

# Croydon North West Local Community Partnership (LCP)

## Community Plan

### Introduction

This Community Plan for the Croydon North West Local Community Partnership is a key element of the progressive and exciting partnership work being undertaken through the King's Fund's *'Healthy Communities Together'* initiative and the One Croydon Alliance\*\*. As well as being 'place-based' with its focus on the Croydon North West locality, it is strengths-based and outcomes-focused. It is also designed to tackle health inequalities\* that are being increasingly compounded by the national 'cost of living' crisis.

In Croydon's successful funding application, the work was described as follows:

*'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.'*

## 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 the 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 Voluntary and Community Sector (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. **Local Community Partnerships (LCPs)** that reflect local civil societies and include active citizens, faith and community groups, and VCS organisations
2. **Multi-Disciplinary Teams (MDTs)** – statutory 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.*

## Local Community Partnerships

In alignment with One Croydon (Alliance) and as part of the Healthy Communities Together programme, Croydon Voluntary Action (CVA) and Croydon Council have set up six Local Community Partnerships (LCPs): Croydon North East, Croydon North West, Croydon Central East, Croydon Central West, Croydon South East and Croydon South West

<https://cvalive.org.uk/assets/documents/one-alliance-localities-profil> The LCPs hold 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, knowledge and expertise to the partnership and the emerging Community Plans.

The aims of the Local Community Partnership programme 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 <https://cvalive.org.uk/assets/documents/terms-of-reference-lcps>

## 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 also informed by data compiled by the Council and NHS, taking a Population Health Management approach. Croydon is transforming its commissioning approach so that Community Plans developed by local people and communities link directly to what is funded across each locality. The model is designed to bring greater transparency and accountability to local commissioning.

This was described in One Croydon's Framework for Commissioning with the VCS (May 2022) as follows:

*'The proposal is that the current Local Voluntary Partnership (LVP) and Mental Health Local Voluntary Partnership (MHLVP) funds' grants 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 West Local Community Partnership - Co-creating the Community Plan

By June 2023, ten ‘Local Community Partnership’ events had been held in Croydon North West (which includes the Norbury, Pollards Hill, West Thornton Heath and Bensham Manor communities) involving people and communities, including; 91 Voluntary and Community Sector staff from 83 different Voluntary and Community Sector organisations. Many of the phenomenal local assets in the area have been celebrated, the most valuable of which is the local people. A locally owned Community Plan has been initiated with input from 141 individuals living and working in the locality. For notes from previous meetings see the Locality Webpage: [Local Community Partnerships - Croydon Voluntary Action \(cvalive.org.uk\)](http://cvalive.org.uk)

This Community Plan is live and evolving 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 West have been summarised in the table below:

	<b>Outcome</b>	<b>Actions</b>	<b>Lead partners</b>	<b>Funding proposals &amp; Sources of funding (in consultation with Council/NHS Commissioners)</b>
1.	<b>Community Hubs</b> - At Community Hubs, residents will be connected to local 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.	<ul style="list-style-type: none"> <li>Establish a network of ‘close-to-home’ Community Hubs across 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</li> </ul>	Community Facilitator. VCS. One Croydon. Multi-disciplinary Team (MDT) for the locality Libraries  Community Facilitator	Locality funding for host VCS organisations to run and sustain Community Hubs, e.g. heating, lighting, refreshments etc. costs. Local Voluntary Partnership (LVP) grants

		<p>celebrate existing assets/partnerships.</p> <ul style="list-style-type: none"> <li>• Community Facilitators to co-ordinate the setting-up and running of Community Hubs.</li> <li>• Challenges identified by LCP incl: <ul style="list-style-type: none"> <li>- Opening hours are limited for access (weekends/evenings needed)</li> <li>- Need private spaces at the hub to be inclusive for activities such as Maureen's hair hygiene</li> <li>- Satellite hubs- more interconnection needed</li> <li>- Outreach join up into homes through MDTs, Community Builders and Community Champions</li> </ul> </li> <li>• Gather information from people on the local support they want at a Hub and use that intelligence to shape the Hub team</li> </ul>	<p>VCS. One Croydon</p> <p>Community Facilitator</p> <p>MDT. Community Facilitator. VCS</p> <p>MDT. One Croydon, Community Facilitator. Council's 'Front Door' Team. MDT</p>	<p>Funding for the Community Facilitator to have enough capacity in the NW locality to set-up, promote and co-ordinate the growing network of Community Hubs</p> <p>N.A.</p> <p>N.A.</p>
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- Local Multi-Disciplinary Teams (MDTs) to consistently support and attend each Hub

**Key Achievements**

One Croydon Community Hub open weekly at Brigstock House  
 CVA awarded Croydon Mencap micro-funding to base activities at the One Croydon Community Hub

<p>2.</p>	<p><b>On poverty - Heating and Eating</b>        – 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.</p> <p>This work will effectively tackle the effects of the ‘cost of living crisis’ and post-pandemic Social Isolation</p>	<ul style="list-style-type: none"> <li>• Support (storage, volunteers, donations etc) for local Food Banks, Soup Kitchens etc. so that they can make best use of donated food and essentials</li> <li>• Emergency fund</li> <li>• Street Champions - Mutual Aid/Door-knocking project: extending existing community connecting where, on a street-</li> </ul>	<p>VCS. CVA. One Croydon.</p> <p>Community Facilitator</p> <p>VCS. Community Builders.</p>	<p>Locality funding to promote, sustain and grow existing Food Hubs, Soup kitchens etc. <b>LVP grants</b></p> <p>Funds for very small one-off contributions to struggling individual residents waiting for Universal Credit (UC)/benefits release. <b>Household Support Fund</b></p> <p>To fund a partnership project with expressions of interest being invited</p>
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	<p>by-street basis, VCS workers and Active Citizens offer direct, door-step support to fellow residents living in their neighbourhood, connecting people, safely and sensitively into local support, establishing trust and strengthening compassionate communities.</p> <ul style="list-style-type: none"> <li>• Provide advice on benefits, fuel and legal advice at Community Hubs (see 'On Cost of Living' below)</li> </ul>	<p>DWP. Croydon Healthy Homes. Other Benefits Advisors incl. Citizens Advice Croydon.</p>	<p>from existing VCS organisations working collaboratively and with local people LVP grants. Household Support Fund</p> <p>N/A</p>
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### Key Achievements

- **Known groups responding to food poverty working in partnership (incl. Queens Hall) see Simply Connect Croydon - connecting you to your local community services**

<p><b>On Cost of Living - Social, Welfare and Legal Advice (SWLA) and health collaboration</b> – Residents are debt-free and live safely, healthily and happily in their homes through having early access to advice.</p>	<ul style="list-style-type: none"> <li>• Early specialist and accredited legal advice is readily available at Community Hubs and other places/ways to access</li> </ul>	<p>Citizen's Advice Croydon. Mind in Croydon. DWP. Community Facilitator. Community Hubs. Volunteers.</p>	<p>Invite proposals from the LCP for social, welfare and legal advice connected to local Community Hubs. MH LVP grants. Household Support Fund.</p>
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	<p>but seen as a valuable and valued contributor in society, actively involved in the community</p>	<p>Since Covid care homes in Croydon have stopped providing entertainment.  <b>Recommendation to invite entertainment back into care homes.</b></p> <p><b>Street party/ Connection:</b> Suggestion to use the <b>King's Coronation on 6<sup>th</sup> May to bring people together.</b> Need volunteers, hygiene training and promotion. Neighbourhood Watch will support with insurance.</p> <p><b>Street Champions-</b> Mutual Aid/Door-knocking project: extending existing community connecting where, on a street-by-street basis, VCS workers and Active Citizens offer direct, door-step support to fellow residents living in their neighbourhood, connecting people, safely and sensitively into local support (such as grief relief), establishing trust and strengthening compassionate communities. (See Heating and Eating)</p>	<p>Dawn Richardson (One Croydon) to connect Care Home Worker to Strategic Group.  Care Home Coordinator (ARCC)</p> <p>NWC  Community Builder for North West  LCP members  Community Hub</p> <p>Age UK Croydon.  '<i>Churches Together in Croydon</i>' to be invited.  Floating Counselling.  Neighbourhood Watch.  St Christopher's.  Age UK Croydon  Faith groups.  CVA.  Croydon Mutual Aid.</p>	<p>N/A</p> <p>NWC- insurance etc  Locality funds to be available for event costs (refreshments, venue hire etc.)  <b>LVP grants</b></p> <p>Locality funds to be available for small activity costs (Identity badges, volunteer expenses)  LVP grants/  Household Support Fund <b>LVP grants</b></p>
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		<p><b>Community Champions- Death Literacy</b></p> <p>Also:</p> <ul style="list-style-type: none"> <li>• See 'Cost of Living' above</li> <li>• See 'Heat and Eat' above</li> </ul>	St Christopher's Mencap	N/A
<p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• St Christopher's and Mencap training up and running</li> <li>• Community Spot Light event to be held in Centrale in June '23</li> </ul>				
	<p><b>Communication</b> - greater knowledge of local support/activities available</p>	<ul style="list-style-type: none"> <li>• North West Locality Webpages - including database of free/low cost community activities: <a href="#">Local Community Partnerships - Croydon Voluntary Action (cvalive.org.uk)</a></li> <li>• Produce, distribute and display posters/flyers publicising LCP events, Community Hubs, Community Fayres and other community assets, opportunities and events</li> <li>• North West Locality Webpages – including a database of free/low cost community activities</li> </ul>	<p>LCP members, CVA</p> <p>CVA VCS Community Facilitator Shannon</p> <p>CVA</p>	<p>Funds to sustain and update webpages <b>Community Fund</b></p> <p>Locality funds to be available for event costs (refreshments, venue hire etc.) Community Fund <b>LVP grants</b></p> <p><b>LVP grants</b></p>

		<ul style="list-style-type: none"> <li>• <b>Creating a paper brochure of 'what's on'</b> to be displayed at supermarkets, shops, police, GP surgeries. Safer Neighbourhood Team (police) joined and interested in information on community support.</li> </ul>	<p>NW Community Builder Shannon- to distribute brochure</p>	<p>LVP grants</p>
<p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>• <b>North West webpages active on CVA's website</b></li> <li>• <b>Flyers/posters for LCP events printed for distribution</b></li> <li>• <b>Community Builder for Croydon North West in post</b></li> </ul>				
	<p><b>On Mental Health –</b> To empower local residents to have better mental health, well-being and overall quality of life.</p>	<p>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</p> <p><b>Community Mental Health First Aiders</b> We have nearly reached the target of 1000 Mental Health First Aiders in the community in Croydon, we have a list of trained people (through Rachel Tilford in Public Health) let's use them. <b>ACTION:</b> Connect with Rachel T. on inviting Mental Health First Aiders to community events/</p>	<p>VCS, Active Citizens, Mental Health First Aid Training Providers, LCP members</p> <p>NW Community Builder Janet Campbell</p>	<p>Funding for early intervention support/activities and key mental health support services</p> <p>MH LVP funds</p>

		<p>activities to support people with poor mental well being</p> <p><b>Mental Health &amp; Well Being:</b>  Clear communications and sign posting to Be Well Hubs and what's on offer.</p>	NW Community Builder	
<p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li>Local join up with Croydon's Mental Health Alliance</li> </ul>				

## Conclusion

This Community Plan for Croydon North West will be sent to One Croydon's Funding and Commissioning Work Stream and presented to the Local Voluntary Partnership Board. The Community Plan will be presented back to the Local Community Partnership Croydon North West for further input and development

## **\*\*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, disproportionately 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.