

NHS Greater Manchester Integrated Care Partnership Board

Date: 22 March 2024

Subject: The development of the Greater Manchester Joint Forward Plan for Children & Young People

Report of: Mandy Philbin - Interim Deputy Chief Executive and Chief Nursing Officer
NHS Greater Manchester Integrated Care
Caroline Simpson - Chief Executive & Place Based Lead
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Purpose of Report:

This report provides an overview to the Integrated Care Partnership board on the partnership approach being taken in relation to the development of a Joint Forward Delivery Plan for Children & Young People (CYP) within the Strategic Financial Framework for CYP across Greater Manchester in order to:-

- have a single set of system strategic priorities for CYP.
- enable strategic business planning moving forward.
- inform planning & commissioning through a joined up approach as defined in place driven by user experience and feedback
- enable a re-purpose of resources
- develop and implement new delivery models to improve service performance and optimise models of care eg Balanced System for SEND
- achieve an understanding of cost v impact on outcomes

Recommendations:

The Integrated Care Partnership Board is requested to:

1. Endorse the ambition for our Children & Young People across Greater Manchester through the development of a whole system Integrated Care Partnership approach to the delivery of the 'Giving every child and young person the best start in life' part of the Joint Forward Plan in line with the Strategic Financial Framework.

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1. Introduction/Background

- 1.1. Greater Manchester (GM) Integrated Care System (ICS) provides healthcare for 3m people living in 10 places. As a system, GM has sought to improve population health whilst at the same time improving the financial position and service performance.
- 1.2. The establishment of the GM Integrated Care System on 1st July 2022 presented a major change to the way in which health and care will be delivered nationally and here in Greater Manchester. There are strong foundations to build on in our ambitions to improve outcomes for children & young people. Over the last 5-10 years multi-agency partnerships at both the local and GM level have worked on a range of transformation programmes designed to improve the offer for GM children and young people. This includes work to improve common practice standards for particular groups of young people (eg. SEND, Care Leavers), developing solutions to common challenges and spreading innovative practice across boundaries.
- 1.3. 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, GM Combined Authority 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.
- 1.4. Greater Manchester 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. Currently 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. Development of our ambition

2.1. Aligned to the JFP is the financial context within which GM ICP sits. Greater Manchester Integrated Care System has set out its draft Strategic Financial Framework 23/24 - 27/28. 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. In February 23 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 having a commitment to a set of shared ambitions for our Children & Young People, understanding & tackling inequalities, incorporating the voice of CYP and taking a partnership approach and longer term view to resourcing our priorities is key.

2.4. Since that report, work has begun in earnest to take forward the development of this ambition. Under the leadership of Mandy Philbin, Chief Nursing Officer and Executive Director for Corporate Services, who is the ICB Executive lead for Children & Young People, and Caroline Simpson, Chief Executive at Stockport

MBC in her Place Based CYP Lead a whole CYP ICP system delivery plan is being developed aligned to the 3 population health opportunities within the SFF.

2.5. The development of this plan requires a culture shift recognising that the solution to the challenges currently faced cannot be the sole responsibility of any single organisation or sector and that taking a partnership approach enables us to draw on a wider range of levers to influence health outcomes.

2.6. This approach will set alongside identification of likely resource requirements and enable prioritisation of programmes of work taking into account cost and impact on outcomes for CYP and their families. It is expected that there will be opportunities to shift spend across different parts of the system enabling a reduction in inequalities in provision.

2.7. With this in mind it is important that locality leads and practitioners within localities shape and influence the programme to ensure delivery against local area identification of need. Discussions have already taken place within various groups and committees that have led to the current list of CYP priorities being identified. The proposed approach has been very well received with partners keen to support the ambition and approach. To date Bury, Oldham, Rochdale, Stockport & Tameside locality committees have discussed the approach and priorities with plans in place for the other locality committees to discuss. It is recognised that in the short term at least we may not be able to progress activity across all the work programmes listed below in year one, therefore we are also seeking guidance from localities around their most pressing areas of concern.

2.8. The supported work programmes are currently as follows: -

i. **Child Development in the Early Years** includes:

- EY 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 – ND 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 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

2.9. The Priorities are a summary of a more detailed set of information. Delivery of the programmes of work will take place within and across localities. The system ambition is for this work to be delivered by a matrix of multi-disciplinary teams across the ICP, work programmes are aligned to address the key CYP challenges and that appropriate programme management and support will need to be aligned to this. Taking a programme approach will enable projects to adapt to external drivers such as responding to the outcomes of SEND & ILACS Inspections and respond to new and emerging National developments and priorities.

2.10. At the core of the programme plan is the voice of our children and young people and their families and carers. CYP partners across the system will work together to ensure that principles of communication, co-production and co-design are applied appropriately and opportunities for this take place in the most appropriate way.

2.11. Data will be aligned to the programme development and delivery. Whilst data is available across various parts of the system, work has begun to develop a comprehensive CYP dashboard that will be used to inform the CYP programme. The data will be used to understand high cost/low outcomes, inform decision making and commissioning intentions.

3. Governance

- 3.1. Greater Manchester Integrated Care Partnership and the Greater Manchester Combined Authority CYP 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.
- 3.2. The Greater Manchester Integrated Care Partnership and the newly established ICP CYP Strategic System Group will support with overseeing progress against the overall programme operational implementation. Risk escalation and decisions will be made via the appropriate governance routes. Resourcing and leadership still need to be defined (primarily commissioning support)
- 3.3. The CYP Strategic System Group has membership and representation from across the ICP that includes Childrens Services, Public Health, Health Providers, Voluntary sector and Children & Young People. It will monitor progress of the Delivery Plan and 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 and groups with responsibility for the delivery. Locality programme updates will be provided via locality committees and partnership groups.
- 3.4. The GM Childrens Board, chaired by the political lead for CYP in GM and attended by all Exec members, DCSs and senior representatives from partner agencies ensures there is a multi-agency forum providing oversight of our approach to improving outcomes for children. This will include oversight of our approach to the delivery of the 'Giving every child and young person the best start in life' part of the Joint Forward Plan.

4. Recommendations

The Integrated Care Partnership is asked to:

Endorse the ambition for our Children & Young People across Greater Manchester through the development of a whole system Integrated Care Partnership approach to the delivery of the 'Giving every child and young person the best start in life' part of the Joint Forward Plan in line with the Strategic Financial Framework.