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Waltham Forest Health and Care Partnership

INTEGRATED PARTNERSHIP STRATEGY FOR BABIES, CHILDREN
AND YOUNG PEOPLE 2024-2028

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Waltham Forest is a great place for children to grow up for many children but not for all. Some children and young people experience marked avoidable health inequalities. The Waltham Forest Health and Care partnership is committed to work holistically and in collaboration with families and to reduce health inequalities experienced by our children and young people.

A key theme of 'A Fairer and Healthier Waltham Forest', the report produced by Waltham Forest Health Equity Commission (Dec 2022), chaired by Professor Sir Michael Marmot, was how to enable all children, young people and adults to maximise their capabilities and take control over their lives. The report highlighted that during the Covid-19 pandemic the mental health of all young people in Waltham Forest deteriorated and that the impact was greatest in the more deprived areas. Physical and mental health issues can affect school attendance which impacts on educational attainment and future employment opportunities and is associated with worse health in later life.

We have now developed a five-year strategy to set out our partnership priorities for Babies, Children and Young People and help give them the best start in life. This strategy aims to improve cross partnership working and integration and overcome barriers to communication across organisations which can impact negatively on access to care and patient experience.

This strategy is underpinned by a detailed Action Plan which has at its core our aspiration for early intervention and prevention, safeguarding children, and engagement and co-production with young people and their families to ensure their voices are heard and our services are inclusive and responsive to their needs. Waltham Forest Health and Wellbeing and Health and Care Partnership Boards will monitor and ensure delivery of this programme.

We have identified four key themes for focus for Children and Young People, namely Maternity and Early Years, Mental Health, Special Education Needs and/or Disability, and Long-Term Conditions/wider physical needs. Each area will require partners, stakeholders to work alongside children and their families to co-produce and deliver our joint objectives and plans.

At a time when resources are limited, we need to ensure we use population health approaches to target the children experiencing the greatest inequality and develop evidence-based pathways and services to improve resilience and outcomes for these children and young people and provide maximum impact in the areas of greatest need.

- **This is a five-year strategy for Babies, Children and Young People (BCYP) in Waltham Forest:** It aims to address the health inequalities and challenges faced by the diverse community, especially during the Covid-19 pandemic.
- **The BCYP strategy is aligned with the Waltham Forest Children’s Joint Strategic Needs Assessment (JSNA)** which looks at the current and future health and care needs in our local community.
- **The BCYP strategy has four key themes of focus:** Maternity and Early Years, Mental Health, Special Education Needs and/or Disability, and Long-Term Conditions/wider physical needs. Each theme has a multiagency subgroup to agree on the goals and track the progress of deliverables and develop an action plan.
- **The BCYP strategy aims to improve collaboration and integration across partnerships:** It seeks to overcome the obstacles to communication between organisations that can affect access to care and patient experience negatively. It also involves early intervention and prevention, safeguarding children, and engagement and co-production with young people and their families.
- **The BCYP strategy is designed to provide evidence-based pathways and improve services:** It intends to improve resilience and outcomes for children and young people and provide maximum impact in the areas of most need, especially when resources are limited.

Waltham Forest Health and Care Partnership brings together the NHS including Primary Care, Local Government and providers of health and social care services, including Healthwatch, the Voluntary, Community and Social Enterprise (VCSE) sector and Children, Young People and their Families and Communities. The aim is to work together to best deliver services that meet the needs of Babies, Children and Young People (BCYP) in the borough.

This five year strategy focuses on delivering the Partnership Vision and Priorities for BCYP in Waltham Forest. It details what we understand is important to families in the borough through engagement work and a Joint Strategic Needs Assessment (JSNA). It will consider how this can be achieved through a jointly agreed action plan. This strategy will be reviewed annually as a minimum, and it will also be updated when needed due to the current pace of change.

By using an integrated approach across the Partnership it is anticipated that there will be a number of benefits for the health, wellbeing and development of BCYP and their families. These are some of the hopes for the Partnership:

- **A Holistic Approach:** By looking at various areas of the lives and experiences of BCYP we can consider how these are connected through a systemic approach. BCYP will feel seen as a whole person with a focus on their strengths.
- **The Right Support at the Right Time:** Early identification and intervention for BCYP who may require more specialist support leads to positive outcomes and reduces more complex, long-term difficulties. Intervention is given when needed and at the right level.
- **Coordinated Services:** Better coordination and communication between services helps identify overlapping issues, prevents duplication and ensures a joined up approach to meeting BCYP's needs.
- **Child and Family Centred Care:** This recognises that each child is unique and may require tailored support. By considering BCYP's strengths, preferences, and circumstances, service providers can create personalised support that is more effective.
- **Improved Access:** By aiming to break down barriers and improving access to support systems, it becomes easier for BCYP and their families to receive the support they need. This is particularly true for disadvantaged families.

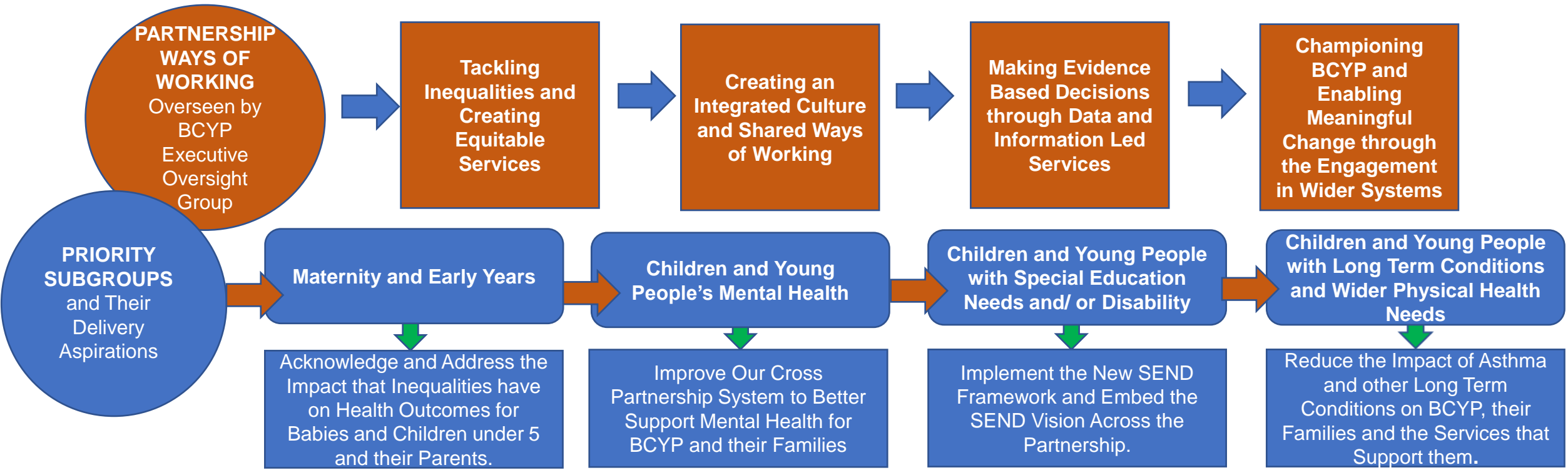
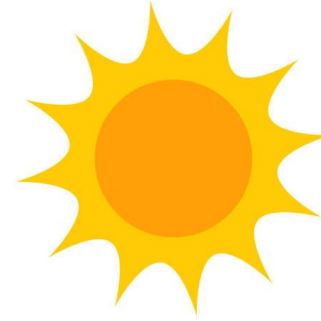
There are a number of strategies across the Partnership which this document aims to complement (See Appendix 1). One of the aims of this strategy is to recognise and align these pieces of work whilst identifying areas for development where there are differences in approach.

The Waltham Forest Partnership

- NHS including Primary Care,
- Local Government
- Providers of health and social care services
- Healthwatch
- Voluntary, Community and Social Enterprise (VCSE) Sector
- Children, Young People and their Families and Communities.

Principles

- **Child and Family Centred Approach**
- **Trust and High Regard**
- **Commitment to meaningful change**
- **Focus on inequities and reducing inequalities**
- **Recognition of the role BCYP need to play in services.**



Our vision is to work **collaboratively** with our **community** to further develop services which are **responsive** to the needs of babies, children and young people and provide **effective support** with **clear impact**.

Our joint aim is to **improve the conditions** for the **best start in life** through to a **successful transition to adulthood**. A key Partnership priority will be on **children and families who are disadvantaged** and with the aim to **reduce inequalities**.

Our ambition is to build **evidence-based services** which are **equitable, inclusive** and **accountable**. These services will be focused on **promoting** both **community** and **family resilience**.

The Waltham Forest Health and Care Partnership brings together the NHS, local government and providers of health and social care services, including the voluntary, community and social enterprise (VCSE) sector, residents and communities.

This vision sits aligns with the wider Health and Care Partnership aims.

Below are the key values that the underpin both the **Integrated Partnership Strategy for BCYP** and the ongoing work of the **Partnership**:

- A **Child and Family Centred Approach** to be held at the heart of all the work across the Partnership with robust safeguarding policies and procedures in place.
- **Trust** and **High Regard** between Partners to **transparently address challenges** that are faced across services through a collaborative approach. Challenges to be resolved through the **acknowledgement of the frameworks** used by others whilst keeping families at the centre of decisions that are made.
- A commitment to bringing about **meaningful change** which demonstrates **measurable impact** as a Partnership. A **dynamic** and **willing** approach to **understanding, listening and change**.
- **Recognition** of the **inequities** of services present in the borough and how this has an impact on families. The Partnership will **meaningfully address** these **inequities** and **reduce inequalities** through **open conversations and change** across the Partnership.
- **Collective recognition** of the role that BCYP and their families have in the **ongoing development and delivery of services**. Relationships will be at the heart of supporting a **wide range of voices** to contribute to the Partnership.

The **cross-cutting themes** that have been identified by the Partnership for focus and prioritisation are below. These sit above the priorities for each of the BCYP subgroups which are detailed in the following slides

Tackling Inequalities and Creating Equitable Services

The Children’s JSNA and Engagement work has highlighted the significant inequalities that exist in services across the Partnership stretching from Maternity Services to those services supporting Young People.

There is a commitment from the Partnership to reduce health and wider inequalities through understanding and hearing the experiences of our community. Ensuring that the changes that are made make a difference to BCYP’s lives and work towards equity for all families.

Aspirations for all BCYP need considered with a particular focus on those with complex and multiple needs, those from minoritised ethnic groups and those growing up in poverty.

By better understanding the experiences of our communities and building up trust we can work towards equity for all residents to ensure that all BCYP are treated fairly and have the same opportunities.

Creating an Integrated Culture and Shared Ways of Working

The shared values committed to by the Partnership will be communicated to all layers of organisations through leadership channels to help to bring about a shared culture of working which is consistent for all residents of the borough. Ongoing joint working through the BCYP Executive Oversight Group and Subgroups will support this way of working over time.

There is the need to share language, approaches and interventions across the Partnership as well as the need to communicate effectively to provide consistency and clarity for those accessing services in the borough.

Integrated working will be supported through the creation of integrated roles, co-location of services and joint working. Training and investment in staff is recognised as a priority need to ensure that all staff feel equipped to work in a way which promotes integrated working and the sharing of skills.

Working in this way will mean that all services work together to ensure that BCYP and their families are at the centre of what we do.

Making Evidence Based Decisions through Data and Information Led Services

Moving to a more automated approach to collecting and processing the key data that is useful to Waltham Forest and its partners would improve transparency, enable better data sharing, and the use of data in decision making. It would also aid efficiency by reducing administration and ensuring that data is kept up to date and accurate.

There is an opportunity to consider what data is important to collect and review with the population of Waltham Forest. The data that is collected must be of relevance to our families and will need to be viewed in conjunction with the more detailed stories that come from ongoing engagement work. It is hoped that that as trust is built across the Partnership, these experiences will become more detailed and informative.

This way of working supports transparency and accountability and data needs to be accessible, relevant and reliable so that it can be used to influence decision making. Data and information shared with families must be available in multiple languages and across a range of platforms with specific consideration given to how children and young people can access this themselves.

Championing BCYP and Enabling Meaningful Change through the Engagement in Wider Systems

The Partnership has a clear commitment to the lives of BCYP in Waltham Forest and recognises the need to reflect and promote these in a range of spaces where decisions are made. All Partners are committed to engaging in these spaces ensuring that BCYP are given the focus and attention that is needed.

The aim is to ensure that recognition is given to the importance of childhood and adolescence on an individual's lifespan with the goal to achieve a positive **transition** into adulthood and adult services (if required). The knowledge of Partners will support in influencing other strategies which impact on BCYP and their families.

The following subgroups have been established to provide focus for the Partnership and to support the direction of travel. They also provide **accountability** for families to ensure that they are involved in and aware of decisions that are made. There is a well established governance structure for each of these subgroups (Appendix 2).

These subgroups will be responsible for delivering on more specific priorities which will sit under the wider Partnership priorities. Task and Finish Groups will act as enablers to ensure that priorities are focussed on in a dynamic way across the Partnership.

These subgroups report into the BCYP Executive Oversight Group.

The choice of these subgroups have been made to provide focus on what Waltham Forest sees as the most important areas of focus for the borough. Some of this will feed into wider work across NEL and London wide groups to ensure that the voices of Waltham Forest BCYP are heard.

- **Maternity and Early Years**
- **Children and Young People's Mental Health**
- **Children and Young People with Special Education Needs and/ or Disability**
- **Children and Young People with Long Term Conditions and Wider Physical Health Needs**

Each of these areas have input across the Partnership to ensure that there is an integrated approach at the heart of all of the services BCYP in Waltham Forest. Through these integrated subgroups, leaders can be involved in decision making across the Partnership and promote integrated working throughout their teams. The values of the Partnership all underpin these subgroups.

PRIORITY SUBGROUPS AND THEIR DELIVERY ASPIRATIONS



The Partnership has utilised the Children's JSNA to focus conversations on where they feel priorities should be best focussed on with each subgroup highlighting one priority each which requires a Partnership approach to achieve.

The demographics of the borough explored through the Children's JSNA are important to acknowledge as these will also underpin each of these priorities.

- The demographics of the borough reinforce the need to have services that are culturally appropriate and accessible to all with those making decisions reflective of the communities they serve.
- There needs to be focussed support targeted to families who are living in severe deprivation to help prevent/ reduce the impact of living in poverty, particularly on physical and mental health. It is also evident that there are areas of wealth within the borough and this can significantly affect the experiences of those in poverty. The impacts of poverty must be seen holistically across all services
- The very high levels of children for whom English is not a first language need to be considered when communicating information and understanding experiences.

PRIORITY SUBGROUPS AND THEIR DELIVERY ASPIRATIONS



The priorities for the four subgroups are as follows:

Maternity and Early Years

Acknowledge and Address the Impact that Inequalities have on Health Outcomes for Babies and Children under 5 and their Parents.

The Children’s JSNA has highlighted data which shows clear disparities in the experience received by those accessing Maternity and Early Years services. This has been a theme which has been consistently raised through engagement work which has taken place. As a Partnership our priority is to listen to these experiences, build trust and deliver services which best meet the needs of all families in the borough.

By coming together as a Partnership, relationships with different communities and families can be understood and built upon to help improve access to services which are culturally appropriate. A co-location in Partnership spaces will aid this work. This focus will help to increase the uptake in Childhood Immunisations, Healthy Start Vouchers and Vitamins across the borough.

Children and Young People’s Mental Health

Improve Our Cross Partnership System to Better Support Mental Health for BCYP and their Families

CYP’s Mental Health is one of the biggest challenges that the Partnership faces and the Children’s JSNA highlights the significant rise in referrals to CAMHS services for anxiety, self harm and neurodivergence with marked increase in pressure on these services. CYP need and want to access a range of evidence-based interventions with trusted adults which are focused on mental wellbeing and to have ownership of the decisions about their care. Creating more innovative roles with links to traditional mental health services will help to make help more accessible to those who find that services often do not meet their needs.

The Partnership aims to improve the mental health of CYP by using an integrated approach which considers prevention and early intervention, perinatal mental health and generational mental health needs as well as transition to adult services. Physical and mental health should be given equal priority. We need to improve communication between mental health care providers and with social care.

Discharge plans from emergency mental health services need to involve CYP and their families. A focus on ‘waiting well’ will ensure that when children and young people do need to wait for specialist mental health assessment, diagnosis and support., the Partnership can support with a range of interventions to avoid an escalation in needs and consider a holistic approach.

PRIORITY SUBGROUPS AND THEIR DELIVERY ASPIRATIONS

SEND Strategic Board

Implement the New SEND Framework and Embed the SEND Vision Across the Partnership.

Work is currently ongoing to undertake an analysis of the projected prevalence of SEND across Waltham Forest and to better understand what support is needed to effectively meet the needs of BCYP with SEND needs.

The engagement work has shown that many CYP and their families want to access services alongside their peers and to have similar aspirations to those without SEND set out for them. This will need a Partnership approach to best provide inclusive services which help an early identification of needs, appropriate pathways and integration with other BCYP and their families in the borough.

Children and Young People with Acute and Long Term Conditions and Wider Physical Health Needs

Reduce the Impact of Asthma and other Long Term Conditions on BCYP, their Families and the Services that Support them.

Acute and Long Term Conditions impact the lives of many BCYP in Waltham Forest and this is highlighted in the Children's JSNA and Marmot Review. This puts pressure on Primary Care and Urgent and Emergency Care services. There is evidence of health inequalities impacting greater on BCYP from underserved and minority communities.

The Partnership aims to address these concerns through the training of frontline staff working with BCYP to identify symptoms and support families to access the correct support. Collaboration between primary, secondary and community services together with Early Help (for example through Family Hubs) and Schools (for example the Asthma and Allergy Friendly Schools initiative) will support families to access up to date information, promote prevention and improve patient pathways and access to high quality care.

The impact of wider factors including indoor pollution on asthma (often linked to poor housing conditions) is evident and there is a role for all Partners to address these concerns to promote the physical health of BCYP. A creative focus on roles which support this across the Partnership will help to ensure an integrated approach which supports ongoing learning. This priority aims to reduce the risk of Child Deaths and the reliance on Emergency Departments and improve transition to adult services

It is recognised that there are a number of things that the Partnership does not understand fully and therefore do not feature in this strategy. However these are things that we **want to understand better** through the **development of the Partnership** and by ensuring **engagement**, and **data analysis** is included throughout ongoing collaboration.

- We know that the **Cost of Living Emergency** is already having a substantial negative effect on families in the borough and there are many areas that this can influence. We need to better understand the **wide range** and **depth of impact** for our families.
- Although there has been much research into the **impact of the Covid Pandemic**, the complexity of this means that many of the outcomes on BCYP are yet to be fully understood. **Through further conversations with CYP this will become clearer.**
- There are many BCYP and their families from marginalised groups who we do not hear from and these individuals and **through a focus on this engagement we will learn more.**
- The long term lack of access to a range of health and wellbeing services is not known. This will become better understood **through strengthening relationships and sharing information with the Partnership.**
- There are many children who are **missing education** (CME) and who therefore may not have regular oversight from educators and practitioners to help understand their experiences. The **voices of these children will be captured** to help ensure their needs are being understood.
- We know that poor **physical health** impacts most on the most marginalised groups in Waltham Forest, however the true extent of this is not yet known. **The role of data will support this work.** In the first year we have focussed on asthma and allergy and we will be undertaking a deep dive into children's Long Term Conditions to inform further work on Diabetes which is associated with increasing obesity, and Epilepsy.

The Partnership will **be flexible to these emerging needs** and address **areas through Task and Finish groups** and the established governance structures.

The Integrated Partnership Strategy for Babies, Children and Young People demonstrates the importance for Partners to come together to share their vision, values and priorities for the population of BCYP and their families in Waltham Forest.

A collaborative approach which is information led has identified four cross-cutting Partnership priorities and a further four Subgroup priorities have been committed to by all Partners. These all sit in a governance structure which has clear points of escalation and accountability

This five-year strategy aims to commit to longer term ways of working across the Partnership which demonstrate meaningful change for the ways in which BCYP and their families are supported. These approaches are centred in trust with our communities which takes time to build and grow. From this strategy, an action plan is developed which provides more detail on the specific actions for each area of the Partnership.

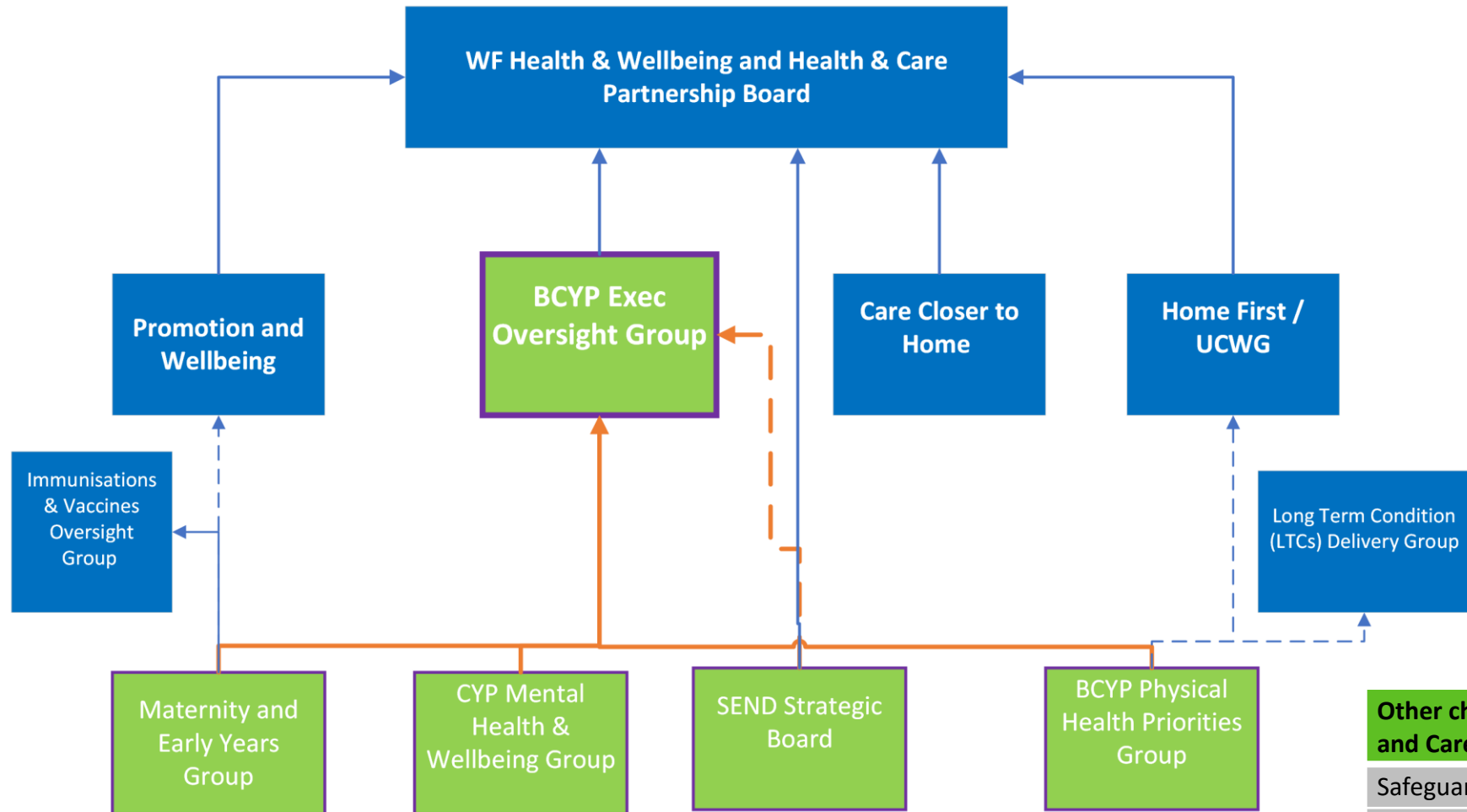
Accountability	The fact of being responsible for your decisions or actions and expected to explain them when you are asked.
Action plan	A detailed set of instructions to follow in order to solve a problem or achieve something.
BCYP	Babies, Children and Young People.
Co-Location of Services	Placing multiple (sometimes related) services within a single location.
Framework	A set of beliefs, ideas, or rules that forms the basis of a system
Healthwatch	Health and social care champion. Its role is to gather and champion the views of users of health and social care services, in order to identify improvements and influence providers' plans.
High regard	To have great respect for someone or something.
Holistic	Considering a whole thing or being to be more than a collection of parts
Integrated	Many different parts are closely connected and work successfully together.

JSNA	Joint Strategic Needs Assessment
Local Government	The administration of a particular county or district, with representatives elected by those who live there.
NHS	National Health Service
Partnership	Working relationship where more than one professional work together to improve something.
Primary care	Healthcare provided in the community for people making an initial approach to a medical practitioner or clinic for advice or treatment.
Strategy	A plan of action designed to achieve a long-term or overall aim.
Systemic approach	A way of working that seeks to make sense of the world through relationships, focusing on the whole family system rather than individuals.
Waltham Forest Health and Care Partnership	An alliance of local partners working together – alongside local people – to improve health outcomes and reduce health inequalities.

The BCYP Strategy aims to sit alongside the following aligned strategies:

- Waltham Forest All Age Autism Strategy
- Waltham Forest Vision for Children and Young People with Special Educational Needs and Disabilities aged 0 - 25 2020/21 - 2022/23
- 15-Minute Neighbourhoods – Our Corporate Framework
- Family Hubs Programme
- Drafted Waltham Forest Joint Strategic Needs Assessment for Children, 2024
- Waltham Forest Healthy Weight Strategy 2023-2027
- Waltham Forest Mental Wellbeing strategy (2018-2021)
- Waltham Forest Children Looked After Sufficiency (CLA) strategy for 2024-2027
- Drafted Waltham Forest SEND Strategy, 2024
- Drafted Waltham Forest Local plan for SEND, 2024
- A Fair and Healthier Waltham Forest, Marmot Institute, 2022
- State of Borough Report (2021)
- BCYP Needs Assessment report (2023)
- North East London (NEL) Joint Forward Plan (2023)

APPENDIX 2 – GOVERNANCE STRUCTURES



Other children's planning forums in WF not overseen by Health and Care Partnership Board or HWBB

- Safeguarding Children's Board and subgroups
- Corporate Parenting Board
- Youth Justice Management Board
- Preparation for Adulthood Executive Group
- Joint Care Experience Children Strategy Meeting
- Early Help Strategic Board

All age structures
Babies, children and young people specific