

DRAFT

**Southwark
Joint Health and Wellbeing Strategy
2022 - 2027**

**Southwark Health and Wellbeing Board
4th March 2022**

Foreword

DRAFT

Councillor Kieron Williams
Leader, Southwark Council
Chair of the Health and Wellbeing Board

Dr Nancy Kuchemann
GP Clinical Lead,
SELCCG
Deputy Chair of the Health and Wellbeing Board

Councillor Evelyn Akoto
Cabinet Member for Health and Wellbeing, Southwark Council

Contents

1. Background	4
The Health and Wellbeing Board	4
Addressing local population needs	4
Community engagement	6
2. The State of Health and Health Inequalities in the borough	8
What are health inequalities?	8
The impacts of Covid-19 pandemic on Southwark	10
3. The Southwark Joint Health and Wellbeing Strategy	12
Principles	12
Priorities and objectives	13
- Ensure the best start for every child	14
- Enable all children, young people and adults to maximise their capabilities and have control over their lives	15
- Create fair employment and good work for all	16
- Ensure a healthy standard of living for all	16
- Create and develop healthy and sustainable places and communities	20
- Strengthen the role and impact of ill health prevention	22
- Deliver high quality, joined up, person-centred health and social care	24
4. Systems transformation	25
Delivery and transformation	25
Working with communities	26
Monitoring outcomes and inequality	27
Governance	28
Review	29
Appendix 1 – Outcomes Framework Example Table	30

Background

Southwark's Joint Health and Wellbeing Strategy sets out our aims for the health and wellbeing of people in the borough. The development of the strategy has been led by Southwark's Health and Wellbeing Board. Engagement with stakeholders and our communities has helped shape the priorities and objectives. The strategy focuses on the factors that affect health and wellbeing and lead to health inequalities, including the conditions in which people are born, live, work and age in Southwark.

The Health and Wellbeing Board

The Health and Wellbeing Board provides the leadership for health and wellbeing in Southwark, bringing together partners and organisations in the borough that have a role in improving health. Our board in Southwark includes Southwark Council, South East London Integrated Care System, Community Southwark, Healthwatch Southwark, the three NHS Trusts which provide care to people in Southwark (Guy's and St Thomas' NHS Foundation Trust, King's College Hospital NHS Foundation Trust, and South London and Maudsley NHS Foundation Trust), and Guy's and St Thomas' Foundation.

There is a statutory responsibility for the Board to produce a Joint Health and Wellbeing Strategy that addresses the needs and improves the health of our populationⁱ. The strategy does not stand alone and must be considered alongside the accompanying thematic strategies, action plans and evolving work that is taking place to integrate health and social care. Key population needs are identified through a programme of Joint Strategic Needs Assessments.

Addressing local population needs

The strategy is informed by the evidence reviews by the UCL Institute of Health Equity and the work of the Marmot Teamⁱⁱ. Existing research and health literature has been reviewed to determine the key priorities to improve health and wellbeing in Southwark.

The national research and evidence base alongside the Southwark Joint Strategic Needs Assessments (JSNAs) on the health of the population in Southwark have shaped the core principles that underpin the strategy. This includes the State of the Borough report, which provides an overview of health, wellbeing and inequalities in Southwark. The priorities and objectives in the strategy have also been shaped by what local people have told us, through community engagement and listening, and existing local strategies and plans.

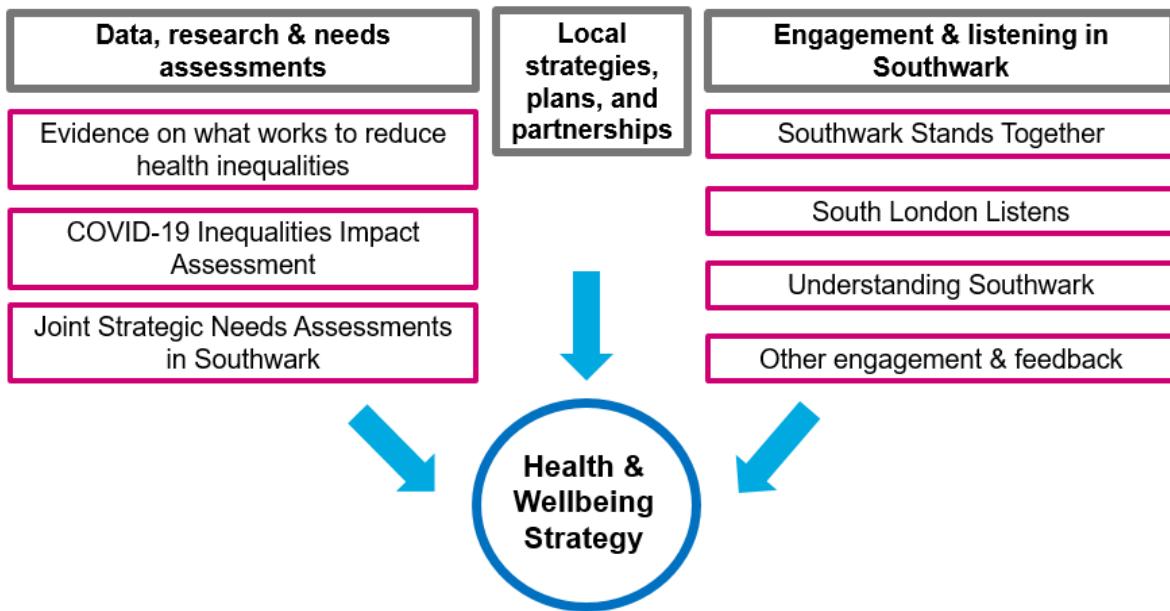


Figure 1: Summary of evidence used to shape Joint Health and Wellbeing Strategy

Box 1. Joint Strategic Needs Assessment in Southwark

There is a statutory responsibility to produce a Joint Strategic Needs Assessment (JSNA), which identifies the key issues affecting the health and wellbeing of people in Southwark, now and in the futureⁱⁱⁱ. To do this, we review a wide range of data and information, as well capturing the views of people who use our services or live in the borough.

The Southwark JSNA is in the form of a work programme across four themes: population groups, behaviours and risk factors, wider determinants of health, health conditions and healthcare. Each JSNA topic takes a systematic approach to looking at health issues that affect people in Southwark and makes recommendations to improve health and reduce health inequalities. In the past five years, JSNAs have covered a broad range of groups and topics, from school-age children to mental health, long term chronic health conditions, air quality and healthy weight.

A State of the Borough report is also produced as part of the JSNA programme, providing the story of health and wellbeing in Southwark.

The JSNA programme is used to inform the development of key policies and action plans. They are public documents and have also been used as a resource by wider Voluntary and Community Sector organisations for community conversations and to support local action.

For more information, please see: www.southwark.gov.uk/jsna

Informed and shaped by our communities

Extensive community and stakeholder engagement have helped to shape our priorities and objectives. Local people have told us what matters. Telephone and online surveys, focus groups, stakeholder discussions, street interviews and walking ethnographies have all contributed to our understanding of local issues and informed our strategy.

Engagement cannot be a one-off. There will be further work with communities to co-produce actions, feedback on our achievements and identify where our responses can be strengthened. This will take place over the next 12 months with the aim of developing and adopting an even stronger community voice in the Health and Wellbeing Board's work on the Joint Health and Wellbeing Strategy.

Box 2. Understanding Southwark (Social Life)

Social Life carried out an extensive and in-depth community research programme between April 2020 and August 2021 on behalf of Southwark Council.

162	Stakeholders	10	In-depth interviews with Southwark Young Advisors
90	Traders	2	Focus-groups with Southwark Young Advisors
520	Street interviews with residents	115	Businesses responding to an online survey
43	Walking interviews and in-depth interviews with residents	1000	Residents taking part in a phone survey
10	Case studies of online stakeholder engagement		

Figure 2: Summary of engagement in Social Life's research, 2021

Source: [Understanding Southwark: Daily Life and the impact of Covid-19 across the borough](#)

The research looked at daily life across the whole of the borough as well as in-depth research into six of the most deprived parts of the borough undergoing change and regeneration. There were interviews with residents and stakeholders, surveys and case studies. The research provides insight into people's experiences of their local areas and the impact of the COVID-19 pandemic on people and businesses. A set of themes and local issues are identified which highlight the assets in Southwark that supported people during the pandemic, local people's concerns and the inequalities present in the borough. The research reinforces the importance of tackling the priorities that are proposed in the Joint Health and Wellbeing Strategy and have helped inform the development of objectives.

For more information, please see: www.social-life.co/publication/understanding_southwark_an_indepth_account/

Box 3. The strong voices from local communities

Southwark Stands Together

Southwark Stands Together is the borough wide initiative established in 2020 as a response to Black Lives Matter, the murder of George Floyd and the disproportionate impact of the Covid-19 pandemic on our Black, Asian and minority ethnic communities. It sets an ambitious programme to tackle the injustice and racism experienced by Black, Asian and minority ethnic communities to bring about a fairer and more equal society. The programme involved extensive engagement in 2020 including listening events, face-to-face engagement sessions, and themed round-tables. The action plan includes actions on street scape and the physical environment, initiatives to support educational achievement, support for good employment and investigating potential systemic bias in commissioning.

For more information, please see: www.southwark.gov.uk/engagement-and-consultations/southwark-stands-together

South London Listens

The South London Listens programme started as an urgent mental ill-health prevention response to the COVID-19 pandemic and was launched in 2020 by the NHS mental health trusts in South London. It is a partnership involving local authorities, the South London Mental Health and Community Partnership, Citizens UK, local Healthwatch organisations, South East and South West London Integrated Care Systems, and over 100 community organisations including schools, colleges, universities, faith organisations and small charities. The programme has so far included a listening campaign and three digital summits, leading to a series of asks made by the community to the NHS and local authorities. The South London Listens Action Plan has now been published, which sets out what work will be done to meet those asks.

For more information, please see: www.slam.nhs.uk/about-us/get-involved/south-london-listens/

We have reviewed national^{iv} and local evidence^v to further understand the impact of Covid-19 on people in Southwark. The pandemic has impacted everyone but some groups have been impacted more than others, particularly those that were already experiencing inequalities.

The state of health and health inequalities in Southwark

Southwark is a diverse inner-London borough with a growing population and home to around 320,000 people^{vi}. Before the pandemic, life expectancy was improving for people in Southwark and preventable deaths had been falling. However, there were large health inequalities in the borough, with life expectancy being lowest in communities with higher levels of socio-economic deprivation such as Peckham and highest in our more affluent communities, such as Dulwich. Considered over time, the within borough inequalities are widening.

There is an 11 year inequality gap in male life expectancy along a 15 minute train journey

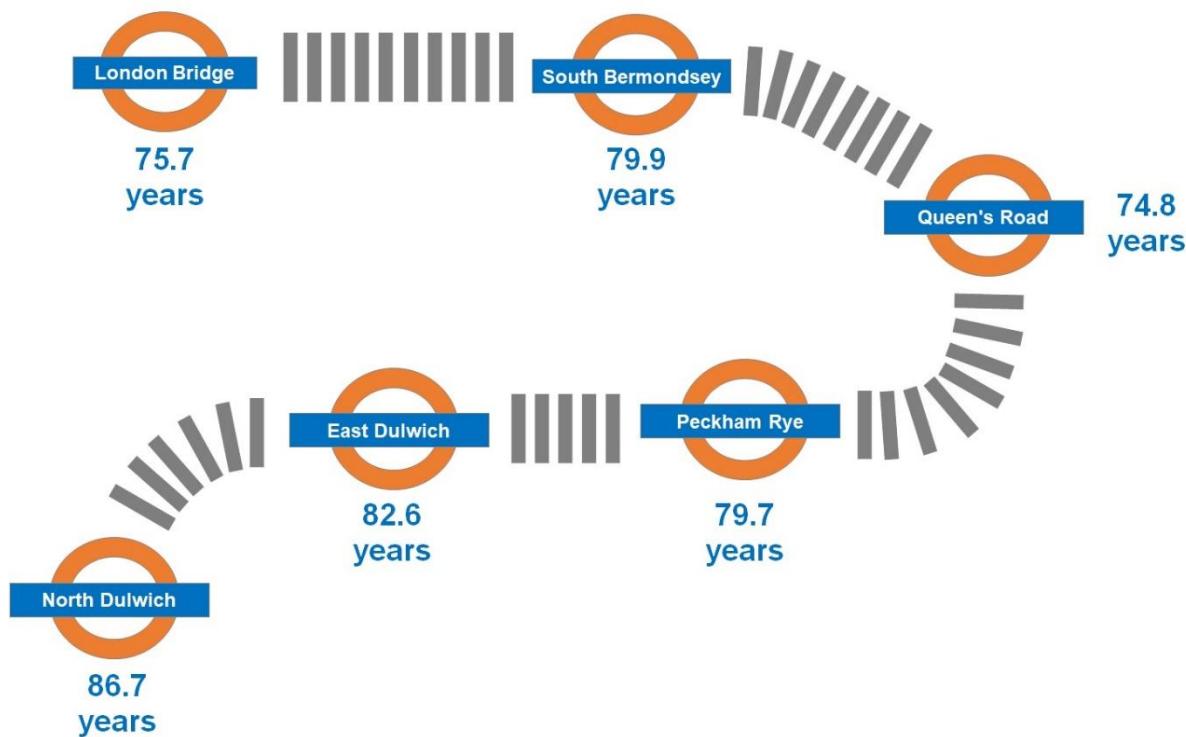


Figure 3: Life expectancy gaps within Southwark

For more information, please see the *State of the Borough* report which accompanies the Joint Health and Wellbeing Strategy.

What are health inequalities?

Health inequalities are preventable and unfair differences in health across the population and between different groups of people.

These differences in health can include differences in health status (such as life expectancy), in access to care, in the quality and experience of care, in behaviours that affect health (such as smoking), and in the wider determinants of health^{vii}. The wider or social determinants of health are the broad conditions that people experience over their lifetimes, including in education and employment, and the

places, communities, and homes in which people live. These conditions together have a large impact on people's health and make a big contribution to health inequalities. These wider determinants of health are a focus of the new strategy.

Health inequalities affect many different groups and are closely linked to disadvantage. From national evidence we know that people who live in more deprived areas have a lower life expectancy and spend more of their lives in ill-health compared to people in less deprived areas^{viii}. Socially excluded groups, such as people experiencing homelessness, often have much worse health outcomes than the rest of the population^{ix}. There are also inequalities in health between people with different characteristics, such as by gender or ethnicity.

Our poorest outcomes are concentrated in our most deprived neighbourhoods

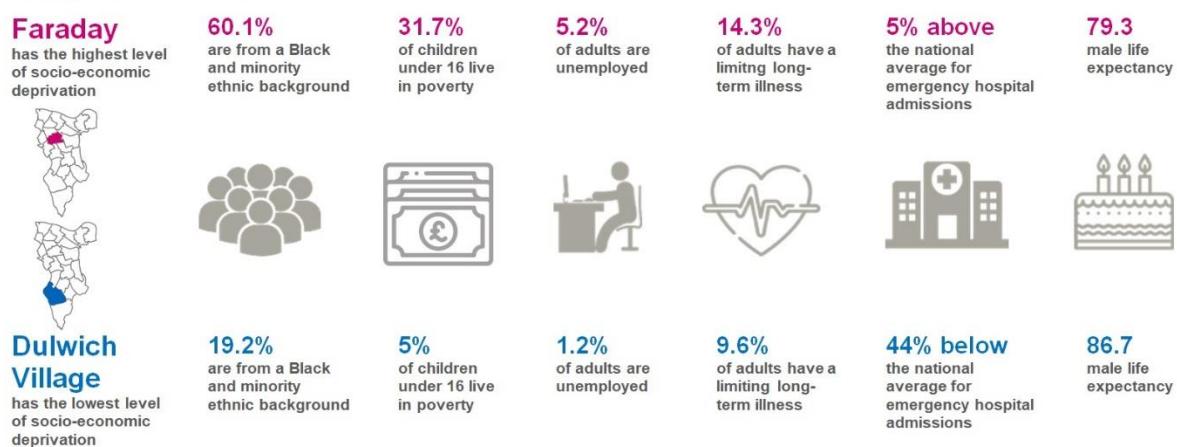


Figure 4: Health and wellbeing geographic inequalities infographic
Source: Southwark Council (2022). State of the Borough Report.

While inequalities are often measured according to one factor (for example income), disadvantages interact and multiply. Within disadvantaged groups, experiences of inequalities are not homogenous; people can experience multiple disadvantage, which will overlap and cumulate. This means that some people, groups, and communities experience even greater health inequalities. Health inequalities also collect over the course of people's lives. This means that it is important to intervene at multiple different stages and in particular at critical stages such as early childhood.

Structural racism creates and exacerbates health inequalities, through inequalities in the wider determinants of health and differences in experiences of health services. National and local inequalities in health disproportionately impact Black, Asian and minority ethnic groups. These issues have been exacerbated by the Covid-19 pandemic.

Residents from Black African and Black Caribbean backgrounds have amongst the poorest outcomes in the borough

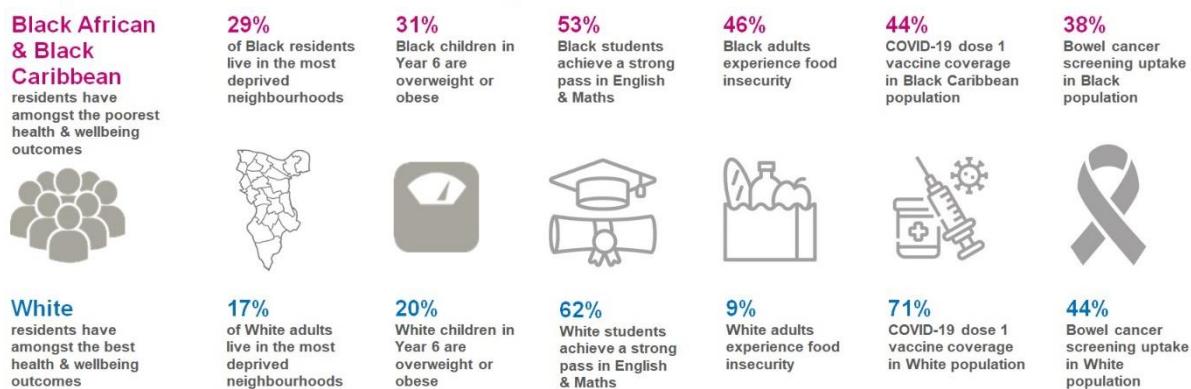


Figure 5: Health and wellbeing ethnicity inequalities infographic
Source: Southwark Council (2022). State of the Borough Report.

Box 4: Investigating potential systemic bias in commissioning

The pandemic has shone a spotlight on pre-existing structural inequalities. An innovative approach is being piloted to investigate potential biases in how services are commissioned and to develop a toolkit to address these biases.

Commissioning describes the full process of assessing population needs, designing and procuring services, and monitoring how services are addressing needs. Each of these stages, separately and together, may create or exacerbate barriers to services and contribute to poorer outcomes for Black, Asian and minority ethnic communities. We are undertaking work to review our processes during these stages, to better understand the impact of bias.

The pilot will focus on the commissioning practice of Southwark Council's Public Health team. The toolkit developed from this work should be transferable across the wider health and social care system.

National and local impacts of Covid-19

Evidence suggests that local and national health inequalities have widened as a result of the pandemic. There have been inequalities in serious illness and death from COVID-19 infection^x.

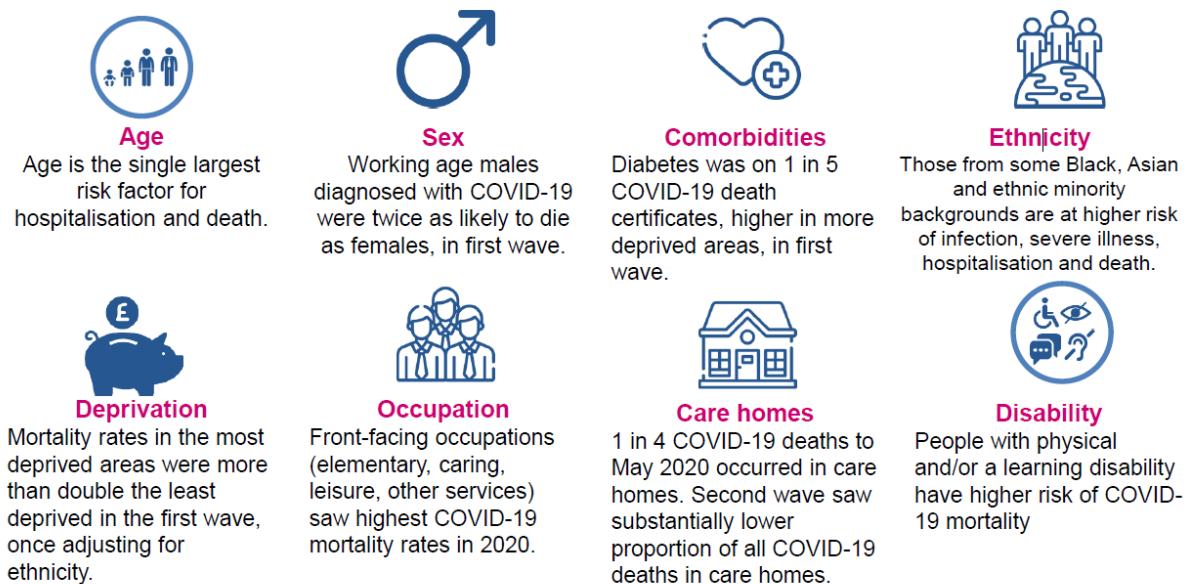


Figure 6: Groups disproportionately affected by Covid-19 nationally

Source: Covid-19 Inequalities Impact Assessment. Southwark Council. London. 2021

The wider health, social and economic aspects of the pandemic have also hit some groups harder. In Southwark, people who already experience health inequalities have been further impacted by the pandemic. This will likely continue with issues such as economic recession and a long-term recovery for the NHS impacting some more than others.

Examples of COVID-19 impacts on our population and services

Health Impacts	Social Impacts	Economic Impacts
<ul style="list-style-type: none"> ▪ Acute healthcare ▪ Chronic and long-term conditions ▪ Long COVID-19 disease ▪ COVID-19 vaccinations 	<ul style="list-style-type: none"> ▪ Wellbeing ▪ Loneliness ▪ Mental health ▪ Education 	<ul style="list-style-type: none"> ▪ Job security ▪ Household income ▪ Financial security ▪ Homelessness ▪ Food security

For further information, please see: [Covid-19 Impact Assessment, Southwark Council](#)

The Southwark Joint Health and Wellbeing Strategy

Principles

Four principles are central to the delivery of this strategy:

1. **Embedding an approach to tackling health inequalities across all our policy making, services and delivery.** Health inequalities are preventable and unfair differences in health across the population and between different groups of people. We will ensure that all of our services embed an approach to reducing health inequalities, including recognising the role of structural inequalities and discrimination. This principle is accompanied by a training programme to make tackling health inequalities every body's business, from ensuring the use of equality impact assessments, to enhanced Making Every Contact Count training for the workforce and wider system.
2. **Making sustainability and tackling climate change an integral part of protecting and improving health.** The climate emergency will have a direct impact on the residents of Southwark and it is often those who are vulnerable who are most directly impacted. Tackling climate change is therefore an integral part of our approach to reducing inequalities.
3. **Place-based approach and population groups.** We will target services and support to communities who need them most. Recognising inequity and levelling up to ensure equity is key. This means that we must give special consideration to parts of the borough and neighbourhoods that are most deprived and population groups with the highest needs and those who face challenges in accessing services.
4. **Community empowerment and co-production.** We recognise that individuals are experts in their own lives and their local communities. We will work in partnership with our communities to deliver this strategy, embedding community-led work and ambitions to improve health and wellbeing in Southwark.

Priorities and objectives

Our strategy has seven priority areas that span the wider factors that affect health and life chances. Under each priority, we have set out a series of objectives describing the ways we can work to improve health and reduce health inequalities. We have also included the key action plans and strategies through which each objective will be implemented.

The objectives are interlinked - for instance, increasing opportunities for active travel will have knock-on effects on air quality and on reducing carbon emissions. By bringing these objectives together, there is an opportunity to identify where the system is working together effectively to improve health and wellbeing and where further attention is required.

Ensure the best start in life for every child Includes maternal health, infant mortality, early years health & development
Enable all children, young people and adults to maximise their capabilities and have control over their lives Includes education, skills & training
Create fair employment and good work for all Includes the quality & security of employment, the local economy
Ensure a healthy standard of living for all Includes multiple deprivation, poverty, debt, food insecurity, digital inclusion
Create and develop healthy and sustainable places and communities Includes housing, the built environment, air quality, social cohesion, climate change
Strengthen the role and impact of ill health prevention Includes good mental health, screening & preventative programmes, healthy lifestyles
Deliver high quality, joined up, and person-centred health and social care Includes working together, quality/accessibility of care, carers support

Priority 1: Ensure the best start in life for every child

Why is this important?

Early childhood experiences can have lifelong effects on health and wellbeing. Supporting children and families during this time is critical to reducing health inequalities. This includes taking action to prevent and reduce the impact of traumatic and stressful experiences in childhood (sometimes referred to as Adverse Childhood Experiences) and to enable children to develop to the best of their potential.

What have we heard from communities and stakeholders in Southwark?

Over the course of the pandemic, strong concerns were voiced about vulnerable parents, children and young people including families who are struggling financially^{xi}. The mental health of children and young people and their families is important to people. Peer support for parents' mental health was an ask in the South London Listens work^{xii}. Concern about mental health in children and young people has been a consistent theme in engagement^{xiii}.

Our objectives:

- 1.1. Ensure there is holistic support and care for families during pregnancy and the first years of life
- 1.2. Support every child to develop and maximise school readiness
- 1.3. Protect and safeguard children from harm using a whole-family approach
- 1.4 . Improve the mental health and wellbeing of children and young people.

What strategies and action plans do these link to?

[Southwark's Joint Mental Health and Wellbeing Strategy](#)

[South London Listens](#)

[Southwark Safeguarding Priorities and Themes](#)

[Southwark Family Early Help Offer](#)

[Partnership Southwark Recovery Plan](#)

Priority 2: Enable all children, young people and adults to maximise their capabilities and have control over their lives

Why is this important?

Education and skills are important factors in future life-chances, employment, and income and as a result, these impact on physical and mental health. Nationally, there are inequalities in which children are excluded from school and exclusions are associated with poor lifelong outcomes^{xiv}. As well as being crucial for educational outcomes in children and young people, schools and colleges are also important in many other ways and can help to improve health and promote healthy behaviours. Young people are key stakeholders in decisions about their areas. Collaborating with young people will lead to decision-making and services which better reflect young people's experiences and ambitions. Adult learning and skills development can help people achieve in different stages of their life, creating fairer futures for people in Southwark.

What have we heard from communities and stakeholders in Southwark?

During the Understanding Southwark research, people reported that more visible provision is needed to support young people including hubs and services that can share information about mentorships, apprenticeships, and employment^{xv}. Young people told us that they did not always feel seen as an audience for local change.

Our objectives:

- 2.1. Support all children to achieve their potential in education – including through tackling the underlying causes of school exclusions and supporting children with special educational needs and disabilities and children in contact with children's social care
- 2.2. Enable young people to thrive in all areas of their lives – including through youth services and opportunities in higher education, training, and employment
- 2.3. Reduce serious youth violence by tackling the root causes, preventing adverse childhood experiences and building resilience in children
- 2.4. Ensure young people shape their local areas and services through collaboration and co-design
- 2.5. Support adults of all ages to access lifelong learning and skills development.

What strategies and action plans do these link to?

Southwark Council's Youth New Deal

[Southwark Council's Economic Renewal Plan](#)

[Southwark Skills Strategy 2018-2022](#)

[Special Educational Needs and Disability: Education Provision Strategy](#)

Priority 3: Create fair employment and good work for all

Why is this important?

People who are unemployed often have worse health than people in work. We also know that the quality of work matters, including getting a wage that prevents poverty and provides safe and secure working conditions. Supporting the local economy, including through procurement practices, is one tool to improve the wellbeing of people in Southwark.

Unequal access to employment, low incomes and zero-hours contracts are some of the challenges which people in Southwark face. Southwark residents from Black, Asian and minority ethnic groups, and people with disabilities, are more likely to be unemployed and receive disproportionately lower earnings.

The organisations represented on Southwark's Health and Wellbeing Board have a responsibility to champion equality, diversity, and inclusion within their workforces. Through doing this we can develop workforces and leadership that reflect the diversity of people and communities in Southwark.

What have we heard from communities and stakeholders in Southwark?

Work and wages emerged as one of the priority areas of South London Listens^{xvi}. The Understanding Southwark research highlighted the importance of employment and the local economy to residents, and the difficulties traders and small business owners experienced during the pandemic^{xvii}.

Employment and business is one of the Southwark Stands Together workstreams. In a local survey conducted under the workstream, two thirds of ethnic minority respondents had experienced racial discrimination within their employment, three times more than white British respondents.

Our objectives:

- 3.1 Increase access to good quality jobs, creating new routes to employment and providing support to those facing barriers to employment, with a particular focus on those facing systemic inequality such as those from Black, Asian and minority ethnic backgrounds, women and disabled people
- 3.2. Reduce in-work poverty, by promoting the London Living Wage and improving access to support for those facing financial difficulties
- 3.3. Maintain a skills and training offer that is aligned to the needs of key economic sectors and provides the high-quality training needed to access good quality jobs
- 3.4. Champion and promote health and wellbeing across the economy, through improving access to integrated wellbeing and employment support
- 3.5. Support businesses to become more resilient and to thrive, particularly those providing essential goods and services and those more vulnerable to economic shocks
- 3.6. Provide additional support for entrepreneurs who are underrepresented in specialist and growth sectors, including women, disabled and Black entrepreneurs
- 3.7. Develop a diverse, inclusive, and culturally competent workforce.

What strategies and action plans do these link to?

[Southwark Council's Economic Renewal Plan](#)

[Southwark Skills Strategy 2018-2022](#)

[Southwark Council's Fairer Future Procurement Framework](#)

DRAFT

Priority 4: Ensure a healthy standard of living for all

Why is this important?

This priority is about making sure that people of all ages and backgrounds in Southwark have a good standard of living. This includes having enough food and healthy food to eat, being able to afford to live healthily and heat homes during the winter, having the skills and devices to use digital services and being safe. All of these have benefits for health. Socially excluded groups often have worse health outcomes compared to the rest of the population and to narrow this gap it is important to make sure that our services are easy to access and appropriate.

What have we heard from communities and stakeholders in Southwark?

Many residents have experienced economic precarity and food insecurity during the pandemic. Vulnerable people have become increasingly visible and local people have voiced concern about some groups falling through gaps in support^{xviii}. Digital exclusion has contributed to loneliness and social isolation during the pandemic^{xix}.

Our objectives:

- 4.1. Improve food security and access to healthy and sustainable food
- 4.2. Identify and act on opportunities to mitigate the impacts of poverty
- 4.3. Support our residents to manage debt
- 4.4. Ensure that services are accessible to and meet the needs of the most excluded groups – including people facing multiple disadvantage, people experiencing homelessness, refugees, asylum seekers and vulnerable migrants
- 4.5. Improve digital inclusion
- 4.6. Make the borough a safer place for everyone – including through tackling violence and domestic abuse, protecting and safeguarding vulnerable adults and understanding and tackling exploitation

What strategies and action plans do these link to?

[Southwark Food Security Action Plan](#)

[Southwark Digital Infrastructure Strategy](#)

[Southwark Council's Economic Renewal Plan](#)

[Southwark Community Safety Partnership Plan 2017-2020](#)

[Southwark Violence Against Women and Girls Strategy 2019-2024](#)

Case Study: The ‘Step-by-Step pilot’- supporting local people to manage their debt

Southwark Council is the largest landlord by numbers of homes owned and managed in the borough. More than one in five of all households live in Council social rented homes.

The pandemic has seen a significant increase in debts among social housing tenants – with total rent arrears among council tenants rising by more than forty percent since March 2020. Other debts including council tax debt have also risen.

Combined with the increasing cost of living and the withdrawal of emergency protections against creditors, tenants face risks relating to their inability to manage debts that could include homelessness, destitution and deteriorating physical and mental health.

The Council had been testing new and fairer approaches to managing resident debts before the pandemic and expects to build upon and expand that work as we emerge from the pandemic.

Step by Step enables a single view of debt owed to the Council. Under Step by Step, a resident with multiple debts to the Council may opt to combine them into one debt pot enabling the Council to take a more coherent and fairer approach to managing that debt. All entrants to Step by Step also benefit from a local version of Breathing Space where the Council unconditionally pauses all collection and enforcement activity for up to three months. Crucially, Step by Step allows debts to be repaid over a much longer period. In August 2021, the Council extended Step by Step to include current rent arrears as part of a series of pilots to take place until summer 2022.

A Vulnerable Renters Fund has also been created to support vulnerable tenants with arrears.

Priority 5: Create and develop healthy and sustainable places and communities

Why is this important?

The places and communities in which we live have a big impact on our health. Community networks, relationships, and connectedness benefit mental wellbeing and have onwards effects on physical health. Community links can be strengthened in many ways, including through the arts and culture, community organisations, and community initiatives and volunteering.

Housing is an important determinant of health and unaffordable, insecure, or poor quality housing has impacts on mental health and physical health (for instance due to overcrowding and the effects of damp on respiratory conditions)^{xx}. Access to green spaces has many benefits for health including positive impacts on mental health^{xxi}. Well-designed parks, high streets, and town centres mean that these places can be used by people of all ages and backgrounds and can support healthy behaviours like walking and cycling.

Climate change is already affecting the health of people worldwide and it is likely to have the biggest impacts, locally and internationally, on people already experiencing health inequalities.

What have we heard from communities and stakeholders in Southwark?

Local community organisations, parks and green spaces are seen as valuable assets by residents^{xxii}. In the Understanding Southwark research, there was a strong theme on the need for decent and affordable housing and the effects of new developments on people already living in an area. Residents in some areas of the borough reported concerns about local air quality and pollution.

Our objectives:

- 5.1. Have strong and connected communities
- 5.2. Ensure everyone has access to good quality parks and green spaces
- 5.3. Improve the quality, security and affordability of housing
- 5.4. Plan town centres, high streets and public spaces that are inclusive and promote health
- 5.5. Improve air quality and reduce the impact of air pollution
- 5.6. Tackle climate change.

What strategies and action plans do these link to?

[Southwark's Voluntary and Community Sector Strategy 2017-2022](#)

[Southwark Council Cultural Strategy 2017-22](#)

[Southwark Libraries and Heritage Strategy 2019-22](#)

[Southwark Open Space Strategy](#)

[Southwark Nature Action Plan](#)

[Southwark Housing Strategy 2020](#)

[Air Quality Strategy and Action Plan 2017-2022](#)

[Southwark Climate Change Strategy](#)

[Guy's and St Thomas' NHS Foundation Trust Sustainability Strategy 2021-2031](#)

[Sustainable healthcare for all: A green plan for King's \(2021-2026\)](#)

DRAFT

Priority 6: Strengthen the role and impact of ill health prevention

Why is this important?

Prevention of ill-health is important over the whole life-course, from immunisations in childhood to measures to prevent falls in older adults. Inequalities in the “Vital 5” (obesity, smoking, alcohol intake, high blood pressure, and mental ill-health) contribute to many of the most substantial health inequalities and tackling these is an important local aim. We have heard through Southwark Stands Together about the importance of understanding the needs of people from Black, Asian, and minority ethnic backgrounds, addressing barriers to accessing prevention and other services, and making sure that services are appropriate and effective. Physical activity is important for physical and mental health and has other benefits for communities (for instance through volunteering) and for air quality and climate change (through active travel).

What have we heard from communities and stakeholders in Southwark?

The effects of the pandemic on mental health emerged as a key theme from residents and stakeholders in the Understanding Southwark research^{xxiii}. Through South London Listens, people have told us in detail what they need from us to support their recovery from the mental health impacts of the pandemic. People have told us about barriers to accessing prevention services for Black, Asian and minority ethnic communities, which our services must address to ensure they are effective.

Our objectives:

6.1 Promote good mental health across all ages

6.2 Ensure there are effective and accessible services that help prevent ill-health – including immunisations, screening, and measures to tackle “The Vital 5”

6.3 Support everyone to be physically active – including through active travel

6.4 Reduce the impact of Covid-19

What strategies and action plans do these link to?

[Southwark’s Joint Mental Health and Wellbeing Strategy](#)

[South London Listens programme](#)

[Lambeth, Southwark, and Lewisham Sexual and Reproductive Health strategy 2019-24](#)

[Southwark Tobacco Control Strategy](#)

[Southwark's Alcohol Action Plan](#)

[Southwark Healthy Weight Strategy 2016-2021](#)

[Southwark Council Sport and Physical Activity Strategy 2019-2023](#)

[Southwark Movement Plan](#)

[Partnership Southwark Recovery Plan](#)

Box 5. Community health ambassadors

The Community Health Ambassadors Network was set up by Southwark Council in partnership with Community Southwark and Healthwatch Southwark. They have helped to inform, empower and support the community during the Covid-19 pandemic. Ambassadors are provided with accurate information about Covid-19 guidance, vaccines, testing, health and wellbeing, food and financial support. Ambassadors also provide feedback about barriers and challenges the community is facing. Ambassadors are helping to break down these barriers, to ensure that communities receive information from trusted sources and we develop a better understanding of access barriers for local people.

To see the community ambassadors in action, please watch Southwark Community Health Ambassadors Network clip here: [Community Health Ambassadors Network - YouTube](#)

Priority 7: Deliver high quality, joined up, person-centred health and social care

Why is this important?

Supporting people to maintain their independence and keep healthy is a key strand of tackling inequalities over the life course. Unpaid carers' contributions to supporting the health and wellbeing of those being cared for is substantial, and yet evidence suggests carers themselves are at risk of poor physical, mental and financial health outcomes^{xxiv}.

We want local health and care services to work for local people; we know we can only achieve that if our local communities shape those services. We also know that joined-up care, delivered close to people's homes, will lead to better outcomes for local people.

What have we heard from communities and stakeholders in Southwark?

Listening exercises through Southwark Stands Together highlighted the need for regular engagement with communities, to ensure that barriers to accessing services for Black, Asian and minority ethnic communities are fully understood. Communities have also told us that too often organisations do not function as one, and that from a community perspective, differing criteria for accessing services can be confusing.

Our objectives:

- 7.1. Ensure access to the services and support that each person needs, close to home or in their home, in order to stay healthy and independent
- 7.2. Support carers and families to look after their own wellbeing
- 7.3. Make community voices central to the ways that health and social care services are shaped and delivered
- 7.4. Develop joined-up approaches to delivering care at a neighbourhood and communities level
- 7.5. Ensure community and accommodation-based care services maximise people's independence

What strategies and action plans do these link to?

[Partnership Southwark Recovery Plan](#)

[Southwark Adult Social Care Business Plan](#)

Systems transformation

The priorities and objectives in this strategy tackle complex issues that are shaped by multiple factors. Many of them will require the whole system to work together to achieve progress.

Systems delivery: modernisation and transformation

Changes are already making to how the Health and Wellbeing Board partner organisations work together to improve the health and wellbeing of people in Southwark.

Partnership Southwark is Southwark's local care partnership within the Our Healthier South East London Care System. It brings together local health, care and VCS organisations to better join up care, improve health and wellbeing outcomes and address inequalities within our communities in Southwark. Partnership Southwark is working to join up services and support, and the 'Start Well', 'Live Well', 'Age Well' and 'Care Well' workstreams will play a key role in coordinating local work to improve health.

An ambitious modernisation and transformation programme will be launched in 2022/23 which will seek to embed the 4 core principles of the Joint Health and Wellbeing Strategy across the system and change how day to day business is conducted.

Box 6. Transformational fund – enabling systems transformation through the Joint Health and Wellbeing Strategy

A transformational fund is being developed and will be launched in 2022/23. The fund will seek to embed the four strategy principles and transform day-to-day work: tackling health inequalities, addressing climate change, place based and targeted approaches and empowering communities. The fund will be established by Southwark Council and the CCG and seek to align social care and NHS investment in integration to the Health and Wellbeing Board and SEL ICS priorities.

The Health and Wellbeing Board brings together organisations with a key systems leadership role in shaping the health and wellbeing of people in the borough – in the commissioning and delivery of health services, and in our responsibility for other areas such as housing, social care, education. The way in which resources are used and services planned will have a significant impact on the wellbeing of people in Southwark.

Box 7. Anchor institutions

Anchor institutions are large public-sector organisations that do not move from an area (they are “anchored”). Through their resources and as an employer they can have a big impact on people living nearby, for instance by becoming more environmentally sustainable, widening job opportunities, and spending money locally^{xxv}. The organisations that are part of the Health and Wellbeing Board, such as the NHS Foundation Trusts, recognise the impact they have on the local communities and environments. There is work taking place to develop an Anchor Network to leverage strategic influence and investment to improve health and reduce health inequalities.

For more information, please see:

[Part of the community | Guy's and St Thomas' NHS Foundation Trust
\(guysandstthomas.nhs.uk\)](https://www.guysandstthomas.nhs.uk/about-us/part-of-the-community/part-of-the-community.aspx)

<https://www.slam.nhs.uk/about-us/who-we-are/our-strategy/>

<https://www.guysandstthomas.nhs.uk/about-us/part-of-the-community/part-of-the-community.aspx>

Working together with communities

People who live and work in Southwark have helped to shape this strategy through previous engagement. Their input has deepened our understanding of the borough – of how people experience their local areas, assets in the borough and challenges that people face. Much of the skills and expertise to reduce health inequalities in Southwark are recognised to be within communities. Similarly, much of the activities delivered by communities through support networks, faith groups, grassroots initiatives, all contribute immeasurably to the health and prosperity of the borough. The Joint Health and Wellbeing Strategy is a commitment by the Health and Wellbeing Board to work with communities to co-design and co-deliver actions to reduce health inequalities.

Embedding community voices into our work

The Joint Health and Wellbeing Strategy will create and support opportunities to work with communities in a way that builds on and strengthens community relationships. This means working with people over time and creating lasting commitments to work together.

Box 8. Ongoing community engagement and coproduction in the Joint Health and Wellbeing Strategy – Year 1

In the first year of the strategy, there is further work taking place with communities to co-produce specific actions for priority objectives. These can be actions that communities want to take forward themselves with our support or community views that can inform wider statutory and VCS activity. The longer term aim is to develop approaches to enable local communities to feed into and strengthen how the Health and Wellbeing Board engages with communities, holds community conversations, as well as being accountable for improving health and wellbeing. There is an opportunity to align this community engagement work to shape and inform on the development of the SEL Integrated Care System.

Box 9. Partnerships for People and Place

Southwark has been chosen as one of 13 pilot areas in England to work with local partners and central government on the ‘Partnerships for People and Place’ pilot^{xxvi}. The pilot will take a whole neighbourhood approach, aimed at improving connectivity and developing a social safety net for people in the Walworth area. The pilot will bring together a new community of residents, policy makers and practitioners, building on the cross-sector and central/local collaboration and insights generated during the pandemic. It is hoped that this will strengthen resilience in the community and lead to long-term and lasting change – making a positive impact on inequalities in Walworth.

Monitoring Outcomes & Inequality

Local data and intelligence is critical for helping us understand health inequalities locally. To support this strategy, an updated approach to monitoring health outcomes and inequalities has been developed. This includes:

- A borough level **outcomes framework**, tracking key indicators associated with the priorities and objectives of the strategy. The framework will sit alongside this strategy and help us to monitor improvements over time for Southwark as a whole. We are working with partners to ensure indicators align with other plans in the borough to ensure that the best available data is utilised. As part of this process, we are also seeking to identify a number of indicators that can be used to monitor change in inequalities within the borough.
- An annual update of the '**State of the Borough**' report that provides the story of health and wellbeing in Southwark. The report will provide the narrative as well as analysis of health, wellbeing and inequalities in the borough, including wider determinants of health such as income or crime.
- A series of themed '**deep dives**' each year, enabling us to review specific areas of health and wellbeing, along with local action. This will help provide deep insight into local action and what has been achieved in particular areas. This

approach should be particularly useful in areas where it is more difficult to track progress through quantitative measures.

The outcomes framework will show the measures used to demonstrate progress on the objectives, why these measures have been chosen and the relevant partners who will work towards this objective. Examples are shown in the table in Appendix 1, and will be completed for all measures once finalised.

Box 10. Developing community-led accountability

A community approach to monitoring and accountability will be proposed and piloted in 2022/23. We want our communities to have a bigger say in the monitoring and feedback on the actions being taken to improve health and wellbeing and to reduce health inequalities. We will build on work already taking place within the Integrated Care System and from the Council to develop mechanisms of community accountability.

Governance

The Joint Health and Wellbeing Strategy is ambitious and touches on much of the work of each organisation represented on the Health and Wellbeing Board. The seven priorities and associated objectives provide the clear framework against which the partnership and organisational strategies will deliver. Key strategies and action plans are identified for the relevant priorities and objectives.

The Health and Wellbeing Board will maintain strategic oversight of the strategy, and monitor progress through the borough level outcomes framework, the annual update of the ‘State of the Borough’ report and the deep dive themes.

Partnership Southwark Executive will maintain regular oversight of:

- 1) The delivery and the impact of the transformation investment programme;
- 2) The outcomes achieved through the strategy, via the data, monitoring and intelligence programme;
- 3) Ensuring empowerment remains embedded into the delivery of the strategy;
- 4) Ensuring that the strategy continues to reflect the priorities of all of our stakeholders;
- 5) The content of the JSNA work programme.

A working group will be established within Southwark Council, to join up local authority work on the wider determinants of health that sits outside the traditional remit of health and social care. This will report in to the Partnership Southwark Executive.

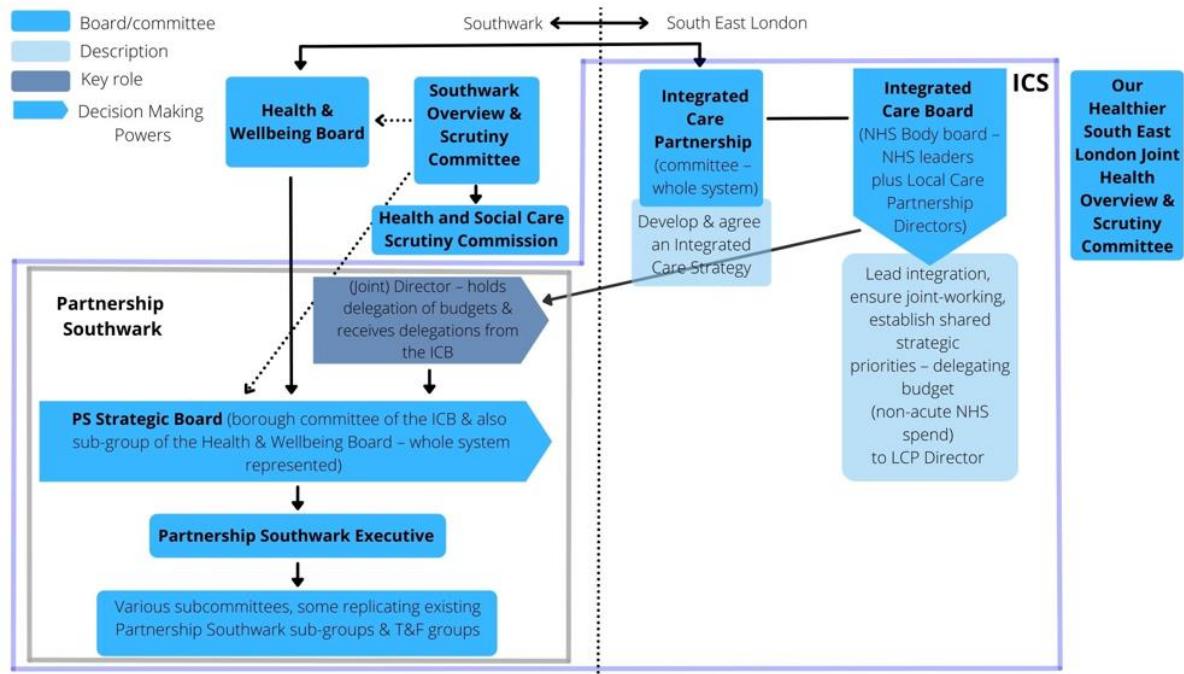


Figure 7: Map of integration in Southwark

Refreshing and reviewing the strategy

The work to improve health and wellbeing will evolve over time. The Health and Wellbeing Board's ambitions to work closely with communities on the delivery of this strategy will further shape our knowledge about addressing health inequalities. The recovery from the Covid-19 pandemic will also highlight new, long-term issues that affect our communities. Delivery of this strategy must be flexible and responsive. The strategy will be updated and refreshed as our knowledge and evidence base extend, to ensure that the Southwark partnership system continues to improve health and wellbeing in Southwark.

Box 11. Joining up care for people, places and populations

The national government published a White Paper^{xxvii} in February 2022, setting out its vision for the future of the integration of health and social care. The paper describes the government's expectations on collaboration at place-based levels. The proposals include the introduction of national shared outcomes, which span the health and social care system, and a framework for setting outcomes priorities locally. There is a recognition that leadership at a place-based level is the best way of prioritising the outcomes that matter the most for local people.

The changes proposed focus on working together to jointly deliver for communities. Emphasis is also placed on prevention. These are both principles that are embedded throughout this strategy. It is proposed that there is a shared outcomes plan building on this strategy as a next stage in refreshing this strategy.

Appendix 1 – Outcomes Framework Example Table

Priority	Objective	How will we measure this?	Baseline		Why measure this?	Who will contribute to this?
			Swk	Ldn		
Ensure the best start in life for every child	Ensure there is holistic support and care for families during pregnancy and the first years of life	Proportion of infants who received a 6-8 week review by the time they were 8 weeks old	82% (2020/21)	75% (2020/21)	The 6 to 8 week review is an opportunity for support to both the mother and child with breastfeeding, mental health, physical examination of the infant, difficulty in accessing benefits, and to remind about the importance of vaccinations.	Public Health, Southwark CCG
Enable all children, young people and adults to maximise their capabilities and have control over their lives	Support all children to achieve their potential in education – including through tackling the underlying causes of school exclusions, and supporting children with special educational needs and disabilities and children in contact with children's services	Rate of permanent exclusions	0.08/100 (2018/19)	0.07/100 (2018/19; Inner London)	Excluded children are more likely to be involved in crime, to be exploited and to face long-term unemployment. Excluded children are disproportionately represented in the young offending population, and higher rates of children who complete KS4 in alternative provision go on to become NEET.	Education
Create and develop healthy and sustainable places and communities	Improve the quality, security, and affordability of housing	House price to earnings ratio	14.4:1 (2020)	13.5:1 (2020)	House price to earnings ratio is an important indicator of housing affordability, and use the median earnings of a borough to calculate the ratio. A larger ratio indicates relatively more affordability.	Housing

-
- ⁱ Department of Health (2012), [Statutory Guidance on Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies](#)
- ⁱⁱ Marmot, Allen, Boyce, Goldblatt, Morrison (2020), [Health equity in England: The Marmot Review 10 years on. London: Institute of Health Equity](#)
- ⁱⁱⁱ Department of Health (2012), [Statutory Guidance on Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies](#)
- ^{iv} Public Health England (2020), [Disparities in the risks and outcomes of Covid-19](#)
- ^v Covid-19: Inequalities Impact Assessment. Southwark Council: London. 2021.
- ^{vi} Office for National Statistics (2021). [Population estimates for the UK, England and Wales, Scotland and Northern Ireland: mid-2020](#)
- ^{vii} The King's Fund (2020), [What are health inequalities?](#)
- ^{viii} Marmot, Allen, Boyce, Goldblatt, Morrison (2020), [Health equity in England: The Marmot Review 10 years on. London: Institute of Health Equity](#)
- ^{ix} Public Health England (2021), [Inclusion Health: applying All Our Health](#)
- ^x Public Health England (2020), [Disparities in the risks and outcomes of Covid-19](#)
- ^{xi} Social Life (2021), [Understanding Southwark: Daily Life and the impact of Covid-19 across the borough](#)
- ^{xii} South London Listens (2021), [South London Listens Action Plan: November 2021 - November 2023](#)
- ^{xiii} Social Life (2021), [Understanding Southwark: Daily Life and the impact of Covid-19 across the borough](#)
- ^{xiv} Marmot, Allen, Boyce, Goldblatt, Morrison (2020), [Health equity in England: The Marmot Review 10 years on. London: Institute of Health Equity](#)
- ^{xv} Social Life (2021), [Understanding Southwark: Daily Life and the impact of Covid-19 across the borough](#)
- ^{xvi} South London Listens (2021), [South London Listens Action Plan: November 2021 - November 2023](#)
- ^{xvii} Social Life (2021), [Understanding Southwark: Daily Life and the impact of Covid-19 across the borough](#)
- ^{xviii} Social Life (2021), [Understanding Southwark: Daily Life and the impact of Covid-19 across the borough](#)
- ^{xix} South London Listens (2021), [South London Listens Action Plan: November 2021 - November 2023](#)
- ^{xx} The Health Foundation. [Evidence Hub: What drives health inequalities? \(Housing\)](#)
- ^{xxi} Public Health England (2020), [Improving access to green space: A new review for 2020](#)
- ^{xxii} Social Life (2021), [Understanding Southwark: Daily Life and the impact of Covid-19 across the borough](#)
- ^{xxiii} Social Life (2021), [Understanding Southwark: Daily Life and the impact of Covid-19 across the borough](#)
- ^{xxiv} NHS England, [Carer Facts](#)
- ^{xxv} The Health Foundation, [The NHS as Anchor Institutions](#)
- ^{xxvi} Department for Levelling Up, Housing and Communities. (2021) [Partnerships for People and Place](#)
- ^{xxvii} Department of Health and Social Care (2022), [Joining up care for people, places and populations](#)