

Public Document Pack

Health & Wellbeing Board

To:

Councillor Louisa Woodley – Chair

Councillor Jane Avis

Councillor Margaret Bird

Councillor Janet Campbell

Councillor Alisa Flemming

Councillor Maggie Mansell

Councillor Yvette Hopley

Dr Angelo Fernandes – Vice-Chair

Rachel Flowers, Director of Public Health

Eleni Ioannadies, Executive Director of People, Croydon Council

Emma Leatherbarrow, Healthwatch Croydon

Guy Van-Dichele, Interim Director of Adults Social Care, Croydon Council

Michael Bell, Croydon Health Services NHS Trust

Faisal Sethi, South London & Maudsley NHS Foundation Trust (SLaM)

Steve Phaure, Croydon Voluntary Action

A meeting of the **Health & Wellbeing Board** will be held on **Wednesday, 24 October 2018** at **2.00 pm** in **F10 - Town Hall**

JACQUELINE HARRIS BAKER
Director of Law and Governance
London Borough of Croydon
Bernard Weatherill House
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16 October 2018

AGENDA – PART A

1. Apologies for Absence

To receive any apologies for absence from any members of the Committee.

2. Minutes of the Previous Meeting (Pages 5 - 10)

To approve the minutes of the meeting held on 20 June 2018 as an accurate record.

3. Disclosure of Interests

In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a

cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative at the start of the meeting. The Chair will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

4. Urgent Business (if any)

To receive notice of any business not on the agenda which in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

5. Public Questions

For members of the public to ask questions to items on this agenda of the Health & Wellbeing Board meeting.

Questions should be of general interest, not personal issues, and must be received in writing no later than noon on the Friday prior to the meeting.

There will be a time limit of 15 minutes for all questions and responses which will be minuted. The responses to any outstanding questions will be included as an Appendix to the minutes.

6. Priority Area Updates (Pages 11 - 16)

This is an update report with input from lead members for each Health and Wellbeing Board priority area.
(Copy attached)

7. Health and Wellbeing Strategy Draft (Pages 17 - 40)

Draft Croydon's Joint Health and Wellbeing Strategy, a key statutory responsibility of the board.
(Copy attached)

8. Children's Priorities (Pages 41 - 48)

Giving children and young people a better start in life is one of eight priority areas in Croydon's draft Health and Wellbeing strategy 2018 – 2023. This report provides further information about this area and how it will be addressed.
(Copy attached)

9. Healthwatch Update

A summary of what has been achieved by Healthwatch in the first 6 months of the contract alongside the approach that will be taken to ensure local leadership and prioritisation.

(Copy to follow)

10. CCG and Council Commissioning Intentions

(Copy to follow)

11. Exclusion of the Press and Public

The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder of a meeting:

“That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

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Public Document Pack Agenda Item 2

Health & Wellbeing Board

Meeting of held on Wednesday, 20 June 2018 at 2.30 pm in F10 - Town Hall

MINUTES

Present: Councillor Louisa Woodley (Chair);
Dr Agnelo Fernandes (NHS Croydon Clinical Commissioning Group) (Vice-Chair);
Councillor Jane Avis
Councillor Margaret Bird
Councillor Janet Campbell
Councillor Alisa Flemming
Councillor Maggie Mansell
Councillor Yvette Hopley
Rachel Flowers, Director of Public Health - Non-voting
Emma Leatherbarrow, Healthwatch Croydon
Guy Van-Dichele, Interim Director of Adults Social Care, Croydon Council - Non Voting
Michael Bell, Croydon Health Services NHS Trust - Non-voting
Eleni Ioannides
Steve Phaure, Croydon Voluntary Action - Non Voting

PART A

1/18 Election of Chair

The Democratic Services Officer opened the meeting and requested nominations for the Chair.

Councillor Mansell nominated Councillor Woodley and this was seconded by Councillor Hopley.

RESOLVED – That the Board agreed that Councillor Woodley was duly elected Chair.

2/18 Confirmation of the Vice-Chair

The Chair confirmed Dr Agnelo Fernandes as Vice-Chair, representing the Clinical Commissioning Group.

3/18 **Minutes of the Previous Meeting**

RESOLVED – That the Board agreed the minutes of the meeting held on 7 February 2018 as an accurate record.

4/18 **Disclosure of Interests**

There were no disclosures at this meeting.

5/18 **Urgent Business (if any)**

There was none.

6/18 **Public Questions**

There were none.

7/18 **Introducing New Members of the Board**

The Health & Wellbeing Board Members introduced themselves and gave a brief description of their current roles and previous experience.

8/18 **Introduction to the Health & Wellbeing Board**

The Director of Public Health introduced the report and thanked Stephen Meah-Sims, Strategy Manager, for his hard work with the LSP. It was explained that the current agreed Board priorities were: increasing focus on prevention; reducing inequalities; and progressing integration and devolution. The proposed additional priorities were: delivering the statutory requirements of the Health and Wellbeing Board, including the production of the Joint Strategic Needs Assessment (JSNA), Pharmaceutical Needs Assessment (PNA), and the Joint Health and Wellbeing Strategy for their local population; and the oversight of the wider determinants of health.

The Director of Public Health explained that it would be positive to engage with the groups who feedback to the Health & Wellbeing Board and to provide help and establish a leadership role. Councillor Mansell suggested that each group should report annually to the Health & Wellbeing Board with an update.

Steve Phaure, Croydon Voluntary Action, noted that at the Health & Wellbeing Board workshop on 18 April 2018 it had been suggested that Members would have a lead responsibility and it would create a good dynamic to ensure all Members were contributing to the meeting. The Chair agreed to circulate the

Members' individual areas agreed at the previous workshop and reallocate areas to new Members.

Councillor Avis noted that the Board should enable less engaged groups to work collaboratively and closely with the Health & Wellbeing Board.

RESOLVED – That the Board agreed the proposed prioritised and the steps to develop the Board substructures and workplan.

9/18

Overview of the Local Strategic Partnership

The Strategy Manager introduced the report and explained that the Croydon Local Strategic Partnership (LSP) had been reviewed and specifically focussed on strengthening partnership working across the borough. He noted that the LSP would meet quarterly and would be represented by Senior Stakeholders and Chief Executives.

There would be six Boards reporting to the LSP, including the Health & Wellbeing Board, and the LSP had agreed priorities that concentrate on children and young people.

Young people at the Youth Congress voted on their top ten priority areas and the top three had helped develop the LSP. These were: how to be successful and make money, crime and safety and mental health issues and support.

A group was to be developed to promote collaborative working between the Boards, offer guidance and to ensure they were at capacity. The LSP would also ensure to focus on forward planning to help achieve goals and have clear governance and communication.

Councillor Mansell suggested that the LSP should focus on prevention work for mental health. She also noted that it was important to ensure the Boards that report to the Health & Wellbeing Board were engaged with and had the opportunity to feedback to the LSP.

Michael Bell, Croydon Health Services NHS Trust, sought assurance that the Health & Wellbeing Board would continue to receive further information from the LSP and that the Terms of Reference were sent to himself and Agnelo Fernandes, Vice Chair. The Interim Director of Adult Social Care and 0-65 Disability agreed to discuss the NHS involvement with the LSP and feedback to the next Health & Wellbeing Board.

The Board requested that they were updated on the priorities established regarding apprenticeships and employment opportunities for young people within the Borough.

RESOLVED – That the Board noted the report.

10/18 **Pharmaceutical Needs Assessment**

The Director of Public Health introduced the report and explained that it was the final 2018 Pharmaceutical Needs Assessment (PNA) for Croydon and Supplementary Statement.

In response to Councillor Hopley the Director of Public Health noted that the data was not sought in Wards as there were pockets of deprivation within the Borough. It was explained that she was exploring different ways to report the data to seek a richer understanding of where the needs were. Councillor Avis added that the data should focus on smaller clusters, ideally by street.

Councillor Flemming noted that it would be beneficial to have included data regarding unexpected pregnancies, particularly focussing on teenage pregnancies, and the role the pharmacy plays within the community. The Director of Public Health added that unplanned pregnancy was not necessarily an issue with underage children. There was a correlation between education and home circumstance with regards to unplanned pregnancy; the Director surmised it would therefore be useful to look at this too.

The Healthwatch Croydon Representative, Emma Leatherbarrow, suggested that the next PNA focussed on diabetic care within pharmacies.

The Interim Director of Adult Social Care and 0-65 Disability, Guy Van Dichele, offered to hold a session focussing on the reported data. The Board agreed that this would be useful.

RESOLVED – The Board agreed to note the final 2018 PNA for Croydon and Supplementary Statement.

11/18 **CCG Commissioning Plans**

The Vice-Chair introduced the report and presentation and outlined the strategic approach and plans of the CCG for 2018/19 with the aim to sustainably transform health and care services in Croydon.

The Chairman of Croydon Health Services NHS Trust thanked the CCG and noted that they had engaged with the NHS and SLAM regarding the pathways for the first time and they fully endorsed the proposals.

The SLAM Representative noted that the CCG leaflets and handouts should be reworded to be accessible for all public members.

The Director of Public Health noted that there were a lot of mental health groups within the Borough and it was important to pull the individual work together.

The Board discussed their concerns regarding the response to trauma, particularly adverse childhood experiences, including aggression and self-harm.

RESOLVED – That the Board noted the report.

12/18 **Exclusion of the Press and Public**

This was not required.

The meeting ended at 5.14 pm

Signed:

Date:

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REPORT TO:	HEALTH AND WELLBEING BOARD (CROYDON) 20 June 2018
AGENDA ITEM:	6
SUBJECT:	Board priority lead area updates
BOARD SPONSOR:	<i>Rachel Flowers, Director of Public Health</i> <i>Cllr Louisa Woodley, Chair of Health and Wellbeing Board</i>
BOARD PRIORITY/POLICY CONTEXT: <ul style="list-style-type: none"> This is an update report with input from lead members for each Health and Wellbeing Board priority area 	
FINANCIAL IMPACT: <i>There are no financial implications of this report it is an update on work currently ongoing.</i>	

1. RECOMMENDATIONS

1.1 This report is for noting and for discussion

2. EXECUTIVE SUMMARY

2.1 This paper provides an update on the Board's priority areas from the Health and Wellbeing Board Lead members for each area.

3. DETAIL

3.1 The Health and Wellbeing Board has agreed the overarching priorities of:

- Health Inequalities
- Increasing focus on prevention
- Integration of Health and Social Care

With the following sub-priorities:

Health Inequalities:

Mental Health – including BAME and CAMHS
 Substance misuse strategy
 Housing and Homelessness

Prevention:

Prevention Strategy
 Dementia Friendly Croydon
 Health Summit

Integration of Health and Social Care:

One Croydon

Local Transformation plan

London Devolution and Croydon

3.2 Reduce Inequalities

a) Improve Mental Health

Children and Young People – Cllrs Fleming and Woodley

Children and Young People's emotional wellbeing and mental health is a key priority for the CCG the Council and the HWBB. The services are subject to a detailed Transformation Plan for the period 2015 -2020. The Local Transformation Plan captures Croydon's response to the government's "Future in Mind" (March 2015) policy document and sets out how we aim to meet the challenges and opportunities to enhance the delivery of CYPMH services. It has been reported that during the period of the plan to date the following highlights have been achieved:

- Improved access to treatment - from 1445 children treated in 2015-16 to 2400 in 2017-18
- Improved access to Psychological Therapies (IAPT) through open access counselling services in the Voluntary sector and via services at South London and the Maudsley NHS Trust
- Reduced wait time from 32 weeks to 14 weeks for routine referrals
- Single Point of Access is operational
- Liaison & Diversion Youth Justice work has commenced
- A Crisis service is operational

Further areas for improvement are being worked on at present.

The transformation Plan is currently being refreshed through the multi-agency "Children and Young People's Emotional Wellbeing and Mental Health Board" the aim is to complete the refresh by the end of the year.

b) Substance Misuse Strategy – Cllr Mansell

The substance misuse strategic framework steering group has been re-established and will meet in November to advance the development following the undertaking of the CLear tool, and evidence-based improvement model developed for enhancing effective collaborative working with partners. Last month the public health team and commissioners attended a sector led improvement peer review with other London boroughs learning from experiences across London and feeding in to city wide development areas with Public Health England London. This is in the context of the new national alcohol strategy, commissioning approach and increased integration across the piece.

c) Housing and Homelessness – Cllr Woodley

A new statutory requirement on public authorities came into force in October 2018 through the Homelessness Reduction Act 2018 to notify a housing authority of any of their services users they consider may be homeless or threatened with homelessness (i.e. it is likely they will become homeless within 56 days). This has widened the responsibility for responding to homelessness.

The Council is leading a review of homelessness and development of a new prevention of homelessness strategy for Croydon. Health and Wellbeing Board Members are asked to read and provide feedback on the draft review of homelessness that is published on the council's website [here](#). Health and Wellbeing Board Members are also asked to contact David Morris (david.2.morris@croydon.gov.uk) if they wish to input into the development of the strategy due for completion by January 2019. It is proposed that the Strategy is brought to the January Health and Wellbeing Board for development of the health and wellbeing action plan.

It is noted that Croydon's Director of Public Health recently sat on a national advisory group around health and rough sleepers.

3.3 Increased focus on prevention

a) Prevention Strategy – Steve Phaure

A steering group for prevention has been convened and agreed to begin framing the discussion by examining (a) what we mean by prevention and (b) how it works best in practice. Joined by Mike Bell (H&WB Board member and Chair of Croydon Health Services NHS Trust), Fouzia Harrington (the CCG's Associate Director: Strategy, Planning and Estates) and members of the Public Health Team, the group started work on a Strategic Framework for presentation to the H&WB Board. As a precursor to the conversation on how Croydon can invest most effectively in preventative work, the Framework adopts a starting point that reads: *We all have a role to play in preventing avoidable physical and mental harm caused by inequality, individual characteristics, lifestyle and environmental factors. Together we can create a better Croydon where opportunities are maximised, all can contribute and all can fulfil their potential.* It is proposed that the group reports to the next Board meeting with a plan outlining how the Strategic Framework can inform discussion at the next Health Summit

b) Dementia Friendly Croydon – Cllr Hopley/Guy Van Dichele

Croydon Dementia Action Alliance (CDAA) has just been awarded 'Working towards Dementia Friendly 18/19' status. The highest accolade awarded by the Alzheimer's Society, the CDAA was started in 2016 by Hakeem Anjorin and gained support from the Health & Wellbeing Board in 2017.

With a wide range of organisations spanning the borough including the council, emergency services, health, private sector and charities, the Croydon Dementia Action Alliance is very active. The Council alone has made more than 1,000 dementia friends and mandatory dementia sessions will shortly be rolled out to all staff. With more than 400 dementia friendly officers, the Met Police have plans for new recruits to attend a session as well. The three pillars of a dementia

friendly society, people, place and process are being developed and underpin the wider work of the CDAA.

c) Health Summit – Cllr Woodley

Following the success of the 2018 Health summit the 2019 Health Summit will take place in March 2019 (date tbc) focussing on prevention.

3.4 Integration

a) One Croydon AND London Devolution and Croydon – Mike Bell

Integration and effective partnership working are prerequisites for maximising the opportunities for borough devolution under the wider London devolution settlement.

Work continues at pace with integration of care pathways through the One Croydon Alliance.

At a strategic level Agnelo Fernandes and Mike Bell commissioned a piece of work that looked at the options for further integration between the Trust and the CCG and across the wider health sector as a foundation for broader integration of health and care in Croydon. With the full agreement of their respective Boards and the active support of regulators they have commenced an ambitious programme to take forward this work over the Autumn.

This programme includes engagement with key stakeholders, particularly Council leadership and general practice.

There has been further exploration of the opportunities for devolution over the Summer in ongoing discussions with colleagues at the GLA and London Councils and have explored learning with colleagues from Greater Manchester.

SWL STP has been rebranded as the SWL Health and Care Partnership (HCP). Work continues with colleagues at the commissioning and provider levels to better define those services which lend themselves to sub-regional planning and delivery and those which could be better controlled at a local level through a devolved system that is locally led, politically guided and clinically/professionally driven.

b) Transformation plan – Dr Agnelo Fernandes

The Health and Social Care Act 2012 places health and wellbeing boards at the heart of planning to transform health and social care and achieve better population health and wellbeing. Supporting Croydon's Health and Wellbeing Board strategy, the Croydon Transformation Board brings together senior leaders from the council, the NHS and the voluntary sector to focus joint efforts on actions we can take together that can have the maximum impact to improve the health of the local population. The Transformation Board will summarise these priorities in the Croydon Health and Care Plan which will be published in March 2019.

There will be a full day engagement event on the 20th November to further engagement on the health and care plan. This will be chaired by Cllr Louisa Woodley in her role as Chair of the Health and Wellbeing Board and Dr Agnelo Fernandes in his role as vice-chair of the Health and Wellbeing Board and Chair of Croydon CCG.

4. SERVICE INTEGRATION

- 4.1** The report includes updates on areas of integration

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 The effect of the decision

There are no direct financial implications arising from this report

Approved by: Lisa Taylor, Director of Finance, Investment and Risk, Croydon Council

6. LEGAL CONSIDERATIONS

There are no legal considerations arising from this report.

Approved by: Sandra Herbert Head of Corporate and Litigation Law for and on behalf of Jacqueline Harris-Baker Director of Law and Governance, Council Solicitor and Monitoring Officer.

7. EQUALITIES IMPACT

- 7.1** The priority areas are chosen to focus on reducing inequalities and this report is an update on the work being undertaken across the priority areas and does not directly have any impacts on equalities.

CONTACT OFFICER: [Rachel Flowers, Director of Public Health, Croydon Council]
[Rachel.Flowers@Croydon.gov.uk 020 8726 5596]

BACKGROUND DOCUMENTS: None.

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REPORT TO:	HEALTH AND WELLBEING BOARD (CROYDON) 20 June 2018
AGENDA ITEM:	7
SUBJECT:	Draft Croydon Health and Wellbeing Strategy 2018-2023
BOARD SPONSOR:	<i>Cllr Louisa Woodley, Chair of the Health and Wellbeing Board</i> <i>Rachel Flowers, Director of Public Health</i>
BOARD PRIORITY/POLICY CONTEXT: <ul style="list-style-type: none"> This is the draft Croydon's Joint Health and Wellbeing Strategy, a key statutory responsibility of the board 	
FINANCIAL IMPACT: <i>This paper itself does not have direct financial implications however it is a strategic framework for the development of health and wellbeing focused services</i>	

1. RECOMMENDATIONS

- 1.1 The Board is asked consider the draft Health and Wellbeing Strategy (Appendix 1)
- 1.2 The Board are asked to approve the Priorities within the draft Health and Wellbeing Strategy (Appendix 1) for the final strategy to come to the January 2019 Health and Wellbeing Board for sign off
- 1.3 The Board is asked to note the development of the health and care transformation plan which will become a delivery plan of this strategy (as set out in 3.9, appendix 3)

2. EXECUTIVE SUMMARY

- 2.1 The report provides context for the attached draft Health and Wellbeing Strategy which is a document being developed by the board outlining the borough's 5 year strategy for health and wellbeing of those living and working in Croydon

3. Background and Context

- 3.1 Health and Wellbeing Boards are a formal committee of the local authority, created by the Health and Social Care Act 2012, charged with promoting greater integration and partnership between bodies from the NHS and local government. They have a statutory duty, with clinical commissioning groups (CCGs), to produce a joint strategic needs assessment and a joint Health and Wellbeing Strategy for their local population.
- 3.2 The previous iteration of the Joint Health and Wellbeing Strategy had outcomes leading to 2018.

- 3.3 Developing the Joint Health and Wellbeing Strategy is a statutory requirement of the Board but also presents an opportunity to pull together the considerable work that is being undertaken across the borough into a cohesive strategy.
- 3.4 The health and care system needs to be designed for more effective communications between partners and the public to be able to see, and take part in, the changes as they are developed. The Health and Wellbeing Strategy is a tool to assist in the necessary shift towards prevention, both within the health and social care system but also within the wider community.
- 3.5 Appendix 2 provides a sample layout for the strategy to give a flavour of the final document.
- 3.6 **Croydon health and care transformation plan** (see appendix 3)

The Croydon health and care transformation plan is being developed with partners across the health and care system led by the One Croydon transformation board. System wide programme boards have been considering proactive models of care. The plan is informed by a programme of continuous engagement and the next event to test the current thinking is planned for the 20 November.

- 3.7 Appendix 3 is draft only and sets out:
- Draft goals, which align with the Health and Wellbeing Strategy. The goals include peoples aspiration statements, which build on the OBC 'I statements'. Following specific engagement on these, the 'I statements' have been developed so they can reflect the whole population.
 - The draft priorities, which will have the greatest impact in achieving our goals
 - The draft strategic approach; a proactive model
 - And draft initiatives to deliver the priorities

4. Conclusion and Recommendations

- 4.1 This paper proposes that the Board considers the draft Health and Wellbeing Strategy and discusses and approves the proposed priorities for the final report to come to the board in January 2019.
- 4.2 This paper requests that the board notes the draft health and care plan on a page that supports the strategy delivery.

5. CONSULTATION

- 5.1 As outlined above the priorities have been developed with the Health and Wellbeing Board and this paper is part of the ongoing consultation process

6. SERVICE INTEGRATION

- 6.1 Service integration is the one of the principles for the development of a Joint Health and Wellbeing Strategy and the attached document refers to integration throughout.

7. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 7.1 There are no direct financial implications arising from this report.
- 7.2 The draft strategy outlines the strategic direction that will inform future commissioning decisions. As these decisions are developed and implemented the financial implications will be fully explored and reported.

Approved by: Lisa Taylor, Director of Finance, Investment and Risk

8. LEGAL CONSIDERATIONS

- 8.1 No legal advice has been sought, this is part of the Boards statutory functions.

9. EQUALITIES IMPACT

- 9.1 The report is proposing that the Health and Wellbeing Strategy be developed in line with the HWB priorities which include reducing inequalities and increasing prevention. Evidence shows that people with protected characteristics are disproportionately impacted by poor health both physical and mental health and often die prematurely. With these priorities the Health and Wellbeing is explicitly setting an expectation around equalities impact - more importantly trying to reduce or mitigate inequalities experiences around health.
- 9.2 An equalities impact assessment will be undertaken for strategy following approval of the draft priorities.

CONTACT OFFICER: [Rachel Flowers, Director of Public Health, Croydon Council]
Rachel.Flowers@Croydon.gov.uk 020 8726 5596

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Foreword

By Councillor Louisa Woodley, Chair of the Croydon Health and Wellbeing Board

Croydon is an exciting and diverse borough that is growing rapidly – both physically and in through culture, employment, and its rapidly transforming health sector. We are in the midst of a revolution in health and wellbeing with multiple partners within the Health and Wellbeing Board significantly shifting their focus towards preventing ill health rather than focusing on just dealing with the aftermath of an unhealthy existence.

Our Health and Wellbeing strategy is about how we work together to create the best conditions for people to live fulfilling lives. Everyone in Croydon deserves the best start in life and to grow up to work and live in an environment that enhances their wellbeing. This means living in a place that feeds your sense of worth, has community and feels safe, having clean air to breathe and environments that encourage healthy choices.

Our Health and wellbeing strategy is an opportunity to capture the considerable work already going on across the borough and bring it together into a coherent strategic whole. The system needs to be designed for more effective communication between partners and the public to be able to see and take part in the changes as they are developed. This strategy is a tool to assist in the necessary shift towards prevention, both within the health and social care system but also within the wider community.

Across society there is an increasing understanding that it is not good enough to merely focus on dealing with problems when they arise, there is a need to understand and tackle the root cause and stop issues from arising in the first place. To achieve this requires a shift in attitudes and cultures within our health and care services and beyond. The role of the Health and Wellbeing Board and this strategy is to provide the strategic oversight for those delivering this work and facilitate working together as a system to reach this goal.

I am very proud of the work being undertaken within Croydon, underpinned by the ambitious development of One Croydon and the council's recent corporate plan focusing on prevention and localities based working. The development of the Health and Care Transformation plan to be published in March 2019 will support the delivery of the strategy focusing on joint actions agreed by leaders from the council, NHS and the voluntary sector within the Croydon Transformation Board.

This is an exciting time for health and wellbeing in Croydon. This strategy represents a step change in providing transparency through the prevention agenda and welcoming the opportunity of locality approaches across the borough.

Challenges in Croydon

9.9 years difference in male life expectancy Selsdon and Ballards and Selhurst

2,004 households in temporary accommodation

7.6 % Unemployment rate

1 in 10 4-5 year olds in Croydon are obese

47,978 adults in Croydon have a common mental health problem at any one time

In 2016 445 babies born weighing less than 2.5kg (5.5lb)

It's estimated that 10,041 older people are lonely and 5,522 are experiencing intense loneliness

349 children aged 10-18 supervised by a youth justice team

58.3% of students achieved 5 GCSE's grade A*-C

Improving Health and Wellbeing

Becoming a healthier, happier borough requires improvements in living conditions, opportunities and lifestyle choices.

Over 10,000 people in Croydon live in areas ranked amongst the most deprived 10 per cent nationally. 1100 children are born in to poverty every year in Croydon. People living in deprived neighbourhoods are more likely to experience multiple disadvantage, die earlier, and have more years in long-term ill health. This is wrong and it needs to change.

Improving health requires having better social and economic conditions. For example, people living in good quality affordable houses, achieving in education and working in good jobs.

The majority of early deaths are still related to unhealthy lifestyles; smoking, excessive alcohol use, poor diet, and low levels of physical activity. More often than not, people who develop long term health conditions have two or more of these risk factors. Poor lifestyle choices shorten lives and burden the health system. To be the best borough for health and wellbeing everyone must work together to get mentally and physically healthier.

Improving Health and Care services

As more people develop multiple long term conditions, focus shifts from curing illnesses to managing health conditions. Health and care services need to adapt to these changes. Too often care is organised around single illnesses rather than all of an individual's needs. Many people are treated in hospitals when care in their own homes and communities would be better for them. Services can sometimes be hard to access and difficult to navigate.

Croydon will continue to develop the leading-edge work of One Croydon on making care services more person-centred, integrated and preventative. All organisations need to work together to achieve this.

Improving health services needs to happen alongside achieving financial sustainability. This is a major challenge. Making the best use of the collective resources across organisations will help us sustain and develop Croydon's health and care system.

Ambition

'Working together to make Croydon a great place to live, work and play for all its residents through creating rapid improvements in the health and wellbeing of our communities'

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. The people of Croydon live their lives with minimal need for services, but when they do need them the services are available in the right place, at the right time.'

How are we going to do that?

Reducing Inequalities – People experiencing the worst health will improve their health the fastest giving everyone the best opportunity to live long, happy and healthy lives

Focusing on prevention—We all have a role to play in preventing avoidable physical and mental harm caused by inequality, individual characteristics, lifestyle and environmental factors. Together we can create a better Croydon where opportunities are maximised, all can contribute and all can fulfil their potential, living longer, healthier lives

Increased Integration – With health and care services that place people, their families, neighbours and communities at the heart of decision making we will provide joined up care in the best place and in the best way for them to achieve positive outcomes. This is the best way to ensure a sustainable health and care system for people in Croydon today and for our future generations.

8 Priority areas:

1. **A better start in life**
2. **Strong, engaged, inclusive and well connected communities**
3. **Housing and the environment enable all people of Croydon to be healthy**
4. **Mental wellbeing and good mental health are seen as a driver of health**
5. **A strong local economy with quality, local jobs**
6. **Get more people more active, more often**
7. **A stronger focus on prevention**
8. **The right people, in the right place, at the right time**

1. **A better start in life** ensuring that children and young people are provided with the best physical and emotional environment for growing up in.

There is a huge opportunity to improve health and wellbeing outcomes and reduce inequalities by focusing on children and young people and their families from before conception through the early years of life. A better start in life provides important foundations for good health and wellbeing throughout life and for future generations

This means a better start for every Croydon baby from planning a pregnancy to age two, by providing high quality, and joined up primary care, antenatal, maternity, children and family services. Parents and care givers should be supported within their communities in accordance with their health and social needs, this should include addressing issues from before pregnancy. There will be a focus on the **first 1,000 days** on the back of the Director of Public Health's 2018 Annual report.

Ensuring the best start will make a significant impact on the emotional resilience and mental health of children as they mature. However, many of our older children may not have received all the support they needed in these crucial early years or they may have experienced one or more adverse childhood events while negatively impact on their mental health. We must work to promote mental health and emotional wellbeing for all children and young people of Croydon. Supporting the development and delivery of the **Children and Young Person's Mental Health Transformation plan**.

All Croydon children should enter school at reception age ready for school and equipped to have the best chance at life.

Croydon must continue its work to address **healthy weight** in children. There should be focus on reducing the differences which exist across the borough. Prevalence among children in the most deprived areas of Croydon is double that of children in the least deprived areas. The **child healthy action plan** (2017-2020) takes a partnership approach across Croydon to addressing both healthy eating and physical activity levels.

There is an opportunity with the new **London Healthy Years programme** to focus efforts on younger children; this should be a priority to reduce the number of children overweight and obese in reception.

2. Strong, engaged, inclusive and well connected communities

The relationships and resources in communities are building blocks for good health. Croydon has brilliant and diverse communities, well-established neighbourhood networks and a thriving third sector; we must harness these strengths. Croydon's Health and Wellbeing Board will further its engagement with communities through an annual **Health Summit**.

There are vulnerable groups and areas of the borough which experience health inequalities. These include people in poverty, migrants, refugees and asylum seekers, the homeless and people with disabilities. People's health outcomes can also depend on specific characteristics, such as ethnicity, gender and sexuality, amongst others. For some groups, tailored work can help close the gap in health outcomes, sensitive to specific needs, we are increasingly seeing the value that peer support programmes and using community assets has in these areas. This also applies for those with learning and/or physical disabilities who need specific support in order to thrive in the borough. **Fair access to person-centred services, which build on individual and community strengths, will help reduce health inequalities in Croydon.**

Being an **inclusive borough** means actively promoting our diverse communities and maximising opportunities for traditionally excluded groups to contribute to the life of Croydon. We must build on the strengths of all people and recognise first and foremost their roles as employees, volunteers, investors and consumers. Our built environment, transport, housing must all promote independence and social inclusion.

In September, the borough of Croydon was awarded '**Working towards Dementia Friendly 18/19**' status by the Alzheimer's Society. The success of the work by Croydon Dementia Action Alliance (CDAA) is a great example of partnership working which can be utilised alongside new work stream such as **Make Disability Everyone's Business** being developed with service users, their families and carers to improve their lived experience.

3. Housing & Environment to enable all people of Croydon to be healthy

To be a healthy borough, our environment must promote positive wellbeing. This means Croydon's homes are affordable, warm, secure, and support independent living. This includes developments such as over 10,000 new residences being built in Croydon.

Green space, leisure provision and walking and cycling opportunities promote health and happiness. Considerations about future growth must ensure **adequate development of healthy high streets and enhanced open spaces**.

As Croydon grows and care settings change, facilities must enable the best care to be provided in the right place for the most efficient use of resources. Health and social care organisations need to ensure **there are enough facilities and they are fit for purpose** for those who use and work in them.

The average age of death for someone sleeping rough is 47 years old, and even lower for homeless women at 43. The reasons that people find themselves homeless are multiple and there is a clear, but complex relationship between housing, homelessness and health. Croydon is developing a **Homelessness Prevention Strategy** to develop a borough wide approach to preventing homelessness and addressing the needs of this vulnerable population. This includes adequate provision for temporary housing and long term housing solutions as well as support to increase access to care for people sleeping rough and outreach support.

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

Our ambitions for mental health are crucial for reducing health inequalities. Good employment, opportunities to learn, decent housing, financial inclusion and debt are all key determinants of emotional wellbeing and good mental health. **Improving mental health is everyone's business**. We want to see this led by employers, service providers and communities.

Three quarters of lifetime mental illness (except dementia) begins by the age of 25, so mental health and wellbeing support for children and families is a priority. This includes early support for women during pregnancy and the first few month's post-birth, improved

links with schools and better experiences for service users as they move between children and adult services.

Developed in the wake of the 2017 Woodley review the **Mental Health Transformation** plans build on the review's recommendations with redesign of community mental health services with improved information and advice, enhanced primary care support and more joined up working to improve access and reduce repeat assessments. Care for people experiencing a mental health crisis will be improved, with crisis resolution available in the community and more provision within health and social care.

The Croydon Mental Health Strategy will be refreshed in 2019 providing an impetus to improve services across the borough and develop a preventative approach focusing not just on the provision of services but also the development of resilience in individuals and communities and supporting general mental wellbeing.

We need improved **integration of mental and physical health services** around all the needs of individuals. This means addressing the physical health needs of those living with mental illness, and always considering the mental and emotional wellbeing of those with physical illness.

There is a high prevalence of co-occurring conditions in mental health and alcohol/drug treatment populations with evidence suggesting that people are frequently unable to access care from services, including when intoxicated or experiencing mental health crisis. There are many vulnerable people within this group who easily fall through the gaps **Croydon will develop a whole person approach** to care for people so that they are able to access substance misuse and mental health services when they need them regardless of co-occurring issues.

Suicide is the leading cause of death in men under 40, and self-harm is on the rise particularly in younger populations. Croydon's self-harm and suicide prevention strategy will support a collaborative approach to making **prevention of suicide and self-harm business as usual** across the whole of health and care in the borough.

5. A Strong Local Economy with quality, local jobs

A good job is really important for good health and wellbeing of working age people. To reduce social inequalities, Croydon needs a **strong local economy driving sustainable economic growth for all people** across the borough. This includes creating more jobs and better jobs, ensuring our residents have the skills and can access the right pathways to secure these jobs, tackling debt and addressing health.

One of our biggest economic strengths as a borough is our health and medical sector, with a wealth of talent and huge concentration of innovative organisations. With collaboration across private, public and community organisations, including our blossoming digital sector, **Croydon is perfectly placed to be a great location for health innovation.**

We must also recognise that health and care organisations employ a huge number of people in the borough. We must do all we can to promote the health and wellbeing of the workforce and reduce social inequalities through how people are employed.

The NHS as the largest employer in the Borough has a particular responsibility. It is not just what we commission and provide but how we commission and provide services. Our procurement and employment practices need to ensure that we ensure are contributing to ensuring a well-paid and skilled workforce that builds the capacity of local people to secure and well paid jobs and continually invest in their acquisition of skills and professional development. This is equally applicable to all employers large and small to take steps to improve the health of our workforces , as modelled through healthy workplace charters and commitments such as the Council's to the London Living Wage.

The health and care workforce within Croydon are highly trained, motivated, creative and caring, working hard to deliver high quality care for people in Croydon. This workforce, many of whom live within the borough, are an instrumental part of making change happen.

We should **work as one workforce for Croydon**. Developing shared values and collaborative working will support the joining up of services and make integration a natural progression. New population-based models of care will require the development of increased working across organisational boundaries. We will build on the fantastic work of One Croydon to take this further across all aspects of the health and care sector within Croydon.

Working fully in partnership with the third sector and those in caring and volunteer roles in the community will be crucial to make the most of our borough wide assets

6. Get more people more active, more often

This is not just about physical activity. We want everyone in Croydon to be more active more often in multiple aspects of their lives. Physical activity has long been known to be an important driver for health but we want Croydon to go further and encourage general activity to improve health for Croydon's residents. Social Isolation is a major driver of ill health, particularly in our older residents, this can be addressed through increased availability and reduced barriers to activities across Croydon for a range of cultural, arts, and sporting activities.

If everybody at every age gets more active, more often, we will see a major improvement in health and happiness. We can reduce obesity, improve our wellbeing, become more socially connected and recover better from health problems.

Croydon has been developing its 'social prescribing' model and we want it to go further. Creating a culture across the health and care sector that social interventions are just as important as traditional service offers is key to reducing the causes of poor health and wellbeing in Croydon.

We want Croydon do be the most active borough in London. We are well placed with our existing social and cultural infrastructure, with over 120 parks, 5 leisure centres, a burgeoning voluntary sector and the future opportunities through new developments such as Fairfield Halls reopening in 2019. It means **including activity as part of treatment** more.

It also means making **active travel** the easiest and best option wherever possible, with lots more walking and cycling due to good infrastructure, creative planning and behaviour change.

7. A stronger focus on Prevention

‘We want Croydon to be a great place where everyone can live healthy and fulfilling lives. Croydon is developing a **Strategic Prevention and Creation Framework** to be used as the start of a conversation with our communities and our stakeholders to ensure the framework can contribute to improvements in the wellbeing of all.

A radical upgrade in prevention requires a **whole-borough approach**. Obesity is a huge local and national challenge. It is preventable, but is currently rising due to poor diet, low levels of physical activity and environments which encourage unhealthy weight.

Violence blights lives and fractures communities. In many cases it is a preventable harm and as such requires a public health response to minimise future risk. Croydon will pioneer work in this area initially in relation to knife and gang related crime and extending this approach to domestic violence and sexual violence over time.

About half of people born after 1960 will develop some form of cancer during their lifetime. Many of these can be linked to lifestyle choices. Cancer prevention, early diagnosis and successful therapy will reduce inequalities and save money. Croydon must pursue a sustained programme to increase public awareness of lifestyles which **increase the risk of cancer and support lifestyle changes**.

Our services need to be more proactive and preventative in their approach. This will involve making more use of evidence-based interventions at the early stages of disease. Local, timely and easy access to tests and treatment will be important to prevent conditions getting worse, together with a focus on earlier identification of those at higher risk of developing conditions. These approaches should help people remain healthy and independent for longer and will be driven by the **Together for Health** Board.

To **protect the health of Croydon’s** communities, infection prevention and control, and environmental hazards such as air quality and excess seasonal deaths will be improved by a coordinated local and regional partnership approach. The Croydon Health Protection Forum lead on this key agenda.

8. The right people, in the right place, at the right time

For too long health and social care has ended up creating pathways and services that suit the process better than the people that use them, this has meant that it is all too common that people find that they have ‘come to the wrong place’ and bounce around services before they are able to find the support or care that they need. Through mechanisms such as One Croydon, integration and collaboration between organisations will allow us to remove these barriers, and in developing services with the people of Croydon we will be able to make sure that wherever someone enters the system it is the system that takes ownership of the next steps not giving the responsibility straight back to the individual.

We will develop the Croydon system to deliver **strengths based social care** working to start with what is possible, not what is not.

For more effective, efficient health and care we need to **move more services to community settings**. This needs **population-based, integrated models of care, sensitive to the needs of local communities**. This must be supported by **better integration** between physical and mental health care with care provided in and out of hospital.

Providing care in the most appropriate setting will ensure our health and social care system can cope with surges in demand with effective urgent and emergency care provision.

How services are configured and where they are placed will change over the coming years, so **engagement with local populations** is really important.

Who will achieve this?

The Health and Wellbeing Board - Provide leadership and direction to help and influence everyone to address the 8 priority areas. The Health and Wellbeing Board priority lead members will regularly update the board on the progress within their lead area. The Board will continually ask what we are doing to reduce inequalities, create a sustainable system and to improve wellbeing through shifting to prevention.

Other groups and Boards – The delivery of the Health and Wellbeing Strategy will be through other groups and boards that are overseen by the Health and Wellbeing Board. The structures of the Board and any sub-groups needs to align with the principles of this strategy to allow its delivery. Alongside the development of action plans to deliver the strategy there will be an extensive review of the governance structures in place to support this vision.

The Health and Wellbeing Board will work with other Local Strategic Partnership boards to assist the development of plans and strategies to achieve specific priorities and outcomes of the Croydon Health and Wellbeing Strategy

Health and Care Organisations in Croydon

Our health and social care commissioner and provider organisations will lead the coordination of these changes over the coming years, starting with the Croydon **Transformation Plan** as the key mechanism for delivering this strategy

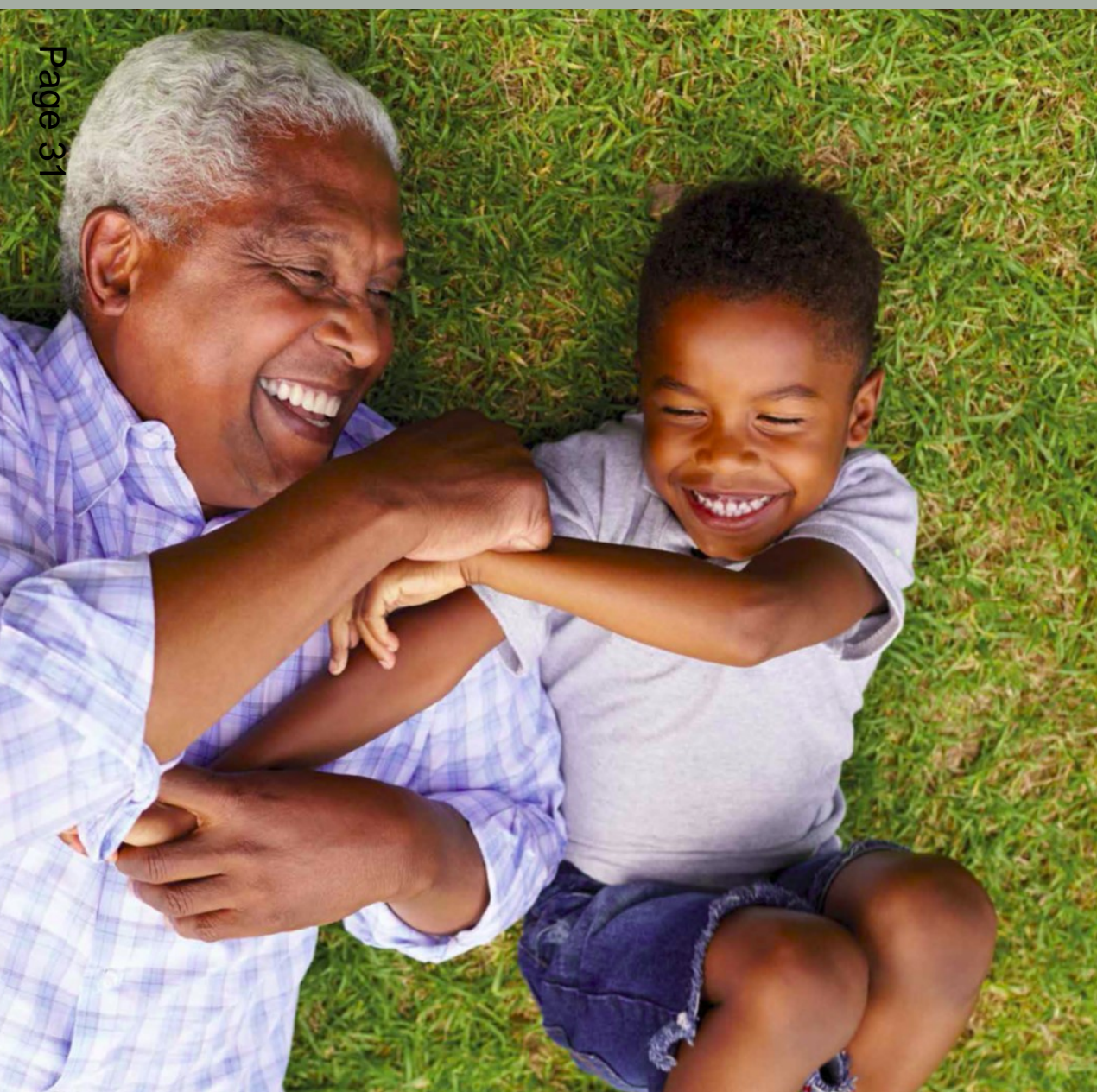
Continue to develop One Croydon as a key vessel to implement the Health and Wellbeing Strategy through integration and system development.

Local Communities – Take ownership and responsibility for promoting community health and wellbeing. Support vulnerable members of the community to be healthy and have strong social connections

INDICATORS – Shared indicators are under development across the system

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Croydon Health and Wellbeing Strategy 2018-2023—DRAFT



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Foreword

By Councillor Louisa Woodley, Chair of the Croydon Health and Wellbeing Board

Croydon is an exciting and diverse borough that is growing rapidly – both physically and in through culture, employment, and its rapidly transforming health sector. We are in the midst of a revolution in health and wellbeing with multiple partners within the Health and Wellbeing Board significantly shifting their focus towards preventing ill health rather than focusing on just dealing with the aftermath of an unhealthy existence.

Our Health and Wellbeing strategy is about how we work together to create the best conditions for people to live fulfilling lives. Everyone in Croydon deserves the best start in life and to grow up to work and live in an environment that enhances their wellbeing. This means living in a place that feeds your sense of worth, has community and feels safe, having clean air to breathe and environments that encourage healthy choices.

Our Health and wellbeing strategy is an opportunity to capture the considerable work already going on across the borough and bring it together into a coherent strategic whole. The system needs to be designed for more effective communication between partners and the public to be able to see and take part in the changes as they are developed. This strategy is a tool to assist in the necessary shift towards prevention, both within the health and social care system but also within the wider community.

Across society there is an increasing understanding that it is not good enough to merely focus on dealing with problems when they arise, there is a need to understand and tackle the root cause and stop issues from arising in the first place. To achieve this requires a shift in attitudes and cultures within our health and care services and beyond. The role of the Health and Wellbeing Board and this strategy is to provide the strategic oversight for those delivering this work and facilitate working together as a system to reach this goal.

I am very proud of the work being undertaken within Croydon, underpinned by the ambitious development of One Croydon and the council’s recent corporate plan focusing on prevention and localities based working. The development of the Health and Care Transformation plan to be published in March 2019 will support the delivery of the strategy focusing on joint actions agreed by leaders from the council, NHS and the voluntary sector within the Croydon Transformation Board.

This is an exciting time for health and wellbeing in Croydon. This strategy represents a step change in providing transparency through the prevention agenda and welcoming the opportunity of locality approaches across the borough.

The Challenges

Improving Health and Wellbeing

Becoming a healthier, happier borough requires improvements in living conditions, opportunities and lifestyle choices.

Over 10,000 people in Croydon live in areas ranked amongst the most deprived 10 per cent nationally. 1100 children are born in to poverty every year in Croydon. People living in deprived neighbourhoods are more likely to experience multiple disadvantage, die earlier, and have more years in long-term ill health. This is wrong and it needs to change.

Improving health requires having better social and economic conditions. For example, people living in good quality affordable houses, achieving in education and working in good jobs.

The majority of early deaths are still related to unhealthy lifestyles; smoking, excessive alcohol use, poor diet, and low levels of physical activity. More often than not, people who develop long term health conditions have two or more of these risk factors. Poor lifestyle choices shorten lives and burden the health system. To be the best borough for health and wellbeing everyone must work together to get mentally and physically healthier.

349 children aged

10-18 supervised by a youth justice team

It's estimated that **10,041** older people are lonely and **5,522** are experiencing intense loneliness

Improving Health and Care services

As more people develop multiple long term conditions, focus shifts from curing illnesses to managing health conditions. Health and care services need to adapt to these changes. Too often care is organised around single illnesses rather than all of an individual's needs. Many people are treated in hospitals when care in their own homes and communities would be better for them. Services can sometimes be hard to access and difficult to navigate.

Croydon will continue to develop the leading-edge work of One Croydon on making care services more person-centred, integrated and preventative. All organisations need to work together to achieve this.

Improving health services needs to happen alongside achieving financial sustainability. This is a major challenge. Making the best use of the collective resources across organisations will help us sustain and develop Croydon's health and care system.



47,978 adults in Croydon have a common mental health problem at any one time

Croydon Health and Wellbeing Strategy 2018-2023

We have a bold ambition

‘Working together to make Croydon a great place to live, work and play for all its residents through creating rapid improvements in the health and wellbeing of our communities’

And a clear vision

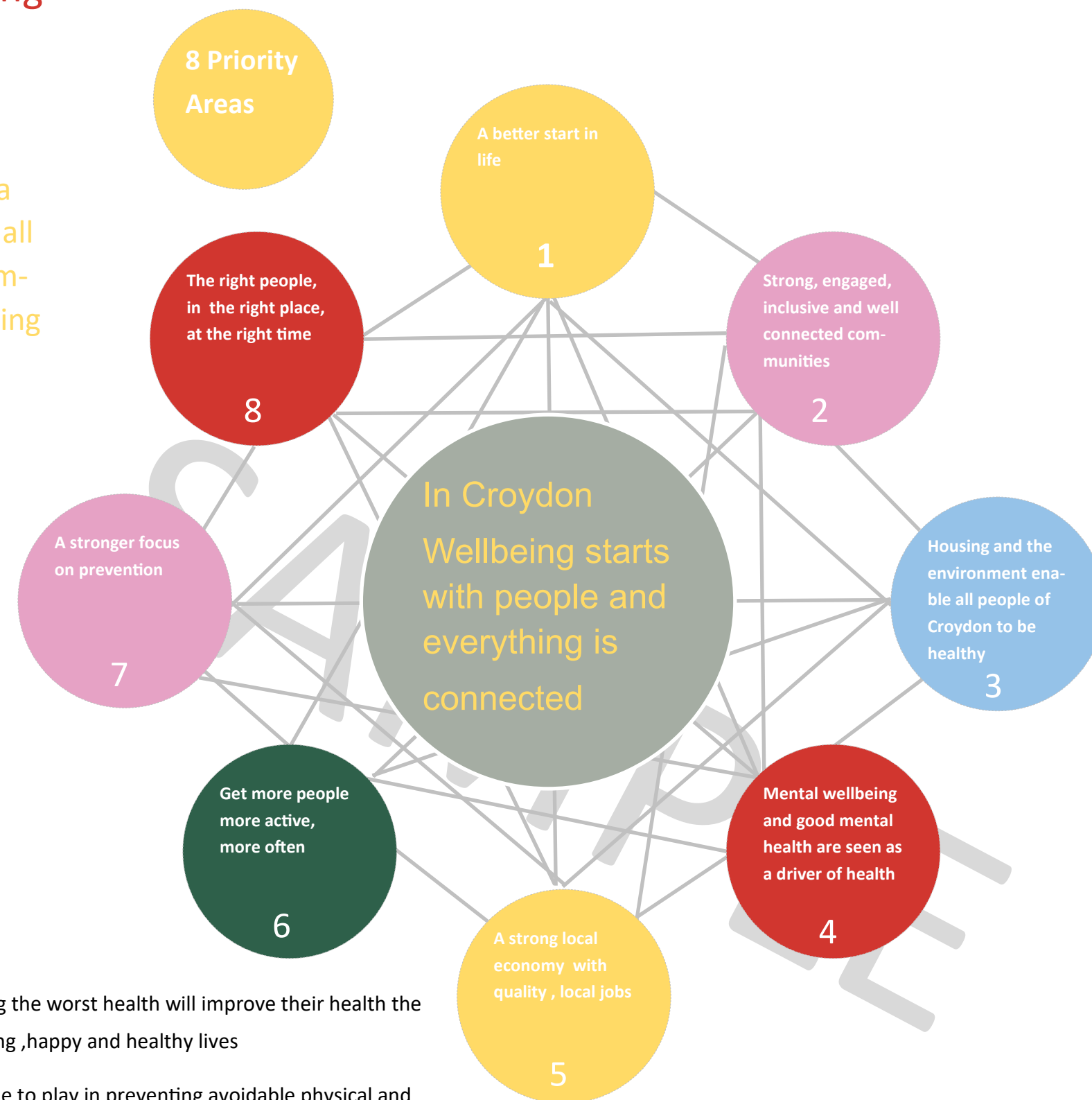
‘Croydon will be a healthy and caring borough where good health is the default not the exception and those that experience the worst health improve their health the fastest. The people of Croydon live their lives with minimal need for services, but when they do need them they are available in the right place, at the right time’

How we are going to achieve this:

Reducing Inequalities - People experiencing the worst health will improve their health the fastest giving everyone the best opportunity to live long ,happy and healthy lives

Focusing on prevention – We all have a role to play in preventing avoidable physical and mental harm caused by inequality, individual characteristics, lifestyle and environmental factors. Together we can create a better Croydon where opportunities are maximised, all can contribute and all can fulfil their potential, living longer, healthier lives

Increased Integration –With health and care services that place people, their families, neighbours and communities at the heart of decision making we will provide joined up care in the best place and in the best way for them to achieve positive outcomes. This is the best way to ensure a sustainable health and care system for people in Croydon today and for our future generations.



Indicators

- MR 2
- birth Weight
- ' readiness
- people in employment, education and training
- Under conception
- % YP in
- People af g to heat their home
- Households i temporary accommodation
- Excess winter de
- Children's positive ' of their wellbeing
- Proportion of people use services who are in contr their lives.

SHARED INDICATORS UNDER DEVELOPMENT ACROSS THE SYSTEM

Priorities

A better start in life

1. A better start in life ensuring that children and young people are provided with the best physical and emotional environment for growing up in.

There is a huge opportunity to improve health and wellbeing outcomes and reduce inequalities by focusing on children and young people and their families from before conception through the early years of life. A better start in life provides important foundations for good health and wellbeing throughout life and for future generations

This means the best start for every Croydon baby from planning a pregnancy to age two, by providing high quality, and joined up primary care, antenatal, maternity, children and family services. Parents and care givers should be supported within their communities in accordance with their health and social needs, this should include addressing issues from before pregnancy. There will be a focus on the **first 1,000 days** on the back of the Director of Public Health's 2018 Annual report.

Ensuring a better start will make a significant impact on the emotional resilience and mental health of children as they mature. However, many of our older children may not have received all the support they needed in these crucial early years or they may have experienced one or more adverse childhood events while negatively impact on their mental health. We must work to promote mental health and emotional wellbeing for all children and young people of Croydon. Supporting the development and delivery of the **Children and Young Person's Mental Health Transformation plan**.

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2,004 households

in temporary accommodation

In 2016 445 babies were born weighing less than 2.5kg (5.5lb)

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7.6%
Unemployment rate

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SAMPLE

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OUR VISION

Working together to help you lead your life

STRATEGIC GOALS AND OUTCOMES

Improve healthy life expectancy

- People are living longer and healthier lives

Reduce Inequalities

- Inequalities of life expectancy between areas is closing

A sustainable health and care system

- Affordable models of care delivering improved outcomes

Peoples aspirations

- I am in control of my own health and well being
- I am able to stay healthy, active and independent as long as possible
- I live in an active and supportive community
- I can access the support my family and I need
- I can access quality services that are created with me and my family in mind

STRATEGIC PRIORITIES

Improve
quality of life

Enable a better
start in life

Improve wider
determinants of
health and well being

Integrate health and
social care

STRATEGIC APPROACH

Greatest Needs

Manage Well

Stay Well

Keeping people well

Housing
Education
Income
Environment
Behaviours
Community

Housing support
Work with schools and colleges
Employment and welfare
Healthy and social places
Developing resilience
Feeling safe and included

Whole
population
management

Integrated
health and
care

Locality based
health and
care

Enablers

STRATEGIC INITIATIVES

▪ People have the
support and access in
the right place at the
right time

▪ People are able to
manage well

▪ People are able to stay
well

▪ Healthy Weight
▪ Healthy Mind
▪ Immunisation in the
Community

▪ Health, well being and care in all policy
▪ Housing support for mental health
▪ Working with schools

▪ Integrated Care System
▪ Population health management
▪ Active and Supportive Communities
▪ Locality based out of hospital care
▪ Integrated, multi skilled workforce, IT and estates
▪ Adult and social care transformation

▪ Shared decision making,
strength based care and
patient activation

▪ Active and supportive
communities

▪ Prevention, early
intervention, early
detection

▪ Long term conditions
and disabilities focus

- Healthy weight
- Diabetes
- Coronary Vascular Disease
- Children with disabilities

▪ Mental health

▪ Information and sign
posting

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REPORT TO:	HEALTH AND WELLBEING BOARD (CROYDON) 24 October 2018
AGENDA ITEM:	8
SUBJECT:	Health and Wellbeing Board Children's Priorities
BOARD SPONSOR:	Cllr Louisa Woodley, Chair of the Health and Wellbeing Board Rachel Flowers, Director of Public Health

BOARD PRIORITY/POLICY CONTEXT:

- Giving children and young people a better start in life is one of eight priority areas in Croydon's draft Health and Wellbeing strategy 2018 – 2023. This report provides further information about this area and how it will be addressed.

FINANCIAL IMPACT:

There are no direct financial implications arising from this report.

There could be financial implications associated with individual commissioned activity in the future as a result of the work undertaken on the priorities detailed in this report and these will require the relevant approvals as they arise.

1. RECOMMENDATIONS

- 1.1 The Board is asked to approve the draft Health and Wellbeing Board children's priorities
- 1.2 The Board is invited to agree the proposals for taking forward the priorities.

2. EXECUTIVE SUMMARY

- 2.1 This report describes how and why the Board's draft children's priorities were identified and proposes a process for taking them forward.

3. BACKGROUND AND CONTEXT

- 3.1 In 2017, following Croydon's Youth Congress, Croydon's Local Strategic Partnership (LSP) identified children and young people (CYP) as their key priority over the next two years and agreed to develop a Youth Plan in conjunction with the following strategic boards:
 - The Health and Wellbeing Board (HWBB)
 - The Safer Croydon Partnership
 - The Children and Families Board
 - The Future Place Board

- 3.2 In 2017, the Board committed to this key LSP priority and agreed to incorporate a focus on CYP into both the Board's work and Croydon's health and wellbeing strategy. At the June 2018 meeting, the Board agreed to identify three CYP priorities and the board's executive group subsequently identified the following:
- 3.3 **A better start in life ensuring that children and young people are provided with the best physical and emotional environment for growing up in.** With emphasis on:
- **First 1,000 days** – to focus on the first 1,000 days from conception to 2 years, including improving childhood immunisations
 - **Mental wellbeing** –To improve services for children and young people across the whole pathway from promoting resilience and prevention through to crisis support, including a strong focus on vulnerable adolescents.
 - **Healthy Weight** – To create an environment that enables children and families to reach and maintain a healthy weight
- 3.4 These priorities were signed off in draft by the LSP in September 2018 and the LSP requested that the HWBB develop action plans, including two or three high level activities, outcomes and measures of success, that could be discussed at the LSP meeting in December 2018.
- 3.5 The LSP Youth Plan will incorporate not only HWBB priorities, but also the following draft priorities from the Future Place Board and the Safer Croydon Partnership:
- 3.5.1 Future Place Board draft priorities
- **Youth apprenticeships** - 100 Apprentices in 100 Days campaign.
 - **Pathways to construction jobs** Site visits, careers, training and work experience package.
- 3.5.2 Safer Croydon Partnership draft priorities
- **Delivering the action plan as set out in the 2017-2021 Community Safety Strategy.**
 - **Delivering the Multi-agency Serious Youth Violence Plan** which sets out a balanced problem solving approach to tackle this complex issue with a focus on prevention, intervention and enforcement actions.
 - **To work closely with all of Croydon's Strategic Partnerships but with a focus on the Children's Safeguarding Board** to ensure that shared priorities around youth safety are delivered at a local level with a focus on key issues such as County Lines drug dealing and disrupting and reducing the number of vulnerable young people involved in "County Lines" drug dealing.

4. **WHY THE HEALTH AND WELLBEING BOARD PRIORITIES WERE CHOSEN**

This section sets out the reason why the priorities were chosen. It describes the scale of the problem, the impact on children, young people and their families, and outlines the evidence of what works in addressing them. They are complex

issues that require the borough to work together collaboratively at a strategic level to bring around system wide change. All three contribute to Croydon's health inequalities whereby people born in some areas and communities have much shorter healthy life expectancies than others.

Priority 1: First 1000 days - *to focus on the first 1,000 days from conception to 2 years, including improving childhood immunisations*

- 4.1 There is growing evidence that early life experiences lay down the foundations of life long health and wellbeing in part through shaping the development of the brain. The quality of experiences from conception to 2 years is critical in establishing a strong or a weak foundation for everything that follows. The first 1000 days are a window which we can use to affect the lives of both current and future generations; breaking the cycle of inequalities.
- 4.2 Some experiences during the first 1000 days such as neglect or abuse may become what is known as an Adverse Childhood Experience (ACE) which have long lasting impacts. ACEs can range from experiences that directly harm a child (such as suffering physical, or sexual abuse, or emotional neglect) to environmental factors effecting the way in which a child grows up (including parental separation, witnessing domestic violence, parental mental illness, alcohol abuse, drug use or incarceration). Consequences for the child include increased risk of self-harming, anti-social behaviours, mental illness, and earlier development of chronic diseases in adulthood.
- 4.3 Many factors affect those first 1000 days. A warm responsive relationship between baby and parent or carer can help children to thrive despite adversity. Stopping smoking, drinking and drug use are crucial, as is a healthy weight and good nutrition. The wider environment including housing, family income and employment status, education levels of parents, neighbourhoods, communities, parental age and ethnicity impact on the first 1000 days.
- 4.4 Immunisations are a proven and cost effective way of eliminating damaging and life threatening infectious diseases. Immunisations are one of the two public health interventions that have had the greatest impact on the world's health. Immunisation rates across the borough vary which means that some babies and children are more vulnerable to infection and ill health.

Priority 2: Mental wellbeing – *To improve services for children and young people across the whole pathway from promoting resilience and prevention through to crisis support, including a strong focus on vulnerable adolescents*

- 4.5 Good mental and emotional wellbeing enables every individual to realise his or her own potential, cope with the normal stresses of life, work productively and fruitfully, and make a contribution to her or his community. Young people in Croydon identified having good mental health and wellbeing as one of their top three concerns at Croydon's Youth Congress in 2017. The other top concerns were jobs, money and being successful, and crime and safety, both of these are linked to having high levels of wellbeing.

- 4.6 Prevention and early help in childhood and young adulthood are key to future mental wellbeing. Half of all life-long mental health disorders start before the age of 14, and three quarters before the age of 18. Mental health conditions are common, with an estimated 1 in 10 of Croydon's CYP having a diagnosable condition, including anxiety, depression, conduct disorder, attention deficit hyperactivity disorder (ADHD), autism spectrum disorder (ASD), eating disorders and other less common conditions. Additionally, 1 in 10 CYP will self-harm at some point with some groups at particularly high risk.
- 4.7 Mental health conditions both lead to and are caused by disadvantage. Adults with mental health problems are much more likely to live in poor housing, have lower incomes, experience higher levels of unemployment, have poorer physical health and are more likely to be in contact with the criminal justice system (both as victims and perpetrators).
- 4.8 A joined up, multi-agency strategic approach is required to prevent mental health problems and promote resilience in children and young people. A collaborative partnership approach is also needed to deliver early help, provide intensive support and treatment, when needed, and to develop appropriate pathways of care that include community support.

Priority 3: Healthy Weight – *To create an environment that enables children and families to reach and maintain a healthy weight*

- 4.9 Childhood obesity, and excess weight, are significant health issues for individual children, their families and public health. It can have serious implications for the physical and mental health of a child, which can then follow on into adulthood. In Croydon, almost a quarter of 4 to 5 year olds (24%) and over a third of 10 to 11 year olds (38%) are overweight or obese.
- 4.10 Children and young people who are overweight or obese are more likely to be ill and be absent from school. They are more likely to have asthma, sleep problems, lower self-esteem, which may lead to anxiety and depression, pre-diabetes, pain in their joints and muscles. Obese children are much more likely to be obese adults, where even more serious health consequences occur
- 4.11 Residents living in poorer areas are more than twice as likely to be overweight than people living in prosperous areas. Other groups at increased risk are boys, people from BAME communities and children whose parents are overweight or obese.
- 4.12 Tackling obesity requires a system wide response, including, but not limited to, action within families, communities, schools, early years settings, the built environment, our food culture and our health system.

5. DEVELOPMENT OF THE ACTION PLANS

- 5.1 The work programmes associated with each of these three priorities are at different stages of development and different stages of strategic integration across the borough. This report proposes a pragmatic way forward whereby existing boards and groups develop plans, or refresh existing plans, in light of

this paper. The key leads from each of these groups have already been approached and have agreed to this proposal, subject to agreement by the Board. The existing governance is as follows:

- 5.2 **First 1000 days** - The 2018 annual report by the Director of Public Health focuses on the time period from conception to two years of age. The report will be presented to Cabinet on 19th November and will be discussed in detail at the January 2019 HWBB. The report has recommendations and the Director of Public Health also recommends that a multi- agency group develops an action plan around her recommendations. She also recommends that update on progress regularly comes to the Health and Wellbeing Board and a one year update is presented to the LSP, at the very least.
- 5.3 **Mental Health** – The Children and Young Persons’ Emotional Wellbeing and Mental Health Partnership Board oversees the borough’s Children and Young Person’s Mental Health Transformation plan (2015 to 2020). It recently agreed to review its terms of reference to broaden its remit and in particular to oversee a borough wide Vulnerable Adolescent Mental Health deep dive.
- 5.4 **Health Weight** – the Joint Council and CCG Weight Management Steering Group oversees the implementation of the borough’s three year healthy child weight action plan (2017 – 2020). It reports to the Together for Health programme board.
- 5.5 Each of these priorities would benefit from Board discussion and oversight and this report therefore proposes that the December 2018 HWBB workshop is focused on children’s priorities. We propose that the three groups that oversee the priorities are invited to bring their action plans to the workshop for review. This would give the Board an opportunity to input into and shape the work programmes of each priority, provide strategic oversight and facilitate borough wide engagement, dissemination and implementation.
- 5.6 There are many programmes and initiatives which these priorities build on, not least the other components of the Youth Plan. Strategic collaboration and synergy is key to maximising the impact of our efforts. The following is a list of some of the key relevant initiatives, programmes and strategies:
 - **Croydon Partnership Early Help Strategy 2018-2020** which sets out how Croydon’s strategic partners and wider stakeholders will collectively deliver Early Help in partnership with children, young people and their families in order to improve the life chances of our vulnerable and disadvantaged families.
 - **Special Educational Needs and/or Disabilities (SEND) Strategy 2018-2021 SEND Strategy** which sets out to improve outcomes and life chances for all children and young people with Special Educational Needs and/or Disabilities (SEND).
 - **The Children and Young People’s Mental Health transformation plan**, which sets out the system wide approach to improving emotional wellbeing and MH for CYP.
 - **Croydon’s Vulnerable Adolescent Mental Health Deep Dive** that aims to assess the mental health and wellbeing needs of vulnerable

adolescents in Croydon, identifying challenges and finding opportunities for improving outcomes

- **Children, Families and Education Strategic Commissioning intentions October 2018 (draft)** sets out the framework statement of intent and principles that will govern the commissioning of children's service
- **CCG led Children's health transformation plan and steering group.** The 2018/2019 work plan includes targeting reduction in A+E attendances, the implementation of an integrated paediatric centre, CAMHS, healthy weight and contributing to the Early Help strategy
- **Teenage pregnancy prevention action plan** aims to bring together stakeholders from across the CYP landscape to prioritise and co-ordinate action to reduce teenage pregnancy in Croydon.
- **Superzones** Croydon is one of the London pilots exploring what levers we have locally to improve environments within 400m of schools.

We will take the following pieces of work into account also

- **Liveable neighbourhood and healthy schools neighbourhood**
- **Youth violence/knife crime**
- **Croydon Safeguarding Children Board's work on neglect**

6. CONCLUSION AND RECOMMENDATION

This paper proposes that the existing and proposed partnerships and steering groups for each of these priorities develop or refresh actions plans for taking them forward. It further proposes that the three action plans are brought to the HWBB workshop in early December for review. These plans would then be presented to the LSP board in mid December for sign off.

7. CONSULTATION

- 7.1 The views of the young people who ran and attended Croydon's Youth Congress held in 2017 helped to shape these priorities. The action plans addressing the three priorities will be developed and refreshed in partnership with key stakeholders including children and young people.

8. SERVICE INTEGRATION

- 8.1 There are no implications for service integration at this stage, however, it is anticipated that action plans arising out of the three strands will involve stronger strategic partnership working and integration between services.

9. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 9.1 There are no direct financial implications arising from this report.

- 9.2 There could be financial implications associated with individual commissioned activity in the future as a result of the work undertaken on the priorities detailed in this report and these will require the relevant approvals as they arise
- 9.3 Approved by: Lisa Taylor, Director of Finance, Investment and Risk – Croydon Council

10. LEGAL CONSIDERATIONS

- 10.1 There are no legal considerations arising from this report.
- 10.2 Approved by: Sandra Herbert Head of Corporate and Litigation Law for and on behalf of Jacqueline Harris-Baker Director of Law and Governance, Council Solicitor and Monitoring Officer.

11. EQUALITIES IMPACT

- 11.1 This report asks the Board to approve priorities that were chosen in part because they can help to reduce inequalities which disproportionately affect people with protected characteristics. Evidence shows that people with protected characteristics are disproportionately impacted by poor mental and physical health.

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