Bloom Evaluation Report:
Bloom Steering Group Members Strand

December 2021

Contents

About the Authors

This report, and the analysis it contains, has been produced by Deborah Clarke, Operational Lead for Bloom and HeadStart Locality Coordinator, and Derek Thompson, Bloom Project Officer and Data Analyst. Both Deborah and Derek have achieved PRINCE2 and other project management qualifications.

Deborah was previously a University Head of Quality Assurance and Enhancement with responsibility *inter alia* for the development, implementation and review of policies and procedures; course validations and modifications; collaborative provision; Assessment Boards; Committee administration; student complaints and discipline; and graduation ceremonies. She has been a member of leadership teams for new cross-governmental initiatives such as the Connexions Partnerships, and the Young Gifted and Talented national programme, working closely with the Departments of Education; Children, Schools and Families; Culture, Media and Sports; and the Education Development Trust. Other experience includes working as a freelance management consultant; roles with the Open University; serving with the British Council both overseas and in the UK, managing multi-million pound development programmes for China, Indonesia and elsewhere on behalf of the Foreign and Commonwealth Office and the Department for International Development; and in the theatre as actor and administrator.

Derek previously worked for Children and Young People Specialist Mental Health Services (CAMHS) as the Child Outcomes Research Consortium (CORC) Data Coordinator for Cornwall and developed the Bloom Senior Administrator role. Prior to this he held senior project management roles with BT plc. Derek is also a writer and published author.

Acknowledgements

We would like to thank the young people of Cornwall and their parents / carers, who have put their trust in the Bloom model and process as a means of getting help. We are also grateful to those Bloom Locality and Cornwall-wide Steering Group members who participated in this evaluation.

Sincere thanks also go to our colleagues in HeadStart Kernow and CAMHS who provide the foundations of Bloom, and to the professionals across the statutory, non-statutory and voluntary sectors – past and present – who have helped establish Bloom across Cornwall.

The support and guidance provided by the members of the Bloom Evaluation Working Group has been invaluable. Dan Robinson, the Senior Bloom Administrator, was instrumental in setting up the survey on the 'Let's Talk Cornwall' platform; his industry and good humour have been noteworthy throughout the evaluation.

We would like to thank The National Lottery Community Fund for their vision and financial support through HeadStart Kernow, enabling us all to make a real difference to children and young people in Cornwall who are experiencing emotional, social and mental health difficulties.

Executive Summary

This report is one of a suite, each report noting the findings from one strand of the evaluation of the Bloom model and process. An Executive Report of the full evaluation is also available. This report considers the findings of a survey conducted of members of the Bloom Cornwall-wide Steering Group (CWSG) and of the six Bloom Locality Steering Groups. This survey sought to understand the views of Steering Group members about the existing governance arrangements for Bloom, and how the information within the papers, data and reports provided for the Steering Groups were received.

Bloom is overseen by a Cornwall-wide Steering Group as a county-wide multi-organisational initiative, and by six Locality Steering Groups that oversee and support each locality Bloom model. Each Locality Steering Group determines the frequency, time and location of the Bloom Professionals Consultation (Bloom Profs) meetings held within each locality. The focus of this strand of the Bloom evaluation was to determine what the membership of the various Bloom Steering Groups thought of the existing governance arrangements of Bloom; whether the Steering Groups were thought useful; and whether the Steering Groups should continue in their existing or a different form.

It is noteworthy that the impetus for the comprehensive evaluation of Bloom came from one of the Locality Bloom Steering Groups (Restormel), and that all Steering Groups have wide multi-agency and organisational representation.

One meeting of the CWSG and the inaugural meeting of the Penwith Bloom Locality Steering Group took place during the periods of lockdown restrictions via Microsoft Teams as this has become a more familiar mode of holding meetings with large constituencies, but there has not been the resource within Bloom to hold other Locality Steering Groups since the beginning of 2020, due to the advent of the Covid-19 pandemic. Bloom's operational and managerial resource was focussed upon re-engineering the Bloom model, such that during 2020 and notwithstanding the pandemic, Bloom was able to assist 263 young people to receive appropriate and timely support, an increase over the number in 2019 (257).

All respondents to the survey found the Steering Group they attended to be useful; and a very large majority wanted them to continue as currently established rather than subsumed within another body or agenda. All respondents thought the papers, data and reports they received were useful although it was evident that members of the Locality Steering Groups would value seeing data regarding 'their' model alongside that of others, to give them a broader understanding of how Bloom was operating county-wide. Comments were also received regarding the need to ensure that meetings kept to time, and that consideration was given to shortening the meetings from the current two-

hour timeslot in order to retain members and to ensure discussions were focussed. Where papers were sent in advance, this was valued, but given time and work constraints, not all recipients were able to read and reflect upon them before the meeting. It will be important therefore to send out meeting papers as early as possible before a meeting to help address this deficit.

Although data collection, analysis and regular reporting has been built into the management and governance structures, such that the efficiency and effectiveness of the model can now be regularly monitored and reviewed by the Bloom CWSG, the evaluation of Bloom was widely looked for, to give a broader indication of the impact of Bloom.

This report notes that the members of the Bloom Steering Groups found them a good use of their time, and that they wish them to continue; taken together with the other reports within this comprehensive evaluation of Bloom, it will help to inform the future development of the model.

Conclusions

The analysis of the results from the survey of members of the CWSG and the six Bloom Locality Steering Groups allows the following conclusions to be drawn:

<u>Steering Groups are valued, and should continue</u>
It is evident that the majority of respondents wish the Steering Groups to continue in their current form, and, as is currently the case, to determine the frequency of their meetings. Where possible a blended approach to meetings should be offered so that attendees can attend either in person or virtually. In order to retain membership, it will be important to consider shortening the length of the meetings, but in all cases ensuring that they keep to time and that discussions are kept on point. Papers should be sent out in good time prior to any Steering Group meeting.

<u>Bloom: impact and comparative data</u>
The response to this survey indicates that Bloom is valued, but that its impact remains opaque. It is hoped that this comprehensive evaluation of Bloom will aid the understanding of the model and its efficacy. It is in any case clear that the members of the Locality Steering Groups would value more comparative data across models, to enable them to better understand how their own model is performing, although all respondents thought that the papers, reports and data they currently receive were useful.

Recommendations

Recommendation 1: that Bloom Steering Groups continue as established

Recommendation 2: that Bloom Locality Steering Groups receive those CWSG papers focussing on county-wide data and feedback

Recommendation 3: that all Locality Steering Groups receive Bloom evaluation reports

Recommendation 4: that Steering Group papers are distributed where possible 10 working days ahead of the meeting

Recommendation 5: that as resource allows, more frequent communications are sent to Steering Group members updating them on developments

Recommendation 6: that the option to attend Steering Groups virtually should be offered where possible

Recommendation 7: that consideration be given to the length of Steering Group meetings and discussions

Introduction

The Bloom Cornwall-wide Steering Group (CWSG) agreed in September 2020 that a comprehensive evaluation of the Bloom model and process should be undertaken. A sub-group of the CWSG, the Evaluation Working Group (EWG), was established and met regularly to provide advice, support, sense-check, and ensure that evaluation timescales remained on track.

Strands within the overarching Bloom evaluation included consideration of:

- An analysis of the original Bloom Penwith pilot business cases
- Cost Benefit Analysis of Bloom
- Senior Stakeholders
- Core Bloom Professionals Consultation meeting attendees
- Bloom Professionals Consultation meeting - other attendees
- Bloom 'service providers' (organisations suggested at a Bloom Professionals Consultation meeting which might provide appropriate support for the young person being discussed)
- Parents / Carers
- Children and Young People
- Bloom Leadership Group
- Bloom Steering Group members
- Bloom Data and Analysis Comparison Report 2019 and 2020

This report is therefore one of a suite, each report noting the findings from one strand of the evaluation of the Bloom model and process. An Executive Report of the full evaluation is also available.

This report considers the findings of an analysis of a survey of the members of the Bloom CWSG, and of the six Bloom Locality Steering Groups.

Methodology

It was agreed by the Evaluation Working Group (EWG) that the opinions of the members of the Bloom CWSG, and of the six Bloom Locality Steering Groups, should form part of the comprehensive evaluation of Bloom conducted during 2020/21. The focus of this strand of the Bloom evaluation was to determine what the membership of the various Bloom Steering Groups thought of the existing governance arrangements of Bloom; whether the Steering Groups were thought useful; and whether the Steering Groups should continue in their existing or a different form.

The EWG agreed that the Bloom Steering Group members should be sent a survey to ascertain their views. Draft questions were formulated by the Bloom Evaluation Project Team (Deborah Clarke, the Bloom Operational Lead, and Derek Thompson, Bloom Project Officer and Data Analyst) and were agreed by the EWG. The EWG also determined that questions should not be mandatory, so that respondents were able to skip any that they did not wish to answer. The survey included a number of closed questions and others with freeform boxes to elicit broader comment. As a member of the EWG, Lee Atkins (Regional Improvement Support Officer for CORC) who is supporting the Learning strand of HeadStart Kernow, acted as a critical friend.

The survey was set up on Cornwall Council's survey platform 'Let's Talk Cornwall' by Dan Robinson, the Bloom Senior Administrator. The survey link was sent to all those identified as having attended at least one meeting of a Bloom CWSG or a Bloom Locality Steering Group. It was accompanied by an email explaining what the survey was about and why the recipient had been contacted.

The survey opened on 20 April 2021 and closed at midnight on 9 May 2021. Two reminders were sent in early May, as a prompt to those who had not yet completed the survey. A copy of the survey is at Appendix 1.

For more information about Bloom and its genesis, evolution and operation, please see Appendix 5.

As with all Bloom evaluation reports, this Bloom report has been circulated to all members of the EWG including Dr Lisa Gilmour (Bloom Clinical Lead) and Charlotte Hill (Head of Partnerships, Innovation & Wellbeing, Children's Health & Wellbeing, Cornwall Council; Chair CWSG) as well as to the HeadStart Kernow Learning Lead, for final approval prior to publication.

Analysis

Bloom Governance: an overview

Bloom has evolved from a pilot project in one locality (Penwith) to an established model with a comprehensive overarching governance architecture, functioning in each of the six localities in Cornwall. The pilot's primary purpose, to provide a rapid and responsive service to children with emotional, behavioural and mental health problems which did not meet the threshold for CAMHS support, continues to resonate through the Underpinning Principles which now govern Bloom, and through the processes and procedures which now facilitate the day-to-day working of the model.

Bloom is overseen by a Cornwall-wide Steering Group (CWSG) as a county-wide multi-organisational, inter-professional collaborative initiative, and by six Locality Steering Groups that oversee and support each locality Bloom model. Each Locality Steering Group determines the frequency, time and location of the Bloom Professionals Consultation (Bloom Profs) meetings held within each locality.

Supporting documentation for all Steering Groups includes:

- Terms of Reference
- Bloom Underpinning Principles
- Memorandum of Understanding between organisations participating in the Locality Bloom model

Each Steering Group including the CWSG determines the frequency of their meetings; they are all serviced by HeadStart Kernow with the Bloom Operational Lead and Bloom Project Officer providing reports, papers and data analysis to support their discussions. An example of a CWSG agenda is at Appendix 2; two examples of agendas for Locality Bloom Steering Groups are at Appendix 3.

It is noteworthy that the impetus for the comprehensive evaluation of Bloom came from one of the Locality Bloom Steering Groups (Restormel), and that all Steering Groups have wide multi-agency and organisational representation.

Bloom is aligned to various strategic initiatives and strategies: the CWSG's Terms of Reference notes that '*Bloom is integral to the realisation of _One Vision_, the multi-agency partnership plan for transforming services to children, young people and their families living in Cornwall and the Isles of Scilly through the establishment of a shared vision, ambition and principles for integrating children's education, health and social care services; the Education Strategy (_www.cornwall.gov.uk/educationstrategy_), particularly the Strategy's determination to 'promote, protect and improve our children and young people's mental and physical health and wellbeing in educational settings and recognise*

that this underpins the ability for us to achieve all other priorities (Education Strategy Priority 4); and the CAMHS Transformation Strategy ('Turning the Tide' reflects the views of young people and parents in Cornwall and aims to ensure that those who experience emotional wellbeing and mental health problems get the right help at the right time).'

The Bloom model is also underpinned by an explicit understanding between all partners (Cornwall Partnership NHS Foundation Trust, Cornwall Council, HeadStart Kernow and other services and organisations) that it works within the Tavistock i-THRIVE model, as noted within many of its supporting documents.

The Covid-19 pandemic led to the focus of the Bloom Operational and Clinical Leads being upon ensuring the continuation and availability of the Bloom Profs meetings whilst in-person meetings were not possible. This meant re-engineering the Bloom model such that the Bloom Profs meetings could take place virtually; and due to the flexibility and nimbleness within the model as evidenced by this re-engineering, there was no adverse impact on the numbers of referrals considered by Bloom during the pandemic (257 closed cases in 2019; 263 closed cases in 2020).

One meeting of the CWSG and the inaugural meeting of the Penwith Bloom Locality Steering Group took place during the periods of lockdown restrictions via Microsoft Teams as this has become a more familiar mode of holding meetings with large constituencies, but there has not been the resource within Bloom to hold other Locality Steering Groups since early in 2020 as shown in the following table.

Table 1: Date of last meeting of Steering Group

Steering Group	Date of last meeting
CWSG	29.01.21
Penwith	09.12.20 (inaugural meeting)
Kerrier	29.01.20
Carrick	30.01.20
Restormel	28.01.20
North Cornwall	04.02.20
Caradon	06.02.20

The Steering Groups' members survey

The survey agreed by the EWG for the Steering Groups' memberships can be found at Appendix 1.

The link to the survey was sent via email to 184 individuals who had been noted as attending at least one meeting of one Steering Group. Of these, 17 emails were noted as no longer extant or a return message was received stating that the email had been sent in error.

The response rate to the survey was 13.7%. The number of respondents was 23 although there were 52 visitors to the survey page. Each of the six Bloom Locality Steering Groups and the CWSG had respondents. Not every respondent answered every question.

Survey Question 1: Steering Group attendance
[Q1 Please indicate which Bloom Steering Group(s) you attended]

There were 22 responses to Survey Question 1 which asked which Steering Group respondents had attended.

Eight respondents had attended the Bloom Cornwall-wide Steering Group. Five respondents had attended more than one Steering Group. The breakdown of these five respondents' attendance is as follows:

- three respondents had attended two different Steering Groups (two had attended both the CWSG and Restormel Steering Group; one had attended both the CWSG and Carrick Steering Group

- two respondents had attended three different Steering Groups (one had attended the CWSG, Caradon and North Cornwall Steering Groups, and the other the Penwith, Kerrier and Carrick Steering Groups)

Fig 1: Steering Group Members Survey Question 1

Please indicate which Bloom Steering Group(s) you have attended (tick all that apply):
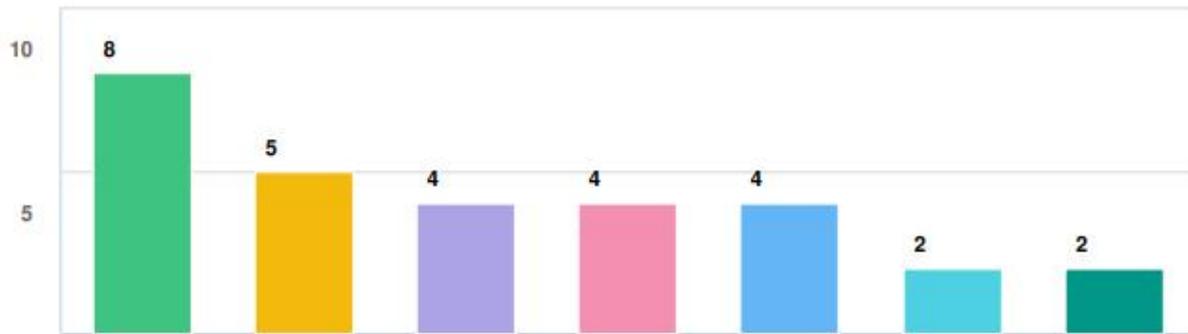
Question options

- Cornwall-wide Steering Group
- Penwith (Locality 1) Bloom Locality Steering Group
- Kerrier (Locality 2) Bloom Locality Steering Group
- Carrick (Locality 3) Bloom Locality Steering Group
- Restormel (Locality 4) Bloom Locality Steering Group
- North Cornwall (Locality 5) Bloom Locality Steering Group
- Caradon (Locality 6) Bloom Locality Steering Group

Survey Questions 2 and 3: usefulness of Steering Groups

[Q2 Do you find the Steering Group useful (is it a good use of your time)?]
[Q3 Why have you given that response? If you attend more than one Steering Group, does your response apply to both/them all?]

Question 2 of the survey asked whether Steering Group members thought the Steering Group was useful (a good use of time). The possible responses were 'yes', 'no' or 'to some degree'. Question 3 sought to elicit through a free-form response, why respondents had replied as they had to Question 2.
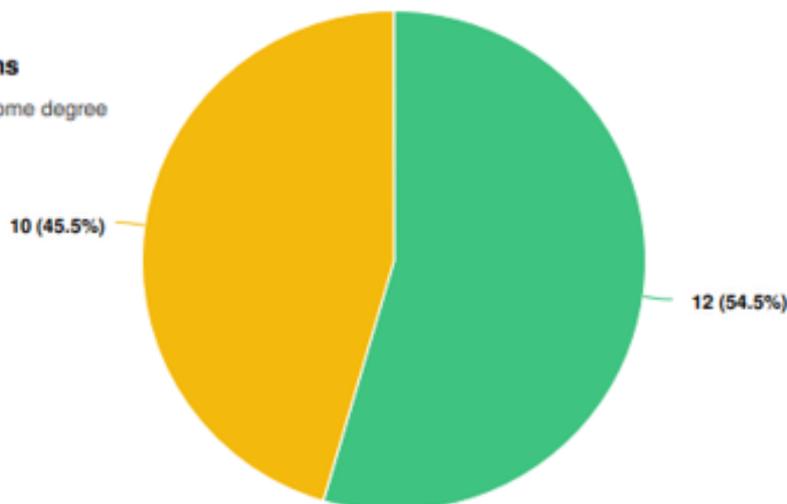
Of the 22 respondents to survey questions 2 and 3, 12 (54.5%) found the Steering Group useful whilst 10 (45.5%) thought it useful to some degree. There were no negative responses.

Fig 2: Steering Group Members Survey Question 2

Do you find the Steering Group useful (is it a good use of your time)?

Question options
- Yes
- To some degree

10 (45.5%)

12 (54.5%)

Some respondents were members of more than one Steering Group. The following table notes the distribution of responses by Steering Group:

Table 2: Distribution of responses to Survey Q2 by Steering Group

Steering Group			Individual Response	Total
Cornwall-wide Steering Group		Yes	1* 1^ 1** 1' 1	5
		No		
		To some degree	2 1'	3
Penwith Locality Steering Group		Yes	3 1^^	4
		No		
		To some degree	1	1
Kerrier Locality Steering Group		Yes	1^^	1
		No		
		To some degree	3	3
Carrick Locality Steering Group		Yes	1^ 1^^ 1	3
		No		
		To some degree	1	1
Restormel Locality Steering Group		Yes	2	2
		No		
		To some degree	1* 1'	2
North Cornwall Locality Steering Group		Yes	1**	1
		No		
		To some degree	1	1
Caradon Locality Steering Group		Yes	1**	1
		No		
		To some degree	1	1

*attended both CWSG and Restormel SG
^attended both CWSG and Carrick SG
**attended CWSG, North Cornwall and Caradon SGs
^^attended Penwith, Kerrier and Carrick SGs
'attended CWSG and Restormel SGs

In all cases bar Kerrier, more respondents found the Steering Groups to be useful, than to be somewhat useful. North Cornwall and Caradon which were established later than Steering Groups elsewhere were equally divided between those who thought the Steering Group was useful or to some degree useful. No respondent thought the Steering Groups were not useful.

Where a respondent was a member of more than one Steering Group all bar one did not differentiate between their comments about the usefulness of them. The exception noted that '*I find the Restormel steering group a good deal more useful than the Cornwall wide due to different services being available in different localities*'. Another who also attended more than one Steering Group (the CWSG and Carrick Steering Group) stated that '*the steering group helps me understand where the Bloom process is going and how it fits into working practice. It also gives me a bigger picture of need in the County*.'

Comments from those who responded 'yes' to finding the Steering Group they attended useful include those about the CWSG, Restormel and Penwith Steering

Groups: '*It is useful to be kept up to date in terms of the developments / strategic journey of Bloom - especially during the last year*' and '*I find that they update me on progress, improvements and ensure that children continue to get the best deal*' (CWSG); '*very useful and informative*'; '*Helpful networking*' (Restormel); '*Great networking and up to date information about services*' (Penwith).

Those who found the Steering Groups useful 'to some degree' commented that it was '*Useful to understand the wider picture within the area/across the county*' (Kerrier); '*Helpful to have oversight of Bloom*' (Caradon); and '*To find out what is happening with the group and what to expect*' (Penwith).

Another stated that '*At times there feels there are a lot of meetings booked in which can feel time consuming and impact on other work*' whilst another said '*I am a primary SENDCo and attended one meeting as I was interested in development of mental health provision. However, being school based, I felt less able to contribute to systemic change than the other parties represented. I decided not to go to more meetings, as it brought nothing to the children and families I supported, and I wasn't in a position to add to the steering group*'.

Survey Question 4: Steering Groups and Bloom's governance structure
[Q4 Would you like the Steering Group to continue as part of the governance structure of Bloom, or do you think it could be incorporated into another group/body/agenda?]
[Supplementary question: Can you say which Steering Group (ie Bloom Locality or Bloom Cornwall-wide), where would be a good fit and why?]

Of the 20 who responded to Question 4 of the survey which asked whether they would like the Steering Group to continue as part of the governance structure of Bloom, or if it could be incorporated into another group / body /agenda, the majority wished for the Steering Group to continue as is (14 respondents; 70%).

Two respondents (10%) had found the Steering Groups they attended (North Cornwall; Carrick) useful 'to some degree', but did not wish them to continue.

A further four respondents (20%) thought that the Steering Group they attended could be incorporated into another group / body / agenda. Two respondents thought the Penwith Steering Group could be incorporated into the CWSG, with one commenting '*Bloom Cornwall wide is probably most relevant to our services as we are county wide*', whilst the other noted '*need more direct time supporting the children*'.

A different respondent who attended the Caradon Steering Group said '*I have not managed to get to the steering groups as they've not been on days that I work. Could they not be incorporated into the locality bloom as a slot, so 1*

steering group and 2 cases?[1] I think it would be helpful to keep it at locality level personally, with others who are linked across county feeding back any higher-up / strategic info, and taking our steering group back to those that look at cross-county Bloom'[2].

Fig 3:   Steering Group Members Survey Question 4 and supplementary

Would you like the Steering Group to continue as part of the governance structure of Bloom, or do you think it could be incorporated into another group/body/agenda?

■ Continue as is   ■ Not continue   ■ Incorporated into another group/body/agenda
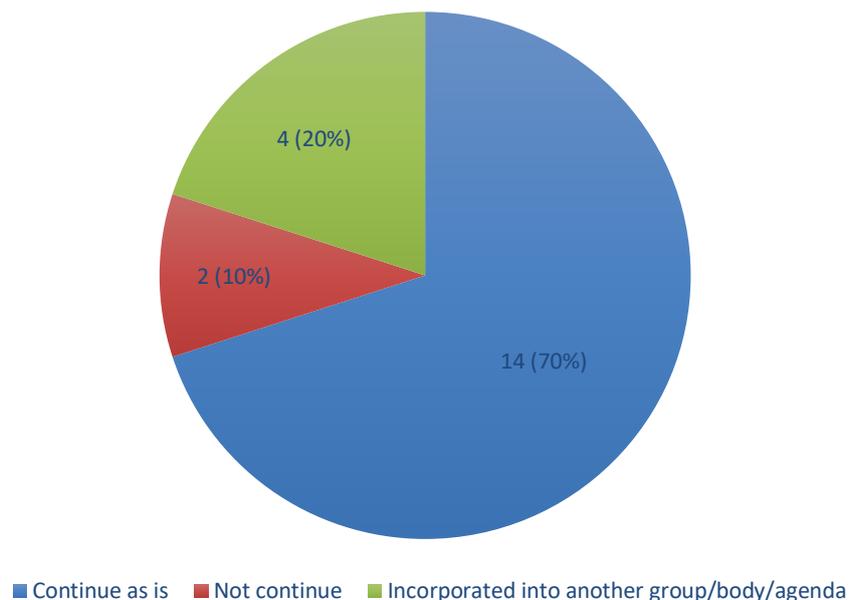
It is evident that the majority of respondents wish the Steering Groups to continue in their current form.

Recommendation 1: that Bloom Steering Groups continue as established

Survey Questions 5, 6, 7, 8: information provided for Steering Groups
[Q5 Do you find the papers, reports and data provided for the Steering Group(s) useful?]
[Q6 Why have you given that response? If you attend more than one Steering Group, does your response apply to just one or all?]
[Q7 Is there any other information in the papers, reports and data provided for the Steering Groups that you would like to be included?]

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[1] The original pilot phases of Bloom had thought to include within Bloom meetings discussions about individual young people as well as strategic matters. This did not prove to be a sustainable model. For more information, see the *Bloom Evaluation Report: Review and Analysis of the Bloom Project Pilot Business Cases and Documentation 2014 -2018, and Development of Bloom 2018 – to date*

[2] The Terms of Reference for Bloom Steering Groups note that a member of each Bloom Locality Steering Group is to be that Steering Group's representative on the CWSG so enabling the flow of information and intelligence between the different levels of governance

[Q8 Can you give details of the information you would like to have at the Steering Group(s)? If you attend more than one Steering Group, does this apply to both/them all?]

Question 5 of the survey asked whether Steering Group members found the information provided for the Steering Group(s) useful. The possible responses were 'yes', 'no' or 'to some degree'.

Fig 4: Steering Group Members Survey Question 5

Do you find the papers, reports and data provided for the Steering Group(s) useful?

12 (54.5%)
To some degree

10 (45.5%)
Yes
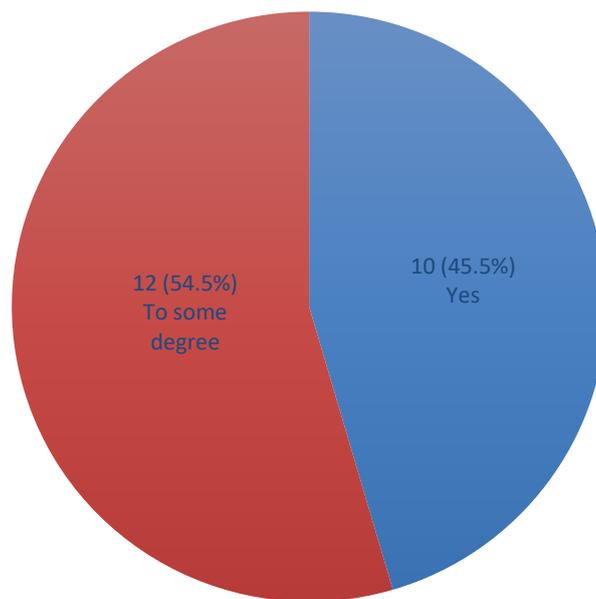
54.5% (12 / 22 respondents) found the papers, reports and data provided for the Steering Groups useful to some degree, whilst 10 noted them useful. No respondent thought that they were not useful.

Where respondents had attended more than one Steering Group, they did not differentiate their responses between them.

Further analysis of responses to question 5 was undertaken to see whether there were any Steering Group which had stronger views than others about the usefulness of the information provided to it. The following table shows the distribution of responses between the different Locality Steering Groups and the CWSG. It shows an even distribution of opinion across the different Steering Groups.

Table 3: Distribution of responses to Survey Q5 by Steering Group

Steering Group		Individual Response	Total
Cornwall-wide Steering Group	Yes	1*** 2 1*****	4
	No		-
	To some degree	1* 2 1**	4
Penwith Locality Steering Group	Yes	1**** 1	2
	No		-
	To some degree	3	3
Kerrier Locality Steering Group	Yes	1****	1
	No		-
	To some degree	3	3
Carrick Locality Steering Group	Yes	1 1****	2
	No		-
	To some degree	1 1**	2
Restormel Locality Steering Group	Yes	2 1*****	3
	No		-
	To some degree	1*	1
North Cornwall Locality Steering Group	Yes	1***	1
	No		-
	To some degree	1	1
Caradon Locality Steering Group	Yes	1***	1
	No		-
	To some degree	1	1

*CWSG and Restormel
**CWSG and Carrick
***CWSG North Cornwall and Caradon
****Penwith, Kerrier and Carrick
*****CWSG and Restormel

The majority of respondents were content with the information (papers, reports and data) provided for the Steering Groups (16 / 21 – 76.2%). One noted that 'The information provided is sufficient' (CWSG), and another stated 'Data provided always helpful, numbers of meetings, attendance, capacity in the wider system. Outcome recording particularly helpful. Feedback from young people, families and professionals' (CWSG).

Respondents commented that the information provided 'gives me an idea of how provision may be developing' (Kerrier) and that 'It is good to see the impact and also the differences between localities' (CWSG; North Cornwall; Caradon). Another noted that the information was 'helpful to refer to, but not vital in my day to day role' (Penwith).

Fig 5: Steering Group Members Survey Question 7

Is there any other information in the papers, reports and data provided for the Steering Groups that you would like to be included?
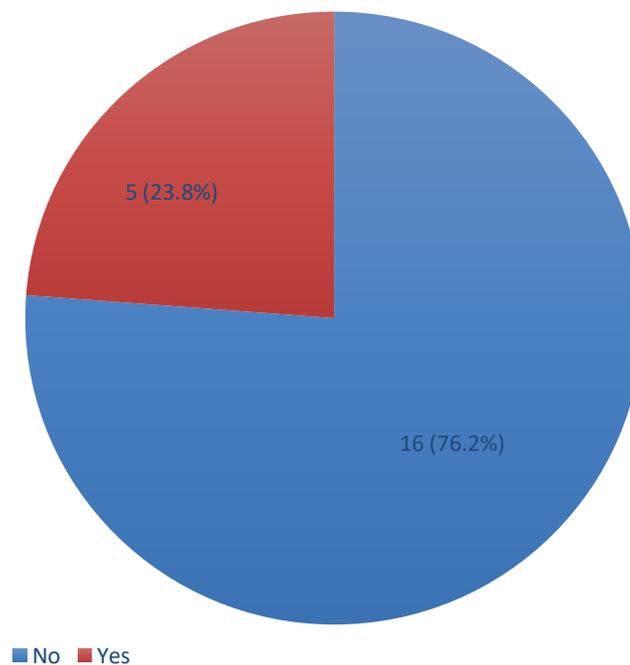
Five respondents thought other information should be provided, with one writing '*Would be really helpful to have feedback from the locality bloom questionnaires - how have people found the consults? What was helpful? Less helpful? Were we approachable / validating etc. Would be good to know what has been the impact in our local area? Has attending a Bloom consult led to increased referral from the school / organisation? What has been the impact on overall CAMHS referrals? i.e. any pattern between Bloom referrals going up and PMH / CAMHS referrals going down? Where do the cases discussed at Bloom tend to go? Any themes / patterns either in locality or across county? E.g. what are the recommendations suggesting. How many Bloom consults end up with the case coming in to CAMHS / PMH for assessment*' (Caradon).[3] A respondent from North Cornwall wanted to know '*How previous steering group discussions have been taken forward. Update on Bloom impact locally and across county. Plans/ideas for future consultations*'.

It should be noted that the Caradon and North Cornwall Steering Groups were the last to be established before lockdown, and as such had only had two meetings each (with the first meeting being to establish the Steering Group).

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[3] Various reports are submitted to the CWSG on a regular basis including Feedback Reports which give information about the feedback collected from professionals attending the Bloom Profs meetings via feedback forms; and the annual Data Report gives detailed information and analysis about Bloom for each locality and county-wide.
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The Penwith Locality Steering Group was not formally established until December 2020. The usual business of the Bloom Locality Steering Groups therefore would not yet have been embedded within the locality. It is however, possible to surmise from the responses to this survey that members of the Bloom Locality Steering Groups would value seeing some of the data provided for the CWSG rather than, as has been the case, just the Data and Locality Bloom Model Reports for their locality (see an example of a Locality Report at Appendix 4).

Some respondents wanted more detail about the efficacy of the suggestions made within the Bloom Profs meetings and '*Progress reports, evaluation of impact*' (Kerrier), with this latter remark echoed by a respondent from Restormel. Another wrote '*I just need to know how many cases across the county have been addressed and what is the perceived success rate of these*' (CWSG).

Another respondent stated that '*There can be a lot of papers submitted with little time before a meeting and very often it is not possible to prepare effectively*' (CWSG), whilst another mentioned that '*Sometimes work is so busy I don't have time to read them!*' (Penwith). As can be seen from Appendix 3, a significant number of papers are prepared for the Bloom Locality Steering Groups and particularly the CWSG. These papers are usually sent to members at least five days prior to the meeting, but this may not allow sufficient time for them to be reflected upon ahead of the Steering Group.

Recommendation 2: that Bloom Locality Steering Groups also receive those CWSG papers focussing on county-wide data and feedback

Recommendation 3: that all Locality Steering Groups receive the Bloom evaluation reports

Recommendation 4: that Steering Group papers are distributed where possible 10 working days ahead of the meeting

Recommendation 5: that as resource allows, more frequent communications are sent to Steering Group members updating them on developments

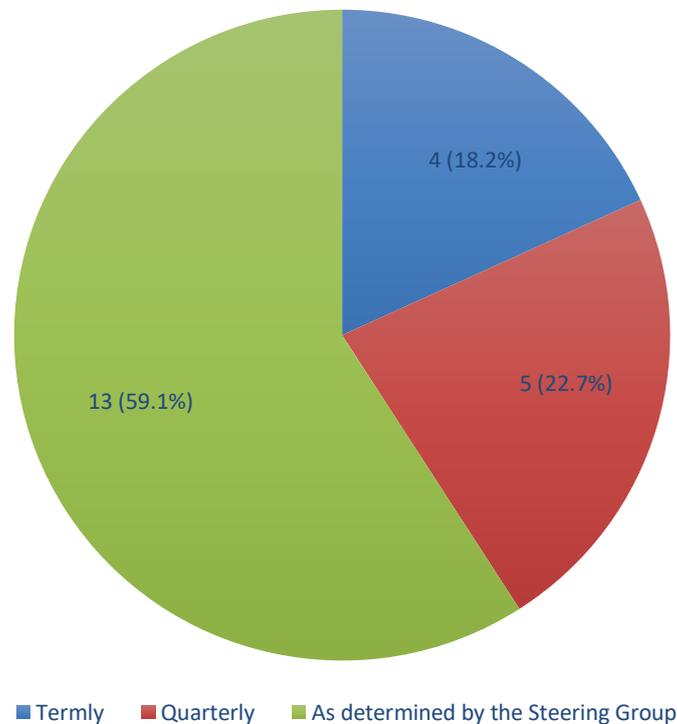### Survey Question 9: frequency of Steering Group meetings
[Q9 Frequency of meetings is determined by each individual Steering Group; Steering Group meetings have obviously been impacted by Covid-19. How often would you like meetings to be held?]

A preponderance of respondents thought that it should remain in the gift of the Steering Group to determine the frequency of their meetings (13 /22 – 59.1%).

Fig 6: Steering Group Members Survey Question 9

Frequency of meetings is determined by each individual Steering Group; Steering Group meetings have obviously been impacted by Covid-19. How often would you like meetings to be held?

- Termly
- Quarterly
- As determined by the Steering Group

Recommendation 5: that Steering Groups should continue to determine the frequency of their meetings

Survey Question 10: mode of Steering Group meetings (virtual / in-person)

[Q10 We have re-engineered Bloom due to Covid-19 so that Bloom Professionals Consultation meetings are no longer held face-to-face but via Microsoft Teams. How would you like Bloom Steering Groups to be held once Covid-19 restrictions are lifted?]

The possible responses to question 10 of the survey were 'face-to-face', 'virtual', 'blended' or 'no preference'.

Of the 22 responses, 11 wanted the Steering Group meetings to be held in a blended way with four having no preference. Only one respondent wanted the meetings to be held in-person. With six preferring meetings to be held virtually, it is clear that the flexibility provided by holding meetings via Microsoft Teams is valued by most respondents.
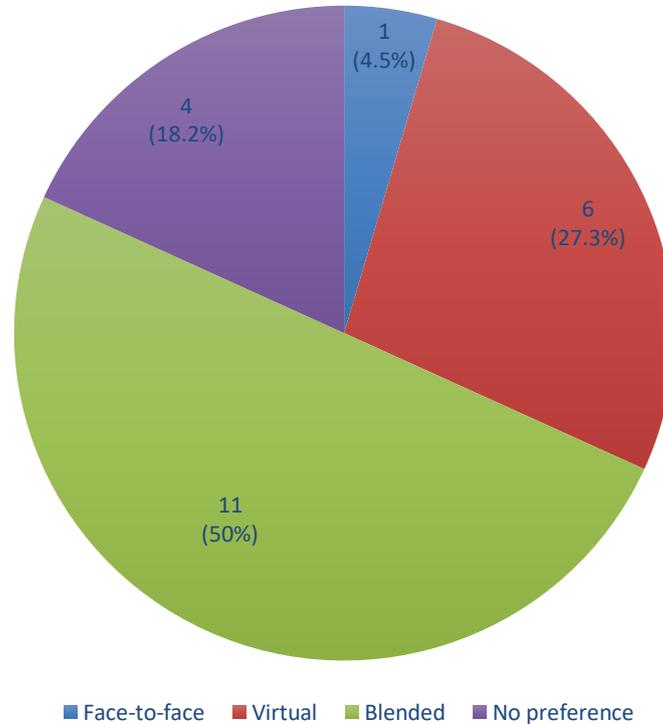
Fig 7: Steering Group Members Survey Question 10

We have re-engineered Bloom due to Covid-19 so that Bloom Professionals Consultation meetings are no longer held face-to-face but via Microsoft Teams. How would you like Bloom Steering Groups to be held once Covid-19 restrictions are lifted?

Recommendation 6: that the option to attend Steering Groups virtually should be offered where possible

Survey Questions 11 and 12: improvements and other comments
[Q11.How could the Bloom Steering Groups be improved?]
[Q12.Please use this space to tell us anything else about your experience of Bloom Steering Groups that you would like to share.]

Throughout the survey the commentaries about Bloom from one respondent who attended the CWSG speak to the interests of Commissioners; it should be noted however that Bloom is not a commissioned service.[4] They thought that the CWSG could be incorporated into another group / body / agenda, writing '*Service Providers are best placed to comment on the format needed to achieve the commissioned outcome of consultation between professionals to achieve*

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[4] Commissioning Manager, NHS Kernow Clinical Commissioning Group email 11 August 2020: 'BLOOM is not a commissioned service. BLOOM is part of the THRIVE approach to delivering resources in a more productive way, through providers of service working in an inter-professional way to identify the most appropriate approach to a presenting need; this is a cultural change to the way we respond to need. In effect each practitioner working in this forum are being paid through their commissioned service already and are improving the outcomes possible by integrated working.'

improved outcomes and experiences for individuals. The NCB evaluation[5] highlights areas of overlap with other functions and therefore Commissioners will want to know how those overlaps are streamlined; efficiencies in practitioner time redirected and where; how the changes achieve the local CYPMH strategic plan vision statement'.

Other comments from this respondent noted that '*The key points of interest for Commissioners is whether the outcomes needed are being achieved and the experiences of individuals using BLOOM are positive. The operational discussions of the mechanics of BLOOM are nice to know but less important than the outcomes to my role'.* Further, they wanted '*1.Measurement of impact on mental health demand. 2.Avoided secondary care referrals (specialist MH services (CAMHs)) and/or admissions to ED; local hospital beds and specialist mental health beds 3.Level of support provided by each provider involved to meeting the formulated needs (by provider) and the outcomes of their involvement with individuals; was secondary care referral etc avoided 4. Promotion of non-medicalised approaches that respond to the social factors impacting individuals i.e. what is happening to you rather than what is wrong with you. Measurement of change to this 5. Cost/benefit analysis of impact of BLOOM 6. Responsiveness of the model to meeting the expectations of individuals and professionals involved. What are the expectations ; are they reasonable; how has the model developed in response to feedback from individuals and practitioners'* (CWSG).[6]

The comprehensive Bloom evaluation (of which this report is part) is an attempt to explore the efficacy and efficiency of the model but much of the comparator and outcome data as requested by this respondent is not readily available to Bloom. The Bloom model does not allow for suggestions made in the Bloom Profs meetings to be followed up as they are subject to further consent by the young person and their parent / carer following the Bloom Profs meeting, and any intervention is delivered by a third party not Bloom itself. Further, Bloom has very limited operational, managerial and data analyst resource with which to interrogate and analyse data beyond the core papers delivered to the Steering Groups (particularly CWSG).

Respondents from the CWSG commented that time-keeping in meetings was important, with this being echoed by a respondent from Restormel who thought that there should be stricter time limits for each discussion and consideration should be given to shortening the meetings which might improve attendance: '*I think it works well but keeping the agenda and chairing tight so that one hour maximum covers all that is needed'* (CWSG); '*I feel that sometimes attendance / buy-in from stakeholders has been sporadic. I appreciate everybody is busy*

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[5] The NCB evaluation was commissioned from the NCB by the Bloom Project Evaluation Team and may be found within the *Bloom Evaluation Report: Cost Benefit Analysis*

[6] Caseload information is owned by CAMHS. Some data has been shared and analysis is included within the Comparison Report 2019 and 2020 which is part of this suite of Evaluation Reports.

but by possibly shortening the planned meeting length this might achieve better buy in' (CWSG). Whilst meetings were perceived as useful, the '*Steering Group has to be worthwhile so decisions on agenda and input are important for freshness*' (CWSG). A respondent from Kerrier noted '*Predominantly virtual meetings with occasional face to face may work better - giving up an afternoon is costly*.'

Recommendation 7: that consideration be given to the length of Steering Group meetings and discussions

Next Steps

This is one of a suite of reports, reviewing all aspects of the Bloom model and process, operability, efficacy and resilience. Taken together, they will inform decision-making about the sustainability of Bloom post-HeadStart and any future development and enhancement of the model.

Glossary

Bloom	Bloom is an innovative partnership approach with CAMHS and Cornwall Council, HeadStart Kernow and other services and organisations, and is an early intervention consultation model for professionals working with young people experiencing difficulties with their emotional, social or mental wellbeing
Bloom Pilot Project	The Bloom Pilot Project covers the first two phases of Bloom: the first phase initiating Bloom from November 2014 in Penwith, and the second phase running from June 2015 as it became more established within Penwith
Bloom Professionals Consultation meeting (Bloom Profs)	A Bloom Professionals Consultation meeting can be requested for any child/young person struggling with emotional, social or mental wellbeing difficulties, as long as they are aged 0-18 years and they live or are educated in Cornwall. Referrals are made via the Early Help Hub on a CAMHS referral form and are screened and allocated to Bloom by the CAMHS Access Team
CAMHS	Children and Young People Specialist Mental Health Services sits within Cornwall Partnership NHS Foundation Trust and provides assessment, advice and treatment for children and young people with severe and complex mental health problems. CAMHS also provides support and advice to their families or carers
CWSG	Bloom Cornwall-wide Steering Group
Early Help Hub	Professional triage and processing hub for all service requests for Children's Early Help Services led by Cornwall Council and the Cornwall NHS Partnership Foundation Trust (CFT)
EWG	Evaluation Working Group – a sub-group of the Bloom CWSG established to advise, support, sense-check, and ensure progress on the evaluation suite
HeadStart Kernow	HeadStart is a six-year, £67.4 million National Lottery funded programme set up by The National Lottery Community Fund, the largest funder of community activity in the UK. HeadStart aims to explore and test new ways to improve the mental health and wellbeing of young people aged 10 to 16 and prevent serious mental health issues from developing. HeadStart Kernow is led by Cornwall Council

HeadStart Kernow Community Facilitator Contract	The HeadStart Community Facilitator contract delivers services to support young people aged between 10 -16 years old, supporting them with their emotional health and wellbeing and preventing the onset of mental ill health, through the delivery of one-to-one and group support for young people, low level support for parents and families, and support for community groups. Interventions are delivered by six locality-based Youth Facilitators (who mainly deliver one-to-one and group work), and three Community Facilitators (who broadly deliver work with parents, families and community-based groups). The contract is managed by the Learning Partnership
NHS Kernow CCG	NHS Kernow Clinical Commissioning Group
Nominated Professional	Once a referral is allocated to Bloom, parents / carers are asked to nominate a professional - who knows the child / young person referred in a professional capacity - to attend the Bloom Profs meeting to bring their voice and that of the family to the discussion
Point of Contact	A 'Point of Contact' is agreed at the Bloom Professionals Consultation meeting. They take responsibility for discussing the Consultation Plan with the parent / carer and young person, taking forward any actions and suggestions for support that the parent / carer and young person wish to pursue
VCSE	Voluntary, Community and Social Enterprise

Appendix 1: Bloom Impact Evaluation – Steering Group members survey

Bloom impact evaluation – Steering Group members survey

We are asking you to take part in this strand of a comprehensive evaluation of Bloom because we understand that you have attended a Bloom Locality Steering Group and/or the Bloom Cornwall-wide Steering Group meeting(s), or have received the papers for one or more. This survey is focussed on the governance architecture of Bloom and concentrates on your experience of the Bloom Steering Groups.

This survey is separate from any other Bloom questionnaire, survey, focus group or structured interview which you may also have completed.

Your feedback will help us understand how useful the Steering Groups and the papers presented are, and how they might be improved. All feedback is held in accordance with Cornwall Council and NHS GDPR rules, and no personal information will be stored with your responses.

Please look back on your experience of the Steering Groups and answer the questions on the following pages. This survey should take only a few minutes and you can skip any questions you do not want to answer.

Thank you for helping us.

Bloom Project Team

1. Please indicate which Bloom Steering Group(s) you have attended (tick all that apply):
   2. ☐ Cornwall-wide Steering Group
   3. ☐ Penwith (Locality 1) Bloom Locality Steering Group
   4. ☐ Kerrier (Locality 2) Bloom Locality Steering Group
   5. ☐ Carrick (Locality 3) Bloom Locality Steering Group
   6. ☐ Restormel (Locality 4) Bloom Locality Steering Group
   7. ☐ North Cornwall (Locality 5) Bloom Locality Steering Group
   8. ☐ Caradon (Locality 6) Bloom Locality Steering Group

2. Do you find the Steering Group useful (is it a good use of your time)?

   1. ○ Yes
   2. ○ No
   3. ○ To some degree

3. Why have you given that response? If you attend more than one Steering Group, does your response apply to both/them all?

4. Would you like the Steering Group to continue as part of the governance structure of Bloom, or do you think it could be incorporated into another group/body/agenda?

1. ○ Continue as is
2. ○ Not continue
3. ○ Incorporated into another group/body/agenda. Can you say which Steering Group (ie Bloom Locality or Bloom Cornwall-wide), where would be a good fit and why?

5. Do you find the papers, reports and data provided for the Steering Group(s) useful?

1. ○ Yes
2. ○ No
3. ○ To some degree

6. Why have you given that response? If you attend more than one Steering Group, does your response apply to just one or all?

7. Is there any other information in the papers, reports and data provided for the Steering Groups that you would like to be included?

1. ○ No
2. ○ Yes

8. Can you give details of the information you would like to have at the Steering Group(s)? If you attend more than one Steering Group, does this apply to both/them all?

9. Frequency of meetings is determined by each individual Steering Group; Steering Group meetings have obviously been impacted by Covid-19. How often would you like meetings to be held?

   1. ○ Termly
   2. ○ Quarterly
   3. ○ As determined by the Steering Group

10. We have re-engineered Bloom due to Covid-19 so that Bloom Professionals Consultation meetings are no longer held face-to-face but via Microsoft Teams. How would you like Bloom Steering Groups to be held once Covid-19 restrictions are lifted?

    1. ○ Face-to-face
    2. ○ Virtual
    3. ○ Blended
    4. ○ No preference

11. How could the Bloom Steering Groups be improved?

12. Please use this space to tell us anything else about your experience of Bloom Steering Groups that you would like to share.

Appendix 2: Bloom CSWG agenda [example]

Bloom Cornwall-wide Steering Group

Friday 29 January 2021 10.00 – 12.00

Agenda

		Lead		
1	Welcome and Introductions Apologies:	CH		
2	Minutes and Matters Arising • Action Log • Risk Register	CH	BCSG/21/01 BCSG/21/02 BCSG/21/03	Consider Consider Consider
3	Bloom: Project Update and Covid-19 response • 2020 Data Update • Feedback Report • 2019 / 2020 Young People Aged 10 Analysis	DC DT	BCSG/21/04 BCSG/21/04i BCSG/21/04ii BCSG/21/04iii	Consider Consider Consider Consider
4	Bloom: Evaluation Update	DC	BCSG/21/05	Consider
5	Bloom: Sustainability Planning	DC	BCSG/21/06	Consider
6	Any Other Business	ALL		
7	Date and time of next meetings: TBA	CH		

Appendix 3: Bloom Locality Steering Group agendas [examples]

Restormel Bloom Locality Steering Group

Heron Tennis Conference Centre, Newquay

Tuesday 28 January 2020 14.00 – 16.00

Agenda

1	Welcome, Introductions, Apologies Apologies Received:		
2	Minutes of last meeting held on 25 June 2019 and Matters Arising (Action log)	RBLSG/20/01 RBLSG/20/02	Consider Note

3	Restormel Bloom model
	
	     i. Overview Report
	         Feedback Form
	     ii. Evaluation Report
		RBLSG/20/03
		 RBLSG/20/03i
		 RBLSG/20/04
			Consider
			 Note
			 Consider

4	Time, location, dates for Bloom Professionals Consultation meetings within the locality to include: • Rotation of venue • School breaks • Days and times for Bloom Profs meetings	Oral Report	Consider
5	Governance update to include: • Chairing of Restormel Bloom Locality SG • Representation on Cornwall Wide SG	Oral Report	Consider
6	Any Other Business		
7	Date and time of next meeting: TBC		

Bloom Locality 1 (Penwith) Steering Group

Via Microsoft Teams

9 December 2020 10:00-12:00

Agenda

		Lead		
1	Welcome, Introductions, Apologies	DC		
2	Introduction to Bloom	LG / DC	Discussion	
3	Establishment of Bloom Locality Steering Group • Cornwall-wide SG ToR • Locality Bloom SG ToR • MoU for Locality Bloom organisations • Underpinning Principles • Confidentiality Statement • Penwith Dataset: 2019 closed cases • C19 model and EMW mode	DC	PBLSG/20/01 PBLSG/20/02 PBLSG/20/03 PBLSG/20/04 PBLSG/20/05 PBLSG/20/06 PBLSG/19/07	Adopt Adopt Adopt Adopt Adopt Note Note
4	Time, location, dates for Bloom Professionals meetings within the locality	DC	Discussion	Agree
5	Any Other Business	DC	Discussion	
6	Date and time of next meeting	DC	Discussion	Agree

RBLSG/20/03

Bloom: Report of the Restormel Bloom Professionals Consultation meetings held from establishment of the Locality Steering Group on 30 October 2018

Date 23 January 2020

Recommendations:

That the Restormel Bloom Locality Steering Group:

1. considers the details within this paper, and makes recommendations to ensure the effective running of the Bloom model within the locality

Introduction

The Restormel Bloom model has now been running for over one year, starting from a 'soft launch' using referrals from the Primary Mental Health caseloads. Referrals are now being made directly through the Early Help Hub. Bloom Professionals Consultation meetings held in Restormel are known colloquially as Restormel Bloom Profs meetings, thus distinguishing them from Steering Groups, Bloom Profs meetings within other localities running concurrently, and from Cornwall-wide discussions.

It has been previously agreed by the Restormel Bloom Locality Steering Group that the Restormel Bloom Profs would run weekly, and that it would rotate throughout the locality using three different base locations: Newquay, The Clays and St Austell.

The first Restormel Bloom Profs meeting was held on 21 November 2018.

Numbers of meetings/referrals

Number of potential meetings since 21 Nov 2018	Number of actual meetings held	Number of referrals discussed	Number of open cases as at 23 Jan 2020
52 of which **15** have been cancelled	**37**	**116**	**15** (of which 6 are awaiting Consultation Plans to be despatched)

There have been 37 Bloom Profs meetings since we launched the model in this locality on 21 November 2018, with 15 cancellations. Meetings have been cancelled due to a variety of reasons including staffing resource, a lack of availability of nominated professionals, and a limited caseload pool to ensure take-up of available slots within meetings. Four meetings were cancelled over the summer holidays although one meeting was held during the holidays when five young people were discussed.

Most nominated professionals are school staff so holding Bloom Profs meetings over the school holidays may always be problematic.

Referrals are usually presented at a Bloom Profs meeting within 3 - 6 weeks of the date of the referral depending on the availability of the nominated professional.

Venues for Restormel Bloom Profs meetings
Restormel Bloom Profs meetings take place weekly, rotating between the St Austell and St Dennis Family Hubs, and Treviglas Academy. As well as these venues, Restormel Bloom Profs meetings have been held at ClayTAWC in St Dennis, Penrice School, Foxhole School, Narrowcliff Surgery in Newquay, and St Stephen Parish Council's meeting room.

Invitees and attendees of Restormel Bloom Profs meetings
As noted previously [RBLSG/19/11], a standardised list of organisations and roles to be invited as a matter of course to Bloom Professionals Consultation meetings was generated at the Headstart Kernow-led workshop in January 2019. Those identified were a core team, without which a Bloom Profs meeting cannot take place (a Clinical Psychologist, a Primary Mental Health worker and an independent Chair, usually from HeadStart Kernow). Additionally those representing key health and support teams who would have invaluable contributions and knowledge are also invited as a matter of course, and include:

- Early Help Hub Locality Managers and Coordinators
- Educational Psychologists
- Disabled Children's team area lead
- HeadStart Community Facilitator
- School Nursing
- Volunteer Cornwall
- GPs
- YPC

All of the above have attended Restormel Bloom Profs meetings as they are able. Of particular note is the commitment shown by the Early Help Hub Locality Manager and her colleagues, one of whom attends weekly, and that of the Wave

Project who do likewise. Other services and organisations such as the Cornwall Music Service Trust have also attended on occasion.

Feedback from Restormel Bloom Profs meetings

We have been working with some Trainee Clinical Psychologists (TCPs) to explore professionals' perspectives of the Bloom model and ways in which it might be improved. The TCPs devised a standard form to be used, based upon the CFT Experience of Service Patient and Family Feedback Form. We are currently collating and evaluating the feedback for each Locality and will circulate a Feedback Report separately. A copy of the form is attached for information [RBLSG/20/03i]. However, from a preliminary review of the forms comments about the Restomel Bloom Profs meetings received to date include this from a GP: 'Clinically, I still think a very valuable service and supporting CAMHs, GPs, Education and Families. Keep going!' Other comments received include:

- 'Feels like a safe space to share any opinions/ideas. Such a great model, feels so useful not only for clients, but also to learn and build relationships with other services'
- 'Everyone listened, and had really useful advice'
- 'Excellent service'
- 'It was really helpful to meet with so many professionals and listen to their advice'
- 'It was good to hear from a mix of professionals and their perspectives, as well as services that were mentioned and offered to help the child. I'm glad I could contribute on behalf of my organisation..'
- 'Purposeful and useful!'
- 'I have been 'stuck' in terms of knowing how to move forward with this case and having professionals to unpick some of the challenges and help reframe these is very helpful. Being in a conversation with professionals coming from different perspectives facilitate this aim very well'
- 'Really useful to benefit from the knowledge and expertise of the attendees'

Below are some anonymised examples of real cases considered by Bloom which demonstrate the complexity of young people's lived experiences.

JOHN lives with mum and dad and has attended this school since September (Year 7). He presents as a very anxious and emotional young man. He struggles to make eye contact and his head is usually down. Change (new people and unfamiliar situations) can trigger mood/behaviour changes. He is constantly moving, swaying, fiddling with his hands or tapping/kicking something. He will dance on the spot if in a very high mood, and fixates on a word or incident or has laughing fits for no reason. His parents see this at home as well. John struggles in social situations, over- reacting or making inappropriate comments /

observations. He can be quite physical and injure others when playful. He has difficulty comprehending others. When challenged or in uncomfortable situations, he can very quickly become defiant, rude and argumentative with personal insults. He will refuse to follow instructions and shut down or walk out and pace around, ignoring all instructions. This can last for several hours. If hostile he can remain rude and confrontational. Eventually he will become very low and self-deprecating and talk about killing himself or running away from school or hiding away from everything and being homeless, as he has no future. He can become quite remorseful about his behaviour but can also hold grudges. He keeps his nails long and when he is angry or upset he can ball his fists and feel it and has drawn blood. Despite strategies and support, there are still significant concerns and behavioural issues, which put his place at the school at risk, due to his disruptive and defiant behaviour.

ALAN has very low self-esteem, high anxiety levels, poor self-worth and self-image. He lives with his mother who is divorced from Alan's father (who lives with a new partner and baby, plus Alan's older brother). Alan visits his brother and father on alternate weekends. Expectations are very different between his mother and father's homes and he finds it difficult to understand / adjust to the expectations of his father and to find his place in his father's home. Alan has witnessed heightened anxiety and anger from his older brother towards his mother including physical aggression. Alan talks about how fat he is and that he will lose all his teeth. He worries that he will never find a wife. Significant body image worries. In the school canteen Alan often says he is feeling ill when offered dessert but the illness is not demonstrated in any way. Alan cannot recognise any strengths, talents or skills in himself. He was recently sick in the toilet at home and did not tell anyone about this. It was discovered by his mother. When questioned, he told her that it had happened a number of times before but he had never told anyone and did not know why he had been sick. Previously, Alan has repeatedly urinated in the corner of his bedroom without being able to explain why.

GRACE forms intense relationships with peers which she cannot manage. She has grabbed peers aggressively and then denied it (this was seen on one occasion and Grace was adamant it did not happen). She has sent texts that idolise self-harm and sent self-harm pictures to her peers. Grace has a diagnosis of ASD & PDD. In the last year she had periods of refusing to go to school but over the last two weeks has refused point blank. We have been unable to pinpoint the reason. All she will say is, "It's too difficult". In father's opinion, she is coping to a degree in school but bottling it up and releasing at home and has got to the point that she can't cope anymore. Grace will go from being calm to outrage, screaming, shouting, swearing and barricading herself in her room. This has taken a toll on the family as it causes arguments and shouting, and has resulted in her brother self-harming and seeking help from a counsellor.

Appendix 5: the Bloom model, process and development

Bloom Overview

An innovative partnership approach between Cornwall Partnership NHS Foundation Trust, Cornwall Council, HeadStart Kernow and other services and organisations, Bloom is an early intervention consultation model for professionals offering an holistic approach, across services, to support children's emotional, social and mental wellbeing. Bloom is designed as a rapid and responsive model for children and young people from 0 -18, working within the Tavistock i-THRIVE model. Its core purpose is to support young people to thrive.

Bloom Pilot

A pilot of the Bloom approach supported by CAMHS, GPs, and Cornwall Council ran from November 2014 in the Penwith locality. It was set up to:

- help fill a gap in provision for children and young people with emotional, behavioural and mental health problems who did not meet the threshold for specialist CAMHS
- address the 40% of all GP referrals to CAMHS that were rejected
- build stronger links between professionals in different services
- look at the needs of the whole family as well as the child
- reduce the pressure on specialist CAMHS

With additional resource provided by HeadStart Kernow, the Bloom model was rolled out across Cornwall from 2018, and, pre-Covid19, Bloom was established in each locality in Cornwall.

Bloom Governance

Bloom is overseen by a Cornwall-wide Steering Group (CWSG) as a county-wide multi-organisational initiative, and by six Locality Steering Groups that oversee and support each locality Bloom model. Each Locality Steering Group determines the frequency, time and location of the Bloom Profs meetings held within each locality.

Bloom encourages a test-and-learn approach so that the Bloom model and process remain agile, always subject to the Bloom Underpinning Principles which have been agreed by the Bloom CWSG. In brief, these Underpinning Principles are:

- The needs of the child/young person and family comes first
- Working together to meet the needs of the child/young person ie referrals received by Bloom will be treated as a call for a Bloom Professionals Consultation meeting to consider that particular case. They will not be 'bounced back'
- Timely, clear and concise communications written in plain English
- A 'point of contact' for every child
- Bloom is multi-organisational and every voice is valued

Bloom Referral Route and preliminary processes

Any individual or organisation (eg GP, school / college, family worker, school nursing team, parent / carer, or the young person themselves) can refer a young person aged 0-18 years to Bloom by sending a CAMHS referral form to the Early Help Hub. The young person may be in any of the four i-THRIVE quadrants; the CAMHS Access Team co-located within the Early Help Hub determine which referrals are allocated to Bloom.

Since the Bloom model is one of professional consultation, no family member nor the young person referred attends Bloom Profs meetings. Therefore, once allocated to Bloom, parents / carers are asked to nominate a professional, who knows the child / young person referred in a professional capacity, to attend the meeting. This Nominated Professional is given a number of meeting dates from which they will agree one to attend. Meeting invitations are then sent out to the core Bloom Professional Consultation (Bloom Profs) meeting attendees. These are a CAMHS Clinical Psychologist, a Primary Mental Health Worker, the HeadStart Locality Coordinator (who chairs the meeting), a HeadStart Community Facilitator and the Early Help Locality team. The Nominated Professional and others, including from the VCSE and other agencies, organisations, and services, are also sent the meeting invitation.

Bloom Professionals Consultation meetings

The collaborative, multi-agency Bloom Profs meetings, which always include a Clinical Psychologist, Primary Mental Health Worker and a HeadStart Locality

Coordinator as Chair, consider as carefully and holistically as possible each young person's referral, their presentation and needs, and discuss how they might best be supported. Other attendees at Bloom Profs meetings might include professionals such as teachers, Social Workers, Family Workers, representatives from a variety of other organisations and agencies including the voluntary and community sector, and community workers.

The meeting will agree a psychological formulation for the child / young person, and a plan of suggested positive next steps and actions to help them thrive including, where appropriate and possible, agreed community-based support. Pre-Covid (that is, prior to March 2020) each locality (bar Penwith[7]) had an established Locality Steering Group and the frequency, timings and locations of Bloom Profs meetings within each locality had been agreed as follows:

Locality	Penwith	Kerrier	Carrick	Restormel	North Cornwall	Caradon
Frequency	Weekly during term time/ as necessary through summer school holiday	Weekly during term time/ as necessary through summer school holiday	Weekly during term time/ as necessary through summer school holiday	Weekly during term time/ as necessary through summer school holiday	Weekly during term time/ as necessary through summer school holiday	Weekly during term time/ as necessary through summer school holiday
Timings	Thursday 1400-1600	Wednesday 1400-1600	Thursday 1000-1200	Wednesday 1400-1600	Tuesday 1000-1200	Thursday 1400-1600
Location	Penzance	Camborne	Truro	Rotation: Newquay; St Austell; the Clays	Rotation: Bodmin; Launceston	Liskeard

Each Bloom Profs meeting could discuss up to four referrals allowing up to 24 to be discussed weekly.

Bloom and Covid-19
With the advent of the pandemic, it was necessary to amend the Bloom model due to the inability to hold face-to-face meetings and the necessary focussing of CAMHS upon children and young people most at risk, adversely impacting on their ability to support the existing model. It remained an imperative that existing referrals to Bloom should be considered in a timely manner; it was also

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[7] As Penwith had been the location for the Bloom pilot, the Bloom model was well-established with Bloom Profs meetings taking place on a weekly basis. The inaugural Penwith Bloom Locality Steering Group was held in December 2020.

critical that a switch be made to hold Bloom Profs meetings online via Microsoft Teams. During 2020 there were four different 'cohorts' as noted below:

1. January – 23 March 2020: Bloom Profs held as usual in each locality

2. 23 March – 27 April 2020: Referrals allocated to Bloom but with no Bloom Profs meeting arranged were triaged by a central team: Dr Lisa Gilmour (CAMHS Clinical Psychologist; Bloom Clinical Lead); Henry Lewis (core Bloom Primary Mental Health worker); Deborah Clarke (HeadStart Locality Coordinator; Bloom Operational Lead)

3. April – November 2020: Centralised Covid-19 (C-19) model: online Bloom Profs meetings held with the central team (Bloom Clinical Lead; core Bloom Primary Mental Health Worker; Bloom Operational Lead), the Nominated Professional and other professionals

4. November 2020 onwards: Decentralised C-19 East Mid West (C-19EMW) model: online Bloom Profs meetings held with area-specific core attendees (CAMHS Clinical Psychologist; Primary Mental Health Worker; HeadStart Locality Coordinator), the Nominated Professional and other professionals

Learning from the core team's management of cohorts 2 and 3, in the decentralised C-19EMW model (which is area-specific ie East, Mid and West Cornwall), each referral is discussed in an hour-long meeting with breaks scheduled between them. The weekly timetable is noted below:

Area	East	Mid	West
Day	Thursday afternoon	Thursday morning	Wednesday afternoon
Meeting slot	13.00 – 14.00	09.15 – 10.15	13.00 – 14.00
Meeting slot	14.30 – 15.30	10.30 – 11.30	14.30 – 15.30
Meeting slot	16.00 – 17.00	11.45 – 12.45	16.00 – 17.00

It will be noted that the C-19EMW model limits the number of referrals which are able to be discussed weekly to nine, necessitating close management of the Bloom referral caseload to ensure all referrals are discussed within a Bloom Profs meeting in a timely manner.

Management information and data analysis
Various reports are prepared for each Locality Steering Group and the Cornwall-wide Steering Group, including a detailed annual data report.