

LONDON BOROUGH OF CROYDON

REPORT:	Health and Wellbeing Board	
DATE OF DECISION	18 October 2023	
REPORT TITLE:	Croydon Joint Local Health and Wellbeing Strategy Refresh: October Update	
CORPORATE DIRECTOR / DIRECTOR:	Rachel Flowers, Director of Public Health	
LEAD OFFICER:	Dr Jack Bedeman, Consultant in Public Health Email: jack.bedeman@croydon.gov.uk Telephone: 22616	
LEAD MEMBER:	Councillor Yvette Hopley	
DECISION TAKER:	Health and Wellbeing Board	
AUTHORITY TO TAKE DECISION:	Constitution of the London Borough of Croydon - Part 4.L It is a function of the Health and Wellbeing board to encourage, for the purpose of advancing the health and wellbeing of people in Croydon, persons who arrange for the provision of any health or social care services in Croydon.	
KEY DECISION? [Insert Ref. Number if a Key Decision] <i>Guidance: A Key Decision reference number will be allocated upon submission of a forward plan entry to Democratic Services.</i>	No	N/A
CONTAINS EXEMPT INFORMATION? <i>(* See guidance)</i>	No	Public
WARDS AFFECTED:	All	

1 SUMMARY OF REPORT

- 1.1 The Health and Wellbeing Board have agreed to refresh the current strategy in March 2023.
- 1.2 This report provides updates on progress to date and details next steps.

2 RECOMMENDATIONS

The Health and Wellbeing Board is recommended:

- 2.1 To note progress to date.
- 2.2 To agree on the next steps regarding strategy development.
- 2.3 To confirm attendance at the partnership planning workshop organised for Thursday, 9th November 2023, 10:00-13:00.

3 REASONS FOR RECOMMENDATIONS

- 3.1 There is a statutory requirement for the Health and Wellbeing Board to produce a 'Joint Local Health and Wellbeing strategy' to improve the health and wellbeing of the local community and reduce inequalities across the life course.
- 3.2 With the implementation of the Health and Care Act 2022, Health and Wellbeing Boards continue to be responsible for the development of the joint local health and wellbeing strategy. However, the Act notes that the Boards 'must now have regard to the integrated care strategy when preparing their joint local health and wellbeing strategies in addition to having regard to the NHS Mandate.'¹
- 3.3 Croydon's current Joint Local Health and Wellbeing Strategy was published in 2019. Since then, the public health landscape in Croydon, like many other places, have seen important shifts.
 - 3.3.1 The health and care system has seen significant developments such as the creation of the Integrated Care Boards (ICBs) and Integrated care partnerships (ICPs) following the Health and Care Act 2022.
 - 3.3.2 In addition, the Covid-19 pandemic has shone a light on existing, and in some cases widening, health inequalities and their structural causes.
 - 3.3.3 More recently, the impact of the war in Ukraine and the current cost-of-living crisis continue to pose significant challenges not only to health and social care services but also to the health and wellbeing of Croydon residents.

¹ More information is available at

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1099832/Statutory-Guidance-on-Joint-Strategic-Needs-Assessments-and-Joint-Health-and-Wellbeing-Strategies-March-2013.pdf.

- 3.4** With the support of the Local Government Association, the Health and Wellbeing Board is currently undertaking a review to ensure it is best able to deliver within the new landscape of ICBs and ICPs.
- 3.5** In March 2023, the Board have agreed to review and refresh the Joint Local Health and Wellbeing Strategy to ensure alignment with Board development work as well as meeting the following goals:
- the Strategy is fit for purpose in the changing context in which health and social care services are operating,
 - outcomes and priorities identified in the Strategy address new and emerging local health and wellbeing needs, and
 - the updated Strategy can continue to effectively inform relevant strategies and action plans in the area.

4 BACKGROUND AND DETAILS

Background to the Croydon Joint Local Health and Wellbeing Strategy

- 4.1** Croydon Health and Wellbeing Board is a formal committee established under the Health and Social Care Act 2012 with a statutory duty to produce a Joint Strategic Needs Assessment and Joint Local Health and Wellbeing Strategy.
- 4.2** The Joint Strategic Needs Assessment (JSNA) is a continuous, systematic process through which local data and intelligence are analysed and interpreted. Within Croydon, since 2017, the JSNA is published digitally at <https://www.croydonobservatory.org/jsna/>.
- 4.3** Croydon's digital JSNA is a collection of key datasets and statistical bulletins that are updated as new data become available to ensure timely and up-to-date data and insights on Croydon's overall population, their general health and wellbeing and key factors that affect health and wellbeing. This digital JSNA aims to identify current and future health and social care needs of the local community which in turn inform outcomes and priorities to be considered for the joint local health and wellbeing strategy.²
- 4.4** The Joint Local Health and Wellbeing Strategy is the local strategy developed by the Health and Wellbeing Board that addresses the needs and priorities identified in the JSNA. It sets out the shared vision, principles and priorities for actions.
- 4.5** The current [Croydon Health and Wellbeing Strategy](#)³ was published in 2019 with a clear vision 'Croydon will be a healthy and caring borough where good health is the default not the exception and those that experience the worst health improve their health the fastest' underpinned by three key principles:

² More information about the JSNA process in Croydon can be found at <https://croydonobs.wpeninepowered.com/wp-content/uploads/2021/11/The-JSNA-in-Croydon.pdf>

³ The Croydon Health and Wellbeing Strategy can be found online at <https://www.croydonobservatory.org/strategies-for-health-and-social-care/>.

- Reducing inequalities
- Focusing on prevention, and
- Increased integration.

4.6 The Strategy has eight priorities:

Priority 1 – A better start in life

Priority 2 – Strong, engaged, inclusive and well-connected communities

Priority 3 – Housing and the environment enable all people of Croydon to be healthy

Priority 4 – Mental wellbeing and good mental health are seen as a driver of health

Priority 5 – A strong local economy with quality, local jobs

Priority 6 – Get more people more active, more often

Priority 7 – A stronger focus on prevention

Priority 8 – The right people, in the right place, at the right time

4.7 Since the publication of the Croydon Health and Wellbeing Strategy in 2019, the health and wellbeing landscape in Croydon, like many other local authorities in the UK, has undergone substantial changes.

4.8 In March 2023, the Board have agreed to review and refresh the current Strategy to ensure it can continue to effectively inform collective aiming to improve the health and wellbeing of the local population and to reduce health inequalities across the life course.

Progress to date

4.9 The Strategy refresh process has been guided by three core principles: evidence-based decision making, co-production and partnership working. These guiding principles are pivotal in ensuring that the refreshed Strategy reflects the health and wellbeing needs of Croydon and that there is a genuine sense of shared ownership for the refreshed priorities and outcomes among the diverse partners and stakeholders in Croydon, including our local population.

4.10 In light of these principles, a number of activities have been undertaken since March 2023 to inform the Strategy refresh. This section will summarise key findings from these activities under the following headings: Review of local, regional and national strategies; JSNA review, LGA HWB Development Workshop, Review of previous engagement activities in the Borough, Engagement workshop with the Preventative and Proactive Care Board, Planning Public Engagement with Healthwatch Croydon.

4.11 **Review of local, regional and national strategies and policies since the publication of the current Strategy**

Changes in the local, regional and national health and care landscape since the launch of the current Strategy were reviewed through a desktop exercise and a series of meetings with local and regional partners. This was done to establish a good understanding of the current landscape and identify opportunities for streamlining efforts to improve population health and wellbeing and reduce inequalities.

Key strategies and policies are summarised below. Please note this is not an exhaustive list and for brevity only high-level strategies and policies relevant to the Joint Local Health and Wellbeing Strategy are listed.

- NHS Long Term Plan (January 2019): This long-term plan sets out a plan for the NHS to improve the care for patients over the next ten years and introduces a new service model for the 21st century, including a stronger focus on out-of-hospital care that aims to enable patients to get ‘more options, better support and properly joined-up care at the right time in the optional setting’. Uniquely, the plan highlights the importance of prevention and health inequalities.
- The creation of Integrated Care Boards (ICBs) and Integrated Care Partnerships (ICPs) following the Health and Care Act 2022. Croydon is now one of the six places that make up the South West London Integrated Care System (ICS). South West London ICS brings together partner organisations, including NHS, local authorities, community and voluntary organisations, to plan and deliver joined up services to improve the health and wellbeing of the residents who live and work in South West London.
- Publication of Croydon Mayoral Business Plan for 2022-2026 (May 2023): this Business Plan sets the key outcomes and supporting priorities for Croydon Council between 2022 and 2026. The key outcomes identified in the Plan have close synergies with the health and wellbeing of Croydon’s residents.
- Publication of the SWL Joint Forward Plan (June 2023): this 5-year plan describes how the NHS in SWL will work with partners to improve local services.
- Development of SWL ICS Strategy: This Strategy is developed accounting for the JSNAs and Joint Local Health and Wellbeing Strategies of the six local authorities making up the SWL Integrated Care System. It sets out the direction and priorities for health and care services across the six borough to improve people’s health and wellbeing and tackle health inequalities.
- The following strategies are also under development or review: SWL Mental Health Strategy, Croydon Dementia Strategy, Croydon Autism Strategy and Croydon’s Self Harm and Suicide Prevention Strategy, Croydon Early Years Partnership Strategy.

4.12 JSNA Review

Providing up-to-date data, intelligence and insights on the health and wellbeing outcomes and factors affecting these outcomes, Croydon’s digital JSNA provides a first port-of-call for understanding the state of health and wellbeing alongside relevant gaps and needs in Croydon. The current JSNA is structured as themed sections covering the following:

- Population overview: focusses on Croydon's overall population and their general health and wellbeing
- Population groups: provides data and intelligence on specific populations, covering specific localities, various demographic groups and vulnerable population groups.
- Wider determinants: focusses on factors that shape health and wellbeing including education, environment, housing and employment.
- Healthy behaviours: focuses on individual actions impacting health and wellbeing, ranging from physical activity, sexual health, oral health, smoking, and alcohol and substance use.
- Health conditions: focuses on specific diagnosed conditions, including mental health, self-harm and suicide prevention and the Pharmaceutical needs Assessment.

Croydon's JSNA was reviewed to identify common cross-cutting themes and key challenges relevant to health and wellbeing.

Below are some key cross-cutting themes identified from the JSNA review. Please note this is not an exhaustive list and does not cover all drivers of health and wellbeing, including healthy behaviours and wider determinants such as education, income, housing, neighbourhood and environment.

- **Croydon has the highest population among all London boroughs.** According to Census 2021, Croydon is now home to 390,719 people with more than half of the population being from Black, Asian or Minority Ethnic backgrounds, making it the largest and one of the most diverse boroughs in London. Croydon's population is expected to increase to just under 500,000 by 2050.
- **Croydon has a relatively high proportion of older and younger people.** In 2021, one in seven residents in Croydon were over 65 years of age while around a quarter of Croydon's population was under 18 year of age. As people live longer with more complex needs, the demand on the health and care services will be impacted. The relatively large population of children and young people would have impact on children's services, including provision of education and other services.
- **Health inequalities remain a challenge in Croydon.** In 2021, males born in the most deprived areas are expected to live 9.2 years less than their fellow residents born in the least deprived areas. In the same year, the gap in life expectancy for females was 6.5 years. The gap between residents living in the most- and the least-deprived areas were even wider for healthy life expectancy, with a 16.5-year gap for males and 21.3-year-gap for females.
- **Poverty remains an important issue in Croydon.** Around 10,000 residents in Croydon live in areas among the 10% most deprived areas of the country. Around 1 in 4 children and young people in Croydon live among the 20% most deprived areas in England. We know that residents living in less well-off neighbourhoods are likely to face multiple disadvantage, often lacking the right

building blocks for good physical and mental health. This is likely to be particularly exacerbated by the ongoing cost-of-living crisis.

- **Croydon's residents have diverse backgrounds, affecting their health and wellbeing needs.** It is important to recognise Croydon's diversity and its implications on health and wellbeing needs. For example, the latest census showed that over half the residents come from Global majority backgrounds, while 84% of Croydon's population spoke English as their main language. The same census showed that one in thirteen residents provide some form of unpaid care. Other resources show that Croydon has the largest number of Looked After Children in London, particularly impacted by the high numbers of unaccompanied asylum-seeking children looked after by the borough (550 in March 2022).

4.13 Engagement workshop with the Preventative and Proactive Care Board

One of the cornerstones of the current Health and Wellbeing Strategy, 'a stronger focus on prevention', has formed one of the principles through which the Strategy has been delivered. Indeed, following the launch of the current Strategy, the Proactive and Preventative Care Board, a partnership board functioning under the Health and Care Board, had developed Croydon's current Prevention Framework. This Framework underpinned many of the proactive and preventative care initiatives across the Borough, particularly in the areas of healthy weight, immunisations, mental health and trauma and falls and frailty.

In May 2023, the Public Health Team and the Proactive and Preventative Care Board led a joint session to review the Prevention Framework to reflect on the achievements and lessons learned from implementing the Prevention Framework and to discuss how prevention work across the Borough could continue to be effective. Findings from this workshop were discussed at the Proactive and Preventative Care Board in September 2023. These insights will be incorporated into the Joint Local Health and Wellbeing Strategy refresh process.

4.14 HWB Development Workshop in partnership with LGA

In collaboration with LGA, the Health and Wellbeing Board held a Board Development Workshop in June 2023. One of the main sessions in this workshop focussed on the Joint Local Health and Wellbeing Strategy Refresh. This session allowed participants to review the current Strategy in light of local priorities and discuss the co-production of the new Strategy with partners and residents. Findings from this workshop have been instrumental in shaping the Strategy refresh.

Key achievements and learning points from the current Strategy

Several positive aspects of the current Strategy were highlighted, including and not limited to:

- The Strategy document was praised for its brevity and readability, making it accessible to a wide audience.

- The Strategy covered a broad set of service and sector priorities under the Health and Wellbeing Board's umbrella, ensuring comprehensiveness.
- Partners across the board agreed on the Strategy, indicating consensus.
- Most participants found the current priorities to be well-aligned with local needs.

However, few learning points were noted for consideration in the review and refresh process:

- Some participants recommended a sharper focus of priority outcomes, concentrating efforts on fewer priorities to achieve tangible results.
- There was a call for more publicity to increase awareness of priorities and ways for the public to get involved.
- A desire for greater public engagement was expressed, emphasising that it should be inclusive of all age groups and diverse communities of Croydon.
- It was felt that action planning and delivery oversight needed to be more robust.

Review of current priorities

While many participants affirmed the relevance of the current priorities, there was a general agreement that refreshed priorities needed to be more specific for maximum impact. Members agreed that having fewer priorities focusing on major root causes, including a strong focus on prevention and health inequalities, would enable effective action planning, delivery and monitoring of outcomes. The importance of addressing the cost-of-living crisis in the refreshed Strategy and ensuring the priorities reflected residents' voice were also stressed. The workshop emphasised that co-production is vital for ensuring that the Joint Local Health and Wellbeing Strategy truly reflects the needs and aspirations of the local community, fostering a sense of ownership among all stakeholders.

4.15 Review of engagement activities in the Borough

Croydon's longstanding commitment to community engagement to understand health and wellbeing needs was prominently demonstrated in the recent desktop exercise that reviewed relevant engagement activities in the borough between 2018 and 2023. The aim was to gain a comprehensive understanding of residents' views on their health and wellbeing needs and identify gaps in engagement. This review provided a wealth of insights on what we already know about resident priorities and how we can address any gaps in engagement in the Strategy refresh process.

A total of 45 reports, representing a diverse array of engagement activities were reviewed. These events ranged from routine resident drop-ins to outreach activities as well as online and in person health and wellbeing surveys, in-person workshops, routine local community partnership events and wider one-off events such as the recent Mental Health Summit. In the past five years, these engagement efforts reached Croydon's diverse residents, hearing from residents of all age groups, spanning school pupils to young people, parents and older adults, as well as various communities with diverse needs, such as Black, Asian and Minority Ethnic communities, asylum seekers

and refugees, non-English speakers, individuals experiencing homelessness, and care home residents.

The review identified important cross-cutting themes, shedding light on overarching challenges and opportunities. The impact of the cost-of-living crisis and the need to focus on mental health and wellbeing across all ages were specifically highlighted. In terms of mental health and wellbeing, the need to ensure accessible support and reduce stigma were particularly prominent. The review also highlighted the need for better access to primary care, importance of intercultural training of staff so they are able to sensitively address diverse needs of different communities.

One significant theme was the importance of communication and information accessibility across various engagement initiatives. Whether it was addressing vaccine confidence, promoting mental health support, or enhancing primary care access, effective communication and reliable information were identified as fundamental pillars. Finally, collaboration between the VCSE sector and statutory services was specifically valued, and the theme of community collaboration and inclusivity ran consistently through the engagement activities, emphasising the need for grassroots involvement, community-driven initiatives, and the recognition of diverse voices.

4.16 Planning Public Engagement in Collaboration with Healthwatch Croydon

As highlighted earlier in this report under the engagement review section, Croydon has a longstanding commitment to community engagement through which we have gained valuable insights into the health and wellbeing needs of our residents. Building upon this foundation, we would like to hold a specific public engagement workshop on the Joint Local Health and Wellbeing Strategy ahead of the formal consultation process. The aims of this workshop are three-fold:

1. To familiarise our residents with the Health and Wellbeing Board and the Joint Health and Wellbeing Strategy in view of the various recent changes in the health and care landscape.
2. To feedback the findings of public engagement activities in the past five years in the Borough and demonstrate how these views were incorporated in the Strategy refresh process.
3. To seek feedback on the refreshed Strategy's vision, guiding principles and priority outcomes in an informal setting.

Planning is currently underway in partnership with Healthwatch Croydon for a workshop scheduled for November 2023.

Next steps

- 4.17** The following table shows suggested steps and indicative timelines for the different phases of work required for the review and refresh.

Task	Description	Date
Health and Wellbeing Strategy Refresh Partnership Workshop	This workshop will bring together members of the Health and Wellbeing Board and key partners to review identified health and wellbeing needs and undertake a shared prioritisation exercise for the refreshed Strategy	9 November 2023
Public Engagement Event	This workshop will be open to all those who live, work or study in Croydon. The main aim will be to sense check the identified health and wellbeing needs and priorities with our local population and collate their thoughts and feedback.	November 2023, (Exact Date TBC)
First draft ready for consultation with partners and stakeholders	First draft of the refreshed Strategy ready for review	December 2023
Public consultation period	Formal public consultation	Allow 4-6 weeks (January-February 2024)
Final draft ready for review and agreement	Final draft prepared incorporating feedback from the public consultation.	February 2024
Review and agreement by HWB Board	Final draft reviewed and approved by the Health and Wellbeing Board	March-April 2024
Review and agreement by full Council	Strategy approved by Full Council.	May 2024
Publication of updated Strategy	New Strategy published.	Expected June 2024

5 ALTERNATIVE OPTIONS CONSIDERED

- 5.1** The responsible local authority and its partner integrated care boards need not prepare a new joint local health and wellbeing strategy if, having considered the integrated care strategy, they consider that the existing joint local health and wellbeing strategy is sufficient.

6 CONSULTATION

- 6.1** This report outlines a partnership approach to refreshing the Health and Wellbeing Strategy for the next five years. No direct consultation was undertaken for this specific

report. However, the proposed approach considers feedback from previous stakeholder and public engagement activities in the Borough and takes a co-production approach to refreshing the Strategy.

7. CONTRIBUTION TO COUNCIL PRIORITIES

- 7.1** Croydon Health and Wellbeing Strategy supports the delivery of a number of key council priorities, including the following outcomes in Mayor's Business Plan (2022-26)
- Outcome 5. People can lead healthier and independent lives for longer
 - Priority 1. Work with partners and the VCFS to promote independence, health and wellbeing and keep vulnerable adults safe.
 - Priority 2. Work closely with health services and the VCFS to improve resident health and reduce health inequalities.
 - Priority 3. Foster a sense of community and civic life.
- 7.2** The Strategy will also have crosscutting links with several other outcomes in the Mayor's Business plan, including:
- Outcome 3. Children and young people in Croydon have the chance to thrive, learn and fulfil their potential
 - Outcome 4. Croydon is a cleaner, safer and healthier place, a borough we are proud to call home.

8. IMPLICATIONS

8.1 FINANCIAL IMPLICATIONS

- 8.1.1** There are no direct financial implications as a result of this report. Any future financial impact will be fully considered as part of subsequent reports as they arise.

Comments approved by Lesley Shields, Head of Finance for Assistant Chief Executive and Resources on behalf of the Director of Finance. 05/10/23

8.2 LEGAL IMPLICATIONS

- 8.2.1** The establishment, composition and functions of the Health and Wellbeing Board are set out in the Health and Social Care Act 2012, sections 194-196. Section 196(1) provides that the functions of a local authority and its partner integrated care boards under section 116 and 116A of the Local Government and Public Involvement in Health Act 2007 (the 2007 Act) are to be exercised by the Health and Wellbeing Board established by the local authority.
- 8.2.2** Section 116A of the 2007 Act, provides that where the responsible local authority and each of its partner integrated care boards receive an integrated care strategy, they must prepare a strategy ("a joint local health and wellbeing strategy") setting out how the assessed needs in relation to the responsible local authority's area are to be met by the exercise of functions of—

- (a) the responsible local authority,
- (b) its partner integrated care boards, or
- (c) NHS England.

- 8.2.3** The responsible local authority and its partner integrated care boards need not prepare a new joint local health and wellbeing strategy if, having considered the integrated care strategy, they consider that the existing joint local health and wellbeing strategy is sufficient.
- 8.2.4** In preparing a strategy under this section, the responsible local authority and each of its partner integrated care boards must, in particular, consider the extent to which the assessed needs could be met more effectively by the making of arrangements under section 75 of the National Health Service Act 2006 (rather than in any other way). In addition, the responsible local authority and each of its partner integrated care boards must have regard to the integrated care strategy prepared under section 116ZB, of the 2007 Act, the mandate published by the Secretary of State under section 13A of the National Health Service Act 2006, and any guidance issued by the Secretary of State. In this regard the current statutory guidance is the Department of Health guidance “Statutory Guidance on Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies”. There is also published non-statutory guidance “Health and Wellbeing Boards- guidance” dated 22 November 2022 which is of relevance.
- 8.2.5** In preparing a strategy under this section, the responsible local authority and each of its partner integrated care boards must—(a) involve the Local Healthwatch organisation for the area of the responsible local authority, and (b) involve the people who live or work in that area.
- 8.2.6** The responsible local authority must publish each strategy prepared by it under this section.
- 8.2.7** The Health and Wellbeing Board continues to be responsible for the development of joint strategic needs assessments under Section 116 of the 2007 Act and joint local health and wellbeing strategies. However, the Local Health and Wellbeing Strategy is part of the Policy Framework under Article 4 of the Council’s constitution, and therefore the approval process is as set out in the Budget and Policy Framework Procedure Rules, and the function of approving the Strategy is a matter reserved to Full Council

Comments approved by Sandra Herbert, Head of Litigation & Corporate Law, on behalf of the Director of Legal Services and Monitoring Officer 06/10/2023.

8.3 EQUALITIES IMPLICATIONS

- 8.3.1** The Council has a statutory duty to comply with the provisions set out in the Sec 149 Equality Act 2010. The Council must therefore have due regard to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 8.3.2** The Health and Wellbeing Strategy crosses all equality/protected characteristics, since it places improving health and wellbeing and reducing inequalities in these outcomes at its core. The refresh of the strategy will aim to benefit all equality and protected characteristics among Croydon residents.
- 8.3.3** There are a number of Health and wellbeing challenges which may impact particular characteristics such as instances of mental health illness in males, LGBT+ community, racial trauma in the Global Majority and the over representation of the Global Majority in mental health institutions.
- 8.3.4** The council is a pilot organisation on the Chief Executive London Councils Tackling Racial Injustice Programme. The programme requires each local authority to understand, acknowledge and support racial trauma as an issue affecting the Global Majority in workplaces.
- 8.3.5** The development of the Health and Wellbeing Strategy will include an equalities impact assessment which will identify and explore equality implications for all characteristics.

Approved by: Naseer Ahmad for the Equality Programme Manager 03/10/2023.

9. APPENDICES

9.1 Not applicable.