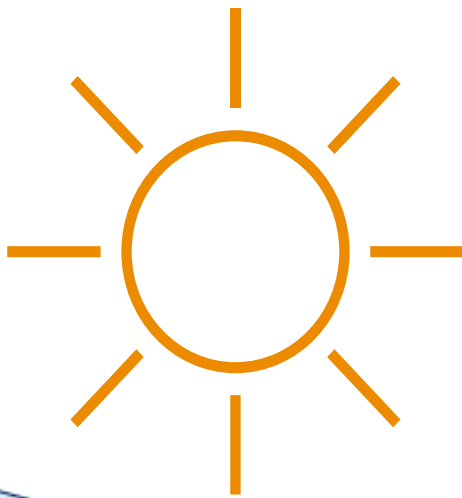


One Devon's Children's Strategic Approach and Action Plan

Jan 2026

ICB CYP Strategy (2025-30)



Vision and Purpose:

An Integrated System and Care Model for Children and Young People (CYP) that supports all aspects of their health (including mental health) and wellbeing, for children and their families so that they can make good future progress through school and life.

Strategic Objectives:

- 1. Cohesive and Effective Leadership and Governance to drive improvement at pace
- 2. Shift to closer to home, earlier help and support at the point a need is identified. Making best use of digital technologies (Government shift 2 & 3)
- 3. Achieving sustainability through effective strategic commissioning and use of resources across health care and education

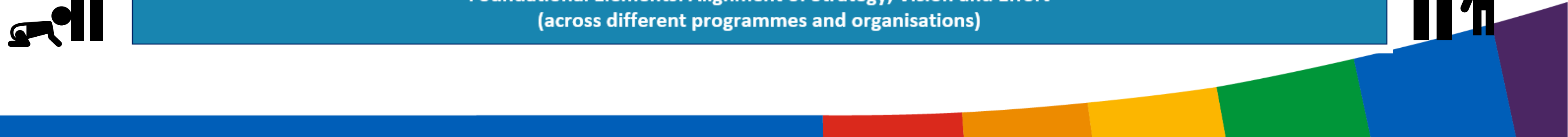
Strategic Initiatives:

Initiative 1 Access to Services & waiting lists recovery	Initiative 2 Special Educational Needs and Disabilities (SEND)	Initiative 3 Health Inequalities; long term conditions, prevention and early intervention	Initiative 4 Complex Care and Individual Commissioning	Initiative 5 Safeguarding Vulnerable Children, Children Looked After & Care Experienced	Initiative 6 Neurodiversity, Mental Health & Emotional Wellbeing
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Enablers: Co-Production, Workforce, People & Culture, Finance, Data and Digital, Estates

Principle 1 Strengths based approach, inclusive of people and the communities they live in	Principle 2 Integrated approach across health, care and education	Principle 3 Whole family approach, understanding that children live in the context of their families and homes	Principle 4 Embracing 3 pillars of quality: Safety Experience Effectiveness	Principle 5 Proactively addressing inequalities for vulnerable children and families
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Foundational Elements: Alignment of Strategy, Vision and Effort (across different programmes and organisations)



One Devon Health and Care Strategy

- Reflects our shared vision to **transform the way health and care services are delivered**, ensuring that **every individual receives the right care, at the right time, in the right place**.
- It is shaped by the priorities set out in the **NHS 10 Year Health Plan: Fit for the Future**, which sets a bold and clear roadmap for the future of healthcare across England over the next decade.
- The NHS Plan challenges us to build a **sustainable, person-centred** health and care system **that improves outcomes, reduces inequalities, and supports people to live healthier lives**.
- Our Devon-wide strategy aligns fully with these national ambitions and goes further by placing a **strong emphasis on collaboration across health, social care, voluntary, and community sectors**.
- We know that the **challenges facing Devon's population** are complex. From an ageing population to rising demand for mental health services, and the ongoing need to tackle health inequalities, we must work smarter and more innovatively.
- This strategy **sets out clear priorities to improve prevention and early intervention, integrate services more effectively, and support people to manage their own health and wellbeing**.
- [Published and available on the One Devon website](#)

One Devon Health and Care Strategy – Children

- Children and young people Integrated Neighbourhood Teams will deliver **universal and preventative services** that are embedded within the environments **where children live, learn, and grow**.
- **Neighbourhood delivery for children and young people** will include **strong alignment with schools, early years settings, and local authority locality structures**.
- This **integrated approach** ensures that **services are coordinated, equitable, and responsive** to the diverse needs of children and families. It also enables **early identification of health and developmental concerns**, allowing for **timely intervention and support**.
- The strategy adopts a **whole-age approach**, recognising the need for **seamless transitions** from childhood to adulthood—particularly for children and young people with **special educational needs and disabilities** (SEND), who may access services from birth up to the age of twenty-five.

Strategy case example; 'Riley', age 9- How will the new way of working impact?

- Riley lives with his mum. He has epilepsy and is waiting for an attention deficit hyperactivity disorder (ADHD) assessment. At present, most of his care is hospital-based. His epilepsy requires multiple appointments, and he faces a lot of challenges with behaviour and stigma at school
- Under the NHS Devon strategy, Riley's experience becomes more joined-up and community-centred. His epilepsy reviews take place in his neighbourhood community hub, with results shared across health and care providers. The NHS and schools work closer together to help manage his conditions, reducing stigma and improving his experiences at school. Early intervention is prioritised: school-based mental health teams help Riley manage behaviour and anxiety before crises escalate, and his ADHD assessment is completed more quickly. Technology, such as a wearable seizure monitor, provides reassurance and reduces unnecessary hospital visits. Through social prescribing, Riley joins inclusive after-school activities, while his mum accesses peer and financial support. His care shifts from fragmented hospital journeys to integrated, preventative, community-focused support, helping him thrive as a child.

One Devon - Strategic Commissioning Intentions - Aims

Keeping people safe and well in their neighbourhood	Shifting traditional acute care and treatment into our communities	Timely and responsive specialist care and treatment when needed	Prevention and inequalities focussed initiatives co-commissioned with our local authority partners	Specific areas of health improvement focussed on our population need
<p>Our neighbourhood services will work in partnership to keep our population healthy and enable them to live fulfilling lives in their own home.</p> <p>We will fully establish Integrated Neighbourhood teams that will bring together Health and Social Care and voluntary, community and social enterprise (VCSE) partners to take a multi-disciplinary team approach to:</p> <ul style="list-style-type: none"> Identify people at greatest risk, proactively reviewing and supporting interventions to keep them healthy. Empower individuals to manage their health. Integrate care around the individual and what matters to them. Ensure people can access same day urgent care services Reduce health inequalities and long-term care dependency. Simplify and streamline care using digital tools, AI, and shared digital records. 	<p>Large acute hospitals have become the default in delivery of our health services.</p> <p>As we move towards the new model described within our Health and Care Strategy, we will move care away from our acute providers and into neighbourhood and place settings</p> <p>We will shift any care that does not need a specialist setting into the community through recommissioning of our pathways to align with our new model of delivery.</p> <p>This will see the delivery of specialist services outside of specialist settings</p> <p>We expect the majority of our care to be delivered outside of hospitals.</p>	<p>Even within a model that prioritises care within the community there will remain needs that require specialist response and treatment.</p> <p>Whether this is unplanned (emergency) care or planned (elective) care the response will need to be timely and proportionate to the level of need.</p> <p>In order to deliver safe and timely care all specialist pathways will be expected to be as productive and efficient as possible, offered advice and guidance to our neighbourhood services.</p> <p>Where services need to be provided in a specialist setting we expect that this will be managed across our specialist sites as single services. This will likely result in changes to where services are delivered.</p>	<p>Linked to our ambitions within Neighbourhoods, the NHS is not alone in driving improvements in the health of its population.</p> <p>We will be looking to work closely in partnership with public health, adult and children's social care teams, and others within local authorities to maximise the use of our collective resource to deliver for our population.</p> <p>Over five years, we will build on our already strong relationships, working across organisational boundaries to deliver collective outcomes.</p> <p>This work will focus on market development and shaping and ensuring we work together to improve the health of the population particularly regarding diabetes, respiratory illness, cardiovascular disease and weight management.</p>	<p>Through the development of our Health and Care strategy and engagement across the system, there are a number of areas of Health care delivery that have been identified as requiring targeted support beyond the approach to deliver in our first four strategic commissioning priorities.</p> <p>These are:</p> <ol style="list-style-type: none"> Diagnostics Birthing Mental health, learning disabilities and neurodiversity: Dementia Cardiovascular disease Continuing healthcare and individual placements

Strategic Commissioning Intentions and Programmes

Keeping people safe and well in their neighbourhood	Shifting traditional acute care and treatment into our communities	Timely and responsive specialist care and treatment when needed	Prevention and inequalities focussed initiatives co-commissioned with our local system partners	Specific areas of health improvement focussed on our population need
<ul style="list-style-type: none"> • Neighbourhood Framework • Neighbourhood services (all age, physical and mental health) • Effective prehospital care and navigation 	<ul style="list-style-type: none"> • Specialist services outside specialist settings 	<ul style="list-style-type: none"> • Specialist End of Life Care • In hospital productivity and efficiency • Paediatric Specialist Medical pathways • Single Managed Services • UEC Front Door • Evidence based practice • Cancer 	<ul style="list-style-type: none"> • Market development and shaping • Prevention 	<ul style="list-style-type: none"> • Diagnostics • Birthing services • Mental Health, Learning Disabilities and Neurodiversity (including CAMHS) • Dementia • Cardiovascular disease • All Age Continuing Healthcare and Individual Placements

Area of Focus	NHS 10 Year Plan (DHSC, July 2025)	Best Start in Life (DfE, July 2025)	Families First Partnership (DfE, March 2025)	SEND and APP Reform	Shared Intention	NHS and Health Focus
Vision	Health equity, prevention, digital first NHS.	75% of children reaching good development by age 5	Integrated family help and safeguarding reform	Right support, in the right place, at the right time, improving life outcomes	Aim to reduce inequalities and improve outcomes	NHS focus on system reform and digital improvement
Target age group	All age, with a focus on babies, children and young people 0-25 years	Pregnancy to age 5 years	0-19 years (Up to 25 years with SEND)	0-25 years	Shared focus on early years and vulnerable families	NHS spans broader age range
Delivery Model	Neighbourhood Health Services, Youth Hubs, INT MDT	Family Hubs and integrated support for babies, children and families	Co-located multi-agency Early Help and Safeguarding Teams	National standards for education, health + care, create consistent, high-performing system	Place-based integrated Models	NHS alignment with Hubs to be further developed
Health and Wellbeing	Mental Health, community-based care, prevention, maternal health, health visiting and neonatal care	Emotional wellbeing, health visitor access	Family Help, Mental Health, Housing, SEND navigation	Inclusive, effective, and equitable to support- links between MH and SEND	Prevention/ early support, with inclusion of emotional health and wellbeing	NHS major reform – integrated care, better collaboration between NHS and partner agencies
Education and Development	School readiness via health support and school attendance	EYFS, early learning goals, school readiness, childcare access	Education as part of safeguarding and family help	Early, accurate identification, access to targeted support in mainstream - prevent escalation of needs	Support school readiness and school attendance	NHS integrated services, reducing health inequalities support to school readiness and attendance
Safeguarding and Child Protection	Integrated care record, single child identifier, integrated healthcare and information sharing	Focus on prevention, increased wellbeing, attachment and resilience building	Major reform of child protection and multi-agency safeguarding	Strengthening safeguarding measures and elective home education.	Strengths based support to community and family functioning. Families First is significant reform	NHS key partner in Families First Partnership linked to Statutory role
Workforce	Workforce plan, Autumn 2025	Early Years workforce capacity and training	Shared workforce across agencies	Investment in training	Investment in workforce capacity and training	Improved integration of health, social care and education