Croydon North East Local Community Partnership (LCP)

Outcomes Based Community Plan - Tackling Health Inequalities* compounded by the 'cost of living' crisis

Context: Healthy Communities Together - One Croydon Alliance**

'We've got a vision to transform how we deliver care and our One Croydon Alliance has been working hard to do this – moving power to local people and communities, focusing on the wider determinants of health and being proactive in preventing ill-health – but we know we need to do more to help reduce local health inequalities.

'We believe that the strong voluntary and community sector in Croydon is best placed to empower people to improve their wellbeing, and we have seen this in action in the collective local response to the Covid-19 pandemic. We want to build on and develop an even better quality of partnership for our borough. We want One Croydon to be part of a much broader coalition, connected to all sections of our community.

'We have huge differences in financial inequality and health inequality, so we really need programmes that are locality based to meet the needs of people in different parts of the borough and we are starting to put these in place. Our focus over the first nine months, as we develop our locality approach, will be to hear from people locally and act on what they tell us; to develop a new way of commissioning that brings our budgets together across health and the care; and develop leadership that fully involves the voluntary and community sector as well as the statutory bodies.'

- From One Croydon's successful application to The King's Funds 'Healthy Communities Together' programme

Locality Operating Model- One Croydon Alliance

The ambition for this work is to **shift power and authority to local people and localities**. The aim (stated in our HCT bid and confirmed with LVP Board) is to create a new Locality Operating Model for Croydon that engages our local communities in co-producing services and activities that deliver transformational health outcomes. Croydon's localities operating model is designed to support the interdependency of statutory and VCS staff in bringing about a transformation of health and social care that is underpinned by the empowerment and active engagement of local people in their communities. There are three key elements of the model:

- 1. The Local Community Partnerships (LCPs) involving local civil societies including active citizens, faith and community groups, and VCS service-providers
- 2. The statutory Multi-Disciplinary Teams (MDTs) teams of professionals across health and social care
- 3. Community Hubs physical locations or virtual networks facilitating access to joined-up services

The aim is to create an integrated model, with VCS involvement on the MDTs and statutory sector involvement in the LCPs – with all partners interacting and collaborating at the Community Hubs. Community Facilitator posts have been created to develop these integrated working relationships.



The Locality Operating Model was developed as part of the One Croydon Alliance Healthy Communities Together programme and approved by the Shadow Health and Care Board.

Croydon has six localities: Croydon North East, Croydon North West, Croydon Central East, Croydon Central West, Croydon South East and Croydon South West. See One Alliance Profiles and maps PowerPoint Presentation (cvalive.org.uk)

Local Community Partnerships

In alignment with One Croydon and as part of the Healthy Communities Together programme, Croydon Voluntary Action (CVA) and Croydon Council have set up 6 Local Community Partnerships (LCP) holding meetings every quarter to bring active communities into the heart of Croydon's localities operating model. Each LCP has two elected, voluntary Co-Chairs bringing local leadership to the partnership and the emerging Community Plans.

Our aims are to:

- 1. Make the LCPs representative of Croydon's civil society from the larger charities to grassroots groups and BME organisations, faith communities, active citizens and local residents
- 2. Nurture information-sharing, collaborative working and a strengths-based approach in the localities
- 3. Put LCPs at the centre of developing local community plans that set priorities to inform One Croydon's localities commissioning process

See Local Community Partnerships Terms of Reference terms-of-reference-lcps (cvalive.org.uk)

Locality Commissioning Model

One Croydon's Healthy Communities Together work streams identified a need to collaborate on a new commissioning framework, at both a strategic and locality level. Key to the ambition is that local people and communities set the priorities and opportunities for their areas within Community Plans which are informed by data compiled by the Council and NHS, taking a Population Health Management approach. Croydon is transforming it's commissioning approach so that Community Plans developed by local people and communities link directly to what gets funded across each locality. The model is designed to bring greater transparency and accountability to local commissioning.

The proposal is that the current Local Voluntary Partnership (LVP) & Mental Health Local Voluntary Partnership (MHLVP) grants funds will be devolved to support locality commissioning intentions where these meet Health & Care Plan priorities. Where locality commissioning intentions are identified that do not support Health & Care Plan priorities, external funding will be sought. The Locality Commissioning Model is not limited to the LVP and MHLVP funding streams, but will use these to test the concept in readiness for other funding streams as and when they become available.

The responsibility of establishing an outcomes-based grants programme will sit with the Local Community Partnerships. The LCP should deliver locality commissioning intentions and innovation in delivery. The Local Community Partnerships will monitor delivery of the requirements of the grant with the Local Voluntary Partnership Board, maintaining a strategic overview of the impact of the grant programmes across all the localities.

- One Croydon's Framework for Commissioning with the VCS May 2022

Croydon North East Local Community Partnership- Co-creating the Community Plan

By June 2023 we had held 10 'Local Community Partnership' events in Croydon North East (which includes Thornton Heath, South Norwood and Upper Norwood (Croydon) communities, involving people and communities (including; 73 Voluntary and Community Organisations and 107 Voluntary and Community Sector staff) we have celebrated some of the phenomenal local assets in the area (the most valuable of which is the local people) and initiated locally owned Community Plans with input from 196 individuals living and working in the locality. For notes from previous meetings see the Locality Webpage: Croydon Voluntary Action (cvalive.org.uk)

This Community Plan is evolving and live in the sense that key partners are working on actions that can be taken forward and making recommendations when further resource is needed. Priorities for Croydon North East have been summarised in the table below:

	Outcome	Actions	Lead partner	Funding proposals & Sources of funding (in consultation with Council/NHS Commissioners)
1.	Community Hubs - At Community Hubs, residents will be connected to local	 Establish a network of 'close-to-home' Community Hubs across 	Asian Resource Centre Croydon's (ARCC's) Community Facilitator. VCS.	Locality funding for host VCS organisations to

activities, groups and services. Outcomes identified at the Hubs and related Action Plans will enable residents to take next steps towards safer, healthier and happier lives See Hub and Spokes Model- existing go to, secular places to be identified as One Croydon Community Hubs e.g.		the locality where a team of Voluntary and Community Sector (VCS) workers, Council and Health staff will hold strength-based conversations with local residents to connect them to local activities, groups and services. The Hubs will celebrate existing assets/partnerships.	One Croydon to provide support for Community Facilitators to be effective. Multi-disciplinary Team (MDT) for the locality.	run and sustain Community Hubs, e.g. heating, lighting, refreshments etc. costs. LVP grants
libraries	•	Community Facilitators to co-ordinate the setting-up and running of Community Hubs	ARCC's Community Facilitators. VCS. One Croydon.	Funding for the Community Facilitator to have enough capacity in the NE locality to set-up, promote and co-ordinate the growing network of Community Hubs
	•	Gather information from people on the local support they want at a Hub and use that intelligence to shape the Hub team	MDT. One Croydon. ARCC's Community Facilitators. Council's 'Front Door' Team	N.A.

 Local Multi-Disciplinary Teams (MDTs) to consistently support and attend each Hub 	MDT. One Croydon.	N.A.
 Libraries to be open every day- secular hubs 	Library Team, Croydon Council	N.A.
 MHIP programme- as part of this faith leaders will be invited to attend training on mental health and asked to host events with outreach services. 	BME Forum and Asian Resource Centre Croydon (ARCC) Commissioned Follow up with His Grace	South London and Maudsely have commissioned
•		

His Grace Evangelical Outreach in Thornton Heath selected and launched the first One Croydon Community Hub in Jan 2023 (99.5% very satisfied and 0.5% satisfied following their visit)

2. On poverty - Heating and Eating

*- Residents are warm and have enough food to eat through inclusive support for all who are in need of basic essentials. This includes food, heating and hygiene products.

This work will effectively tackle the effects of the 'cost of living crisis' and post-pandemic Social Isolation

Support (storage. volunteers, donations etc) for local Food Banks. Soup Kitchens etc. including South Norwood Food Bank. His Grace, 'Rising Rapha' at Dominion Community Hall, FoodCycle Thornton Heath at St Alban's Church Hall. 'SWAN' and the Alive Community Centre so that they can make best use of donated food and essentials.

VCS.

CVA's Food Bank and Soup Kitchen Network.
One Crovdon.

Locality funding to promote, sustain and grow existing Food Hubs, Soup kitchens etc

Household Support Fund/LVP Fund

Residents will feel safer, healthier and happier by having regularly 'face-to-face' contact with street-based 'Champions' who will knock on their doors to ask about their health and well-being	Building on the work done by Mutual Aid groups during the Covid19 pandemic, Voluntary and Community Sector (VCS) organisations and Active Citizens will meet to organise Street Champion networks	Sarah Burns (CVA). Croydon Mutual Aid. Croydon Neighbourhood Watch. Jarmila Whiteley, Community Connector - J.Whiteley@stchristophers.org.uk AgeUK Croydon. His Grace Pastors. Contact Sarah Burns - sarah.burns@cvalive.org.uk - if you would also like to join this Action Group. Tracey Bellamy, Street Champion Coordinator for Croydon Council, to also be invited to join.	Action group to report back 30.11.22
	 Provide advice on benefits and fuel at Community Hubs (see 'On Cost of Living' below) 	DWP. Croydon Healthy Homes. Other Benefits Advisors incl. Citizens Advice Croydon.	DWP

Learning from groups/activity across the borough a Role Description is being developed and some next steps identified.
 Contact Ben.Tayloe@cvalive.org.uk.

*On Cost of Living -	Early specialist and accredited logal advice to	Citizens Advice Croydon,	Invite proposals from the LCP for
Social, Welfare and Legal Advice (SWLA) and	accredited legal advice to be readily available at	ARCC's Community Facilitators. Community Hubs.	social, welfare and
health	Community Hubs and	Volunteers.	legal advice

are debt-free and live safely, healthily and happily in their homes through having early access to	access		Community Hubs
in their homes through			
			Mental Health
having early access to			(MH) Local
•			Voluntary
advice.			Partnership
(About 40% of Social			(LVP) Grants and Household
(About 40% of Social Prescribing referrals have			Support Fund
SWLA problems which are			Support i unu
mostly debt and housing			
related - Robust Safety Net			
Recovery Mission)	Improve housing:	Council	Housing Dept.
•	poor housing stock.		
(See CORE20 data***	Many property owners will		
Croydon North has a large	not take families-		
number of people	intervention needed		
experiencing barriers to			
housing)	Help filling in benefit forms	ARCC's Community Facilitator.	N.A
	with volunteers at	DWP.	
	Community Hubs	Other Benefits Advisors. LCP members and volunteers.	
		LCP members and volunteers.	
	Key Achievements		
	Rey Admic venicitis		
Reduce Violence against	Youth Hubs- Set up a network	LCP members including: Crystal	

Young People1. To live in a home where you feel safe, healthy

and happy

Youth Hubs- Set up a network of sanctuaries which provide consistent physical, safe spaces to 'hang out' and access help: Youth centres, Libraries, Cafes,

LCP members including: Crystal Palace F.C, libraries team, Leisure Centres, parks team, Winterbourne Youth Centre, Music Relief, Waterside Centre.

	2. To feel safe in your community 3. To be qualified 4. To be employed and fulfilled in caring roles 5. To be creative artists 6. To feel safe and happy in well-resourced, cool and creative spaces 7. To be successful business people 8. To be self-disciplined 9. To be great	Clubs, Barbershops, Sports facilities, Shopping centres, create a recognisable badge that all involved can display and be sent out to schools, statutory organisations etc for referral purposes.		
į	There will be more spaces o hold events and run groups available in the	Under used council and police offices to be explored as spaces for activities	Magdalene (Music Relief) to follow up with James Weston (police).	Update at next event 30.11.22
1	ocality	Support The Croydon Model of Youth Provision- Operate as a collective to work with schools. Community to link in with school programme and connect with My Ends	CVA, youth groups/providers, schools	Reedham
		Careers guidance and pathways: Promote 'Win Creative Croydon' training, work placements, career advice	Croydon's new London South Bank University	LSBU

	and support to find jobs in the creative sector, 16+ Support the work of The MERKY Foundation support, opportunities and funding to the black community – www.merkyfoundation.org.uk Paid work Create better opportunities and options to earn money	LCP All partners	N/A
Creating and growing opportunities for young people Young people will feel safer, healthier and happier through creative opportunities such as street art, under 18s night/events, making and recording music, sports, pen-pals across postcodes, experiences outside Croydon	 Survey initiative- Healthwatch to support LCP with young people survey, analysis and recommendations and to share recent survey results of 150 local school children Important that young people lead on activities Need more places to go Activities to help young people identify their skills Mental Health First Aid for teenagers 	Music Relief (Magdalene), Nicole (NooThinking), His Grace (Pastor Bola) Healthwatch (Gordon) Reaching Higher	Report on progress at next LCP event LVP funds

	Safe Haven project to be adopted	
	Key Achieveme • Deep Dive and survey to gai	ple across the locality
People in their Later Life 1. To feel safe, happy and connected through the company of others 2. To be independent 3. To feel safe and happy at home 4. To feel safe and happy out in the community 5. To feel as physically and mentally healthy as possible 6. To feel a sense of control in life 7. To have purpose in live 8. To feel happy and enlivened through having opportunities to do new things and learn new skills 9. To feel contented and respected as a unique individuals who has much to give others	Increased opportunities to learn social media and Information Technology (IT) related skills Ways of making opportunities more attractive and welcoming Increased use of intergenerational work More transport schemes	

People supporting residents who are later in life will have a clear understanding of the roles and responsibilities of the different specialist workers providing support across the locality and who they can go to for assistance. Establish a network of Community Builders, Community Facilitators, Community Facilitators, Community Partners and Social Prescribing Link Workers who are working with people in later life in this locality		N.A.
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• Community Builder Network (currently borough wide) for peer support and coordination meet in Mathew's Yard the first Friday of the month. All welcome, contact CVA.

empower local residents to have better mental health, well-being and overall quality of life. To feel as well as possible	Work in partnership through the Croydon Mental Health Alliance (CMHA) to coordinate and align community responses to critical mental health issues	LCP members. CMHA. South London and Maudsley (SLAM) Mental Health Trust.	Funding for early intervention support/activities and key mental health support services
understood and believed	Deliver preventative services like employment support and social networking that enable early intervention	LCP members.	

To feel safe and sec a result of knowing well used to get well and well To feel safe and sec because consistent a reliable support is rapavailable in the local To feel free from beilabelled and stigmatis People struggling with mental health will feel healthier and happie through participating physical activities	what can be stay ure and oidly ity ng sed h their	Identify and promote opportunities to keep active such as fitness groups, dance and movement, green spaces/environmental/conservation/gardening	Holy Innocents (Susan). His Grace (Pastor Bola and Grace). Police Ward Officers (James Weston MPS). Thornton Heath Community Action Team (Graham)	Update at next event
		groups etc.	evements	
			don's Mental Health Alliance	
Training and Employm - Improved social and emotional wellbeing, wid range of skills and enhanced employment opportunities through	er	Free adult education and training to be available locally with information available at Community Hubs.	CALAT. Education Development Trust. LSBU. Clear Community Web. Schools/colleges.	Locality funds to be made available to run sessions

participation in Adult Education courses Training and employment are Important determinants of good health. Increasing Social Prescribing (SP) referrals into adult education can help patients' social and emotional wellbeing, improve skills and open up employment opportunities (Good Work Recovery Mission) (CORE20 data*** Croydon North has high numbers of school and working aged population)	Adult education providers are invited to work with the Local Community Partnership and residents to identify and deliver more courses of benefit to local people in a local setting. CALAT to go into schools to help parents re-train (Croydon Adult Learning and Training – 'CALAT' – Mental Health-related and other Health and Social Care sector courses, including courses at the Thornton Heath CALAT Centre at Strand House – www.calat.ac.uk)	CALAT	N/A
	Key Achiev	<mark>/ements</mark>	
Connection – Residents feel safer, healthier and happier through being better connected to the people and opportunities around them.	Community Asset Transfers to free up buildings in every locality for use as Community Hubs and/or to rescue services at risk of reduction or closure	Council. 'Communities First'. LCP members CVA	NA

Social activity and peer support combats Social Isolation	Invite proposals for activities that reduce social isolation	Rising Rapha. LCP members	Request could be made from LCP members for locality funds to be made available to support activities
	Invite proposals for intergenerational activities and activities for people in later life	LCP Members	To fund a project on Intergenerational Work between people later in life living in the locality and neighbouring schools/colleges
	Training for all on Mental Health First Aid and Trauma. Identify a 'Mental Health First Aid/ Trauma Champion' to liaise with training providers to promote Mental Health First Aid workshops and making best use of those trained.	Age UK Croydon. ARCC Community Facilitator – Locality-based webpages Mental Health First Aid Trainers	MH LVP Fund
	Partnerships working towards Dementia Friendly status	Age UK Croydon. LCP members CVA	MH LVP Fund

- Asset Transfer application made by CVA for South Norwood's Waterside Centre
- Linking Dementia Friendly activity to Simply Connect

Communication - greater	Although some older people	Community Facilitators	
Communication - greater knowledge of local support/activities available	Although some older people do use social media, most use traditional methods such as posters, flyers, noticeboards etc. in places such as South Norwood and Thornton Heath Leisure Centres, Tescos, Sainsburys, GP surgeries, outside the old post office South Norwood, Stanley Arts and the Holy Innocents Church Notice board - 192 Selhurst Road, SE25 6XX	Community Facilitators	
	So: (a) Draw up a list of places where information can be shared in the locality to be drawn up	Neighbourhood Watch can deliver information to large numbers of homes	Locality funds to be available for small activity costs (Identity badges, volunteer expenses) Funds to sustain and update webpages LVP Grant

(c) Locality Webpage can also be added to GP websites – See Simply Connect NE LCP	Dr Anna Clarke to progress once localities webpage for the Croydon NE LCP is ready. Community Facilitator to gather and add content CVA Volunteer Centre LCP Members	N/A
 Add details of all free/low- cost community activities to the North East Locality Webpages: 	LCP members. CVA.	Locality funds to be available for event costs (refreshments, venue hire etc.)
 Hold Community Showcase events/'Community Fayres' in the different communities of the locality to promote assets, opportunities and activities 	LCP members	Funds for promotional materials
 Produce, distribute and display posters/flyers publicising LCP events, Community Hubs, Community Fayres and other community assets, opportunities and events 	LCP members	

 Continue and extend the use of paper-based forms of communication 	
Street Champions working at a street/estate level to develop role, task description and mobilise.(See Heating & Eating)	CVA/Mutual Aid
 Invite Local Councillors, more 'One Croydon' members of staff and Council Leads to attend LCPs 	Andrew Slegg/Sarah Burns
South Norwood Community Festival - doesn't get local funding.	CVA to connect

- Locality webpages now live with thanks to CVA's Volunteer Centre
- Paper flyers/posters promoting LCP events being widely distributed by Council & CVA
- Community Spot Light event in June 2023
- Councillors and One Croydon PMO invited

On Learning Disabilities -	•	Support the achievement	LCP members.	Locality funds to
To make Croydon the		of all the outcomes	Learning Disability Alliance members.	be available for
happiest, healthiest and		identified in the Learning		activity costs
safest place for children		Disability Strategy		
and adults with learning				

disabilities to live by being part of Croydon's <i>Learning Disability Alliance</i> . This Alliance will create a Learning Disability Strategy			
	Key Achiev	<mark>ements</mark>	
On Safety – To make the communities of the North East Croydon locality safer	Support the Croydon Model of Youth Provision that brings mentoring, relationship-building and sports, arts and environmental activities into primary/secondary schools, colleges and Community Hubs, targeting our most vulnerable young people – and their parents Increasing the number of safe spaces in the Locality. Places to consider include: - Libraries opening for longer hours - The Samuel Coleridge Taylor Centre in South Norwood which needs to go back to being a place for young people	CVA. LCP members.	Locality funding for youth provision including mentoring, sports, arts and the environment

	to be and meet with role models. - A 'Citizens Assembly' meeting in the evenings		
• Samue	Key Achiev el Coleridge Taylor Centre event	rements supported by Community Builders	
Better Lives for People	Raising Awareness of the 'I	(a) Cllr Cummings to take back to the	
with Autism and their	count' card scheme	Autism Board via the new 'Autism	
Families - Dearth of		Champion' in the Council (if one has	
provision in this area. What		been appointed)	
resource exists that we can	Ouguing is difficult for poople	(1) A - 1 - Olympia (2) - Olympia (3) - Olympia (4) - Olymp	
expand?	Queuing is difficult for people with autism and in later life. A	(b) Andrew Slegg to provide the link	
	lanyard system could be used	to Croydon's multi-agency Autism Strategy, to help ensure work in this	
	so people recognise they	area is joined up -	
	need to be served as a	https://www.croydonobservatory.org/	
	priority.	wp-content/uploads/2021/09/Autism-	
		Strategy-Croydon.pdf	

**One Croydon Alliance

The One Croydon Alliance is a health and care partnership created from a shared ambition to improve the lives of people in Croydon. The partners in this Alliance are: Age UK Croydon, Croydon GP Collaborative, Croydon Council, Croydon Health

Services NHS Trust, the Croydon Clinical Commissioning Group and South London and Maudsley Mental Health NHS Trust. The Alliance vision is to support the people in Croydon to be independent and live healthy and fulfilling lives and be able to access high quality care, in the right place and at the right time, reducing health inequality in Croydon. Key to that ambition is the vision of Integrated Community Partnerships within each locality of Croydon working collaboratively with the VCS, people and communities.

*Health Inequalities

The King's Fund describes health inequalities as 'avoidable, unfair and systematic differences in health between different groups of people. Health inequalities can be analysed looking across 4 main categories: socio-economic, geography, specific characteristics and socially excluded groups' (2021).

CORE20 - South West London ICS Health Inequalities Data

South West London (SWL) has a CORE20 population of approximately 340,000 people who are slightly younger, disproportionally black, live on average 6 years shorter with a significant proportion (50%) living in the Borough of Croydon. In England, more than 15 million people have a long-term condition (LTC). This group tend to be heavy users of the health service, taking up 50% of GP appointments and 70% of all bed days. Their treatment and care absorb approximately 70% of acute and primary care budgets.

Our CORE20 population are more likely to have depression, hypertension, type 2 diabetes, Chronic Obstructive Pulmonary Disease (COPD) and Learning Disabilities. Additionally, the number of people with two or more LTCs is increasing rapidly. For example, in Croydon there was a 10% increase in people with 2 or more LTCs. Based on our experience of working with local communities across SWL and the feedback provided from them, the under representation in preventative services is often due to a lack of trust and confidence in public institutions including preventative and early intervention services and the support provided not being culturally sensitive or tailored to their specific needs causing serious language, cultural and social barriers.

COVID has further impacted the poorer health outcomes experienced and highlighted the need to consider the wider determinants of health (Public Health:2020) such as income and housing. Many people with LTCs also develop mental health

issues and vice versa which can lead to further poorer health outcomes, reduced quality of life and increasing costs for the system (Naylor et al:2012).

South West London ICS recognises the current medicalised care model and over reliance on our health services is not sustainable and that a reset is required, focusing on personalised care and meeting the physical, mental and social needs of our Core20 communities.

Croydon North (89k) Schools and working aged population. Significantly more Black and Asian ethnicities. Barriers to housing.