

Commissioning Intentions and Market Position Statement



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Foreword

by **Elaine Jackson, Interim Chief Executive Officer and Matthew Kershaw, Chief Executive Croydon Health Services and Place Based Leader for Health**

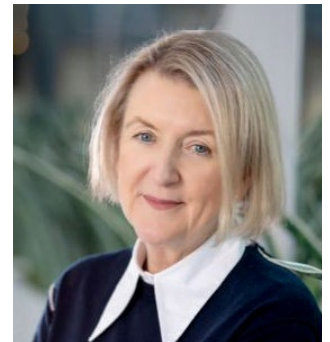
We are delighted to introduce Croydon's first joint Commissioning Intentions and Market Position Statement – a collaborative effort between Adult Social Care and Health, Children Young People and Education, Housing, Public Health and the South West London Integrated Care Board (ICB).

This document represents an important step in bringing together our collective understanding of local need, priorities and ambitions. It sets out a shared vision for how we will work with our market to shape sustainable, high-quality services that improve outcomes for residents across all life stages.

By developing a joint Commissioning Intentions and Market Position Statement, we are building on our shared commitment to collaboration – recognising the needs of our residents are often interconnected and that the best solutions come from working together. This approach will help us align strategies across children's and adult's services, housing, public health and health, ensuring that our commissioning and service development activities are better coordinated and more responsive to local priorities.

We are keen to strengthen relations with providers, foster innovation and make the most effective use of our collective resources. Through a more joined up understanding of demand, capacity and opportunities, we aim to deliver services that support independence, inclusion and value for money for everyone in Croydon.

We would like to thank residents, providers and partners for their thoughtful and constructive feedback and suggestions that have directly shaped and informed the development of this Commissioning Intentions and Market Position Statement.



Elaine Jackson
Interim Chief
Executive Officer



Matthew Kershaw
Chief Executive
Croydon Health Services
and Place Based Leader
for Health

Introduction

Croydon is one of London's largest boroughs by both population and geography, with a scale and diversity that distinguishes it from many others across the capital. It has a highly diverse community and a wide mix of urban centres, neighbourhoods and green spaces.

Compared with other boroughs, Croydon combines the characteristics of an outer-London borough with the functions of a major town centre, including transport links and a substantial local economy. From a Council perspective, this breadth creates a varied pattern of need and opportunity, shaping how services are planned, delivered and commissioned to support residents, communities and local growth¹.

Croydon's Commissioning Intentions and Market Position Statement is intended to be a practical and accessible guide for providers who play a vital role in supporting people in our Borough, identifying current and future demand, service development requirements and market gaps, and opportunities for providers to engage with us to design and deliver services. Croydon is committed to stimulating a diverse and active market in the Borough to meet the needs of our local residents.

We continue to develop strong relationships and strategic partnerships with key providers of services, to co-design creative and adaptive solutions around future service model delivery that respond well to demographic changes and ongoing financial challenge.

In this document we have set out our key priorities, commissioning intentions, and required outcomes; thus supporting the market to plan, invest and innovate in response.

For further information on the Market Position Statement, please contact marketpositionstatement@croydon.gov.uk

Croydon is facing a number of challenges in relation to service delivery and provision:

- **A need to deliver more with less resource** – requiring us to think differently about the types of services commissioned, providers we will seek to partner with, and the way we share risk and reward.
- **Increasing poverty and inequity** – driving demand for services and creating generational reliance on public service provision alongside health inequalities. Holistic commissioning and person-centred responses will be key to enabling people to live more independently in every domain of their lives.
- **Increasing complexity and co-morbidity of needs** – requiring us to think differently about our collective workforce and how we ensure frontline staff are able to respond to a range of interrelated issues.

We are seeking to work together with providers to collectively address these challenges and deliver better outcomes for the people of Croydon.

¹ For more data and information on Croydon, please see [Croydon Observatory](#)

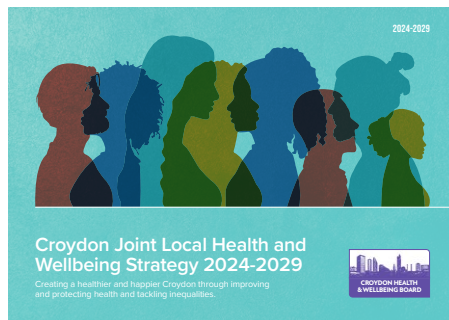
Strategic direction for Croydon

The **Mayor’s Business Plan** sets out the strategic direction for the borough and framework within which the Council plans, commissions and delivers services. It sets clear priorities for the allocation of resources, the redesign of services and the expectation that activity is focused on achieving measurable outcomes. Emphasis is placed on prevention, value for money and financial sustainability, alongside working collaboratively with partners and providers..

Croydon’s **Medium Term Financial Strategy 2026–2029** outlines the Council’s approach to long-term financial sustainability while continuing to meet our statutory duties. The next Medium Term Financial Strategy period requires us to deliver £124m in savings across the Council.

The **Future Croydon Transformation Plan** builds on the foundations of the Council’s improvement work to date and seeks to radically change the way we deliver services for our residents and how we connect with our communities.

The **Croydon Adult Social Care Strategy 2026–2030** promotes partnership working across the Council, NHS, and the Voluntary, Community and Faith Sector (VCFS). It aligns with the **Health and Wellbeing Strategy**, focusing on prevention, independence, and improving outcomes for residents.



Croydon’s **Housing Strategy** and **Health and Wellbeing Strategy** underline the role of safe, accessible, and affordable homes in enabling good health and independence. The borough is focused on preventing homelessness, improving housing quality, and expanding supported housing options for older people and those with complex needs.

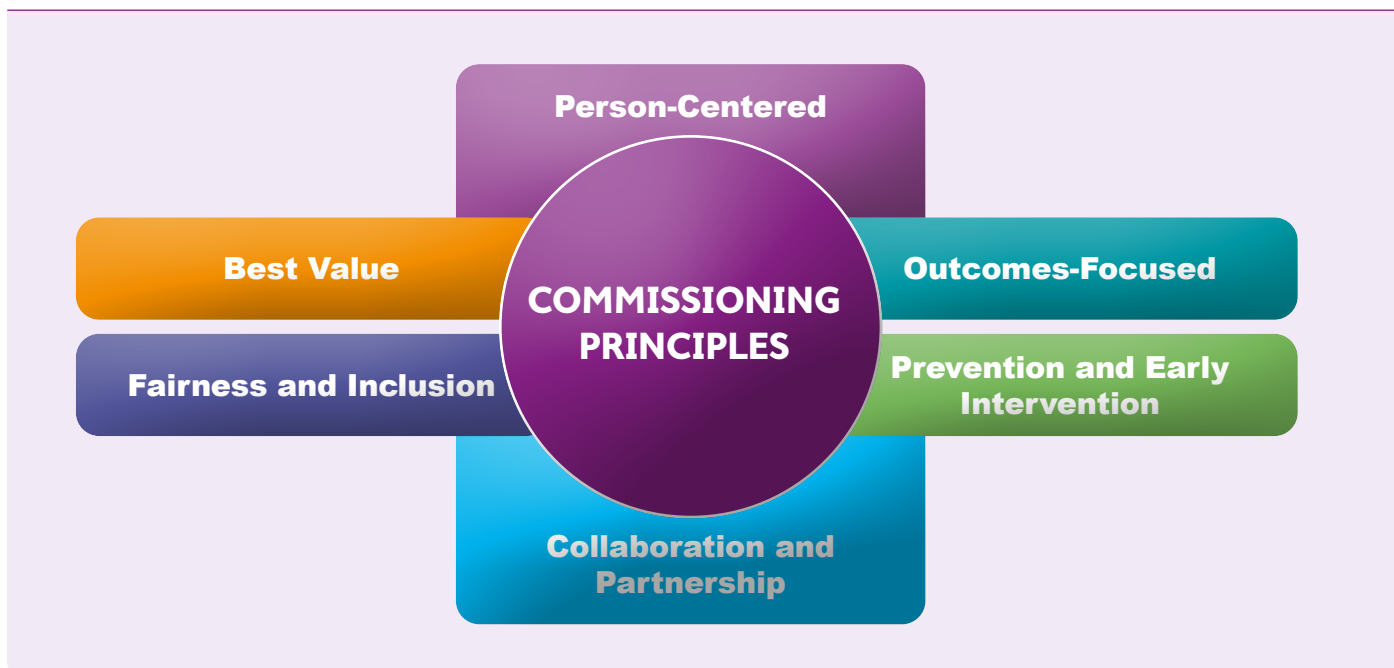
Croydon’s **Children and Young People Plan** focuses on early intervention, stronger partnerships and reducing inequalities for vulnerable children and young people.

Croydon’s **Carers Strategy 2024-2029** provides a clear framework for partnership working, underpinned by an annual action plan, ensuring sustainability, resilience and better outcomes for Carers across the borough.

The Croydon **Health and Care Plan** sets out the delivery plans for our partnership across the key principles and the strategic priorities agreed through the Croydon Health and Wellbeing Strategy. We work together across health and care as the One Croydon Alliance, set in the context of the **NHS Ten Year Plan** and the three shifts from treatment to prevention, acute to community and analogue to digital.

Commissioning Principles

Commissioning principles set out the values and approach that guide how we plan, design and deliver services with our partners and communities:



Person-centred

We aim to place residents at the heart of everything we do. Commissioning is driven by the voices, choices and lived experiences of people who use services, their families and carers.

Outcomes-Focused

We will commission for impact – focusing on improving wellbeing, promoting independence and delivering measurable results that make a real difference in people’s lives.

Best Value

We will use public resources responsibly to secure continuous improvement, commissioning services that are efficient, effective and enable us to deliver the Council’s Medium Term Financial Strategy 2026-29.

Prevention and Early Intervention

We will prioritise approaches that prevent, reduce or delay the need for more intensive care and support, helping people remain active and independent in their communities.

Fairness and Inclusivity

We will promote equity of access and ensure commissioned services reflect and respond to Croydon’s diverse communities and differing local needs.

Collaboration and Partnerships

We will work across the Council and NHS, and with the Voluntary Community and Faith Sector (VCFS) and providers to design and deliver joined up, integrated solutions that achieve shared goals.

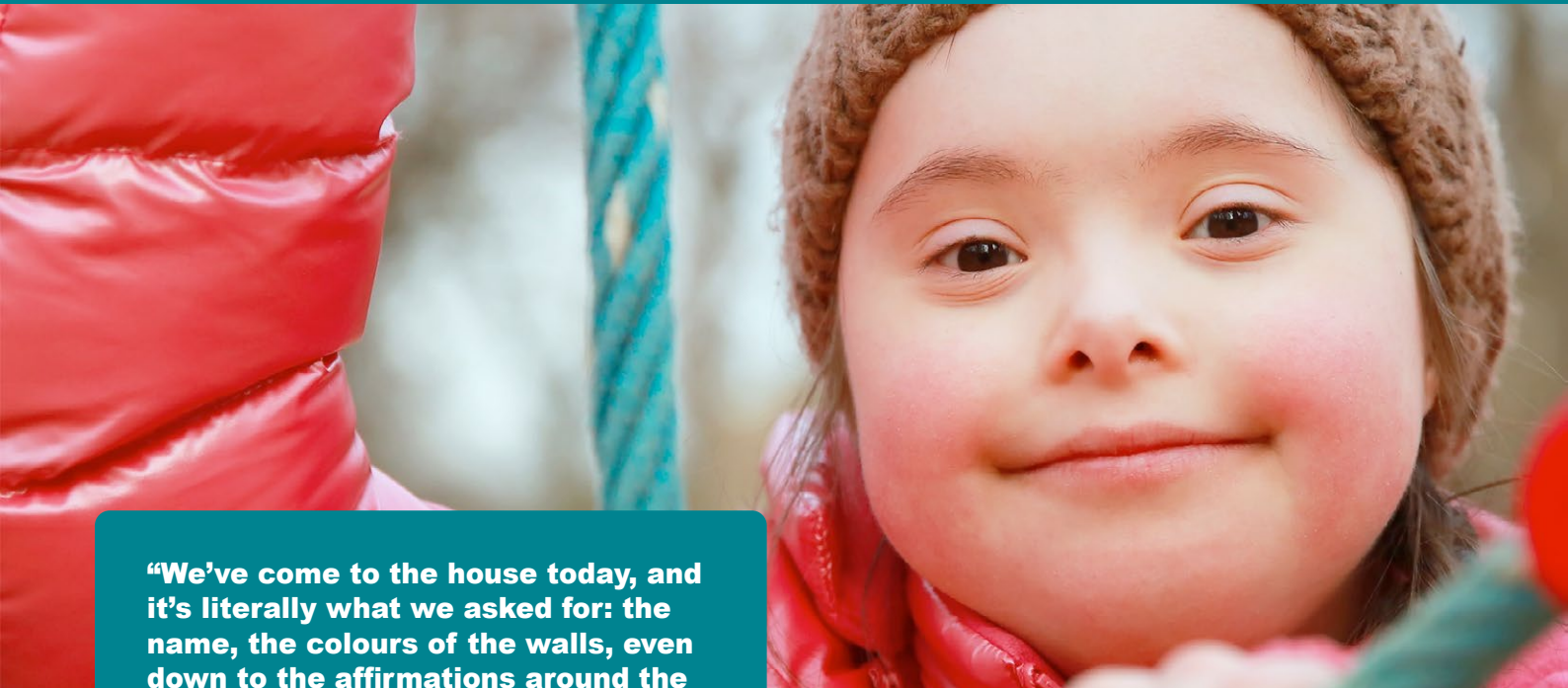
Case Study 1:

Creating local, high-quality care through partnership and co-design

Croydon Council has recently developed a new children's home in partnership with St Christopher's Fellowship, increasing local capacity for children with complex needs and reducing reliance on out-of-area placements. The home provides short to medium term support, working closely with families and the Team Around the Child to support unification or step-across to foster care.

The project reflects our commitment to working in partnership and delivering value for residents, bringing together council expertise and a trusted provider to deliver sustainable, high-quality care.

Young people have been central to the design; co-producing plans, influencing provider selection and shaping the look and feel of the home – demonstrating our principle of co-production and resident voice.




“We’ve come to the house today, and it’s literally what we asked for: the name, the colours of the walls, even down to the affirmations around the house to make a young person feel like they are needed in this life, to make them feel like they are enough, to be able to get to where they need to be... so I just want to say thank you to everyone that listened to us.”

By investing in local provision, the council is also improving outcomes and managing demand, ensuring more children stay close to their communities and support networks, where they are more likely to thrive.

Social value

Social value is a core consideration in the commissioning of services across the local authority, reflecting our commitment to achieving wider benefits for residents and communities beyond contractual outcomes.

In line with the Public Services (Social Value) Act, we expect providers to demonstrate how their delivery contributes to local priorities such as promoting economic inclusion, strengthening community capacity, supporting environmental sustainability and improving workforce wellbeing.



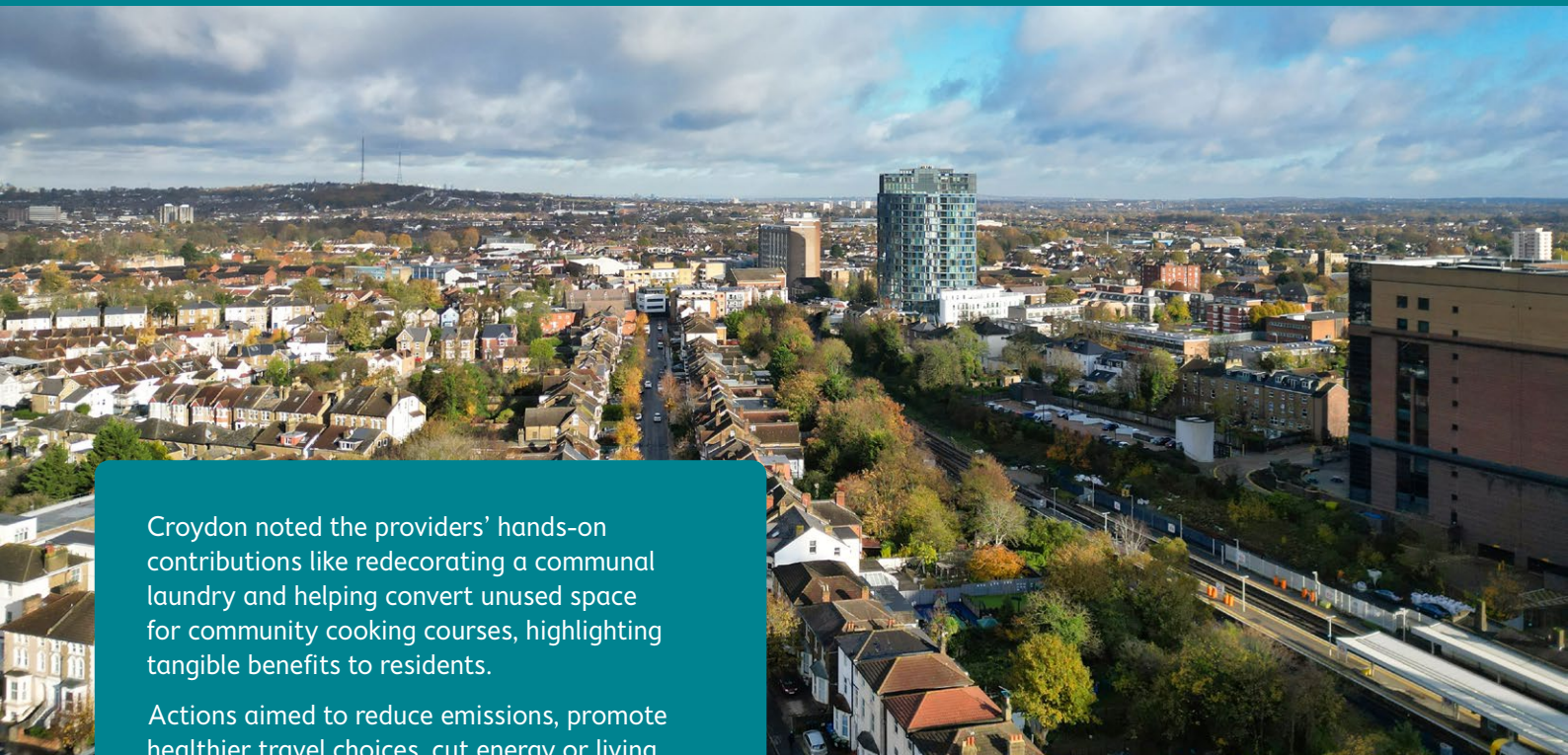
Embedding social value within commissioning enables us to maximise the impact of public investment, foster more resilient and equitable communities and work collaboratively with providers to deliver outcomes that create lasting, positive change. You can read more about our Social Value Framework [here](#).

Case Study 2:

Increasing Social Value

Croydon needed to develop a housing repair offer. We worked with a provider to successfully embed social value into the contract, turning commitments in to practical, measurable benefits for local residents.

Together, we set clear, practical actions under themes such as cleaner air, lower household costs and resident wellbeing. Examples delivered included improving shared spaces and partnering with local charities to create facilities or services for residents.



Croydon noted the providers' hands-on contributions like redecorating a communal laundry and helping convert unused space for community cooking courses, highlighting tangible benefits to residents.

Actions aimed to reduce emissions, promote healthier travel choices, cut energy or living costs, give financial or wellbeing support and create training or employment pathways. This helped residents save money, improve comfort in their homes and access local support of skills.

Delivery involved working with local organisations and platforms to track progress, support investment or training, and verify impact. Public reporting also shows substantial overall social value delivered over time – over £108 million of social and local economic value, plus thousands of volunteering hours.

A repeatable model showing that a repairs contractor can deliver meaningful, audited social value alongside technical services—improving local spaces, helping households with costs and wellbeing, and engaging community partners. It proves social value can be structured, measurable and central to the service offer, giving the contractor a stronger, differentiated position when bidding for similar public-sector contracts.

Population Profile

General Population

Latest population estimates² show that the total population of Croydon is 409,342 people – this is the largest population of all London boroughs. 20% of Croydon residents are under the age of 16 and 14% are aged 65 and over.



20%

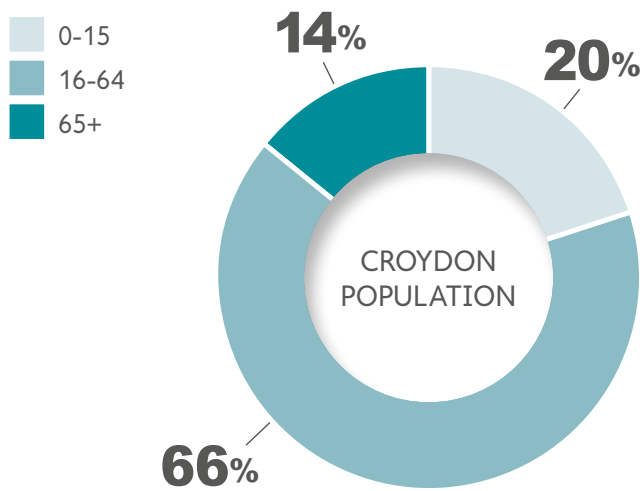
OF CROYDON RESIDENTS ARE UNDER THE AGE OF 16



14%

OF CROYDON RESIDENTS ARE AGED 65 AND OVER

Estimated population	2024	2029		2034		2039	
0-15	82,949	79,199	-5%	77,967	-6%	78,418	-6%
16-64	269,659	275,910	2%	282,765	5%	287,202	7%
65+	56,734	64,526	14%	72,446	28%	77,289	36%
Total	409,342	419,635	3%	433,177	6%	442,909	8%



Croydon’s population is projected to grow by 3% over the next five years, 6% in the next ten years and 8% over the next fifteen years³. These proportional increases are much higher in the older age groups. By 2039, it is projected that those aged 65 + will make up 17% of the Croydon population.



3%

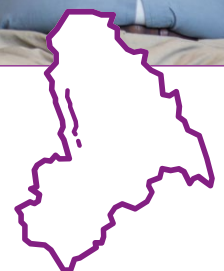
GROWTH IS PROJECTED IN CROYDON’S POPULATION OVER THE NEXT FIVE YEARS.

6%

GROWTH IS PROJECTED IN CROYDON’S POPULATION OVER THE NEXT TEN YEARS.

8%

GROWTH IS PROJECTED IN CROYDON’S POPULATION OVER THE NEXT FIFTEEN YEARS.



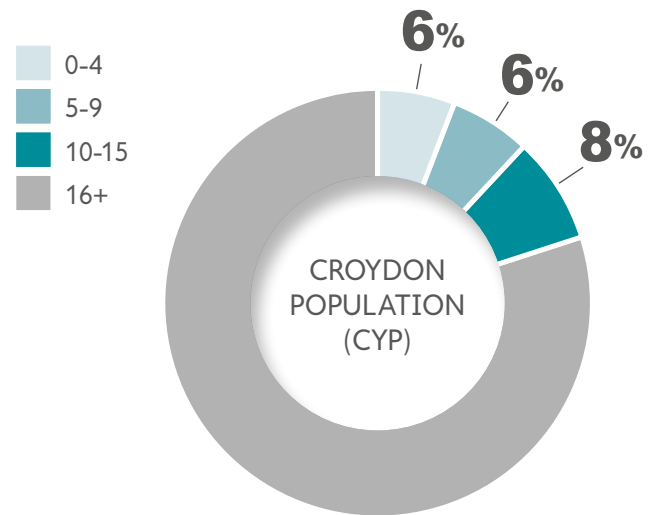
² Office for National Statistics mid-year estimates (mid-2024)

³ Greater London Authority housing-led population projections (2022-based ten year migration central fertility identified capacity methodology)

Children and young people (under 15)

In all age groups of children and young people (under the age of 15), there are relatively equal numbers of boys and girls.

Croydon’s very young population (aged 0-4) is expected to grow slightly over the next fifteen years. In contrast, Croydon’s school-aged population is expected to decrease, particularly in the older ages (10-15).

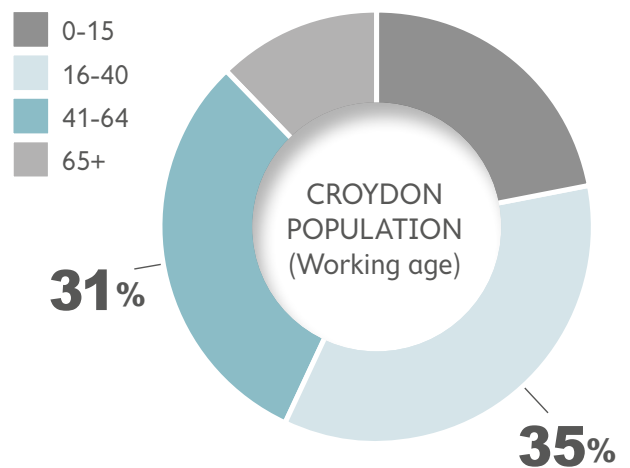


Estimated population	2024	2029		2034		2039	
0-4	25,755	25,429	-1%	26,184	2%	26,858	4%
5-9	25,831	24,000	-7%	23,899	-7%	24,294	-6%
10-15	31,363	29,770	-5%	27,885	-11%	27,266	-13%

Working-age population (16-64)

In both children and young people and working age adults age groups, there are relatively equal numbers of males and females.

Croydon’s working-age population is expected to grow by 5% over the next ten years.

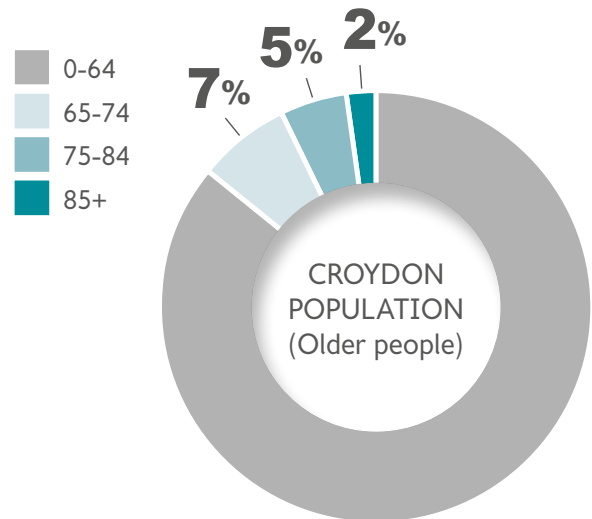


Estimated population	2024	2029		2034		2039	
16-40	143,970	147,138	2%	150,842	5%	151,037	5%
41-64	125,689	128,772	2%	131,923	5%	136,165	8%

Older population (65+)

In those aged 65-74, there are relatively equal numbers of males and females. In the 85+ age group, females outnumber males by almost two to one.

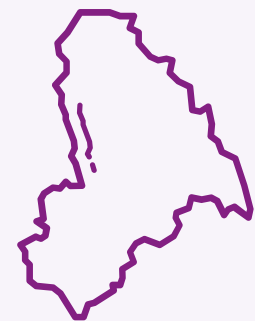
Over the next five years, the largest increases in Croydon's older people are seen in those aged 60-74. In contrast, the largest proportional increases over the next fifteen years are expected in the 85+ age group as we see an ageing population.



Estimated population	2024	2029		2034		2039	
65-74	30,108	35,503	18%	39,978	33%	39,900	33%
75-84	18,863	20,862	11%	22,483	19%	26,516	41%
85+	7,763	8,162	5%	9,984	29%	10,873	40%

Ethnicity

Ethnicity measures are composed from several factors and ethnic groups in an area can change quickly. The most reliable estimates for ethnicity for the Borough of Croydon are the 2021 Census.



Croydon is one of London's most diverse boroughs;

48.4%

of residents are from the white communities.

53.8%

are from black and mixed communities.

Key Messages for the Market



KEY MESSAGES FROM COMMISSIONERS:

- **Early intervention and prevention** – we want to work with communities and organisations to prevent and reduce demand for statutory services, ensuring people are in receipt of the right level of provision for a time-limited period to enable them to continue living independently in their own homes.
- **Promoting independence** - where statutory services are required, we want to work with providers to design interventions that focus on maximising independence and reduce or eliminate the need for long-term support.
- **Outcomes-focused** – we will move to commission and pay for outcomes achieved, working with providers to incentivise innovation and share risk.
- **Quality and value for money** – we want to work with services that are high quality and deliver value for money for the people of Croydon.

KEY MESSAGES FROM RESIDENTS:

Residents told us they value:

- timely access to support
- clear and accessible information
- services that are culturally sensitive and easy to navigate
- better coordination between services
- choice and support that helps people maintain independence and wellbeing
- accessible services and homes
- transitional planning when people are moving between services and homes
- being consulted and involved in discussions and decisions
- clear communication and planning
- good quality providers who have compassionate, proactive and well-trained staff
- a greater sense of community and a place where they feel safe

KEY MESSAGES FROM PROVIDERS:

Providers told us they would welcome:

- **Clear communication, engagement and visibility** – ongoing cross sector dialogue, shared learning, provider forums and visible Council leadership
- **Stronger collaboration** – co-designing solutions, supporting services most in need, and clear pathways for engagement across the Council
- **Commissioning approach** – longer term and flexible contracts, clearer medium-term priorities and joined up approaches to contracting and delivery.

Emerging demand

PUBLIC HEALTH



Health inequalities driven by increasing levels of deprivation, a large and diverse population and increasing complexity of need.



Demand for services relating to obesity, mental health, smoking, long-term conditions and complex family needs continues to rise.



CHILDREN YOUNG PEOPLE AND EDUCATION



2000 contacts per month requesting support.



EHCPs more than doubled in the last 10 years and are predicted to grow by a further **25%** by 2030 – high demand for speech and language therapy, occupational therapy and educational psychology services.



Demand for CAMHS mental health and neurodevelopmental services continue to grow with long waiting lists for assessment and access to treatment.



80 care experienced young people living in temporary accommodation, indicating increase demand for adequate housing.



558 children in care and **888** care experienced young people.



1,193 children placed in Croydon by **102** other local authorities.



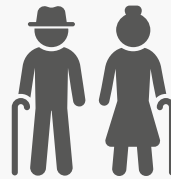
100+ children currently living in non-fostering settings on average.

ADULT SOCIAL CARE AND HEALTH



10%

growth in demand for support from Adult Social Care and Health over the next 15 years.



1.8%

of our population is over 85, and we have the third highest over-65 population in London, including a rising number of residents with dementia.



25%

growth in demand for mental health services is expected.



436

additional Extra Care units are projected to be needed in Croydon by 2030, rising to 711 units by 2040.



Every **2.5** minutes, a resident attends A+E. High levels of hospital admissions, particularly among older residents and those with long-term conditions.

HOUSING



3924

households in temporary accommodation



400

new homelessness applications each month



469

rough sleepers in 2025



8500

households are waiting for a permanent home



1-5 households per month (up to **10-15** in peak months), transition into emergency accommodation, requiring rapid assessment and onward support.



Waiting times for social housing currently range between **8** and **10** years.

Market capacity

GENERAL NEEDS HOUSING

- General Needs Housing capacity in Croydon is tight and materially below demand, especially for affordable general needs homes. This is putting pressure on services as people are unable to step down in to more independent settings, specifically;
 - Our temporary accommodation provision.
 - Supported independent accommodation for young people.
- We require self-contained general needs properties for residents to move in to. There is a lack of provision for persons with mental health conditions and complex emotional and personality disorders, which offer a therapeutic, trauma informed recovery model.
- The supply of housing in the borough is low; Croydon is seeking to work with Housing Associations to build more affordable homes.



EARLY INTERVENTION, ENABLEMENT AND REABLEMENT

We require more skilled and trained providers in the borough to enhance our early intervention, enablement and reablement offers across all population groups.



FOSTER CARE

Develop specialist in-house fostering provision for:

- children with complex emotional and behavioural needs
- emergency placements
- parent and child arrangements
- children at risk of residential care or placement breakdown
- children at risk of Child Criminal Exploitation and Child Sexual Exploitation

OUTREACH

There is a need for more varied outreach offers in the community, this includes providers who can support with medication management in people's own homes, escorting where appropriate, to support meeting people's aspirations and delivering via an outcomes-based approach.

COMMUNITY MICRO-ENTERPRISES AND DIRECT PAYMENTS

We are developing our Community Micro-Enterprise (CMEs) market in the borough, and increasing our Direct Payments offer to support more choice and control. We are particularly keen to welcome more CMEs to expand our child-minding offer and to support adult residents to keep well, remain independent and stay connected to their local community. See Support for the Market section for more information about how to get involved.



SUPPORTED ACCOMMODATION

- We have sufficient supported living provision within the borough, but we would like to work with supported living providers to ensure their scheme design and delivery model meets local need.

- We need Registered Local Landlord/Housing Providers to:
 - provide local, high quality, fit for purpose and affordable accommodation for young people turning 18.
 - commit to supporting transition within a flexible timescale.

- We require providers who are trained and skilled in trauma-informed practice with young people.

- We require providers who are skilled as advocates for young people, promoting their independence and self-care while supporting their journey into adulthood and who are adept at-risk management during transition.

- We need flexible community based support for our young people to maintain and enhance their independence and to fulfil their ambitions.

- We want to work with external partners such as social investors, developers, Registered Social Landlords and Registered Providers to increase our extra care housing offer by developing or adapting properties and delivering care that reflects the borough's needs.

RESIDENTIAL & NURSING FOR CHILDREN, YOUNG PEOPLE AND ADULTS

We do not need any further residential and nursing care home provision in Croydon, in some areas we have over-provision. We do however want to work with existing, local providers to:

- ensure more availability within Croydon for children and young people presenting neurodiverse, challenging or self-harm behaviour and for children with disabilities.
- diversify and strengthen the market to better meet more complex care needs for adults, enhanced accessibility needs and support individuals with challenging behaviours.

DOMICILIARY CARE

We do not need any more domiciliary care provision in Croydon, but we are in the process of reviewing our domiciliary care framework to encourage existing providers in the borough to apply to work with us to focus on delivery of outcomes, utilising all available community assets.

Commissioning intentions

Commissioners are working on a number of cross-cutting initiatives, along with population cohort specific initiatives – as outlined below. Please see our [Action Plan](#) for further information.

JOINT INTENTIONS

Commissioners are working together across the Council and SWL ICB to:

- move towards a relational model of commissioning – characterised by working in partnership with providers to continuously adapt and improve service provision in line with resident’s needs, underpinned by longer-term contracts sharing risk and reward. We are keen to work with partners who share our principles of social value and public benefit, rather than profit margins and private gain. We will consolidate our approach with the development of our Commissioning Framework in 2026/27.
- increase the supply and range of affordable supported housing options. We are seeking social investment and development partners to deliver increased capacity across:
 - Registered Social Landlords and providers who demonstrate value for money, compliance, improved outcomes for households and support long-term financial resilience.
 - accelerated move-on solutions and diversified supply options for people and families who find themselves homeless and in need of accommodation.
 - Move-on/Permanent accommodation with community based support to help care experienced young people to maintain their tenancies and achieve their ambitions.
 - increased local residential capacity to support children with complex needs that demonstrates value for money and delivers good outcomes.
 - step-up provision for people requiring additional support due to their long-term condition, substance use or age to maintain their independence and prevent admission to more institutional forms of care.
 - step-down provision for people requiring support to increase their independence or recover from addiction, ill health or a stay in hospital.
- work in partnership with providers, residents and key partners to develop our supported housing strategy.
- identify and partner with providers delivering innovative approaches to supporting young people with complex needs to maximise their independence and achieve their potential.
- develop neighbourhood delivery models, working with local providers rooted in their communities that can deliver prevention, early intervention, readiness for adulthood and reablement.
- reduce health inequalities and increase early help, particularly for children, young people and families.



PUBLIC HEALTH

- Continue to commission school health and wellbeing surveys to inform policy, service design and evaluation, with a focus on primary, secondary and alternative education settings including SEND.
- Strengthen early help and prevention offers that support families to make sustainable behavioural changes.
- Explore future design and commissioning options for school nurse and health visiting models.



- Recommission the clinical delivery of NHS Health Checks service to improve uptake and provider capacity.
- Target healthy lifestyle service geographically and demographically, using deprivation and CORE20PLUS5.
- Expand grant-funded models of community based mental health provision and culturally tailored counselling, where impact is evidenced.
- Develop bespoke mental health offer to support underserved communities, such as men and young adults.
- Deliver and respond to comprehensive needs assessments for sexual and reproductive health, and substance use disorder to identify drivers for change in treatment and recovery services.
- Deliver young people's substance use needs assessment.
- System review of the substance use eco-system to support, design and commission of future model.

CHILDREN, YOUNG PEOPLE & EDUCATION:

- Continue to develop and embed the Family Hubs model to provide a coordinated early help offer that brings together parenting support, perinatal and early years services, family wellbeing and wider community-based support.
- Work in partnership with organisations that can deliver outcomes regarding improved school readiness, strengthened parental capacity and confidence, improved family stability and a sustained reduction in demand for statutory services.
- Deliver and respond to sufficiency assessments to ensure local provision remains responsive, effective and sustainable.
- Strengthen the micro-provider and childminding market, recognising their vital role in reaching families, increasing capacity, and delivering culturally responsive, community lead provision. We will reduce barriers to participation, particularly in areas of greatest need.
- Reshape provision for children and young people with SEND and disabilities over the next three years by:
 - strengthening local, inclusive and community-based provision to enable more children to have their needs met in local mainstream settings,
 - reduce reliance on high-cost specialist and out-of-area placements by expanding high quality local alternatives.





- Expand local fostering capacity, including Staying Put provision, specialist and supported fostering, enabling children and young people to live close to home.
- Support our fostering offer by ensuring training is delivered to foster carers so they feel adequately equipped to accept and continue to support complex placements.
- Develop relationships with local providers to enable them to accept emergency placements, and short-term provision that supports children and young people on the cusp of care to support family reunification.
- Strengthen the complex neurodiversity and challenging behaviour pathway and offer within the Borough, reducing waiting lists for assessment and access to treatment.
- Issue further funding round to support clubs and tutoring for asylum seeking and displaced children and families.



ADULT SOCIAL CARE & HEALTH

- Develop seed funding process for interventions that support implementation of the ASCH Strategy priorities.
- Secure partner to deliver our new model of Technology Enabled Care, using the latest digital advances to support people to remain safely in their own homes.
- Increase number of approved micro providers (8 or less employees) able to support residents with health and care needs.
- Secure locality partners to deliver expanded model of outcomes-focused reablement and enablement, focused on restoring skills and confidence and supporting people to regain their independence.



- Review respite/short breaks offer, including our dementia day opportunities provision, to ensure all cohorts have access to well-planned provision that supports Carers to maintain their caring role.
- Strengthen and diversify Day Opportunities to provide meaningful, inclusive and community-based activities that promote independence, social connection, skills development and wellbeing, aligned to people's aspirations and outcomes.
- Co-design of outcomes-based domiciliary care model, moving away from a traditional time and task commissioning towards a more personal approach that centres on individuals' goals, independence and wellbeing.
- Redesign and commission supported accommodation and housing pathway to deliver high-quality, trauma-informed and outcome-focused support that promotes independence and progression into appropriate accommodation.
- Securing social investment and development partner to expand and remodel our Extra Care Housing provision.



HOUSING

- Work in partnership with Housing Associations to develop new build homes underpinned by nomination agreements.
- Secure preferred landlords who demonstrate value for money, compliance, improved outcomes for households, and support long-term financial resilience.
- Reshape nightly let arrangements around consistent property standards, clear service expectations and performance driven contract management.
- Improve quality of private sector provision through the introduction of the new Private Rented Sector Licensing scheme.
- Expand tenant panels, digital engagement routes and co-production forums.
- Work with providers to support street outreach and assist long term rough sleepers.
- Improve sheltered accommodation offer for older residents enabling them to stay in their home, whilst encouraging them to downsize where appropriate.
- Work with the education and training sector to improve the quality of the workforce and promote careers in housing.
- Continue to prepare for future renters' rights reforms by reviewing enforcement capacity, updating standards frameworks and strengthening landlord relationships.

HEALTH

- Implement neighbourhood-based health approach which focuses funding and provision on early identification of people at risk of deteriorating health to deliver proactive and preventative support.
- Strengthen, and improve access to, community-based services and support such as falls prevention services, social prescribing, home-from hospital support and community rehabilitation such as physiotherapy and musculoskeletal services.
- Reduce avoidable admissions, with a strong focus on shifting care from acute settings into community and primary care through prevention, early intervention and coordinated local support.
- Develop South West London core offers for mental health, where a single approach provides the best outcomes balanced with the specific borough and neighbourhood health needs.



Support for the market

Croydon is committed to fostering strong, collaborative relationships with its suppliers and recognises that effective provider support is essential to delivering high-quality services for residents.

Procurement Support and Tenders

Providers can find out more about our procurement opportunities and working with Croydon here: [London Borough of Croydon E-Procurement Site - Home](#).

Providers are required to sign-up to the Central Digital Platform if they want to work with Local Authorities: [Suppliers: How to register your organisation and first administrator on Find a Tender in three easy steps \(HTML\) - GOV.UK](#). Bid writing sessions are often available to support providers on their tender journeys. More procurement information can be found: [Procurement | Croydon Council](#).

Information and Training

The Council works collaboratively with the ICB and other key stakeholders in supporting providers. This can be around health and information/training.

We co-ordinate approaches on how to support providers through regular provider webinars, newsletters and in person events. More information can be found here: [Information for providers | Croydon Council](#). A large range of training for providers and professionals are also delivered at our Family Hubs. Information on these can be found here: [Family Hubs | Croydon Council](#)

Community Micro Enterprises

Croydon is supporting the growth of Community Micro Enterprises (CME) as part of its commitment to building a stronger local economy through community-led markets and creating more opportunities for residents and small businesses.

To find out more information please contact: croydon.microenterprises@croydonalmshouses.org.uk

Croydon Means Business

Croydon Means Business is a targeted initiative designed to help Croydon businesses start, grow and thrive. More information can be found [Croydon means business | Croydon Council](#)

Match My Project

Match My Project is our platform for connecting providers with upcoming opportunities and priorities in Croydon. It gives them a clear way to share what they can offer, see where their work aligns with our needs, and link up with others where collaboration could help. It also helps us match providers to the right projects early on, including those that can bring strong social value benefits for local communities.

Quality Visits

Our teams in both Children Young People and Education and Adult Social Care and Health regularly visit care providers, offering support, advice and guidance, including holding mock inspections.

CYPE - Childrensintegratedcommissioning@croydon.gov.uk

ASCH - carequality@croydon.gov.uk

Provider Engagement and Events

A number of the teams hold provider engagement events which is an opportunity to engage with others and share information and legislative updates etc. More information on these can be found here: [Provider engagement and events | Croydon Council](#)

Workforce Development

Adult Social Care and Health aim to support our providers with their workforce development and a number of training opportunities for providers can be found here: [Workforce development and support | Croydon Council](#)

Access to Work

Access to Work in Croydon helps people with disabilities or health conditions find and keep jobs through grants for practical support, such as specialist equipment or transport.'

More information can be found here; [Connect To Work - South London Partnership](#)

Case Study 3: Supporting our Providers

There is strong evidence that people from the global majority experience poorer access to, and outcomes from, NHS talking therapies and mental health care. Public Health Grant funding was made available for the development of a culturally informed counselling service.

Commissioners worked closely with providers and the voluntary sector to co-design and co-produce a service to address common mental health needs and reduce inequalities of the Global Majority accessing counselling services.

Providers shaped the culturally and trauma informed service, leading on the delivery method and innovations

to shape future delivery. Commissioners facilitated regular provider forums and communications between the six providers who were successful in their bids. Commissioning supported with data collection, qualitative and quantitative, to build a case for change and to support further funding.



Commissioning have given ongoing support to providers during the first year of delivery by co-producing quality workbooks, facilitating a provider network, where they come together to discuss challenges and successes, and promotion of the services through commissioning networks.

Providers have said:

“It’s been a real partnership, working without competition in a good supportive network of likeminded people” and “the support of the commissioning team has been really valuable”.

Commissioners have taken a relational approach built on mutual respect, trust and quality relationships between commissioners and providers. A further year funding has been secured from the Public Health Grant for the service to continue delivery.

The programme delivered early, targeted support to help prevent and avoid serious mental health issues, avoid crisis escalation, and improve people’s wellbeing.

It prioritised approaches to prevent, reduce or delay the need for more intensive care and support, helping people remain active and independent in their communities.

Adult Social Care, Children Young People
and Education, Housing and Public Health

South West London Integrated Care Board (Croydon)

Commissioning Intentions and Market Position Statement

APRIL 2026

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www.croydon.gov.uk

For further information on the Market
Position Statement, please contact
marketpositionstatement@croydon.gov.uk