



EQUALITY ANNUAL REPORT

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“Ensuring growth that benefits all in the Borough, and improving equality of, and access to, opportunity”

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Croydon and Communities

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Foreword:

As the portfolio holder for the Safer Croydon and Communities agenda, I am pleased to introduce the progress report on the Council's Opportunity and Fairness Plan 2016-2020, which sets out the Council's equality objectives and latest analysis and action on the Council's workforce profile and gender pay gap.



Croydon has equality and diversity set at the very heart of our Borough. We are very proud of our Borough, its diverse mix of people and places that make it a great place to live and work.

Equality and inclusion is integral to everything we do as a Council, whether it is the services we provide, the money we spend, or the people we employ. It is a fundamental tenet of our pledge to achieve the highest standards of excellence in equality and inclusion practice, working closely with our partners in the public, business, and voluntary sectors.

This administration wants Croydon to be a stronger, fairer Borough where no community is held back. We want the Council to reflect the diversity of the Borough, and focus on embedding equality and inclusion in all that we do, as well as providing community leadership to encourage and support our partners in Croydon to share this ambition.

Croydon's Corporate Plan 2018-2022 outlines the Borough's key priorities for the next four years, and how we will continue to eradicate inequalities, ensuring that Croydon is a place where all have the opportunity to live, work and flourish. One of the Corporate Plans outcomes is to abolish inequality

in Croydon, and work towards a place where all have an equal opportunity to prosper.

This progress report provides a detailed insight into our ongoing commitment to equality. It highlights our achievements in relation to our equalities performance indicators, and sets out examples through a series of case studies that describe the different ways the council is seeking to ensure that our services are fair, inclusive and accessible to our residents. The majority of the case studies support achievements across the range of the equality objectives we set for 2016/20.

Although many challenges remain locally and nationally to achieve our ambitions there have been significant achievements including:

- Completed a satisfactory self-assessment against the criteria for the Achieving level of the Local Government Association, Equality Framework for Local Government (EFLG) accreditation.
- Being recognised as being the 2nd best Borough (out of 33 London Boroughs) for leading the way in tackling food poverty.
- Stonewall Workplace Equality Index: 2019 marked our highest placing for Stonewall. The Council

ranked in ninth place in the local government sector, and was in the top 23% of all 455 companies that took part.

- Award for 'Innovation' in recognition of the ground-breaking work of the Menopause Steering Group (a subgroup of the Women's Staff Network) at the REBA (Reward and Employee Benefits Association) Health and Wellbeing Awards
- Highly Commended in the Representative Workforce category at the Employers Network for Equality and Inclusion (ENEI)
- Established the Croydon Apprenticeship Academy and Run the 100 Apprenticeships in 100 Days Campaign with well over 100 apprenticeships filled.
- Expanded the award winning One Croydon Alliance to cover the whole population.
- Launched the Work and Health Programme to support people who are long-term unemployed (2+ years), have a health condition or disability into sustained employment.
- Established a Violence Reduction Network.

- Established Community Led Support and social prescribing.
- Worked in partnership with schools to challenge underachievement and support improvement.
- Increased investment in Community Ward Budgets.
- Developed an anti-hate crime action plan with partners and launched an anti - hate crime pledge.
- Celebrated Croydon's diversity and heritage through supporting annual events such as Croydon Mela, PrideFest and Holocaust Memorial Day.

The performance in key areas and good practice stories provide evidence that we have made progress in our journey towards achieving excellence for our equality and inclusion practices.

Over the year, the Council prepared for the Equalities Framework for Local Government (EFLG) accreditation. Undertaking the assessment helped us review and identify what we do really well, and where we need to make improvements to deliver better equality outcomes for staff and service users.

Following the Equality Peer Challenge, the Local Government Association (LGA) reached the conclusion that the Council had completed a satisfactory self-assessment against the criteria for the Achieving level of the Equality Framework. This is a great outcome for the Council.

Our progress has also been recognised through the Council winning the Reward & Employee Benefits Association (REBA) award for Innovation for its Menopause Matters initiative, and was highly commended for Representative Workforce category at the Employers Network for Equality and Inclusion (ENEI) in 2019.

We are not complacent, and recognise that there are still many equality and fairness challenges in the Borough that we need to focus on by working in collaboration with our partners.

Over the next year, we will be taking forward the EFLG recommendations and developing an Equality Strategy and develop refreshed equality objectives for the Borough.

I look forward to sharing the improvements that we make in 2020/21 with you in our next progress report.

Councillor Hamida Ali

*Cabinet Member for Safer Croydon
and Communities*



Introduction:

► The Equality Policy and supporting Opportunity and Fairness Plan 2016/20, set out the Council's statutory equality objectives in line with the regulatory duties under the Equality Act 2010.

In setting the equality objectives for 2016/20, an evidence base was drawn upon from the Croydon Opportunity and Fairness Commission final report, the Borough profile 2015 and Index of Multiple deprivation which highlighted the following objectives:

- To increase the rate of employment for disabled people, young people, over 50s and lone parents, who are furthest away from the job market.
- To reduce the rate of child poverty especially in the six most deprived wards.
- To improve attainment levels for white working class and black Caribbean heritages, those in receipt of Free School Meals and Looked after Children, particularly at Key Stage 2 including those living in six most deprived wards.
- To increase the percentage of domestic violence sanctions.
- To increase the reporting and detection of child sexual offences.
- To reduce the number of young people who enter the youth justice system.
- To reduce social isolation amongst disabled and older people.
- To improve the proportion of people from different backgrounds who get on well together.
- To reduce differences in life expectancy between communities.

The Council's equality objectives based on the Opportunity and Fairness Commission recommendations have been incorporated in the Borough's Corporate Plan 2018-2022 and will be monitored via the Corporate Plan Performance Framework on an annual basis.

Each section of the report sets out the current equality and inclusion priorities (listed above) and a summary of the performance key activities and projects that the Council has focused on over the last year to deliver them.

It also contains good practice stories that provide an overview of how the Council has worked in partnership with our statutory, voluntary and community partners, and engaged with our residents to deliver equality initiatives that support work on improving service outcomes for diverse communities in the Borough.

Next Steps

The Council will undertake the process of developing an Equality Strategy for 2020-2024. The Strategy will set out how the Council intends to meet its requirements under the Equality Act 2010 and associated Public Sector Equality Duty. This will consist of:

Refreshed equality objectives

- Emerging equality objectives will be consulted on and tested as part of the process of developing the strategy. The objectives will be based on progress on current equality objectives as well as recommendations from the Equality Framework for Local Govt. and Stonewall workplace Equality Index. We will also be taking the health and socio-economic inequalities that have been amplified as a result of the recent pandemic into consideration.
- Agreed draft objectives will be reported to Cabinet in May.

Action Plan

- The Action Plan will be based on LGA recommendations from the Equality Framework for Local Government and Stonewall Workplace Equality Index Recommendations as well as key actions to address existing and emerging inequalities in the Borough.
- The Council will continue to monitor progress against the Equality Objectives through the Council's Corporate Performance Framework and will report annually on overall progress.





► THEME 1: EMPLOYMENT

A Town Centre That Lifts The Whole Borough

EQUALITY OBJECTIVE

To increase the rate of employment for disabled people, young people, over 50s and lone parents who are furthest away from the job market.



Why we chose this equality objective?

Despite falling unemployment the Index of Multiple Deprivation (IMD) showed there were still challenges around the proportion of working age population excluded from the labour market, especially those aged 18 – 24, over 50, and those who would like to work but are unable to do so due to sickness, disability and/or caring responsibilities. The Opportunity and Fairness Commission found that many disabled people, those who had long-term health conditions, or mental health concerns, want to work but struggle to gain employment.

Residents told the Opportunity and Fairness Commission (OFC) that they would like to see local employers doing more to recruit disabled people, and those from Black and Minority Ethnic (BAME) backgrounds. The Commission also found that women wanted better support with childcare and caring responsibilities to allow them to access the job market. In addition the Commission highlighted that workers needed to be paid the London Living Wage (LLW).

What has happened?

The percentage of people employed within the Borough and the percentage of 18-24 years not in employment, education and training in the Borough continues to perform better than the rest of London and England. The numbers of Job Seekers Allowance claimants aged between 60-64 years within the Borough continues to reduce in the six most deprived wards. The performance demonstrates the focus on getting people into jobs and the continuing success of the Croydon Works programme.

There are still challenges in relation the level of skills and qualifications in the Borough to maximise the opportunities within the job market. Through the Croydon Works programme, the Work and Health Programme and '100 Apprenticeships in 100 Days', the Council continues to focus on ensuring that all Croydon residents have access to good quality employment opportunities whether that is through education, training or support for job readiness.

The key actions that the Council has taken to deliver this outcome include:

- Created the environment for thousands of new job opportunities to be made available for local people.
- Successfully met/exceeded targets for ensuring the employment of people from the following groups; people with disabilities, care leavers, people aged 50+, lone parents, ex-offenders and those considered homeless.
- Successfully met/exceeded targets for lowering the level of NEET and increasing the number of apprenticeships recruited by LBC.
- Launched the Work and Health Programme to support people who are long-term unemployed (2+ years), have a health condition or disability, or who are from a number of identified disadvantaged groups into sustained employment.
- Supported 123 residents into construction jobs on key development sites and more residents into sustainable employment via the Croydon Works service.
- Planning applications have been approved with over £380k to deliver employment and skills outcomes for residents and approximately 120 jobs ring-fenced for local people on developments in Croydon.
- Grown our 'Choose Your Future' campaign to raise young people's aspirations and increase their opportunities.

The case studies on the next page highlight the work supporting this theme:

Case Study: Work and Health Programme

Better Working Futures – The Work and Health Programme, is an employability support programme which aims to support people who are long-term unemployed (2+ years), have a health condition or disability, or who are from a number of disadvantaged groups into sustained employment. The programme was developed to improve on previous employability programmes which are widely deemed to have failed those furthest from the labour market. Priority groups include individuals with declared disabilities as defined in the Equality Act 2010, refugees, victims of domestic violence and young people in gangs.

The programme is delivered across the five South London Partnership (SLP) Boroughs (Croydon, Merton, Sutton, Richmond and Kingston) by Reed in Partnership. Croydon Council is responsible for managing the contract. The programme aims to meet local priorities, and reflect local needs.

The service is flexible and provides personalised advice, skills training, health support and job search support to eligible residents across the South London Partnership boroughs. The programme also helps those interested in self-employment, and has specialist self-employment advisors who can help with developing business plans.

Referrals to the provider by Job Centre Plus (JCP) across the SLP Boroughs. Reed in Partnership engages with individuals to understand their barriers to employment' including: mental and physical health conditions, educational needs and homelessness, and works with them to devise personal action plans which will address these barriers and move them closer to employment. There is also the option to refer participants to sub-providers who can offer specialist support services. The programme also integrates

with local services and local health provision such as public health, housing services, adult social care etc, to ensure participants receive holistic support. The programme equips participants with the tools and knowledge they require to manage their conditions and make lifestyle changes that will improve their wellbeing, support employment and change their lives for the better.

To date, the programme has achieved the following:

- 2,145 referrals;
- 1,245 starts to programme;
- 257 job entries;
- 68 lower learnings outcomes; and
- 19 higher earnings outcomes.

“I am really glad that I have been accessing this service, as it is not only supports me in finding work but also on a more personal level in relation to health issues.” Charmaine, a resident who successfully completed programme



Case Study: Croydon Apprenticeship Academy – “100 Apprenticeships in 100 Days”

The Croydon Apprenticeship Academy was born out of a need to engage Croydon residents furthest away from the job market in apprenticeships, and create awareness of the various career pathways available via the apprenticeship route.

There has been a significant dip in the number of apprenticeships taken up since the Apprenticeship Levy was introduced in England in April 2017 (76,000 fewer apprentices recruited in the period August – January 2019 than in the same prior to the Levy). The reputation of apprenticeships has been improving as compared to previous years, but in Croydon in particular, there was still a clear lack of awareness about apprenticeships.

The academy is a partnership of businesses, training providers, external and internal referral partners led by Croydon Council to offer local residents opportunities to develop the relevant industry skills and experience today that will be needed in the future. The project was launched with an ambitious scheme to fill 100 apprenticeships among partners within 100 working days. The scheme will enable Croydon employers to increase productivity and reduce training and recruitment costs by employing and developing skilled and motivated local apprentices.

The campaign was led by the council and delivered in collaboration with training providers, schools and employers collectively the Croydon Apprenticeship Academy. The partners involved include Health and Care Management Ltd, Pension Protection Fund, Govia Thameslink and other Small and Medium Enterprises, including: Price Building Solutions, and Fashion Media and Music Pop-up. Partners were supported by a number of diverse referral partners from Department of Work and Pensions, Youth Engagement Services as well as community organisations and charities including; Croydon Drop In, Crisis, Croydon BME Forum, and Disability Croydon Action Group. There were a number of training providers involved in the “100 in 100” scheme including: Croydon College, London Orbital South, London Learning Consortium, All Inclusive Training, JACE Training, Let Me Play Education, Lifetime

training, and Croydon Adult Learning and Training (CALAT). The bulk of recruitment was handled by the council’s job brokerage service; Croydon Works.

The soft launch of the campaign took place during National Apprenticeship Week at a business lunch spear-headed by Croydon’s Business Engagement team. The campaign aimed to raise awareness and promote apprenticeships among some of our key priority groups. Several events were held in the community to raise the profile of the campaign and attract applicants, which was in turn raised the profile of apprenticeships across the Borough. 40 JC Decaux poster sites were used during the October 2019 to promote the campaign, and the different industries that apprenticeships could be undertaken in. During the same month, the Council also held a roadshow and hosted an event during Black History Month targeting young BAME individuals. The Council also promoted the campaign via its social media channels and encouraged its partners to share and promote.

The 100 in 100 campaign was a great success, with well over 100 apprenticeships filled. The campaign saw far more applications from people with disabilities, including three residents with Education and Health Care Plans who were shortlisted, two of whom secured employment.

Vacancies are still being advertised off the back of this campaign which shows the viability of the Croydon Apprenticeship Academy and its support for those furthest from the job market.

Through the Councils Levy Transfer offer apprentices who would have otherwise lost out on their apprenticeship due to funding caps were able to have all their training costs covered and remain with their employers. The Council was able to commit to fund 30 such apprenticeships.

Training streams and short courses were identified and developed with our training provider partners, including a catering and hospitality programme with Croydon College and Michelin star chef John Malcolm.

120 people were placed in apprenticeships as a result of the 100 in 100 campaign and more are continuing to be placed as we go forward with the Apprenticeship Academy in 2020. Croydon Council were able to directly recruit a total of 11 apprentices - these included 6 BAME, 5 women, 1 with Special Education Needs and 1 care leaver. The Council have already identified 4 roles to be filled in the first quarter of 2020 which will target care leavers.

“The 100 in 100 scheme and Croydon Council have given me a really good opportunity. I was really just keen to get the experience and training but on top of that I’m also getting a great salary and all the staff benefits of a regular employee.”

Apprentice, Land Based Service Engineer, South Norwood

“I am delighted to have been recruited in the Croydon 100 in 100 campaign. I am basically on the career ladder, and the only way is up from here. I have been well-taken care of and supported throughout my apprenticeship journey. I will 100% recommend young people to consider the apprenticeship route seriously. I am excited to see where it goes from here.”

Victoria - HR Apprentice, Croydon Council



Case Study: 'She Constructs' Programme

The construction industry is suffering from various skills gaps. It is also suffering from a lack of representation of women in the workforce. The Construction Industry Training Board (CITB) "Pathways to Construction" programme is focused on filling these gaps by getting women more involved in construction. In addition to this, the Council is running a project to support the long term unemployed into construction.

The construction industry is not just about working on site and plying trade, it is made up of roles including: quantity surveying, building surveying, project management, site management, architecture and health and safety. Full-time positions including apprenticeships are also available.

'She Constructs' is a construction initiative designed for Croydon women. Working in conjunction with some of Croydon's largest construction and development companies Croydon Works will deliver a 4 week programme, aimed at women interested in propelling or forging a career within the construction sector. Included in the programme is employability training - those completing the programme are trained in level one health and safety, networking opportunities for participants and employers, Construction skills Certification Scheme (CSCS) card training and test - which identifies the holder as someone who has had the required training to safely enter and move freely on a construction site, in addition to a guaranteed 2 week work placement. Course attendees will also have the chance to join construction associations that represent workers and offer additional training courses.

The Council has undertaken outreach work with external partners such as: job centre plus, charity organisations and referral partners to gain interest. They have also started an online marketing campaign. Additionally, construction companies with section 106 (s106) agreements (private agreements made between local authorities and developers) have been approached to assist with work placements and job opportunities. This has led to some positive results, for example Henry Construction, the contractor for Brick by Brick who have s106 obligations, offered a resident a work placement which has resulted in her securing a permanent position.

The programme will help create new career paths for residents as well as upskilling those already in employment.

The programme has just completed two cohorts with a total of 15 participants - 4 of whom have completed training, and 3 have secured employment. The programme is on target to support women into gaining new employment and aims to attract more women from diverse backgrounds to the industry.



► THEME 2: CHILD POVERTY

LEAVING NO CHILD BEHIND

EQUALITY OBJECTIVE

To reduce the rate of child poverty especially in the six most deprived wards.



Why we chose this equality objective?

Nationally there has been an upward trend in child poverty over the last three years with the impact of welfare reform and benefit freezes challenging the ability to combat child poverty locally. Families on the margins of poverty are often dependent on in-work and out-of-work benefits. Changes in the benefits system have a significant impact on child poverty rates which can hide the impact of local initiatives.

Child poverty varies significantly across the Borough. Although the overall proportion of children in poverty had fallen, the areas with the highest rates of child poverty had remained the same namely: New Addington, Fieldway, Broad Green, Selhurst and Thornton Heath. Almost four times as many children live in poverty in Fieldway (30%) than Sanderstead (8%).

Welfare reforms have further compounded the situation for many of those who already find it difficult to make ends meet. The Opportunity and Fairness Commission found food banks around the Borough were struggling to cope with the increase in demand from people who were in need. At a time when money was tight, many got into debt and turned to payday loans or hire purchase. Citizen Advice in Croydon told the Commission that after benefits, tax credit and housing issues, debt represented their third biggest case load.

Tackling the socio-economic determinants of health such as: jobs, homes, social cohesion, education and income are key to reducing the inequalities in early years that become the inequalities in health and life chances.

What has happened?

The Council has collaborated with a range of partners to undertake a number of initiatives and approaches which have contributed towards combating the impact of child poverty. The key actions include:

- Being recognised as being the 2nd best Borough (out of 33 London Boroughs) for leading the way in tackling food poverty.
- Worked in partnership with Family Action to provide Holiday Food and Fun – delivered a programme of activities and food for children and parents in Croydon in the holidays to reduce summer holiday food insecurity.
- Supported the government Healthy Start programme to help low income families with children under 4 years old. The Council provides vouchers to families to spend on fresh and frozen vegetables, fruit, milk and infant formula and vitamins.
- Improved the implementation and uptake of free school meals.
- Become and accredited Living Wage employer.

The case studies on the next page highlight the work supporting this theme:

Case Study: Croydon Holiday Food and Fun

In May 2019, Croydon and national charity Family Action were awarded £657,000 of Department for Education (DfE) funding to offer free holiday provision for disadvantaged children throughout the summer holiday (Jul-Aug 2019). Croydon was one of only 11 local authorities in England to be successful in this bid and was the only authority where a coordinated approach to holiday provision did not already exist.

The funding enabled the creation of the Croydon Holiday Food and Fun (HFF) model, where local schools and community and voluntary sector organisations were awarded grants and supported to run holiday programmes that included healthy food, physical activities and enrichment activities.

Holiday clubs provide a free meal during the holidays to help those who may go without and help relieve the pressure on many families. They can also help parents continue to work during the holiday, without the financial cost of childcare.



Why was it delivered

- Croydon is in the highest national 25% of children eligible for Free School Meals (FSM) at 19.8% (11,483 children).
- 22% of children live in poverty (before housing) and 31% (after housing) End Poverty UK data.
- 24% of Croydon residents are in low paid employment - London average 21%.
- Average 8 score attainment for children on FSM is 37.6%, the 6th lowest score for FSM children across London.
- 6 of the Borough's 220 LSOAs are among the country's 10% most deprived; 47 are in the 20% most deprived.
- 38% pupils at Year 6 are above a healthy weight.



Holiday Hunger

Many of the children in deprived areas of Croydon are at risk of what is known as "holiday hunger" this is where there is an absence of free school meals, physical and enrichment activities.

Croydon is aware that this is an increasing problem, the summer 2019 Croydon Holiday Food and Fun programme ensured healthy nutritious food was accessible to children at risk of holiday hunger. Schools, charities, community centres and youth clubs offered free nutritious food and activities for children in deprived areas over the holidays.

Case Study: The HFF holiday club model

As a requirement of the DfE funding, delivery partners were required to offer the following:

- A holiday programme running across 4 weeks, with a minimum of 4 hours on 4 days of each week.
- A universal programme (to avoid stigma) with priority given to pupils eligible for FSMs.
- A healthy meal, snacks and drinks, all meeting the School Food Standards.
- At least 1 hour of physical activity, split across each 4 hour session.
- Enrichment activities to encourage learning, communication and fun.

The aims and objectives of the Croydon Holiday Food and Fun programme were to:

- Ensure there is enough good-quality free holiday provision to meet the demand from children eligible for free school meals (FSM) in the Borough during the 2019 summer holidays.
- Develop a more efficient and coordinated approach to free holiday provision for Croydon's disadvantaged children.
- Explore models for sustainability of provision in future school holidays.

Additionally in Croydon, the delivery partners were asked to:

- Plan programmes in wards with the highest number of pupils eligible for FSM (free school meals).
- Offer priority places to key local target groups. Key local target groups: Looked after children, Families in emergency accommodation, SEND pupils and families.
- Families of pupils above a healthy weight.
- Offer a family programme, where practical, to ensure whole families could attend.
- Offer SEND focused programmes, where practical, and receive additional funding to do so.
- Offer parent support services through signposting or hosting drop-in information sessions led by local specialists.



Case Study: Programme outputs

- 79 four week Holiday Food and Fun programmes ran over the summer.
- 50 delivery partners were successful in their bids and went on to deliver the 79 Holiday Food and Fun programmes.
- 4646 school aged children and young people attended Holiday Food and Fun programmes in Croydon.
- 537 parent/carers attended programmes.
- 1,297 sessions ran over the summer period with an average of 27 young people at each.
- 24 programmes ran for whole families.
- 13 programmes were SEND focused.
- 18 programmes were delivered in local schools.
- 35,000 meals were served across the programme.
- 13,000 meals were provided by Akshaya Foundation.
- 20 parent sessions delivered (debt, welfare rights, benefits and housing support and school readiness).

The webpage advertising provision, had over 19000 views over a 7 week period

"This scheme has been a Godsend. I am a mother on universal credit and without this I would have been so depressed. I have 5 children under 5 and unable to get out. There is fellowship, there is support, and there is education and laughter. I am so grateful for this scheme".

"Because of this, I am able to relax and enjoy work and the money I have saved from not having to find childcare has meant that we have been able to enjoy so many more amazing experiences together as a family and not feel like I am constantly struggling to give my children what they need. Thank you!"

Parents attending HFF programme



Case Study: Healthy Start

Healthy Start is the UK's food welfare scheme for pregnant women and young children in low-income families, who are amongst the groups most at risk of experiencing food poverty.

Currently, low-income pregnant women, pregnant women under the age of 18 and children aged 1-4 years old can receive one £3.10 voucher per week to purchase fresh fruit and vegetables, milk or infant formula. Parents of children under one year old can get two £3.10 vouchers (£6.20) per week. The vouchers, which are means tested, provide a nutritional safety net, encouraging families to make healthy food choices.

Unfortunately, many families miss out on these important vouchers. As a result of low uptake, in April 2019 Croydon Council were supported by Sustain's Food Power Alliance to develop actions over the course of 12 months to improve the uptake of Healthy Start vouchers in the Borough.

The Council worked in partnership with statutory, community and voluntary organisations to raise awareness of Healthy Start. It also delivered bitesize training to staff/volunteers to support families to apply for vouchers. It promoted and marketed Healthy Start via a range of mechanisms such as flyers, social media and local newspapers. It worked in partnership with local food retailers to accept Healthy Start vouchers and improve in-store promotion of the vouchers.

► THEME 3: ATTAINMENT

LEAVING NO CHILD BEHIND

EQUALITY OBJECTIVE

To improve attainment levels for white working class and black Caribbean heritages, those in receipt of Free School Meals and Looked after Children, particularly at Key Stage 2 including those living in the six most deprived wards.



Why we chose this equality objective?

We have nearly 100,000 young people in Croydon and we as a council, along with our partners, residents and communities have a shared responsibility to give them the best possible start in life. All our major partners such as police, health services, voluntary organisations, local colleges and faith groups are signed up to making young people a key priority. We will build on this commitment by sharing our resources, expertise and intelligence more effectively to better safeguard children and young people and improve their outcomes.

Croydon's Borough profile (2015/16) highlighted that the proportion of children achieving a good level of development by age 5 was lower than the national average across England and significantly lower for children from poorer backgrounds. Poor levels of literacy and language among a family can have a detrimental impact on early learning and development that result in greater exclusion later on in life.

Despite improved attainment among children and young people in Croydon, gaps remained difficult to close for BAME (Black and Minority Ethnic) children, disabled children with special educational needs and those receiving free school meals, especially those who were carers and living in the most deprived wards in the North of the Borough and in New Addington and Fieldway. In addition, children who are looked after in care, especially unaccompanied asylum seeking children, of which Croydon has the largest number of any London Borough, experienced significant difficulties including trauma and mental health issues. For unaccompanied asylum seeking children there are also often cultural and language barriers

What has happened?

- Croydon children who were eligible for free school meals out performed children nationally and in London, with 66% of them attaining the Good Level of Development (GLD).
- Outcomes in reading, writing and mathematics at the end of KS1 were positive against national averages for our Mixed, Asian, Black and Chinese pupils.
- 60% of our Looked after Children reached the expected standard or above in combined reading, writing and mathematics. This is a 19% increase from 2016/17.
- In the 2017-2018 academic year there was an overall increase in the number of looked after children achieving the expected standard in phonics screening by 10%.
- In 2017-2018 there was an overall increase in those achieving the expected standard by 19% in combined reading, writing and mathematics.

The key actions that the Council has taken to deliver this outcome are:

- The Council's school effectiveness service working closely with schools to challenge any underachievement and support improvement, including through partnerships with Academy chains and other good or outstanding schools where necessary.
- Virtual school working closely with SEND (Special Educational Needs) to ensure the swift placement of looked after children who require a new school to be identified due to placement changes
- Continuing to ensure there are school places for all our children and young people
- Worked with schools to help them support students with additional needs and keep those students in mainstream education
- Working with schools to avoid permanent exclusions

The case study on the next page highlights the work supporting this theme:

Virtual School

The Virtual School service provides advice and support to children and young people aged 3-19 years who are Looked After. The service actively puts strategies and support mechanisms in place from the moment the child enters the care system.

The Virtual School (previously the Looked after Children Education Service) is a core service within the Council's Children and Young People's Service.

It has a tiered delivery model for Looked After Children:

- Level 1 - monitoring individual attainment, attendance, Special Educational Needs (SEN), exclusions and leading on Personal Education Plans (PEPs).
- Level 2 - individual casework including negotiation and advocacy, attendance at multi-agency meetings, assessments.
- Level 3 - individual direct work with young people through interventions in school and off site for learning (underachievement), behaviour and attendance issues.

This is particularly beneficial for Unaccompanied Asylum Seeker Children (UASC) as they can be taken into the provision whilst a school is found for them.

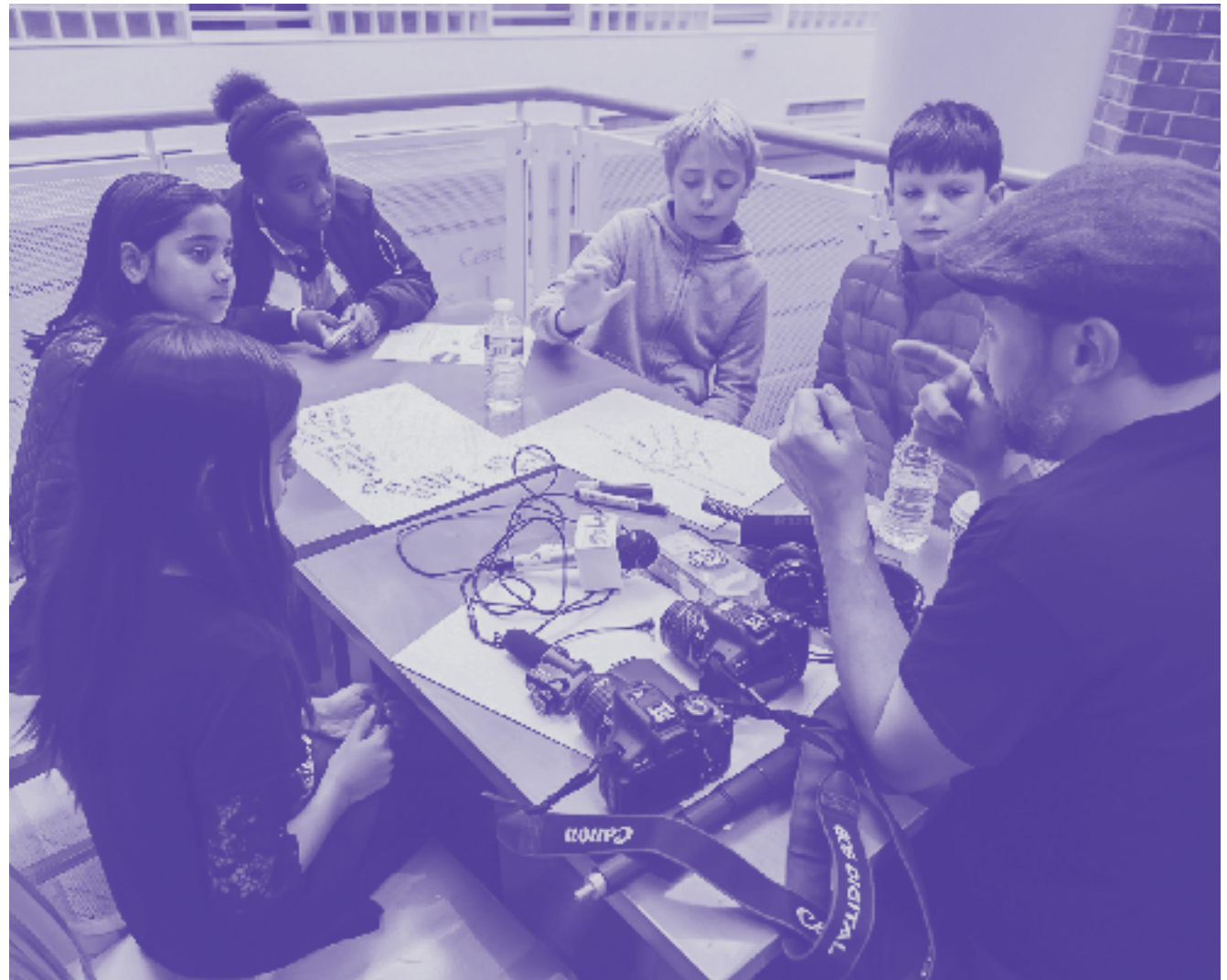
Children from Years 7 to Year 11 can attend the provision from any local authority however the priority would be for our Croydon Looked after Children.

Virtual School offers a range of subjects, namely: English, Maths, Music, Art, Cookery,

Geography and Independent Skills.

The Virtual Schools' main objective is to empower, inspire and celebrate success. As part of this process, it also;

- prepares students for mainstream school;
- identifies any behaviours or concerns, and
- supports cultural differences.



► THEME 4: COMMUNITY SAFETY

EQUALITY OBJECTIVE

- To increase the percentage of domestic violence sanctions
- To increase the reporting and detection of the child sexual offences.
- To reduce the number of young people who enter the youth justice system.



Why did we chose this equality objective?

Croydon is a diverse, friendly and vibrant Borough full of people living busy lives and helping to create supportive communities. We want to ensure that people from all of our communities feel safe.

Crime and safety is a key priority within the Croydon Corporate Plan 2018-2022. Under the theme “Everyone feels safe in their street, their neighbourhood, and their home”, success will look like:

- Work in partnership to reduce crime; including serious youth violence, domestic and sexual violence, and hate crime
- Anti-social behaviour is reduced throughout the Borough, through work with partners and local community involvement
- Public protection to ensure that residents and visitors are safe and that businesses are operating effectively to minimise risks

The Safer Croydon Partnership (SCP) is a key element in the delivery of these objectives with our partners. The Safer Croydon Partnership is part of the overarching Local Strategic Partnership, which includes other partnership structures such as the Future Place Board, Children and Families Board, Children’s Safeguarding, Adults Safeguarding and Health and Wellbeing Boards.

What has happened?

Family Justice Centre (FJC)

The award winning FJC is the Council's internal service that supports survivors of Domestic Abuse and Sexual Violence (DASV). The service has worked closely with the Metropolitan Police Service to ensure officers apply for restraining orders regarding all domestic abuse cases that reach court, whether conviction is successful or not.

Croydon has been granted another years funding for 'Drive' until March 2021, a project that works one-to-one with perpetrators. Part of the Drive project is also to look at disrupting perpetrators behaviour. This project has purchased phone tracking equipment for the police enabling the arrest of perpetrators faster.

Reducing the number of young people that enter the youth justice system

There is a huge focus on diversionary work. The Council works in partnership with the police to work with young people on Out of Court Disposals rather than formally charge and send them to court. Once identified, interventions are put in place to ensure all efforts are made at the earliest point to divert young people and sign post them to services.

There has been a 30% reduction of first time entrants (young people who have been convicted of an offence for the first time) from 232 young people aged 10 to 17 during the period Oct 2016 to Sep 2017, compared 162 young people in Oct 2017 to Sept 2018. During this period around 190 young people were diverted from prosecution. This will work towards improving outcomes and life chances for young people that enter the youth justice system

The key actions that the Council has taken to deliver this outcome are:

- Transformed the Community Safety team into the Violence Reduction Network with strong engagement with the MOPAC (Mayor's Office for Policing and Crime)
- Worked in partnership to develop a public health approach to Reducing Violence in Croydon including tackling violence and delivering interventions which support those most affected by violence
- Sustained reductions in serious youth violence falling by 21.3% reduction compared to a London drop of 4.3% when comparing April 2018 to March 2019 to the previous 12 months

- Reduction in knife crime with injury victims aged 1-24 by 26.5%
- Croydon being selected as the only London site of a new national pilot to disrupt perpetrators of domestic abuse and sexual violence
- Developed an anti-hate crime action plan with partners and launched an anti-hate crime pledge which included the successful Hate Awareness week in October 2019
- Developed a serious youth violence and knife crime action plan



Case Study: Drive

Croydon successfully secured funding from the Mayor's Office for Policing and Crime (MOPAC) to deliver a domestic abuse perpetrator intervention called Drive. The Drive model targets high harm, high risk perpetrators of domestic abuse. One of the priorities for the Mayor of London is to end violence against women and girls. This includes tackling domestic abuse at the root cause which is the perpetrator. MOPAC's vision is to roll out this intervention or something similar across London.

The main objective of the intervention is to hold the perpetrator to account for his/her behaviour and challenge their attitudes and beliefs. This is achieved via 1-2-1 behavioural change work and or disruption. The aim of the intervention is to reduce offending in order to increase victim safety.

The intervention is delivered by Rise Mutual, an organisation whose specialism is working with abusive perpetrators. The perpetrators that may be appropriate for the intervention are identified via a Multi-agency risk assessment conference (MARAC). High risk victims are referred to MARAC with the objective of a multi-agency response to safety planning and reduction of risk. The MARAC identifies a perpetrator that maybe suitable for Drive and the case is then referred to the Domestic abuse perpetrator panel (DAPP). Unlike the MARAC (which is victim focused), the DAPP focuses on the perpetrator. Partners involved in DAPP and the intervention are: Housing, National Probation Service, community rehabilitation company, children's social care, adult social care, police, substance misuse service and SLaM (South London and Maudsley NHS Foundation Trust).

Prior to the Drive programme there were no interventions available for domestic abuse perpetrators outside of court ordered activity. Currently there are 97 open cases to Drive and 68% are fully engaged with the intervention. Of the 97 open cases there are 186 victims associated with the Drive service users and 272 children.

Deputy Mayor of London, Sophie Linden is leading and promoting the work with perpetrators. The Mayor and Deputy Mayor of London have visited Croydon to discuss the progress of the programme. Croydon was featured on the news and in Grazia magazine.

Each victim is informed about Drive before any intervention with the perpetrator. The quote that is most heard from the victims are *'I just want them to get some help'*.



► THEME 5: SOCIAL ISOLATION

EQUALITY OBJECTIVE

To reduce social isolation amongst disabled people and older people.



Why did we chose this equality objective?

Being socially isolated is different to loneliness, but they are closely related. Nationally 1 in 10 of people aged over 65 said they were lonely most, or all of the time. Social isolation and loneliness affects all people across the life-course and not just older people. The Campaign to End Loneliness found 3 in 5 people who report poor health say that they are lonely some of the time or often, compared with 1 in 5 who report excellent health.

The Opportunity and Fairness Commission highlighted that not only does social isolation have a significant personal cost, but also has an implication for public services as it can lead to people needing more social and medical support. For example GPs and hospital Accident and Emergency departments had visits from people who were simply seeking someone to talk to, or because their isolation has resulted in depression or a preventable illness. In addition, people often have prolonged stays in hospital because there is no one to care for them upon discharge.

What has happened?

The development of a localities model in Croydon. The localities model aims to bring services closer to residents, embedded in local areas and better suited to the complex needs of individuals and families. Ultimately, the model supports improved social cohesion and reduced isolation. The Councils approach goes hand in hand with the local health and care integration, where partner organisations work together as 'One Croydon' toward similar aims.

The locality model includes a number of initiatives that aim to reduce social isolation directly or indirectly or contribute to improved social connectivity.

The key actions that the Council has taken to deliver this outcome are:

- Became a Dementia Friendly Borough and gained special recognition award from Alzheimer's Society, the UK's leading dementia charity, for the Borough's efforts to support people living with dementia.
- Established community led support to help individuals build on their own skills, assets and abilities and those of their friends and family; connecting people with people and with local communities.
- Established social prescribing/community referral to give GPs, nurses and other care professionals can refer people to a range of local services and activities
- Befriending service aims at elderly carers and families caring for an elderly relative. The service is made up of home visits, weekly calls and a texting service, it aims to re-connect people who are lonely and isolated.

The case study on the next page highlights the work supporting this theme:

Case Study: Dementia Friendly Borough

Examples of work already carried out/in progress:

Croydon Council – a member of CDAA, as a commissioner and a provider – Croydon Council has also made dementia friendly awareness sessions mandatory across the organisation. A blended approach, the council is working in partnership with Alzheimer's Society to enable the e-learning package to be easily available to staff alongside classroom based dementia friendly awareness sessions for people to attend if they prefer.

One Croydon Alliance – a health and care partnership between commissioners and providers with a 9 year agreement to transform services to improve the outcomes for local people. Its first commitment as part of the CDAA was to 'ensure all One Croydon partners are signed up to the CDAA as individual organisations to underpin the support for people living with dementia and their carers'. All of the five organisations that make up One Croydon Alliance have signed up to being Dementia Friendly organisations.

The Council has changed the way it commissions services to include a requirement for providers to be dementia friendly with clear evidence.

The Council held a range of events during Dementia Action Week. Events included a 12 hour knit-a-thon to create special hand muffs for people living with dementia in the Borough, a tea dance, swinging '60s event – with a 'wall of recall' and a special dementia friendly screening of Summer Holiday (1963), at Croydon's David Lean Cinema. The sessions included the opportunity for carers and people with dementia to experience hand massages and other therapies. Events had a total of 460 attendees.

Croydon Council worked in partnership with the Fire Brigade and leisure centre staff to host dementia awareness roadshows to get people thinking about how they can support those living with the condition in the community and sharing information about initiatives such as the Herbert Protocol will help to safeguard more vulnerable people in our communities and quickly return them to safety.

The Council also ran Dementia Friendly Screenings on a monthly basis at the David Lean Cinema. The screenings aim to be a fun and inclusive experience to enable people living with dementia, their families and carers to attend the cinema in a safe and welcoming environment. The lights are left on low, there are no adverts or trailers and the audience is allowed to move around or even sing along to any musical numbers if they would like to.

The Council was presented with a special recognition award from Alzheimer's Society, the UK's leading dementia charity, for the Borough's efforts to support people living with dementia.



► THEME 6: COMMUNITY COHESION

EQUALITY OBJECTIVE

To improve the proportion of people from different backgrounds who get on well together.



Why did we chose this equality objective?

Communities are changing fast in Croydon, the Borough has one of the fastest growing BAME populations in London. More than 50% of children and young people and approximately 47% of adults in the Borough are from a BAME background. More than 100 languages are spoken across the Borough. Croydon also has the largest number of unaccompanied asylum seeking children. Croydon has a great sense of community pride but social cohesion is challenged when there are poor community relations and people from different backgrounds live isolated from each other. In addition, high levels of poverty lead to people feeling that a place is unequal, and they cannot influence change or trust organisations.

The Opportunity and Fairness Commission said that residents told them that too often there was a lack of respect amongst people living in their area and insufficient shared ownership of problems. Many residents mentioned people from different backgrounds moving into their local area and their struggle to create strong integrated communities especially at times when national or international activity can cause concern locally. In addition, the Commission highlighted that while migration had brought new energy and perspectives, there was recognition that communities were isolated from each other rather than working together to tackle shared challenges. Many people told the Commission that they would be willing to do more in their local community including volunteering and wanted to participate and influence what was going on locally and across the Borough.

What has happened?

Recent national events have provided a challenging environment for community cohesion. Croydon has come together as a community to support each other with partners across the Borough and faiths showing solidarity and providing community assurance. This has included community events such as We Stand Together which provide a forum to support communities impacted by hate crime and explore issues that face different communities within Croydon. The Council has continued to support community development, capacity building and events to strengthen cohesion.

The key actions that the Council has taken to deliver this outcome are:

- Croydon's cultural events calendar continues to grow and develop, showing the best of Croydon's diverse and inclusive population.
- Increasing investment in Community Ward Budgets.

The case study on the next page highlights the work supporting this theme:

Case Study: Interfaith Bike Ride

Since 2015, the Council has worked in partnership with Wheels for Wellbeing and Faiths Together in Croydon to deliver an Interfaith Bike Ride and Picnic. It forms part of the Borough's 'Big Lunch' and 'Great Get Together' summer activities. When it started 5 years ago, we believe it was the first interfaith bike ride in the UK.

The day is usually supported by a number of organisations such as the Asian Resource Centre Croydon, 7th Day Adventist Church, Addiscombe Cycling Club, Croydon Mosque and the Croydon Gurdwara.

The event consists of two elements. The first is a bicycle tour that visits dozens of places of worship, and encourages hundreds to come on a unique, healthy, two-wheeled spiritual experience. The ride is safeguarded by professional cycling instructors who provided road safety and cycling safety lessons during the course of the ride.

The second is a picnic in Park Hill where the ride ends and where members of the community come together to play games, eat food and generally have a great time. At the picnic, the attendees also enjoy free health and wellbeing workshops which are hosted by faith groups and Croydon Clinical Commissioning group.

The event sees between 25 to 50 riders each year visiting 3 or 4 places of worship in the Borough. After the bike ride, they join a further 100 to 200 attendees at the picnic. The most recent interfaith bike ride & picnic took place on Sunday 9th June 2019 and was attended by 25 cyclists and over 300 picnic goers. Up to 100 volunteers from over 30 organisations supported the event.

Participants have learned about each other's beliefs and made new friends, learnt to be safe on the road while 'riding to worship' and spent time in nature enjoying our green spaces – which some of them didn't even know existed before.

The event helps provide opportunities for meaningful involvement with community groups across the Borough. Council officers and some councillors have also joined residents to ride on this tour. Furthermore, the Mayor of Croydon, local MPs, the relevant cabinet member and ward councillors are also given the opportunity to break bread with local residents. Colleagues from the police also regularly attend the event, as does the local voluntary and faith sector who invite their service users too.

This comment from one attendee sums up what the event is all about. "... Brilliant if somewhat surreal - the sight of bearded Muslims on bikes enthusiastically shaking the hand of a rabbi wearing a Kippah, or me sitting next to a Muslim woman wearing hijab and talking to her as we ate strange and mysterious Gujarati food with a small plastic spoon in a Sikh temple packed with Sikhs who were also busily consuming large amounts of food and drink, and no sight of any money anywhere..... A day of tolerance, respect, and seeking to understand, other people's cultures and religions..."

Another participant described it as; 'a day of tolerance, respect, and seeking to understand, other people's cultures and religions'

One resident remarked; "we get to cycle and see lots of interesting local buildings which we would never otherwise get to experience"





Case Study: Holocaust Memorial Day

The Council commemorates Holocaust Memorial Day (HMD) each year to pay tribute to those that have lost their lives or lost loved ones to the Holocaust or genocide. It is an essential part of the Council objective to promote a strong, compassionate and cohesive community.

The HMD Working Group is a partnership between the Council, Faiths Together in Croydon and members of the community. They plan the annual event which consists of a candle lighting ceremony in the Town Hall foyer followed by speeches and performances. The keynote speaker is always someone with direct experience of Holocaust or genocide and the performances are made by local schools.

The event provides an opportunity for members of the community to share their stories. An example of this is when one attendee attended the event in previous years and as a result, met others and began to share his story of the Holocaust for the first time since the war. In 2019, we were honoured to have him as our keynote speaker. His story has been captured on video and an associated transcript thus providing a record of events that should never be forgotten.



► THEME 7: HEALTH

EQUALITY OBJECTIVE

To reduce differences in life expectancy between communities.



Why did we chose this equality objective?

The Annual Report of the Director of Public Health for 2018 identified a number of significant inequalities in health outcomes in the Borough. It is well accepted that inequalities result in poor health, social, educational and economic outcomes across the whole of the life course and across generations.

The Annual Report of the Director of Public Health 2019 looked at food. Within Croydon, 8,786 residents live in areas considered to be within the 10% most deprived in the whole country (3), (4). After housing costs, 30% (30,889) of children in Croydon (5), and 17% (10,701) of adults over 60 live in poverty compared to 16.2% in England (6). This will understandably have an impact on what and how people buy their food.

As our population grows it is essential to have the right levels of infrastructure in place to support those in need, as well as being able to prevent issues from becoming problems. This includes having high quality health and care provision.

Women born in some areas of Croydon are expected to live six years longer than their counterparts in other areas and for men, the difference is over nine years. There is also a difference in how long people can expect to live in a healthy state. As an example, women in Old Coulsdon are expected to live at least nine years longer in a healthy state than women in Broad Green.

What has happened?

Croydon has reduced the difference in life expectancy between the most and least deprived sections of the local population in both men and women. Life expectancy had increased for both men and women.

Number of permanent admissions to residential and nursing care homes for younger adults (16-64 years) and permanent admissions to residential and care homes for older adults (65+) has reduced.

The Council has revised the [Health and Wellbeing Strategy](#) which sets out the strategic direction for improving health outcomes in Croydon one of which is reducing inequalities.

Following a review of its approach to developing Council strategies, health impact assessments are now mandated as part of the initiation of any new strategy alongside equality impact assessments. Health Impact Assessments will ensure that the council maximises opportunities to improve health and reduce health inequalities in everything they do.

The key actions that the Council has taken to deliver this outcome are:

- Improved and reduced difference in life expectancy between communities.
- Croydon is at the leading edge of health and social care integration, with our award winning One Croydon alliance. This partnership is expanding to cover whole population and a health and care plan and a new Health & Wellbeing Strategy have been agreed.
- A strength based model called Community Led Support (CLS) is being implemented, this assists organisations to work collaboratively with their communities and their staff teams to redesign a service that works for everyone, that evolves and is continually refined based on learning.
- Investment into young persons' mental health services to support the help needed at an early stage.
- Working with the voluntary sector and communities to improve physical and mental health.
- Continuing to work to reduce ill-health, including promoting mental health and reducing inequalities in health care.
- Developed Croydon Health and Wellbeing Strategy and Health Care Plan.

The case studies on the next page highlight work supporting this theme

Case Study: The Daily Mile and the Family Cooks Programme

In Croydon, levels of childhood obesity are above the National and London averages and many children are not meeting the recommended levels of daily physical activity. Children spend too much time being sedentary and we recognise the need for many small regular changes to be made in order to support local children to live healthier and longer lives.

Increasing physical activity levels and improving children's diet are ways in which we can improve their health and wellbeing. To address this, the Council is currently supporting two specific initiatives to increase children's physical activity levels and improve their diet.

The Daily Mile

The Daily Mile is a fun, free initiative where children walk, jog or run outside in the fresh air for 15 minutes every day in their schools and nurseries. Many children will run a mile in this time, some will run less and some will run more.

Any school or early years setting can be involved in the Daily Mile. It can be adapted to suit any setting. Schools can choose how often they initially want to undertake the daily mile with the aim to encourage children to take part every day. Croydon Council's School Food Improvement Officer coordinated and promoted the initiative to schools in Croydon.

To date, 45 Croydon primary schools are currently taking part in the daily mile, approx. 18,900 Croydon children are involved. Out of those 45 schools, 33 are in areas with the highest levels of deprivation and childhood obesity - these are in the north of the Borough and in New Addington North and South.

The Family Cooks Programme

The Family Cooks project aims to support schools with high levels of obesity, to deliver their own family cookery courses to target families. Through training, the project upskills existing school staff, enabling them to deliver cookery programmes and support families to make healthier food choices in and out of school.

Two members of staff identified from the school lead the project and attended 2 days project training (1 person could be a governor or engaged parent/carer). After the training, staff identified families and invited them to attend a 6 or 10 week Family Cooks course – at a time that suited the school and families.

- 93 individuals making up 26 families completed the Family Cooks programme
- 93% of parents reported that their cooking was healthier and more varied as a result of completing the programme
- 90% of families who joined the programme, attended all sessions
- 86% of families used less fats and oil at home after the programme
- 79% of families used less sugar when cooking and preparing food at home after the programme
- 73% of families used less salt when cooking and serving food after the programme



Case Study: Palace 4 Life – Healthy Eagles

Croydon Council commission a weight management programme called Healthy Eagles, delivered by Crystal Palace.

Healthy Eagles aims to educate families on nutrition, lifestyle topics, healthy body awareness and promote positive parenting practices. They provide opportunities to take part in sport and physical activity in the community, as well as the opportunity to learn to cook healthy meals.

This programme targets children and families that are above a healthy weight and improves their healthy life expectancy as a result of increase physical activity levels and healthy eating

Tier 1 of the service supports schools and communities in areas of highest need and the Tier 2 service is a 7-10-week programme aimed at educating children and families that are above a healthy weight. They also provide healthy weight awareness training to health professionals, communities, schools and other third sector organisations.

The free Healthy Eagles programme spans across 7-10 weeks and focuses on the whole family. The service encompasses sessions on diet, physical activity and behaviour change techniques with the aim of reducing or maintaining weight. The programme works in the community with residents from all different backgrounds and helps them to integrate and support one another. Young people on the programme track their progress through their Healthy Eagles log book.

An increase in physical activity and healthy eating has been linked to children performing better in school with an improved concentration and more energy.

Over the 2 year period:

- 477 staff have been trained and 91% of staff said they had increased their confidence in raising the issue of weight with families.
- 771 Croydon Children who are above a healthy weight have been engaged with.
- 64% of those who lost weight maintained their weight loss at the end of the programme.
- 56% of completers show an improvement in healthy eating.
- 63% of completers show an increase in physical activity.
- 84% of the 158 participants in a cohort that provided ethnicity information were from a black, Asian or minority ethnic background.
- 5,900 families are estimated to have engaged with tier 1.





► THEME 8: OUR WORKFORCE

EQUALITY OBJECTIVE

To create a modern and diverse workforce that is representative of the communities we serve and building and further developing a valued, engaged and motivated workforce.

As a council we have committed to:

- Ensuring the council has a representative workforce.
- Providing staff with training and support to enable them to manage and/or work within a diverse workforce.
- Addressing any unfair treatment in the workplace relating to any of the 'protected characteristics'.
- Recognising the contribution of the staff network groups and supporting their work.

Why do we monitor the workforce?

The workforce profile provides a valuable source of data about the Croydon Council workforce, that:

- Provides evidence the Council is meeting its general equalities duty to: eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations.
- Supports delivery of some of the Council's key workforce objectives and values, most notably: a modern, diverse and inclusive workforce that is reflective of the Borough's community; and the attraction, recruitment and retention of talented staff and leaders.
- Alongside other sources such as staff survey results and organisational health monitoring, informs and delivery of workforce planning priorities including the development of HR policies and procedures and learning and development planning.
- Is a resource to help monitor workforce performance and provide benchmarking information to assist workforce planning and equality impact analysis.

Workforce representation by protected characteristics

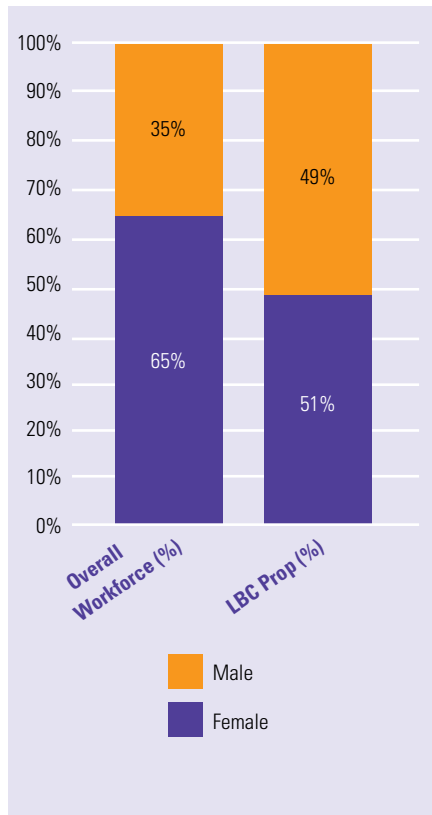
Our breakdown of the workforce is mapped against Croydon residents' 2011 census statistics regarding gender, ethnicity, disability and religion characteristics. Whilst Croydon has a positive gender mix, there is more to do on ethnicity and disability if we are to meet our aspiration of employing a workforce that is representative of our communities. We have made progress in increasing disclosure rates for ethnicity and disability, sexual orientation and religious belief within the last twelve months and will continue to run campaigns to encourage our staff to share their data. We are taking our efforts to increase disclosure seriously, and intend to focus in particular on improving ethnicity and disability disclosure rates by using best practice and consulting behavioral techniques to provide greater accuracy for our workforce planning and monitoring.

It is useful to highlight the levels of staff who have declared that they prefer not to say in respect of protected characteristics. We will be exploring via the councils culture board why individual staff may be reticent to declare and to stress the benefits of insight and understanding to inform initiatives to improve representation at all levels.

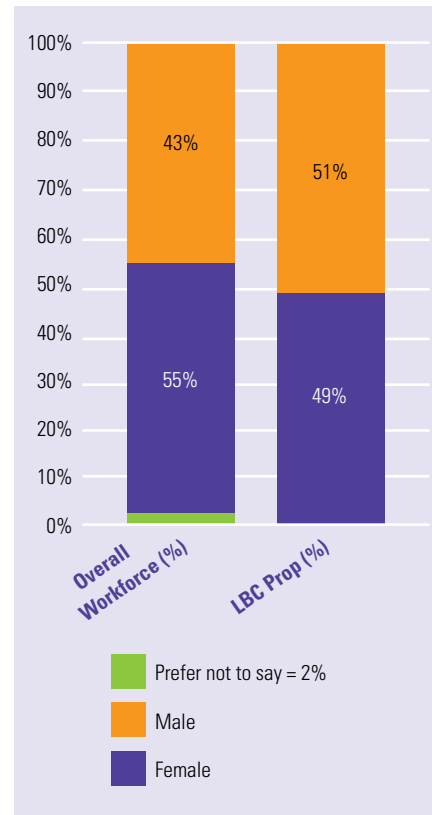
Our current non-disclosure rates for the protected characteristics below are as follows:

Ethnicity: 25%
Disability: 30%
Religious Belief: 31%

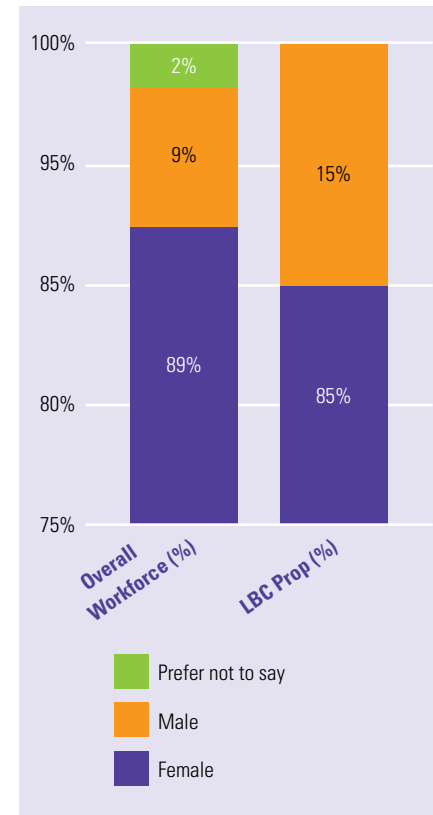
Gender



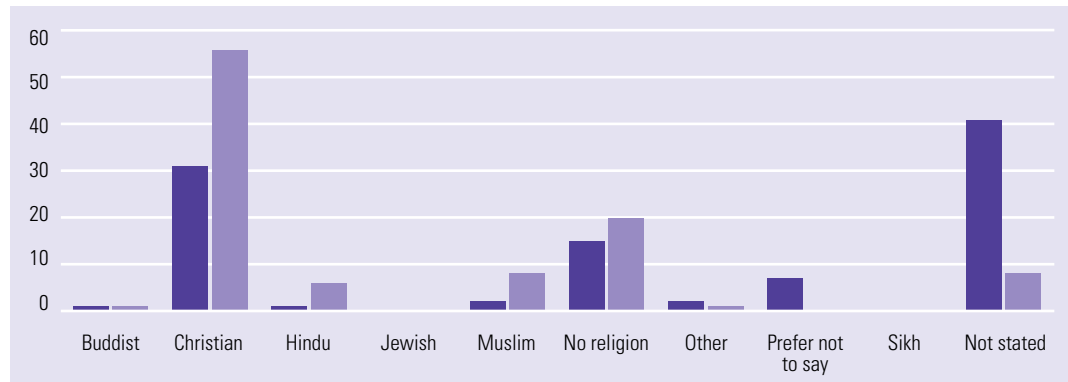
BME



Disability



Religion



The 2011 census did not collect information from respondents on sexual orientation or gender identity, therefore the council does not have a community comparator to map against. However the council undertakes workforce monitoring on sexuality and has collated data over the last 5 years (see chart below).

During this monitoring period we have seen a small but positive increase in LGBT representation and a decrease in those electing to prefer not to say. The council also achieved a positive outcome in the stonewall index, placing it 101st out of 445 employers in 2019, its highest rating so far.

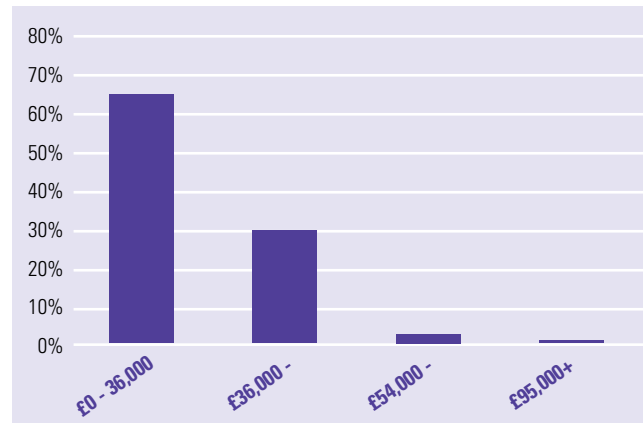
The council has reviewed and updated terminology to describe sexual orientation categories referencing the latest Stonewall guidance and advice.

	LBC 2013		LBC 2014		LBC 2015/16		LBC 2016/17		LBC 2017/18		LBC 2018/19	
Bisexual	8	0.30%	9	0.30%	4	0.15%	8	0.38%	10	0.49%	15	0.65%
Heterosexual	2,270	71.50%	2,117	71.40%	1,714	63.36%	1,606	76.19%	1,572	76.72%	1,839	79.37%
*categories recorded were gay or lesbian'	45	1.40%	38	1.30%	28	1.04%	37	1.76%	38	1.85%	50	2.16%
Other	0	0.00%	0	0.00%	85	3.14%	66	3.13%	59	2.88%	52	2.24%
Prefer Not To Say	854	26.90%	803	27.00%	874	32.31%	391	18.55%	370	18.06%	361	15.58%

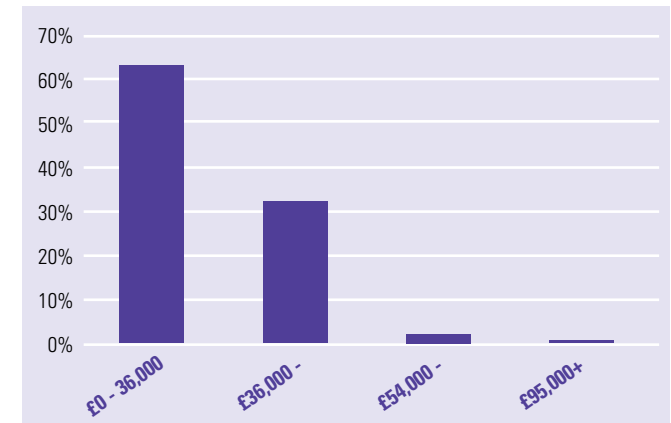
Equalities profile by earnings:

It has already been highlighted that the workforce at Croydon is not yet representative of its community in respect of ethnicity and disability. The equalities monitoring of our workforce further indicates that there is also an under-representation within the workforce across salary ranges, with a negative funnelling of representation for BAME staff at senior level. It is interesting to note a more positive distribution for staff declaring a disability. From 2018-19 several senior staff were appointed which may positively influence diversity at this level but it is recognised that underrepresentation still exists.

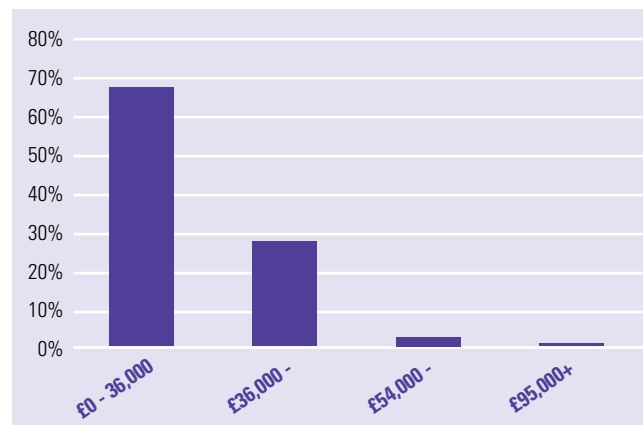
BME Staff by Salary Range



Female Staff by Salary Range



Disabled Staff by Salary Range



LGBT Staff by Salary Range



NOTE: data shows positive declarations on protected characteristics

Gender Pay Gap Reporting:

From 2018 it became a legal requirement for the Council to publish its gender pay gap workforce data. A gender pay gap compares the difference between how much people from one gender are paid on average compared with people from another gender. A pay gap shows whether the male gender is on average occupying higher paying roles than the female gender. It is not a comparison of pay between people doing the same work.

For the 31st March 2019 the Council will report a mean gender pay gap of -2.9%% and a median gender pay gap of 1.9%. This means that for the first time female staff are paid (on average) higher hourly pay rates than male staff.

This compares favourably in comparison with other local authorities and regional statistics. The pay gap figures have decreased by 4.5% (mean) and 0.7% (median) since 2018. The pay gap figures will be reported on the government portal and the council's website by 30th March 2020.

The Council has also published pay gap data for disability and ethnicity characteristics. Further details will be published on the Council's website by 30th March 2020.

Disability and Ethnicity Pay Gap Reporting

The actions we have taken to improve ethnicity and disability diversity have had a positive impact on pay gap figures, in the last two years.

Figure 8 shows all pay gap data (gender, ethnicity and disability) from 2018-19.

- All pay gap figures (gender, ethnicity and disability) have reduced since 2018.
- Disabled employees hourly pay rates now exceeds non-disabled employees hourly pay rates calculated as mean or median figures.
- Disability representation within pay quartiles largely reflects their workforce representation.
- Ethnicity pay gap figures have reduced by 1% (calculated as a mean figure) and 2.5% (calculated as a median figure).
- BAME representation in pay quartiles has mainly increased from 2018-19.

Year	Type of pay gap	Gender	Ethnicity	Disability
2019	Mean ordinary hourly pay gap	-2.9%	8.7%	-4.0%
2019	Median ordinary hourly pay gap	1.9%	6.3%	-5.5%
2018	Mean ordinary hourly pay gap	1.6%	9.7%	2.7%
2018	Median ordinary hourly pay gap	2.6%	8.8%	0.6%

Figure 8: Table showing pay gaps calculated for gender, ethnicity and disability in 2018 and 2019.

What are the key successes?

Our workforce profile illustrates that although our workforce is not yet fully reflective of the population we serve, we are seeing changes in our workforce as a result of a variety of initiatives.

These include:

- Staff diversity network groups: we have six staff diversity network groups within the council who have supported change to our workforce profile by their visibility of staff diversity through awareness raising events, communications campaigns and role modelling. They have also worked actively with the community in activities such as volunteering and event promotions.
- All staff diversity group network chairs sit on our Culture Board which is held monthly and chaired by the Chief Executive. The Board includes Staff Ambassadors and senior management representatives. The Culture Board aims to set the direction for improving culture and oversee all the changes within the council to ensure that we “create an organisation where talent can flourish”.
- The council was assessed against the Equality Framework for Local Government (EFLG) in 2019. This assessment was against five equality areas including workforce diversity as part of the ‘skilled and committed workforce’ performance measure. The council was awarded ‘Achieving’ level highlighting the solid diversity and inclusion foundation we have built. This assumes that we have key equalities policies and procedures and set up systems, to monitor delivery. The ‘Achieving’ level focuses on how well we implement these systems, policies and procedures in our practice.
- During 2019, the council undertook a baseline qualitative and quantitative analysis of the workforce to inform our workforce strategy. This included a commitment to review and update our policies including discretionary and annual leave. We also will update and review our flexible and agile working policy.
- Staff Survey: in 2018 over 75% of staff completed the staff survey which was the highest ever level of response. The results indicated that over 80% of staff indicated satisfaction with their role and over 90% were proud to work for Croydon. The council is working via Culture Board to address challenges that have been raised including improving ICT and increasing consistent management practice. Feedback from this survey led to the development of the councils’ Workforce Strategy programme which sets specific and measurable targets for us to achieve from by 2022 (see case study).
- To address inequalities in diversity at middle and senior management levels, leadership programmes have been implemented specifically for employees who are women or of BAME ethnicity. We are currently developing a leadership programme for employees with disabilities to continue to address inequalities.
- In 2018 we started a campaign within the council to increase levels of disclosure of equality characteristics by employees. By 2019, levels of disclosure showed marked improvement for characteristics including disability (8% increase); sexual orientation (4% increase) and religious belief (5% increase).
- Timewise Accreditation: we are now accredited (since December 2016) as a Flexible Working Borough and are continuing to advocate and promote flexible and agile working for our existing workforce and potential employees.
- Disability Confident Employer: we are accredited as a Disability Confident Employer (since 2017) and have continued working with our Disability Network Group internally and with the community in promoting good practice and training managers.

- ENEI awards: we achieved the Employers Network for Equality and Inclusion award for 'Overall Public Sector Winner' in 2018. In 2019, the council was Highly Commended in the Representative Workforce category which outlined the leadership and development initiatives progressed to increase the representation of BAME groups and women in senior roles.
- Stonewall Workplace Equality Index: 2019 marked our highest placing for Stonewall. We achieved a placing of 101 out of 445 employers entered, placing us in the top 25% of employers.
- REBA (Reward and Employee Benefits Association) Health and Wellbeing Awards: In 2019 we achieved the award for 'Innovation' from REBA in recognition of the ground-breaking work the Menopause Steering Group (a subgroup of the Women's Group) has undertaken to spread awareness and provide resources support to women in the workforce who have been impacted.

The key actions that the Council have taken to deliver these outcomes are:

- Supporting and developing our staff network groups
- Becoming a 'default' agile working employer since 2016 and enabling new employees to request formal flexible working patterns from the start date of employment
- Improving and promoting our policies around family friendly leave, unpaid leave and offering up to ten days purchased leave
- Assisting employees with leave for family issues including caring, premature birth and parental bereavement

What Next

Based on the data above there will be focus in the following areas in the future:

- To have our workforce profile at divisional level be at least 70% reflective of the community we serve including declared ethnicity, gender, disability and sexual orientation
- Understanding and tackling the issues regarding low numbers of BAME in senior management roles.
- Encouraging higher disclosure declarations to aim towards 85% targets particularly around ethnicity, disability and sexual orientation.
- To have representative participation in leadership programmes from all protected characteristics

The case studies on the next page highlight work supporting this theme



Case Study: Workforce Strategy Development

In 2018 the council launched a Staff Survey which was completed by at least 75% of the workforce. Although the survey indicated a high level of satisfaction with their role and working for Croydon by the majority of staff, issues regarding inclusivity and engagement did emerge.

We were also aware that the development of a workforce strategy would support the commitments made to our residents in the Croydon Council Corporate Plan and would provide a clear promise to our current and future workforce to make the experience of working for us an inclusive, productive and happy one.

To develop the strategy from an informed basis, a baseline assessment was commissioned in 2019. The baseline assessment was conducted in two phases including the review and analysis of our current workforce data, followed by engagement sessions and workshops with our staff to test and provide insight into workforce experience.

During 2019, 49 workshops were held with 501 people attending these for a face-to-face session. We also received 323 online entries and in total had more than 5,000 comments from staff.

This baseline assessment identified themes and actions that would be most impactful to accelerate the progress towards an inclusive organisation and align with the development of the council's workforce strategy.

There was recognition of the things the council already does well to make positive change to our representative profile but also highlighted that there are perceptions and practice that need more attention to make the progress we aspire to.

The key contextual parameters from this work are that as a Borough we are changing and growing our resident base and profile to be highly diverse with one of the youngest profiles in London.

By contrast the council staff profile, whilst showing progress towards a workforce that matches its community, still has a way to go. Over the last six months, the Council has seen a positive change in the profile of its leadership, this is a visible demonstration of our changing culture, as more inclusive. However it is clear that more needs to be done to achieve positive representation across all levels in the Council.

Key areas of impact will be to improve the recruitment process to positively support further change in levels of black and ethnic representation at senior and middle manager levels. In addition, there will be a focus on building managers accountability to increasing levels of staff engagement and inclusivity, whilst developing their skills and confidence in implementing the council's core values.

The workforce strategy for 2019-2022 was published in November 2019.

It refers to five key priorities:

Priority 1: Attract, recruit and retain talent

Priority 2: Improve engagement and well-being

Priority 3: Improve workforce equality, diversity and inclusion

Priority 4: Develop and grow outstanding leaders and managers

Priority 5: Develop a high performance, innovative, creative and achievement culture

Each priority highlights:

- The actions the council intends to do
- What we will do first

Key performance indicators are also given at the end of the strategy with specific targets for all five priorities to achieve by 2022.

Information is also given as to how the strategy will be reviewed with progress being published and reported to the council's Culture Board.



Case Study: Increasing Staff Disclosure of Protected Characteristics

The council has been committed to improving the rates of disclosure by employees of their protected characteristics to achieve an overall disclosure rate of 85% by 2022. By improving disclosure the council would be able to:

- build an accurate picture of the workforce
- ensure that all members of the workforce are treated fairly (by monitoring equality of opportunities)
- ensure that staff can be themselves at work
- make sure the workforce strives to reflect the community we serve
- ensure that our policies are not indirectly discriminatory

As a council we also wanted to be accurate in our reporting of the diversity of our workforce as this would help us in planning new initiatives and campaigns.

We were aware that there were several obstacles to staff completing their equality data which included:

- Lack of awareness by staff that their data was incomplete
- Lack of knowledge (of the self-service system) by staff regarding how to complete their data online
- Lack of insight by staff into why completing this data was important
- Suspicion regarding the confidentiality of the data

We were aware that our disclosure levels were particularly disappointing (as at June 2018) for areas such as

- Disability (approx. 38 % non-disclosure)
- Religious belief (approx. 36% non-disclosure)
- Sexual orientation (approx. 34% non-disclosure)
- Ethnicity (approx. 25% non-disclosure)

As a way to tackle this issue a specific campaign to increase levels of disclosure was crafted aiming to focus on specific areas and bring Disability, Religious belief and sexual orientation disclosure levels up to around 75 -80% and Ethnicity up to 85%.

In autumn 2018 and during spring 2019 an intranet and plasma screen campaign was launched with the collaboration of Internal Communications, Human Resources and Staff Network Groups.

Information was clearly presented to staff detailing:

- How to check and update equality information
- Why it was important to do so
- Who would be able to see this information
- Asking everyone to check their data and personal contact information no matter how long they had been employed
- How the data would be used

Also included were screen shots detailing how data could be updated and an FAQ's document with answers to questions about disclosing equalities data.

Staff network groups (who comprise approximately 30% of the council) also sent out communications to staff reminding them of the importance of disclosure.

Black History Month was held in October and several 'drop in' sessions were held in October and November to encourage staff to update their equality records at that time.

Additionally, from September onwards all diversity events included a reference to disclosure in all their communications to staff.

In November, 2018 The Chair of the Mental Health Network also drafted a piece about her working life and the interaction with her physical and mental health entitled 'Why updating your One Oracle equality data helps everyone'.

In December 2018 – January 2019, the HR Equalities and Policy Manager sent out personal emails to all staff who had joined the council from 2014 – 2016 encouraging them to check and update their equalities data.

From October onwards reports were produced every two weeks to measure the levels of disclosure and non-disclosure rates for specific categories (ethnicity, religion, sexual orientation and disability). Increases in disclosure rates have been observed from June 2018 – March 2019.

Non-Disclosure Rates: June 2018 – March 2019

	June 2018	February 2019	% change
Ethnicity	25%	25%	No change
Disability	38%	30%	+ 8%
Religious Belief	36%	31%	+ 5%
Sexual Orientation	34%	30%	+ 4%

As we have stated our aims in our Culture Board: “Here at Croydon, our vision of the culture of the council is to **“create a collaborative, inclusive and creative environment which allows talent to flourish”**

Ultimately we aim to create an environment where staff are able to ‘be themselves’ so if they are willing to communicate openly and disclose protected characteristics this shows increasing levels of engagement and confidence in the council which will be reflected in performance levels and satisfaction surveys.

During 2020, we will move away from the terminology of ‘disclosure’ and encourage staff to ‘share their personal data’ with the council. We believe that promoting a culture of ‘sharing’ will re-inforce our aim of creating an inclusive environment with a greater focus on trust and less formality for staff.

We are taking our efforts to increase disclosure seriously and intend to focus in particular on improving ethnicity and disability disclosure rates by using best practice, and consulting behavioral techniques to provide greater accuracy for our workforce planning and monitoring.

We are also aiming to specifically target the areas where there are highest levels of non-disclosure. These include areas where staff may have limited access or use of computers. It is anticipated that by offering staff other options to share their data (such as completing manual forms), this will result in further increases in disclosure rates.





► Appendix 1

Additional sources for information on equality and inclusion in Croydon

Croydon Opportunity and Fairness Commission Report

The Croydon Opportunity and Fairness Commission was an independent Commission set up by Croydon Council in 2015. It sought to understand the challenges faced by the people of Croydon and put forward recommendations that would help create a fairer and better place to live. You can obtain a copy of the report by clicking the link below.

www.croydon.gov.uk/sites/default/files/articles/downloads/Croydon_Opportunity_%26_fairness%20Commission_final_report.pdf

Croydon Observatory

The Croydon Observatory provides access to data and information about Croydon. It is an information sharing, mapping and reporting website that can be used by anyone. The observatory contains links to key strategies, information on the Borough's demographic profile which can be broken down easily into ward profiles. The site also includes data broken down by protected characteristics as outlined in the Equality Act 2010. Please click link below to access the observatory.

www.croydonobservatory.org/

Equality and Inclusion Policy 2016-20

The council's ambition is to make Croydon a stronger, fairer place where no community is held back. It acknowledges its statutory equality duty as a Public Sector employer under section 149 of the Equality Act 2010.

It recognises it has an important community leadership role and will use this opportunity to advance equality, fairness and community cohesion as well as to improve the social and economic environment in the Borough.

Please click link below for a copy of the Council's equality and inclusion policy.

www.croydon.gov.uk/sites/default/files/articles/downloads/Equality%20Policy%20Statement.pdf

Workforce Profile 2017-2018

The workforce profile provides a valuable source of data about the Croydon Council workforce that provides evidence the Council is meeting its general equalities duty to: eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity; and foster good relations.

Please click link below for a copy of the Councils workforce profile.

www.croydon.gov.uk/sites/default/files/articles/downloads/Workforce%20Profile%20-%202017%20-%202018.pdf

Gender Pay Gap Report

A gender pay gap compares the difference between the average hourly pay of women and the average hourly pay of men. In accordance with gender pay gap reporting guidelines, Croydon Council included 3,165 people in the scope as eligible for reporting on 31st March 2018

Please click link below for a copy of the Councils gender pay gap report .

www.croydon.gov.uk/gsearch?query=gender%20pay%20gap%20report%20

Ethnicity and Disability Pay Gap Report

The ethnicity pay gap compares the average hourly pay of disclosed BAME (minority group) and white (majority group) employees.

The disability pay gap compares the average hourly pay of disclosed disabled (minority group) and non-disabled (majority group) employees.

Please click the link below for a copy of the Councils ethnicity and disability pay gap reports.

<https://www.croydon.gov.uk/sites/default/files/Croydons-Ethnicity-Disability-PayGap-March20.docx>

EQUALITY ANNUAL REPORT

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