

HEALTH & SOCIAL CARE SELECT COMMITTEE - UPDATE ON THE IMPLEMENTATION OF RESOLUTIONS FROM PAST REVIEWS OF THE COMMITTEE

Committee name	Health and Social Care Select Committee
Officer reporting	Nikki O'Halloran, Democratic Services
Papers with report	Appendix A - Update on previous review
Ward	n/a

HEADLINES

The attached paper provides a brief summary of progress with regard to the implementation of resolutions agreed by Cabinet on the following review:

- Child and Adolescent Mental Health (CAMHS) Pathway Review: System-wide Update on Children and Young People's Mental Health and Emotional Wellbeing

RECOMMENDATION

That the Health and Social Care Select Committee notes the updates provided in Appendix A.

SUPPORTING INFORMATION

Hillingdon's Select Committees have a vital responsibility in monitoring Council and other public services in the Borough, influencing policy and engaging residents and local organisations in this important work. Over the years, Committees have undertaken successful in-depth reviews of local services and issues. This has resulted in a number of positive changes locally, with some also affecting policy at a national level. Such Committees engage Councillors in a wide range of Council activity and make recommendations to the decision-making Cabinet. This report provides Members with an update on the progress made in implementing scrutiny recommendations that have previously been accepted by the Executive.

The Committee is invited to review the action (detailed in Appendix A) taken to implement recommendations previously accepted by the Executive in relation to the following completed scrutiny activities:

- [CAMHS Referral Pathway](#) – this review was considered by Cabinet on [21 March 2024](#).

CAMHS Referral Pathway	Resolutions	January 2026 Updates
	<p>Context and scope of this update</p> <p>Whilst this report is presented as an update against the CAMHS Referral Pathway Review agreed by Cabinet in March 2024, the actions taken in response have driven wider system transformation across children and young people’s mental health and emotional wellbeing services in Hillingdon. The response extends beyond CAMHS alone and reflects a whole-system approach involving health, education, local authority and voluntary sector partners, underpinned by the THRIVE Framework. This update therefore describes progress across the wider system in improving early intervention, access, navigation and collaboration, while continuing to address the original recommendations of the CAMHS Referral Pathway Review.</p>	
	<p>RECOMMENDATION 1 That Cabinet ask the North West London Integrated Care Board (NWL ICB) to:</p>	
	<p>a) provide a comprehensive action plan by 28 March 2024 detailing how and when the Thrive mapping strategy will be completed.</p>	<p>Significant progress has been made in implementing the THRIVE Framework across Hillingdon, supported by a system-wide action plan focused on early intervention, shared responsibility and improved navigation of emotional wellbeing support.</p> <p>A multi-agency professional event was held in April 2025 at the Winston Churchill Theatre to support the implementation of the THRIVE Framework across the borough. The event was attended by approximately 200 professionals from health, education, local authority and voluntary sector organisations and established a shared understanding of THRIVE as a needs-led approach, shifting focus from crisis response to earlier, preventative support.</p> <p>Delivery of this programme of activity involved coordinated programme management across health, local authority and voluntary sector partners, including stakeholder engagement, communications, development of resources, and structured evaluation of feedback to inform ongoing implementation.</p>

		<p>In parallel, work has progressed to map the full local THRIVE offer through the development of Hillingdon Thrive Together!, a new online platform bringing together early intervention and prevention services in one place. The website will include:</p> <ul style="list-style-type: none"> • a comprehensive service directory with clear descriptions of provision, • referral routes and access information for each service, • self-care tools, videos and resources for children, young people, parents/carers and professionals, • guidance on support available while waiting for specialist input, including peer support, youth services, digital platforms (e.g. Kooth) and crisis contacts. <p>The website has been developed through research into good practice THRIVE e-directories nationally, engagement with service providers, collaboration with the Local Authority to ensure alignment with existing digital platforms, and structured involvement of children, young people, families and carers to ensure accessibility and relevance. The Hillingdon Thrive Together! website is scheduled to launch in March 2026.</p>
	<p>b) complete and implement the Thrive mapping strategy by the end of January 2025.</p>	<p>The mapping of the wider THRIVE offer is being delivered through the Hillingdon Thrive Together! website, providing a single, accessible point of reference for families, professionals and partners, and supporting consistent use of the THRIVE Framework across the system.</p> <p>To support implementation and awareness, a programme of engagement and outreach has been delivered, including:</p> <ul style="list-style-type: none"> • a borough-wide Play Day focused on children's mental health at Hillingdon Athletics Track (August 2025), attended by approximately 1,900 families, • a Children's Mental Health and Wellbeing Fun Day at South Ruislip Family Hub (August 2025), attended by 659 families.

		Feedback from families highlighted the value of learning about the THRIVE Framework and the usefulness of QR-code access to the developing directory.
	c) provide Hillingdon's Health and Social Care Select Committee with 6-monthly updates on the progress being made on implementing this action plan.	A January 2026 update is included within this report. Further updates will continue to be provided to the Committee at agreed intervals, ensuring transparency and oversight of progress.
	d) initiate a “No Wrong Door” policy for parents / children and young people who seek support.	<p>The THRIVE Framework provides a strong foundation for implementing a “No Wrong Door” approach in Hillingdon. It moves away from rigid thresholds and diagnostic gatekeeping and instead focuses on understanding need, offering choice and sharing responsibility across services.</p> <p>Under THRIVE:</p> <ul style="list-style-type: none"> • needs replace thresholds as the basis for access to support, • multiple access points are recognised as valid, • every contact results in support, advice or guidance, • the voices of children, young people and families are central to decision-making. <p>This approach ensures that families are not redirected between services without support and that responsibility for helping them navigate the system is shared.</p>
	e) ensure that all children and young people's services in Hillingdon are asked to adopt the Thrive philosophy/model to ensure there is "No Wrong Door" for children, young people and their families to access mental health and emotional wellbeing support, and	<p>Hillingdon has adopted the THRIVE Framework as a shared, whole-system model across health, education, social care, early help and the voluntary and community sector.</p> <p>Support is organised around four THRIVE groupings:</p> <ul style="list-style-type: none"> • Getting Advice, • Getting Help, • Getting More Help, and

	<p>that support is provided based on children and young people's needs and preferences.</p>	<ul style="list-style-type: none"> • Getting Risk Support. <p>This enables services to respond flexibly to need, escalate support appropriately, and plan transitions collaboratively.</p> <p>A key example of this approach is the work of People Potential Possibilities (P3), a voluntary sector organisation supporting young people aged 13–25. P3 provides early intervention support for mental health and emotional wellbeing and works closely with CAMHS, helping to reduce demand on clinical services by addressing needs at the right time and in the right place.</p> <p>Under THRIVE, every service is a valid point of access, and the first service contacted remains involved until appropriate support is in place. Emotional wellbeing is recognised as a shared responsibility, improving partnership working and outcomes for children and young people.</p>
	<p>f) consider how parents can be offered early support on how to navigate the system including the provision of information about where to get this support to schools and GPs (as they are often the first place parents go to).</p>	<p>Schools and GPs are recognised as key first points of contact for parents seeking support for their children's mental health and emotional wellbeing. Under the THRIVE Framework, early advice, guidance and information are recognised as legitimate and valuable forms of support, helping to reduce escalation into specialist services.</p> <p>To support parents to navigate the system effectively, the following arrangements are in place:</p> <ul style="list-style-type: none"> • The development of the Hillingdon Thrive Together! online directory, which will provide clear, accessible information for children, young people, families, carers and professionals about available early intervention and prevention services, referral routes and self-help resources. • Delivery of a CAMHS Masterclass for all GPs in the borough, aimed at increasing awareness of the local mental health and emotional wellbeing offer and improving confidence in supporting children and young people presenting in primary care.

		<ul style="list-style-type: none"> • Expansion of Mental Health Support Teams (MHSTs) in schools, providing early intervention for children and young people with common mental health issues such as anxiety and depression. Wave 11 national funding has been implemented, with Wave 14 funding going live in January, increasing coverage to approximately 60% of schools. Plans are in place to achieve 100% coverage by 2029/30. • A multi-agency MHST Steering Group, bringing together early intervention and prevention services to coordinate support, align provision and target activity based on deprivation and areas of greatest inequality. <p>In addition, the Children and Young People (CYP) Co-ordinator role works directly with families to discuss support options, agree preferences, and complete referrals where appropriate. This role supports parents to navigate the system confidently and ensures warm handovers between services rather than families being redirected.</p> <p>These arrangements are supported by regular multi-agency forums and steering groups, ensuring consistent messaging to parents, shared understanding of local pathways, and alignment of early intervention activity across schools, primary care and community services.</p>
	<p>RECOMMENDATION 2 That Cabinet ask that the Health and Wellbeing Board ensure that all commissioners of CYP mental health services are asked to include requirements in their service provider contracts that:</p>	
	<p>a) parents be given a realistic description of the assessment / treatment process, including estimated timelines and information on where they can direct their feedback if the expectations set are not met.</p>	<p>CNWL CAMHS services acknowledge and confirm referrals in writing when they are received. Depending on presenting risk, families are contacted within 24 hours to offer initial triage, brief assessment and collaborative safety planning to support children and young people while waiting for full assessment.</p> <p>During assessments, clinicians explain the assessment and treatment process and agree next steps with children, young people and families. Following assessment, families receive written correspondence outlining the outcome, agreed actions and indicative waiting times. CAMHS services also provide online videos introducing</p>

		<p>service environments and explaining what families can expect from assessment and treatment.</p> <p>Mental Health Support Teams provide a welcome call prior to initial assessment to introduce the service and provide early information. CNWL CAMHS also operates a “waiting well” programme, with regular contact to review risk and wellbeing while families await assessment. Where risk escalates, urgent assessments are arranged.</p> <p>Families are encouraged to provide feedback through the Friends and Family Test, and clinicians signpost families to CNWL’s feedback and complaints processes where expectations are not met. These expectations are overseen through existing commissioning, contract management and quality assurance arrangements.</p>
	<p>b) all communications sent to parents be reviewed to make sure that the information and tone is sensitive to their situation, not overly medicalised and contains accurate information on other places they can look for support.</p>	<p>CNWL CAMHS information materials, including leaflets and standard communications, are subject to an approval process involving clinicians, managers and children and young people. Letters and reports to families are reviewed by qualified clinicians to ensure tone and content are appropriate, sensitive and not overly medicalised.</p> <p>Communications routinely include signposting to trusted sources of support, including local voluntary sector services, online self-help resources and crisis helplines. This ensures that parents and carers are aware of alternative sources of support while waiting for CAMHS assessments or interventions.</p> <p>These approaches support consistent, compassionate and transparent communication with families and contribute to improved experience and trust in services.</p>

	<p>RECOMMENDATION 3 That the Cabinet Member for Health and Social Care asks CAMHS to develop a service-user involvement strategy that provides opportunities for scrutiny and coproduction of services and includes the formation of a parents/Young People Board so that they can hold the organisation to account for the communications and service they provide.</p>	<p>Hillingdon and system partners have strengthened service-user involvement and co-production across children and young people's (CYP) mental health services, with a particular focus on place-based impact, early intervention and accountability.</p> <p>The role also provides a visible and accountable point of leadership within the neighbourhood, strengthening local engagement and supporting transparency and scrutiny of service experience.</p> <p>As part of this approach, the Children and Young People Mental Health Co-ordinator role has been implemented within the South West neighbourhood. This non-clinical role provides a single, trusted access point within primary care, supporting integration across health, education and the local authority. The role was established in response to high demand for CYP mental health support in the South West neighbourhood and is supported through Health Inequalities Transformation (HIT) funding.</p> <p>Operating under the THRIVE Framework, the service uses a needs-based approach and offers holistic assessment, risk screening, safety planning and navigation across more than 26 local CYP mental health services. Referrals are primarily received from GP practices, the Local Authority Family Help Team and rejected CAMHS referrals, supporting earlier intervention and reducing avoidable escalation to specialist services.</p> <p>Key achievements (September–December 2025):</p> <ul style="list-style-type: none"> • 136 children and young people supported • Average 30% improvement in ONS4 wellbeing scores • +2.41-point improvement in ONS Life Satisfaction, equating to an indicative £0.69m wellbeing value over 12 months (HM Treasury Green Book WELLBY methodology) • Positive qualitative feedback from families, with parents reporting increased confidence, clarity and feeling listened to
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- Release of over 22 hours of GP practice administrative capacity and avoidance of approximately 80 GP consultations

Next steps for the role include a school outreach pilot, strengthened alignment with Mental Health Support Teams to ensure continuity of care following programme completion, and a phased extension into the North neighbourhood to test scalability. Funding for the role is currently in place until August 2026, with options under consideration to support longer-term sustainability.

At system level, the North West London Integrated Care Board has drafted a Children and Young People's Mental Health and Wellbeing Strategy, due for publication in early 2026. The Strategy has been co-designed with children and young people across all boroughs, supported by Young Minds, ensuring priorities reflect lived experience and local need.

Within CNWL, a CAMHS Transformation Board oversees service change, supported by both a Young People's Transformation Board and a Parent/Carer Transformation Board. These forums provide structured opportunities for scrutiny, co-production and accountability, ensuring services reflect the needs and expectations of children, young people and families.

