

Croydon Central West Local Community Partnership (LCP)

Community Plan

Introduction

This Community Plan for the Croydon Central 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 Central 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 workstreams 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 Central West Local Community Partnership - Co-creating the Community Plan

By June 2023, ten ‘Local Community Partnership’ events had been held in Croydon Central West (which includes the Broad Green, Fairfield, Addiscombe West, Selhurst, Waddon and South Croydon communities) involving people and communities, including; 116 Voluntary and Community Sector staff from 77 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 170 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 Central West have been summarised in the table below:

	Outcome	Actions	Lead partner	Funding proposals & Sources of funding <i>(in consultation with Council/NHS Commissioners)</i>
1.	Community Hubs - 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"> 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 celebrate existing assets/partnerships. Sustain 	Croydon Voluntary Action’s (CVA’s) Community Facilitator. VCS. One Croydon. Multi-disciplinary Team (MDT) for the locality	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>existing community hubs and interconnect with key support on: Housing, Energy, Food/Essentials/language translation.</p> <ul style="list-style-type: none"> • Community Facilitator to co-ordinate the setting-up and running of Community Hubs • Crisis fund to be administered at Hubs (see below) • Gather information from people on the local support they want at a Hub and use that intelligence to shape the Hub team • Local Multi-Disciplinary Teams (MDTs) to consistently support and attend each Hub 	<p>CVA's Community Facilitator. VCS. One Croydon</p> <p>Community Facilitator</p> <p>MDT. CVA's Community Facilitator. VCS</p> <p>MDT. One Croydon, CVA's Community Facilitator.</p>	<p>Funding for the Community Facilitator to have enough capacity in the CW locality to set-up, promote and co-ordinate the growing network of Community Hubs LVP grants</p> <p>LVP grants</p> <p>N.A.</p> <p>N.A.</p>
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			Council's 'Front Door' Team. MDT	
Key Achievements				
CVA Resource Centre, learning site as a GLA good practice Community Hub				
➤ Potential One Croydon Community Hubs at St Andrew's Church, Our Space, Emmanuel Church and Carers Support Centre, Well Being Space and St Mildred's				
2.	<p>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.</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"> • Support (storage, volunteers, donations etc) for local Food Banks, Soup Kitchens etc. so that they can make best use of donated food and essentials • Emergency/Crisis fund • Telephone/email helpline- option from Council's tel. no. to divert to community support 	<p>VCS. CVA. One Croydon.</p> <p>Community Facilitator Croham Hurst Good Neighbours Croydon Commissioning- Chantelle McDonald Emmanuel Church Healthwatch Croydon Cllr Rita Patel</p> <p>CVA Volunteer Centre Croydon Council</p>	<p>Locality funding to promote, sustain and grow existing Food Hubs, Soup kitchens etc. LVP grants</p> <p>Funds for very small one-off contributions to struggling individual residents waiting for Universal Credit (UC)/benefits release. Household Support Fund</p> <p>LVP Funds</p>

		<ul style="list-style-type: none"> • Central Coordination of items needed/offered (Croydon Mutual Aid Face Book) • Street Champions - 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, establishing trust and strengthening compassionate communities. • Mutti-cultural/multi-lingual Champions needed • Map existing events & activities • LSBU- courses for young people to engage in local area? 	<p>Be Strong Works- Barbara Strong Croydon Mutual Aid</p> <p>Croydon Mutual Aid Croydon Neighbourhood Watch St Christopher's Age UK Croydon Barbra Strong- Be Strong Works African Youth Development Association (ADYA) East Croydon Community Organisation Community Builders. CVA's Community Facilitator.</p> <p>Empowering Tamil Communities</p> <p>Mutual Aid & groups LSBU/ CVA Community Builder</p>	<p>To fund a partnership project with expressions of interest being invited from existing VCS organisations working collaboratively and with local people LVP grants. Household Support Fund</p> <p>LVP grants</p>
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		<ul style="list-style-type: none"> • Increase awareness- GPs/Schools etc • Identify training needs new/existing volunteers • Database for DBS approved Champions • Provide advice on benefits, fuel and legal advice at Community Hubs (see 'On Cost of Living' below) with language translation 	<p>CVA Volunteer Centre</p> <p>DWP. Croydon Healthy Homes. Other Benefits Advisors incl. Citizens Advice Croydon Empowering Tamil Families</p>	
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Key Achievements

- Known groups responding to food poverty working in partnership - see Simply Connect
- Training by Floating Counselling starting at Emmanuel Church

	<p>On Cost of Living - Social, Welfare and Legal Advice (SWLA) and health collaboration – 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"> • Early specialist and accredited legal advice is readily available at Community Hubs and other places/ways to access 	<p>Citizen's Advice Croydon. Mind in Croydon. DWP. CVA's 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><i>(About 40% of Social Prescribing referrals have SWLA problems which are mostly debt and housing related - Robust Safety Net Recovery Mission)</i></p> <p><i>(See CORE20 data*** Fairfield adversity to living environment, housing and crime)</i></p>	<ul style="list-style-type: none"> • Help filling in benefit forms with volunteers at Community Hubs (Pathfinders survey) 	<p>CVA Community Facilitator. DWP. Other Benefits Advisors. LCP members.</p>	<p>N/A</p>
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Key Achievements

<p>On People in Later Life:</p> <ul style="list-style-type: none"> • To have greater independence • To feel connected to others • To have a sense of self-worth, value and purpose in life • To have the freedom to make choices – including the choice not to engage or say things such as "I don't need a carer" • To be able to afford to 'Heat and Eat' • To go out for lunch • To understand what is being communicated 	<ul style="list-style-type: none"> • Communication: <ol style="list-style-type: none"> a) Produce, distribute and display posters/flyers publicising LCP events, Community Hubs, Community Fayres and other community assets, opportunities and events b) Central West Locality Webpages – including a database of free/low cost community activities – SEE 'COMMUNICATION' BELOW c) Promote existing opportunities to learn social media and Information Technology (IT) related skills and 	<p>James Moore, Community Facilitator. Matt Yule. Neighbourhood Watch. Andrew Slegg - Community Led Support (CLS).</p> <p>Clear Community Web.</p>	<p>LVP grants</p>
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<ul style="list-style-type: none"> • To have a home that is safe, warm and comfortable • To feel secure and happy through having the right help with hospital and GP appointments (not just 'lifts', but support with understanding what health care staff are saying and 'what happens next?') • To feel happy and enlivened through having opportunities to do new things and learn new skills • To feel contented and respected as a unique individual who has much to give others • To cope with loss and grief 	<p>support the creation of new ones where required</p> <ul style="list-style-type: none"> • Market Place/Community Fayre - hold Community Showcase events/'Community Fayres' in the different communities of the locality to promote the assets, (organisations, active citizens, groups, opportunities), of the locality, including wellbeing activities 'live' on the day. • Disabilities- facilitate a meeting between Willow members and shopping centre managers/security • Support Networks: <ol style="list-style-type: none"> a) Street Champions - Mutual Aid/Door-knocking project: extending existing community connecting where, on a street-by- 	<p>CVA Volunteer Centre Alison Johnson Emmanuel Church Willows and Disability Croydon Whitgift Matt Yule Club Soda Sabrina- ICN+ Network Faciliator</p> <p>CVA's Volunteer Centre Willows</p> <p>See above</p>	<p>Locality funds to be available for event costs (refreshments, venue hire etc.) To be held in March 2023</p> <p>Locality funds to be available for small activity costs (Identity badges, volunteer expenses)</p>
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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.

- **Intergenerational Activities:**

- a) promote and develop a wider range of inter-generational activities

- **Transport:**

- a) promote existing schemes that provide transport support and look at where additional transport support could help people later in life achieve the outcomes that they have identified. Croham Hurst Good Neighbours use Croydon Accessible Transport and volunteers use their own vehicles, they encourage, those that can, to use Dial a Ride.

Also:

- See 'Cost of Living' above
- See 'Heat and Eat' above

LVP grants/
Household Support
Fund

Key Achievements

- Flyers/posters being distributed for LCP events
- Community Showcase Event in June 2023 at Centrale
- Borough wide Street Champions sharing best practice

<p>Communication - greater knowledge of local support/activities available</p>	<ul style="list-style-type: none"> • Central West Locality Webpages - including database of free/low cost community activities: Croydon Central West - Local Community Partnership - Croydon Voluntary Action (cvalive.org.uk) 	<p>CVA Community Facilitator, LCP members, CVA</p>	<p>Funds to sustain and update webpages Community Fund</p>
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Key Achievements

- Locality webpage

<p>On Safety – To make the communities of the Central West Croydon locality safer by stopping knife-crime</p> <p>(CORE20 data Fairfield (21k) Young adult to working age (15-44), adversity to living environment, housing and crime. ***)</p>	<ul style="list-style-type: none"> • Support the <i>Croydon Model of Youth Provision</i> 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 	<p>'My Ends'. CVA. LCP members.</p>	<p>Locality funding for youth provision including mentoring, sports, arts and the environment. LVP grants</p>
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	Domestic Abuse	Need greater join up across services <ul style="list-style-type: none"> • Greater awareness- posters etc across locality • Connection with existing services • Peer support 	Ada Circle of Women- Alison Voices of Hope- Rachel Leonie	N.A.
	Early Years	Community Champions to link with Education Champions and link with Family Hubs.	Croydon Climate Action- Leanne CVA- Sarah	N.A

Key Achievements

- Join up with *MyEnds* through *My Ends* Chair, Anthony King, and LCP CW Co-Chair, Alison Johnson.
 - Croydon Youth Consortium - Leadership Summit
 - Domestic Abuse action group- connections made to DV partnership

	<p>On Mental Health – To empower local residents to have better mental health, well-being and overall quality of life.</p>	<ul style="list-style-type: none"> • Work in partnership through the Croydon Mental Health Alliance (CMHA) to coordinate and align community responses to critical mental health issues • 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>LCP members, CMHA, South London and Maudsley (SLAM) Mental Health Trust</p> <p>VCS, Active Citizens, Mental Health First Aid Training Providers, LCP members</p>	<p>Funding for early intervention support/activities and key mental health support services</p> <p>MH LVP funds</p> <p>MH LVP funds</p>
<p style="text-align: center;">Key Achievements</p> <ul style="list-style-type: none"> • Local join up with Croydon’s Mental Health Alliance 				

Conclusion

This first iteration of a Community Plan for Croydon Central 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 Central 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, 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.

'Fairfield' ward (21k) Young adult to working age (15-44), adversity to living environment, housing and crime. Significant Indian ethnicities.