

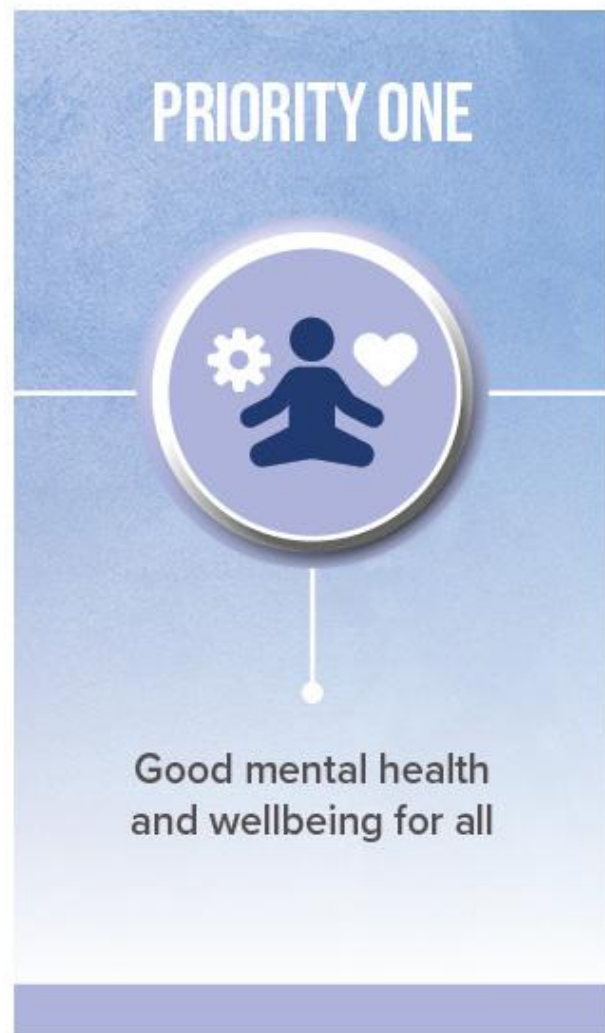
Croydon Health and Care Plan 2024-2029

Croydon Health and Care Plan Action Plans 2026/27

This pack summarises the ambitions set by the Croydon Joint Health and Wellbeing Strategy and details the current action plans for each of the strategic priorities.

The action plans will be overseen by our partnership governance and refreshed annually.

Priority 1: Good Mental Health & Wellbeing For All



In Croydon, we recognise that **there is no good health without good mental health, and promoting and protecting good health is everybody's business.**

Mental health and wellbeing impacts nearly all aspects of our health. To make a difference, **we need to place improving, protecting and promoting our mental health and wellbeing at the centre of our actions.**

Key commitments:

Focus on:

- Promoting mental wellbeing
- Preventing mental health conditions
- Preventing self-harm and suicide
- Continuing to build on the successes of the ongoing Mental Health Transformation Programme

Supporting the development and implementation of:

- Croydon's Multiagency Self-Harm and Suicide Prevention Action Plan
- Croydon's Dementia Strategic Plan
- Croydon's Autism Strategy
- South West London Mental Health Strategy

Good Mental Health & Wellbeing For All – Action Plans

Actions	Lead partner
Produce a needs assessment for children and young people's mental health to ensure we understand the needs of different groups of young people and agree clear priorities for responding – due for publication in Q3 2026/27.	Public health
Continue to develop the offer for Mental Health in Schools Teams across Croydon, with new investment expected in January 2027 to expand coverage with two additional teams across 40 more additional settings.	ICB
Ensure transitions between services are proactively managed to ensure young people and others moving between mental health services are supported at the right time and in the right place.	SLAM
Reduce waiting times for access to services and starting treatment through pathway improvements and optimised referral processes, and by reviewing and potentially revising service availability in terms of population need.	SWL ICB/SLAM
Continue to support improvement in mental health resilience within the borough through provision of public mental health training (e.g. Mental Health First Aid training / trauma informed training) and, culturally-informed counselling pilot programme	VCFS provider/Public Health
Identify communities and population cohorts most at risk of mental ill-health and use a population health management approach to design and implement interventions to maximise emotional wellbeing and develop resilience.	South West London ICB/Public Health
Implement a revised partnership approach, aligned with neighbourhoods, enabling the council's statutory duties to improve the outcomes of people seeking to access services to improve their mental health and for people with learning disabilities and autism who have care and support needs.	Croydon Council

Actions	Lead Partner
Continue implementation of community mental health transformation priorities, with a focus on strengthening neighbourhood team integration and supporting workforce development across sectors.	SLAM/Alliance
Maximise uptake of the specialist stop smoking service specifically aimed at Croydon residents with complex needs, including those with SMI.	Public health
Ensure that Integrated neighbourhood teams strengthen collaboration with VCFS, primary care and acute partners to ensure mental health support is embedded within wider health pathways.	Alliance
Ensure the development of Work Well in Croydon is well joined up with existing offers within SLAM and other system partners, so that people with mental health need can be supported to find and maintain good employment, linking in with the work on cost of living.	Alliance
Increase uptake in early intervention services to avoid tenancy breakdown and crisis escalation for vulnerable adults and those experiencing mental health challenges and embed this into the neighbourhood model.	Croydon Council
Continue to deliver Croydon's self-harm and suicide prevention strategy and action plan by taking a collaborative multi-agency approach.	Public health
Focus on primary/secondary care interface for mental health within the neighbourhood health programme, to ensure further collaboration to establish clearer and consistent criteria for access to SLAM neighbourhood teams, referral/ advice and guidance processes and improved discharge/clinic letter standards.	ICB Place team/GP Collaborative/CHS

Learning disability and autism

Actions	Lead Partner
Continue development of the south west London Key worker service for children and young people, for those most at risk of a mental health inpatient admission.	SWL ICB
Implement updated version 2 of the digital dynamic support register to improve oversight of and support multi agency working with children and adults at risk of being admitted to a mental health hospital.	SWL ICB
Review the Croydon adult autism community intensive support team to capture learning and inform future development	SWL ICB
Deliver improved support, information and advice including psychoeducation to families and young people before and following a diagnosis of autism.	SWL ICB/Croydon Council
Continue to deliver NHS learning disability annual health checks and health action plans in primary care to at least 75% of people age 14 years and over on practice learning disability registers.	SWL ICB
Roll out Oliver McGowan training for learning disability and autism across NHS providers.	NHS Provider Trusts
Publication of refreshed Autism strategy and multi agency action plan.	Autism Partnership Board
Work with young people with complex needs to increase their independence through our Active Lives Service.	Croydon Council

Priority 2: Cost of Living



Access to quality housing, that is warm, secure and can support independent living, as well as adequate healthy food are important for our health and wellbeing. To effectively tackle health inequalities, we need to ensure all residents have access to affordable quality housing and healthy food.

Key commitments:

- Multiagency approach to Cost of Living challenge
- Building upon existing partnerships and initiatives including but not limited to:
 - Healthy Communities Together and Community Hubs
 - Croydon Food and Healthy Weight Partnership

Cost of Living: eat, sleep, and have heat

Actions	Lead partner
Establish the One Croydon collaborative approach to supporting residents to eat, sleep and have heat, noting the wider role of the Health and Wellbeing Board in influencing the wider determinants of health.	Public Health
Deliver the Croydon Healthy Food and Active Life Strategy and Action Plan to increase healthy weight across the life course for all Croydon's communities.	Public Health
Deliver a Homelessness Health Needs Assessment to support the identification of priority areas for action by the system to improve health outcomes for residents experiencing different forms of homelessness in the borough	Public Health
Review the existing projects and plans of the One Croydon partner organisations as Anchor Institutions to identify priority opportunities for joint working on Anchor 2024-2029. This might include: - Shared commitments around anti-racism and engaging with the South West London Anti-Racism Framework to ensure a positive impact for Croydon staff and residents from our diverse communities - Shared commitments around the implementation of the London Living Wage - Engagement with the South London Listens work on housing and health - Coordination of the Croydon partners' approach to supporting local people into jobs in health and care - Exploring opportunities for closer partnership working to support Croydon residents with health barriers into work - Sharing information about the partners organisations' green plans to identify opportunities for working together - Ongoing work to prioritise social value in procurement and partnerships with the voluntary and community sector	One Croydon Alliance
Reduce barriers for homeless people in accessing healthcare through the Homeless Health Outreach Nurse Service and through improved GP coding and registration of homeless patients.	SWL ICB
Implement our Workforce Development Action Plan to support the ASCH workforce to deliver continuous improvement and better outcomes for residents.	Croydon Council

Priority 3: Healthy, safe & well connected neighbourhoods and communities

PRIORITY THREE



Healthy, safe and well-
connected neighbourhoods
and communities

We want to cultivate **healthy, safe and well-connected** neighbourhoods and communities, where **healthy choice becomes the easy choice**.

Key commitments:

- Physical activity, active travel, access to affordable healthy food
- Climate change: taking actionable steps to reduce carbon emissions and tackle climate emergency. Working with partners to embed and promote sustainability in our culture, especially in our planning, commissioning and procurement processes
- Health protection (infection prevention and control, environmental hazards), working with Croydon Health Protection Forum
- Working with our Voluntary and Community Sector to establish community-led initiatives aiming to foster a strong sense of belonging and help our communities thrive
- Ensuring culturally competent services and being a leader in South West London in establishing the use of an anti-racism framework
- Equalities Pledge and George Floyd Race Matters Pledge to promote equality of opportunity for individuals of all characteristics with a specific focus on underserved groups such as minoritised ethnic groups, LGBTQ+ population, refugees, asylum seekers, homeless people, and people with disabilities including those with communication impairments.

Healthy, safe & well connected neighbourhoods & communities

Actions	Lead partner
Deliver against the Equalities Pledge and George Floyd Race Matters Pledge to promote equity for individuals of all characteristics with a specific focus on underserved groups. Ensure that the approach to measuring outcomes can assess the impact of this.	Croydon Council
Coordinated activity to increase uptake of immunisations across Croydon's communities.	Public Health
Develop the Healthy Behaviours offer, including through the Live Well Service.	Public Health
Refresh approach to NHS Health Checks, including focus on uptake and inequalities.	Public Health
Together with Croydon's communities, continue the co-development of an Anti-racism programme of work, overseen by Croydon Health and Wellbeing Board	Public Health
Continue to develop Local Area Coordination model of relationship support focusing on those who may be close to needing support from statutory services, aligned with neighbourhood health and care.	Public Health
Research and evaluation: Work collaboratively with partners to develop research capacity enabling evaluation and research are incorporated into everyday decision making.	Public Health
Continue to deliver the Creative Health programme during 2026/27 to support resident needs and support uptake.	Croydon Council
Work together to deliver the actions in the Croydon carers' strategy for all age groups.	All Partners
Focus on increased use of Technology Enabled Care (TEC), to ensure our residents are able to utilise TEC to its full potential to maximise independence.	Croydon Council

Healthy, safe & well connected neighbourhoods & communities

Actions	Lead partner
From 2027/28, implement locality-based Neighbourhood Health Community Prevention and Empowerment schemes for North, Central and South Croydon, tailored to meet each locality's population health needs.	SWL ICB Place team
Optimise delivery of community outreach and empowerment activities designed to prevent, identify and self-manage Long Term Conditions.	SWL ICB Place team/VCS Providers
Ensure that pathways for prevention, diagnosis and management of Long Term Conditions are embedded in Neighbourhood Health and Care. Focus areas for Croydon include diabetes, hypertension, Chronic Obstructive Pulmonary Disease, Chronic Kidney Disease.	SWL ICB Place team/Neighbourhood teams
Work with South West London ICB to improve the community offer for patients with Sickle Cell Disease (SCD) in Croydon, to enable them to maintain healthy lives and reduce hospitalisation.	Croydon Health Services
Review access, outcomes and patient experience for musculoskeletal services in Croydon and identify options for recommissioning in 2027.	SWL ICB Place team
Work with Pharmacy, Optometry and Dentistry to embed wider primary care into neighbourhood working.	SWL ICB Place team/Alliance

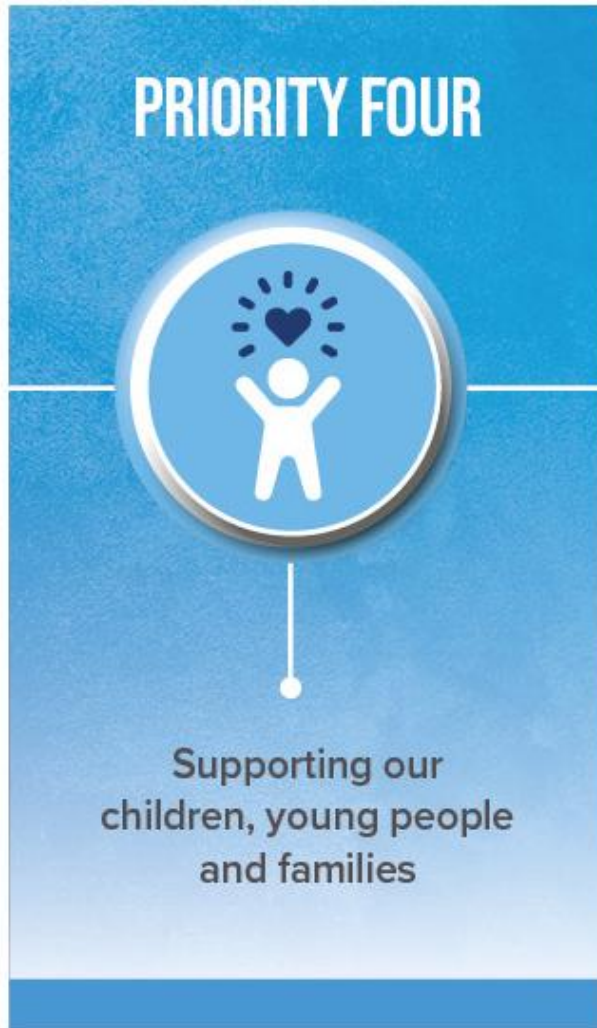
Healthy, safe & well connected neighbourhoods & communities

Actions	Lead partner
Deliver a two-year roadmap to further develop Integrated Neighbourhood Teams in Croydon to enable our partnership approach to proactive and preventative care closer to home.	SWL ICB/One Croydon Alliance team
Align clinical and operational leadership across North, Central and South of the borough to support Integrated Neighbourhood Team (INT) development and ensure ongoing improvement in ways of working and clinical safety. Establish three INT Managers in North, Central and South, as well as lead GPs in for multi-disciplinary team neighbourhood huddles.	SWL ICB/One Croydon Alliance team
Develop collective management team roles, responsibilities and updated objectives for INTs and enable service leads to support learning and development activities focused on team building, multi-disciplinary team best practice, proactive care and frailty.	One Croydon Integrated Management Team
Review the results of the 2024 Integrated Neighbourhood Team pilots and develop next steps. Engage with GP and other community system leaders to identify and develop the approach for INTs based on local need and population health management approach.	SWL ICB
Implement the case management solution (Patienteer) to enable cross-system interoperability and record sharing, onboarding all core services and developing recording standards.	One Croydon Alliance team
Develop performance and reporting framework based on agreed INT objectives and outcomes, begin reporting and evaluate initial impact.	One Croydon Alliance team

Healthy, safe & well connected neighbourhoods & communities

Actions	Lead partner
Embed the Proactive Care model across community-based multi-disciplinary teams, with a focus on proactive case identification, strengthening resident contact, care lead allocation and care coordination across the core members and wider network of specialist services.	SWL ICB
Develop the performance and reporting framework for proactive care delivery, using digital tools to allow for recording and reporting automation.	SWL ICB/One Croydon
Train staff and report on access and use of Universal Care Plans across proactive multi-disciplinary teams and with General Practices as part of the Proactive Care Locally Commissioned Scheme.	SWL ICB
Evaluate progress in Proactive Care delivery, including effectiveness/outcomes, and adjust the approach and targets, based on learning and feedback. Develop the next iteration of the proactive care LCS based on learning, feedback and impact to date.	SWL ICB/One Croydon

Priority 4: Supporting our children, young people & families



To tackle health inequalities and set the stage for a lasting healthy life, we need to prioritise our early years and ensure our babies get a good start in life.

Key commitments:

- Supporting our parents, carers and families in their communities, addressing both health and social care needs, including any pregnancy concerns.
- Promoting the mental health and emotional wellbeing of parents and carers as well as all children and young people in Croydon
- Taking a whole-family approach and taking action from before and during pregnancy through to childbirth and throughout childhood to enable our children and young people to thrive in life and create a positive impact for generations to come.
 - Croydon's Partnership Early Years Strategy
 - Family Hubs and Start for Life Transformation Programme
 - Corporate Parenting and Care Experienced Young People Strategies 2024
 - SEND and Alternative Provision Strategy 2023-26

Supporting CYP & Families

Actions	Lead partner
Develop the partnership approach to children and young people through the Families First Partnership and use this to drive the work across health, care and the VCS to support neighbourhood health and care development and delivery for children, young people and families in Croydon.	One Croydon
Put Family Hubs at the heart of development neighbourhood health and care for CYP and families in Croydon.	Croydon Council
Ensure ongoing co-production, co-ownership and co-delivery of the Start for Life offer and the delivery of the Healthy Child programme aligned to the Family Hubs model in Croydon.	Public Health/Croydon Council/ICB/CHS
Sustain the commitment to a bi-annual Health and Wellbeing survey for school-aged children and young people, including the delivery of an action plan based on what children and young people tell us.	Public Health
Ensure effective delivery of the National Child Measurement Programme within the borough, monitor trends in patterns, and most importantly, ensure that families identified as requiring additional support are supported effectively, especially those impacted by health inequalities.	Public Health
Work with the Croydon Youth Consortium to bring them into the Croydon VCFS Leadership Board, building on excellent partnership working in the sector around children and young people.	VCFS Leadership Board

Supporting CYP & Families

Actions	Lead partner
Ensure that the all-age approach to mental health and wellbeing prioritises children and young people.	Croydon Council/ICB/SLAM
Deliver the perinatal mental health and parent infant relationship strategy for Croydon.	Croydon Council/ICB/SLAM
Work together to improve access to mental health services and neurodiversity services for children and young people.	SLAM, ICB, Council
Work collaboratively to deliver our local SEND strategy and national SEND reforms to improve outcomes for children, young people and their families and carers, through the SEND Partnership Board.	Croydon Council/ICB
Work collaboratively on services that support children with complex needs and challenging behaviour – across the whole pathway from prevention to early intervention, crisis support, discharge and placement.	Croydon Council/ICB/SLAM
Ensure a joint response to identified needs of children in care across Education, Children's Social Care and Health including joint funded assessments.	Croydon Council/ICB
Improve the health and wellbeing, including emotional wellbeing & mental health offer, for children in care and care experienced young people.	Croydon Council/SLAM /ICB

Priority 5: Supporting our older population



Our older residents have told us that to remain healthy and happy and live fulfilling lives:

- They would like to be able to self-care and live independently.
- They would like to have strong community connections and take part in physical and social activities, for example through dedicated physical exercise classes for older people or cultural celebrations.
- They would like to have accessible health and care services and have the information they need in a clear and understandable language.

Key commitments:

- Supporting our residents with long-term conditions, helping them to manage their own conditions and improving the care they receive through Croydon's Proactive and Preventative Care Model.
- Using innovative, data-driven methods, through our Population Health Management Programme, to identify and support residents to manage their frailty and prevent their frailty from progressing.
- Focusing on frailty to ensure people who have been identified as frail are supported in a holistic way.
- Supporting the delivery of Croydon's Dementia Strategic Plan and work with our partners to ensure Croydon progresses as a dementia-friendly borough.
- Working with our Voluntary and Community Sector and our older people to tackle loneliness and social isolation and increase opportunities for physical and social activities.

Supporting our Older Population

Actions	Lead partner
Develop shared action plan following the Needs Assessment for older people published in 2026.	One Croydon/Public Health
Work with partners to support delivery against the Croydon Carers Strategy <i>NB: Cross Cutting Action.</i>	Croydon Council
Implement the Croydon Dementia Strategy action plans across all relevant programme areas. Monitor progress and impact of the action plan via steering group linked with Croydon Dementia Action Alliance.	Croydon Council
Improve support and outcomes for people in Croydon living with frailty, across the whole pathway, including prevention and early intervention. This is a whole system approach, implementing the SWL Frailty Business Case in Croydon and a key priority for Neighbourhood Health and Care.	ICB Place team
As part of the overall approach to frailty, test a multi-agency one stop joint clinic for falls, in partnership with the VCS.	ICB Place Team
Focus on completion and quality of Universal Care Plans including across wider services and departments.	ICB Place Teams
Continue implementation of the Croydon discharge and intermediate care programme ongoing partnership development and oversight to improve resident outcomes in terms of hospital length of stay and maximising independence following a hospital admission.	One Croydon Alliance team
Embed and develop the new intermediate care bedded provision in Heavers Court.	Croydon Council

Supporting our Older Population

Actions	Lead partner
Increase the number of Croydon residents accessing reablement services, enabling residents to live more independent lives.	Croydon Council
Deliver action plans for Enhancing Health in Care Homes, focused on care planning, reviewing General Practice support and training and education for care home teams.	ICB
Work with SWL programme leads to assess opportunities align approaches for future provision of the Care Home telemedicine support service.	ICB
Continue to oversee delivery of the Care Home Locally Commissioned Scheme, including the approach to multi-disciplinary support and weekly GP ward rounds, ensuring continuity and improving equity of support arrangements across care home residents.	ICB
Develop the approach to collating learning / from data for care home residents to inform targeted support.	ICB
Develop the delivery plan for all age end of life care aligned to neighbourhood delivery and focused on outcomes linked to dying well. This includes embedding advance care planning within the London Universal Care Plan for all patients identified as end of life.	ICB

Please send any feedback on this document to the One Croydon Alliance team via
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