

# Southwark's Joint Health and Wellbeing Strategy 2022-2027

Action Plan 2025-2027

## Reducing health inequalities so that people in all our communities can live healthier and longer lives

### Priority 1



A Healthy  
Start in Life

### Priority 2



Healthy Work  
& Lives

### Priority 3



Support to  
Stay Well

### Priority 4



Healthy  
Communities

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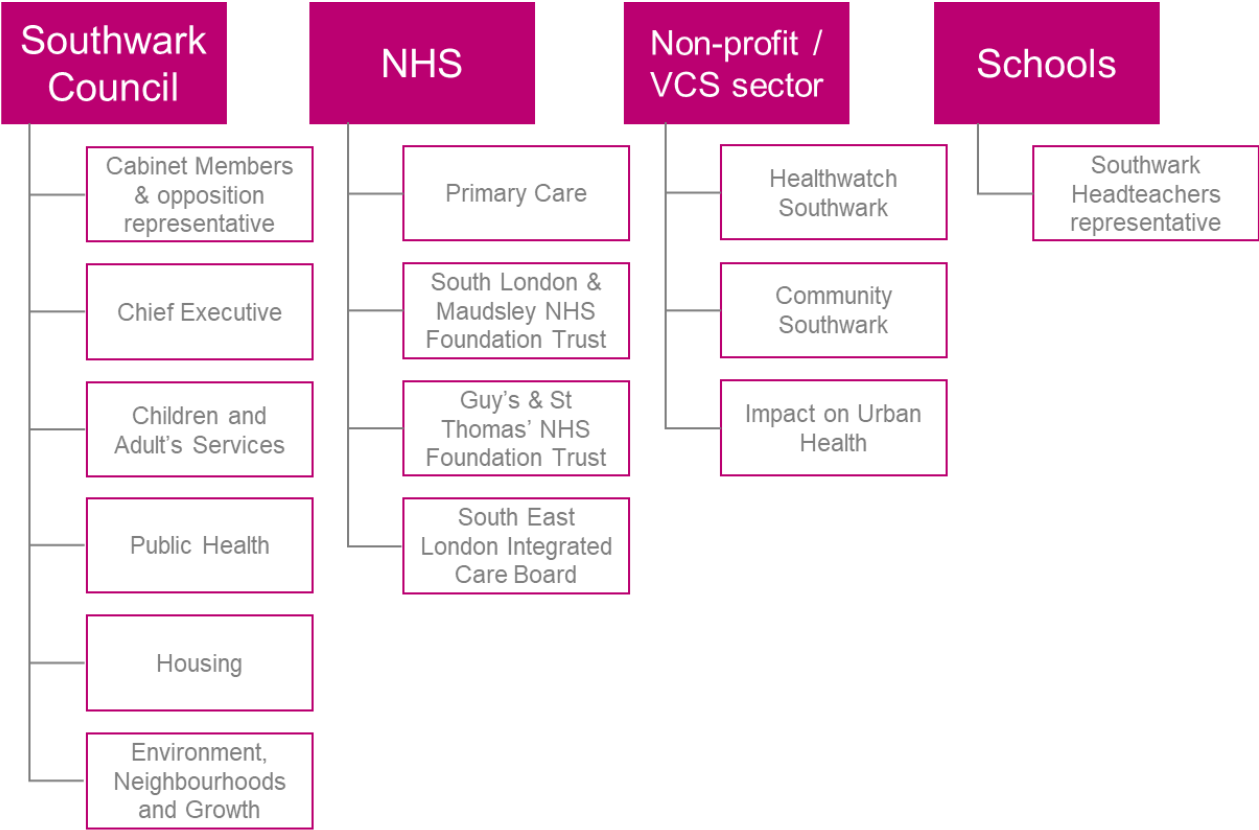
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# Background

## Southwark Health and Wellbeing Board

The Health and Wellbeing Board is a statutory partnership between the Council, NHS, and community, voluntary and learning organisations in Southwark (Figure 1). The Board provides a place for partners to come together to take strategic decisions with the aim of:

- Improving the health and wellbeing of the population of Southwark from pre-birth to end of life
- Reducing inequalities in health and wellbeing for Southwark residents
- Ensuring the local community is fully involved in the above



**Figure 1.** Organisations represented on Southwark’s Health and Wellbeing Board

There is a statutory responsibility for the Board to produce a Joint Health and Wellbeing Strategy that addresses the health needs of our population, as outlined in Southwark's Joint Strategic Needs Assessment (JSNA).<sup>1,2</sup>

## Southwark's Joint Health and Wellbeing Strategy 2022-2027

Southwark's Joint Health and Wellbeing Strategy sets out how the Health and Wellbeing Board will work together to **prevent ill health, promote wellbeing** and **reduce health inequalities** in Southwark.<sup>3</sup>

The current iteration of the Strategy runs from 2022 to 2027. The original report included an action plan containing actions that were to be delivered in the first two years of the Strategy. In 2024, progress against the original action plan was reviewed,<sup>4</sup> and the Board decided that a new action plan was required to establish how partners will build on this momentum and ensure further progress against the aims of the Strategy through to 2027.

### Priorities

The Strategy outlined five priority areas that were identified as being important to people in Southwark and requiring all agencies to work together to achieve change.

For the 2025-2027 action plan, we have simplified the language used to describe these priorities, to improve communication of the Board's areas of focus.

#### Priority 1: A healthy start in life

We will aim to ensure all families in Southwark receive access to good quality maternity care and support through the early years, reducing differential outcomes between population groups. We want to improve mental health for the whole family and reduce inequalities in outcomes by providing support for families at risk of adverse childhood experiences and children with special educational needs and disabilities (SEND).

#### Priority 2: Healthy work and lives

We want to increase access to good quality jobs that support and promote health and wellbeing. We will enable and empower adults to lead healthy lifestyles, for example by maximising access to leisure, physical activity and creative and cultural activities.

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<sup>1</sup> Department of Health (2012). [Statutory Guidance on Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies](#)

<sup>2</sup> Southwark Council (2024). [Joint Strategic Needs Assessment Annual Report 2024](#)

<sup>3</sup> Southwark Council (2022). [Southwark's Joint Health and Wellbeing Strategy 2022-2027](#)

<sup>4</sup> Southwark Council (2024). [Southwark Joint Health and Wellbeing Strategy 2022-27 – Progress Report: November 2024](#)

### Priority 3: Support to stay well

We want to provide accessible and effective services that focus on prevention to keep people well through the life course. We recognise the role that unpaid carers play in keeping our residents safe and well, and therefore want to ensure that carers themselves are well supported and able to live healthy lives.

### Priority 4: Healthy communities

We will build resilient communities by supporting our voluntary and community sector (VCS) and creating healthy places, environments and homes that promote wellbeing and social connection.

### Priority 5: Integration of health and social care

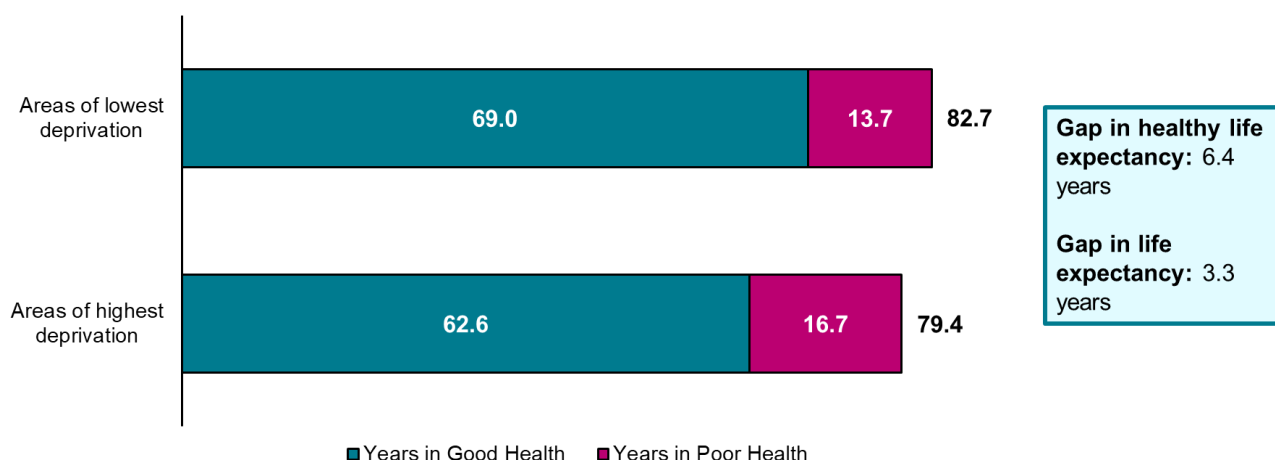
Following the creation of South East London Integrated Care System (SEL ICS) and our local care partnership, Partnership Southwark, we are working to provide joined-up care, explore where care can be delivered at a neighbourhood level, and strengthen how we involve local people in health and social care delivery. **This priority is now covered by the Partnership Southwark Health and Care Plan, and so does not feature in this iteration of the action plan.**

# The state of health and inequalities in Southwark

Southwark is a densely populated, diverse and rapidly growing borough with large numbers of young adults and residents from a wide range of ethnic backgrounds. Across the range of health and wellbeing measures that we review through our annual Joint Strategic Needs Assessment, there have been many significant improvements in recent years that should be celebrated:

- Levels of relative social and economic disadvantage in the borough continue to reduce.
- Child vaccination rates are generally comparable to or better than the London average.
- Key risk factors such as smoking, alcohol and physical inactivity are comparable or better than the national average.
- Preventable mortality has reduced by more than 40% between 2001 and 2022, narrowing the gap with England.

**Life expectancy** and **healthy life expectancy** are our overall measures of the quality of population health in Southwark, while the corresponding gaps between people living in places with the lowest and highest levels of deprivation are our overall measures of health inequality.



**Figure 2.** Life expectancy and number of years spent in good health (healthy life expectancy) at birth, in Southwark, regardless of sex by level of deprivation of area of residence.<sup>5</sup> Level of deprivation is defined by most deprived (IMD-19 deciles: 1–4) and least deprived (IMD-19 deciles: 5–10).<sup>6</sup>

<sup>5</sup> NHS Digital (2023). Primary Care Mortality Data Set (2021-2023); Office for National Statistics (2024). [Population and household estimates, England and Wales: Census 2021](#)

<sup>6</sup> This data analysis uses the Index of Multiple Deprivation (IMD) from 2019. Ministry of Housing, Communities and Local Government (2019). [English indices of deprivation 2019](#).

**Life expectancy:** The average number of years that would be lived by babies born in a given time period if mortality levels at each age remain constant.

**Healthy life expectancy:** An estimate of the average number of years babies born this year would live in a state of 'good' general health if mortality levels at each age, and the level of good health at each age, remain constant in the future.

The average life expectancy in the borough is 82.7 for people living in our most affluent communities and 79.4 for those living in our most disadvantaged communities (a gap of 3.3 years) (Figure 2). It is important to note that improvements in life expectancy have stalled locally and nationally, with no notable increases over the last decade.

Not all of these years are spent in good health, with healthy life expectancy at birth being 69 for those living in our most affluent communities and 62.6 for those in our most disadvantaged communities (a gap of 6.4 years) (Figure 2). Of note, female healthy life expectancy reduced by 8.8 years in the 3 years up to 2020, and increases in healthy life expectancy are being prevented by the increasing prevalence of long-term conditions such as cancer, chronic kidney disease and mental health conditions.<sup>7</sup>

Significant inequalities in other health outcomes remain, which are both avoidable and unfair. Below, we set out some key challenges in relation to our four priority areas. These figures demonstrate why taking action in these areas is crucial to strengthening the health of Southwark and highlights the outcomes we want to improve upon.

#### A healthy start in life

**Stillbirth** disproportionately affects women and people born outside of the UK

- Between 2021-22, 64% of stillbirths in Southwark were to women and people not born in the UK, despite this cohort making up 54% of the maternal population<sup>8</sup>

<sup>7</sup> Southwark Council (2024). [Joint Strategic Needs Assessment Annual Report 2024](#)

<sup>8</sup> Southwark Council (2024). [Joint Strategic Needs Assessment: The First 1001 Days](#)



	<p><b>Mental health in childhood</b> is an important determinant of health outcomes in later life</p> <ul style="list-style-type: none"> <li>In 2023/24, 67% of year 4 and 6 children in Southwark said they were “fairly happy” or “very happy” with their life<sup>9</sup></li> </ul>
Healthy work and lives	<p>People with <b>long-term health conditions or learning disabilities</b> are less likely to be in <b>employment</b> and those in work earn less than average</p> <ul style="list-style-type: none"> <li>The gap in employment rate between adults in receipt of long-term support for a learning disability and the overall employment rate is 69 percentage points<sup>10</sup></li> </ul> <p>If every Londoner <b>walked or cycled</b> for 20 minutes a day, we would prevent 1 in 6 early deaths and save the NHS £1.7 billion over 25 years</p> <ul style="list-style-type: none"> <li>In 2023, 45.4% of Southwark residents reported cycling or walking, for any purpose, at least five times per week<sup>11</sup></li> </ul>
Support to stay well	<p><b>Smoking</b> is the leading cause of preventable premature death in the UK</p> <ul style="list-style-type: none"> <li>Smoking prevalence in adults in Southwark increased from 11.6% to 13.7% between 2022 and 2023.<sup>12</sup> Levels increase to 27% among routine and manual workers.</li> </ul> <p><b>Carers</b> providing care for longer are more likely to report poorer health outcomes</p> <ul style="list-style-type: none"> <li>Southwark has a higher percentage of unpaid carers reporting to not be in good health and living with a long-standing illness when compared to London<sup>13</sup></li> </ul>
Healthy communities	<p><b>Poverty</b> impacts the lives of children and families with children significantly, yet child poverty is rising across the borough</p> <ul style="list-style-type: none"> <li>8,080 Southwark children live in relative poverty and 4,119 children live in a household unable to afford food, fuel and water<sup>14</sup></li> </ul> <p><b>Poor air quality</b> is thought to contribute to one in five deaths globally and to have cost the NHS and social care at least £1.6 billion between 2017 and 2025 in England</p> <ul style="list-style-type: none"> <li>The fraction of mortality attributable to particulate air pollution in Southwark is 7%<sup>15</sup></li> </ul>

<sup>9</sup> Southwark Council (in preparation). Supporting the Health and Wellbeing of CYP in Southwark Primary Schools

<sup>10</sup> Department of Health and Social Care (2024). [Fingertips: Gap in the employment rate between those who are in receipt of long term support for a learning disability \(aged 18 to 64\) and the overall employment rate](#)

<sup>11</sup> Department for Transport (2024). [Walking and cycling statistics](#)

<sup>12</sup> Office for National Statistics (2023). [Annual Population Survey](#).

<sup>13</sup> Southwark Council (in preparation). Joint Strategic Needs Assessment: Carers

<sup>14</sup> Southwark Council (in preparation). Joint Strategic Needs Assessment: Poverty factsheet

<sup>15</sup> Department of Health and Social Care (2025). [Fingertips: Fraction of mortality attributable to particulate air pollution](#)

# Strategic context

The Joint Health and Wellbeing Strategy does not stand alone and must be considered alongside the accompanying strategies, action plans and evolving workstreams that are being delivered across the borough to improve health and wellbeing.

## Southwark 2030

The Southwark 2030 strategy outlines how local partners will work together to build a fair, green and safe Southwark where everyone can live a good life as part of a strong community.<sup>16</sup> This vision will be delivered by focusing on six goals underpinned by three guiding principles (Figure 3).



**Figure 3.** Principles and goals of Southwark 2030

The Joint Health and Wellbeing Strategy provides a delivery mechanism for Southwark 2030, with the action plan for 2025-27 containing multiple actions that support Council Delivery Plan commitments across all six of the goals. The three principles, investing in prevention, reducing inequality and empowering people, are reflected in the key principles of the Strategy (described on page 19) and throughout the action plan.

<sup>16</sup> Southwark Council (2025). [Southwark 2030 strategy](https://www.southwark.gov.uk/2030-strategy).

# South East London Integrated Care System Integrated Care Strategic Priorities 2023-28

South East London Integrated Care System (SEL ICS) is a partnership that brings together the organisations responsible for publicly funded health and care services, including the Integrated Care Board (ICB), NHS health services, the six local authorities in the region and organisations from the voluntary, community and social enterprise sector. The SEL ICS Integrated Care Strategic Priorities outline how the partnership will help people stay healthy and well, deliver more joined-up, convenient care, and better support people from marginalised communities.<sup>17</sup>

The priorities are:

1. Prevention and wellbeing
2. Ensuring a good start in life
3. Children and young people's mental health
4. Adult's mental health
5. Primary care and people with long-term conditions

## Partnership Southwark Health and Care Plan 2023-28

Partnership Southwark brings together SEL ICB, Southwark Council, Primary Care Networks, Guy's and St Thomas' (GSTT), Kings College Hospital (KCH) and South London and Maudsley (SLaM) NHS Foundation Trusts, voluntary and community sector representatives, Healthwatch and care providers, to collectively design and implement plans to improve health and care services for Southwark residents and patients. The Partnership board has formally delegated responsibilities from the ICB.

Partnership Southwark's Health and Care Plan sets out how health, care and voluntary and community services in Southwark will work together with residents and communities to improve health and wellbeing outcomes for people of all ages.<sup>18</sup> It describes a set of strategic priorities that align with wider system goals, with a focus on meeting the needs of Southwark residents:

- Children and young people's mental health
- Adult mental health
- Integrated frailty pathway
- Integrated neighbourhood teams
- Prevention and health inequalities

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<sup>17</sup> South East London Integrated Care System (2023). [Integrated Care Strategic Priorities for 2023-28](#)

<sup>18</sup> Partnership Southwark (2023). [Health and Care Plan 2023-2028](#)

The focus of the Health and Care Plan is on utilising strong partnership working to improve the efficiency, efficacy, accessibility and equitability of our health and care services and the role of the sector in prevention of ill-health and reducing health inequalities. In doing so, the Plan provides a means to deliver elements of the “Staying Well” goal of Southwark 2030 and Joint Health and Wellbeing Strategy, replacing the “Integration of health and social care” priority of the 2022-2027 Strategy.

## Southwark Stands Together

Southwark Council “Southwark Stands Together” is long-term programme of positive action, education and initiatives to tackle racism, injustice and inequality.<sup>19</sup> The programme was the Council’s response to the murder of George Floyd and the resulting Black Lives Matter movement, as well as the disproportional impact of the COVID-19 pandemic on Black, Asian and minority ethnic communities.

The recommendations resulting from this work that apply to the health and social care sector are:

1. Develop a **strong partnership approach** across the whole health sector addressing the wider health inequalities that disproportionately impact Black, Asian and minority ethnic communities, and their physical, mental and emotional wellbeing.
2. Recognise that discrimination can occur in many different ways, from front line to backroom functions; **adopt and embed organisation-wide approaches** to improve the experience of Black, Asian and minority ethnic communities.
3. Work with key partners to **ensure health services and initiatives are culturally appropriate and accessible** for Black, Asian and minority ethnic residents.
4. Increase uptake of **preventative programmes** such as screening, health improvement and education (i.e. myth busting and health literacy) amongst Black, Asian and minority ethnic communities.
5. Commission and **co-produce health services and interventions** with Black, Asian and minority ethnic communities.

The actions within our new action plan have been developed with the aim of meeting these recommendations.

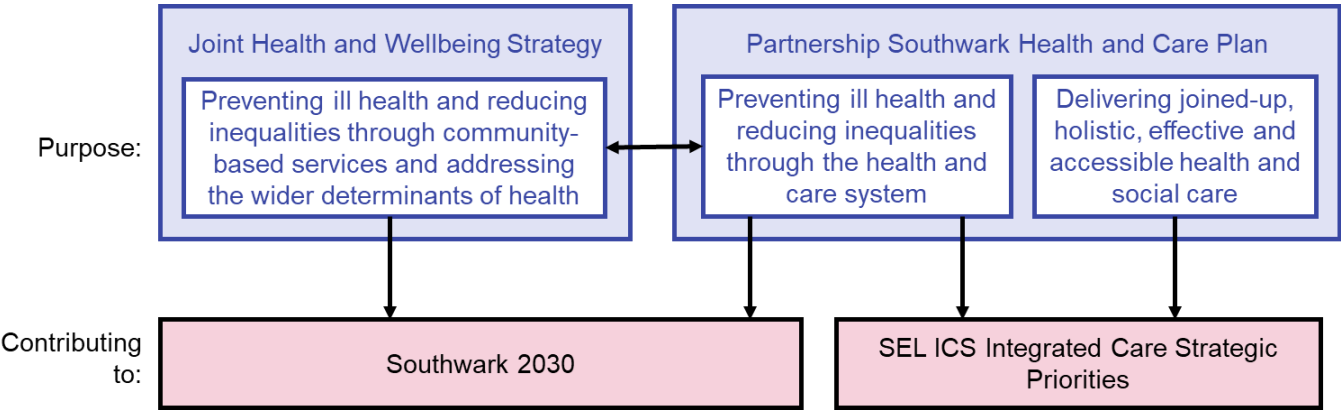
## The role of the Joint Health and Wellbeing Strategy in the strategic landscape

The Joint Health and Wellbeing Strategy sets the strategic direction of the borough in relation to prevention of ill-health, promotion of wellbeing and reduction of health inequalities. Other local plans and strategies are required to follow its direction and reflect its aims.

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<sup>19</sup> Southwark Council (2020). [Southwark Stands Together](#)

The Partnership Southwark Health and Care Plan defines the role of partners in supporting the health and care system to deliver joined-up, effective and accessible care, prevent ill health and reduce inequalities. This allows the Joint Health and Wellbeing Strategy to focus on the role of a broader range of partners in prevention and reducing inequalities through settings outside of the health and social care system (Figure 4). This requires coordinated action to tackle the wider determinants of health, such as housing, employment, financial circumstance, education and environmental factors. Our action plan therefore contains actions owned by partners across the Council, including Housing, Environment, Leisure, Local Economy and Planning teams. Health and social care partners still have a vital role to play in delivering the Joint Health and Wellbeing Strategy, with actions for these partners focusing on how they work with stakeholders outside of health and care to tackle wider determinants of health.



**Figure 4.** Remit of the Joint Health and Wellbeing Strategy and Partnership Southwark Health and Care Plan, and their connection to broader system-wide and regional strategies

# Action plan 2025-2027

Our vision for 2025-2027 is that **people in all our communities can live healthier and longer lives by reducing health inequalities.**

The action plan and outcomes framework can be found in **Appendix 1**. The framework contains the following fields:

Aim	Action	Drive action	Owner	Partners	Output	Achieved by	Short-term outcome measures/targets	Long-term population health targets
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**Aim:** Each priority area contains a series of aims which set out our ambitions for the remainder of the Strategy.

**Action:** What we will do to achieve our aims.

**Drive action:** The Health and Wellbeing Board's "Drive" actions. The Board will be responsible for overseeing the delivery of all actions in the action plan. However, there are some actions that will require additional focus and strategic direction from the Board to ensure these actions are delivered.

**Owner:** Every action has a designated owner – a team or organisation who is responsible for delivering the action and accountable to the Health and Wellbeing Board.

**Partners:** The purpose of the Strategy is to identify where partnership working is required to achieve change, and so all actions have designated partners who will support delivery of the actions.

**Output:** What will be delivered.

**Achieved by:** When the outputs will be delivered by.

**Short-term outcome measures/targets:** Outcomes and targets related to the specific service or programme that is the subject of the action, which will help us quantify impact and track progress.

**Long-term population health targets:** These define the progress we would like to see in our population health metrics, and the inequalities that exist within these metrics, over the long-term. The outcomes corresponding to these targets are influenced by a complex range of factors, and so we will not be assessing the success of specific actions according to how these outcomes change. Instead, these targets are designed to allow us to assess how we are performing as a whole system, for example by comparing ourselves against regional averages.

## Aims for 2025-2027

The aims for 2025-2027 largely follow the aims of the overarching five year strategy, but have been updated to address recently identified needs and to align with the strategic context.

By delivering the action plan, the Health and Wellbeing Board will aim to:

<p><b>A healthy start in life</b></p>	<ol style="list-style-type: none"> <li>1. Ensure all families in Southwark benefit from access to good quality <b>maternity care</b> and holistic support during the <b>first years of life</b>, reducing differential outcomes for Black women and families</li> <li>2. Provide early interventions and support for children with <b>early developmental needs and special educational needs and disabilities</b></li> <li>3. Promote good <b>mental wellbeing</b> and prevent mental illness in children, young people, and families</li> <li>4. Accelerate the reduction in <b>childhood excess weight and obesity</b></li> <li>5. Ensure the sustained uptake of life-saving childhood <b>vaccinations</b></li> </ol>
<p><b>Healthy work and lives</b></p>	<ol style="list-style-type: none"> <li>6. Increase access to <b>good quality jobs</b>, providing support to those facing systemic inequalities and barriers to employment, including Black, Asian and ethnic minority residents, older people, women and disabled people</li> <li>7. Support good health and wellbeing across our <b>workforce and commissioned services</b></li> <li>8. Support people to lead <b>healthy lifestyles</b> that keep them well, working with population groups and communities where risk factors are clustered</li> <li>9. Maximise access to <b>leisure, daily movement and physical activity</b>, ensuring that financial circumstance does not limit access</li> </ol>
<p><b>Support to stay well</b></p>	<ol style="list-style-type: none"> <li>10. Ensure that there are effective and accessible <b>services that prevent illness and promote wellbeing</b>, including measures to tackle “The Vital 5”</li> <li>11. Reduce admissions to hospital for <b>falls</b></li> <li>12. Support <b>carers</b> and families to look after their own wellbeing</li> </ol>
<p><b>Healthy communities</b></p>	<ol style="list-style-type: none"> <li>13. Work together to mitigate the impacts of the <b>cost of living</b> crisis for people in Southwark</li> <li>14. Promote good <b>mental health</b> and reduce <b>social isolation</b> and loneliness by focusing on prevention and creating connected communities</li> <li>15. Support our thriving <b>voluntary and community sector</b> to deliver impactful programmes and services that contribute to reducing health inequalities</li> <li>16. Ensure Southwark residents have access to good quality <b>homes, streets and environments</b> that promote good health and wellbeing</li> </ol>

## Drive actions

Out of the 44 actions in the action plan (Appendix 1), 13 will receive particular attention from the Board – the “Drive” actions. These are actions whereby partnership working across the agencies represented on the Board is particularly vital for action delivery. Owners of these actions will be required to give more regular updates to allow the Board to monitor progress and shape delivery.

Action	Owner
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<b>A healthy start in life</b>	
<b>1.1:</b> Develop and implement an action plan to address the recommendations of the Southwark Maternity Commission	SEL ICS (Strategic Director for Integrated Health and Care)
<b>1.4:</b> Develop an evidence-based and integrated early intervention offer through the SEND Children and Family Hub, providing support to children with early developmental needs prior to diagnosis	Southwark Council (Children's services)
<b>1.12:</b> Expand and extend the role of Local Child Health Teams to deliver interventions and signposting to tackle the wider determinants of child health, linking the teams with a broader range of children and family services	GSTT (Child Health Integrated Learning and Delivery System)
<b>Healthy work and lives</b>	
<b>2.1:</b> Embed employment support within primary care, secondary care and community health services through the Connect to Work programme	Southwark Council (Local Economy)
<b>2.9:</b> Expand the offer of affordable leisure activities in community settings and promote a wider range of physical activities	Southwark Council (Leisure Services)
<b>2.10:</b> Design and deliver zone-by-zone or borough-wide programmes and initiatives that address the financial, social and cultural barriers to active travel through the Streets for People strategy	Southwark Council (Highways)
<b>Support to stay well</b>	
<b>3.1:</b> Establish Southwark Hubs for Health as part of our 'Health in the High Street' programme, to increase access to Vital 5 checks and health promotion advice amongst groups at risk of ill health and our Black, Asian and ethnic minority communities	Southwark Council (Public Health)
<b>3.3:</b> Recommission the Southwark Wellbeing Hub with a focus on improving the outreach offer to ensure underserved populations can access the support they need in their local area	SEL ICS (Integrated Commissioning)
<b>3.8:</b> Improve access to support for carers by developing digital forms of carer assessment delivery, increasing awareness of carers assessments and improving data linkage	Southwark Council (Adult Social Care)
<b>Healthy communities</b>	
<b>4.1:</b> Develop a cross-borough anti-poverty plan, informed by resident engagement, to understand and tackle poverty and its impact on our residents	Southwark Council (Strategy and Communities)
<b>4.7:</b> Work in partnership across the Council and ICS to strengthen air quality monitoring and develop shared approaches, building on the work of the Air Pollution Footprint Partnership at a local level	Southwark Council (Environmental Protection)
<b>4.11:</b> Establish sites for co-located housing and health and wellbeing support, including at the Housing Options Service, Family Hubs and health outreach hubs	Southwark Council (Housing Needs)
<b>4.12:</b> Ensure the revised Local Plan helps to address health inequalities through the spatial consideration of land uses such as open space, design considerations and the transport and movement network	Southwark Council (Planning and Growth)



# Meeting our key principles

Across the five priority areas, the 2022-2027 Strategy defines five overarching principles that are central to meeting the aims of the Strategy:

1. Embedding an approach to tackling **health inequalities** across all our policy making, services and delivery
2. Targeted **place-based approach** and **population groups**
3. Making **sustainability and tackling climate change** an integral part of protecting and improving health
4. Community **empowerment and co-production**
5. Delivering **high quality, joined-up and person-centred** health and social care

We have strived to ensure that these principles are embedded within the new action plan, and in the way in which the actions will be delivered.

## Principle 1: Embedding an approach to tackling health inequalities across all our policy making, services and delivery

Reducing health inequalities is everyone's business. Southwark's Annual Public Health Report for 2024, "A Fairer Future", outlines the status of health inequalities in Southwark and highlights the work ongoing across our borough to address these inequalities.<sup>20</sup>

### A targeted approach

If we are to reduce inequalities, the actions we take must be implemented proportionately to the needs of different communities, with those most in need receiving the greatest support. We therefore need a coordinated, system-wide approach that helps stakeholders to prioritise interventions for those in greatest need. In identifying "target groups", we recognise that these communities are at risk of poorer outcomes because of unfair social systems and the circumstances in which they live, not because of who they are or individual factors.

One mechanism for supporting proportionate delivery is Core20PLUS5, an NHS approach to reducing healthcare inequalities. The approach defines a target population, with the "Core20" being the most disadvantaged 20% of the population and "PLUS" groups being defined according to local need.

In our Joint Strategic Needs Assessment, we define six key population groups that partners across the system should focus on when tackling health inequalities: Carers, residents with disabilities,

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<sup>20</sup> Southwark Council (2025). [A fairer future: Tackling health inequalities in Southwark. Southwark's Annual Public Health Report 2024.](#)

LGBTQIA+ residents, asylum seekers and refugees, rough sleepers and Black, Latin American and minoritised ethnic groups.

## Tackling wider determinants

Social, economic and environmental factors, such as income, employment and housing, have the largest impact on health, with inequalities in these factors leading to inequalities in health. The 2024 Annual Public Health Report recommends that to tackle health inequalities, the Joint Health and Wellbeing Strategy should revitalise its focus on influencing these wider determinants of health. This iteration of the action plan therefore has an extended reach across the public sector, with action owners and partners including the Council's Housing, Planning, Environment, Exchequer Services, Education and Community Safety teams.

## Addressing systemic bias in service design and commissioning

Many of our actions relate to how we will deliver or improve the services we are responsible for. To address inequalities in access to and experience of services, the Southwark systemic bias toolkit was developed to commissioners to reduce systemic bias in service design and commissioning processes. This toolkit can be used by action owners to ensure actions related to service design and commissioning contribute towards our goal of reducing health inequalities.

## Principle 2: Targeted place-based approach and population groups

The Joint Health and Wellbeing Strategy formalises the system and borough-wide actions that are required to improve population health, and so largely does not detail actions that are specific to certain geographies or populations. However, all actions will be delivered in a proportionate matter, with a view to meeting the specific needs of our priority populations. Recent population-based needs assessments that make recommendations to be addressed through delivery of this action plan focus on the following populations:

- Latin American residents<sup>21</sup>
- Carers<sup>22</sup>
- Children and young people with special educational needs and disabilities<sup>23</sup>
- LGBTQIA+ residents<sup>24</sup>
- Asylum seeker and refugees<sup>25</sup>

Many actions will be delivered using targeted place-based approaches. Partners across the Council and ICS are increasingly using innovative hyperlocal approaches to delivering services and programmes, focusing on defined localities. Some examples include:

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<sup>21</sup> Southwark Council (2024). [Southwark's Joint Strategic Needs Assessment: Latin American Health](#)

<sup>22</sup> Southwark Council (in preparation). Southwark's Joint Strategic Needs Assessment: Carers

<sup>23</sup> Southwark Council (2024). [Southwark's Joint Strategic Needs Assessment: Children and young people with special educational needs and disabilities](#)

<sup>24</sup> Southwark Council (in preparation). Southwark's Joint Strategic Needs Assessment: LGBTQIA+

<sup>25</sup> Southwark Council (2024). [Southwark's Joint Strategic Needs Assessment: Asylum seekers and refugees](#)

- **Integrated Neighbourhood Teams (INTs):** INTs will bring together staff across health, social care and the VCS to work as a single team to deliver coordinated and person-centred care to individuals within a defined neighbourhood. The next phase of this programme will involve defining neighbourhood footprints and mapping local needs.
- **Intermediate Care Southwark:** The service is being delivered across five Southwark “patches”, allocating specific staff to each patch who will use insights on demographics, local need and community assets to provide tailored interventions with the aim of reducing inequalities.
- **Resident Health and Wellbeing Programme:** This programme aims to identify and address health and wellbeing needs in specific social housing settings, involving the co-production of place-based interventions with residents to meet the identified needs. The pilot of the programme has focused on three Council housing estates and will be evaluated in 2025.

### **Principle 3: 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 and responding to climate change is therefore an integral part of our approach to reducing inequalities.

Several actions within the plan were prioritised due to the co-benefits of reducing carbon emissions or mitigating against the impacts of climate change, such as those that aim to reduce air pollution, promote physical activity or increase resilience against the health impacts of hot weather.

### **Principle 4: Community empowerment and co-production**

Individuals are experts in their own lives and their local communities. Community-based research and engagement was the source of several actions in this plan. We are working in partnership with our communities to deliver the actions, utilising expertise from Community Southwark, Healthwatch Southwark and Impact on Urban Health.

The Board recognises the vital contribution of our voluntary and community sector in delivering interventions that prevent ill-health and reduce health inequalities and is committed to supporting the VCS to perform this function. Actions describing how the Board will support the VCS are outlined on pages 44-46.

The new Southwark Insights and Intelligence Programme (SIIP) is helping to embed a culture of co-design with residents across the Council and wider community.<sup>26</sup> Projects being led by SIIP over the next couple of years will facilitate the effective and equitable delivery of actions in this plan, with a focus on age-friendly practices, preventing child poverty, making homes resilient to overheating and early help for families affected by youth violence. In addition, through its community research

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<sup>26</sup> Southwark Council (2024). [Southwark insights and intelligence programme](#).

and co-production workstream, residents and members of VCS organisations are being trained to become community researchers who can support monitoring of outcomes and co-production of interventions.

## **Principle 5: Delivering high quality, joined-up and person-centred health and social care**

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. Although priority 5, "Integration of health and care", is now covered by the Partnership Southwark Health and Care Plan, provision of high quality, joined-up and person-centred care is at the heart of many of our actions, and we aim to extend this ethos to all our services beyond the health and social care system.

# Delivery and monitoring impact

## Governance and delivery mechanisms

The Health and Wellbeing Board are responsible for the strategic oversight of the action plan, with individual action owners being accountable to the Board for delivery of their actions. For some actions, the Board will have a more direct role to play in providing strategic direction and a driving force behind the action, as marked by a “✓” in the framework. These actions will receive greater attention at Board meetings, with action owners being asked to present updates and identify support needed from the Board at regular intervals.

The Partnership Southwark Delivery Executive will support this oversight function by providing strategic direction and leadership in relation to relevant parts of the Strategy and actions that relate to or impact health and social care.

## Monitoring impact

The Health and Wellbeing Board will monitor progress against the action plan through:

- **A Health and Wellbeing Outcomes Report**, a live document tracking our short-term and long-term outcome measures that will be updated every six months. The long-term outcome measures have been selected on the basis that they will help the Board to monitor inequalities in population health outcomes. Where possible, we will track our metrics over time and measure success by comparing against London averages.
- **Our JSNA Annual Report**, which will focus on progress against our key long-term outcome measures and inequalities in the borough.
- **Health and Wellbeing Board meetings** that will be designed around the priorities of the Strategy, with deep dives on the drive actions (page 17) throughout the year.
- **An impact report** at the end of the Strategy period to determine the efficacy of partnership working to deliver the action plan and reflect on learnings, to support development of the next five-year Strategy.

# Appendix 1: Action plan framework

## Priority 1: A healthy start in life

Aim	Action	Drive action	Owner	Partners	Output	Achieved by	Short-term outcome measures/targets	Long-term population health targets
							#: number    %: percentage	
Ensure all families in Southwark benefit from access to good quality maternity care and holistic support during the first years of life, reducing differential outcomes for Black women and families	<b>1.1:</b> Develop and implement an action plan to address the recommendations of the Southwark Maternity Commission	✓	SEL ICS (Strategic Director for Integrated Health and Care)	Public Health Partnership Southwark (all Start Well partners)  Local Maternity and Neonatal System  VCS partners  GSTT  KCH  SLaM	Action plan developed and presented to Health and Wellbeing Board  Action plan implemented	June 2025  2027	<i>Short-term outcome measures will be defined within the action plan</i>	Reduction of the gap in % of stillbirths to mothers born outside of the UK compared to mothers born in the UK  Reduction in infant (< 1 year) mortality rate
	<b>1.2:</b> Work with the VCS to fund and run culturally appropriate and inclusive workshops on maternity rights for pregnant people and new families		Southwark Council (Public Health)	VCS partners  GSTT  KCH  SLaM	Community-based sessions delivered	Regular delivery by March 2027	<b>Outcomes:</b> # of sessions held # of attendees  <b>Targets:</b> % of participants from Black, Asian or ethnic minority	

			Children's services			groups matches or is greater than that of the Southwark population	
	1.3: Promote engagement with the Baby Buddy app, focusing on ensuring pregnant people are informed of the app at points of contact with the NHS and community services		Southwark Council (Children's services)	Public Health Partnership Southwark (Start Well Clinical Care Professional Leads (CCPLs)) VCS partners	Information about Baby Buddy features on appointment booking confirmations  Learning sessions or awareness campaign targeted at primary care and maternity staff  Information on app on GP practice websites	April 2025  December 2025  December 2025	<b>Outcomes:</b> # of health care staff reached through awareness raising activities  <b>Targets:</b> Increase in # of residents using Baby Buddy app  % users from Black, Asian or ethnic minority groups matches or is greater than that of the Southwark population
Provide early interventions and support for children with early developmental needs and special educational needs and disabilities	<b>These actions focus on <u>early intervention</u> for SEND. Actions related to diagnosis, treatment, management and services for children with neurodevelopmental disorders are outlined in the Partnership Southwark Health and Care Plan "Children and Young People's Mental Health" delivery plan.</b>						Increase in % of children with free school meal status achieving a good level of development at the end of Reception in Southwark  Reduction in the gap in average Key Stage 4 attainment between all pupils
	1.4: Develop an evidence-based and integrated early intervention offer through the SEND Children and Family Hub, providing support to children with early	✓	Southwark Council (Children's services)	Public Health Partnership Southwark (Delivery Team and Start Well CCPLs)	Consideration of development of a version of the Portsmouth approach to whole system change in relation to meeting needs prior to diagnosis	December 2025  March 2026	<b>Outcomes:</b> # of children/families receiving support through SEND Family Hub  <b>Targets:</b> % of children/families

developmental needs prior to diagnosis			<p>Start Well Integrated Commissioning</p> <p>VCS partners</p> <p>GSTT (Community Paediatrics)</p> <p>London South Early Years Stronger Practice Hub</p> <p>SEND Designated Clinical Officer (DCO) team</p>	<p>SEND Children and Family Hub established</p> <p>Needs assessment with qualitative insights from engagement with families</p> <p>Evidence of best practice relating to SEND early intervention built into antenatal parenting education programmes</p> <p>Promotion of parenting education programmes with a focus on improving equitable access for families of Black, Asian or minority ethnic heritage</p>	<p>March 2026</p> <p>March 2027</p> <p>March 2027</p>	<p>receiving support through SEND Family Hub and parenting education programmes from Black, Asian or ethnic minority groups matches or is greater than that of the Southwark population</p> <p>Decrease in # of referrals to Family Early Help and community paediatric services</p>	and pupils with SEN support
<p><b>1.5:</b> Deliver a consistent programme of drop-in sessions at Family Hubs, Children and Young People's Development Centres and special needs schools to provide support around common issues for children with early developmental or additional needs</p>		GSTT (Community Paediatrics)	<p>Children's services</p> <p>VCS partners</p> <p>SEND DCO team</p>	<p>Deliver pilot drop-in sessions focused on sleep and toileting</p>	December 2025	<p><b>Targets:</b></p> <p>Increase in parent satisfaction and confidence following drop-in sessions</p> <p>Decreased number of referrals to Family Early Help and community paediatric services</p>	



	<p><b>1.6:</b> Develop a joint commissioning strategy for speech and language therapy, with the aim of addressing local needs and increasing provision of evidence-based interventions</p>		<p>SEL ICS (Integrated Commissioning)</p>	<p>Speech and language services</p> <p>Children's services</p> <p>Schools</p> <p>Childcare settings</p> <p>SEND DCO team</p>	<p>Speech and language needs assessment</p> <p>Commissioning strategy developed</p>	<p>All July 2025</p>	<p><b>Targets:</b></p> <p>Decreased average age of speech, language, and communication diagnosis</p>	
Promote good mental wellbeing and prevent mental illness in children, young people, and families	<p><b>These actions focus on mental health <u>prevention</u>. Actions related to community and NHS children's mental health services are outlined in the Partnership Southwark Health and Care Plan "Children and Young People's Mental Health" delivery plan.</b></p>							<p>Increase in % of Year 4 and 6 children who are very happy or happy with their life</p> <p>Reduction in rate of hospital admissions as a result of self-harm (10-24 years old)</p>
	<p><b>1.7:</b> Review and widen access to and uptake of existing parenting intervention services, as part of a community-based offer to prevent adverse childhood experiences (ACEs)</p>		<p>Southwark Council (Children's services)</p>	<p>Start Well Integrated Commissioning VCS partners</p> <p>GSTT (Child Health Integrated Learning and Delivery System and Health Visiting service)</p>	<p>Market review of providers offering evidence-based parenting interventions</p> <p>Costed commissioning plan</p> <p>Widen uptake of parenting interventions through Children and Family Hubs and Youth Justice System</p> <p>Agree data sharing protocol with partners, to allow mechanism to flag risk factors for ACEs on healthcare records</p>	<p>December 2025</p> <p>December 2025</p> <p>April 2026</p> <p>March 2027</p>	<p><b>Targets:</b></p> <p>Increased # of self-referrals</p> <p>Increased % of parents showing increase in confidence in parenting/goals met</p>	

	<p><b>1.8:</b> Review the current mental health offer in schools and other educational settings to ensure quality, equity and consistency of programmes and identify gaps in coverage and provision</p>		Southwark Council (Children's services)	<p>Schools</p> <p>Improving Mental Health and Resilience in Schools (IMHARS) Champions Network</p> <p>Start Well Integrated Commissioning</p> <p>Public Health VCS partners</p>	<p>Schools and Students Health Education Unit (SHEU) survey adapted to give insight into mental health needs</p> <p>Lancaster model delivered and informing wider support offer to children and families</p> <p>Cross-system group for attendance and inclusion to consider recommendations including how to take forward the IMHARS Champions Network</p>	All March 2026	<p><b>Outcomes:</b></p> <p>Number of children completing SHEU and Lancaster model questionnaires</p>	
	<p><b>1.9:</b> Develop a programme of support for schools to prevent and respond to child death and self-harm, working in partnership with the aim of addressing local needs</p>		Southwark Council (Public Health)	<p>Schools</p> <p>Child Death Overview Panel</p> <p>Children's services</p> <p>IMHARS Champions Network</p> <p>Start Well Integrated Commissioning</p>	Programme of support and resources developed	December 2025	<p><b>Outcomes:</b></p> <p># of schools engaging with or using resources</p>	
Accelerate the reduction in childhood	<p><b>Actions related to this aim are now covered in the Southwark <a href="#">Healthy Weight Strategy 2022-2027</a> and corresponding annual action plans</b></p>							Reduction of the gap in % Year 6 children with excess weight between

excess weight and obesity								white and Black, Asian and ethnic minority children
Ensure the sustained uptake of life-saving childhood vaccinations	<b>1.10:</b> Deliver a new programme to develop the role of health visitors in engaging with families around childhood vaccinations, targeting population groups with the lowest uptake		SEL ICB (Southwark Primary and Community Based Care)	Public Health Integrated Commissioning  Public Health GSTT 0-19 service  Children's services	Pilot of new health visitor vaccination engagement service  Programme of targeted engagement in Children and Family Centres/Family Hubs  Vaccine training delivered to health visitors	All December 2026	<b>Outcomes:</b> # of engagement sessions held  # of children/families engaged with  # of children offered targeted support  # of health visitors trained	Reduction in the gap in 6 in 1 vaccine coverage at 12 months between white and Black, Asian and ethnic minority children
Cross-cutting (all aims)	<b>1.11:</b> Review development and skills needs of early years workforce (across childcare, community services, healthcare and education) in relation to topics such as perinatal mental health, neglect, identification of ACEs, early response to developmental issues and maternal obesity, and embed a joined-up training offer		Southwark Council (Children's services)	London South Early Years Stronger Practice Hub  Integrated Commissioning  Public Health VCS partners  GSST (Health Visiting service)  Schools and childcare settings  Perinatal and parent-infant relationships steering group	Review of current training offer and workforce needs  Early years-specific Making Every Contact Count training offered to early years staff on a regular basis	December 2025  Ongoing	<i>Outcomes for monitoring coverage and quality of training to be determined through the review</i>	<i>As outlined for the aims above</i>

				Safeguarding Children Partnership				
	<b>1.12:</b> Expand and extend the role of Local Child Health Teams to deliver interventions and signposting to tackle the wider determinants of child health, linking the teams with a broader range of children and family services	✓	GSTT (Child Health Integrated Learning and Delivery System)	Children's services Public Health Primary Care Networks and social prescribers SLaM Health visiting and school nurse services Partnership Southwark (Start Well CCPLs)	Local needs and causes of child health inequalities at a neighbourhood level reviewed  Partnerships required at a neighbourhood level to address needs identified	All December 2025	<b>Outcomes:</b> # of children receiving child health checks  % of children/families being signposted to wider forms of support	

## Priority 2: Healthy work and lives

Aim	Action	Drive action	Owner	Partners	Output	Achieved by	Short-term outcome measures/targets	Long-term population health targets
							#: number    %: percentage	
Increase access to good quality jobs, providing support to those facing systemic inequalities and barriers to employment, including Black, Asian and ethnic minority residents, older people, women and disabled people	<b>2.1:</b> Embed employment support within primary care, secondary care and community health services through the Connect to Work programme	✓	Southwark Council (Local Economy)	Partnership Southwark  Live Well Commissioning  Department for Work and Pensions  North Primary Care Network  South Primary Care Network	Live Connect to Work delivery plan developed  Employment support offer embedded within healthcare services (e.g. Integrated Healthy Lifestyle Service)	December 2025  March 2027	<b>Outcomes:</b> # of individuals with long-term conditions or belonging to Core20PLUS groups who receive support through Connect to Work	Reduction of the gap in the employment rate between those with a long-term health condition and the overall employment rate  Reduction of the gap in the employment rate between those who are in receipt of long-term support for a learning disability (aged 18 to 64) and the overall employment rate
	<b>2.2:</b> Pilot a creative and cultural skills programme to support residents from disadvantaged backgrounds and/or facing barriers to employment to pursue a career in the creative and cultural sector and support their health and wellbeing		Southwark Council (Local Economy)	Public Health Culture  Skills partners, including Southwark Works  Local creative and cultural organisations  VCS partners	Online and/or physical hub offer, integrated with the borough's Creative Health offer	March 2027	<b>Outcomes:</b> % of clients (including those with long-term conditions) progressing to employment and/or further learning  <b>Targets</b> % of clients from target groups matches or is	

							greater than that of the Southwark population
Support good health and wellbeing across our workforce and commissioned services	<b>2.3:</b> Build key performance indicators relating to wellbeing and fair employment into the new home care and reablement service specifications, aligning with Southwark's Ethical Care Charter (ECC)		SEL ICS (Integrated Commissioning)	Quality, Performance and Transformation (Commissioning)  Adult Social Care	Service specification with clear workforce wellbeing key performance indicators  Contract monitoring to review compliance with the ECC and associated benefits (e.g. staff retention).	March 2025  Quarterly through to 2030	<b>Targets:</b> 100% of providers compliant with the ECC  100% of staff paid at least the London Living Wage  Improvement in job satisfaction and other wellbeing indicators
	<b>2.4:</b> Use the new Southwark Council Social Value Framework to ensure all Council divisions can evaluate, monitor and measure commitments to staff health and wellbeing within the procurement of commissioned services and contract management		Southwark Council (Local Economy)	All Council divisions	Social Value Framework and Measurement System developed  Review of phased introduction of Social Value Framework	April 2025  March 2026	<b>Outcomes:</b> Contract resources donated in creative and cultural events or projects and community health interventions  # of contracts with organisations that provide staff physical and mental health programmes # of long-term unemployed people from priority cohorts recruited

							<b>Targets:</b> Increase in # of London Living Wage employers	
	2.5: Deliver and evaluate programmes to support the wellbeing of primary and social care staff		SEL ICB (People and Culture)	Partnership Southwark Integrated Commissioning GSTT SLaM	Pilot programmes aiming to support staff following incidences of violence and aggression evaluated  Repository of best practice and system wide framework for dealing with violence and aggression developed  Engagement with staff to co-produce solutions to stress caused by dysfunctional systems	March 2027  March 2027  March 2027	<b>Outcomes:</b> # of staff attending wellbeing activities  # of staff reached through engagement work	
Support people to lead healthy lifestyles that keep them well, working with population groups and communities where risk factors are clustered	A range of actions supporting this aim can be found within other strategies that are overseen by the Health and Wellbeing Board: <a href="#">Southwark’s Air Quality Action Plan 2023-2027</a> , <a href="#">Healthy Weight Strategy 2022-2027</a> , <a href="#">Sustainable Food Strategy 2023-2026</a> and <a href="#">Tobacco Control Strategy 2024-2030</a>						Reduction in the % of residents experiencing food poverty	
	2.6: Evaluate the implementation and impact of Southwark's Healthy Advertising Policy		Southwark Council (Public Health)	Planning and Growth Culture Communications Highways	Evaluation plan agreed by Public Health and Planning Divisional Management Teams	December 2025	<b>Outcomes:</b> # of advertisements or event sponsorship applications rejected on the basis of the Healthy Advertising Policy  <b>Targets:</b> Decrease in % of school children	Increase in the % of residents satisfied with “services and support to help you and your family live a healthy lifestyle”  Other outcomes relevant to this aim (such as those relating to physical

						reporting having seen adverts for products high in fat, salt, or sugar on the way to school	activity, mental health and prevalence of long-term conditions) are listed against other aims
2.7: Use a Health in All Policies and evidence-based approach to develop a targeted Leisure Service, Parks and Culture offer		Southwark Council (Leisure)	Public Health	<p>Health in All Policies workshop delivered and implementation plan developed</p> <p>Mechanisms for collecting, monitoring and reporting service user data established</p> <p>Development and roll-out of targeted offers</p>	<p>June 2025</p> <p>March 2027</p> <p>March 2027</p>	<p><b>Outcomes:</b></p> <p># of Leisure Service, Parks and Culture activities and programmes that target specific population groups</p> <p><i>Other outcome measures will be defined alongside work to develop data collection processes and will include metrics related to demographics of service users</i></p>	
2.8: Expand the Rose Voucher healthy food scheme to different populations and delivery locations based on local need		Southwark Council (Public Health)	<p>Local Economy Exchequer Services</p> <p>Southwark Food Action Alliance</p> <p>Contracted partners</p> <p>Southwark Children and Family Centres</p>	<p>Review of current policy, operations and population need</p> <p>Strategic options analysis</p> <p>Onboarding of new voucher collection and distribution support hubs</p> <p>Staff/volunteer training (including Making Every</p>	<p>April 2025</p> <p>April 2025</p> <p>June 2025</p> <p>March 2026</p>	<p><b>Outcomes:</b></p> <p># of residents belonging to new target groups receiving vouchers</p> <p># of individuals signposted to other health and wellbeing support services through the scheme</p>	



				Markets and Street Trading VCS partners	Contact Count and Dignity Principles)		<b>Targets:</b> Increase in # of low-income residents and pregnant people receiving vouchers  % of people receiving vouchers from Black, Asian or ethnic minority groups matches or is greater than that of the Southwark population  Increase in # of businesses registered with the scheme selling culturally appropriate food Increase in voucher utilisation	
Maximise access to leisure, daily movement and physical activity, ensuring that financial circumstance does not limit access	<b>2.9:</b> Expand the offer of affordable leisure activities in community settings and promote a wider range of physical activities	✓	Southwark Council (Leisure Services)	Parks Culture Public Health Schools VCS partners Children's and Adults' Services Highways	Leisure offer within community venues such as Parks, Libraries, schools, faith settings established  Southwark "Move" campaign delivered, including assets that promote the benefits of active travel	March 2027   December 2025	<b>Outcomes:</b> # of leisure activities delivered outside of leisure centres  <i>Other outcome metrics to be defined as part of work to review data collection across</i>	Increase in % of residents walking or cycling at least 5 times per week  Reduction of the gap in resident satisfaction in the "Council's work to encourage cycling and walking in the

				Climate Change and Sustainability			<i>Leisure Services (action 2.7)</i>	borough", between economically active and inactive groups
	<b>2.10:</b> Design and deliver zone-by-zone or borough-wide programmes and initiatives that address the financial, social and cultural barriers to active travel through the Streets for People strategy	✓	Southwark Council (Highways)	Climate Change and Sustainability Public Health Leisure Communications Environmental Protection	Targeted engagement work with communities facing barriers to active travel to support design of programmes  Targeted promotion of cycle schemes such as "Try a Bike"  Pilot of JUST Streets co-production approach to redeveloping streets and outdoor space	Ongoing  Ongoing  March 2027	<b>Outcomes:</b> # of residents engaging with programmes	

## Priority 3: Support to stay well

Aim	Action	Drive action	Owner	Partners	Output	Achieved by	Short-term outcome measures/targets	Long-term population health targets
							#: number    %: percentage	
Ensure that there are effective and accessible services that prevent illness and promote wellbeing, including measures to tackle “The Vital 5”	Actions outlining the role of the health and social care system in achieving this aim are outlined in the Partnership Southwark Health and Care Plan “Prevention and Health Inequalities” delivery plan.							Reduction of smoking prevalence in adults
	3.1: Establish Southwark Hubs for Health as part of our ‘Health in the High Street’ programme, to increase access to Vital 5 checks and health promotion advice amongst groups at risk of ill health and our Black, Asian and ethnic minority communities	✓	Southwark Council (Public Health)	Partnership Southwark GSTT QHS GP Federation IHL GP Federation Community Southwark Healthwatch Southwark VCS organisations Leisure Local Economy	Implementation of the Southwark Hubs for Health, with specific focus on reaching Core20PLUS groups	March 2026	Outcomes: Qualitative feedback on satisfaction with the service amongst Core20PLUS groups  Targets: Increase in the % of Vital 5 check participants from Core20PLUS groups	Reduction in the gap in obesity prevalence in adults by ethnicity
	3.2: Commission a new Healthy Lifestyle Service with a single point of		Southwark Council (Public Health)	Leisure Local Economy	Service recommissioned  Development of practitioner portal to	October 2025  December 2025	Outcomes: # of residents who have used the single point of access	

access that integrates health improvement and outreach programmes, ensuring it is well-placed to support residents with wider determinants impacting their health and to contribute to ongoing behaviour change support			<p>Integrated Commissioning</p> <p>Partnership Southwark</p> <p>Customer and Exchequer Services</p> <p>Housing</p> <p>Healthwatch</p> <p>Children's Services</p>	<p>enable direct referrals from Southwark Health Kiosks</p> <p>Network of commissioners and providers established to support integration and co-location of Healthy Lifestyle Service with wider local services</p>	December 2025	<p># of residents accessing wider health and wellbeing initiatives through the single point of access</p> <p><b>Targets:</b></p> <p>% of people engaging with single point of access from Core20PLUS groups matches or is greater than that of Southwark population</p> <p>Increase in % of service users supported to have a higher level of physical activity</p> <p>Increase in % of stop smoking service users achieving a 4-week quit</p>
<b>3.3:</b> Recommission the Southwark Wellbeing Hub with a focus on improving the outreach offer to ensure underserved populations can	✓	SEL ICS (Integrated Commissioning)	<p>VCS organisations</p> <p>Primary Care Networks</p> <p>SLaM</p>	New Southwark Wellbeing Hub service launched	April 2026	<p><b>Outcomes:</b></p> <p># of residents accessing the service</p> <p><b>Targets:</b></p>

access the support they need in their local area						% of service users from Core20 and Black, Asian and ethnic minority groups matches or is greater than that of the Southwark population
<b>3.4:</b> Establish a new Women's Safety Centre that is integrated with wider health, employment, housing and financial support services		Southwark Council (Community Safety)	SEL ICB King's Health Partners SEL ICB (Southwark Primary and Community Based Care) GSTT SLaM Integrated Commissioning Customer and Exchequer Services Local Economy Housing Public Health VCS partners	New Women's Safety Centre established  Public health data used to identify local areas of need to enable delivery of preventative programmes and outreach  Training and resource needs identified (to support the health and care system to identify and support women and girls at risk of violence and increase awareness of public space forms of violence)	All December 2026	<b>Outcomes:</b> # of service users  # of service users accessing wider forms of support (e.g. housing support)  # of interventions in public spaces to address hotspots  # of health and social care staff receiving training
<b>3.5:</b> Deliver a review of link workers across the NHS and		Partnership Southwark Delivery Team	Public Health Healthwatch	Review of link worker roles with recommended next steps	March 2026	<i>Outcomes to measure efficacy of an integrated</i>

	Council, including Social Prescribers and Community Health Ambassadors, considering their capacity and capabilities with a view to developing a more integrated approach			GP federations Primary Care Collaborative			<i>approach to be defined during the review process</i>
	<b>3.6:</b> Deliver and evaluate an inclusive surgeries programme across GP practices in Southwark		Southwark Council (Public Health)	GP federations SEL ICB (Southwark Primary and Community Based Care)	Adoption of programme with completed 6-month action plans for each GP practice  Evaluation of the programme	February 2027  July 2027	<b>Outcomes:</b> # of practices implementing an inclusive surgeries programme  <b>Targets:</b> Improved staff awareness of health inequalities and how practices can better meet need of residents  Residents and carers have improved experience of primary care  Increased uptake of preventative care and early diagnosis amongst target populations

Reduce admissions to hospital for falls	<b>This aim is supported by the Partnership Southwark Health and Care Plan “Integrated Frailty Pathway” delivery plan.</b>							Reduction in rate (per 100,000) of emergency hospital admissions due to falls in people aged 65 and over in Southwark
	<b>3.7:</b> Map the falls prevention exercise provision in Southwark to identify tailored forms of support for specific communities, enable personalised signposting, and to identify gaps in the support offer		GSTT (Integrated Care Transformation Team)	Leisure Services Adult Social Care Age Well Integrated Commissioning VCS organisations Public Health	Mapping of activity and exercise provision  Guide for frontline staff/referrers  Guide for residents	All March 2026	<b>Outcomes:</b> # of people attending falls prevention classes  <b>Targets:</b> 10% increase in referrals to Community Rehab and Falls service  % of people attending falls prevention classes from Core20 and Black, Asian and ethnic minority groups matches or is greater than that of Southwark population	
Support carers and families to look after their own wellbeing	<b>3.8:</b> Improve access to support for carers by developing digital forms of carer assessment delivery, increasing awareness of carers assessments and improving data linkage	✓	Southwark Council (Adult Social Care)	Age Well Integrated Commissioning  Contracted organisations  Primary Care Networks  SEL ICB  VCS organisations	Digital carers assessments with Mobilise explored  Awareness sessions with adult social care and healthcare staff delivered  VCS and faith organisations identified and engaged with	March 2026  March 2026  March 2026  March 2027	<b>Targets:</b> Increased take up of carers assessments  Increased take up of support for carers  Improved satisfaction of services amongst carers	Reduction in the % of unpaid carers reporting a mental health condition or long-standing illness

					Linkage of cared-for person support plans and carer data across social services and NHS systems, including the London Care Record			
	<b>3.9:</b> Commission a new Carers Centre providing a comprehensive support offer for Southwark		SEL ICS (Integrated Commissioning)	Adult Social Care Public Health VCS organisations	New centre commissioned	June 2026	<b>Targets:</b> Increased take up of support for carers  Improved satisfaction of services amongst carers	



## Priority 4: Healthy communities

Aim	Action	Drive action	Owner	Partners	Output	Achieved by	Short-term outcome measures/targets	Long-term population health targets
							#: number    %: percentage	
Work together to mitigate the impacts of the cost of living crisis for people in Southwark	<b>4.1:</b> Develop a cross-borough anti-poverty plan, informed by resident engagement, to understand and tackle poverty and its impact on our residents	✓	Southwark Council (Strategy and Communities)	Public Health Exchequer Services Community Engagement Children's Services Policy and Public Affairs Southwark Insights and Intelligence Programme VCS partners	Poverty JSNA factsheet published  Mapping of Council work to tackle poverty  Resident engagement exercise delivered  Cross-Council plan presented to Health and Wellbeing Board	April 2025  July 2025  December 2025  December 2025	<i>Short-term outcomes to be defined within the anti-poverty plan</i>	Reduction in % of children living in relative poverty in Southwark
Promote good mental health and reduce social isolation and loneliness by focusing on prevention and creating connected communities	<b>Actions supporting this aim can be found in <a href="#">Southwark's Suicide Prevention Strategy 2023-2028</a>. Actions relating to mental health treatment, management and services can be found in the <a href="#">Partnership Southwark Health and Care Plan "Adult's Mental Health" delivery plan</a>.</b>							Reduction in the percentage of adults who feel lonely often or always
	<b>4.2:</b> Launch a new 5 ways to wellbeing campaign in Southwark to promote the Leisure Services,		Southwark Council (Public Health)	Leisure Communications Housing Adult Social Care	Theory of Change for campaign co-produced  Map local provision/ opportunities against each of the five ways to wellbeing and develop	May 2025  July 2025	<b>Outcomes:</b> # of people accessing information about services related to the 5 ways to wellbeing through	Reduction in gap in prevalence of depression between white and Black residents

	Parks and Culture offer amongst the Core20PLUS and those at risk of poor mental health			Exchequer Services Local Economy VCS partners	or sponsor initiatives to meet any identified gaps  Develop campaign resources and launch an online media campaign to promote the five ways to wellbeing and related services  Deliver MECC training to support campaign	July 2025     March 2026	the Southwark Council website  <b>Targets:</b> Annual increase in visits to the mental health pages on the Southwark council website  Increase in # of residents, and those belonging to Core20PLUS groups, accessing relevant services	
Support our thriving voluntary and community sector to deliver impactful programmes and services that contribute to reducing health inequalities	<b>4.3:</b> Support a consortium of VCS organisations promoting good mental health to pilot a collaborative commissioning approach, with the aim of identifying lessons learned that can inform expansion of this approach to different areas of health and wellbeing		Community Southwark	VCS organisations Partnership Southwark	Analysis of funding landscape  Consortium established  Embed learning and opportunities from SEL ICB work on Creative Health	All March 2027	<b>Outcomes:</b> # of successful joint bids  Amount of funding received	Increase in % of VCS organisations who report having secure funding for the next 12 months

<b>4.4:</b> Establish an approach for identifying and tracking localised funding opportunities for VCS organisations providing health and wellbeing support, starting with youth services		Community Southwark	VCS organisations Children's services Local funders	Shared map of funding opportunities for youth services in a defined area	March 2026	<b>Outcomes:</b> Funding received by youth services  <i>Other metrics to establish impact of collaborative approach will be identified during delivery of the project</i>
<b>4.5:</b> Support the VCS to influence policy and practice that impacts health inequalities by building skills and capacity in community research		Southwark Council (Public Health)	People and Organisational Development  Community Southwark  Community Engagement  London South Bank University  VCS partners	Training on research methods, co-production and Participatory Action Research approaches delivered to VCS and Council staff  Community Researcher programme delivered and evaluated	All March 2027	<b>Outcomes:</b> # of staff trained  # of community researchers  <i>Other outcome measures will be defined within the SIIP evaluation plan</i>
<b>4.6:</b> Develop Trust and Health Creation Partnerships and fund capacity building and skills support to help VCS partners co-produce community interventions to tackle the vital 5,		SEL ICS (Voluntary Sector Collaboration and Partnerships)	SEL Voluntary, Community and Social Enterprise Strategic Alliance  Community Southwark  VCS partners  Partnership Southwark (Delivery Team,	Trust and Health Creation Partnerships established  Community interventions trialled  Interim evaluation findings, frameworks and lessons learned from Trust and Health Creation Partnerships	April 2025  2027  2027	<b>Outcomes:</b> Funding invested in Southwark VCS groups through the Trust and Health Creation Partnerships and capacity building and skills funding (£)

	improve uptake of vaccinations and reduce health inequalities			Live Well group and prevention and health inequalities working group) King's Health Partners SEL ICB (Southwark Primary and Community Based Care) Public Health	shared with local partners  Frameworks adopted by local partners  Skills and capacity building support delivered to micro "By and For" VCS groups through Community Southwark	2027  2027	# of Southwark VCS groups receiving skills and capacity building support  Qualitative measures of the impact of capacity building and skills support  <i>Impact measures for the Trust and Health Creation Partnerships will be co-developed upon programme initiation</i>	
Ensure Southwark residents have access to good quality homes, streets and environments that promote good health and wellbeing	<b>Further actions related to air quality can be found within <a href="#">Southwark's Air Quality Action Plan 2023-2027</a></b>							Increase % of residents satisfied in the Council and partners' work towards decent homes for all  Reduction in fraction of mortality attributable to particulate air pollution in Southwark
	<b>4.7:</b> Work in partnership across the Council and ICS to strengthen air quality monitoring and develop shared approaches, building on the work of the Air Pollution Footprint Partnership at a local level	✓	Southwark Council (Environmental Protection)	SEL ICB (Corporate Team) GSTT KCH SLaM Impact on Urban Health Climate Change and Sustainability Local Economy	Review of shared data to identify opportunities for further joint working  All partner institutions using Ricardo air quality monitoring tools	March 2026  March 2027	<b>Outcomes:</b> # of local organisations (including health and care partners) signed up to use the Air Pollution Footprint Partnership tools	

			Public Health			
<b>4.8:</b> Use insights from the Amplifying Voices programme to develop a programme of community engagement that will shape delivery of Southwark's Air Quality Action plan		Southwark Council (Environmental Protection) and Impact on Urban Health	Public Health	<p>Insights from Amplifying Voices shared with Southwark Council</p> <p>Established community engagement programme (e.g. a Citizen's Assembly) that has embedded learnings from Amplifying Voices</p>	<p>Ongoing, quarterly</p> <p>March 2026</p>	<i>Outcomes to be defined as the plan for community engagement is developed</i>
<b>4.9:</b> Deliver and evaluate a behaviour change campaign and a pilot of moisture alleviation measures to prevent ill health from damp and mould within Council housing		Southwark Council (Housing - Responsive Repairs)	<p>Public Health</p> <p>Housing (Planned Maintenance)</p> <p>Academic institutions</p>	<p>Behaviour change campaign delivered</p> <p>Moisture alleviation measure piloted and evaluated</p>	All March 2026	<b>Targets:</b> Reduced # of call-outs for damp and mould
<b>4.10:</b> Adopt a data-driven approach to prioritise damp and mould interventions, combining insights from the stock condition survey to identify vulnerable properties and		Southwark Council (Housing - Planned Maintenance)	<p>Public Health</p> <p>Housing (Responsive Repairs)</p>	<p>Mechanism for data-driven prioritisation of damp and mould interventions in place</p> <p>Integration of primary care data with Council asset management systems</p>	Both 2027	<p><b>Outcomes:</b></p> <p># of vulnerable residents and properties identified</p> <p>% of residents identified receiving proactive interventions</p>

primary care data to identify high-risk residents						<b>Targets:</b> 60% of stock condition data collected by 2027  Reduced # of call-outs for damp and mould
<b>4.11:</b> Establish sites for co-located housing and health and wellbeing support, including at the Housing Options Service, Family Hubs and health outreach hubs	✓	Southwark Council (Housing - Housing Needs)	Public Health Children's Services VCS organisations, including local foodbanks No Recourse to Public Funds GP federations	Co-location feasibility assessments  Co-location sites established	December 2025  December 2026	<b>Outcomes:</b> # of sites established  # of individuals receiving housing support at outreach sites
<b>4.12:</b> Ensure the revised Local Plan helps to address health inequalities through the spatial consideration of land uses such as open space, design considerations and the transport and movement network	✓	Southwark Council (Planning and Growth)	Public Health	Public Health review of the current Local Plan and Healthy Advertising Policy  Local Plan reflecting local public health priorities out for public consultation	December 2025  2027	<i>Planning policies will be monitored using indicators agreed as part of the new Plan</i>

	<p><b>4.13:</b> Develop a cross-Council action plan to limit the impacts of hot weather on health</p>		<p>Southwark Council (Public Health)</p>	<p>Climate Change and Sustainability</p> <p>Emergency Planning</p> <p>Southwark Insights and Intelligence Programme</p>	<p>Action plan developed</p> <p>Pilot initiatives to better understand and address 'hot homes'</p> <p>Extreme heat emergency preparedness and response exercise</p> <p>Enhanced provision to support rough sleepers and other health inclusion groups during hot weather delivered</p>	<p>March 2026</p> <p>March 2027</p> <p>March 2027</p> <p>March 2027</p>	<p><b>Outcomes:</b></p> <p>Qualitative metrics of heat-related wellbeing</p>	
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