



Equalities & Cohesion Strategy 2009 - 2012



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Foreword by Cabinet Member for Community Safety and Cohesion, Cllr Gavin Barwell



I'm pleased to introduce Croydon's first Equality and Cohesion Strategy covering the period 2009 – 12. The strategy brings together in one document everything the Council intends to do to help make Croydon a place people feel they belong to and where everyone has the opportunity to live their life free from prejudice and discrimination.

The Council has a key role to play in making this aspiration a reality. As an employer, we want to attract the best people so that our workforce reflects the communities we aspire to serve. As a service provider, we need to understand the different needs of our customers and make sure we provide services that meet those needs and reflect their preferences. And as a community leader, we need to do our bit to fight discrimination, promote tolerance and encourage community identity.

Equality and cohesion is for everyone. Whatever your ethnicity, gender, sexual orientation, disability, age, religion and belief, you should expect your local Council to respect your needs and the way you choose to live your life.

This strategy provides a common framework and priorities that will help to embed equality and cohesion into the Council's core service planning within each department, rather than relying on a single team. It is focused on improving outcomes for local people and communities.

As an administration, we believe that Croydon's diversity is one of its strengths. It gives our borough a vibrancy and richness that helps to make it such a special place. We want all Croydon's residents to have a sense of belonging and the opportunity to fulfil their potential.

Gavin Barwell

Councillor Gavin Barwell

Cabinet Member for Community Safety and Cohesion



CHAPTER ONE

Contribution to Croydon's overall priorities

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CHAPTER ONE

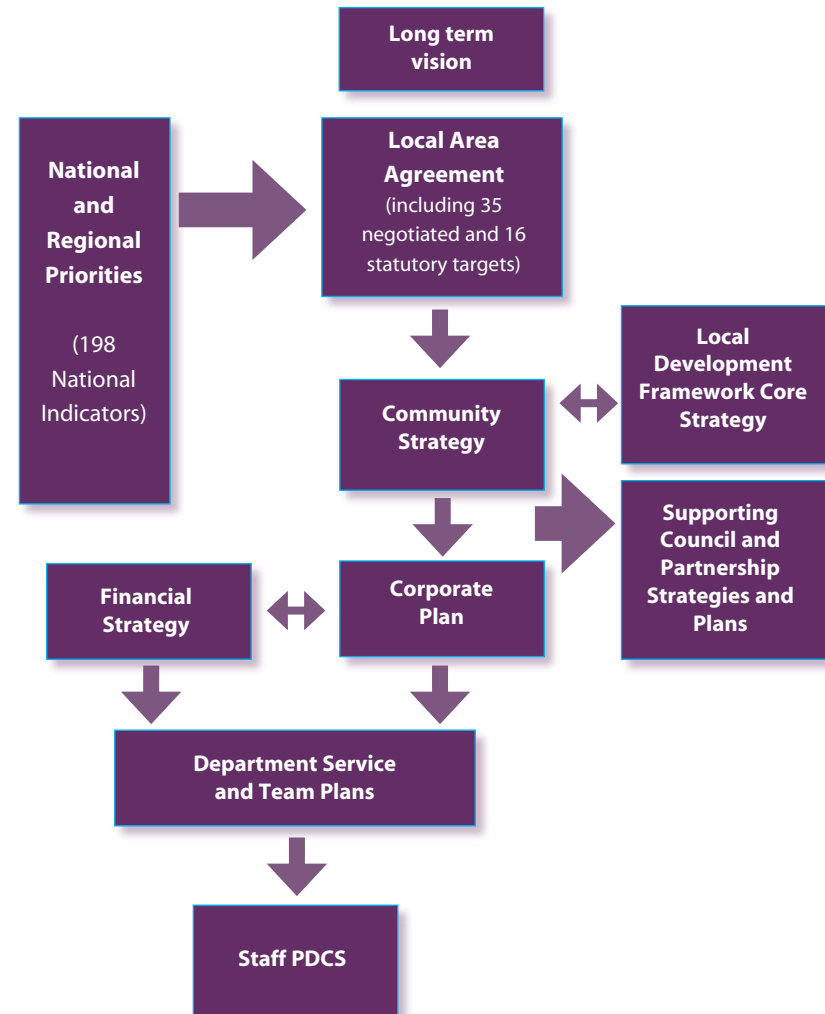
CONTRIBUTION TO CROYDON'S OVERALL PRIORITIES

Equalities and Cohesion are at the very heart of Croydon's Local Area Agreement¹, the improvement of local services, and in addressing the needs and aspirations of all communities that live and work in the borough. It is integral to everything the Council does as an organisation and in partnership with others.

Everyone who lives and works in Croydon has an important role to play in creating a place of belonging where people have real opportunities to lead fulfilling lives. We recognise this can only be achieved through strong partnerships between individuals, communities and organisations.

The Council's first equality and cohesion strategy is an ambitious and innovative approach designed to streamline an often complex and fragmented legal and performance framework. It covers a three year period providing a structure that will help the Council and its partners deliver better outcomes for local people. The strategy builds on developing good practice nationally and in particular across the Council and Croydon's Strategic Partnership.

Diagram One - An overview of our local planning framework.



¹The local area agreement is a contract between the central and local government and sets out in more detail the priorities, objectives and targets agencies will work towards over the next three years.



Chapter one provides a summary of information about the people who live in the borough and work for the Council. It also contains highlights of our achievements to date and outlines some of our future challenges.

Chapter two contains an overview of the boroughs' priorities that provide the golden thread running through the Community strategy to individual staff work programmes. Our values; developed by staff are also found in this section. It includes a new definition of equality which focuses on improving life chances and outcomes, recognising we don't all start from the same place.

The third chapter sets out our approach to managing equality and cohesion throughout the organisation providing a new set of cross-cutting priorities drawn from a new performance framework. We have included a range of commitments to improving equality and cohesion across the council and partnership that we aim to develop in the years ahead.

The final chapter provides an overview of our expectations from staff and all those we work with including an outline of how we will manage performance. This includes specific indicators and targets found in either the local area agreement or the national indicator set.

We have also provided a comprehensive set of appendices containing our equality and cohesion action plan, a programme of equality impact assessments and targets that comprise the local area agreement. A summary of the council's commitment to Equality and Cohesion can be found in appendix eight.

This strategy is a living document and given the pace of change nationally and locally each year we will provide an annual update. We welcome any suggestions to help us improve the way we work and the services we deliver².

² Contact sharon.godman@croydon.gov.uk



ABOUT CROYDON

Croydon is the largest London borough in terms of population, and one of the most diverse in outer London. This rich diversity is a significant strength for the borough, making Croydon the vibrant and dynamic place it is today. However this diversity also brings challenges for individuals, communities and organisations that need to be addressed.

Croydon is a place of contrasts where some areas share inner-city characteristics with high population densities while others offer significant areas of open space and parks together with some of the most expensive housing in outer London.

In Croydon many people are willing to give time to others. We have a thriving third sector and vibrant faith communities that help provide a voice for Croydon's diverse communities, and empower them to shape and deliver solutions for themselves.

Croydon's strategic partnership is currently undertaking the largest borough-wide public engagement exercise to create a long-term vision for the borough. Emerging themes expressed by a range of stakeholders and residents taking part in the consultation are; Croydon as a place of opportunity; a place to belong; and a place for sustainable living.

Results from Croydon's recent Place survey found most people view the borough's diversity as a positive attribute where 76% believe Croydon is a place where people from different backgrounds get on well together.

With 339,500³ residents from a wide range of ethnic groups and cultures, the borough's population is very diverse.

It currently has more children and young people (approximately 84,000) than any other London borough with 20.8% of the population aged 0-15, compared with 19.2% for London and 19.1% for England.

Whilst this makes Croydon the "youngest" borough in south London the population is also ageing – almost 60,000 people are aged 60 or above.

In 2007 Croydon had one of the largest elderly populations with 12.8% aged 65+ compared with 11.8% for London and 15.9 for England; and 6.1% aged 75+ compared with 5% for London and 7% for England.

³ 2007 Office National Statistics mid-year estimates.



Chart one illustrates the change in population that will take place by 2026 when there is likely to be more elderly people increasing by 26% despite the relative stability of population growth.

Chart One Demographic change 2001-2006

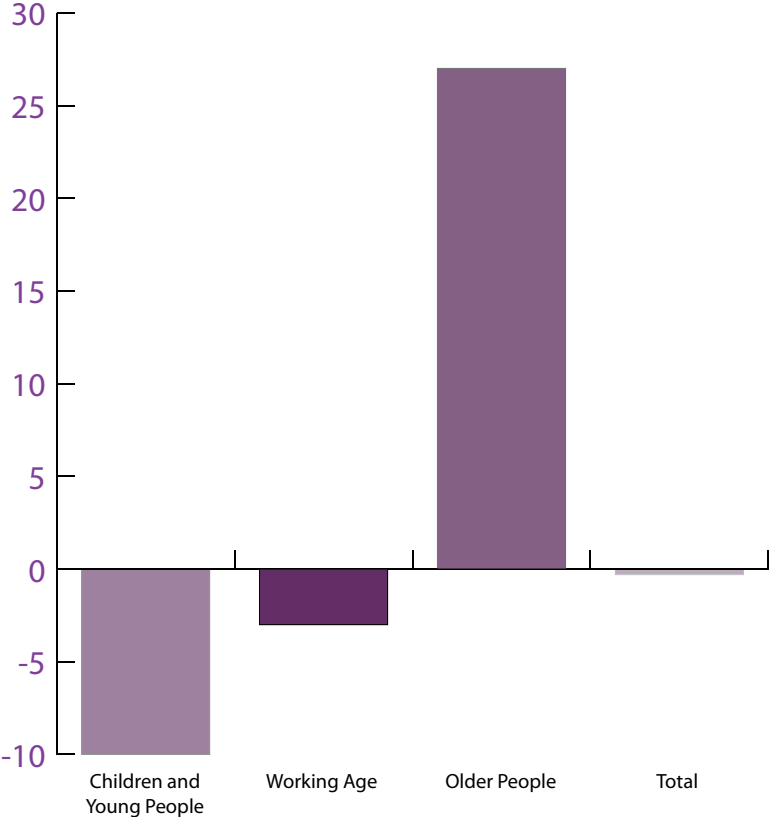


Chart 1





Croydon has a dual identity. It is an edge settlement, a large town in its own right but it also has an important economic relationship with the rest of the capital city. It is a place that combines very settled communities with more transient populations, driven by inward migration.

In 2001 Croydon's Black and Minority Ethnic (BME) population was approximately 36.3%, compared with 40.2% in London and 13.0% in England. In 2007 data from the population projections indicated this figure is rising, currently at 40% and projected to be more than 50% by 2026. Croydon's changing BME population is one of the fastest growing in London, where the average was 35%.

The overall population is very diverse with 6.5% classifying themselves as White Irish or White other, 11.3% are Asian or Asian British and 13.3% Black or Black British (compared with 11.4%, 12.1% and 10.9% for London respectively).

At least 40% of school children (5-16) are from a Black and Minority Ethnic community and two thirds (66.8%) of the total Black and Minority Ethnic population are aged under 40.

Chart two demonstrates the diversity between ethnic groups in Croydon compared with the rest of London.

Chart Two

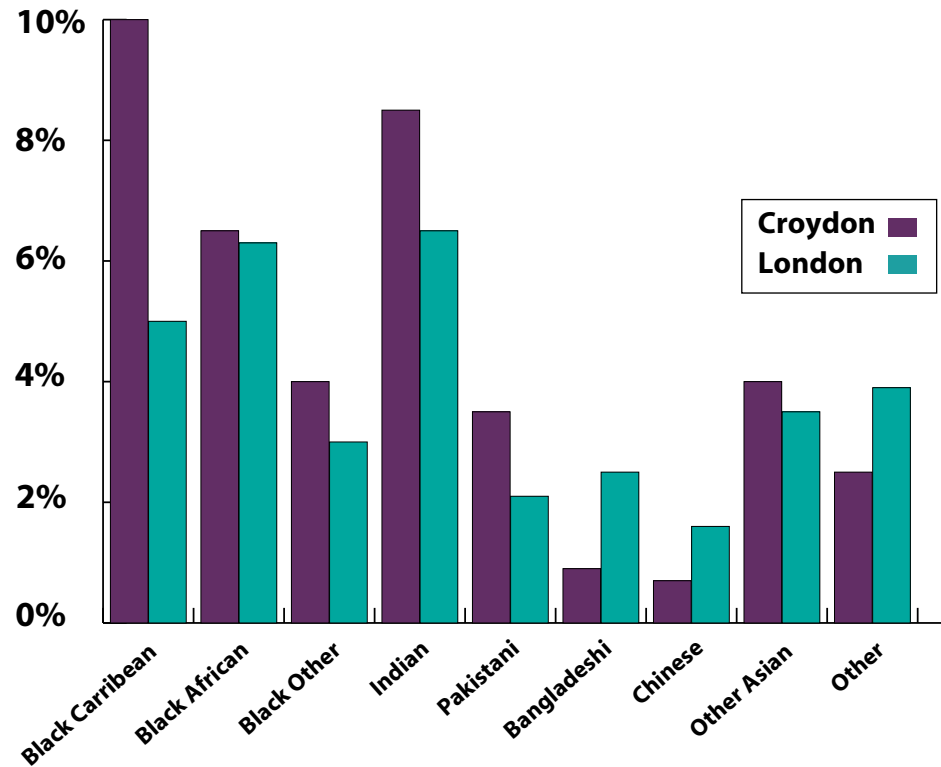


Chart 2: GLA 2007



Chart three illustrates the religious diversity of the borough's residents in 2001. There were approximately 260 known faith groups and in terms of congregations the black majority churches have some of the fastest growing in the borough. The most common religion was Christianity (65%), followed by those reporting no religion/not stated (23%), Muslim (5%) and Hindu (5%). At the time of the census more people in Croydon stated they had a religious belief than any other London borough but we also had a significant proportion that either had no religion or it was not stated.

Chart Three

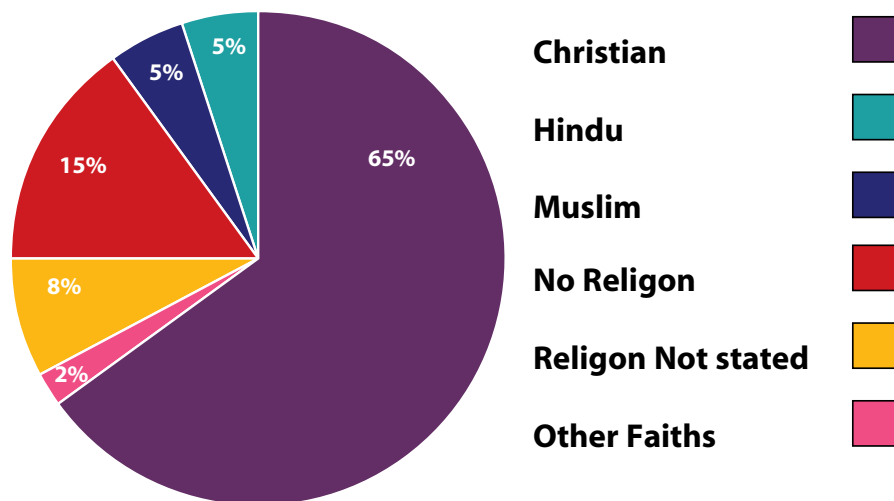


Chart 3: Census 2001





Local data sources provide organisations with an indication of how Croydon's population is changing, the pressures on services and challenges faced by existing and new communities.

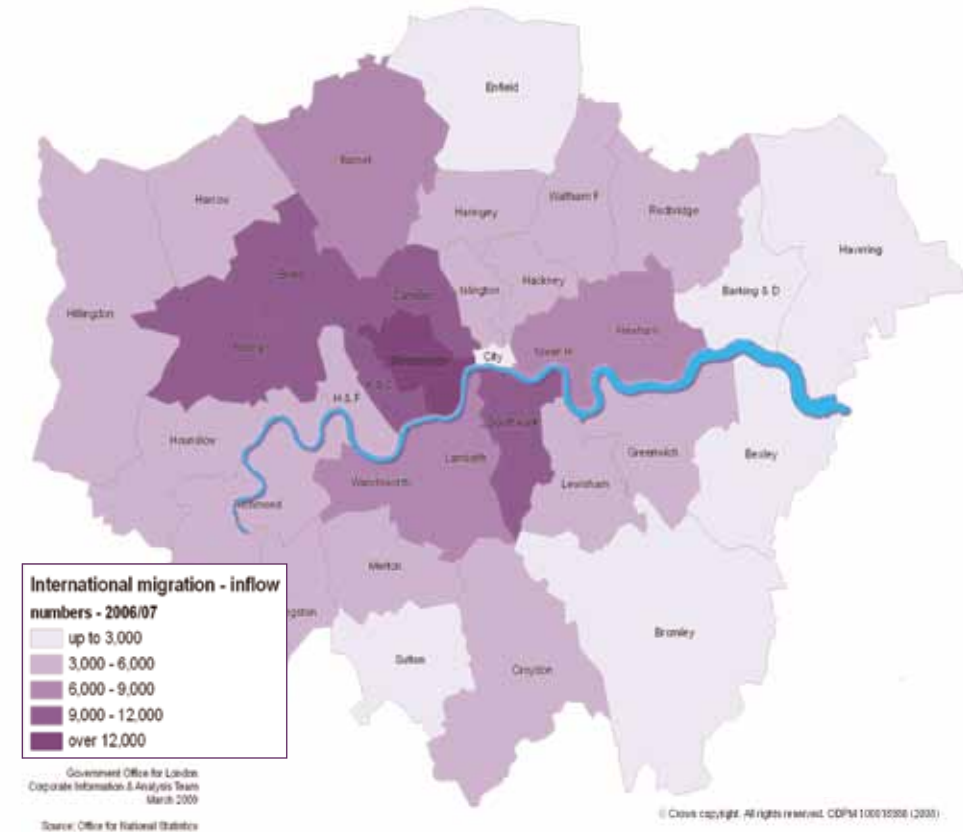
Citizenship ceremonies are prestigious occasions and in 2008/09 Croydon held 139 events. In 2007/08 approximately 6,000 migrants registered with a doctor. More than 100 different languages are spoken and the borough's interpreting and translation service dealt with 13,416 requests where the greatest need came from people speaking Pashto (17.1%) and Dari (9.6%).

In 2007 a quarter of all primary school children and a fifth of secondary school children had English as an additional second language.

In 2008 Croydon had a higher number of unaccompanied asylum seeking children and more young people than elsewhere in London. In 2009, of the 1068 children who were looked after by the local authority, 681 were registered as unaccompanied asylum seekers.

The map provides an indication of the numbers coming into Croydon from abroad compared with other London boroughs.

INTERNATIONAL MIGRATION DATA FOR LONDON





DEPRIVATION

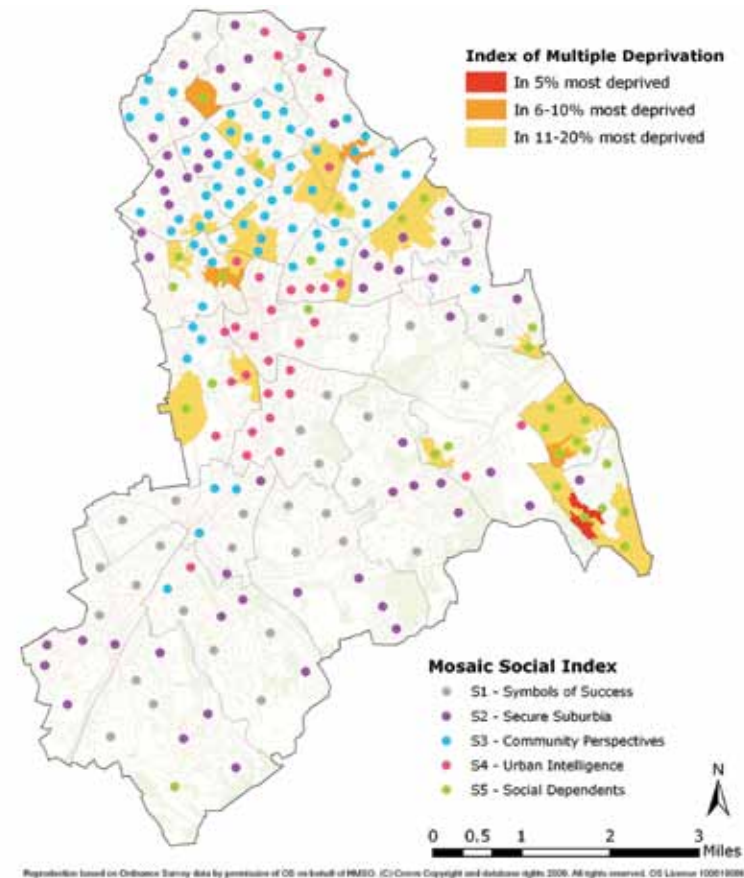
Croydon is one of the more affluent boroughs in London, being ranked 14th out of the 33 London authorities (but 230th out of 354 authorities in England). On health, education and crime, Croydon performs well; and life expectancy is in line with the London and national average at 78 for men and 82 for women. Crime and the fear of crime remain a major concern for many residents.

The map demonstrates the level of deprivation in specific areas alongside the type of residents as classified by Mosaic. The data used in this map comes from a range of factors such as housing tenure, employment status, poverty, crime, services and literacy.

Borough-wide figures mask real pockets of deprivation with five wards ranked as being in the top 10% most deprived in the UK. Croydon also has the 18th highest level of child poverty in London (out of the 32 boroughs in the capital) with 1 in 4 children living in poverty.

Croydon has the six most deprived super output areas (small areas in a ward) in South West London including parts of Fieldway and New Addington, Broad Green and South Norwood. Fieldway is the most deprived ward in South West London. At a London-wide level, Fieldway and New Addington are amongst the 30% most deprived wards while Sanderstead and Selsdon are amongst the 10% least deprived.

CROYDON INDEX OF MULTIPLE DEPRIVATION 2007 AND MOSAIC SOCIAL INDEX 2008





There is a strong spatial correlation between deprivation, social housing and concentration of crime including anti-social behaviour.

The national recession is putting significant additional pressures on local communities in Croydon, reducing the opportunities for those leaving education, and putting downward pressure on the numbers of people able to access paid employment. Those in the most vulnerable groups such as the long-term unemployed, disabled people and those with low levels of literacy are likely to feel most squeezed as people with established work skills and experience re-enter the employment market.

In August 2008 approximately 24,300 people were registered as long term unemployed, 1,930 claimed incapacity benefit, 1,860 were disabled, 1,620 were carers, and 7,070 lone parents. In 2007/08 young people aged 16 – 18 not in education, employment and training accounted for 7.6% (725) of this group.

Croydon's first Joint Strategic Needs Assessment (JSNA) provides the borough's comprehensive overview of the borough's population of disabled people and some of their needs. In 2001 48,660 people described themselves as having a limiting long-term illness, health problem or disability that limits their daily activity or work.

Local data indicates 1,590 people were registered blind or visually impaired, 2400 had hearing impairments and by March 2008 approximately 11,500 Blue Badges for disabled or blind people had

been issued. In 2007, 12,200 people claimed disability living allowance and in 2008, 10,760 claimed incapacity benefits.

Nationally there is insufficient data for the Lesbian, Gay, Bi-sexual and Transgender (LGBT) community. It has been estimated between 5 -10% of the population could potentially classify themselves in this way. This would indicate Croydon's LGBT community could range between 15 – 30,000 people. On 2008 Croydon's strategic crime assessment indicated there had been an increase in homophobic hate crimes recorded by the police.





ABOUT CROYDON COUNCIL

Croydon Council is one of the largest local authorities in London employing almost 10,000 staff of whom 5,400 were in teaching. In July 2008 a snapshot of the workforce found (excluding teachers) approximately 34.5% were from Black and Minority Ethnic communities, and almost 70% were women. Of these approximately 76% were officers and 5.3% managers. Results show 69% worked full-time and a substantial number were women. We also know 44% of the workforce registered as Christian and less than two percent are either Muslim or Hindu. Also 9.08% staff were disabled, 45% heterosexual, with less than 1% recording they were homosexual or bi-sexual; 28% preferred not to say.

Traditionally the council has a relatively stable workforce compared with other local authorities in the centre of London. In the first two quarter of 2008/09 staff turnover was just below 2%.

The Council has a long tradition of supporting staff network groups. We currently have a group for Workers with a Disability, Black Manager's Network, and Black Worker's Group, and a Lesbian, Gay, Bi-sexual and Transgender (LGBT). Representatives from the main groups influence the development of strategy and policy by attending the corporate equality and cohesion board. The Council also has an extensive array of partnership groups that provide forums for officers to work with representatives from community groups in the design and planning of services e.g. mobility forum.





WHAT OUR RESIDENTS TOLD US

Croydon Council and its partners have made a strong commitment to putting local people at the heart of everything it does. To improve satisfaction the Council recognises the need to know about the lives of people who live and work in the borough and involve them in shaping better outcomes and a brighter future.

Consultation

We have made considerable improvements in the information from a range of stakeholders about individual need and perceptions of experience living and working in the borough.

Throughout 2007/08 Croydon's strategic partnership engaged in an extensive public consultation exercise to determine the borough's priorities. This involved all the themed partnerships comprising the Local Strategic Partnership and a vast array of interest groups that form part of our community network. In addition other forums where consultation has taken place (although not exhaustive) include:

- Neighbourhood Partnership meetings;
- Conferences and seminars;
- Themed Partnership boards;
- Open forums such as three public question times;
- E-forums such as Talk2Croydon.

In July 2008 approximately 160 people attended a conference to launch the Equality & Cohesion Partnership. Delegates came from a range of statutory, community and voluntary sector agencies, mainly from within the borough although a small number were invited from regional and national partner organisations. The conference included consultation sessions to help identify priorities and actions related to equality, cohesion and social inclusion. Some of the suggestions made by the audience included:

- Identifying opportunities to encourage greater inter-faith engagement;
- Providing information about the borough's different communities;
- Creating opportunities for young people to have interaction with older people through inter-generational activities;
- Providing employment opportunities for disabled people, lone parents and older people;
- Encouraging greater use of English language in schools and the wider community especially among migrants;
- Encouraging community activity e.g. community days or living libraries;
- Addressing the issues faced by communities where far right and other extremist activity is known to exist;
- Tackling the prevalence of violence among young people;
- Supporting vulnerable people to lead fulfilling lives e.g. ex-offenders.



Surveys

Results from the Place survey conducted in 2008 indicated a significant link between people's sense of belonging to, and being satisfied with a local area. This tends to be driven by a range of factors that include satisfaction with council services, being involved, able to influence, feelings of being treated fairly, and safety.

Results found:

- 71% of residents were satisfied with the local area, which represents an increase of 8% since the previous survey conducted in 2006;
- 77% of residents from different backgrounds say they get on well together, which is a 2% increase since 2006;
- 61% of residents thought people being treated with respect and consideration was not a problem, which represents a significant improvement from the previous figure of 42%;
- 51% of residents feel they belong to their neighbourhood;
- 34% of residents thought they could influence decisions in the local area; but only 16% had engaged in local activity designed to increase participation;
- 23 % participate in volunteering in the last 12 months;
- 45% of residents were satisfied with the way the council runs services;
- 67% of residents thought they had been treated fairly by public services.

People who feel there is community cohesion in their local area are more likely to feel they belong to their neighbourhood (85% who feel they belong agree that people from different backgrounds get on well together, compared to 68% of those who do not feel they belong) and tend to be more satisfied with their area (84% who are satisfied agree compared to 47% who are dissatisfied).

Nearly three in five people satisfied with their local area have a strong sense of belonging, compared to one in three of those who are dissatisfied.





Social renters are more likely to disagree their neighbourhood is cohesive compared to those who own their own property (33% of social renters compared with 21% of homeowners). Furthermore, the Mosaic group – blue collar enterprise – is more likely to disagree (40%) compared to the group – symbols of success, where only 14% disagree.

Generally most people feel they are treated with respect and consideration. However a significant minority (39%) feel this is a problem, and these tend to be residents in social housing (61% say it is a problem), from Mosaic group – community perspectives (49%), and who do not feel they belong to their local area.

Civic participation through activities like volunteering is a good sign of a strong and sustainable community. Results from the Place survey found 16% of residents have participated in activity in their local area and 23% had volunteered a least once a month, and it is the Mosaic group – symbols of success who are more likely to volunteer.

In general, people who are satisfied with the local area and feel they belong to their neighbourhood are more likely to get involved. Results show people who want to be more involved in their local areas were more likely to be men, aged between 35 – 44, and those from black and minority ethnic communities.

Results from the Place survey also found people who feel satisfied with their local area and the council are more likely to feel informed. In general those who do not feel informed are likely to be white residents aged 35 – 44.





OUR ACHIEVEMENTS

Croydon Council together with its partners is already making significant progress in creating opportunities and better outcomes for local people and its staff.

VISIBLE LEADERSHIP

Croydon has a long tradition and demonstrated a strong commitment to leadership and working in partnership with other agencies including the voluntary and community sector.

In 2007/08 an important achievement for the Local Strategic Partnership was the development of two themed partnerships chaired by the Cabinet Member for safety and cohesion - Strengthening Communities and Community Cohesion. The former is focused on strengthening the role of the voluntary and community sector and the latter equality, social inclusion and cohesion.

Strong leadership has been demonstrated by the prominent role played by Croydon's BME Forum as Chair of the Executive Group of the Community Cohesion Partnership. During 2008/09 the Council and its partners:

- Launched a major engagement programme to inform a new vision for the borough;
- Recognised nationally, winning an eighth Beacon Award for raising economic prosperity through partnership;

- Shortlisted for another Beacon award for positive engagement of older people;
- Implemented a Beacon dissemination programme promoting best practice for engagement of the voluntary sector and local strategic partnership;
- Strengthened leadership for equality and cohesion within the organisation and across the partnership by creating of a new equalities and cohesion team;
- Established a corporate board-chaired by deputy chief executive and a cabinet member led equality and cohesion partnership – within Croydon's Strategic Partnership with representatives from the main equality groups in the borough;
- Strengthened leadership by establishing a deputy chief executive as a champion for 'difference' – one of our values;
- Signed the pledge to tackle child poverty.





BETTER KNOWLEDGE AND UNDERSTANDING OF OUR COMMUNITY

The Council working in partnership with other agencies has made significant progress towards improving its knowledge and understanding of local needs. In order to achieve this the council recognises we need to know who our residents are, where they live and work in borough, what their experience is of public services, alongside their aspirations and barriers that lead to greater disadvantage. In addition we need to know what impact national and local interventions have on people. During 2008/09 the council and its partners:

- Established a new corporate complaints system;
- Launched a new Council style guide with minimum standards for accessible communications;
- Working with our partners in the primary care trust delivered our first Joint Strategic Needs Assessment (JSNA);
- Produced a strategic crime assessment in partnership with police;
- Established the Croydon Observatory – a partnership portal containing data and information to support the design and planning of service improvements;
- Conducted district audits;
- Delivered a programme of equality impact assessments.

SERVICE DELIVERY

One of the Council's top priorities as expressed through the Local Area Agreement is to improve the satisfaction of residents with local services. In 2008 satisfaction with the council was 45%, an increase

of 3% from the previous survey conducted in 2006, and one of the biggest in London. Although satisfaction rates appear to now be rising, this improvement needs to be accelerated further. During 2008/09 the Council and its partners:

- Helped re-establish Croydon's inter-faith network hosting a programme of festivals celebrating our religious diversity and supporting service improvements;
- Held a two day international conference addressing family violence and supported other councils to establish similar services;
- Held an equality and cohesion conference attended by approximately 160 people that captured ideas and feedback to help improve local services;
- Hosted a range of events that bring people together in celebration or commemoration e.g. Remembrance Day, Holocaust Memorial Day, Black History Month, Lesbian, Gay, Bisexual, and Transgender History Month, Show Racism the Red Card, Peace Week and Croydon Festival/Mela attended by approximately 26,000 people;
- Developed a Welcome Pack for new residents;
- Developed a learning pack for schools providing teachers with resources to promote positive attitudes towards disabled people;
- Assisted 12,000 older people to access information, advice and services from the Pop Bus, including over £1 million into the pockets of older people by helping them access benefits;
- Provided state of the art accommodation to 108 older people through the opening of Fellows Court Extra Care Scheme and Heavers Resource Centre. A further 80 people use specialist day care and support services here.



IMPROVING THE WAY WE WORK AND INVESTING IN TALENT

The council recently gained accreditation for Investors in People recognising our investment in staff through a range of innovative activity including the development of organisational values alongside training and development opportunities.

During 2008/09 the Council has:

- Established a toolkit for conducting equality impact assessments alongside training for staff;
- Introduced mandatory equality and diversity induction training for all new employees;
- bite-size training courses including diversity programmes;
- The Leadership Academy Programme;
- Introduced an ILM accredited management development programme with mandatory equality and diversity modules;
- Supported the development of effective corporate staff networks;
- Awarded Council-wide Investors in People;
- Implemented single status for equal pay ahead of most other councils in London;
- Introduced Croydon Council Awards recognising exceptional individual and team performance.

IMPROVING PERFORMANCE

- Achieved level three of the national equality standard – a change management tool for improving the equalities performance of local councils;
- Delivered a 4* housing service, the highest rating;
- Recognised as a national pace-setter for our adult services, including those for older people, resulting in 4* recognition;
- Won benefits team of the year nationally;
- Increased the proportion of women and black and minority ethnic staff represented in the top 5% of earners, from 44% to 55% and 13% to 23% respectively, between 2005/06 and 2007/08;
- Increased the representation of black and minority ethnic communities in the workforce from 28% to 31% between 2005/06 and 2007/08;
- Increased the percentage of disabled employees from 4.9% to 6.06% between 2006/07 and 2007/08;
- Increased the buildings accessible to disabled people from 73% to 76% between 2006/07 and 2007/08;
- Achieved 100% follow-up action for all racial incidents reported to the council every year from 2005/06.



FUTURE CHALLENGES

Like most local councils, Croydon is facing a variety of challenges and opportunities locally, regionally and nationally. Meeting the needs of the borough's population in the future will be a significant challenge for public services which will need to be configured more closely around the needs of different communities and localities. This suggests a growing role for the third sector in helping map local need and empowering local communities in delivering local services that reflect this need.

Croydon is undoubtedly becoming more complex and one of the key issues to impact on the provision of services and the outcomes for local people will be the borough's changing population.



These challenges include:

- A relatively weak skills base in London terms which is linked to levels of educational attainment and potentially low average earnings;
- Gaps between deprivation and prosperity which remain difficult to bridge;
- Increasing the opportunities for economic activity amongst people who have a disability;
- Tackling the over-representation in school exclusion figures of young people from Black and Minority Ethnic communities.
- Tackling the under-performance of young people from Black and Minority Ethnic communities in attainment;
- Rapid change in local population as a result of domestic and international migration, with over 50% the population expected to be from Black and Minority Ethnic communities by 2026;
- A higher number of unaccompanied asylum seeking children and more young people than anywhere else in London;
- Lack of English language skills leading to greater exclusion of young people and migrants;
- An ageing population that anticipates Croydon will have almost 40,000 people over 65, and some 6,500 will be over 85 by 2026;
- Encouraging healthier lifestyles to ensure the older population is healthy and active;



- Providing services that meet the needs of an increasingly diverse and ageing population;
- Making people feel safer and confident to report domestic violence, hate crime, community tensions and harmful extremist activity;
- Tackling violent crime especially amongst young people;
- Providing a 'no wrong door' approach for people contacting the council and other agencies;
- Turning round the life chances for the most vulnerable people;
- Providing young people with the best 'first chance' in life through early years provision and supporting parents in deprived areas;
- Targetting work with 'at risk' young people to equip them with the skills, knowledge and ambition to lead fulfilling lives;
- Renewing our civic assets and infrastructure;
- Ensuring enough affordable housing for local people;
- Fostering community resilience and reinforce the role of family and friends in supporting communities;
- Providing management training for middle managers;
- Promoting a positive working environment by encouraging the development of effective staff networks;
- Attracting young people to develop careers in local government.





MEETING THESE CHALLENGES

Key to meeting these challenges will be close engagement of everyone who shares an interest in improving local services and the quality of life for all communities in Croydon. By working together Croydon can be a place that all communities can be proud of.

The Council and its partners have undertaken a range of inspections, assessments, surveys and consultation exercises which have highlighted a variety of issues that require the attention of all agencies in the years ahead. Over the next three years local strategies and plans will focus on tackling persistent inequality and improving the outcomes found in the Community Strategy and Corporate Plan. These priorities form a golden thread through to individual personal development and competency plans involving all our staff.

As a Council working in partnership with other agencies we also have long-term ambitions for our young people recognising that the issues highlighted below cut across all equality groups and have a far reaching impact on the provision of local services, community cohesion, people's life chances and outcomes.

These include:

- Educational attainment of young people;
- The prevalence of violence among young people;
- Ensuring everyone has the best 'first chance' in life through early years provision and supporting parents in deprived areas;
- Targeted work with 'at risk' young people to equip them with the skills, knowledge and ambition to lead fulfilling lives.
- In addition to the Council's long-term aspirations for our young people we will be working with our partners during the next three years to:
- Continue to drive down the level of serious youth crime in the borough by building on the hugely successful Safe for All campaign;
- Review the provision of English language among young people and migrants;
- Open 20 new children's centres;
- Develop a Turnaround centre to provide a one-stop service aimed at preventing young people becoming involved in antisocial behaviour;
- Become the first local authority in London to achieve the government's target of reducing use of temporary accommodation for homeless people by 50%;
- Deliver an improved and more flexible meals-on-wheels service;
- Provide new state-of-the-art accommodation for older people;
- Continue to attract 12,000 older people to visit the Pop Bus, benefiting from a range of services;
- Place more than £1m into the pockets of older people by helping them access benefits to which they were entitled;
- Help 120 people with learning disabilities into paid employment, training and education.

CHAPTER TWO

Developing our vision

Our organisational values

Our priorities for the borough



CHAPTER TWO

DEVELOPING OUR VISION

Successful places tend to have one thing in common: a shared vision of what needs to be achieved. A vision provides a framework for local people and agencies to work together in addressing the major challenges and opportunities impacting on a local area over the next 20 to 30 years.

In 2009 the Council and Croydon's Strategic Partnership launched the largest engagement exercise ever undertaken in the borough to help shape Croydon's vision. In addition, the council is currently in the process of developing a new Local Development Framework which expresses our spatial plans. It will be in place by 2011 and build on the consultation currently taking place to incorporate the borough's vision. So far themes emerging from our consultation on Croydon are as a place of opportunity, a place of belonging, and a place of sustainable living.

These emerging themes illustrate important factors integral to a cohesive community that are based on:

- People having similar life chances; and
- Strong and positive relationships with people from different backgrounds; and
- Can explore what they have in common and, at the same time, value their diversity.

In addition these themes encapsulate important features of the new definition for equality developed as part of the Equality Review conducted in 2007. It stated:

'An equal society protects and promotes equal, real freedom and substantive opportunity to live the ways people value and would choose, so that everyone can flourish.'

An equal society recognises people's different needs, situations and goals and removes the barriers that limit what people can do and can be.'

This definition recognises that people don't start out in life from the same place, and to create a fairer society we need to understand this difference. It captures three important aspects of equality and cohesion which involves everyone having:

- An opportunity to fulfil their potential;
- A degree of individual choice and control to improve life chances and outcomes⁴;
- Ways to tackle the barriers that lead to persistent inequality.

During 2009-10 the Council working with its partners will build on the current visioning work using this new definition of equality to help shape Croydon's future policy and practice, so people have real opportunities and a sense of belonging.

More details about Croydon's Strategic Partnership, the local Community Strategy and the planned consultation work around a long-term vision for Croydon are available on our website at www.croydon.gov.uk.

⁴ dimensions of equality as defined by the Equality Review: longevity, health, physical security, education, standard of living, productive and valued activities, individual and family life, participation, influence and voice, identity, expression, and self-respect, legal security



OUR VALUES

Our commitments to equality and cohesion can be found in Chapter Three and are underpinned by a set of core organisational values which outline the ways we work together to improve life chances and outcomes for local people.



The Council's values are:

- **One Team** – great things happen when we work together – colleagues, partners, customers, divisions, departments – as one team.
- **Proud to serve** – we are proud to serve our community and put customer needs at the heart of everything we do. We listen to all parts of our community and act on what they tell us.
- **Openness** – we say what we mean and mean what we say so that people know where they stand and can express their views openly.
- **Talent** – we invest in our people to help them go beyond where they think they can, encouraging creativity, responsibility, problem-solving, greatness and fun.
- **Difference** – we welcome the diversity of our staff and customers and regard this as the strength of our borough. We treat people as individuals and respect their views and opinions.
- **Excellence** – we will never stop striving to be an excellent organisation, using tax payers' money wisely to deliver the highest quality services to the satisfaction of our customers.



OUR PRIORITIES

Croydon's Community strategy and the council's corporate plan set out in detail the priorities for the borough and Council over the next three years. It explains why priorities were selected and what the Council and its partners, plan to do to ensure targets are achieved.

Each theme has a number of priorities which link directly to Croydon's Local Area Agreement so we can track the success of initiatives aimed at improving the lives of everyone who lives and works in Croydon.

Croydon's Local Area Agreement is based on clear priorities that local people identified as part of a borough-wide consultation exercise in 2008.

These priorities act as a powerful driver in tackling inequality and improving outcomes for individuals, families and communities.

The Council's equality and cohesion strategy is integral to achieving Croydon's priorities for 2008 - 11.

These are:

- **Safer, stronger and sustainable communities** – a place known for its diversity where people live, work and fulfil their ambitions for themselves and their family.
- **Achieving better outcomes for children and young people** – a place where every child and young person has the opportunity to fulfil their potential and contribute to civic life.
- **Promoting economic growth and prosperity** – a place with a vibrant economy and a skilled population who can access a wealth of employment and enterprise opportunities.
- **Improving health and wellbeing** – a place with a healthier population where people live longer, regardless of wealth or prosperity, and long-term illness doesn't limit having a full and active life.
- **Improving the environment** – a place that is clean and green with great spaces to walk, cycle and relax in.
- **Delivering high quality public services and improving value for money** – a place where excellent services are provided by knowledgeable staff to customers who are satisfied with the provision from the public and voluntary sectors.

More information about Croydon's priorities, targets and actions can be found in our Community Strategy and the Council's Corporate Plan by visiting www.croydon.gov.uk

CHAPTER THREE

Our strategic aim for equality and cohesion

Our equality and cohesion priorities

How we will do this

Our equality and cohesion commitments



CHAPTER THREE

OUR STRATEGIC AIM FOR EQUALITY AND COHESION

Croydon Council aims to be an excellent Council for all of its communities, working with partners in the public, business and voluntary sectors to deliver the highest standard of equalities practice in securing the delivery of Croydon's Local Area Agreement.

As part of delivering this the Council wants Croydon to be a place where communities get on well together and everyone is able to access the opportunities and life chances on offer.

Croydon Council also aims to be a leading authority for promoting equality in local services and an employer of choice, attracting the best talent in the employment market.

Our continuing aspiration is to become a highly-rated council under the new Comprehensive Area Assessment (CAA) regime being introduced in April 2009 and be accredited as 'excellent' for embedding equality and cohesion.

In 2009 the Equality Framework for Local Government (EFLG) will replace the current Equality Standard for Local Government as a performance and improvement framework to support the council's mainstream equality into all parts of its business.

The new framework has been designed to:

- Reduce process and focus on outcomes;
- Be proportionate and relevant to the needs of the local authority;
- Provide clearer self assessment and peer challenge processes;
- Integrate public duties on race, disability and gender by providing a common performance framework;
- Allow local strategic partners to focus on improving equality outcomes;
- Support the Comprehensive Area Assessment.

The Equality Framework consists of five cross-cutting and performance driven principles which align with the Comprehensive Area Assessment.

The five principles are:

- Knowing our local community and understanding its needs;
- Place shaping, leadership, partnership and organisational commitment;
- Community engagement and satisfaction;
- Responsive services and customer care;
- A modern and diverse workforce.



OUR EQUALITY AND COHESION PRIORITIES

These are principles outlined in the equality framework are at the centre of the Council's equality and cohesion strategy. They have been adopted and translated into our equality priorities which provide a framework to manage performance and service improvement across the council and the partnership.

These priorities are cross-cutting and support our aspiration to be recognised as an excellent authority for integrating equality and cohesion into all our activities.

WE WILL KNOW OUR LOCAL COMMUNITY AND UNDERSTAND ITS NEEDS

Knowledge and understanding about our local community and their needs will play a crucial role in improving local services and planning for the future. The Council and its partners will need to know and understand the nature and extent of inequality and disadvantage within their communities and how effectively they are working to reduce and eliminate discrimination.

During the next three years the Council aims to achieve this by:

- Improving our knowledge and understanding of the community, service users, workforce, partnerships and contractors;
- Consistently monitoring the take-up of services and complaints to identify potential discrimination;
- Monitoring and analysing a range of information to identify needs and target resources to tackle persistent inequalities.

WE WILL PROVIDE STRONG LEADERSHIP, PARTNERSHIP AND ORGANISATIONAL COMMITMENT

It is increasingly important for councils to work in partnership with other public service providers, local business, and the voluntary sector to identify persistent inequalities. The council recognises the importance of Croydon's strategic partnership and its leadership role in shaping the area and improving outcomes.

During the next three years the council aims to achieve this by:

- Encouraging community identity and cohesion;
- Celebrating a varieties of cultures, lifestyles and faiths within the borough;
- Supporting members and officers in championing equality and cohesion;
- Encouraging partnerships to flourish involving stakeholders and the wider community.



WE WILL ENGAGE WITH THE COMMUNITY AND IMPROVE SATISFACTION

Community empowerment is already a real strength for Croydon Council but it needs to develop further. It is also an integral part of the new Comprehensive Area Assessment where the focus is on how well local priorities express community needs and aspirations. Involving local residents and stakeholders is a major part of Croydon's policy-making processes. Through consultation and involvement activities the Council will create a climate where there is an open and constructive exchange of views, ideas and information with our communities leading to services that reflect local concerns and needs.

During the next three years the council aims to achieve this by:

- Creating accessible and inclusive ways for people, including staff, to participate in council, community and civic life;
- Ensuring communications meet the needs and preferences of individuals and can be accessed by communities we are trying reach and hear.

WE WILL PROVIDE EFFICIENT RESPONSIVE SERVICES AND EXCELLENT CUSTOMER CARE

The primary function of the Council is to provide excellent quality and value for money services. Increasingly this will involve the council providing personalised services to meet the needs of people from different backgrounds. Service providers will need to be culturally aware and understand the impact of service provision on different communities.

During the next three years the council aims to achieve this by:

- Operating a 'no wrong door' approach to customers;
- Increasing the role and capacity of the voluntary and community sector in providing services;
- Integrating equality and diversity into all employment; procurement, plans and strategies including the Local Area Agreement;
- Ensuring service providers have an understanding of different cultures and needs.



WE WILL BE AN EXEMPLARY EMPLOYER OF A MODERN AND DIVERSE WORKFORCE

The Council recognises delivering excellent responsive and personalised services will depend largely on the skills, understanding and commitment of the workforce. As a council we need to ensure fair employment practice, the availability of equality training, and that our workforce reflects the diversity of the local community.

During the next three years the council aims to achieve this by:

- Creating an inclusive workforce reflective of the borough's community;
- Retaining and developing the talent across the organisation;
- Delivering equality and diversity training to staff including, where appropriate, positive action programmes;
- Operating fair employment practice by reviewing guidance, pay, terms and conditions to ensure they are fair and address any gaps;
- Encouraging the formations of effective staff networks;
- Exploring opportunities to work with partners.



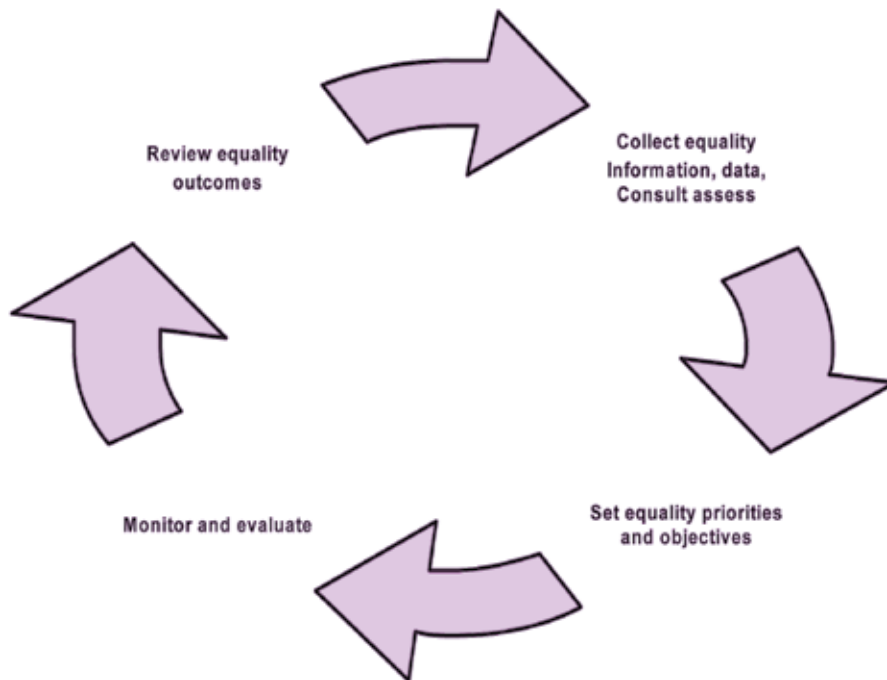


HOW WILL WE ACHIEVE THIS

The Council has adopted a structured approach that seeks to systematically integrate equality and cohesion into its main service planning activities among all staff at all levels, and with those working in partnership providing goods or services on the Council's behalf.

This strategy will be integrated into other policies and plans for service delivery, employment and partnership.

The Council will strive for excellence through the rigorous local implementation of the equality framework for local government by adopting a cycle of continuous improvement (outlined below) so that equality is part of our core business.



Over the next three years the council will implement a range of actions that include:

- Conducting self assessment of each department using the revised Equality Framework to establish improvement plans;
- Establishing a programme of equality impact assessments by mapping the main services, policies and strategies;
- Producing departmental equality and cohesion action plans using the equality priorities as a framework for workforce and service improvements;
- Producing an annual report demonstrating progress against the equality framework and corporate priorities;
- Producing new or revised policy statements to support our commitments to equality and cohesion;
- Producing an annual workforce profile covering the organisation and each department;
- Establishing workforce and service equality indicators and targets that are integrated into service plans and aligned with the Local Area Agreement;
- Establishing systems for equality, mapping and monitoring service-users;
- Producing community profiles using quantitative and qualitative information;
- Establishing a robust performance management framework;
- Embedding equality and cohesion into the development of Local Area Agreement delivery plans and council service plans using a range of tools including equality impact assessments;
- Embedding robust governance throughout the council and partnership boards for taking forward equalities and cohesion.



OUR COMMITMENT TO EQUALITY AND COHESION

The Council is committed to promoting equality and good relations between people and communities within Croydon.

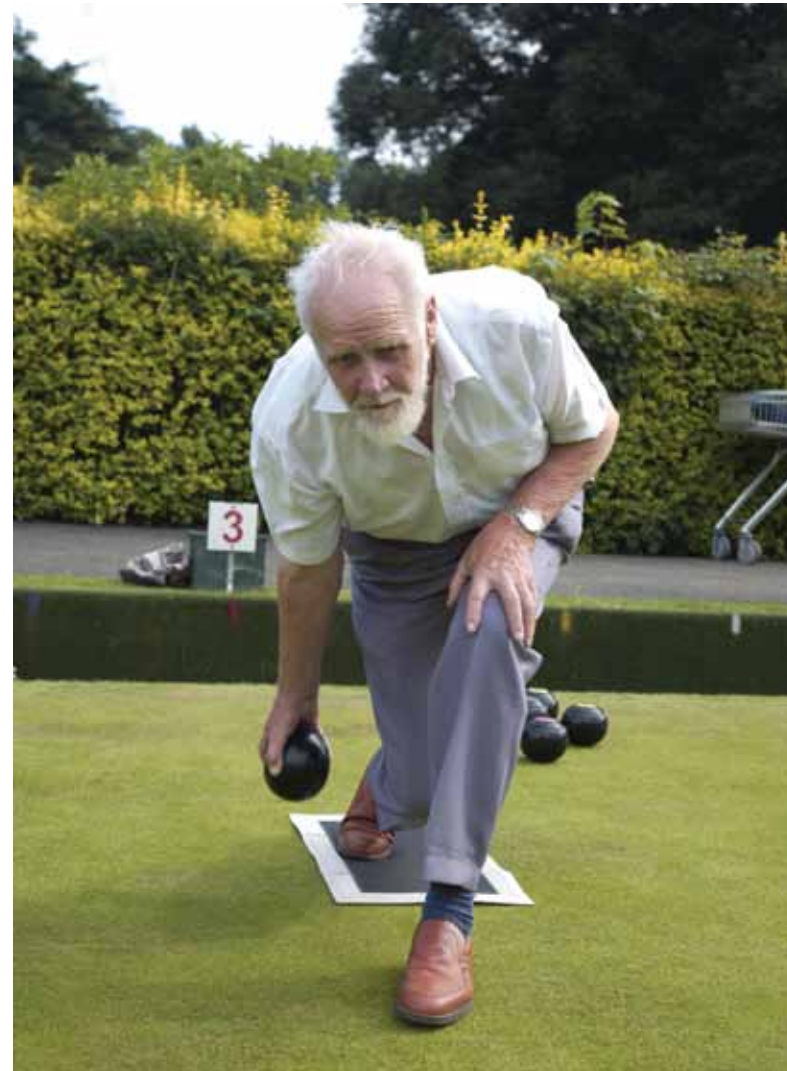
The Council is committed to eliminating discrimination in service delivery, procurement and employment on the grounds of race, gender, disability, sexual orientation, age, religion and belief.

The Council adopts zero tolerance of any form of unlawful discrimination. All those providing goods and services on behalf of the Council are expected to share our commitment.

We will:

- Promote equality of opportunity;
- Promote positive attitudes towards, and good relations between, different groups;
- Encourage participation in, and access to, community and civic life;
- Eliminate unlawful discrimination and harassment.

The Council will translate its commitments to equality and cohesion into meaningful policy and practice throughout the life of this strategy, demonstrating how its equalities practice impacts on key groups within the community.





Ethnicity

People from Black and Minority Ethnic communities experience multiple inequalities: 70% live in 88 of the most deprived neighbourhoods in the UK and are more likely to be poor, with lower incomes spread across larger household sizes. They also continue to experience stereotyping and racism. Gypsies and Irish Travellers face particularly acute discrimination as public services often have difficulty engaging with this community to assess their needs.

Racism is a general term to describe conduct that advantages or disadvantages people because of their skin colour, culture or ethnic origin.

Institutional racism is the failure of an organisation to provide a service to people because of their skin colour, culture or ethnic origin. It can be seen in processes, behaviour and power imbalances that discriminate through unwitting prejudice, ignorance and thoughtlessness.

We will:

- Promote equality of opportunity;
- Promote good relations between people and communities;
- Adopt a zero tolerance approach to racial discrimination;
- Collect and analyse information to identify how our policies and practices affect race equality in the workplace and in the delivery of services;
- Address imbalances in our workforce through recruitment, training and development;
- Work with other organisations to combat race discrimination in the community.

Gender

Gender inequality is experienced across the full range of public services: in employment; access to public services; take-up of health care services; protection from crime and use of transport. Although public services have a great impact on the lives of women and men, there are often significant inequalities in the way these services are managed and delivered. Promoting gender equality requires an examination of the issues specific to men and women; an understanding of why inequalities exist and how to overcome them; and creating effective service provision that meets the needs of individuals.

We will:

- Strive to combat stereotypical attitudes that lead to gender differences in occupational groups and discrimination in accessing jobs, training and services;
- Work to identify and develop strategies to overcome barriers and promote gender equality;
- Support women and men to work flexibly or part-time, or take a break to meet their caring responsibilities;
- Work in partnership with other organisations to combat sexual harassment, exploitation, trafficking and family violence.



Age

Negative assumptions can be made about people because of their age, especially children and older people - for example, that children and young people lack maturity, or older people lack flexibility and the ability to learn. These attitudes can become built into the fabric of an organisation and shown in its policies and practices - for example, advertising jobs for a particular age range only. We recognise ageism is harmful because it undervalues the positive contribution made by children and older people to an organisation and wider society.

We will:

- Consult carefully with children and older people to ensure we reflect their views and meet their needs wherever possible;
- Explore positive initiatives to recruit and retain groups that are under-represented in our workforce;
- Take steps to bring about greater understanding of, and interaction between, different age groups.





Sexual orientation

Sexual orientation is the term used to define who we are attracted to sexually and emotionally. How we define our sexual orientation depends on where we see ourselves on a spectrum that extends from people attracted to others of the opposite gender, or those of the same gender, or both.

We will:

- Develop a positive environment that respects and supports lesbian, gay and bi-sexual staff and service users;
- Consult with, and monitor the needs of, our staff and customers who are lesbian/gay women, gay men and bisexual;
- Impact assess policies, practices and procedures to ensure they do not discriminate against people on account of their sexual orientation;
- Challenge, as necessary, negative attitudes and behaviour that discriminate against staff and service users of same gender relationships.

Religion and/or Belief

We know religion and/or belief is an active part of the lives of individuals and communities and often central to someone's identity. However, there is still widespread indifference and ignorance towards religion and other beliefs which can lead to discrimination. We recognise belittling someone's religion and/ or belief or unreasonably promoting your own faith can be offensive. We also know there is a perceived overlap between race and religion where some Black and Minority Ethnic communities use religion to express their identity.

We will:

- Ensure staff and service user's religion and/ or belief is treated with sensitivity and with respect;
- Endeavour to provide scope for prayer and reflection and reasonable adjustments for religious festivals that are a part of a person's religion or belief;
- Welcome different forms of dress according to cultural and religious backgrounds that are balanced with the need to provide an inclusive, safe and customer-focussed place of education and business;
- Promote a culture where people can practice their religion or belief in safety and without fear of harassment and discrimination.



Disability

Research has shown that at all stages of life disability is likely to lead to greater social exclusion e.g. disability rather than lone parenthood is the factor most likely to leave a person without work. The risk of poverty for disabled people is greater than a decade ago. At 30% the poverty rate among disabled people is twice the rate for those who are not. We recognise disabled people are disadvantaged by the physical, attitudinal and other barriers created by society. Adopting and applying the social model of disability enables everyone - disabled and non disabled - to work together to identify the barriers society creates and to remove them.

We will:

- Promote the social model of disability in all our work, recognising it is the loss or limitation of opportunities, due to physical, organisational and attitudinal barriers, that prevent disabled people from taking part in the life of the community;
- Ensure that all customers can obtain information in their preferred way or format, read and understand it;
- Make reasonable adjustments to job requirements, work policies and other practices to support disabled staff in carrying out their jobs and accessing promotion, training and other opportunities;
- Develop initiatives to recruit, employ and retain more disabled people.





Gender reassignment

Gender re-assignment is a process which enables people whose gender identity differs from their biological sex to be recognised in their new gender. The term 'trans' man/woman or 'trans people' is the preferred term used by those people who might be described as falling broadly within this context.

We will:

- Ensure trans customers and staff are treated in accordance with the gender in which they present;
- Provide appropriate support to service users and staff who intend to, are going through or have gone through gender re-assignment;
- Ensure trans people have equal and appropriate access to employment, goods and services;
- Ensure that all staff can develop knowledge and competencies to treat trans people with dignity and respect.





Social Inclusion

As a Council we recognise socio-economic disadvantage leads to significant inequalities and gaps in outcomes (especially in relation to education, employment, financial capability, crime and health). Inequality develops as a consequence of inter-generational disadvantage often starting in early childhood and recurring throughout later life. Some of the most disadvantaged groups include, although not exhaustive: disabled people, ex-offenders, families at risk of inter-generational exclusion, and young adults leaving care.

We recognise an important way to tackle inequality is to narrow the gap in educational attainment to ensure all our young people are able to reach their full potential, play an active role in the borough's future prosperity, and lead healthy lives. We are working with key partners from the statutory, voluntary and business sectors to reduce the number of young people who are not in education, employment or training, especially those from low income backgrounds.

We will:

- Seek to tackle deprivation, especially child poverty;
- Work in partnership to bridge the gap between the most deprived areas and elsewhere;
- Deliver our services and, in our role as an employer, help people excluded as a result of disadvantage.



Cohesion

The Council is committed to building positive interactions between different communities and ensuring new communities integrate with existing residents. It recognises the acquisition of English language is a way of helping this to happen whether in school or for work. The Council has an important role to play promoting ways of bringing people together so they can work together to create supportive and friendly communities that celebrate difference.

Croydon is fortunate in having approximately 330 community and voluntary groups and many people who give their time to help others, such as the elderly or mentoring young people in schools, or those who become involved in conservation work in parks and open spaces.

People come from all walks of life, ages and ethnic backgrounds and we shall continue to encourage and support more volunteers in their vital caring role to make Croydon a better place to live. We recognise the contribution made by our voluntary and community sector in promoting strong and positive interactions between people from different backgrounds especially among smaller groups.

We will:

- Promote respect and understanding of different cultures;
- Encourage stronger community identity and positive interactions among individuals, groups, and neighbourhoods;
- Celebrate a variety of cultures, lifestyles; religion and/or belief within the borough;
- Encourage funding policies that foster community integration while at the same time recognise particular needs;
- Encourage a thriving community and voluntary sector.



CHAPTERFOUR

Who will do this?

Performance management

Local area agreement and national indicators

Consultation

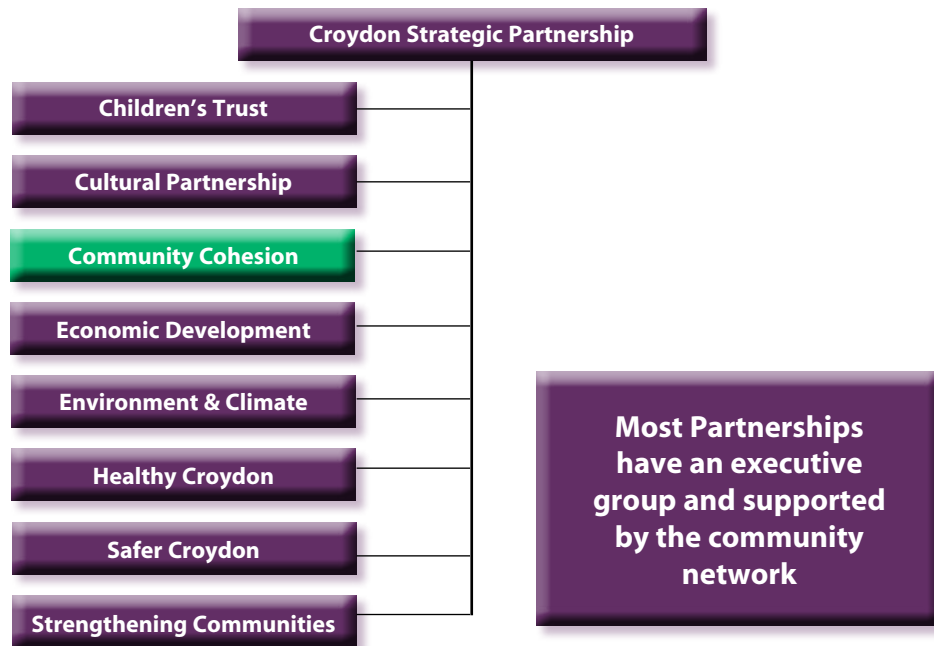


CHAPTER FOUR

WHO WILL DO THIS?

Croydon Council has a central role in Croydon’s Strategic Partnership which is responsible for overseeing the achievement of the objectives set out in the Community Strategy and Local Area Agreement.

Within Croydon’s Strategic Partnership, a new partnership for equality, social inclusion and cohesion – Community Cohesion Partnership - brings together representatives from a range of agencies to pool expertise perspective, commitment and resources. It has a cross-cutting role to play in influencing the development of the borough’s strategies and plans and holding to account the delivery of other partnership boards on these issues. It is chaired by the Cabinet Member for Safety and Cohesion.



Croydon’s elected members have overall responsibility for the Council’s Equality and Cohesion Strategy. The Cabinet Member for Safety and Cohesion has the executive responsibility for promoting equality and cohesion across Croydon’s Strategic Partnership and all council services, including those delivered on its behalf by businesses and voluntary organisations.

Croydon Council’s Corporate Management Team and boards have a responsibility for improving equalities practice throughout the organisation in service plans, team and personal development and competency plans.

All managers must be familiar with this Strategy and promote and monitor it through their teams, business plans, service delivery, employment practices and the development of employees.

All staff, including anyone we work in partnership with or who is contracted or commissioned to work on our behalf, has a responsibility to promote equality and eliminate discrimination in their day-to-day work.



The Chief Executive and Executive Directors are responsible for:

- Leading the development and implementation of the council's equality and cohesion plans;
- Communicating the plans to others inside and outside the organisation;
- Engaging local people about what the Council does and what it achieves in terms of equality and cohesion;
- Acting as champion at relevant boards and meetings;
- Holding departments to account through performance review.

The Corporate Boards, Management Team and relevant committees are responsible for:

- Agreeing an overall equality and cohesion strategy and the resources needed;
- Reviewing the equality and cohesion strategy and performance;
- Taking the lead on equality and cohesion inside and outside the organisation;
- Making sure that equality and cohesion are central to all the work done by the Council.

Managers are responsible for:

- Ensuring that equality and cohesion issues are integrated in business plans and performance reviews in their areas of practice;
- Putting the strategy into place on a day-to-day basis;
- Checking on equality and diversity issues when assessing performance;
- Making sure that all staff act in line with the equality and cohesion policy, providing support and direction when needed;
- Dealing quickly and effectively with concerns or complaints about anyone who does not follow the policy.

Every employee is responsible for:

- Actively taking forward equality and diversity issues in practical ways in their day-to-day work;
- Ensuring their own behaviour is appropriate;
- Providing a public service which respects and takes account of the needs and background of service users;
- Meeting equality and diversity targets agreed in their work plan;
- Improving the overall performance of the department and council on equality and diversity;
- Recognising and respecting individuals and their different backgrounds;



PERFORMANCE MANAGEMENT

'What gets measured gets done'

Rigorous performance management is integral to the council's approach to equality and cohesion. A robust performance management framework is crucial to any organisation that wants to improve services as well as demonstrate its efficiency and effectiveness. That is why the council has adopted the principles contained in the Equality Framework which are at the heart of this strategy. The arrangements for managing performance and improvement set out below meet the requirements of the Comprehensive Area Assessment, the Equality Framework and support delivery of the Local Area Agreement.

In 2009 -10 we will improve our performance management by implementing a new data management system which, alongside our improvement surgeries for services under-performing, will support our relentless drive to provide excellent services.

The Chief Executive's Office is responsible for producing a corporate equality and cohesion strategy, action plan and reporting on its performance, in addition to supporting departments carry out self assessments using the Equality Framework to identify service improvement.

We will integrate equality and cohesion into service planning and partnership delivery plans; develop equality focused targets; examine the collection of equality data related to national indicators; and ensure equality impact assessments are conducted. It will make recommendations for improvements to the corporate equality and cohesion board, Corporate Management Team, Cabinet and Scrutiny. It will also present reports to Croydon's Strategic Partnership and thematic boards.

Managers will need to analyse performance of Local Area Agreement targets and national indicators, checking for under-performance and possible inequality in accessing services.

To ensure performance is managed, managers will be encouraged to use the Council's corporate equality categories when collecting performance data and satisfaction ratings. This information will be used to inform equality impact assessments of services and identify improvements.

Managers will be encouraged to develop appropriate equality focused targets and actions ensuring they are incorporated into the annual planning cycle.



NATIONAL INDICATORS AND TARGETS

Local Area Agreement

The Local Area Agreement is a contract between a local area and central government. It describes how local priorities will be met by delivering local solutions that contribute to desired regional and national outcomes. Designed to be the main performance framework for named agencies to work together to improve outcomes, the new local area agreement has 35 targets alongside 16 mandatory education and early years' targets.

We will ensure, where appropriate, equality and cohesion are integrated into the delivery programmes that support targets contained in the local area agreement. The council will monitor the 198 national indicators, the targets found in the local area agreement targets in addition to our workforce indicators and targets. We will report performance to the appropriate corporate boards and partnership groups.

A selection of targets and indicators found in the local area agreement and national indicators are integral to this strategy. These include:

- NI 1(LAA) People who believe people from different backgrounds get on well together
- NI 2 People who feel that they belong to their neighbourhood
- NI 3 Civic participation in the local area
- NI 4 People who feel they can influence decisions in their locality
- NI 5 Overall satisfaction with the local area

- NI 6 Participation in regular volunteering
- NI 7(LAA) Local voluntary organisations that are surveyed which believe the council provides an environment for a thriving third sector
- L8 (LAA) Satisfaction with the council
- NI 23 People in the area who treat one another with respect and dignity
- NI 140 Fair treatment by local services

During 2009-10 the council will be developing an updated version of Croydon's People Strategy and establishing new workforce targets effective from April 2010. In the meantime we will continue to monitor and report the performance of:

- The representation of women, Black and Minority Ethnic and disabled staff in the top 5% of earners to achieve or maintain (depending on the result for 2008/09) 50% for women, 28% for Black and Minority Ethnic staff, 12% for disabled staff by 2009/10.
- The representation of women, Black and Minority Ethnic and disabled staff as a % of the workforce comparable with the wider community to achieve or maintain (depending on the result for 2008/09) 30% for Black and Minority Ethnic staff and 14% for disabled staff set for 2009/10.
- To achieve external accreditation as an excellent authority for embedding equality using the equality framework by 2010/11.
- Targets found in the Local Area Agreement can be found in the Community Strategy at www.croydon.gov.uk



Assessing our policies

An Equality Impact Assessment is a tool used to determine whether the policy or service affects different groups of people in different ways.

We will carry out Equality Impact Assessments of our main activities to measure whether any policy, product or procedure is likely to have a negative impact, or a different effect from what we planned, on any group of people we are focusing on in terms of equality. Results will be published in summary on our intranet and internet sites.

The council's equality impact assessment programme for 2009/10 is set out in appendix 4.

Conducting Equality Impact Assessments has been integrated into our corporate planning process, decision-making process and risk management system. The programme will be monitored centrally.

Monitoring our employment policies and practices

We will produce an annual workforce profile and regularly monitor our employment policies and practices to make sure we put into practice our commitment to equality and diversity. Our workforce profile will include:

- Job applications;
- Promotions;
- Performance;
- The reasons for staff leaving;
- Training;
- Our disciplinary and staff complaints processes; and
- Results from staff surveys.

Publishing arrangements

The Equality and Cohesion Strategy and supporting action plan are 'living' documents aligned with the corporate strategy and community strategy. The strategy and action, plan will be refreshed every year to ensure that our policy and practice can take into account national and local priorities. We will publish an annual report detailing our progress.

Access to information

We will make sure our strategies, plans and reports are available to the public, including publishing them on our website.

CONSULTATION

The Council will continue to drive forward its commitment to community involvement along with other local partners by map engagement channels, identify standards for community engagement that will operate partnership wide, and promote innovation. Our new strategy will identify best practice alongside developing local examples of existing good practice that include our community involvement commitments.



APPENDICES



APPENDICES

1. STRATEGIC CONTEXT NATIONAL

Comprehensive Area Assessment (CAA) will provide the first holistic, independent assessment of the prospects for local areas and the quality of life for people living there. It will put the experience of citizens, people who use services and local taxpayers at the centre of the new local assessment framework, with a particular focus on the needs of those whose circumstances make them vulnerable. Reducing inequalities and discriminatory outcomes for all members of the community will be central to CAA. It will recognise the importance of effective local partnership working, the enhanced role of Sustainable Community Strategies and Local Area Agreements, and the importance of councils in leading and shaping the communities they serve.

This focus on outcomes for local people requires CAA to look across councils, and others responsible for local public services, which are increasingly expected to work in partnership to tackle the challenges facing their communities. It will also be tailored to the priorities for each area, focusing on those outcomes most in need of improvement.

The Equality Framework for Local Government will replace the Equality Standard for Local Government established in 2001 as a performance and improvement framework to support local authorities to mainstream equality. It has been revised to take account of demographic changes in local areas, emerging thinking of the nature of equality and diversity, new duties to promote democracy and involve people in key decisions proposed in Communities in Control: Real People Real Power; and the Comprehensive Area Assessment framework.

The Government Equalities Office (GEO) is the lead Government Department for PSA15, which drives progress in reducing inequalities. This includes outcomes such as hourly wage rates and people's experience in the workplace and as users of public services. This PSA aims to achieve a significant reduction in the pay gap for women, more choice and control for disabled people, and equal civic participation by all whatever their background. The PSA also looks at employment practices for recruitment, as well as the promotion, better understanding and delivery of fair treatment by public services. And the Cabinet Office is the lead for PSA 21 which seeks to build more cohesive, empowered and active communities.



LOCAL

The development of Croydon's Community Strategy and the Council's Corporate Plan created opportunities to establish greater alignment of strategic priorities and objectives. The council recognises excellence can only be achieved by integrating priorities, targets and activity into its business planning processes.

The Community Strategy 2008 - 11 acts as the overarching plan for the borough. It provides a framework for all agencies involved in the Local Strategic Partnership to establish priorities and targets for the next three years. These will influence the development of all other plans within different organisations throughout the borough.

The Community Strategy is supported by a Local Area Agreement which is an agreement between the central and local government and sets out in more detail the priorities, objectives and targets agencies will work towards over the next three years. Each LAA priority will have a delivery plan that contains activities to support the achievement of these targets.

The Council's Corporate Plan 2009 – 12 is our most important planning document. It sets out the organisations' strategic objectives and priorities for improvement. It is underpinned by annual departmental service plans that describe in greater detail the activity and targets needed to improve services and outcomes.

Croydon's People Strategy 2007 – 10 is the Council's workforce strategy. It includes a profile of our workforce and aims to support the council in becoming an 'excellent' authority that provides value for money to the citizens of Croydon through strong partnerships, effective leadership, excellent communication and a commitment to enhancing the customer experience. During 2009 a new People Strategy will be developed along with a supporting delivery programme for the organisation.

2. LEGAL CONTEXT

As a public body we have general duties to promote equal opportunities relating to race, disability and gender and to remove discrimination. Our responsibilities are set out in the:

- Disability Discrimination Act 2005 (DDA 2005);
- Equality Act 2006 (EA 2006);
- Equal Pay Act 1970;
- Race Relations (Amendment) Act 2000 (RRAA 2000); and
- Sex Discrimination Act 1975.

We must also meet our employment duties for age, sexuality, and religion or belief as set out in the following legislation:

- Employment Equality (Age) Regulations 2006;
- Employment Equality (Sexual Orientation) Regulations 2003;
- Employment Equality (Religion or Belief) Regulations 2003;

We aim to apply the highest standards from each of the duties to all our equalities priorities.

The core general duties are similar for disability, gender and race:

- Promote equality of opportunity; and
- Eliminate harassment and unlawful discrimination.



However, there are important areas where there are different legislative requirements between the general duties which set a higher standard:

- Promote positive attitudes towards disabled people under the DDA 2005;
- Promote good relations between people of different racial groups under the RRAA 2000;
- Encourage participation by disabled people in public life under the DDA 2005; and
- Take positive steps to take account of disabled people's disabilities, even where that involves treating disabled people more favourably than other people under the DDA 2005. This means we have to take steps which go beyond treating disabled people and non-disabled people alike.

We also have specific duties which provide a framework to guide us in meeting our general duties in the most appropriate way. Many of the specific duties are similar for disability, gender and race:

- Publish an equality scheme demonstrating how we intend to fulfil our general and specific duties;
- Ensure the equality scheme includes a statement of our arrangements for:
- Assessing and consulting on the likely impact of our proposed policies on the promotion of equality;
- Gathering information in relation to employment and the delivery of our functions to monitor for any adverse impact on the promotion of equality;

- Putting this information to use, in particular in reviewing the effectiveness of the action plan and in preparing subsequent equality schemes;
- The steps we will take towards fulfilling the general duty;
- Publishing the results of our assessments and consultation annually and reviewing the scheme at least every three years.

3. TAKING POSITIVE ACTION WHEN THINGS GO WRONG

Despite the best intentions and levels of achievement, sometimes things can go wrong. The Council takes all complaints seriously and actively encourages people to voice their concern when things go wrong so that this can be addressed and lessons can be learnt. Responding to and learning from complaints will form a key part of the Council's drive for better local services.

The Council acknowledge people have the right to complain about either a service they have received from us, or their experience in the workplace. The Council has a formal complaints procedure for service users and a grievance procedure for employment complaints together with a procedure for harassment and bullying for those who feel they face discrimination through service delivery or employment.

The Council will take decisive and appropriate action against people found in breach of the policy. Employees found in breach of this policy may be liable to disciplinary action including dismissal.

We aim to apply the highest standards from each of the duties to all our equalities priorities.





TABLE 2: EQUALITY IMPACT ASSESSMENT PROGRAMME 2009/2010

DEPARTMENT OF ADULT SERVICE AND HOUSING	COMMUNITY SERVICES (continued)	CHIEF EXECUTIVE'S OFFICE
Older People Transformation of Services	Olympic Strategy	Equality Commitments
Sexual Health and HIV Strategy	Sport and Physical Activity Strategy	Commissioning Framework for the Voluntary and Community Sector
Charging Policy	Arts Trust	Single Status
Homes for the future Programme	"Parks that Work" Improvement Plan	Corporate Restructure
Self Directed Support	Customer Service Excellence Standard in Libraries Review of Income Generation	People Strategy and Workforce Development Plan
Safeguarding Vulnerable Adults	Review of the Community Safety Service	
Housing Advice	Parking Enhancement Plan	CHILDREN, YOUNG PEOPLE AND LEARNERS
Kitchen and Bathroom Refurbishment Programme	Review of Surrey Street market	Youth Justice Plan
Stock investment programme identification service area	Allotment Strategy	School Improvement Strategy
Stock investment programme delivery service		Youth Services
Housing Register	RESOURCES AND CUSTOMER SERVICES	Early Years Strategy
Housing Strategy	Benefit Service	Parenting Strategy
Older People's Strategy Physical Disability	Customer Service Strategy	NEET Strategy
Supporting People Strategy	Improvement & Efficiency Strategy	Behaviour Strategy
Mental Health Strategy	ICT Strategy	Children and Young People Plan
Learning Disability Strategy	Tenders and Contracts Programme	Social Care Service
Empty Property Strategy		Building Schools for the Future (Academies)
Learning Disability Transformation Programme	PLANNING, REGENERATION AND CONSERVATION	Outsourcing SEN transport
Learning Disability Management Restructure	Local Implementation Plan incorporating transport strategy	
Learning Disability Social Care Change Programme	Local Development Framework	
Pop Service	Environment and Climate Change Strategy	
COMMUNITY SERVICES	Housing Needs and Affordable Housing SPD	
Phase 2 restructures	Open Play and Recreation Space DPD	
Service Transformation Programme	Air Quality SPD	
Review of Family Justice Centre	Economic Development Strategy	
Regeneration Programmes as they relate to the department	Economic Development Company	
Cultural Strategy	Enterprise Opportunity Centres	



5. Draft CORPORATE EQUALITY AND COHESION ACTION PLAN 2009 – 10
EF 1 KNOW OUR COMMUNITY AND UNDERSTAND ITS NEEDS

Ref	ACTION	MILESTONE	LEAD CABINET MEMBER	EXECUTIVE DIRECTOR/ Director Lead
EF1	Compare national and local sources of equality data for targets in the Local Area Agreement (LAA) and National Indicators	Map the data against related targets in the Local Area Agreement (LAA) and National Indicators Present at partnership managers' meeting by March 2010	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF1	Produce one borough profile and 24 ward profiles	Profiles published by October 2009	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF1	Produce a three year programme of equality impact assessments	Annual plan developed by April 2009 Map all policies, strategies and services by December 2009	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF1	Review the Equality Impact Assessment toolkit	Revised toolkit posted implemented by December 2009	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF1	Produce equality information from local surveys and publish on Croydon's Observatory	Conduct Talkabout 26 by October 2009 Publish results by December 2009	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF1	Review departmental arrangements for monitoring equality	Present findings and recommendations by March 2010	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF1	Conduct a Joint Strategic Needs Assessment (health and social care)	Disseminate findings and recommendations for service improvements by March 2009	Margaret Mead Health and Adult Social Care	Hannah Miller Executive Director Adult Services and Housing
EF1	Conduct a Strategic Assessment of Crime and Community Safety	Disseminate findings and recommendations for service improvement by March 2010	Gavin Barwell Safety and Cohesion	Tom Jeffrey Executive Director Community Services
EF1	Promote the council's new complaints system	Monitor stage 1 and 2 complaints and disseminate results by March 2010	Sarah Bashford Resources and Customer Services	Nathan Elvery Executive Director Resource and Customer Services
EF1	Review the provision of English language	Scope out review by December 2009	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF1	Improve the Observatory as an evidence base to support planning within the council and Local Strategic Partnership	Integrate GIS by June 2009 Establish a team and work programme by March 2010	Sara Bashford Resources and Customer Services	Damian Roberts Director Strategy and Communications
EF1	Conduct a Needs Assessment for children with additional needs	Assessment findings published by March 2010	Tim Pollard Children, Young People and Learners	Executive Director Resource and Customer Services
EF1	Report findings arising from the Participate engagement project with young people	Report disseminated by March 2010	Tim Pollard Children, Young People and Learners	Dave Hill Executive Director Children, Young People and Learners



EF 2 PROVIDE STRONG LEADERSHIP, PARTNERSHIP AND ORGANISATIONAL COMMITMENT

Ref	ACTION	MILESTONE	LEAD CABINET MEMBER	EXECUTIVE DIRECTOR/ Director Lead
EF2	Embed equality practice into the scrutiny review process	Identify training for scrutiny members to ensure equality is incorporated into reviews by March 2010.	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF2	Develop a high performing equality and cohesion team	Recruit to vacant posts by September 2009	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF2	Conduct self assessment for each department using the new equality framework	Produce departmental equality improvement plans by March 2010	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF2	Strengthen the corporate and departmental structures for managing equality	Review the corporate and departmental structures and implement improvements by March 2010	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF2	Publish commitments to equality, social inclusion and cohesion	Produce at least two commitments by March 2010	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF2	Strengthen the Community Cohesion Partnership and Strengthening Communities Partnership	Review terms of reference for each group, identify best practice and implement revised arrangements by March 2010	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF2	Gain external accreditation for equality practice demonstrating equality is embedded throughout the organisation	Examine criteria for Stonewall Equality Mark; Disability Mark; Peer assessment for Equality Framework by March 2010	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF2	Publish Children and Young People's Plan	Children and Young People Plan to be developed by December 2009	Tim Pollard Deputy Leader Children Services and Adult Learning	Dave Hill Executive Director Children, Young People and Learners
EF2	Launch a parenting and families strategy incorporating priorities of the children's trust	50% of schools delivering parenting support to agreed standards by December 2009	Tim Pollard Deputy Leader Children Services and Adult Learning	Dave Hill Executive Director Children, Young People and Learners
EF2	Implement Building Schools For the Future Programme	Approval from partnership by August 2009 Formal acceptance at ministerial meeting by August 2009 Approval for stage one by November 2009 Approval for stage two by February 2010	Tim Pollard Deputy Leader Children Services and Adult Learning Sara Bashford Resources and customer Services	Dave Hill Executive Director Children, Young People and Learners Nathan Elvery Executive Director Resources and Customer Services
EF2	Develop the Local Development Framework	Core strategy submitted by April 2010	Steve O'Connell Regeneration	Emma Peters Executive Director Planning Regeneration and Conservation



Ref	ACTION	MILESTONE	LEAD CABINET MEMBER	EXECUTIVE DIRECTOR/ Director Lead
EF2	Promote the Economic Development Company	Appoint a board and chief executive by May 2009 Launch by March 2010	Steve O'Connell Regeneration	Emma Peters Executive Director Planning Regeneration and Conservation
EF2	Implement Economic Development Strategy to improve skills, tackle worklessness, and support enterprise	Economic recovery plan in place Worklessness and skills strategy agreed by March 2010	Steve O'Connell Regeneration	Emma Peters Executive Director Planning Regeneration and Conservation
EF2	Publish Cultural Strategy incorporating Olympic and para-Olympic programme	Development to take place throughout 2009	Steve Holland Culture and Sport	Tom Jeffrey Executive Director Community Services
EF2	Develop equality targets and indicators in departmental service plans	Examine NIS and identify ownership, analyse performance and establish targets to improve performance	Tim Pollard Deputy Leader (Performance) Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF2	Prepare for Comprehensive Area Assessment	Identify supporting evidence to demonstrate mainstream equality and how the organisation is tackling inequality by June 2009	Mike Fisher Leader of the Council	Jon Rouse Chief Executive Croydon Council
EF2	Produce a community cohesion strategy for the Local Strategic Partnership	Consult on draft strategy by March 2010	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications



EF 3 ENGAGE WITH THE COMMUNITY AND IMPROVE SATISFACTION

Ref	ACTION	MILESTONE	LEAD CABINET MEMBER	EXECUTIVE DIRECTOR/ Director Lead
EF3	Launch a new vision for the borough that incorporates equality and cohesion	Analyse the result from the largest public engagement programme by December 2009	Mike Fisher Leader of the Council	Jon Rouse Chief Executive Croydon Council
EF3	Develop a customer improvement strategy to improve satisfaction	Increase customer satisfaction by 3% by 2011	Sara Bashford Resources and Customer Services	Nathan Elvery Executive Director Resources and Customer Services
EF3	Develop a plan to increase volunteering focussing on hard-to-reach groups	Draft completed by March 2010	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF3	Begin the process of developing a community empowerment strategy	Map engagement channels Conduct a review of existing structures by March 2010	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF3	Implement a programme of community and cultural events and activities creating a range of participation/ attendance opportunities	By March 2010 host a range of programmes including: Show Racism the Red Card May 2009 Mela/Croydon Festival July /August 2009 Black History Month October 2009 Up to five inter-faith celebrations Holocaust Memorial Day LGBT History Month Mary Rose exhibition	Gavin Barwell Safety and Cohesion Steve Hollands Culture and Sport	Damian Roberts Director Strategy and Communications Tom Jeffrey Executive Director Community Services
EF3	Update Achieving Access for All	Publication December 2009	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF3	Implement a programme of inter-faith activity	Inter-faith network to develop a plan of activity that includes an inter-faith week, publication of a faith calendar for all agencies, seminars, myth busting materials and development of website from April 2010	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF3	Develop a programme to promote local integration and stronger neighbours	Examine the possibility of piloting neighbour's day in July 2009 Scope out further development of a neighbour's day by December 2009	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications



Ref	ACTION	MILESTONE	LEAD CABINET MEMBER	EXECUTIVE DIRECTOR/ Director Lead
EF3	Promote a Welcome Pack for new residents and those undertaking citizenship ceremonies	To be rolled out from July 2009	Sara Bashford Resources and Customer Services	Nathan Elvery Executive Director Resource and Customer Services
EF3	Local Strategic Partnership - Themed partnerships host annual consultation events	Hold up to 10 annual conferences to include strengthen communities partnership and Community Cohesion Partnership by March 2010	Mike Fisher Leader of the Council Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF3	Involve residents in estate management and service delivery	1000 residents to use the housing sounding board by March 2009	Margaret Mead Health and Adult Social Care	Hannah Miller Executive Director Adult Services and Housing
EF3	Undertake a refresh of the Children's Trust	Host a range of consultation events with young people from May 2009	Tim Pollard Deputy Leader Children Services and Adult Learning	Dave Hill Executive Director Children, Young People and Learners
EF3	Develop a borough-wide youth panel	Launch the panel by March 2010	Tim Pollard Deputy Leader Children Services and Adult Learning	Dave Hill Executive Director Children, Young People and Learners
	Ensure website contains up-to-date information about equality and diversity in the borough	Update intranet and internet pages by March 2010	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications



EF 4 RESPONSIVE SERVICES AND CUSTOMER CARE

Ref	ACTION	MILESTONE	LEAD CABINET MEMBER	EXECUTIVE DIRECTOR/ Director Lead
EF4	Review Council's voluntary and community sector commissioning framework to ensure community cohesion is integrated	Integrate into new priorities by December 2009	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF4	Implement a plan to transfer public assets	Action plan presented at Strengthening Communities Partnership by July 2009	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF4	Implement capacity builders' plan that includes Volunteering; Premises; Commissioning; Capacity Building	Agree revised plan by July 2009	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF4	Implement grassroots funding scheme for small voluntary and community organisations	Complete round three by March 2010	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF4	Hold improvement surgeries for under-performing/achieving services	Implement a programme of service surgeries throughout 2009/10	Sara Bashford Resources and Customer Services	Nathan Elvery Executive Director Resource and Customer Services
EF4	Review funding agreements with voluntary and community sector	Align to LAA priorities and undertake stakeholder consultation summer/ autumn 09	Gavin Barwell Safety and Cohesion	Damian Roberts Director Strategy and Communications
EF4	Develop phase three children's centres	May 2010	Tim Pollard Deputy Leader Children Services and Adult Learning	Damian Roberts Director Strategy and Communications
EF4	Provide positive activities for young people	25 generic, 4 targeted, 8 sports and 1 money advice session by March 2010	Dudley Mead Housing	Hannah Miller Executive Director Adults Services and Housing
EF4	Build new play areas on estates	Four new play areas by March 2010	Dudley Mead Housing	Hannah Miller Executive Director Adults Services and Housing
EF4	Reduce the number of homeless households placed into temporary accommodation	1,400 households by March 2010	Dudley Mead Housing	Hannah Miller Executive Director Adults Services and Housing



Ref	ACTION	MILESTONE	LEAD CABINET MEMBER	EXECUTIVE DIRECTOR/ Director Lead
EF4	Tackle anti-social behaviour by delivering an acceptable behaviour programme	83 acceptable behaviour agreements in place by March 2010	Gavin Barwell Safety and Cohesion	Tom Jeffrey Executive Director Community Services
EF4	Install security measures to support victims of domestic violence and hate crime to return home through the Sanctuary Project	45 households by March 2010	Gavin Barwell Safety and Cohesion	Tom Jeffrey Executive Director Community Services
EF4	Improve reporting and investigation of domestic violence to family justice centre	48% sanction detection rate by March 2010	Gavin Barwell Safety and Cohesion	Tom Jeffrey Executive Director Community Services
EF4	Remove offensive graffiti within 24 hours	100% removed within 24 hours	Tim Pollard Deputy Leader Children Services and Adult Learning	Tom Jeffrey Executive Director Community Services
EF4	Implement Birth-to-Three plan offering support to families at risk/ vulnerable	Action plan to be completed by 2010/11	Tim Pollard Deputy Leader Children Services and Adult Learning	Dave Hill Executive Director Children, Young People and Learners
EF4	Increase in-borough provision for special educational needs	60 additional specialist places in borough by March 2010	Tim Pollard Deputy Leader Children Services and Adult Learning	Dave Hill Executive Director Children, Young People and Learners
EF4	Develop the Turnaround Centre to reduce the number of first time offenders entering the criminal justice system	Launch by July 2009	Gavin Barwell Safety and Cohesion	Tom Jeffrey Executive Director Community Services
EF4	Develop an action plan to implement the recommendations arising from the Health Care Commission related to the provision of drug treatment	Action plan developed by March 2010	Gavin Barwell Safety and Cohesion	Tom Jeffrey Executive Director Community Services
EF4	Set up four youth groups on council housing estates	Established by March 2010	Tim Pollard Deputy Leader Children Services and Adult Learning	Dave Hill Executive Director Children, Young People and Learners
EF4	Help people on incapacity and other long-term benefits enter employment	95 people by March 2010	Steve O'Connell Regeneration	Emma Peters Executive Director Planning Regeneration and Conservation



Ref	ACTION	MILESTONE	LEAD CABINET MEMBER	EXECUTIVE DIRECTOR/ Director Lead
EF4	Implement active lifestyles and sports development programme aimed at target groups	Increase participation by at least 1% by 2009/10	Steve Holland Culture and Sport	Tom Jeffrey Executive Director Community Services
EF4	Install major aids and adaptations in homes of older or disabled people	100 private residents and 90 council tenants assisting 570 people over three years	Margaret Mead Health and Adult Social Care	Dave Hill
EF4	Increase the choice and control for service users, including carers, by launching the first phase of the self-directed support programme	200 personalised budgets in place by March 2010	Margaret Mead Health and Adult Social Care	Executive Director Children, Young People and Learners
EF4	Develop a resource base in Waddon for people with learning difficulties	Launch the resource base in 2011/12	Margaret Mead Health and Adult Social Care	Hannah Miller Executive Director Adult Services and Housing
EF4	Improve homes of older people in partnership with the Staying Put Home Improvement Agency	600 home improved by March 2010	Margaret Mead Health and Adult Social Care	Hannah Miller Executive Director Adult Services and Housing
EF4	Fit security measures to homes of older people through the SAFE project	360 homes fitted with security measures by March 2010	Margaret Mead Health and Adult Social Care	Hannah Miller Executive Director Adult Services and Housing
EF4	Commission day care placements for people with learning difficulties	March 2010	Margaret Mead Health and Adult Social Care	Hannah Miller Executive Director Adult Services and Housing
EF4	Review adult mental health services	March 2010	Margaret Mead Health and Adult Social Care	Hannah Miller Executive Director Adult Services and Housing
EF4	Train frontline staff to implement our 'no wrong door' policy	5% of staff trained by March 2010	Sara Bashford Resources and Customer Services	Nathan Elvery Executive Director Resource and Customer Services
EF4	Develop a 24 hour helpline for anti-social behaviour including hate crime	Launch the anti-social behaviour helpline by March 2010	Sara Bashford Resources and Customer Services	Emma Peters Executive Director Planning Regeneration and Conservation
EF4	Croydon Employment and Support Service to provide a service to disabled people (mental health, physical and learning disabilities) that helps them gain access to employment, training and education	15 people assisted by March 2010	Margaret Mead Health and Adult Social Care	Hannah Miller Executive Director Adult Services and Housing



Ref	ACTION	MILESTONE	LEAD CABINET MEMBER	EXECUTIVE DIRECTOR/ Director Lead
EF4	Reduce child poverty, including targeting of families with disabled children, by maximising benefit and tax entitlements	£1 million of benefits/ tax credits to be claimed by families with disabled children £1 million of benefit/ tax credits to be claimed by families with children by March 2010	Margaret Mead Health and Adult Social Care	Hannah Miller Executive Director Adult Services and Housing
EF4	Improve the council's ability to embrace supplier diversity	Expand the scope of integrating equality guidance and develop a supplier diversity database	Sara Bashford Resources and Customer Services	Nathan Elvery Executive Director Resource and Customer Services
EF4	Increase the supply of affordable housing to BME households, disabled people and vulnerable people	60 new wheelchair homes by 2011 600 affordable homes by 2010	Steve O'Connell Regeneration	Emma Peters Executive Director Planning Regeneration and Conservation
EF4	Transform residential services into supported housing, and develop services for people with learning difficulties to gain greater independence	Homes transformed by March 2010 Appoint a benefits advisor by 2010/11	Margaret Mead Health and Adult Social Care	Hannah Miller Executive Director Adult Services and Housing
EF4	Develop a POP village supporting social enterprise with care services	Gain funding to develop the village by March 2010	Margaret Mead Health and Adult Social Care	Hannah Miller Executive Director Adult Services and Housing
EF4	Accommodation needs of care leavers is met through placement in private rented sector	Up to 15 placements at any time in 2009/10	Margaret Mead Health and Adult Social Care	Hannah Miller Executive Director Adult Services and Housing



EF 5 EXEMPLARY EMPLOYER OF A MODERN AND DIVERSE WORKFORCE

Ref	ACTION	MILESTONE	LEAD CABINET MEMBER	EXECUTIVE DIRECTOR/ Director Lead
EF5	Develop a new Workforce Strategy	Action plan updated and strategy by December 2009	Sara Bashford Resources and Customer Services	Pam Parkes Director Human Resources & Organisational Development
EF5	Produce a workforce profile for the organisation and each department	Draft organisational profile produced by April 2009 Departmental profiles developed by September 2009	Sara Bashford Resources and Customer Services	Pam Parkes Director Human Resources & Organisational Development
EF5	Conduct staff survey	Analyse and disseminate results from staff survey by September 2009 Integrate actions into new people strategy by December 2009	Sara Bashford Resources and Customer Services	Pam Parkes Director Human Resources & Organisational Development
EF5	Implement a high performing team development framework	Programme of implemented by March 2010	Sara Bashford Resources and Customer Services	Pam Parkes Director Human Resources & Organisational Development
EF5	Develop positive action programme to support under-represented staff groups	Evaluate results from Leadership Academy, Management Development Programme and Aspiring Managers project by March 2010	Sara Bashford Resources and Customer Services	Pam Parkes Director Human Resources & Organisational Development
EF5	Deliver equality and diversity training	100% for new recruits Monitor staff representation and report to corporate boards	Sara Bashford Resources and Customer Services	Pam Parkes Director Human Resources & Organisational Development
EF5	Implement the management development programme containing mandatory equality modules	100% of new managers to take part in management development programme by March 2010	Sara Bashford Resources and Customer Services	Pam Parkes Director Human Resources & Organisational Development
EF5	Develop joint workforce planning strategy in partnership with other agencies	By March 2010	Sara Bashford Resources and Customer Services	Pam Parkes Director Human Resources & Organisational Development
EF5	Establish new workforce indicators and targets replacing the old BVPI	Review results of staff survey, training, workforce profile, including other performance indicators, by December 2009 Targets and indicators in place by March 2010	Sara Bashford Resources and Customer Services	Pam Parkes Director Human Resources & Organisational Development
EF5	Support development of effective corporate staff networks	Review current staff groups and make recommendations to corporate management team by December 2009	Sara Bashford Resources and Customer Services	Pam Parkes Director Human Resources & Organisational Development



Ref	ACTION	MILESTONE	LEAD CABINET MEMBER	EXECUTIVE DIRECTOR/ Director Lead
EF5	Implement phase two of restructuring	Analyse results from restructuring with regards to equality groups	Sara Bashford Resources and Customer Services	Pam Parkes Director Human Resources & Organisational Development
EF5	Promote Croydon Council Awards for staff and partners	Host event by December 2009	Sara Bashford Resources and Customer Services	Pam Parkes Director Human Resources & Organisational Development
EF5	Implement the Leadership Academy	Host four programmes Monitor staff representation, reporting results to corporate boards	Sara Bashford Resources and Customer Services	Pam Parkes Director Human Resources & Organisational Development
EF5	Hold at least one management forum focussing on difference	Management forum to be held in April 2009	Sara Bashford Resources and Customer Services	Pam Parkes Director Human Resources & Organisational Development



6. GLOSSARY

BME	Black and Minority Ethnic
CAA	Comprehensive Area Assessment
Community Strategy	The Community strategy is an overarching document, which sit at the apex of all strategic and service plans in a particular area and which promotes a long term vision for improving the economic, environmental and social wellbeing of an area.
Corporate Strategy	A medium term view on how Croydon plans to support the delivery of our Community Strategy and our Local Area Agreement.
Croydon' Strategic Partnership/Local Strategic Partnership	Croydon's Local Strategic Partnership comprises of a board, chief executive's group, theme partnerships and sub-groups.
EFLG	Equality Framework for Local Government
EIA	An Equality Impact Assessment is a tool used to determine whether the policy or service affects different groups of people in different ways.
GEO	Government Equalities Office
ILM (Management Development Programme)	Institute of Leadership and Management (part of an accredited management development programme).
JSNA	Joint Strategic Needs Assessment
LAA	Local Area Agreement
LGBT	Lesbian, Gay, Bisexual and Transgender
NI	National Indicator
POP (Bus)	Partnership for Older People
PSA	Public Service Agreements
Super Output Area	A Super Output Area (SOA) is a unit of geography used in the UK for statistical analysis.



7. RELATED PLANS AND STRATEGIES

SAFER, STRONGER AND MORE SUSTAINABLE

Corporate Plan 2009/12
Crime Disorder Reduction Strategy 2009/12
Policing Plan
Youth Crime Prevention Strategy
ASB Strategy
Equalities and Cohesion Strategy

ACHIEVING BETTER OUTCOMES FOR CHILDREN & YOUNG PEOPLE

Corporate Plan 2009/12
Children's & Young People's Plan
14-19 Education Plan
Integrated Youth Support Strategy
Integrated Early Years Strategy
Local Safeguarding Children Board Business Plan

PROMOTING ECONOMIC GROWTH & PROSPERITY

Corporate Plan 2009/12
Economic Recovery Plan
Homelessness Strategy
South West London Housing Strategy
South West London Private Sector Housing Strategy
Supporting People Strategy 2005-10
Economic Development Strategy

IMPROVING HEALTH AND WELL-BEING

Corporate Plan 2009/12
Improving health & well-being: our plan for a healthy
Croydon 2008-11
Tobacco Control Strategy 2008-11
Obesity Strategy 2008-11
Supporting People Strategy 2008-11
Older People's Strategy 2008-11
Sport & Physical Activity Strategy
DAAT YP Treatment Plan
DAAT Adult Treatment Plan
DAAT Team Plan

IMPROVING THE ENVIRONMENT PROVING THE ENVIRONMENT

Environment and Climate Change 2009-11
Waste Strategy & Recycling Plan 2007-10
Sport & Physical Activity Strategy 2008-13

DELIVERING HIGH QUALITY PUBLIC SERVICES AND VFM

Corporate Plan 2009/12



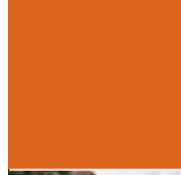
Notes

Date ratified: March 2009
Date of review: March 2012
Lead Executive Director: Jon Rouse
Lead Director: Damian Roberts
Lead Officer: Sharon Godman

If you find it easier to read large print, use an audio tape, braille or need to communicate in a language other than English, please let us know. ☎ **020 8726 6000**

Croydon Council's commitment to Equality and Cohesion

Equality and Cohesion is integral to everything the Council does. As an organisation and in partnership with others we aim to address the needs and aspirations of all those who live and work in the borough.



The Council's commitment to Equality and Cohesion

The Council is committed to promoting equality and good relations between people and communities within Croydon.

The Council is committed to eliminating discrimination in service delivery, procurement and employment on the grounds of race, gender, disability, sexual orientation, age, religion and belief.

The Council adopts zero tolerance of any form of unlawful discrimination. All those providing goods and services on behalf of the Council are expected to share our commitment.

The Council will monitor its activity to make sure this happens and take decisive action against those found to be in breach of this policy.

The Council will:

- Promote equality of opportunity;
- Promote positive attitudes towards, and good relations between different groups;
- Encourage participation in, and access to, community and civic life;
- Eliminate unlawful discrimination and harassment.

To ensure the Council's commitment to equality and cohesion is implemented it expects staff and those who provide services on our behalf to:

- Know the local community and understand its needs;
- Provide strong leadership, partnership and organisational commitment;
- Engage with the community and improve satisfaction;
- Provide efficient responsive services and excellent customer care;
- Be exemplary employees reflecting a modern and diverse workforce.

