

# Integrated Care Partnership (ICP) Joint Forward Plan – Children & Young People Delivery Plan

<b>Report To (Meeting):</b>	ONE Stockport Health and Care Board		
<b>Report From (Board Leads)</b>	Mandy Philbin, Chief Nurse and Executive Nurse of Quality and Learning Disabilities, Executive Director of Corporate Services, NHS Greater Manchester Caroline Simpson, Place Lead, NHS Greater Manchester (Stockport) and Chief Executive, Stockport MBC		
<b>Report From (Author):</b>	Louise Rule, Associate Programme Director, Children & Young People, NHS Greater Manchester Jacob Botham, Strategic Lead for Children & Young People, Greater Manchester Combined Authority		
<b>Date:</b>	29/02/2024	<b>Agenda Item No:</b>	8
<b>Previously Considered by:</b>	N/A		

## **Purpose of the report:**

This report provides an overview to Stockport's Local Integrated Care Partnership about the development of a Joint Forward Delivery Plan for Children & Young People (CYP) within the Strategic Financial Framework for CYP across Greater Manchester (GM)

in order to: -

- have a single set of system strategic priorities for CYP.
- enable strategic business planning moving forward.
- inform planning & commissioning.
- enable a re-purpose of resources.
- develop new delivery models to improve service performance and optimise models of care.
- achieve an understanding of cost v impact on outcomes.

## **Key points (Executive Summary):**

This report provides key information on:

- The Best Start for Life priority contained within the Joint Forward Plan.
- The proposal to take a whole system Programme Management approach to the Best Start for life Joint Forward plan for Children & Young People.
- The shaping and development of the programme priorities.



**Recommendation:**

The Board are asked to:

- Support the ambition to adopt a whole system wide approach to the delivery of the 'Giving every child and young person the best start in life' part of the GM Integrated Care Partnership Joint Forward Plan in line with the Strategic Financial Framework.
- Consider and comment on the priorities as outlined in para 2.8 and how they align with Stockport's locality priorities for Children & Young People.
- Consider how Stockport can support and adopt the development of a single system approach to the Children & Young People Joint Forward Plan in line with local, regional and national priorities for Children & Young People.

<b>Decision</b>	<b>x</b>	<b>Discuss/Direction</b>	<b>X</b>	<b>Information/Assurance</b>	
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**Aims (please indicate x)**

Which integrated care aim(s) is / are supported by this report:	People are happier and healthier and inequalities are reduced	<b>x</b>
	There are safe, high-quality services which make best use of the Stockport pound	<b>x</b>
	Everyone takes responsibility for their health with the right support	<b>x</b>
	We support local social and economic development together	<b>x</b>

**Conflicts of Interests**

Potential Conflicts of Interest:	None known
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**Risk and Assurance:**

List all strategic and high level risks relevant to this paper	<p>Potential strategic risks of not going with the proposed approach are: -</p> <ul style="list-style-type: none"> <li>• There is not a single set of system strategic priorities for CYP.</li> <li>• Unable to inform system planning &amp; commissioning appropriately.</li> <li>• Difficulty in re-purposing system resources.</li> <li>• Unable to develop new system delivery models to improve service performance and optimise models of care.</li> <li>• Unable to understand system cost v impact on outcomes.</li> </ul>
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**Consultation and Engagement:**

<b>Local People / Patient Engagement:</b>	The purpose of this report is to engage Stockport's ICP in the development of a Joint Forward Delivery Plan for Children & Young People.
<b>Workforce Engagement:</b>	No direct workforce implications as a result of this report.

<b>Potential Implications:</b>						
<b>Financial Impact:</b> Please note - All reports with a financial implication require detail of the level of funding, funding stream and comments from Finance.	Non-Recurrent Expenditure	£				
	Recurrent Expenditure (please state annual cost)	£				
	Funding stream	Yes		No		
	Included in the s75 Pooled Budget					
	GM ICB (Stockport) delegated budget					
	Other, please specify:					
<b>Finance Comments:</b>						
<b>Performance Impact:</b>	The development of CYP system priorities will enable a better understanding of impact on outcomes for CYP.					
<b>Workforce Impact:</b>	The proposed approach will require an alignment of workforce to the priority work programmes					
<b>Quality and Safety Impact:</b>	Yes – at this stage there is no adverse impact on any Equality group. It is hoped that through the proposed approach it will enable the CYP system to address inequalities in provision and outcomes for CYP across Greater Manchester.					
<b>Compliance and/or Legal Impact:</b>	This work aligns to the duties placed upon the various organisations that they are required to fulfil in relation to their legal and statutory responsibilities for children & Young People in particular under the Children & Families Act 2014 and enable compliance to take place.					
<b>Equality and Diversity:</b> Has an equality impact assessment been completed?	General Statement:					
	If Not Applicable please explain why	Yes	x	No		N/A
<b>Environmental Impact:</b> Has an environmental impact assessment been completed?	General Statement:					
	If Not Applicable please explain why	Yes		No	x	N/A

## **1. Background:**

- 1.1. Greater Manchester (GM) is passionate about ensuring that all our children and young people get the best start in life and are cared for, nurtured and supported to grow up well and achieve their ambitions in life. Greater Manchester city region is home to over 650,000 children (23% of the resident population); and nearly 915,000 children and young people when taking a broader view of those aged up to 25 years (32% of the population). Around 1 in 4 live in poverty, according to DWP (Department of Work and Pensions) data on % of children 0-15 living in low-income households.
- 1.2. Through our Joint Forward Plan (JFP) we have adopted a system wide approach across Greater Manchester of understanding and meeting need and delivering models of care with partners (health, education, voluntary, criminal justice sectors, Greater Manchester Combined Authority (GMCA) and local authorities). The JFP builds upon our existing local work and plans. The JFP cannot describe all of the detail of each GM programme of work in a single document so the JFP refers to and cross-references other strategies and plans. Currently Children & Young People (CYP) related activity is captured under the headline mission in the JFP of 'Giving every child and young person the best start in life'

## **2. Programme Development and Delivery**

- 2.1. Aligned to the JFP is the financial context within which GM Integrated Care Board (ICB) sits. Greater Manchester Integrated Care System has set out its draft Strategic Financial Framework 2023/24 - 2027/28. The Strategic Financial Framework (SFF) sets out the baseline position, the "do nothing" forecast, quantifies the population health opportunities, sets out the phasing and sequencing over time and considers the position of the 9 NHS providers. The plan sets out the "do nothing" scenario and the alternative scenario of addressing the financial challenge over time through a combination of population health measures and provider efficiencies.
- 2.2. The SFF advocates three population health opportunities to optimise the allocation and support of health and care services in better, more efficient, ways in order to address the growing needs for health care for our population: -
  1. reducing prevalence growth – opportunities to prevent prevalence and progression of ill health relative to baseline trend based on targeted prevention and early detection activities.
  2. optimising models of care – to deliver more consistent proactive care to support effective population health management.

3. addressing inequalities in access – opportunities to improve health and address and reduce disparities in care for people in deprived socio-economic groups.
- 2.3. Recognising that improving these 3 population health opportunities & outcomes for children & young people is not the sole responsibility of any single organisation, we want to take a system wide approach and develop a more detailed, single set of priorities for our CYP. This approach will set alongside identification of likely resource requirements and enable prioritisation of programmes of work, taking into account cost and likely impact on outcomes for CYP and their families. It is expected that in order to tackle inequalities in provision we may need to shift spend across different parts of the system.
  - 2.4. The system priorities will build on previous work to identify health-related priorities for children & young people. In February 2023 the Integrated Care Partnership received a paper that made the case for ensuring CYP are seen as a priority group and as part of this paper it was agreed that there was value in having a commitment to a set of shared ambitions for our Children & Young People. The paper also identified an explicit commitment to understanding & tackling inequalities, incorporating the voice of CYP, making better use of data and intelligence available to us and taking a longer term view to resourcing our priorities.
  - 2.5. The CYP priorities are a summary of a more detailed set of information. Delivery of the programmes of work will take place within and across localities in Greater Manchester. As part of this system wide approach for CYP, localities will need to identify which commissioning leads, programme management and support are needed to take forward delivery of the priorities.
  - 2.6. With this in mind it is important that locality leads and practitioners within localities shape and influence the programme to ensure that the CYP programme can be aligned to the delivery of the 3 population health opportunities outlined within the SFF and ensure delivery against local area identification of need. The expected timeframe for this work is as follows:

November 23	Executive Committee
	Deputy Place based Leads
December 23	Directors of Childrens Services
	Directors of Adult Social Services
Dec 23 - Feb 24	Place Based Committees and relevant partnerships.
March 24	GM Integrated Care Partnership

2.7. GM Integrated Care Partnership needs to be able to demonstrate that work programmes are in place to address the particular challenges facing CYP. Taking a system wide approach will enable projects to adapt to external drivers such as responding to the outcomes of SEND (Special Education Needs and Disabilities) & ILACS (Inspecting Local Authority Children's Services) Inspections and respond to new and emerging National developments and priorities.

2.8. Following on from recent discussions and engagement that have already taken place the emerging work programmes are currently as follows:

- i. **Child Development in the Early Years** includes:
  - Early Year pathways.
  - Maternity (Saving Babies Lives, Neonatal, Assurance).
  
- ii. **School-Age Children Wellbeing** includes:
  - SEND – Data dashboard, Preparation for Adulthood, Alternative Provision and Change Programme.
  - Learning Disability & Autism – Neurodevelopmental Pathway (Autism & ADHD), Dynamic Support Register, Crisis, Autism in schools.
  - Foetal Alcohol Syndrome.
  - Speech, Language & Communication - Balanced system roll out.
  - Emotional Wellbeing – Emotionally Based School Avoidance.
  
- iii. **Long-Term Physical Conditions (Core20Plus5)** includes:
  - asthma,
  - epilepsy,
  - diabetes,
  - CYP acute mental health &
  - oral health.
  
- iv. **Mental ill Health** (responding to the rise in the number of children & young people being referred to CAMHS (Child and Adolescent Mental Health Services) through a focus on earlier support and preventing escalation in the community whilst also having the right pathways in place for those in crisis.) includes:
  - Perinatal & Parent Infant Mental health,
  - Mental Health Support Teams,
  - Childrens Eating Disorders,
  - CAMHS,
  - Crisis.
  
- v. **Vulnerability, Risk and Complex Care** includes:
  - cared for/care experienced CYP,
  - CYP in the criminal justice system,
  - victims of/at risk of exploitation,
  - victims of domestic abuse,

- CYP with experience of other forms of trauma/adverse childhood experiences,
  - Unaccompanied asylum seekers,
  - Complex Safeguarding.
- vi. **Family help** - Working towards a shared vision of family help where families can get the help they need from the right places and people in their communities including support for families of CYP who are on health waiting lists pre and post diagnosis includes:
- Family Hubs,
  - Supporting CYP & their families while they wait,
  - Challenging Behaviours & Sleep Patterns,
  - Interpretation Services.

### 3. Governance

- 3.1. Each ICB must have a board-level executive lead for children and young people. The ICB executive lead for CYP leads on supporting the Chief Executive and the Board to ensure that the ICB performs its functions effectively in the interests of CYP. Mandy Philbin, Chief Nursing Officer and Executive Director for Corporate Services, fulfils this role in Greater Manchester. Caroline Simpson, Chief Executive at Stockport MBC in her Place Based Lead role for Greater Manchester Integrated Care, supports the ICB Executive lead for CYP. The executive lead is expected to play a strategic role in supporting the ICB, including ensuring the implementation of any actions in line with CYP system requirements.
- 3.2. Greater Manchester Integrated Care Partnership and the Greater Manchester Combined Authority CYP Strategic System Group will monitor progress of the Delivery Plan and the newly established ICB CYP Strategic Group will support with overseeing progress against the overall programme operational implementation. This group will ensure appropriate linkages and relevant and appropriate reporting takes place via other thematic partnerships such as Mental Health Board and Autism Partnership. Locality programme updates will be provided via locality committees and partnership groups.
- 3.3. The GM ICB system Performance & Quality Oversight Group seeks assurance from localities in relation to the enactment and delivery of CYP statutory duties. Risk escalation and assurance will be provided to the ICB executive lead via Quality Performance Committee on an exception reporting basis. Both regional and national challenges, information and work programmes will be shared via the Performance & Quality Oversight Group and the Quality & Performance Committee into localities.

### 4. Recommendations

Stockport's One Health and Care Board are asked to: -

- i. Support the ambition to adopt a whole system wide approach to the delivery of the 'Giving every child and young person the best start in life' part of the GM Integrated Care Partnership Joint Forward Plan in line with the Strategic Financial Framework.
- ii. Consider and comment on the priorities as outlined in para 2.8 and how they align with Stockport's locality priorities for Children & Young People.
- iii. Consider how Stockport can support and adopt the development of a single system approach to the Children & Young People Joint Forward Plan in line with local, regional and national priorities for Children & Young People.

In order to: -

- i. have a single set of system strategic priorities for Children & Young People.
- ii. enable Strategic Business Planning moving forward.
- iii. inform Planning & Commissioning.
- iv. enable a re-purpose of resources.
- v. develop new delivery models to improve service performance and optimise models of care.
- vi. Achieve an understanding of cost v impact on outcomes.