

# LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	Health and Wellbeing Board	
<b>DATE OF DECISION</b>	21 <sup>st</sup> March 2023	
<b>REPORT TITLE:</b>	Croydon Health and Wellbeing Strategy Refresh	
<b>CORPORATE DIRECTOR / DIRECTOR:</b>	Rachel Flowers, Director of Public Health	
<b>LEAD OFFICER:</b>	Dr Jack Bedeman, Consultant in Public Health Email: <a href="mailto:jack.bedeman@croydon.gov.uk">jack.bedeman@croydon.gov.uk</a> Telephone: 22616	
<b>LEAD MEMBER:</b>	Councillor Yvette Hopley	
<b>DECISION TAKER:</b>	Health and Wellbeing Board	
<b>AUTHORITY TO TAKE DECISION:</b>	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.	
<b>KEY DECISION?</b> [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
<b>CONTAINS EXEMPT INFORMATION?</b>  <i>(* See guidance)</i>	No	Public
<b>WARDS AFFECTED:</b>	All	

## **1 SUMMARY OF REPORT**

- 1.1 The Croydon Health and Wellbeing Board Strategy was published in 2019 with the 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.”
- 1.2 This report requests a review and refresh of this Strategy and proposes an approach through which this could be achieved in 2023.

## **2 RECOMMENDATIONS**

The Health and Wellbeing Board is recommended:

- 2.1 To agree on the process for the review and refresh of the Health and Wellbeing Strategy to cover the years 2024-2029.

## **3 REASONS FOR RECOMMENDATIONS**

- 3.1 There is a statutory requirement for the Health and Wellbeing Board to produce a joint health and wellbeing strategy. This is now renamed as the ‘joint local health and wellbeing strategy’ with the implementation of the Health and Care Act 2022.
- 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 strategies. 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.’<sup>1</sup>
- 3.3 Croydon’s current Joint 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.

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<sup>1</sup> 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](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. This is an opportune time to also review and refresh the joint local health and wellbeing strategy to ensure alignment with Board development work as well as the wider context.

## **4 BACKGROUND AND DETAILS**

### **Background to the Croydon 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 (JSNA) and joint health and wellbeing strategy, now renamed as the 'joint local health and wellbeing strategy' with the implementation of the Health and Care Act 2022.
- 4.2** 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/>, and rather than being a static document, it is a collection of key datasets and statistical bulletins, which are updated as new data become available to ensure timely and up-to-date data and information on Croydon's overall population, their general health and wellbeing and key factors that affect health and wellbeing.
- 4.3** 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.<sup>2</sup>
- 4.4** The joint local health and wellbeing strategy is the local strategy developed by the 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 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:
- Reducing inequalities
  - Focusing on prevention, and
  - Increased integration.<sup>3</sup>
- 4.6** The Strategy has eight priorities:
- Priority 1 – A better start in life

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

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

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

## **A case for reviewing and refreshing the Croydon Health and Wellbeing Strategy**

- 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** The Health and Care Act 2022 introduced significant reforms to the organisation and delivery of health and care services. 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 strategies. 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.’
- 4.9** In addition, many factors such as recovery from direct and indirect impacts of Covid-19, 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.
- 4.10** The Director of Public Health Report 2022 has highlighted that health inequalities in Croydon are increasing and collective action is required for both understanding the observed inequalities across various groups in the borough and taking effective action to address these inequalities.<sup>4</sup>
- 4.11** The fifth year of the publication of the current Strategy and the transforming health and social care landscape in the area provides an opportune time to review the current strategy and refresh it where necessary to ensure that:
- 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

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<sup>4</sup> The Director of Public Health Report 2022 is available at <https://www.croydon.gov.uk/health-and-wellbeing/about-public-health-croydon>.

- the updated Strategy can continue to effectively inform relevant strategies and action plans in the area.

This will in turn enable collective efforts to improve the health and wellbeing of Croydon residents and reduce health inequalities to be effective.

## **Proposed process for reviewing and refreshing the Croydon Health and Wellbeing Strategy**

- 4.12** To oversee the review and refresh, it would be beneficial to create a multi-stakeholder steering group that is able to meet at regular basis. The steering group will be responsible for setting a project plan, setting up task and finish groups (where relevant), and providing regular updates to the Health and Wellbeing Board.
- 4.13** It is important that the Strategy is reviewed and refreshed in accordance with principles of co-production and participation so that identified vision, principles and priorities are shared amongst relevant stakeholders and people of Croydon.
- 4.14** The following table shows suggested steps and indicative timelines for the different phases of work required for the review and refresh.

<b>Phase</b>	<b>Indicative timeline</b>
Establishment of the steering group	April 2023
Review current JSNA and identify gaps in our understanding of needs	April-May 2023
Additional data analysis and identification of priority needs	June-July 2023
Stakeholder engagement (series of workshops engaging various system partners to discuss identified priority areas for the strategy)	August-September 2023
First draft ready for consultation with partners and stakeholders (engagement with Comms teams to ensure the draft Strategy is presented in an appropriate format and style)	October-November 2023
Public consultation period	Allow 4-6 weeks (November-December 2023)
Review and agreement by HWB	January 2024
Publication of updated Strategy	March 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 engagements, including the [Croydon Mental Health Summit](#) which took place in November 2022.

## **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 the Assistant Chief Executive and Resources, on behalf of the Director of Finance. (Date 10/03/2023)

### **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.
- 8.2.2** Section 116A of the Local Government and Public Involvement in Health Act 2007, as amended by the Health and Care Act 2022 provides that the responsible local

authority and each of its partner integrated care boards 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 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 the Head of Litigation & Corporate Law on behalf of the Director of Legal Services and Monitoring Officer. (Date 09/03/2023)

### **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: Denise McCausland – Equality Programme Manager 06 March 2023.

## **9. APPENDICES**

**9.1** Not applicable.