

<b>Title of Report</b>	<b>Proposal for the development of a City and Hackney Children &amp; Families Integrated Framework 2022 - 2027</b>		
<b>Key Decision No</b>	CE S105		
<b>For Consideration By</b>	Cabinet		
<b>Meeting Date</b>	27 June 2022		
<b>Cabinet Member</b>	<p>Councillor Bramble, Deputy Mayor and Cabinet Member for Education, Young People and Children's Social Care</p> <p>Councillor Woodley, Cabinet Member for Families, Parks and Leisure</p> <p>Councillor Kennedy, Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture</p>		
<b>Classification</b>	Open		
<b>Ward(s) Affected</b>	All wards		
<b>Key Decision &amp; Reason</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%; text-align: center;">Yes</td> <td>Significant in terms of its effects on communities living or working in an area comprising two or more wards</td> </tr> </table>	Yes	Significant in terms of its effects on communities living or working in an area comprising two or more wards
Yes	Significant in terms of its effects on communities living or working in an area comprising two or more wards		
<b>Implementation Date if Not Called In</b>	5 July 2022		
<b>Group Director</b>	Jacque Burke, Group Director of Children and Education		

**1. Cabinet Member's introduction - Cllr Bramble and Cllr Kennedy**

- 1.1. Delighted to jointly introduce this paper. Will be a cornerstone of integrated health work between the council and NHS and Mental Health Trust partners as part of the City and Hackney Place-Based Partnership sitting within the wider North East London Integrated Care System.

## 2. **Group Director's introduction**

- 2.1. This framework represents a key opportunity for us to harness the power of partnership to support children and young people in Hackney to thrive. Building on the success of our City and Hackney Integrated Strategy for Children and Young People's Emotional Health and Wellbeing Strategy 2021-2026, this joint Children and Families Health framework enables us to step into new delivery models through Integrated Care Partnerships at sub regional level and at our local City and Hackney level by providing a framework to focus on health outcomes for children. Any framework that enables us to work better together and to be more cost effective to improve the lives of local children is welcomed.
- 2.2. Hackney Council has an excellent track record of working closely with CCG leadership to focus on delivering positive health outcomes for children. I welcome any opportunity to extend this.

## 3. **Recommendations**

- 3.1. **The Cabinet is asked to note, and endorse the continued direction of travel, in terms of partnership and integration across the breadth of children's health, mirroring current integration of children's social care and education, and progressing integrated children's health work to date.**
- 3.2. **Endorse and approve the establishment by the Council (with the City of London Corporation and other applicable partners) of a Joint Children and Families Health Framework as a mechanism to support this.**
- 3.3. **Endorse and approve the development of several key partnership principles that will underpin all children's health work going forward, to be formally agreed and signed up to by all relevant partners.**
- 3.4. **This endorsement is based on the understanding that the joint health framework will provide strategic direction for the re-commissioning of 0-19 services and potentially pave the way for key decisions on staffing structures/services, in-sourcing and pooled budgets over the next 5 years.**

## 4. **Reason(s) for decision**

- 4.1. The recent 2022 City & Hackney Health Needs Assessment (HNA) ([https://hackneyjsna.org.uk/wp-content/uploads/2022/03/FINAL\\_-\\_A-health-needs-assessment-for-the-population-aged-0-to-25-for-the-City-of-London-and-Hackney-Google-Docs.pdf](https://hackneyjsna.org.uk/wp-content/uploads/2022/03/FINAL_-_A-health-needs-assessment-for-the-population-aged-0-to-25-for-the-City-of-London-and-Hackney-Google-Docs.pdf)) for CYP 0-19 (up to 25 for those with a statutory

responsibility) identified that services need to be joined up at a strategic level to deliver maximum impact. Financial constraints, staffing challenges (recruitment and retention), rising demand, increasing levels of complex needs, and widening health inequalities (mainly due to the impact of COVID) have increased pressure on services. Large disparities exist between children and young people within the borough, particularly for vulnerable CYP, those from ethnic backgrounds other than white and for CYP with SEN. Compared to London and the rest of England, CYP in the borough are less likely to have achieved a good level of development and are more likely to be severely obese by the end of reception. Hospital admissions for lower respiratory tract infections in infants are above regional and national rates and the rate of STI diagnoses in 15 - 24 years olds was fourth highest of all local authorities in 2021.

- 4.2. A key finding of the consultation undertaken as part of the HNA identified that joint principles, structures and ways of working that will support the integration of services and the re-commissioning of 0-19 (up to 25yrs) services are urgently needed.
- 4.3. The joint health framework will consolidate and support our strategic direction, embed key integration principles and outline the direction of travel for the re-commissioning and provision of 0 - 19 services. It will serve as a blueprint for new ways of working that could potentially lead to changes in organisational structures, working processes and cultures including the possible integration of businesses, the pooling of budgets and/or in-sourcing.
- 4.4. Significantly, a joint framework and a set of key principles will support the current re-commissioning of the 0-19 public health services (health visiting, family nurse partnership, school nursing and others), and other significant developments.
- 4.5. A lot of work on integrating services has already been undertaken or is at the planning stage, the framework and action plan will assemble these across the Children Young People Maternity and Families workstream governed by the Integrated Care Partnership Board (ICPB) and those in process or planned by City & Hackney Public Health, City of London Corporation, Hackney Council and wider partners. This will establish a baseline of integrated practice and identify areas of learning and good practice.
- 4.6. We already have a lot to build on locally. We want to strengthen our direction of travel toward integrated planning and delivery in order to further improve health outcomes and tackle some of our key challenges together.
- 4.7. [\*Integration and Innovation: working together to improve health and social care for all \(2021\)\*](#) and the [\*White paper: Joining up care for people,\*](#)

[places and populations, Feb 2022](#) have set out the legislative proposals to accelerate the pace of integration. Within the overall structure and oversight of integrated care systems (ICSs) and local authorities the White Paper includes new duties to: collaborate, deliver improvements in data sharing and improved health and wellbeing outcomes, and amend section 75 of the 2006 NHS Act to support pooled budgets between the NHS, local government, and wider delivery partners. This is a timely opportunity to accelerate integrated working and to drive this ambition forward within existing budgets.

5. **Details of alternative options considered and rejected**

5.1. NONE

6. **Background**

Policy Context

- 6.1. The proposed 'Framework' supports one of seven strategic priorities of the local authorities Corporate Plan to 2018-22 to 'support children and young people to thrive' and will be aligned to the City and Hackney system vision, 9 system strategic priorities, the five areas of action listed in the Annual Report of the Director of Public Health for City & Hackney 2020/21 and to the overarching systems integrated outcomes framework.
- 6.2. City and Hackney have been planning and delivering integrated work strategically over the past 4 years through close partnership working developed as part of Integrated Structures across the National Health Service, Clinical Commissioning Group, London Borough of Hackney, City of London, partner organisations, the VCS, and with residents and families. Much of this work is already articulated in places across the system, and the Integrated Children & Families Health Framework will support this.
- 6.3. The development of the wider North East London Integrated Care Partnership, and our local City and Hackney Place Based Partnership have both prioritised improving outcomes for children and young people over the next few years, and while much of this is still in development, a local joint framework and key principles will support delivery of these at the geographical level of place (primary care networks and neighbourhoods).

- 6.4. The C&H Integrated Strategy for Children and Young People's Emotional Health and Wellbeing Strategy 2021-2026 has already been developed and an Early Years Integrated Strategy is also currently in progress. There are a range of interventions being developed and delivered jointly as part of the children and families elements of the Neighbourhoods programme, and the recent announcement that Hackney has received 3- year funding to develop a Family Hub to improve family service delivery also provides opportunities to trial more innovative approaches to integrated working.

Equality impact assessment

- 6.5. An equality impact assessment (EIA) will be undertaken as part of the development of the Framework.

Sustainability and climate change

- 6.6. NONE

Consultations

- 6.7. Issues arising from consultations undertaken with 42 stakeholders (including School Nurses, Health Visitors, Family Nurse Practitioners, Service Managers - Early Years, Children Centres, Education etc.,) and the community via surveys and focus groups as part of the City & Hackney Health Needs Assessment identified an urgent need for joint principles, structures and ways of working that will support the integration of services. More consultations will be undertaken with CYP and the community as part of the

- 6.8. Additionally in taking this proposal forward the following groups, boards and members have also been consulted and their comments have been incorporated in the proposal and project design (see Appendix 1).

- Internal Integrated Programme Board City of London Board 11/4/22
- VCS Children and Families Forum Meeting 20/04/22
- CYPMF Strategic Oversight Group 21/4/2022
- PH SMT - 3/5/2022 & 10/5/2022
- City Departmental Leadership Team 1/4 corporate business meeting- 11/5/2022
- LBH C&E SLT - 18/5/2022
- CYPMF Business Performance Oversight Group -19/5/2022
- Councillor Woodley (Cabinet Member for Families, Parks and Leisure) - 23/5/2022

- Councillor Bramble (Deputy Mayor and Cabinet Member for Education, Young People and Children's Social Care) - 24/5/2022
- Councillor Kennedy (Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture) - 25/5/2022
- City Departmental Leadership Team Meeting - 25/5/2022
- CYPMF Neighbourhoods Steering Group - 13/6/2022
- **Chair and Vice Chair of CYP Scrutiny - tbc**
- **Clinical Commissioning Group SMT - tbc**
- **Adult Health & Integration SMT - tbc**
- **Children & Young People's Partnership Board for the City - tbc**
- **City & Hackney Placed Based Partnership Delivery Group - tbc**
- **Neighbourhood Health & Care Board - tbc**
- **Integrated Health and Care Partnership Board - tbc**

To be notified further to the Cabinet decision:

- Hackney Health & Wellbeing Board - 2/9/2022
- City of London Health & Wellbeing Board - 15/7/2022
- Community and Children's Services Committee - 20/7/2022

#### Risk assessment

6.9. There is no financial risk. However a reputational risk of the project being subject to delays due to lack of buy-in/or responsiveness to survey/data requests which could impact the project timetable. However, this will be addressed by ensuring the project proposal is shared widely before initiation.

#### **7. Comments of the Group Director of Finance and Corporate Resources.**

7.1. This report seeks endorsement of the proposal for partnership working and integration across Hackney and City of London Children's health services through a Joint Childrens and Families Health Framework and a five year action plan. This will include the development of key principles on partnership working which will be agreed with relevant stakeholders for Children's health within Hackney and the City of London.

7.2. There are no direct financial implications as a result of the recommendations in this report. Any future discussions on financial resources, including any potential contributions by the Council towards the framework or action plan will need to be factored into existing directorate resources.

8. **VAT implications on land and property transactions**

8.1. Not applicable

9. **Comments of the Director of Legal, Democratic and Electoral Services**

9.1. The recommendations in paragraph 3 of this Report are key decisions under Regulation 8 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 as they constitute an executive decision, which is likely (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates; or (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority. Key decisions can be made by Cabinet under Article 13.6 of the Constitution. Therefore this Report is being presented to Cabinet for approval.

## **Appendices**

### Appendix 1 - Project Brief Joint Children & Families Health & Wellbeing Framework

#### **1. Project Outline**

To develop a joint children & families health and wellbeing framework (the Framework) that will be aligned to the City and Hackney system vision, 9 system strategic priorities, and to the overarching systems integrated outcomes framework, which may include NHS, public health, social care and educational outcomes, as relevant.

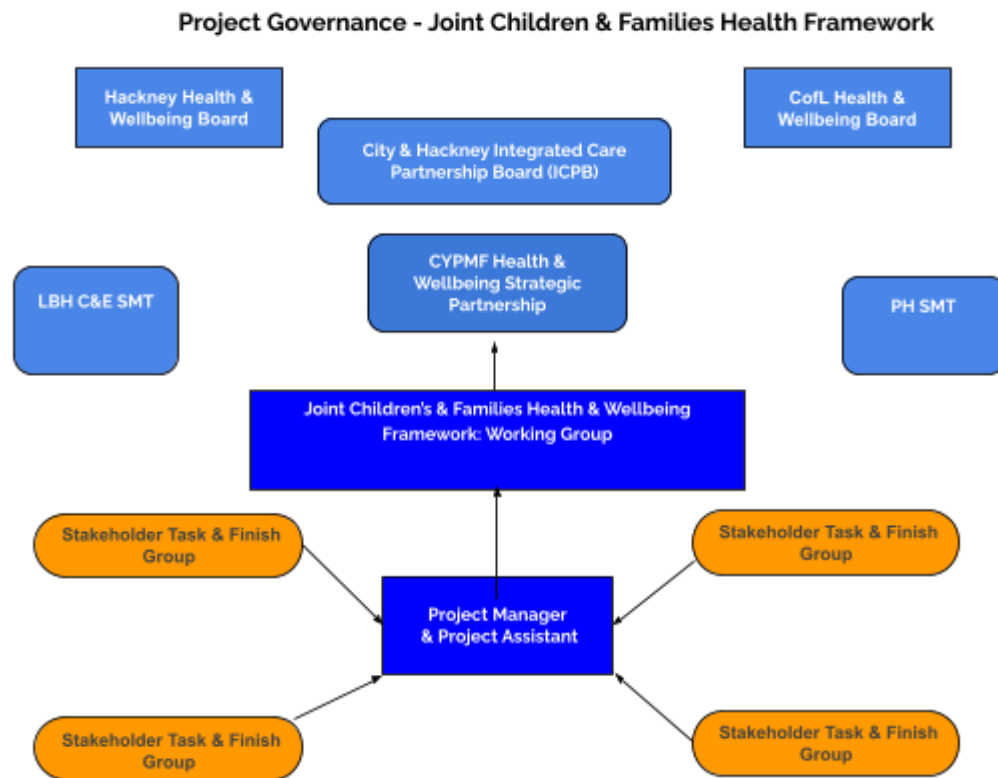
The Framework will be accompanied by a 5-year action plan (2022 - 2027) summarising the approach to integrated children and families services across all wards of the local authorities of the City of London and Hackney, for all users aged 0 - 19 (25yrs for those who are owed a statutory responsibility). The plan will outline the stages of the journey from where we are now, to the joint 'vision' of an integrated children's and families service.

#### **1.1 Project Sponsors**

- Sandra Husbands, Director of Public Health City & Hackney
- Jacquiee Burke, Group Director of Children and Education
- Amy Wilkinson, Integrated Commissioning Workstream Director: City and Hackney Children, Young People, Maternity and Families
- Chris Pelham, Assistant Director People at City of London Corporation



## 1.2 Project Governance



## 2. Deliverables

- an overarching children and families integrated health framework, which will outline our principles / objectives against which we commission. This will be in line with, and support work by the ICPB and Place-based delivery group's outcome framework development.
- a set of agreed principles for planning and delivery of children's health services across City and Hackney
- a 5-year action plan which will provide an overview of how this will be achieved through our new City and Hackney Place Based Partnership

## 3. Scope

Out of scope of project lifecycle but to be included in action plan: pooled budget to support the implementation of action plan and commitment to complete shared data agreements. We are still awaiting confirmation of NHS budgets at this stage.

#### 4. Time Table: April - September 2022 (27 weeks)

	April 22	May 22	June 22	July 22	Aug 22	Sept 22
Project proposal/Initiation	12/04 PH SMT	03/05 PH SMT 25/5 City DLT	Hackney Cabinet 27/6	City Health & Wellbeing Board 15/7 CCS committee 20/7		Hackney HWB 2/9
Project Planning - mapping CYP Strategies to System Priorities and HIA		Complete Mapping City & Hackney CYP Strategies against System Priorities & HIA				
Project Planning - agree assessment tool/undertake assessment of integration types in place/planned				Collate Integration activity in place/planned over 5 years		
Project Planning - visioning & key structures and principles for integration agreed (workshops)						Workshops - CYP & Stakeholders
*Project Planning - Agree Joint Children & Families Health Framework report template					Template and contributors agreed	
*Project Execution - assembly of the Framework					Four Task & Finish Groups	
*Project Execution - assembly of Framework & Action Plan (phased implementation - governance, ways of working/structures, commissioning, integration, partnership working)					Collating and presentation	
*Project Completion - Draft Framework & Action Plan						Drafts
*JOINT CHILDREN & FAMILIES HEALTH AND WELLBEING FRAMEWORK, 2022 - 2027 ACTION PLAN						Project Closure

\*Risk - timeline could be impacted by availability of staff during summer period

## 5. Resources

The project will be led by a Project Manager (Senior Public Health Specialist, CYP) and a Project Administrator based in City & Hackney Public Health, supported by the various leads in the CCG/ICP, LA, CVS, HUH, and others

## 6. Next Steps:

- Establish Working group to develop detailed Project Plan
- Governance through the Children's & Families Integrated Health Partnership Working Group (utilising existing CYPMF Integrated Workstream Board)
- Support and sense checking to be undertaken through PHSMT and LBH C&E SMT (monthly monitoring)

## Background documents

None

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