

Refreshing Croydon’s Joint Local Health and Wellbeing Strategy for 2024-2029: Health and Wellbeing Board and Health and Care Board Joint Workshop

A summary report

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1. Introduction and overview

As part of the Review and Refresh of Croydon's Joint Local Health and Wellbeing Strategy for 2024-2029, Croydon's Health and Wellbeing Board and the Health and Care Board held a joint workshop on 9th November 2023. The workshop focussed on refreshing the vision, principles and priority areas of focus for 2024-2029.

Discussions were informed by insights from Croydon's Joint Strategic Needs Assessment; evolving local, regional and national strategies, insights from community engagement events and local community partnerships, and the outcomes of a previous Health and Wellbeing Board development workshop conducted in partnership with the Local Government Association in June 2023.

This report first summarises the key insights from this strategic workshop and then proposes a draft vision, principles and priority areas based on the key discussions held during the workshop. In conjunction with Healthwatch Croydon, a public engagement workshop is scheduled for 29th November to seek feedback on these prior to the planned public consultation in January 2024.

2. Agenda and attendees

The workshop was open to all Health and Wellbeing Board and Health and Care Board members. A total of 25 people attended the workshop. The agenda and a list of attendees is found in Appendix I.

3. Reflections on the vision

The vision for the Joint Local Health and Wellbeing Strategy sets the Health and Wellbeing Board's long-term aspirations regarding Croydon's health and wellbeing. Anchored in shared values across the partnership, this statement acts as a compass, guiding collective efforts across the Borough.

In the first section of the workshop, attendees reviewed the vision of the current strategy (2019-2023)¹ and discussed how this could be revised for 2024-2029. When reviewing the current strategy, the participants reflected on the following areas:

- Initial thoughts and impressions of the current vision statement
- Whether the current statement is clear and easily understood by all stakeholders
- Whether it is necessary to update the vision to ensure it remains relevant, impactful and inspiring for all.

Overall, participants felt that the current vision statement (2019-2023) broadly covered health and wellbeing aspirations in Croydon. However, there was a general agreement that the vision needed to be revised for 2024-2029.

¹ The vision of the current strategy (2019-2023) is as follows: "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."

Feedback highlighted several key considerations for revision:

- **Clarity and accessibility of language:** Participants felt a clear and accessible vision statement was key for the success of the refreshed strategy, noting that having a more concise and specific vision statement would help. Participants felt that the revised vision should be clear and use plain language that is easily understood by all stakeholders, including those within the health and care system, Voluntary, Community and Faith Sector and our communities.
- **Succinct and personal language:** Overall, participants felt that the language of the vision should be revised to be succinct. The revised vision should use non-management language and incorporate personal pronouns for increased relatability.
- **Strengths-based, motivational and developed with the local people:** Some suggested that the revised vision should be framed in a strengths-based and motivational manner, aligning with the unique needs and strengths of Croydon's residents. Participants highlighted the importance of developing the vision based on what our communities have already told us what they would like to achieve, for example through local community plans. The importance of checking the vision with local communities was also emphasised.
- **Accountability and actionability:** Feedback emphasised the need for a vision that is not only aspirational but also actionable, holding stakeholders accountable for its realisation.
- **Emphasising partnership working for good health and wellbeing and highlighting a focus on inequalities:** Participants discussed that the revised vision should be grounded in a commitment to *working together* to achieve good health and wellbeing and to reduce health inequalities. Suggestions included stating how achieving the vision will positively impact the lives of individuals and communities.
- **Inclusivity and alignment:** Lastly, suggestions were made to ensure the revised vision reflected the diversity and unique needs of Croydon's population, with a call for a more inclusive and strengths-based approach. Additionally, participants stressed the importance of aligning the vision with broader initiatives and partnerships in the area. This was seen as a useful way to positioning the vision as a driving force for other key strategies, ensuring a strong alignment with place- and system-level initiatives.

4. Reflections on guiding principles

The vision of the Joint Local Health and Wellbeing Strategy is underpinned by principles that guide how the Health and Wellbeing Board works with partners across Croydon and South West London, including the implementation of the Joint Local

Health and Wellbeing Strategy. In the second section of the workshop, participants reviewed the guiding principles included in the current strategy (2019-2023).²

Overall, participants felt that the current principles still hold and provide a good starting point for the refreshed strategy for 2024-2029. However, there was a general agreement that existing principles needed to be revised and additional ones need to be added to reflect the changes in Croydon's health and wellbeing landscape over the past five years and to ensure that the Health and Wellbeing Board could achieve its long-term vision.

Below is specific feedback on each priority, including priorities suggested for addition.

Current principals:

- 1. Reducing inequalities:** Participants agreed that reducing inequalities should remain as a core principle for 2024-2029. Several participants suggested that this principle needs to be further defined to ensure that inequalities 'in what' is considered, including racial and gender inequalities.
- 2. Focusing on prevention:** There was a general agreement that this principle should continue to underpin the vision for 2024-2029. However, suggestions were made to revise the wording to make the definition of 'prevention' clear (for example, to support people to stay well and healthy and prevent ill health) and to ensure there is a clear focus on prevention across the life course.
- 3. Increased integration:** Integration was also seen as a key principle for 2024-2029. However, several participants highlighted that this principle should be revised to highlight the importance of aligned partnership instead, focusing on aligned and effective partnership working between health and care services and local communities, including the Voluntary, Community and Faith Sector.

Suggestions for additional principles:

- 4. Co-production and co-design with communities:** participants highlighted the importance of co-producing and co-designing health and wellbeing strategies and initiatives with communities. Examples of good practice were shared, including Community Planning Partnerships and local Community Plans.
- 5. Evidence-based approach (including oversight and monitoring):** participants highlighted the importance of evidence-based decision making in ensuring effective and efficient use of resources and evidencing impact.

5. Reflections on priority areas of focus

The final session of the workshop focused on revising priority areas of focus for 2024-2029. This session built on insights from the Health and Wellbeing Board

² The current Health and Wellbeing Strategy (2019-2023) has three guiding principles: Reducing inequalities, Focusing on prevention, Increased integration.

Development workshop held earlier in June 2023. In this previous workshop, members had affirmed the relevance of the current priorities (2019-2023). However, members had agreed that having fewer and more specific priorities for 2024-2029 would enable effective action planning, delivery and monitoring of outcomes, ensuring maximum impact.

To guide the identification of strategic priorities for 2024-2029, participants were asked to work in groups to undertake a prioritisation exercise. In this group exercise, participants were asked to review the priorities in the current strategy (2019-2023),³ to identify priorities for addition or removal, and where applicable, to suggest revised wording to enhance clarity or effectiveness for 2024-2029.

Participants were asked to consider the following when discussing priority areas:

- Alignment with data and evidence (Joint Strategic Needs Assessment)
- Alignment with Mayor's Business Plan and South West London Integrated Care Partnership Strategy
- Alignment with feedback from community engagement events in the Borough and Community Plans of six Local Community Partnerships.
- Potential for positive impact on individuals and communities

The feedback received from the groups regarding the strategic priorities for 2024-2029 indicated general agreement on retaining several existing priorities while refining their focus:

- "Priority 1. A better start" in life garnered support across tables with suggestions to include various life stages and emphasise education and employment opportunities.
- Priority 3. Housing and the environment enable all people of Croydon to be healthy: while participants generally agreed to retain this priority, suggestions were made to broaden this priority and include 'safety aspect'. Some also suggested that this priority could be expanded to include issues around cost-of-living considerations and allow residents to "eat, sleep and have heat."
- Priority 4. Mental wellbeing and good mental health as a driver of health: There was a general agreement that mental health and wellbeing are now seen as a driver of health in the borough and the updated strategy should be bolder in this priority. Suggestions were made to revise the wording on this priority to focus on support and incorporate aspects of physical health.

³ The priority areas in the current strategy (2019-2023) include:

Priority 1. A better start in life.

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

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

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

Priority 5. A strong local economy with quality local jobs.

Priority 6. Get more people more active, more often.

Priority 7. A stronger focus on prevention

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

There was a general agreement that the following priorities in the current strategy (2019-2023) could work as enablers or guiding principles for the revised strategy for 2024-2029:

- Priority 2. Strong, Engaged, Inclusive, and Well-Connected Communities
- Priority 7. A stronger focus on prevention
- Priority 8. The right people, in the right place, at the right time

Lastly, the following priorities received mixed feedback:

- Priority 5. A strong local economy with quality local jobs: while one group suggested that this priority is retained for 2024-2029, other groups placed a higher priority on other areas for 2024-2029.
- Priority 6. Get more people more active, more often: Some participants suggested that this could be retained as a priority, while others believed this priority could be incorporated into other priorities, such as “Priority 4. Mental wellbeing and good mental health are seen as a driver of health” or “Priority 7. A stronger focus on prevention”

Participants also made suggestions for new priority areas emphasising individual and community empowerment to enable people to live safe, healthy and independent lives for as long as possible as well as addressing cost of living and equitable access to health and care services. Ensuring evidence-based approaches, including evidence-based commissioning and implementing robust monitoring mechanisms were also highlighted.

6. Proposed draft vision, guiding principles and priority areas of focus for 2024-2029

Based on the findings of this workshop, this section provides a proposed draft vision statement, guiding principles and priority areas of focus for 2024-2029 that could be used for further consultation.

Please note that these are not intended to be final, and the final strategy will be informed by further engagement events. A community engagement session is planned in collaboration with Healthwatch Croydon to seek feedback on these suggested draft vision statement, guiding principles and priority areas of focus. Feedback from this session will be incorporated into the consultation pack, scheduled to be launched in January 2024.

Proposed draft vision statement for 2024-2029

“In Croydon, we envision a future where every resident leads happy, fulfilling lives in safe, healthy and thriving communities. Through working together and focusing on our strengths, we actively tackle inequalities, ensuring this strategy serves as a catalyst for transformative community wellbeing.”

Proposed draft guiding principles for 2024-2029

Based on the above discussions, the following principles are proposed for the revised Strategy for 2024-2029 to guide how the Health and Wellbeing Board will

work in partnership across the health and care system and with the local community to deliver the strategy:

- 1. Tackling health inequalities:** work together to tackling inequalities so every resident has an equal opportunity to achieve and maintain good health and wellbeing and live happy and fulfilling lives. This principle highlights the commitment to create a healthy and safe environment that ensures equitable access, outcomes and opportunities for all residents regardless of their background.
- 2. Prevention across the life-course:** embrace a comprehensive preventative approach that spans the entire life course, including a specific focus on key transition points. This principle commits to holistic wellbeing by implementing strategies that promote prevention at every stage of life, ensuring a lifelong approach to health and wellbeing for all residents.
- 3. Integrated and aligned partnership working:** improving our health and wellbeing and tackling inequalities is everybody's business. This principle commits to working together cohesively and in alignment with a range of partners, ensuring a united approach to community health wellbeing in Croydon.
- 4. Community focus and co-production:** ensuring a community focus in all strategies and actions. This principle emphasises collaborative efforts with our community, ensuring that strategies, actions and initiatives are co-created, co-designed and aligned with the unique needs and aspirations of our local residents.
- 5. Evidence-informed decisions and actions:** Base strategic decisions and actions on robust evidence, incorporating data-driven insights to ensure that interventions and initiatives are effective, efficient, and aligned with the evolving needs of the community. Establish clear oversight and monitoring processes to ensure strategies and actions are making the intended impact.

Proposed draft priority areas for 2024-2029

The figure below suggests draft priority areas for 2024-2029.



7. Conclusion and next steps

This joint Health and Wellbeing Board and Health and Care Board workshop formed one of the many steps towards Croydon’s revised Joint Local Health and Wellbeing Strategy for 2024-2029.

Next steps include:

- **Community engagement session with Healthwatch Croydon:** Feedback gathered from this workshop informed the design and delivery of the community engagement session developed in collaboration with Healthwatch Croydon. This engagement session was held on 29th November 2023 as part of Healthwatch Croydon’s Annual Meeting. It sought community feedback on the refreshed strategy’s vision and priority areas of focus. Healthwatch Croydon will summarise the findings of this engagement workshop in a separate report.
- **Draft strategy for consultation:** Insights from both the joint Health and Wellbeing Board and Health and Care Board workshop and the Healthwatch Croydon community engagement session as well as previous activities to date will inform the draft strategy for consultation. This draft will focus on revised vision, principles and priority areas for 2024-29.
- **Public consultation and wider engagement:** A formal public consultation on the revised strategy is planned for January-February 2024. There will also be further opportunities to receive community feedback during this time.
- **Final draft of the strategy:** Final draft for the revised strategy, incorporating feedback from the public consultation, is expected to be presented to the Health and Wellbeing Board in March 2024.

8. Appendix I. Agenda and attendee list

Agenda

Item	Lead	Timing
1. Welcome and introductions	Cllr Hopley Mayor Perry	10:00-10:15
2. Overview of workshop aims and agenda	Cllr Hopley	10:15-10:25
3. Revising the vision and principles for the Joint Local Health and Wellbeing Strategy: Background presentation, Q&A and Mentimeter activities.	Jack Bedeman	10:25-11:00
4. 15-minute comfort break	-	11:00-11:15
5. Small group activity: prioritisation exercise	Shifa Sarica	11:15-12:15
6. 5-minute comfort break	-	12:15-12:20
7. Group presentation and discussion	Jack Bedeman	12:20-12:45
8. Summary of agreed priorities for the 2024-29 Strategy	Jack Bedeman	12:45-12:50
9. Next steps and closing remarks	Cllr Hopley	12:50-13:00

Attendees

Name	Job title	Organisation
Mayor Jason Perry	Mayor and co-chair of Health and Care Board (welcome and introduction only)	Croydon Council
Cllr Yvette Hopley	Chair of Health and Wellbeing Board	Croydon Council
Cllr Margaret Bird	Vice Chair of Health and Wellbeing Board	Croydon Council
Cllr Tamar Barrett	Health and Wellbeing Board Member	Croydon Council
Cllr Janet Campbell	Shadow Cabinet Member for Health and Adult Social Care, Health and Wellbeing Board Member	Croydon Council
Annette McPartland	Corporate Director Adult Social Care & Health (DASS)	Croydon Council
Debbie Jones	Corporate Director for Children, Young People and Education	Croydon Council
Matthew Kershaw	Chief Executive and Place Based Leader for Health	Croydon Health Services
Edwina Morris	Chair of Healthwatch Croydon	Healthwatch Croydon

Name	Job title	Organisation
Steve Phaure	Chief Executive Officer	Croydon Voluntary Action
Gordon Kay	Healthwatch Croydon Manager	Healthwatch Croydon
Jack Bedeman	Consultant in Public Health, Public Health Team	Croydon Council
Kerry Crichlow	Director Quality, Commissioning & Performance	Croydon Council
Laura Jenner	One Croydon Programme Manager	One Croydon, Croydon Council
Sue McVicker	Chief Executive Officer	Croydon Neighbourhood Care Association
Andrew Brown	Chief Executive	Croydon BME Forum
Biju Gill	Chief Executive Officer	Croydon GP Collaborative
Leroy Adamson-Parks	Director of IT & Digital Services	Croydon Health Services
Jonathan Northfield		South London and Maudsley NHS Foundation Trust
Shifa Sarica	Public Health Principal, Public Health Team	Croydon Council
Una O'Brien	Public Health Principal, Public Health Team	Croydon Council
Fatai Ogunlayi	Consultant in Public Health, Public Health Team	Croydon Council
Isabella Watson	National Management Trainee, Public Health Team	Croydon Council
Ashwin Venkatakrishnan	National Management Trainee	Croydon Council
Hannah Balzaretta	Interim Head of Improvement, Adult Social Care Policy & Improvement	Croydon Council
Paulette Lewis	Non-Executive Director	Croydon Health Services
Gus Heafield	Chief Financial Officer	South London and Maudsley NHS Foundation Trust