

RAG Rating	Explanation
	On track
	On track, issues within control
	Not on track, issues outside of control

THEME 1: Public Health Finance, Function and Governance

Item	Priority	Actions	Timeline	On-Track (RAG)
1.1	Budget position			
1.11	Resolve contributing factors to the underspend.	Refresh financial forecasting and benchmarking of spend against CIPFA 'nearest neighbours.' Re-basing of budgets where appropriate.	Mar 2025	
1.12	Ensure grant is fully utilized and provides good value for money.	Plan for use of reserves agreed and commissioning plan in place. All spend demonstrates that it meets grant guidance (internal and external spend). Innovation and integration explored as part of process of review of investment.	Dec 2024	
1.2	Internal PH governance, quality assurance & planning			
1.21	Governance arrangements in place to oversee implementation of the peer review recommendations.	Cross council Public Health Development Board established. Refreshed meeting agendas, terms of reference, monitoring and governance and membership of all Public Health meetings to ensure fit.	Oct 2024	
1.22	Vision and strategic goals for the Public Health function are fully aligned to the Mayor's business plan.	Further clarify, embed, and align the overarching vision and strategic goals of Public Health team with ambitions set out in the Mayor's Plan and the Health and Wellbeing strategy.	Jan 2025	
1.23	Public Health indicators support the new vision and strategic goals.	Refresh performance indicators to reflect vision and strategic goals. Establish mechanism for refreshing, reviewing, and reporting this data regularly.	Mar 2025	
1.3	Contracts and commissioning			

1.31	Public Health contracts support optimal delivery and are value for money.	Review processes to ensure effective contract and performance monitoring. Sub-optimal performance is understood and actively managed.	Mar 2025	
1.32	Impact of Public Health grant investment is clear across all areas of spend.	Monitoring the impact of investment both external and internal via evaluation and where appropriate enhanced performance monitoring.	Ongoing?	
1.33	Robust commissioning capacity in place.	Undertake a review of current commissioning arrangements and develop proposals to strengthen capacity.	Dec 2024	

THEME 2: PH leadership, visibility, and strategic relationships

Item	Priority	Actions	Timeline	On-Track (RAG)
2.1	Public Health Partnerships and Leadership.			
2.11	Stronger links between Public Health and other system leaders across Croydon - internal and external.	Strengthen links and relationships with system leaders across Croydon (place) both internal and externally by ensuring public health has a presence at relevant boards and other fora, and that it contributes to systemwide strategy and policy development.	Jan 2025	
2.12	Public health specialist team offer to the wider council aligns with the Mayor's Business Plan priorities.	Reshape the public health team's offer to the wider council in line with new vision and the Mayor's Business Plan.	Mar 2025	
2.13	With support from system leaders, support workforce development to ensure that public health is 'everyone's business.'	Further develop public health leadership skills across the council. Enable increased knowledge and skills via support to the Council's new leadership and management programme.	June 2025	
2.2	Health in All Policies (HiAP)			

2.22	The Council enhances its approach to HiAP through strategy and policy development.	Develop a HiAP toolkit for use across the Council, including a training offer on HiAP e.g. from LGA.	Apr 2025	
2.23	Improving health and reducing health inequalities are integral to all service plans within the council.	Senior Public Health team to work in partnership with service leads when refreshing service plans to ensure reducing inequalities is at the heart of everything we do as a council.	Feb 2025	

THEME 3: Wider system partnerships and actions

Item	Priority	Actions	Timeline	On-Track (RAG)
3.1	Aligning HWB and One Croydon Health and Care Board			
3.11	One Croydon Health and Care plan and the Joint Local Health and Wellbeing Board Strategy are aligned.	Support the alignment between the One Croydon Health and Care plan (2024-29) and the Joint Local Health and Wellbeing Board Strategy (2024-2029).	Dec 2024	
3.12	Shared clarity of purpose of the boards and a joint work plan.	Review TORs and governance structures, and the complementary roles that they play. Establish new governance structure across the Boards, and support roles as required.	Mar 2025	
3.2	Aligning HWB and One Croydon Health and Care Board			
3.23	Integrated delivery of the Joint Local Health and Wellbeing Strategy.	Establish partnership working groups for the five priorities of the Joint Local Health and Wellbeing Strategy.	Jan 2025	
3.3	Place-based partnership working.			
3.32	Increased Public Health visibility as part of One Croydon work in localities.	Enhance Public Health support for One Croydon in its role within localities.	Mar 2025	

	Public Health support stronger partnership working in localities.	Work with Health and Care Board and One Croydon to develop sub-based structures and consider how the six localities and nine integrated teams can work together.	Mar 2025	
3.4	Working with the voluntary sector			
3.41	Increased ability for the VCS to influence local health agenda.	Support increased agenda items with CVS in forward planning of Health and Wellbeing Board and JSNA process.	Jan 2025	
3.42	Closer working between Public Health with the Voluntary and Community Sector Partnership Board.	Support the Health and Wellbeing Board to review community representation and align processes with Health and Care Board.	Mar 2025	
3.5	Community engagement			
3.51	Increased interface between Public Health team and communities.	Develop a plan of enhanced ways of working and engagement with communities through team objective setting in alignment with the team vision and plan.	Apr 2025	

Theme 4: Evidence based practice: data, intelligence and bringing into strategy.

Item	Priority	Actions	Timeline	On-Track (RAG)
4.1	Strategy Development			
4.11	The Mayor's business plan is central in Public Health strategy development.	The Mayor's business plan is fully considered in the Health and Wellbeing Board and JSNA planning process.	Apr 2025	
4.12	A strengthened governance process supports strategy development and implementation.	Embed Public Health in strategy development across the council. Review use of local data in strategy development. Health in all policies approach is adapted across the council.	Ongoing	
4.2	Joint strategic needs assessment (JSNA) and use of intelligence			

4.22	Updated Croydon Observatory and strengthened use of JSNA.	Expand and highlight analyses on inequalities within localities and communities to support targeting of resources. JSNA oversight group established (to support planning) Development of refreshed JSNA workplan agreed by the Health and Wellbeing Board.	Aug 2025	
4.32	Whole system involvement in the JSNA process and data sharing.	Promote insights and analysis work, further developing the intelligence function, including how data analysts and ICS can work together across Croydon place. Data sharing agreements in place where appropriate between ICS and council.	Sep 2025	