REPORT TO:	Community Services and Safety Scrutiny Sub-Committee 5 July 2011
AGENDA ITEM:	**9**
SUBJECT:	**TASK AND FINISH WORKING GROUP ON NEIGHBOURHOODS AND BIG SOCIETY FINAL REPORT**
LEAD OFFICER:	**Julie Belvir** **Council Solicitor and Monitoring Officer, Director of Democratic & Legal Services**
CABINET MEMBER:	**Not Applicable**
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	**Councillor Jason Cummings, Task and Finish Group Chairman**

ORIGIN OF ITEM:	This item arises from the decision on 2 November 2010 to commission a Task and Finish Working Group to investigate the support available to local community groups so that they may engage with the Big Society agenda. .
BRIEF FOR THE COMMITTEE:	To consider the Group's final report and agree any recommendations to be made to the Cabinet and other agencies.

1. **EXECUTIVE SUMMARY**

1.1 A review was formally commissioned by the Community Services and Safety Scrutiny Sub-Committee at its meeting on 2 November 2010 on 'The Future of Neighbourhood Partnerships'. The decision to commission this review resulted from discussions at the 21 September 2010 sub-committee meeting of the Community Services and Scrutiny Sub-Committee, in connection with the scoping of the Council's Community Empowerment Strategy.

1.2 The working group met once, on 18 November 2010, to agree its work plan and share current views regarding the effectiveness of Neighbourhood Partnerships. However, the group's activity was suspended in early December as the Cabinet report on "Big Society, Localism and Community Engagement"

was published, proposing the ending of Council funding for Neighbourhood Partnerships with effect from April 2011.

1.3   Members of the Sub-Committee subsequently agreed to delegate to the Scrutiny Chairs a decision on whether to terminate or revise the focus of the working group. The Scrutiny Chairs agreed to revise the focus of the group on 'Neighbourhoods and The Big Society' focused on how the Council and other agencies can support local people to shape and develop their communities.

1.4   The report of the Task and Finish Group is appended to the report for the Committee's consideration and approval of its recommendations.

2.   RECOMMENDATIONS

2.1   The Committee is recommended to endorse, amend or reject the recommendations contained within the Task Group Report for submission to Cabinet and any other relevant bodies.

Appendices
1)   Neighbourhoods and Big Society Task and Finish Group Final Report.

CONTACT OFFICER:

Ilona Kytomaa, Members' Services Manager (Scrutiny)

Neighbourhoods and the Big Society

Task and Finish Working Group

Draft Report

Community Services and Safety Scrutiny Sub Committee

Contents

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       - Environmental groups
       - Faith groups
       - Social groups
       - Youth related groups

Foreword

There is understandably much confusion about what is meant by the Big Society. Some of this comes from trying to imagine something new, when the term Big Society is more a new label for what has existed for many years. Croydon in particular has a great record of community involvement and voluntary organisations spanning the varied neighbourhoods and communities of our diverse Borough.

The brief for this Task and Finish group was originally focussed just on the future of the Neighbourhood Partnerships but, in the light of decisions taken in these fast moving times, was widened to the Big Society and Neighbourhoods in general. What initially seemed a huge and wide ranging brief soon coalesced into the themes seen in the report.

The conclusions and recommendations reached in this report are small steps in the evolution of the Big Society in Croydon. Over the coming months and years there will be many more such steps taken at all levels by the Council, Voluntary and Community Organisations and by individuals themselves.

We are the Big Society. How it looks in the years to come will be shaped by the decisions we take today, by our willingness to communicate with each other, learn from each other and take the time and effort to help those in need in our community. From what we have seen Croydon is well placed to carry forward its great record to future years and future generations.

It would be remiss of me not to thank those people who have made contributions to this report. Firstly my fellow Members on the group, namely Cllrs Kathy Bee, Yvette Hopley, Tony Pearson and Mark Watson. I should also thank the many and varied guests at our meetings including Steve Phaure (Chief Executive Officer of Croydon Voluntary Action), Bhupendra Solanki (Capacity Building Manager, Croydon Voluntary Action), John Cheetham (Chair of the Neighbourhood Partnership (NP) Chairs' Group), Mark Johnson (Addiscombe, Ashburton and Woodside NP), Syd Cheeswright (Chair of the Stafford Road Action Committee and the Broad Green and Waddon NP), Liz Reeves (Chair of the Shrublands Estate Residents' Association and the Tenants' and Leaseholders' Panel), Dr Revd Barry Goodwin (Faiths Together in Croydon) and Robin Millar (Programme Manager at the Centre for Social Justice). A special note of thanks goes to Gavin Barwell MP for his contribution, having one of our Croydon MPs sit on the Committee stage of the Localism Bill was more than useful! Finally, but by no means least, Ilona Kytomaa (Members' Services Manager - Scrutiny). Scrutiny Officers are the glue that holds reports such as these together, I know it's their job but a job done well is always worthy of praise.

Cllr Jason Cummings
Chair of the working group

Terms of Reference

1 - Background to the review

A review was formally commissioned by the Community Services and Safety Scrutiny Sub-Committee at its meeting on 2 November 2010 on 'The Future of Neighbourhood Partnerships'. The decision to commission this review resulted from discussions at the 21 September 2010 sub-committee meeting of the Community Services and Scrutiny Sub-Committee, in connection with the scoping of the Council's Community Empowerment Strategy.

The working group met once, on 18 November 2010, to agree its work plan and share current views regarding the effectiveness of Neighbourhood Partnerships. However, the group's activity was suspended in early December as the Cabinet report on "Big Society, Localism and Community Engagement" was published, proposing the ending of Council funding for Neighbourhood Partnerships with effect from April 2011.

Members of the Sub-Committee subsequently agreed to delegate to the Scrutiny Chairs a decision on whether to terminate or revise the focus of the working group. The Scrutiny Chairs agreed to revise the focus of the group on 'Neighbourhoods and The Big Society' focused on how the Council and other agencies can support local people to shape and develop their communities.

The context to this revised review included:

- **The above-mentioned Cabinet report on "Big Society, Localism and Community Engagement",** published for the 13 December 2010 Cabinet meeting: consultation on the paper took place until 30 April 2011

- **The role of the Council in the "Big Society" agenda:**
  The Council is currently exploring what its role will be vis à vis the "Big Society" Agenda. The "'Big Society" website defines this vision as follows:

  > "Big Society" is the Government's vision of a society where individuals and communities have more power and responsibility and use it to create better neighbourhoods and local services.

- **The Localism Bill**
  Published on 13 December, the Localism Bill proposes empowering communities to do things their way: it is largely an enabling bill: nothing will happen unless communities engage and take advantage of the new powers proposed in the bill.

2 - Membership of the working group

The membership of the Task and Finish working group is as follows:
- Cllr Jason Cummings (Chair)
- Cllr Kathy Bee
- Cllr Yvette Hopley
- Cllr Tony Pearson (replacing Terry Lenton)
- Cllr Mark Watson

3 - Matters considered by the group

The review focused on how the Council and other agencies could support local people to shape and develop their communities, through:
- local networking
- exchanging information with statutory bodies
- examining possible transfers of assets
- training
- effective use of information technology
- the work of local councillors
- future planning arrangements

The working group agreed to focus one meeting on each of the following areas:
- networking needs (two way communication with statutory bodies, eg the council's planning and other services, the police, etc.) and possible networking models
- skills involved in effective networking and the training required for this (e.g. IT, organisational skills, understanding how to manage a community asset, etc.):
- the role of local councillors in area-based consultation

4 - Outcomes

Members have sought to produce the following:
- a set of suggested principles underpinning the Council's duty to support community involvement in the context of the Big Society agenda and the emerging new legal and financial environment
- a body of good practice that local communities can access to promote local involvement .

Local councillors sought to ensure that any recommendations arising from this review would take into account the needs of hard to reach local communities, some of which need support to help them engage with and contribute to local issues. .

5 - Timescales

The working group is seeking to:
- contribute to the Big Society agenda as the Council gears its policies to this new policy direction
- contribute towards discussions on the future of neighbourhood partnerships in a timely fashion so that Scrutiny outcomes can support communities to take advantage of alternative resources and ways of enabling community engagement, and to adapt swiftly to funding cuts to NPs, which came into effect in April 2011.

The review is due to be presented to the 5 July 2011 meeting of the Community Services and Safety Scrutiny Sub-Committee.

Methodology

1 - Key Stakeholders

Members obtained information from the following stakeholders:
- Sharon Godman, Head of Equalities and Cohesion, Croydon Council
- David Freeman, Head of the Third Sector, Croydon Council
- Echez Ubaka, Senior Policy Officer, Croydon Council
- Steve Wingrave, Strategic Estates Manager, Croydon Council
- Tim Nash, Resident Participation Co-ordinator, Croydon Council
- Steve Phaure, Chief Executive Officer of Croydon Voluntary Action
- Bhupendra Solanki, Capacity Building Manager, Croydon Voluntary Action
- John Cheetham, Chair of the Neighbourhood Partnership (NP) Chairs' Group
- Mark Johnson, Addiscombe, Ashburton and Woodside NP
- Dr Revd Barry Goodwin, Faiths Together in Croydon
- Syd Cheeswright (Chair of the Stafford Road Action Committee and the Broad Green and Waddon Neighbourhood Partnership),
- Liz Reeves (Chair of the Shrublands Estate Residents' Association and the Tenants' and Leaseholders' Panel)
- Robin Millar, Programme manager at the Centre for Social Justice
- Gavin Barwell M.P.

Members also received the views of eight local councillors on the Council's support to community groups. These views are set out in Appendix 1.

2 - Meetings

The following table sets out the focus of the meetings held by the working group.

Meeting date	Focus of meeting
Meeting 1 10 February 2011	Agreeing the terms of reference of the review and preparations to be made
Meeting 2 3 March 2011	**Theme 1:** Networking needs
Meeting 3 28 March 2011	**Theme 2:** Skills and training needed for effective networking
Meeting 4 5 April 2011	Meeting with Robin Millar to discuss the role of communities in addressing local issues
Meeting 5 4 May 2011	**Theme 3:** The role of councillors in community development
Meeting 6 6 May 2011	Meeting with Gavin Barwell M.P. to discuss the implementation of aspects of the Localism Bill linked to community activity eg changes to planning activity
Meeting 7 24 May 2011	- Agreeing conclusions and recommendations - Discussing conclusions and recommendations with Cllr Vidhi Mohan, Cabinet Member for Communities and the Big Society
Meeting 8 9 June 2011	Agreeing the final report of the review

The working group also accepted an invitation to take part in the 6 April 2011 meeting of the Neighbourhood Partnership Chairs, where the challenges of planning for the future with new funding sources were discussed.

3 - Desk-top research

Information provided by the above stakeholders was complemented with the following written information:
- the Localism Bill
- a Local Government Association briefing on the Localism Bill (13 December 2010)
- "The role of the frontline councillor in neighbourhoods", a briefing produced by the Local Government Information Unit (2008)
- Croydon Council's Cabinet report on "Big Society, Localism and Community Engagement (13 December 2010)
- "The View From Here - A Citizen Centred Model Applied to the Design and Audit of Effective Social Interventions", produced by the Centre for Social Justice (December 2009)

Findings of the review

1 - The need to network

The round of neighbourhood partnership meetings held in winter 2011 brought out a clear message: the need for people to communicate with each other, to share their concerns and to care for the community to which they consider they belong.

There are some parallels between these observations and research carried out by the Centre for Social Justice on the health of local communities, which suggests that the well-being of people and communities is dependent on achieving the following:
• ensuring a safe place
• building a sense of identity
• providing affirming relationships
• discovering a sense of purpose
• thinking about the future.

Such communications, whether formal (in a meeting), or informal (through conversations or blogging) can have some very positive outcomes:
• people who have a wide range of relationships within their community can share know-how and improving resilience and social cohesion
• people feel confident to share or report problems before they become critical

However, good information sharing and networking is not always easy to achieve for a wide range of reasons, which can include the following:
• demographic changes, which can be quite rapid
• differences in interests and modes of communications
• people's preferred networks not being based on their local neighbourhood
• isolation
• lack of confidence
• the organisational challenge of holding meetings

The Big Society agenda introduced by central government and the Localism Bill place a renewed emphasis on community activity and shared know-how. In order to gain a better understanding of how Croydon may benefit from this agenda, the working group has sought to explore the following areas, with a view to making recommendations to the Council where appropriate:
• the level of community activity that already exists in Croydon
• the quality of communications with the Council
• the skills required to communicate effectively within communities
• the use of information technology in, and with communities
• the opportunities presented by the Localism Bill
• the role of councillors in community development

2 - Local networking

A - Level of Resident Activity in Croydon

The working group asked for an audit of residents' associations and similar groups in the borough. Information was obtained from the Neighbourhood Partnership database, the

CVA local group database, the Croydon Online database and data from the Council's Housing Management division.

Results obtained are set out in the table below. These figures are estimates, as some residents' associations may fail to notify local agencies of their creation or demise.

	North	South	East	Central
Wards	Addiscombe, Ashburton, Bensham Manor, Norbury, South Norwood, Thornton Heath, Upper Norwood, Woodside, West Thornton	Coulsdon East Coulsdon West Croham, Kenley, Purley, Sanderstead, Selsdon & Ballards	Heathfield Shirley Fieldway New Addington	Broad Green Fairfield Waddon
Estimated No of active residents' groups	62	29	25	15
Estimated No of members	12450	17407	7500	3860

Residents' groups recognised by the Department of Adult Services and Housing (25 in total at present) have a constitution, code of conduct and up-to-date lists of members. This data is very difficult to obtain for groups which are independent of the Council.

Membership figures may overestimate the level of activity in some groups, particularly the large "area" residents' associations covering the better part of a ward: they may indicate the potential membership figures within the area, rather than its current level of resident activity.

Overall, the figures obtained contradict the assumption voiced by some residents that resident association activity was flourishing in the south of the borough and very limited in the north.

In addition to residents' associations, a wide range of groups focusing on youth, environmental, faith, and other areas operate within the borough.

The Neighbourhood Partnerships database includes the following:
- 152 miscellaneous community groups
- 110 faith groups
- 51 ethnic groups
- 28 youth-related groups

The 2007 hard copy directory of community organisations in Croydon, produced by CVA, listed 1391 groups, including:
- 177 faith groups
- 95 BME groups
- 33 residents' groups
- 54 groups focusing on children

"Croydon Online", a website signposted from the bottom of the Council website homepage, lists the contact details of over 2500 local groups, classified under the following headings: education, employment, health, housing, leisure, living and sport.

A comparison between the different lists in existence in Croydon shows significant differences in the information they contain, as the various groups in the borough do not appear to contribute to all of them. However, they all attest to the high level of community activity all over the borough. As a sample of this widespread community activity, Appendix 2 lists some groups from five categories (social, environmental, faith, youth, and BME groups) which have their contact details posted on various Internet sites, and in many cases, on their own website. Community activity extends far beyond this list, however, as many groups work effectively without using the Internet.

B - Neighbourhood Partnerships

Croydon's Neighbourhood Partnerships were first set up by the Council in 2000 with a view to consult, encourage comment on the provision of local services and influence the policies of the Council and its partner agencies as they affected particular geographical areas. Many agencies and associations were represented at the ten partnerships, eg NHS trusts, the Police, the voluntary sector and a wide range of resident groups. Meetings were regularly attended by local councillors. Each partnership had an independent chair and vice-chair who were chosen by local residents. Gradually, chairs took on an increasingly pro-active role in shaping the agenda, supported in all but one of the ten areas by a local steering group.

At the 13 December 2010 Cabinet meeting, it was proposed that Neighbourhood Partnership funding be cut as part of significant budget cuts. Since the last round of meetings funded by the Council, the Neighbourhood Partnerships Chairs' and Vice-Chairs group has remained active and started to ascertain what their format, priorities and funding will be in years to come.

Three Neighbourhood Partnership Chairs have contributed their views to this Task and Finish working group on areas such as the need to widen their range of communication tools and skills gaps within the chairs' group. They expressed concerns about their administration skills, as this expertise had previously been provided by the Democratic Services clerk supporting these groups. They acknowledged the need to attract young people and other under-represented groups through channels that these groups were comfortable with.

Neighbourhood Partnership Chairs expressed the hope that they would maintain good links with key council staff such as streetscene officers as well as the Police, and other agencies who may get involved in their localities, and that they could facilitate good quality area-based consultation to enable the Council and other agencies to gauge the views of residents through a relatively small number of groups, instead of having to make contact with over 100 residents' associations. In the last round of neighbourhood partnership meetings (January - February 2011), Cabinet Members assured chairs and residents in attendance of the Council's 'continued member and officer support' for the partnerships.

As the Council now no longer funds neighbourhood partnership meetings, a key concern expressed by the Neighbourhood Partnership Chairs' Group was the issue of public liability insurance cover to cover risks incurred at their meetings. This was investigated in the course of this review, and insurance cover has been secured for future meetings at no extra expense to any parties concerned. In addition, information on public liability

insurance and risk management was provided to Neighbourhood Partnership Chairs in case they wished to extend their activities beyond the current model.

C - Resident Activity: good practice

The working group heard a number of concerns about low attendance and poor participation in local meetings, which stand at odds with the number of groups in existence and the large number of volunteers in Croydon.

Discussions with chairs of various groups led to the following conclusions.

A group is likely to work well if:

- it gets involved in areas of importance to its membership

- it uses as many forms of communication as possible to reach its target audiences, publicise its activities, and enable networking - blogging may be particularly useful for individuals who cannot attend formal meetings, and Facebook was popular with some young people. Dr Revd Barry Goodwin, Chair of "Faiths Together in Croydon", stated that it could be very useful 'to invest some effort in finding out how target audiences prefer to communicate'

- it keeps promises made and achieves what it says it sets out to do

- it holds meetings on issues of real importance to its membership as and when they are needed, in a place that is convenient to the target groups concerned

- the group is flexible and involved in a wide range of issues as a group focusing on one single problem is likely to fold when that is resolved: it was noted that in the north of the borough, faith groups and associations previously focusing on social activities were diversifying to provide employment, welfare benefit and financial advice to address the problems faced by their members in the current economic climate

- there is a high level of informal activity in between formal meetings, keeping contacts alive, and allowing all to keep abreast of local issues, and to contribute to them

In contrast, there was general agreement that lack of action, poor publicity and broken promises constituted a recipe for failure.

D - Hard to reach groups

The working group identified groups of people which can be under-represented in consultation exercises or local networking. Communication issues relating to these groups are briefly described below.

People whose preferred networks are not based on their local neighbourhood

This group can include residents who commute to work, have little time for activities in their own area, and may prefer to spend time with work-based networks. However, they may be drawn into consultation exercises on topics that they have a strong interest in, or on the removal of services or facilities they have relied on in the past.

People in full-time employment and with family commitments

Child care and work commitments can make it very difficult to attend meetings regularly. However, a significant number of people in this group have good computer skills, and informal communication by e-mail or through a website can keep them abreast of events and enable them to contribute to local agendas.

Young people

Many stakeholders consulted during this investigation felt that it was difficult to involve young people in local issues. This, however, may be due to different priorities or to differences in communication styles. Young people in the borough do get involved, but tend to use different channels, and may occasionally need organisational support to help implement their ideas.

The working group heard about the Croydon-wide "Express" project for young people. It has led to a Youth Development team of 20 young people meeting every month, and staging an event in "Tiger Tiger" in central Croydon challenging media stereotypes of young people. This was attended by 400 young people. This event was organised through Facebook. Other communication methods used by the young people include Twitter, texting and DVDs. The Express Project is also involved in local issues, such as current consultation on how the land behind a Norbury school should be used.

Another channel for youth involvement in local issues is Croydon's Youth Council, which is supported by the Council's Youth Services and draws young people from all over the borough to examine a wide range of issues of concern to young people. Councillors have also received suggestions for Scrutiny topics from the Youth Council.

At a recent Youth Council meeting, some young people stated that the key "communication hub" for them was their school and that publicity for young people might reach their target audience better if it was disseminated through these establishments. They also commented that the use of information technology and of social networking sites such as Facebook was not a panacea.

Young people are generally not well represented in residents' associations. In addition to differences in priorities and communication methods, it was suggested at a working group meeting that many young people had unrealistic expectations about the efforts and time needed to achieve a positive result. When getting young people involved in local initiatives, it may be worth managing their expectations by being clear about the possible challenges and delays they might face. On reflection, this problem could hold true for any age group or any newly formed group.

Transient populations

Transient populations are a key "hard to reach" group. They tend to live in private rented accommodation, a type of tenure which can have a high turnover: most tenancies granted by private landlords since 28 February 1997 are Assured Shorthold Tenancies. Under Section 21 of the Housing Act 1988, these give the landlord the power to regain possession without setting out any grounds in court. Short tenancies give less opportunity to individuals and families to find out about their area, to establish relationships with their neighbours, to get involved or to receive information on local activities, as their contact details are not known to relevant organisers.

Some transient populations are concentrated in pockets with high levels of deprivation in the borough, within areas such as Selhurst, South Norwood and Thornton Heath. A number of householders do not speak English as their first language, adding to the difficulties they may experience in communicating with local agencies or community groups.

Within a number of ethnic minority groups, individuals have taken on the challenge of providing support to their community, which may range from benefits advice, to housing support, Saturday schools teaching English or youth activities. Many now have links with the local overarching voluntary sector agency, Croydon Voluntary Action. However, other groups, often recently arrived ethnic groups with histories of trauma and a resulting lack of trust in others and particularly in authority, are less likely to get involved in such activity and to seek help to set up some sort of group which could address some of their specific problems and provide a social network from which to draw strength.

Improved support for these transient communities could help local neighbourhoods address their issues, find the support they need more effectively and enable local residents to have a stronger voice. This might start with contacts with relevant faith groups, emerging social groups, or agencies which individuals from such groups have to come in contact with. Activities involving these groups and their children - who often absorb the new language more quickly than their parents - can also help foster new relationships. Informal conversations may be the best approach to establishing such contacts, as written communication may be seen to be intimidating, perhaps even threatening, and harder to conduct with people who may struggle with writing and reading English.

People with disabilities

There exist a number of groups catering for the needs of disabled residents in Croydon. The 2007 CVA directory lists 38, which provide support to people with disabilities ranging from conditions such as epilepsy, sensory disabilities or mobility issues to mental health issues. The Council regularly consults with the "Croydon Disability Forum". However, there is less information about how well people with disabilities are able to contribute to, or take part in, the activities of their local community

Challenges may include access to appropriate publicity, access to locations, confidence in taking part, to name but a few.

While it is not a panacea, increasingly sophisticated information technology can help many disabled groups to keep in touch with their chosen communities, both by making information more accessible and by enabling disabled residents to communicate and contribute to local discussions. The use of this communication medium may help disabled residents improve their own social networks and sense of achievement, and make any informal assistance they may require more accessible.

E - Awareness and recognition of community activity

The working group was very conscious of the fact that awareness of community successes and public recognition of achievement can provide huge encouragement to existing and prospective "community activists". It therefore sought to find out what communication tools were currently in existence and what could be done to acknowledge local achievement.

Larger area residents' associations get local media coverage for their events and achievements, mainly through the Croydon Advertiser: a Google search on local residents' associations revealed several press articles on their events and successes

There is also a wide range of networks on the internet providing information on community activity: the section on information technology on page 18 provides a brief overview of the information available on the Internet. However, there is still room for further development in view of the large number of residents' associations and other groups with no web presence. An investment on a web presence can allow a group to reach out to a wide public at little expense.

At the 12 May 2011 Voluntary Sector Alliance Launch event, the Leader of the Council, Cllr Mike Fisher outlined some of the initiatives to be taken by the Council to promote the Big Society agenda and raise awareness of community achievement. This included:

- the creation of online community pages in autumn 2011

- an annual community civic awards ceremony, building on the tradition of celebrating outstanding community activity in the "Croydon Champions awards".

While web-based information is to be welcomed as it can have a far wider reach and a lower cost than data printed on paper, it must be acknowledged that it cannot reach people who do not have either the IT skills needed to navigate the Internet, access to the Internet, or information on where to find their nearest library or internet café.

Anyone trying to communicate with a local community will benefit from the statement made by Dr Revd Barry Goodwin, of "Faiths Together in Croydon", that it could be very useful 'to invest some effort in finding out how target audiences prefer to communicate', and not neglect individual conversations, meetings and letters where these may have a better outcome than posting information on a little known website.

F - Networking through Cabinet Road Shows

The working group examined the proposal to establish Cabinet Road Shows with effect from spring 2011 to give local communities an opportunity to share their local concerns with Cabinet Members.

It was observed that Cabinet Road Shows might have to address the following potential issues:
- Being less frequent than Neighbourhood Partnership meetings, they might be considered to lack continuity and the opportunity to offer timely follow-up to queries
- They might be poorly attended if local communities do not feel that they are held in response to specific local issues
- The events might be seen as a "top-down" consultation initiative rather than as a "bottom-up" initiative, thus running counter to the spirit of the Localism Bill, which encourages local communities to take the initiative

It was suggested that Cabinet Road Shows could be held when an issue needed to be discussed, rather than according to a set timetable, in order to attract more participants. It was also suggested that local residents (eg local residents' associations) could take a role in requesting, organising and running the meetings, in order to make good use of local skills. If there were no residents' associations within the area to take on this task, it might be led by a "community of interest" such as faith group, an environmental group, etc.

CONCLUSIONS	PRINCIPLES	RECOMMENDATIONS
People turn up to meetings when these focus on an issue in which they have a vested interest.	In order to attract a good number of participants, meetings should be issue-based, not date-based and should be responsive to local residents' concerns.	**Recommendation 1**: A simple process should be available whereby community groups can request a meeting with Cabinet Members to discuss major issues of concern
Communities without community groups or local representatives are more likely to lose out on opportunities to take part in consultation and influence policy and service provision	The Council has a moral responsibility to monitor levels of community activity and take steps to improve the level of activity where it is low, in order to ensure that all parts of the borough are able to engage in issues affecting them	**Recommendation 2:** Key agencies (council eg housing, police, CVA, etc.) should be required to keep councillors and key officers appraised of sectors of the community suffering from isolation.

3 - Exchanging information with statutory bodies

The working group was keen to ascertain the quality of communication between local residents and statutory bodies. Good quality communication will enable local agencies to provide a more finely tuned service, and empower local residents to plan and carry out local initiatives on the basis of accurate information.

As regards consultation between various council departments and existing or potential service users, a wide range of consultation systems are in place and take into consideration the consultation needs or preferences of the target groups, developed over years of contact between officers and service users. In addition, a web-based "customer engagement system" has recently been launched, enabling all officers in the council to view recent, current and future consultation activities in order to help them reduce duplication across the council.

Council consultation with residents on *local issues* can be more challenging. Such consultation often takes the form of local meetings, and difficulties may include:
• choosing a venue and a time which suits the majority of the target group
• ensuring that publicity reaches the majority of target group, including hard to reach groups; the relevant department would need access to a good database of contact details, and a range of different media would need to be used to reach different parts of a community
• shaping an agenda which genuinely interests the local community
• running the meeting in a way which allows a large number of people to contribute confidently
• doing the above effectively on a modest budget

Residents' Associations and Neighbourhood Partnerships can shape a relevant agenda more easily as their role is to help the community to voice their needs and concerns. Their difficulties tend to centre more around the difficulty in obtaining information or responses from local agencies or in getting officers to attend their meetings. However, in the last round of Neighbourhood Partnership meetings in winter 2011, chairs and participants drew comfort and reassurance from the repeated commitment by the Cabinet Member for Communities to 'continued member and officer support' for Neighbourhood Partnerships.

The working group reflected that, to empower communities to take responsibility for resolving local issues in the spirit of "Big Society", agencies might need to develop a better awareness of their information needs and respond to their queries more constructively and creatively, if only by giving advice and sign-posting them to sources of useful data, so that they can make progress on their local initiatives.

Residents' groups can also play an important role in developing constructive relationships with local agencies, by developing a good understanding of their procedures and ways of working, and effectively using their negotiation skills when requesting officers to take part in their meetings or to introduce improvements in service.

The Council has carried out a consultation exercise with Croydon residents on what they felt "Big Society" meant for them. This was done through a detailed web-based survey, a survey in hard copy ("Talkabout Croydon questionnaires") sent to the borough's 1,500 Citizens' Panel members, discussion with various local groups at the Croydon Congress of 10 May 2011, and an invitation to submit written contributions, which was taken up by groups such as Disability Croydon and the BME forum.

An outcome of this consultation was the call for a single "communication hub", which would allow residents to have their say, but also provide information on where to get involved and how to do so effectively, using one single, well publicised contact point. At the 12 May 2011 launch of the Voluntary Sector Alliance hosted by Croydon Voluntary Action, the Leader announced that such a "communication hub" would be created. Further discussion on this initiative is set out in the section on information technology, as it is intended that this will be a web-based facility.

CONCLUSIONS	PRINCIPLES	RECOMMENDATIONS
Communication needs to acknowledge and draw on the channels used by different groups of people, such as young people, whose communications gravitate around their school or college.	When consulting residents, the Council needs to invest some effort in finding out how target audiences, including hard to reach groups, prefer to communicate, and needs to use a variety of media and formats to be as accessible as possible.	**Recommendation 3:** The Council's proposed communication hub should include up to date links to the networks which are regularly used by various sectors of the community, such as school websites for young people
Many individuals contacted as part of consultations only understand and take part when their representative group gets involved	Consultation should include individuals as well as representative groups, especially where such groups can help voice the views of individuals who may not otherwise participate in such consultation	**Recommendation 4:** When undertaking area-based consultation, the Council should contact representative groups as well as individual residents.
Groups that receive officer and councillor time are encouraged and empowered.	Councillors and council officers have to be highly responsive to the community in order to help residents in their efforts to develop their own neighbourhoods.	**Recommendation 5:** The Council should restate its commitment to officer and councillor attendance at community group meetings.

4 - Skills, Training and Learning

The working group and invited speakers all acknowledged the importance of effective skills in underpinning successful community involvement.

Neighbourhood Partnership Chairs highlighted the following skills needs:
- skills required to set up a group
- networking and communication skills, to reach and engage with as broad a public as possible
- IT skills
- the ability to make successful funding bids
- administration skills

The following skill areas and resources were highlighted by CVA:
- an understanding of governance
- skills related to financial management
- leadership skills

The working group also heard that sustainability in the long term called for a reasonably broad skills base within a group's committee, and the ability to develop a diverse funding base, with income and resources in kind being generated from a range of different sources

The Local Government Information Unit's paper on "The role of the front-line councillor in neighbourhoods" (November 2008) highlights a range of skills of particular importance to community leaders, including local councillors and chairs of community groups, to help drive forward local initiatives and bring them to a successful conclusion:
- mediation and negotiation skills
- advanced planning skills
- organisational skills
- the ability to identify and obtain resources (not only financial)

Both the Council and Croydon Voluntary Action run various courses to promote the development of local groups' skills. However, some groups are deterred from using courses which charge a fee because of their precarious financial status. This is despite the fact that many courses for voluntary groups tend to charge a low price. As the borough prepares itself to take on the "Big Society agenda", and in order to equip a "critical mass" of local groups for its challenges in 2011 and 2012, the working group has suggested that a small part of the "Small Grants Fund" be dedicated to skills training in areas such as leadership, governance, organisational and financial management skills.

While the cost of training can vary widely, CVA charges for voluntary groups in 2011-2012 are about £65 per person per half day and £85 per person per full day. A small fraction of the total £100,000 fund might be dedicated to training courses that local groups can bid for. Officers in the council and CVA would be charged with establishing appropriate course outlines, based on officers' experience of the needs of new groups, which could contain an opportunity for voluntary groups to carry out some of the initial steps required to manage their affairs effectively and thus "hit the ground running".

The working group heard from Dr Revd Barry Goodwin of "Faiths Together in Croydon" that groups might benefit from sharing expertise and experience from each other, an idea which might be attractive to many groups in these times of economic difficulties. In particular, he suggested that faith groups, which have a lot of experience in managing their own premises, might have a lot of know-how to contribute in the area of asset management, which is being encouraged through the Localism Bill (see pages 22-23).

Another way of sharing skills locally is the Asset-Based Community Development (A.B.C.D.) model, first used in Seattle in the 1960s. It is an approach to community-based development, which involves mapping the skills and assets of local individuals,

associations, and local institutions based on the following principles:

• Appreciating and mobilising individual and community talents, skills and assets (rather than focusing on problems and needs)

• Community-driven development rather than development driven by external agencies, which creates links and networks within the area as the project progresses

• The recognition of *social capital* and its importance as an asset. This is why ABCD focuses on the power of associations and informal linkages within the community, and the relationships built over time between community associations and external institutions

This approach is now being used in Thornton Heath in a project to 'prepare people for a healthy, later life' in Croydon. NHS Croydon has commissioned Croydon Voluntary Action working in partnership with Croydon Neighbourhood Care Association, Asian Resource Centre of Croydon and Parchmore Centre to carry out the asset mapping exercise. About 30 people, including participants from the local community will be involved in creating new networks and links as they go about finding out more about the skills and interests of their local community. A comprehensive mapping exercise will produce an inventory of the resources, skills and talents of individuals, associations and organisations in the area. The next stage will be to mobilise those assets.

CONCLUSION	PRINCIPLE	RECOMMENDATION
The effectiveness of voluntary and community groups is directly linked to the available skills of its members; building up these skills will build the capacity of these organisations.	The Council should support the development and training of individuals in community groups.	**Recommendation 6:** Free training courses on key capacity building skills should be made available to small community groups. If this cannot be achieved within existing funding arrangements, consideration should be given to widening the criteria of the small grants fund to include such provision. .

5 - Information Technology

The working group had a particular interest in focusing on the effective use of information technology, as this could help residents to reach a wide public at a very low cost, and enable impromptu discussion from the comfort of one's own home.

A - Existing usage

The working group acknowledged the usefulness of web-based communications for reaching some hard to reach sectors of the community, such as:

• Young people, who are particularly comfortable with this approach
• Busy people who cannot attend meetings
• Disabled people who can overcome hurdles with specially adapted equipment
• Transient communities, who can find out more about their area and local services providing key website names are very well publicised by the agencies and networks they are likely to come into contact with

Discussion at working group meetings and research carried out on the Internet showed that community groups were making increasing use of IT. The working group heard that most use e-mail and texting on a regular basis. In addition, information on the groups' contact details, activities and achievements are increasingly posted on their own websites:

- A large number of the community groups listed on the CVA database have their own website, having made use of sites such as Weebly.com which enable them to create their own websites free of charge
- At least 20 residents' associations in the borough have their own website, some of which include a discussion forum, while smaller associations' contact details and activities can be found on local area directories
- Croydon's Neighbourhood Partnerships have their own website

Small RAs tend to have very little media or internet coverage, but this may be due to the fact that face to face or telephone communication may be the most practical way of communicating within a very limited area.

Local agencies are also increasingly reliant on web-based communication:
- The Council's "Croydon Online" web pages and CVA's website provide a wide range of information on local community activity, including directories of local groups
- The "Talk2Croydon" website managed by CVA provides a wide range of opportunities to post local information, create discussions and carry out surveys; it is available to both residents and officers in local agencies, creating a useful environment for service providers and service users
- The web offers a plethora of resources for local residents and groups wishing to get involved in their community, from information on the skills sets mentioned above, to funding sources and examples of good practice.

B - Croydon's Communication Hub

At the 12 May 2011 launch of the Voluntary Sector Alliance, the Leader of the Council announced the creation of a web-based "communication hub". The idea of this hub stems from residents' complaints that they don't know where they can voice their views, or where to find information about community issues. As explained above, these concerns are not due to an absence of information or of opportunities for residents to voice their concerns or get involved in an initiative. Much of this is already available from the Council's and Croydon Voluntary Action's website, the "grant-finder" funding database, Talk2Croydon, etc. The challenge is finding this information and organising it so that it is easier for residents to access and use.

In order to achieve this, refrain from "reinventing the wheel" and ensure that the hub is well used, the "hub" will need to:
- Be easy, fast and pleasant to use
- Be sign-posted very widely, recognising the wide range of communication methods and I.T. networks used by different sectors of the population and ensuring that the link is publicised with hard-to-reach sectors of the community, their representatives, or staff dealing with their needs (in the case of young people, through their schools)
- Offer help (whether electronic or "human") at least in the beginning for people who are not very confident using it
- Map out the existing data and web pages available on community groups, resources (eg funding, training, "how to" fact sheets, etc.), forthcoming events, etc.
- Provide well-organised and clearly set out links to the vast range of existing sources of information and brief information to accompany the links, the home page being a particularly important starting point
- Provide an easy-to-use and effective search facility, comprehensive A to Z indices providing the easiest approach

- Refresh information on a regular basis, and ensure that links to other websites are maintained in the long term or deleted when out of date
- Publicise new information or web pages through a mix of media which could include twitter, e-mail databases, or non-technological media
- Be managed by a wide group of stakeholders with an incentive to keep their information accurate and up-to-date, if it is to be used effectively in the long term
- Be monitored by a body that can ensure minimum standards and technological reliability, as in the case of the Talk2Croydon website, which is supported by CVA

A number of community hubs are already in existence on the Internet. The working group heard from CVA's Capacity Building Manager that these are often managed by one or two individuals within a community group. However, many such websites have fallen into disuse as the individuals who brought them into being have ceased to update them..

If managed effectively, Croydon's Community Hub could provide invaluable support to local communities. However, a wide range of stakeholders will have to contribute to it, if it is to evolve in line with the changing needs of these communities.

CONCLUSIONS	PRINCIPLE	RECOMMENDATIONS
• I.T. can bring exponential improvements to communications and help some hard to reach groups to be connected • The Internet is not a panacea, and not suitable for all types of communications • Websites need to be clearly and pleasantly organised in order to convey information effectively, and need to be regularly updated • Important web links, including the link for the proposed Communication Hub, should be available from a wide range of websites, in order to maximise access to them.	The Council and its partners should make judicious use of I.T. including websites , but continue to use other communication tools including one to one conversations. When publishing data through the Internet, the Council should disseminate and publicise web links as widely as possible, so that they can cater for people's different networking habits	**Recommendation 7**: The Council should practise and encourage the distribution of important web links, including links for the community hub, to as many other websites as practically possible, in order to maximise access to them.

6 - Opportunities arising from the Localism Bill

The working group discussed the Localism Bill with Gavin Barwell MP, who had been involved in examining the Bill at Committee stage.

A - Community right to buy and right to challenge

The Localism Bill introduces the following proposed rights:

• The community right to buy will require local councils to draw up, hold and publish a list of assets of community value. There will be a further requirement for the owner of the asset to abide by a moratorium on the sale of the asset if a community group expresses an interest in bidding for the asset (this applies to both public and privately owned assets).

• The community right to challenge will allow voluntary and community bodies, employees of a relevant authority and parish councils to bid to a local authority to run a service where they feel that it could be run better.

While these give local communities a new impetus for communities to take responsibility for community assets, various groups in Croydon have already been managing local assets for some years. 49 buildings are currently leased out to local associations. The Council manage a database of council owned property. The current "strategy and policy document on the transfer of public assets to the community" governing the process has been in place since October 2008, along with a statement of key principles underpinning the transfer of public assets to community groups, set by Croydon's Local Strategic Partnership.

The statement of key principles states that:
• 'It is both desirable and beneficial to the transfer public assets to community management and ownership where appropriate.
• Asset transfers must create viability, not liability.
• A full assessment of risk to all stakeholders will be undertaken to minimise and appropriately apportion risk.'

The current strategy and policy document will be updated to take into account the changes brought by the Localism Bill and the Council will be able to use its property database to publish the list of assets of community value required under the bill.

Following publicity disseminated to local community groups in 2010, interest in managing community assets (both buildings and pieces of land) has been expressed by a number of local groups. To provide support to these groups, a workshop on the key elements of asset management and good practice was run in late 2010 with the participation of the government's Asset Transfer Unit. Further training is to be held in 2011 and 2012.

Any group wishing to take on such an initiative will be invited to put in a formal application. This will be followed by an evaluation of the group's ability to manage the chosen asset, on the basis of the group's governance, financial status, past experience of running community initiatives and understanding of what asset management entails.

The working group heard from CVA's Capacity Building Manager that many voluntary groups wishing to manage a community asset underestimate the challenges and costs this work presents, particularly when the building they wish to manage is old and in need of repairs. Current leasing arrangements require community groups in charge to take responsibility for the maintenance of the inside of a building while Interserve take on the maintenance of the outside. It is envisaged that new leases will require groups to take on the maintenance of the whole building.

Dr Revd Barry Goodwin, of "Faiths Together in Croydon", highlighted the extensive experience of local faith groups in managing their premises. He suggested that this experience could be shared with groups wishing to take on the management of a community asset for the first time.

B - Running local services under the "Right to challenge"

As mentioned above, the bill will allow voluntary and community bodies, employees of a relevant authority and parish councils to bid to a local authority to run a service where they feel that it could be run better. Members remarked that an increasing lack of satisfaction

with services arising from budget cuts or from new approaches to service provision may lead to increasing numbers of such challenges.

The Council will need to establish a framework for dealing with such challenges, evaluating the quality of these challenges and deciding how much flexibility it will give to voluntary groups to run services. Members observed that the voluntary sector included some very good service providers, as well as some very poor ones. An additional concern was that some organisations might "cherry-pick" customers requiring low cost services, and refuse to deal with more complex and demanding cases.

It is anticipated that small groups wishing to run local services may require a great deal of support to submit a good quality bid and provide a sustainable service. It was suggested that one solution might be for local groups to form consortia to secure mutual help with know-how, admin, resources, etc. One type of model might involve a national organisation, which has extensive experience and resources, teaming up with a local community group, which has extensive knowledge about existing needs.

Members heard that a lot of the detail on the "right to challenge" would appear at the report stage and in secondary legislation. Issues to be addressed will need to include:
- criteria for assessing applications
- thresholds for challenges
- issues about the cohesion or fragmentation of services to deal with a growing number of specific customer-groups
- safety mechanisms to ensure good quality of service and performance monitoring

C - Planning matters

Part 5 of the Bill introduces the concept of "neighbourhood planning", of which the Local Government Association gives the following overview:
• Any qualifying body (a town or parish council or a body designated as a neighbourhood forum) is entitled to initiate a process for the purpose of requiring the Local Planning Authority (LPA) to make a Neighbourhood Development Order (NDO). A NDO grants planning permission in relation to a particular neighbourhood area and for development specified and of any class specified. The NDO must be examined (in accordance with regulations) and subject to a referendum. The Secretary of State may revoke an NDO at any time; the LPA must obtain consent of the Secretary of State.
• LPAs can designate a body as a neighbourhood forum within centrally specified conditions. The designation lasts for five years and may not be withdrawn once given.
• LPAs will have the power to designate a neighbourhood area where a relevant body has applied to the LPA for the area to be designated. Regulations will specify procedures, form, content and requirements for LPAs in discharging this power.
• Any qualifying body may require a LPA to make a neighbourhood development plan. This sets out the policies in relation to the development and use of land in a neighbourhood. The plan must be subject to examination and a referendum.
• Neighbourhood Development Orders and Neighbourhood Plans should in general conform to the local plan.

It was acknowledged that as the bill introduces the concept of "neighbourhood plan", councils will have to define what they consider to be a "neighbourhood". Croydon might make use of the 16 designated "places" in the borough's Core Strategy. The council will also have to consider the minimum or maximum practicable size of a "neighbourhood".

Some thought will also have to be given to dealing with "neighbourhoods" that might include stable, cohesive and vocal communities on one hand, and transient, unconnected populations on the other hand, which may lack the wherewithal to engage meaningfully in the planning process or challenge opposing views. The encouragement of a local councillor for the latter group might put him/her in conflict with the former. This raises the question of the type of support required to empower all communities to take part in future planning processes: might the council be in a position to help without directing?

It was acknowledged that people had little knowledge of the various elements of the Localism Agenda. It was suggested that the Council start providing information to residents on changes to planning, and prepare itself for the new processes. This will include:
• confirming what and where Croydon's neighbourhoods are
• setting a time-table for putting new procedures in place to produce "neighbourhood plans"
• maybe prioritising some plans over others, particularly in areas with a 'higher potential for new homes' in line with the borough's Core Strategy LDF
• deciding whether the Town Centre plan should involve resident within the relevant wards, or the whole borough

The working group was advised that further details on neighbourhood plans were likely to emerge with secondary legislation.

CONCLUSIONS	PRINCIPLES	RECOMMENDATIONS
Local community groups expect to be involved in future planning arrangements but have little information on what this will constitute.	To prepare for the implementation of the Localism Bill, the Council needs to establish a clear definition of neighbourhoods within Croydon with which residents can identify.	**Recommendation 8**: The Council should inform the public of policy changes following the implementation of the Localism Bill, making effective use of all communication channels available.
The Localism Bill provides an opportunity to repeal regulations which are obstructive to the efficient working of the Council.	Existing and future links with local community groups and representatives should be used to publicise opportunities arising from the Localism Bill.	**Recommendation 9:** In order for the power granted under the Localism Bill to be used wisely to improve services, Councillors should consult Council officers to ascertain what regulations should be repealed to improve efficiency.

D - Housing allocation and homeless policies

Part 6 of the Bill introduces the following changes:
• Powers for local authorities to handle existing tenants' requests for transfer through separate rules and criteria from applicants who are not existing tenants.
• Greater flexibility for councils to develop their own allocations policies; subject to regulations.
• Councils being permitted to discharge their homelessness obligation via a private sector tenancy without the express permission of the tenant.

• Councils will be required to produce a tenancy strategy within 12 months of enactment. Social landlords must be consulted on the strategy and will have to set tenancies in line with the strategy.

While these changes are not related to the topic of this review, the working group is keen to be informed of the way these changes will be implemented in Croydon.

7 - The role of councillors in community development

The working group were provided with the views of two residents' association Chairs on their expectations of a local councillor's role. They heard that he or she should:
- Be part of the community, have a good understanding of their concerns, priorities and aspirations
- Be available to address residents' queries or, when they cannot deal with a request satisfactorily, explain why this cannot be done
- Use leadership and initiative, and be strategically involved
- Exert influence on local issues within the council
- Hold the council to account for responses not made, or promises not kept
- Be impartial and fair to all individuals and groups they have dealings with

It was acknowledged that many councillors have a full-time job, which limits their availability to get involved in all aspects of community development in their wards.

The working group explored how pro-active a councillor should be in community development. Residents felt that their role was to provide the tools and expertise to help local residents and groups bring their ideas to fruition. However, this may be too passive an approach in areas where there is little community involvement, where existing opportunities are not being taken up or where local residents are not contributing their views on a consultation exercise . It was suggested that councillors should take on an "encouraging" and "sign-posting" role, but be aware of the risks that community involvement might entail: The working group observed that local councillors wouldl need to balance different and sometimes conflicting priorities when they are involved in the following activities:
- Providing support to various groups wishing to obtain funding, carry out an initiative, take over the management of a facility or a service
- Action planning for the local area
- When involved in planning matters
- Balancing borough-wide priorities with local priorities

It was noted that the Members' current code of conduct provides the general principles which should underpin their work, but little guidance on how to develop an effective role in community development, or on how to be aware of or deal with the risks and conflicts that this might present. Members of the working group felt that their induction and training could provide this support. One element of this could entail meeting key voluntary groups in their ward or area and having a structured discussion on local conditions, challenges and aspirations, to help them start developing an in-depth understanding of the activity and issues within their area.

In order to provide residents with the tools needed to carry out projects in their area, councillors will also need to keep up-to-date on new funding, training, and initiatives. This is already happening, but some form of training on effective information management may assist councillors to provide information and advice without being overwhelmed with data.

In addition, it was agreed that drawing up a list of principles could help councillors develop an effective and equitable approach to their role in the community.

As the Localism Bill gives new powers and opportunities to local communities, the working group believes that all local councillors will need to be kept well informed of the progress of initiatives linked to this legislation. In addition, they will benefit from keeping up-to-date with Big Society initiatives led by Minister for Civil Society Nick Hurd M.P., such as:

- the Big Society Network, a not-for-profit body which aims to convey information on the development of the "Big Society"
- The Big Society Bank, which will provide grants to local groups to enable them to enhance their capacity, bid for the control of local assets, etc.
- Community Organisers, some 5000 of whom will be appointed to work with local communities to break down administrative barriers and enhance the capacity of voluntary organisations who want to take on additional responsibilities in local areas

CONCLUSIONS	PRINCIPLES	RECOMMENDATIONS
Councillors have a key role to play in community development	It is part of a councillor's role to help people to develop fledgling community projects. It is incumbent on the Council to give equal weight to the councillor's role in the community and to his/her role on committees, and to provide support to councillors in both areas.	**Recommendation 10:** Councillors' role in community development should be included in the councillor induction and on-going training programmes.

8 - Conclusion: future opportunities

The working group was impressed with the high level of community activity in Croydon, and hopes that local groups will harness forthcoming opportunities to take the initiative and play a key role in improving local well-being.

Moreover, while local agencies are having to adapt their services to budget cuts, the working group hopes that councils and partners will harness the opportunities provided by the Localism Bill under the "general power of competence", to innovate and to bring in improvements in services that might not have been possible previously, as this power confers local authorities the wide-ranging 'power to do anything that individuals generally may do'.

The Bill also empowers councils to repeal regulations which are deemed to be superfluous and counter-productive. The working group hope that these powers will be used wisely to improve local services, empower local communities and improve local well-being.

Neighbourhoods and the Big Society: Conclusions, principles and recommendations

AREA	CONCLUSIONS	PRINCIPLES	RECOMMENDATIONS
Local networking	People turn up to meetings when these focus on an issue in which they have a vested interest.	In order to attract a good number of participants, meetings should be issue-based, not date-based and should be responsive to local residents' concerns.	**Recommendation 1**: A simple process should be available whereby community groups can request a meeting with Cabinet Members to discuss major issues of concern
	Communities without community groups or local representatives are more likely to lose out on opportunities to take part in consultation and influence policy and service provision	The Council has a moral responsibility to monitor levels of community activity and take steps to improve the level of activity where it is low, in order to ensure that all parts of the borough are able to engage in issues affecting them	**Recommendation 2:** Key agencies (council eg housing, police, CVA, etc.) should be required to keep councillors and key officers appraised of sectors of the community suffering from isolation.
Exchanging information with statutory bodies	Communication needs to acknowledge and draw on the channels used by different groups of people, such as young people, whose communications gravitate around their school or college.	When consulting residents, the Council needs to invest some effort in finding out how target audiences, including hard to reach groups, prefer to communicate, and needs to use a variety of media and formats to be as accessible as possible.	**Recommendation 3**: The Council's proposed communication hub should include up to date links to the networks which are regularly used by various sectors of the community, such as school websites for young people.
	Many individuals contacted as part of consultations only understand and take part when their representative group gets involved	Consultation should include individuals as well as representative groups, especially where such groups can help voice the views of individuals who may not otherwise participate in such consultation	**Recommendation 4:** When undertaking area-based consultation, the Council should contact representative groups as well as individual residents.
	Groups that receive officer and councillor time are encouraged and empowered.	Councillors and council officers have to be highly responsive to the community in order to help residents in their efforts to develop their own neighbourhoods.	**Recommendation 5:** The Council should restate its commitment to officer and councillor attendance at community group meetings.
Skills, training and learning	The effectiveness of voluntary and community groups is directly linked to the available skills of its members; building up these skills will build the capacity of these organisations.	The Council should support the development and training of individuals in community groups.	**Recommendation 6:** Free training courses on key capacity building skills should be made available to small community groups. If this cannot be achieved within existing funding arrangements, consideration should be given to widening the criteria of the small grants fund to include such provision.

Information technology	• I.T. can bring exponential improvements to communications and help some hard to reach groups to be connected • The Internet is not a panacea, and not suitable for all types of communications • Websites need to be clearly and pleasantly organised in order to convey information effectively, and need to be regularly updated • Important web links, including the link for the proposed Communication Hub, should be available from a wide range of websites, in order to maximise access to them.	The Council and its partners should make judicious use of I.T. including websites , but continue to use other communication tools including one to one conversations. When publishing data through the Internet, the Council should disseminate web links as widely (or "redistributable") as possible, so that they can cater for people's different networking habits	**Recommendation 7**: The Council should practise and encourage the distribution of important web links, including links for the community hub, to as many other websites as practically possible, in order to maximise access to them.
Opportunities arising from the Localism Bill	Local community groups expect to be involved in future planning arrangements but have little information on what this will constitute. The Localism Bill provides an opportunity to repeal regulations which are obstructive to the efficient working of the Council.	To prepare for the implementation of the Localism Bill, the Council needs to establish a clear definition of neighbourhoods within Croydon with which residents can identify. Existing and future links with local community groups and representatives should be used to publicise opportunities arising from the Localism Bill.	**Recommendation 8**: The Council should inform the public of policy changes following the implementation of the Localism Bill, making effective use of all communication channels available. **Recommendation 9:** In order for the power granted under the Localism Bill to be used wisely to improve services, Councillors should consult Council officers to ascertain what regulations should be repealed to improve efficiency.
The role of councillors in community development	Councillors have a key role to play in community development	It is part of a councillor's role to help people to develop fledgling community projects. It is incumbent on the Council to give equal weight to the councillor's role in the community and to his/her role on committees, and to provide support to councillors in both areas	**Recommendation 10:** Councillors' role in community development should be included in the councillor induction and on-going training programmes.

The working group sought to obtain the views of local councillors on area-based resident engagement and on how the Council should support this activity. They obtained the following feedback from eight respondents.

Question 1: What factors should the Council be taking into account when supporting area-based resident engagement?
Members mentioned the following factors:
- People working long hours
- It must be worth the effort
- The cost / value for money
- The reach of the event and breadth of residents engaged
- How representative the group is
- The boundaries of social groups
- The mobility of residents
- The difference it may make

Question 2a: With which sectors of the community do you feel the Council has difficulty in developing area-based resident engagement in your ward?
Members mentioned:
- Younger people
- "None"
- Working people
- Most of them
- All except "the regulars"

Question 2b: How could engagement with these sectors of the community be improved?
Suggestions put forward were as follows:
- Engage young people at school
- Sharing contacts
- More use of e-mail
- Consult in workplace
- More targeted meetings
- Meetings for specific groups
- Identify the need and issues that people care about

Question 3: What networks in your area are already facilitating area-based resident engagement?
The following networks were mentioned:
Various active residents' associations, community centres, housing panels, political organisations, libraries, charities, neighbourhood care associations and churches.

Question 4: Should the Council be proactive or reactive in terms of resident engagement?
Five councillors felt it should be proactive
Two felt it should be reactive
One felt it should be both.

Question 5: What role should councillors play in area-based resident engagement?
The following suggestions were made:
- Engage (four mentions)
- Encourage (three mentions)
- Support
- Meet with residents and enable communication
- Be a link
- Lead
- Not to lead: residents should be leaders, leading could compromise impartiality
- As full as possible

Question 6: Any other comments?
The following comments were made:
- It is needed but it is hard to get them in!
- Encourage other organisations to take the lead
- It needs to extend beyond the regulars
- To manage, organise and co-ordinate voluntary work is a huge job - even for those who are keen and willing!

Appendix 2: Lists of groups in Croydon with contact details on the Internet

Name of Ethnic Groups	Category	Ward
Croydon Hellenic Fellowship	**BME groups**	Ashburton
Apsara Arts	**BME groups**	Broad Green
Bharatiya Sanskar Kendra (Indian Cultural Centre0	**BME groups**	Broad Green
Croydon BME Forum	**BME groups**	Broad Green
Agoghene Urhobo Ladies Association	**BME groups**	Bensham Manor
Asian Resource Centre of Croydon	**BME groups**	Bensham Manor
Bangladesh Welfare Association	**BME groups**	Bensham Manor
Kikiwa Counselling Centre	**BME groups**	Bensham Manor
Somali Elderli and Disabled Carers	**BME groups**	Bensham Manor
Tamil Educational and Cultural Association (TECA)	**BME groups**	Bensham Manor
Lest we forget	**BME groups**	Coulsdon West
African-Caribbean Peoples Advice Group	**BME groups**	Fairfield
Croydon Academy of Eastern Arts and Tamil School	**BME groups**	Fairfield
Life in the City	**BME groups**	Fairfield
Asian Academy of Art and Culture	**BME groups**	Heathfield
Croydon Irish Association	**BME groups**	Heathfield
African Caribbean Leukaemia Trust	**BME groups**	Fairfield
Congolese Voluntary Organisation	**BME groups**	Selhurst
Ethnic Minority Advice Bureau	**BME groups**	Norbury
Pakistan Welfare Association	**BME groups**	Norbury
Africa Development Network	**BME groups**	out of borough
African Community Involvement Association	**BME groups**	out of borough
French African welfare Association (FAWA)	**BME groups**	out of borough
Impact Minority Association (IMA)	**BME groups**	out of borough
Lohana Community South London	**BME groups**	out of borough
Migrant Helpline	**BME groups**	out of borough
South London African Women's Organisation (SLAWO)	**BME groups**	out of borough
South London Somali Community Association	**BME groups**	out of borough
South London Tamil Welfare Group	**BME groups**	out of borough
African Child Trust	**BME groups**	Purley
Addington Afro-Ethnic Health Promotion Group	**BME groups**	Selhurst
Croydon Kurdish Association	**BME groups**	Selhurst
Jamaican Association UK Trust Croydon Branch	**BME groups**	Selhurst
Oshwal Association of the UK (OAUK)	**BME groups**	Selhurst
Refugee Day Centre	**BME groups**	Selhurst
Samaddoon Somali Support Group	**BME groups**	Selhurst
South London Congolese Association (SOLCA)	**BME groups**	Selhurst
Turkish Youth & Community Association in Croydon	**BME groups**	Selhurst
Yes Africa	**BME groups**	Shirley
Croydon African Caribbean Family Organisation	**BME groups**	Thornton Heath
Croydon African Caribbean Family Organisation (CACFO)	**BME groups**	Thornton Heath
Guyanese Organisation for Cultural Advancement	**BME groups**	Thornton Heath
Russian Community Centre	**BME groups**	Thornton Heath
Asian Cultural Association	**BME groups**	Upper Norwood
Casscan foundation (African-Caribbean Community)	**BME groups**	Woodside
Refugee Project Croydon	**BME groups**	Woodside
Shri Shri Radha Krishna Cultural Centre	**BME groups**	Woodside
Apna Aashyana	**BME groups**	West Thornton
Croydon Asian Women's Organisation	**BME groups**	West Thornton
Croydon Tamil Welfare Association	**BME groups**	West Thornton
Jagruti Asian Women's Group	**BME groups**	West Thornton
Vishwa Hindu Parishad (UK)	**BME groups**	West Thornton
Vishwa Hindu Parishad (UK) South London	**BME groups**	West Thornton

Name of Community Groups	Category	Ward
Allotment Society: Bensham Manor	**Environment**	Bensham Manor
Friends of Thornton Heath Recreation Ground	**Environment**	Bensham Manor
Association of Croydon Conservation Societies (ACCS)	**Environment**	boroughwide
BTCV Croydon	**Environment**	boroughwide
Croydon Conservation Volunteers	**Environment**	boroughwide
Croydon Cycling Campaign	**Environment**	boroughwide
Croydon Natural History and Scientific Society	**Environment**	boroughwide
Croydon RSPB	**Environment**	boroughwide
Esat Surrey Badger Protection Society	**Environment**	boroughwide
Friends of Wandle Park	**Environment**	Broad Green
Coulsdon Manor Rotary Club	**Environment**	Coulsdon East
Coulsdon Rotary Club	**Environment**	Coulsdon East
Downland Countryside Management Project	**Environment**	Coulsdon East
Friends of Bradmore Green Pond	**Environment**	Coulsdon East
Friends of Coulsdon Coppice	**Environment**	Coulsdon East
Greenbelt Action Group	**Environment**	Coulsdon East
Allotment Society : Smitham	**Environment**	Coulsdon West
Friends of Croham Hurst	**Environment**	Croham
Friends of Haling Grove	**Environment**	Croham
Allotment Society : Park Hill	**Environment**	Fairfield
Croydon East Rotary Club	**Environment**	Heathfield
Heathfield Ecology Centre	**Environment**	Heathfield
Friends of Foxley	**Environment**	Kenley
Surrey Wildlife Trust (DOLLYPER'S Hill Nature Reserve, Kenley)	**Environment**	Kenley
Addington Conservation Team	**Environment**	New Addington
Addington Heritage Society	**Environment**	New Addington
Hutchinson & Chapel Bank Nature Reserve	**Environment**	New Addington
Allotment Society Norbury Park, Norbury	**Environment**	Norbury
Friends of Norwood Grove	**Environment**	Norbury
Allotment Society : South Croydon	**Environment**	Sanderstead
Friends of King's Wood	**Environment**	Sanderstead
Friends of Wettern Tree Garden	**Environment**	Sanderstead
London Wildlife Trust	**Environment**	Sanderstead
Sanderstead Plantation Partners	**Environment**	Sanderstead
Allotment Society: Heavers Farm, Sth Norwood	**Environment**	Selhurst
Friends of Selsdon Wood	**Environment**	Selsdon and Ballards
Allotment Society: Glenthorne Avenue, Shirley	**Environment**	Shirley
Friends of Millers Pond	**Environment**	Shirley
Friends of Spring Park Wood	**Environment**	Shirley
Shirley Oaks Nature Reserve Committee	**Environment**	Shirley
Friends of Beaulieu Heights	**Environment**	South Norwood
People for Portland Road	**Environment**	South Norwood
Allotment Society Gonville Road, Thornton Heath	**Environment**	Thornton Heath
Friends of Grangewood Park	**Environment**	Thornton Heath
Friends of Whitehorse Meadow	**Environment**	Thornton Heath
Allotment Society : Spa Hill	**Environment**	Upper Norwood
Allotment Society: Biggin Wood, Upper Norwood	**Environment**	Upper Norwood
Biggin Hill Allotments Association	**Environment**	Upper Norwood
CPCA (Crystal Palace Community Association)	**Environment**	Upper Norwood
Crystal Palace Foundation	**Environment**	Upper Norwood
Crystal Palace Triangle Planning Group	**Environment**	Upper Norwood
Friends of Beulah Hill Pond	**Environment**	Upper Norwood
Friends of Westow Park	**Environment**	Upper Norwood
Norwood Society	**Environment**	Upper Norwood
Phoenix Community Association	**Environment**	Upper Norwood
Upper Norwood District Plotholders Society Ltd	**Environment**	Upper Norwood
Norwood Forum	**Environment**	Upper/Sth Norwood

Allotment Society: Enmore Road, South Norwood	**Environment**	Woodside

Name of Community Groups	Category	Ward
Al Khair Masjid	**Faith**	Addiscombe
Arya Samaj Croydon	**Faith**	Addiscombe
Christ Church Methodist	**Faith**	Addiscombe
Longheath Baptist Church	**Faith**	Ashburton
St George the Martyr, Shirley	**Faith**	Ashburton
Bible Life Family Ministries	**Faith**	Bensham Manor
Croydon Community Church	**Faith**	Bensham Manor
St Andrew's Roman Catholic Church (Thornton Heath)	**Faith**	Bensham Manor
Beulah Christian Library, Recreation and Information Centre	**Faith**	Broad Green
Church of God (Seventh Day)	**Faith**	Broad Green
Croydon Tabernacle	**Faith**	Broad Green
Tamworth Road Baptist Chapel	**Faith**	Broad Green
Croham Road Baptist Church	**Faith**	Coulsdon East
St John's Church (Old Coulsdon)	**Faith**	Coulsdon East
Beit Hallel Messianic synagogue	**Faith**	Coulsdon West
Coulsdon Methodist Church (Brighton Road)	**Faith**	Coulsdon West
Emmanuel Church	**Faith**	Croham
Harvest Christian Fellowship	**Faith**	Croham
South Croydon Baptist Church	**Faith**	Croham
St Augustine C of E Church (South Croydon)	**Faith**	Croham
St Gertrude's Roman Catholic Church	**Faith**	Croham
St Mary (Sanderstead)	**Faith**	Croham
Croydon Quakers	**Faith**	Fairfield
East Croydon United Reform Church	**Faith**	Fairfield
Folly's End Church	**Faith**	Fairfield
Paga Outreach Ministries	**Faith**	Fairfield
Religious Society of Friends (Quakers)	**Faith**	Fairfield
South Croydon United Church	**Faith**	Fairfield
West Croydon (St Mary's) Roman Catholic Church	**Faith**	Fairfield
Cranmer Christian Fellowship	**Faith**	Heathfield
St John the Evangelist (Shirley)	**Faith**	Heathfield
St Mary the Blessed Virgin	**Faith**	Heathfield
All Saints Church (Kenley)	**Faith**	Kenley
Old Lodge Lane Baptist Church	**Faith**	Kenley
Churches Together in Purley and Kenley	**Faith**	Kenley / Purley
Kenley & Purley Methodist Church	**Faith**	Kenley / Purley
Community Baptist Family Project	**Faith**	New Addington
New Addington Baptist Church	**Faith**	New Addington
New Addington Community Church	**Faith**	New Addington
St Edwards Parish Church	**Faith**	New Addington
The Good Shepherd	**Faith**	New Addington
Bismillah Cultural Centre	**Faith**	Norbury
Norbury Baptist Church	**Faith**	Norbury
Norbury Islamic Academy	**Faith**	Norbury
Norbury Methodist Church	**Faith**	Norbury
Shri Swaminarayan Temple	**Faith**	out of borough
Grace Vineyard Croydon	**Faith**	Purley
Montpelier Church	**Faith**	Purley
Purley Baptist Church	**Faith**	Purley
Purley Society of Friends	**Faith**	Purley
Purley United Reformed Church	**Faith**	Purley
St Edmund's Caring Group	**Faith**	Purley
St James Riddlesdown	**Faith**	Purley
St John the Baptist Roman Catholic Church	**Faith**	Purley
St Mark's Church Purley	**Faith**	Purley
St Swithun's Church	**Faith**	Purley

All Saints Church (Sanderstead)	**Faith**	Sanderstead
Churches Together in Sanderstead	**Faith**	Sanderstead
Mitchley Hill Evnagelical Church	**Faith**	Sanderstead
Sanderstead Methodist Church	**Faith**	Sanderstead
The Holy Family Roman Catholic Church Sanderstead	**Faith**	Sanderstead
Ahmadiyya Muslim AssociationAhmadiyya Muslim Association	**Faith**	Selhurst
Churches Together in the borough of Croydon	**Faith**	Selhurst
Churches Together in Thornton Heath	**Faith**	Selhurst
Croydon Seventh Day Adventist Church	**Faith**	Selhurst
Emmanuel Inspirational Church of God	**Faith**	Selhurst
Khuddam-ul-Ahmadiyya Association	**Faith**	Selhurst
Rehoboth Bethel Church Apostolic	**Faith**	Selhurst
Selsdon Baptist Church	**Faith**	Selhurst
Shri Shivabalayogi Centre for Meditation	**Faith**	Selhurst
Siri Guru Singh Sabha, Croydon	**Faith**	Selhurst
West Croydon Baptist Church	**Faith**	Selhurst
Croydon Jubilee Church	**Faith**	Selsdon and Ballards
St Columba (Selsdon)	**Faith**	Selsdon and Ballards
All Saints Church (Shirley)	**Faith**	Shirley
Shirley Methodist Church	**Faith**	Shirley
West Wickham & Shirley Baptist Church	**Faith**	Shirley
Abundant Life Fellowship Pentecostal Church	**Faith**	South Norwood
Croydon Methodist Church	**Faith**	South Norwood
Grace Temple Ministries	**Faith**	South Norwood
Masjit Uthman	**Faith**	South Norwood
South Norwood Methodist Church	**Faith**	South Norwood
South Norwood United Reform Church	**Faith**	South Norwood
St Chad's Roman Catholic Church	**Faith**	South Norwood
St John the Evangelist (Upper Norwood)	**Faith**	South Norwood
St Mark South Norwood	**Faith**	South Norwood
Mersham Road Fellowship	**Faith**	Thornton Heath
Parchmore Methodist Church	**Faith**	Thornton Heath
St John's Congregational Church (Thornton Heath)	**Faith**	Thornton Heath
Church of St Dominic	**Faith**	Waddon
Churches Together in Central Croydon	**Faith**	Waddon
Boston Road Baptist Church	**Faith**	West Thornton
Croydon Masjid and Islamic Centre	**Faith**	West Thornton
Croydon Mosque and Islamic Centre	**Faith**	West Thornton
Elim Church of Pentecost	**Faith**	West Thornton
St Luke's Church, Woodside	**Faith**	Woodside
Woodside Baptist Church	**Faith**	Woodside

Name of Community Groups	Category	Ward
Addiscombe Neighbourhood Care Association (ANCA)	**SOCIAL**	Addiscombe
Addiscombe Unity Cklub for the Over Sixties	**SOCIAL**	Addiscombe
Croydon Neighbourhood Care Association	**SOCIAL**	Addiscombe
Soroptimist Club Croydon	**SOCIAL**	Addiscombe
Pop-in, St George the Martyr	**SOCIAL**	Ashburton
Bensham Manor Community Association	**SOCIAL**	Bensham Manor
Tamworth Road Resource Centre	**SOCIAL**	Broad Green
Westbury Community Project Team	**SOCIAL**	Broad Green
Coulsdon Manor Rotary Club	**SOCIAL**	Coulsdon East
Old Coulsdon Centre for the Retired	**SOCIAL**	Coulsdon East
Old Coulsdon Rotary Club	**SOCIAL**	Coulsdon East
Purley and Coulsdon Clubs for the Elderly (PACE)	**SOCIAL**	Coulsdon East
Coulsdon Community Centre Association	**SOCIAL**	Coulsdon West
Coulsdon Millennium Group	**SOCIAL**	Coulsdon West
Purley and Coulsdon Clubs for the Elderly (PACE)	**SOCIAL**	Coulsdon West
Croham Hurst Good Neighbours	**SOCIAL**	Croham
Croydon Crossroads	**SOCIAL**	Croham
Croydon Neighbourhood Care Association	**SOCIAL**	Croham
Croydon Community Mediation	**SOCIAL**	Fairfield
Croydon Darby & Joan Club	**SOCIAL**	Fairfield
Rotary Club of Croydon	**SOCIAL**	Fairfield
Fieldway Family Centre	**SOCIAL**	Fieldway
Addington Good Neighbours	**SOCIAL**	Heathfield
Croydon East Rotary Club	**SOCIAL**	Heathfield
Shirley Neighbourhood Care	**SOCIAL**	Heathfield
Addington Cvommunity Association	**SOCIAL**	New Addington
New Addington Good Samaritans Pop In	**SOCIAL**	New Addington
New Addington People's Carnival	**SOCIAL**	New Addington
New Addington Women's Centre	**SOCIAL**	New Addington
Mighty Men of Valour	**SOCIAL**	None
Grassroots Action Project	**SOCIAL**	Norbury
Norbury Darby and Joan Club	**SOCIAL**	Norbury
Norbury Pop-in and Good neighbours Association	**SOCIAL**	Norbury
Help the aged	**SOCIAL**	out of borough
Pollards Hill Community Centre	**SOCIAL**	out of borough
Abbeyfield (Purley) Home support	**SOCIAL**	Purley
Purley and Coulsdon Clubs for the Elderly (PACE)	**SOCIAL**	Purley
Purley Cross Centre	**SOCIAL**	Purley
Sanderstead Neighbourhood Care	**SOCIAL**	Sanderstead
Cornerstone House	**SOCIAL**	Selhurst
Croydon Contacts	**SOCIAL**	Selhurst
Rotary Club of Thornton Heath	**SOCIAL**	Selhurst
Selsdon Centre for the Retired	**SOCIAL**	Selsdon & Ballards
Shirley Community Centre Association	**SOCIAL**	Shirley
Shrublands Advice & Coffee Shop	**SOCIAL**	Shirley
Shrublands Family Centre	**SOCIAL**	Shirley
Family Support Network	**SOCIAL**	South Norwood
Shiloh Senior Members' Community Club	**SOCIAL**	South Norwood
Parchmore Tuesday Club (for ladies 45+)	**SOCIAL**	Thornton Heath
Parchmore Youth & Community Centre - Methodist Church	**SOCIAL**	Thornton Heath
Sierra Charitable Trust	**SOCIAL**	Thornton Heath
Thornton Heath Darby & Joan Club Ltd	**SOCIAL**	Thornton Heath
Christian Family Network (Dayspring C.F.N.)	**SOCIAL**	Upper Norwood
Croydon People First	**SOCIAL**	Upper Norwood
Crystal Palace Community Association	**SOCIAL**	Upper Norwood
Phoenix Community Association	**SOCIAL**	Upper Norwood
Upper Norwood Association for Community Care (UNACC)	**SOCIAL**	Upper Norwood

Upper Norwood Community Resource Association	**SOCIAL**	Upper Norwood
Upper Norwood Townswomen's Guild	**SOCIAL**	Upper Norwood
Together in Waddon Community Project	**SOCIAL**	Waddon
Apna Aashyana	**SOCIAL**	West Thornton
West Thornton Community Centre	**SOCIAL**	West Thornton
Refugee Project Croydon	**SOCIAL**	Woodside
Rotary Club of Coulsdon	**SOCIAL**	Woodside
Rotary Club of Croydon Whitgift	**SOCIAL**	Woodside
South Norwood & Woodside Community Association	**SOCIAL**	Woodside

Organisation	Category	Ward
Addiscombe Boys & Girls Club	**Youth**	Addiscombe
Sir Phillip Game Youth Club	**Youth**	Addiscombe
African Youth Development Association	**Youth**	Bensham Manor
Croydon Asian Youth Group	**Youth**	Bensham Manor
Croydon Voluntary Youth Sector	**Youth**	Bensham Manor
Croydon Young People's Project	**Youth**	Bensham Manor
Winterbourne Youth Centre	**Youth**	Bensham Manor
Croydon Boy Scouts	**Youth**	boroughwide
Croydon Youth Council	**Youth**	boroughwide
Mighty Men of Valour	**Youth**	boroughwide
UK Youth Parliament	**Youth**	boroughwide
Duke of Edinburgh Award Centre	**Youth**	Broad Green
Sure Start Broad Green Centre	**Youth**	Broad Green
Children's Centre : Byron C C	**Youth**	Coulsdon East
Children's Centre: : Chipstead Valley C C	**Youth**	Coulsdon West
Coulsdon Scouts: 1st Coulsdon Scout Group	**Youth**	Coulsdon West
Coulsdon Youth Club	**Youth**	Coulsdon West
Christian Family Concern	**Youth**	Croham
Croydon Youth Information and Counselling Service	**Youth**	Fairfield
Girlguiding UK	**Youth**	Fairfield
Imagine Create Express	**Youth**	Fairfield
NSPCC Croydon therapeutic service	**Youth**	Fairfield
St Matthew's Church Youth Club	**Youth**	Fairfield
Timebridge Centre (various youth clubs)	**Youth**	Fieldway
Children's Centre: Castle Hill Early Years Centre	**Youth**	New Addington
Goldcrest Youth Centre	**Youth**	New Addington
Grassroots Action Project	**Youth**	Norbury
Little League Football	**Youth**	out of borough
Catholic Children's Society	**Youth**	Purley
Purley Youth Project	**Youth**	Purley
Barnardos Peepul Family Resource Centre	**Youth**	Sanderstead
A brighter future	**Youth**	Selhurst
Army Cadet Force	**Youth**	Selhurst
Croydon Auto and Bike Scheme (CABS)	**Youth**	Selhurst
Croydon Youth Development Trust	**Youth**	Selhurst
Off the Record Youth counselling & Young Carers	**Youth**	Selhurst
Turkish Youth and Community Association	**Youth**	Selhurst
Whitehorse Youth Centre	**Youth**	Selhurst
New Addington Little League Football	**Youth**	Selsdon & Ballards
Shirley Youth & Community Centre	**Youth**	Shirley
Shrublands Youth and Community Centre	**Youth**	Shirley
Kickz Project	**Youth**	South Norwood
Samuel Coleridge-Taylor Centre	**Youth**	South Norwood
Ace Youth and Community Centre	**Youth**	Thornton Heath
Parchmore Methodist Church Youth & Community Centre	**Youth**	Thornton Heath
Safeplay After School Club	**Youth**	Thornton Heath
Barnardos Heshima Family Support Centre	**Youth**	Upper Norwood
Croydon Sea Cadets	**Youth**	Waddon
Lighthouse Youth Centre	**Youth**	Waddon
Old Town Youth Club	**Youth**	Waddon
Together in Waddon	**Youth**	Waddon
Waddon Youth Centre	**Youth**	Waddon
Lanfranc Youth Wing	**Youth**	West Thornton
Potential	**Youth**	West Thornton