

**Croydon Health and Wellbeing Board
Annual Report
January-December 2023**

Health and Wellbeing Board Annual Report 2023

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Foreword of Chair

I am pleased to present the annual report as Chair of the Health and Wellbeing Board, covering the period between 1 January 2023 and 31 December 2023. This report presents a review of the Board's activities, providing an opportunity for reflection on our accomplishments and a strategic look ahead.

The year 2023 continued to bring about substantial changes in our health and social care system. Over the past 12 months, the newly established Integrated Care Systems evolved, with the Board working hard to establish strong working relationships with partners at place and system levels. This reflects our commitment to working with our partners to ensure effective integration of health and social care, ensuring that our work can make a meaningful difference to the health and wellbeing of our local people. During the past year, we played a pivotal role in shaping the South West London Integrated Care Partnership Strategy and the associated Forward Plan, amplifying Croydon's voice at the system level.

At place level, we continued to forge new partnerships, strengthening our multi-agency working to deliver the Joint Local Health and Wellbeing Strategy. At the same time, in collaboration with the Local Government Association, we dedicated time to Board development, ensuring collective agreement on priorities and adapting working strategies to navigate the changing environment.

Reflecting on the changes in the health and care system and ways of working at place and system levels, we agreed to refresh our Joint Local Health and Wellbeing Strategy to uphold its relevance, effectiveness and responsiveness to the evolving health needs and inequalities in Croydon.

The recent conclusion of the consultation for the draft strategy in February 2024 marks a significant milestone in this regard. In the coming year, I look forward to working with the Board to finalise and operationalise the strategy, unifying our collective efforts towards improving health and reducing inequalities in Croydon.



Councillor Yvette Hopley
Chair of the Croydon Health and Wellbeing Board

Introduction

About this annual report

This annual report for Croydon Health and Wellbeing Board describes the work the Board was involved in during the calendar year 2023 covering activities between January 2023 and December 2023.

Croydon Health and Wellbeing Board

Croydon's Health and Wellbeing Board (HWB) was established with the introduction of the Health and Social Care Act 2012, becoming operational on 1 April 2013. It is made up of representatives from the local authority, the NHS, Healthwatch Croydon, Croydon's Voluntary and Community Sector, and other key stakeholders across the health and care system.

Membership of the Board includes:

- London Borough of Croydon (6 Councillors of which there are 3 Majority, and 3 Minority group members)
- Director of Public Health
- Corporate Director Adult Social Care & Health (DASS & Caldicott Guardian)
- Corporate Director Children, Young People & Education (DCS & Caldicott Guardian)
- Service Director for Croydon (South London and Maudsley NHS Foundation Trust)
- Chairman of Croydon Health Services
- Croydon Voluntary Action Chief Executive
- Place Based Leader for Health, Croydon, NHS South West London Integrated Care Board
- Chief Executive of Healthwatch Croydon

As mandated by the Health and Social Care Act 2012, the Health and Wellbeing Board plays a central role in enabling integrated working across the health and social care sector to improve the health and wellbeing and tackle health inequalities in Croydon. It works to:

- provide a strong focus on establishing a sense of place,
- instil a mechanism for joint working and improving the wellbeing of their local population,
- set strategic direction to improve health and wellbeing.

To this end, the Board undertakes the following functions, as noted in 4L of the Council's Constitution:

1. 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 to work in an integrated manner.
2. To provide such advice, assistance or other support as appropriate for the purpose of encouraging partnership arrangements under section 75 of the National Health Service Act 2006 between the Council and NHS bodies in

- connection with the provision of health and social care services.
3. To encourage persons who arrange for the provision of health-related services (i.e. services which are not health or social care services but which may have an effect on the health of individuals) to work closely with the Board and with persons providing health and social care services.
 4. To exercise the functions of the Council and its partner Integrated Care Board (ICB) in preparing a Joint Strategic Needs Assessment under Section 116 of the Local Government and Public Involvement in Health Act 2007 and a joint local health and wellbeing strategy under section 116A of that Act.
 5. To give the Council the opinion of the Board on whether the Council is discharging its duty to have regard to the joint strategic needs assessment, joint local health and wellbeing strategy and the integrated care strategy prepared by the Integrated Care Partnership under section 116ZB of the Local Government and Public Involvement in Health Act 2007 in discharging the Council's functions.
 6. To exercise such other Council functions which are delegated to the Board under the Constitution.

The Joint Local Health and Wellbeing Strategy

As part of its statutory duties, the Health and Wellbeing Board produces a Joint Local Health and Wellbeing Strategy (previously known as the Health and Wellbeing Strategy) which sets the long-term vision and strategic priority areas for collective action.

During the period covered in this annual report, the strategic priorities of the Board were:

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

Structure of the report

This report uses the strategic priorities above to cover the work of the Board between January and December 2023. Where work spans across priorities, this is clearly noted. The report concludes with a discussion of what's next for the Board in 2024.

Review of work between January and December 2023

Board meetings between January and December 2023

Between January and December 2023, the Board held a total of four formal meetings:

1. 18 January 2023
2. 21 March 2023
3. 28 June 2023
4. 18 October 2023

The Board held two informal workshops in addition to these meetings:

1. A Board Development Workshop in collaboration with the Local Government Association on 16 June 2023, and
2. A joint workshop with the Health and Care Board on 25 October 2023 to review and refresh the Joint Local Health and Wellbeing Strategy.

Following up on Croydon Mental Health Summit 2022 (priorities 2, 4, 6, 8)

The Board continued to develop from insights and learnings received from the Mental Health Summit 2022 held earlier on 18th November 2022. Feedback from the Summit highlighted the importance of prioritising mental health, highlighting the disproportionate negative impact and needs in minoritised ethnic communities and the importance of whole-systems partnership working to promote good mental health and wellbeing and prevent ill mental health. These insights informed the review and refresh of the Joint Local Health and Wellbeing Strategy for 2024-2029.

South West London Integrated Care Partnership Strategy and the Joint Forward Plan (all priorities)

South West London Integrated Care System was required to produce two plans:

1. South West London Integrated Care Partnership Strategy (SWL ICPS): this is a system-wide plan setting the strategic direction for health and care services across the six boroughs in SWL. It is informed by local views, local JSNAs and the joint local health and wellbeing strategies (JLHWS) of the individual local authorities within SWL.
2. South West London Joint Forward Plan (SWL JFP): this is a 5-year delivery plan describing how ICBs their partner NHS trusts intend to meet the health needs of their population through arranging or providing NHS services. It will include delivery plans for the integrated care strategy and will align with local JLHWSs.

To fulfil functions around promoting and encouraging integration across the health and care system and ensuring Croydon's health and wellbeing needs are adequately considered at the system level, the Health and Wellbeing Board closely worked with SWL.

Earlier in the year, the Board received an overview from the Joint Director of Transformation and Commissioning, South West London Integrated Care Board

(Croydon) and Croydon Health Services NHS Trust around the plans and process for developing both plans. During this update, the Board discussed ideas to the development of the strategies, how it collaborated and delivered with other strategies with other partners.

Later on in the year, the Board received updates from the two plans, hearing about progress and discussing links between place- and system-level priorities. To keep close communication and partnership with SWL, the Board requested an update report in 2024.

South West London Mental Health Strategic Plan (priorities 2, 4, 6, 8)

The Board received updates from the SWL ICS Mental health Strategy, including the year 1 delivery plan, which aimed to provide the future direction for mental health transformational work across the six boroughs in SWL.

The strategy focussed on four themes: prevention and early support, focus on bio-psycho-social model, inequalities, and timely access. Two key areas for delivery improvements were selected for the first year:

- Going further and faster for CYP making improvements around support available for CYP and families whilst waiting, support available in schools and transitions to adult or wider services.
- Embedding community transformation for adults with SMI.

A further four areas were selected to enable work across the system:

- Ensuring our governance structures are in place to support delivery.
- Completing a detailed strategic review of mental health investment to date and the outcomes delivered from this to form the basis of a longer term model aimed at allocating resources based on need.
- Agreeing approaches to outcomes measurement and evaluation (including setting targets for delivery with people with lived experience and understanding our baseline data) and reviewing public mental health work to identify future initiatives for deployment in SWL.
- Confirming mental health leadership and resourcing is in place.

The Board requested to receive progress updates on this work.

Croydon Dementia Strategic Plan (priorities 4, 8)

The Board received and provided support to the integrated, partnership Dementia Strategic Plan in Croydon. This plan was developed by the Dementia and Older Adults Steering Group of Croydon Dementia Action Alliance, which was re-established in 2022 through the Mental Health Transformation Programme. With close links with Mayor's Business Plan, Adult Social Care and Health Strategy and the Croydon health and Care Plan, Croydon Dementia Strategic Plan aims to direct shared resources across health and care, enabling best impact on the wellbeing and independence of people living with dementia. The strategy was reviewed and signed off by the Mental Health Programme Board, Croydon Health and Care Board and received approval of the Mayor in Cabinet. Strategic ownership is with the Croydon

Health and Care Board, where delivery of the actions will be through the Croydon Mental Health Programme Board.

Better Care Fund (all priorities)

The Better Care Fund (BCF) is one of the Government's national vehicles for driving health and social care integration. It requires Place Based NHS ICB's and local government to agree a joint plan, owned by the Health and Wellbeing Board. These plans enable using pooled funds to support integration, governed by an agreement under section 75 of the NHS Act (2006).

In Croydon, the Better Care Fund is delivered through the One Croydon Alliance. The Alliance is a health and care partnership created from a shared ambition to use Outcomes Based Commissioning and Population Health Management approaches to improve the lives of people in Croydon. The Partners in this Alliance are Croydon Council, South West London ICB (Croydon Place), Croydon Health Service NHS Trust, The Croydon GP Collaborative, South London and Maudsley NHS Foundation Trust; and voluntary sector partners including Age UK Croydon.

The Board received three updates on BCF in 2023. Through these updates, the Board:

1. signed off the BCF Year End submission for 2022/23 to NHS England,
2. signed off the 2023-25 Better Care Fund planning submission to NHS England, and
3. noted a letter from NHS England that the BCF had approved nationally, confirming that the council was on track to meet its obligations in relation to the Section 75 agreement.

Children's Cancer Services (priorities 1, 8)

The Board considered the public consultation on proposals for the future location of very specialist cancer treatment services for children in London and South East Regions. The two options for the location of the future Principal Treatment Centre were:

- Evelina London Children's Hospital in Lambeth, south east London, run by Guy's and St Thomas' NHS Foundation Trust
- St George's Hospital, in Tooting, south west London, run by St George's University Hospitals NHS Foundation Trust.

The Board recognised that this was something that needed timely local discussion but that that the appropriate body for this would be within the scrutiny processes. Therefore, the Board recommended to the Joint Scrutiny Committee to review the local impact of the proposals.

Adult Social Care Discharge Fund update (priority 2, 7, 8)

The board received an update on the Adult Social Care Discharge Fund, which was enabled using pooled budgets to support integration, under section 75 of the NHS Act (2006). Through this fund, Croydon received £2.687 million, split into £1.5 million pounds from the NHS and £1.16 million pounds from the local authority. The funding

was to be used on activities that reduced flow pressure on hospitals by enabling discharge to appropriate settings. This was not to be used to prevent admissions. Funding was also to be streamed into the Better Care Fund.

Through this fund, Croydon provided twenty-six schemes. The projects put forward would be monitored fortnightly to address the spending. The service was on track on their second return having completed and signed off their first return in spending.

Pharmaceutical Needs Assessment Update (priorities 5, 7, 8)

The Health and Wellbeing Board has a statutory duty to publish and keep up to date a statement of the needs for pharmaceutical services of the population in its area, referred to as a Pharmaceutical Needs Assessment (PNA). The PNA reports on the present and future needs for pharmaceutical services in Croydon and is used to inform the planning and commissioning of pharmaceutical services and to support the decision-making process in relation to new applications of change of premises of pharmacies. The PNA also seeks to identify gaps in current services or improvements that could be made in future pharmaceutical provision.

The Board was notified of the closure of three pharmacies due to Sainsbury's removing Lloyd Pharmacy from its stores across the country. Following discussions, the Board agreed that producing a new PNA for this purpose would be disproportionate and recommended the publication of a supplementary statement to reflect this change.

Croydon Family Hubs (priorities 1, 8)

Croydon is one of 75 LAs eligible for to receive a share of the Family Hubs transformation funding (£81.75m total) alongside funding to support the delivery of a 'Start for Life' offer (£220m) for pre-birth to 2 years, including parenting and home learning provision for preschool children and families, parent infant relationship support, perinatal mental health support, infant feeding and the establishment of Parent Carer Panels alongside the publication of a 'Start for Life' offer. A formal funding application was submitted to the DFE on 31st October 2022 and a Memorandum of Understanding was received on 10th January 2023.

The Board received an overview from the Director of Education and the Interim Early Help Transformation Lead around the Family Hub Model. This delivery model provides a "front door" to universal services for all families with very young children and providing a gateway to services for older children, young people (up to 25 with SEND) and their families.

Healthwatch Croydon Annual Report 2021-22 (all priorities)

Under the Health and Social Care Act 2012, the local Healthwatch organisations are required to produce and present an annual report to the relevant Health and Wellbeing Board. The Board received the annual report from Healthwatch Croydon, summarising the work undertaken between 1st April 2021 and 31st March 2022 and noting the priorities for the upcoming year.

During this period, Healthwatch Croydon heard from 1,722 people during 2021/22 about their experiences of health and social care, publishing nine reports that focussed on: response to COVID-19, long COVID, urgent care pathway and GP experience, dentistry, focus groups and interviewed with seldom heard communities, supporting the evaluation of the personal independence coordinator service, national impact on language barriers and providing advice and information to residents.

In 2022-2023 Healthwatch Croydon will focus on the following projects: Working with local schools to ask 11 to 16 year olds about mental health needs and service experience to provide insight for commissioners; assessing GP websites to see if they meet patient expectations and provide consistent and relevant information, particularly around registration; asking those with dementia, and those who care for them, about their experience of services to help develop a new Croydon Dementia Strategy; hearing from patients their experience of discharge from hospital and how they are being supported to recover to help improve this key service; finding people with health inequalities who are usually seldom listened to and asking them about their experiences then raising the profile of their needs to inform service responses.

Croydon University Hospital Update on Improvement Plan following CQC rating (priority 8)

The Board received an update on improvement action taken by Croydon Health Services (CHS) following the last two CQC inspections, focusing on the inspection of the Urgent and Emergency Service in 2020 & the inspection of Maternity Services in 2022.

The last comprehensive CQC inspection of Croydon Health Services (CHS) took place in October 2019 and the report was published in February 2020. This inspection rated the trust as requires improvement in all CQC domains. In response to this rating, the trust developed an action plan to address areas for improvement. This action plan has since been merged to “business as usual”. In October 2020, the CQC returned and undertook an unannounced focused inspection of the Urgent and Emergency service. This inspection did not rate the service or the trust. The trust’s CQC rating remained the same. In December 2022, the CQC inspected CHS’ Maternity services. This inspection was a short notice announced inspection; it was undertaken as part of the CQC’s National Maternity Inspection Programme. Following this Inspection, CQC rated CHS’ Maternity Services as “GOOD”.

CHS commissioned an external review of the mental health service provision in the Emergency department. The external review made 27 recommendations. The action plan to address the recommendations have since been completed. Following completion of improvement actions, the trust applied for removal of the mentioned conditions and this application was accepted by the CQC and conditions were removed in July 2023.

Joint Strategic Needs Assessment (all priorities)

The Joint Strategic Needs Assessment is “a systematic method for reviewing the health and wellbeing needs of a population, leading to agreed commissioning priorities that will improve the health and wellbeing outcomes and reduce

inequalities.” The Local Health and Wellbeing Boards have a statutory duty (2007 Local Government and Public Involvement in Health Act, 2012 Health and Social Care Act) to:

- Produce a JSNA,
- Produce a Joint Health and Wellbeing Strategy (JHWBS) informed by
- the JSNA, and
- Ensure local authority (LA), Integrated Care Boards (ICB; formerly Clinical Commissioning Groups) and NHS England commissioners take the JSNA into account for planning and redesigning health and care services.

Croydon’s JSNA is published digitally at <https://www.croydonobservatory.org/jsna/> and provides a first port-of-call for understanding the state of health and wellbeing alongside relevant gaps and needs in Croydon. The current JSNA is structured as themed sections covering the following:

- **Population overview:** focusses on Croydon’s overall population and their general health and wellbeing
- **Population groups:** provides data and intelligence on specific populations, covering specific localities, various demographic groups and vulnerable population groups.
- **Wider determinants:** focusses on factors that shape health and wellbeing including education, environment, housing and employment.
- **Healthy behaviours:** focuses on individual actions impacting health and wellbeing, ranging from physical activity, sexual health, oral health, smoking, and alcohol and substance use.
- **Health conditions:** focuses on specific diagnosed conditions, including mental health, self-harm and suicide prevention and the Pharmaceutical needs Assessment.

In March 2023, the Board received updates on the content of the JSNA since October 2021, which included:

- Quarterly updates to the Croydon key dataset,
- Biannual updates to Croydon borough profile,
- Annual data profile updates on specific topics including life expectancy, personal wellbeing, child obesity, housing affordability, recorded crime, sexual health profile, diagnosed conditions, suicide,
- Updates to detailed profiles, including the Pharmaceutical Needs Assessment completed in October 2022.

Through this discussion, the board reaffirmed the importance of taking a system-wide, multi-agency partnership to creating and using the JSNA. The Board also identified opportunities where the JSNA could inform upcoming strategies, including the refresh to the Joint Local Health and Wellbeing Strategy.

Health and Wellbeing Board Development (priority 8)

In recent years, the health and care system in Croydon, like many other places have seen important changes. One of these key changes in the health and care system is

the implementation of the Health and Care Act 2022 and the subsequent creation of Integrated Care Systems.

To navigate these shifts and ensure that the Board can continue to effectively promote and encourage integration across the health and care system, the Board continued to build on the board development activities planned in the previous year. As part of this work, the Board held a development workshop on 16 June 2023 in partnership with the Local Government. During this workshop, the Board assessed its functioning, reflecting on successes and areas for improvement. This workshop also focussed on the evolving role of the Health and Wellbeing Board within the Integrated Care System context, establishing board consensus on the distinctive roles the Board played at both local place and system levels.

This ongoing commitment to board development ensures the Board remains agile and responsive, strategically positioning itself to effectively contribute to the evolving healthcare landscape in Croydon and the broader South West London Integrated Care System.

Reviewing and refreshing the Joint Local Health and Wellbeing Strategy for 2024-2029 (all priorities)

The Board undertook several activities throughout 2023 to review and refresh the Joint Local Health and Wellbeing Strategy for 2024, ensuring it stays responsive to evolving health and wellbeing needs in Croydon as well as the changing health and care system.

The draft strategy was informed by:

- Data end evidence, through Croydon's JSNA
- Local views and insight through:
 - The community engagements in the Borough since 2018, incorporating input from more than 100 local community engagement events hearing from over 3,700 voices.
 - Community Plans of the six Local Community Partnerships across the borough,
 - Healthwatch Croydon Pre-Consultation engagement session in November 2023.
- Joint Health and Wellbeing Board and Health and Care Board prioritisation workshop. To refine the focus for the next five years, the Health and Wellbeing Board and the Health and Care Board collaborated in a joint workshop in November 2023, resulting in the five draft priority areas outlined in this consultation pack. These priorities were carefully chosen based on:
 - 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 and the Community Plans of six Local Community Partnerships.
 - How much positive impact each priority can make on individuals and communities.

A six-week public consultation was launched in January 2024, and the board will finalise and publish the strategy in 2024.

Next steps

This annual report summarised the work of Croydon Health and Wellbeing Board in 2023. It provided an overview of the work the Board was involved in across strategic priority areas and meeting its statutory requirements. Through this work, the Board focussed on taking a multiagency, partnership approach to improve the health and wellbeing and reduce inequalities in Croydon.

As the changes in the health and care landscape continue to take shape, the Board will continue to work with partners at local and system levels to play a key role in promoting the health and of Croydon's people. Alongside discharging its functions and statutory duties, the priority areas of work for the Health and Wellbeing Board in 2024 include:

- Finalising, publishing and operationalising the refreshed Joint Local Health and Wellbeing Strategy for 2024-2029,
- Further developing the Board to sustain a strong partnership approach to promoting and encouraging integration across the health and care system and ensuring Croydon's health and wellbeing needs are adequately considered at place and system levels, and
- Supporting, responding to and building on the recommendations from a series of LGA Peer Review challenges including an [Adult Social Care Peer Challenge](#), [Public Health Peer Challenge](#) and [Corporate Peer Challenge](#).

Through this work, the Health and Wellbeing Board will continue its focus on partnership working and collaboration to tackle inequalities and improve health and wellbeing in Croydon.