services, but in need of support
- National Youth Stakeholder Group
- T4CYP (2) Parent & Carers Network

Welsh Government & Senedd Cymru

- Minister for Health and Social Services
- Minister for Education
- Joint Ministerial Task and Finish Group (Mind Over Matter)
- Ministerial Advisory Group – Outcomes for Children
- Mental Health National Partnership Board (NPB)
- Stakeholder Reference Group (Whole School Approach)
- Whole System Collaborative Group
- Welsh Government - Education
- Welsh Government - Mental Health
- Welsh Government - Social Services
- Children, Young People and Education Committee
- Cross-Party Group on Autism
- Senedd - Senedd Members

NHS / Local Authorities

- NHS Wales Chief Executive Lead for Mental Health (Health Board strategic link)
- Health Boards - Chairs / Vice Chairs
- National Directors for Mental Health and Primary Care
- Wales Mental Health Network and sub-groups
- NHS Wales Health Collaborative
- CAMHS teams
- CAMHS In-reach
- Public Health Wales
- Community Mental Health Teams
- ND Clinical Leads
- Delivery Unit
- HEIW
- NHS Wales Health Collaborative
- GPs / Primary Care Programme
- Perinatal Mental Health - Paediatric teams / health visiting teams / midwifery teams

- School Nursing
- Community Child Health teams
- Youth worker teams
- Local Authorities – Education (Directors & teams)
- Local Authorities - Social Services (Directors & teams)
- Local Authorities - Children's Services (Directors & teams)
- Local authority councillors

Public & professional bodies

- Children's Commissioner for Wales
- Public Sector Boards - chairs, co-ordinators, members
- Regional Partnership Board - chairs, co-ordinators, members
- Welsh Local Government Association
- Youth Justice
- Police e.g. Commissioners / Mental Health Leads
- Wales Council for Voluntary Action
- Universities in Wales – academics / researchers
- Bevan Foundation
- Social Care Wales
- NAFT
- British Psychological Society
- Royal College of Psychiatrists
- Royal College of Paediatrics and Child Health

Third Sector & community organisations

- Action for Children
- ADHD & Neurodiversity Foundation
- Adoption UK
- All Wales Forum of Parents and Carers of People with Learning Disabilities
- Barnardo's
- BEAT
- CALL
- Centre for Mental Health
- Childrens & Young People's Mental Health Coalition (hosted by Centre for Mental Health)
- Children in Wales
- Council for Wales of Voluntary Youth Services
- Diverse Cymru
- Gofal
- Hafal
- Learning Disability Wales
- Llamau
- MEIC
- Mental Health Foundation
- MIND Cymru
- National Autism Society
- National Youth Advisory Service
- NSPCC
- Platform
- Promo Cymru
- Restorative Wales

- Samaritans Cymru
- SNAP Cymru
- State of Mind
- Voices for Change
- WCVA
- Women's Aid

T4CYP (2) Board & work stream groups

- Individuals previously engaged with the 2015-2019 Programme through Boards, Groups and events.
- T4CYP (2) Programme Board
- T4CYP (2) Senior Stakeholder Advisory Group
- T4CYP (2) Work stream leads and members

DRAFT

Together For Children and Young People (2) Programme Board Terms of Reference

The Together for Children and Young People (T4CYP) (2) Programme Board will provide strategic leadership and direction, to ensure that high quality and best value emotional wellbeing and mental health services for children and young people are delivered at pace across Wales, in line with the principles of prudent healthcare. The focus of the revised Programme will be on early help and prevention.

This will be achieved by facilitating consultation, engagement and co-production, and providing influence and direction to local, regional and national service planners and providers in accordance with national policy.

The work will be underpinned by evidence-informed, needs-led, values driven, co-produced services that are digitally supported.

Role and purpose

Specific areas of work that the Programme Board will be paying particular attention to include:

- Developing a long-term vision and national framework for emotional wellbeing and mental health services, to include a broader offer of support to children and young people and their families, as part of the whole system approach.
- Working with wider partners through Regional Partnership Boards (RPBs) to develop the Early Help and Enhanced Support Framework and supporting its adoption at an RPB level.
- Contributing to areas of further policy development, particularly in relation to neurodevelopmental services.
- Further developing work stream outcomes and data in collaboration with the Welsh Government core data set team.
- Ensuring clear connectivity with evidence-based research.
- Identifying and share examples of good practice including evidence based models of storytelling.
- Identifying gaps and risks in provision that are impacting on the whole system approach (workforce etc).
- Ensuring clear connectivity to the work on the Whole School Approach and sCAMHS.
- Supporting the further implementation of neurodevelopmental national pathways and standards through engaging, consulting and embedding across LHBs and LAs.

- Identifying key interdependencies, whilst remaining focused on the scope of the Programme and its direct responsibilities.

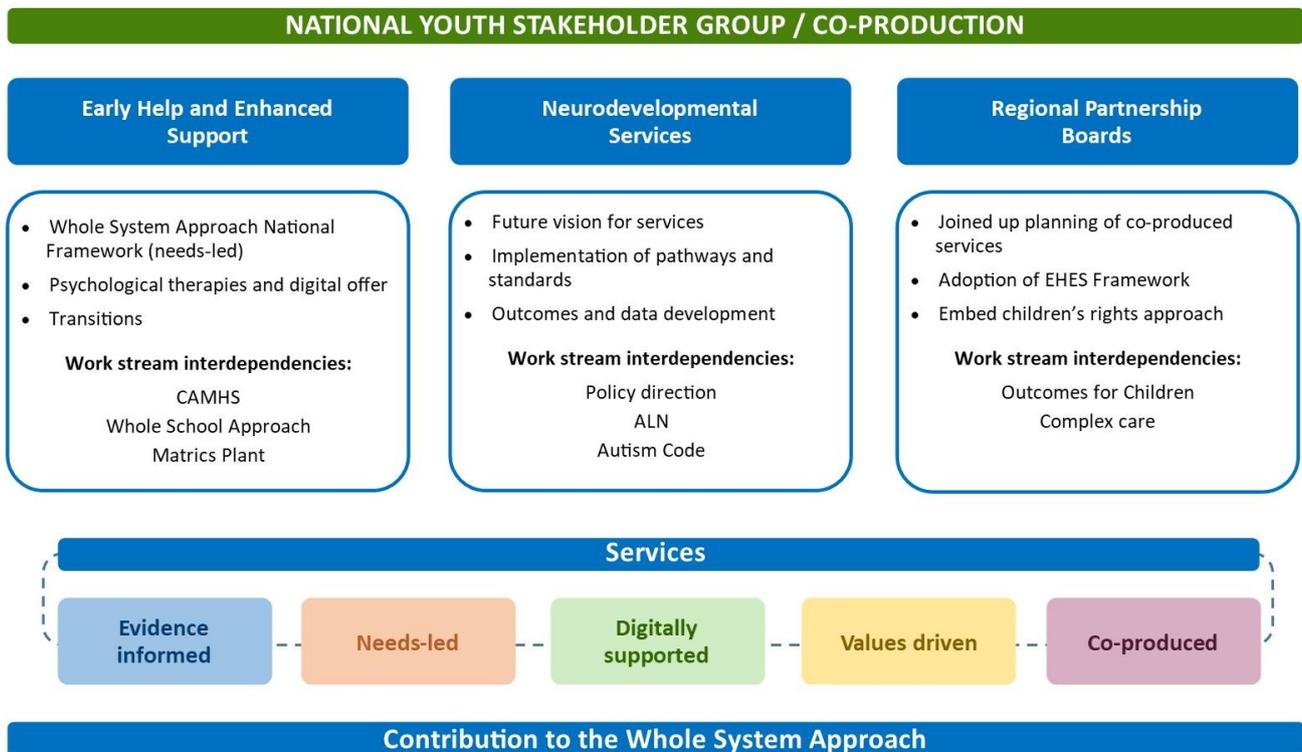
Work streams

The following theme based priority work streams will undertake detailed activities on behalf of the Programme Board:

- Early Help and Enhanced Support (part of the Whole System approach)
- Neurodevelopmental
- Regional Partnership Boards

For more information on work stream content, see diagram the diagram below.

T4CYP (2) work streams and interdependencies



Member responsibility and accountability

The Programme Board shall function as a coherent influencer and support group, all members being full and equal, with shared responsibility for decisions taken.

All members will be expected to:

- Take a strategic approach to the planning and delivery of emotional wellbeing and mental health services for children and young people.
- Contribute to the review of information (to include documents, audits, policy decisions and research materials) between meetings.
- Act as advocates of the Programme Board providing feedback to and from networks across Wales. (Members not undertaking this role or not regularly attending meetings will be removed from the Board).

- Indicate whether they are representing the views of organisations, agencies or groups or whether they are providing a personal view.
- Ensure that appropriate communication structures are in place to enable information and feedback to their organisations, service areas and other management groups.
- Carry out activities in line with T4CYP (2) Programme values, based on an evidence-informed, needs-led, values driven, co-produced and digitally supportive approach.

Confidentiality and conflicts of interest

All members will be required to notify the Chair when there is a potential conflict of interest relating to a specific item on the agenda.

Membership

The Programme Board is a small team of senior leaders from the NHS, local government, the third sector and Welsh Government. It will comprise:

- **Chair:** Powys Teaching Health Board Chief Executive and Mental Health Lead - Carol Shillabeer
- **Vice Chair:** National Programme Director for Mental Health – Jo Jordan

Programme Board membership is listed in [Appendix 1](#).

To ensure continuity, nominated deputies will only be allowed to attend meetings in exceptional circumstances. They should be appropriately briefed, to be able to contribute to the decision-making process.

Where a member fails to attend two consecutive meetings within a twelve month period, their membership will be reviewed and if necessary, a replacement sought.

Member Appointments

The membership of the Programme Board shall be determined by the Chair, taking account of the appropriate balance from partner organisations working across all sectors in Wales.

Membership will be reviewed annually to ensure that it reflects the views of those relevant to shape and influence the priorities of that forthcoming year.

By Invitation

In addition to the core membership identified, independent observers will be invited to attend Programme Board meetings.

The Chair may also invite further individuals to attend specific meetings/workshops based on the agenda items to be discussed. This will ensure that appropriate expertise and experience is available to allow informed debate and will be particularly important to ensure appropriate cross-governmental and cross sector involvement.

Accountability

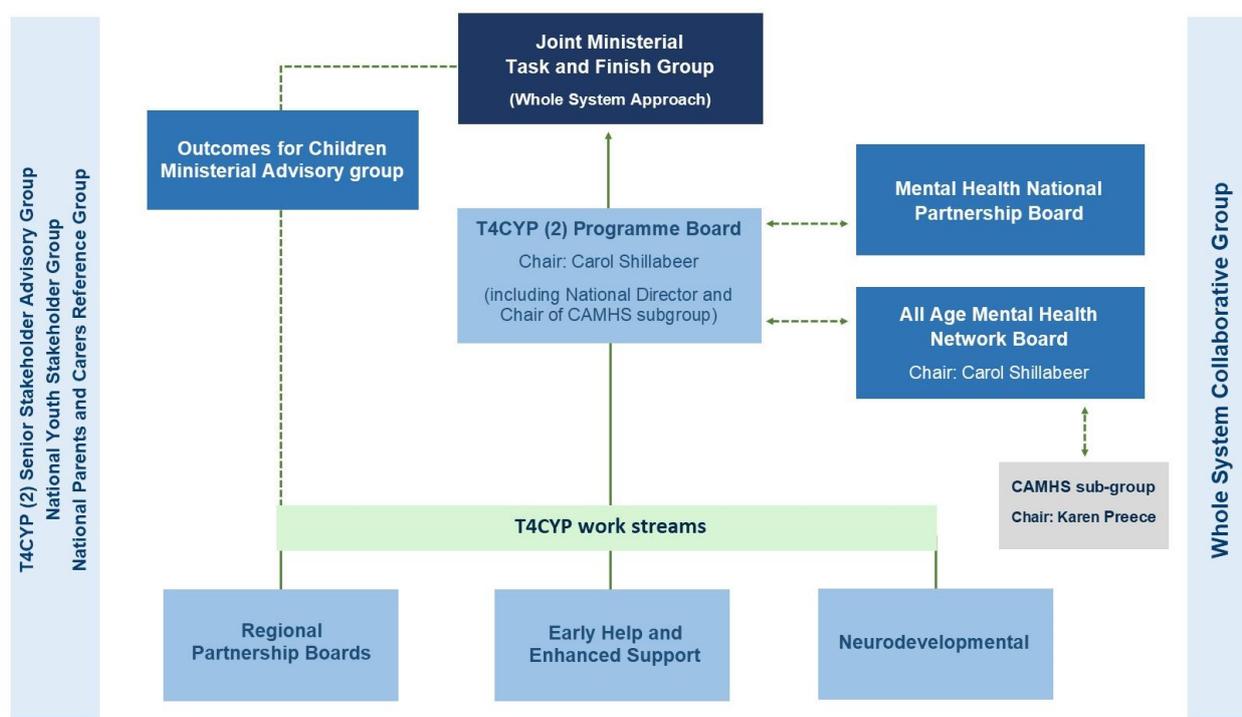
Accountable overall to the Welsh Government (WG) and the Minister for Health and Social Services, the Programme Board Chair will report progress to the NHS Executive Leadership.

The Joint Ministerial Task and Finish Group will scrutinise the work of the T4CYP (2) Programme as part of the oversight of the delivery of the Mind Over Matter recommendations. This will take the form of termly meetings and will provide the opportunity for a broad basis of cross policy leads and professionals to offer external comment and advice on the work of the Programme on an ongoing basis.

In addition to this, a number of stakeholder groups will be established / continue to provide input, including the National Youth Stakeholder Group, the Welsh Government Whole School Approach Stakeholder Reference Group and the T4CYP (2) Senior Stakeholder Group, ensuring connectivity.

The National Programme Lead will be responsible for ensuring that all work is progressing to agreed timelines and will identify and escalate risks to the Programme Board as required.

T4CYP (2) Governance



Delegated powers and authority

The Programme Board has no statutory power or accountability to any particular organisation. Its authority and influence are granted by the members that participate and influence change, and their own accountability arrangements. Accountability for delivery remains with the relevant statutory organisations and providers from other sectors, and their performance management will be through existing mechanisms and not via the Programme Board.

Policy delivery and support to the Programme Board will be provided by officials on a needs basis.

Meetings

Quorum

At least one third of the total membership must be present, including the Chair.

In the absence of the Chair, the Vice Chair will chair that particular meeting. In the unexpected absence of both the Chair and Vice Chair, the National Programme Lead will chair that particular meeting.

Frequency

Meetings will be held on a quarterly basis to consider a formal agenda, which will include a detailed National Programme Lead progress report.

Any items requiring confidential discussion will be reserved for a closed session. The Chair may request that any of those invited who are not members to withdraw, to facilitate an open and frank discussion of particular matters.

Additional workshop sessions may take place to allow focused debate on key issues.

We will make video and/or audio conferencing available where possible, to facilitate wider attendance and reduce travelling times.

Secretariat

A full range of secretariat support will be provided by the National Programme Lead / Programme Manager to enable the Programme Board to fulfil its functions.

The secretariat will:

- arrange meetings in consultation with the Chair;
- prepare and distribute the agenda, actions and briefing papers in a timely manner; and
- co-ordinate liaison between any working groups.

The Mental Health Network team will provide administrative support.

Review

The Programme Board will undertake an annual review of its performance and membership, to ensure that it is properly carrying out its role and function.

These Terms of Reference and operating arrangements shall be subject to review after two years.