

LONDON BOROUGH OF CROYDON

REPORT:	Health and Wellbeing Board	
DATE OF DECISION	17 April 2024	
REPORT TITLE:	Croydon Joint Local Health and Wellbeing Strategy Refresh: progress update and next steps	
CORPORATE DIRECTOR / DIRECTOR:	Rachel Flowers, Director of Public Health	
LEAD OFFICER:	Dr Jack Bedeman, Consultant in Public Health Email: jack.bedeman@croydon.gov.uk Telephone: 22616	
LEAD MEMBER:	Councillor Yvette Hopley	
DECISION TAKER:	Health and Wellbeing Board	
AUTHORITY TO TAKE DECISION:	Constitution of the London Borough of Croydon - Part 4.L It is a function of the Health and Wellbeing board to encourage, for the purpose of advancing the health and wellbeing of people in Croydon, persons who arrange for the provision of any health or social care services in Croydon.	
KEY DECISION? [Insert Ref. Number if a Key Decision] <i>Guidance: A Key Decision reference number will be allocated upon submission of a forward plan entry to Democratic Services.</i>	No	N/A
CONTAINS EXEMPT INFORMATION? <i>(* See guidance)</i>	No	Public
WARDS AFFECTED:	All	

1 SUMMARY OF REPORT

- 1.1 The Health and Wellbeing Board have agreed to refresh the current strategy in March 2023, and a six-week public consultation took place between 15 January 2024 and 26 February 2024.
- 1.2 This report summarises the insights and feedback received from the consultation, presents the final draft of the Joint Local Health and Wellbeing Strategy (JLHWS) for sign off, and provides an overview of next steps for delivering the strategy.

2 RECOMMENDATIONS

The Health and Wellbeing Board is recommended to:

- 2.1 Note insights and feedback received from the six-week consultation,
- 2.2 Approve the final JLHWS as presented in Appendix 3,
- 2.3 Agree on the next steps on delivering the strategy.

3 REASONS FOR RECOMMENDATIONS

- 3.1 There is a statutory requirement for the Health and Wellbeing Board to produce a 'Joint Local Health and Wellbeing Strategy' (JLHWS) to improve the health and wellbeing of the local community and reduce inequalities across the life course.
- 3.2 With the implementation of the Health and Care Act 2022, Health and Wellbeing Boards continue to be responsible for the development of the JLHWS. However, the Act notes that the Boards 'must now have regard to the integrated care strategy when preparing their joint local health and wellbeing strategies in addition to having regard to the NHS Mandate.'¹
- 3.3 The Health and Wellbeing Board ran a six-week public consultation on the draft JLHWS between 15 January 2024 and 26 February 2024.
- 3.4 This report presents the final draft of the JLHWS, incorporating insights gathered from the six-week public consultation, for sign off.

4 BACKGROUND AND DETAILS

Strategy development

- 4.1 Croydon Health and Wellbeing Board (HWB) has a statutory duty to develop the JLHWS. This strategy aims to improve the health and wellbeing of people the local community and reduce inequalities across the life course.
- 4.2 The HWB agreed to review and refresh the JLHWS in March 2023.

¹ More information is available at

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

- 4.3** In November 2023, the HWB and the Health and Care Board held a joint workshop to review and revise the vision, guiding principles and priority areas of focus for 2024-2029. This was informed by:
- Data and evidence from the Joint Strategic Needs Assessment,
 - Alignment with key strategies including the Mayor’s Business Plan and the South West London Integrated Care Partnership Strategy,
 - Input from community events in the Borough since 2018 representing over 3,700 voices and more than 100 local community engagement events,
 - Local Community Plans of Croydon’s six Local Community Partnerships. These partnerships were set up as part of the Healthy Communities Together Programme. Each Local Community Plan identifies priority themes to improve health and wellbeing and tackle health inequalities.
 - The potential positive impact of each priority area could have on the health and wellbeing and health inequalities in Croydon.
- 4.4** Insights from the joint workshop were used to develop a draft vision, guiding principles and priority areas of focus for the revised strategy. These were then presented at a pre-consultation community engagement event delivered in partnership with Healthwatch Corydon in November 2023 for further community feedback.
- 4.5** The draft vision, guiding principles and priority areas of focus were further refined, and a consultation pack was produced. This pack included the draft JLHWS for 2024-2029 and a summary of Croydon’s JSNA.
- 4.6** Collaborating with the council’s Consultation team and Communications and Engagement colleagues, a six-week public consultation was launched on 15 January 2024. This consultation ran until 26 February 2024.

Summary of insights received from the public consultation

- 4.7** During the six-week consultation period, local views were sought through two routes:
- 4.7.1 An online survey hosted on Croydon Council’s Get Involved Platform. This survey was open to everyone who lived, worked and studied in Croydon. Printed surveys were also provided to residents upon request.
 - 4.7.2 A series of in-person engagement sessions with local communities held in collaboration with Croydon BME Forum, Croydon Voluntary Action and Healthwatch Croydon. These events were as follows:
 - Croydon South-West Local Community Partnership Meeting, 8 February 2024
 - Croydon BME Forum Winter Wellbeing Event, 13 February 2024
 - Healthwatch Croydon Consultation Event, 19 February 2024
 - Croydon South-East Local Community Partnership Meeting, 22 February 2024

4.8 Overall, a total of **185** people participated in the consultation. Of these **77** participated in the survey and **108** were reached through the in-person engagement sessions.

4.9 Respondents generally agreed with the proposed vision, guiding principles and priorities.

4.10 In the consultation survey:

- **79%** agreed or strongly agreed with the vision, while **2%** somewhat disagreed or strongly disagreed.
- **82%** agreed or strongly agreed with the guiding principles, while **5%** somewhat disagreed. **No one** strongly disagreed.
- **91%** agreed or strongly agreed with Priority 1. Good mental health and wellbeing for all, while **4%** somewhat disagreed or strongly disagreed.
- **85%** agreed or strongly agreed with Priority 2. Cost of living: supporting our residents to sleep, eat and have heat, while **6%** somewhat disagreed or strongly disagreed.
- **86%** agreed or strongly agreed with Priority 3. Healthy, safe and well-connected neighbourhoods and communities, while **4%** somewhat disagreed or strongly disagreed.
- **87%** agreed or strongly agreed with Priority 4. Supporting our children, young people and families so that our children and young people can have the best start in life and the opportunities they need to reach their full potential. **4%** somewhat disagreed or strongly disagreed with this priority.
- **91%** agreed or strongly agreed with Priority 5. Supporting our older population to live healthy, independents and fulfilling lives, while **3%** strongly disagreed. No one somewhat disagreed with this priority.

4.11 Similarly, there was positive feedback and agreement with the proposed vision, guiding principles and strategic priorities in the in-person engagement sessions. Emerging themes from these sessions included:

- Strong support for all proposed priority areas, and the importance of looking at health and wellbeing holistically and working together with local people to improve health and tackle inequalities.
- Suggested changes to some of the wording, including requests to add in further descriptive text, to ensure the strategy is accessible to and is understood by all.
- Inclusion of environmental considerations, particularly around climate emergency and sustainability.

- Importance of community focus, clear communication and having clear action plans to deliver the strategy. Importance of partnership working, including with our local communities, was also highlighted.

4.12 A detailed report on the consultation findings is in **Appendix 1**.

Finalising the strategy using insights and feedback received from the public consultation

4.13 Insights and feedback received from the public consultation were used to finalise the strategy. Briefly, the following changes were made to the draft strategy presented in the consultation:

4.13.1 The vision statement was refined to better reflect Croydon's collective vision and ambitions for our health and wellbeing.

4.13.2 Wording of guiding principles was refined and further descriptive text was added to clarify what each principle stands for and what they would mean in practice.

4.13.3 Additional text added in to clarify that the strategy aims to collectively agree on the most important issues for the local community to make a meaningful difference to our health and wellbeing, rather than identifying all health and wellbeing needs. This means that actions in other areas, not included in the strategy, would not stop.

4.13.4 Importance of good mental health and wellbeing for all was further emphasised. The strategy now states that our mental health and wellbeing impacts nearly all aspects of our health and that we will place improving, protecting and promoting our mental health and wellbeing at the centre of all our actions.

4.13.5 Importance of championing the green agenda and tackling climate change is now included as part of Priority 3. Healthy, safe and well-connected neighbourhoods and communities.

4.13.6 Importance of health protection through a coordinated approach is now included in Priority 3. Healthy, safe and well-connected neighbourhoods and communities.

4.13.7 The importance of joining the dots so that strategies and action plans across the borough complement each other is now included under Delivering our strategy.

4.13.8 The commitment to developing shared implementation plans, and the importance of partnership and community focus when developing these plans is further strengthened under Delivering our strategy.

4.14 A brief **You Said-We Did** report providing an outline of these changes is in **Appendix 2**.

Presenting the final JLHWS for 2024-2029

4.15 The final draft of the JLHWS is included in **Appendix 3. Final JLHWS- text**. A sample proof illustrating design work is in **Appendix 4. Final JLHWS - sample proof**.

4.16 The Croydon's JLHWS for 2024-29 centres around the following vision statement, which sets out Croydon's collective ambitions for a healthier, happier and safer Borough:

Everyone in Croydon has healthy, happy and fulling lives, supported by safe, healthy and thriving communities and neighbourhoods. Building on our strengths, we work together to protect and improve our health and wellbeing, ensuring those with the poorest health can improve their health the fastest.

4.17 To deliver this vision, during 2024-2029, the strategy identifies the following priority areas:

1. Good mental health and wellbeing for all
2. Supporting residents to 'sleep, eat and have heat'
3. Healthy, safe and well-connected neighbourhoods and communities
4. Supporting our children, young people and families so that our children and young people can have the best start in life and the opportunities they need to reach their full potential
5. Supporting our older population so they can live happier, healthier and independent lives for as long as possible

4.18 When focusing on these areas, the Board's actions and decisions will be guided by the following principles:

1. Tackling health inequalities
2. Putting prevention first across all stages of life
3. Integrated partnership working
4. Working with our communities to develop shared solutions
5. Evidence-informed decisions and actions

Delivering the strategy – next steps

4.19 The JLHWS is not a standalone effort for improving the health and wellbeing and tackling inequalities in the borough. It is aligned with key initiatives such as the Mayor's Business Plan and the South West London Integrated Care Strategy.

4.20 The strategy emphasises the need for effective, coordinated cross-sectoral action, making the best use of collective resources and creating conditions which support and generate good health by default.

4.21 To do this, the strategy will be delivered through coordinated, partnership efforts of organisations represented on the Health and Wellbeing Board as well as others.

- 4.22** The Health and Wellbeing Board will provide leadership in addressing the priority areas set in the strategy. The Health and Care Board, and their affiliated groups and boards, will support the Health and Wellbeing Board in delivering the ambitions set out in this strategy.
- 4.23** Partnership subgroups will be convened for each priority area to co-produce action plans with measurable outcomes. The strategy recognises the interconnected nature of identified priority areas, and the importance for these subgroups to enable a cohesive approach, fostering collaboration across different areas to maximise impact.
- 4.24** Working with partnership subgroups for each priority area, the Board will also develop a Joint Outcomes and Monitoring Framework with key performance indicators to track progress towards our goals. Through this joint framework, the Board will remain responsive to Croydon's evolving needs, and adjust our strategy and action plans as necessary.
- 4.25** To mobilise the strategy, the next steps are to set up the partnership subgroups for the five priority areas as well as a partnership Knowledge and Intelligence Subgroup to develop the Outcomes and Monitoring Framework. This will be done under the leadership of the members of the Health and Wellbeing Board.

5 ALTERNATIVE OPTIONS CONSIDERED

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

6 CONSULTATION

- 6.1** The Health and Wellbeing Board has taken a partnership approach to refreshing the Joint Local Health and Wellbeing Strategy and a six-week consultation took place between 15 January 2024 and 26 February 2024. The final strategy incorporates the views and feedback received through this consultation.

7. CONTRIBUTION TO COUNCIL PRIORITIES

- 7.1** Croydon Health and Wellbeing Strategy supports the delivery of a number of key council priorities, including the following outcomes in Mayor's Business Plan (2022-26)
- Outcome 5. People can lead healthier and independent lives for longer
 - Priority 1. Work with partners and the VCFS to promote independence, health and wellbeing and keep vulnerable adults safe.
 - Priority 2. Work closely with health services and the VCFS to improve resident health and reduce health inequalities.
 - Priority 3. Foster a sense of community and civic life.

- 7.2** The Strategy will also have crosscutting links with several other outcomes in the Mayor’s Business plan, including:
- Outcome 3. Children and young people in Croydon have the chance to thrive, learn and fulfil their potential
 - Outcome 4. Croydon is a cleaner, safer and healthier place, a borough we are proud to call home.

8. IMPLICATIONS

8.1 FINANCIAL IMPLICATIONS

- 8.1.1** There are no direct financial implications as a result of this report. Any future financial impact will be fully considered as part of subsequent reports as they arise.
- 8.1.2** Comments approved by Lesley Shields, Head of Finance for Assistant Chief Executive and Resources on behalf of the Director of Finance. 04/04/25

8.2 LEGAL IMPLICATIONS

- 8.2.1** Under the Health and Social Care Act, 2022, an integrated care partnership must prepare a strategy (an “integrated care strategy”) setting out how the assessed needs in relation to its area are to be met by the exercise of functions of— (a) the integrated care board for its area, (b) NHS England, or (c) the responsible local authorities whose areas coincide with or fall wholly or partly within its area.
- 8.2.2** The responsible local authority and each of its partner integrated care boards, must prepare a strategy (“a joint local health and wellbeing strategy”) setting out how the assessed needs in relation to the responsible local authority’s area are to be met by the exercise of functions of— (a) the responsible local authority, (b) its partner integrated care boards, or (c) NHS England.
- 8.2.3** The establishment, composition and functions of the Health and Wellbeing Board are set out in the Health and Social Care Act 2012, sections 194-196. Section 196(1) provides that the functions of a local authority and its partner integrated care boards under section 116 and 116A of the Local Government and Public Involvement in Health Act 2007 (the 2007 Act) are to be exercised by the Health and Wellbeing Board established by the local authority.
- 8.2.4** Section 116A of the 2007 Act, provides that where the responsible local authority and each of its partner integrated care boards receive an integrated care strategy, they must prepare a strategy (“a joint local health and wellbeing strategy”) setting out how the assessed needs in relation to the responsible local authority’s area are to be met by the exercise of functions of—
- (a) the responsible local authority,
 - (b) its partner integrated care boards, or
 - (c) NHS England.
- 8.2.5** The responsible local authority and its partner integrated care boards need not prepare a new joint local health and wellbeing strategy if, having considered the integrated care strategy, they consider that the existing joint local health and

wellbeing strategy is sufficient.

- 8.2.6** In preparing a strategy under this section, the responsible local authority and each of its partner integrated care boards must, in particular, consider the extent to which the assessed needs could be met more effectively by the making of arrangements under section 75 of the National Health Service Act 2006 (rather than in any other way). In addition, the responsible local authority and each of its partner integrated care boards must have regard to the integrated care strategy prepared under section 116ZB, of the 2007 Act, the mandate published by the Secretary of State under section 13A of the National Health Service Act 2006, and any guidance issued by the Secretary of State. In this regard the current statutory guidance is the Department of Health guidance “Statutory Guidance on Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies”. There is also published non-statutory guidance “Health and Wellbeing Boards- guidance” dated 22 November 2022 which is of relevance.
- 8.2.7** In preparing a strategy under this section, the responsible local authority and each of its partner integrated care boards must—(a)involve the Local Healthwatch organisation for the area of the responsible local authority, and (b)involve the people who live or work in that area.
- 8.2.8** The responsible local authority must publish each strategy prepared by it under this section.
- 8.2.9** Comments approved by the Head of Social Care & Education Law on behalf of the Director of Legal Services and Monitoring Officer. (Date 2nd April 2024)

8.3 EQUALITIES IMPLICATIONS

- 8.3.1** The Council has a statutory duty to comply with the provisions set out in the Sec 149 Equality Act 2010. The Council must therefore have due regard to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 8.3.2** The Health and Wellbeing Strategy crosses all equality/protected characteristics, since it places improving health and wellbeing and reducing inequalities in these outcomes at its core. The refresh of the strategy will aim to benefit all equality and protected characteristics among Croydon residents.
- 8.3.3** There are a number of Health and wellbeing challenges which may impact particular characteristics such as instances of mental health illness in males, LGBT+ community, racial trauma in the Global Majority and the over representation of the Global Majority in mental health institutions.
- 8.3.4** The council is a pilot organisation on the Chief Executive London Councils Tackling Racial Injustice Programme. The programme requires each local authority to understand, acknowledge and support racial trauma as an issue affecting the Global Majority in workplaces.

8.3.5 An equality impact assessment has been carried out and no negative impacts were identified. The assessment will be revisited when developing action plans for each priority area. Please see Appendix 6 titled '**Equality analysis form – JLHWS**' for details.

9. APPENDICES

Appendix 1. Consultation report

Appendix 2. You Said-We Did Report

Appendix 3. Final JLHWS – full text

Appendix 4. Final JLHWS – sample proof

Appendix 5. JSNA summary – November 2023

Appendix 6. Equality analysis form – JLHWS

10. REPORT AUTHORS

1. Dr Shifa Sarica, Public Health Principal

2. Dr Jack Bedeman, Consultant in Public Health