

For General Release

REPORT TO:	CABINET 19 March 2012
AGENDA ITEM:	11
SUBJECT:	Croydon Council's Equality Strategy 2012 - 16
LEAD OFFICER:	Pam Parkes Director of workforce and community relations
CABINET MEMBER:	Councillor Vidhi Mohan Cabinet Member for Communities and Big Society
WARDS:	All
CORPORATE PRIORITY/POLICY CONTEXT: The Council's Equality Strategy sets out the organisation's high level equality policy objectives for the next four years.	
FINANCIAL IMPACT The financial implications of the Council's plans for achieving its corporate themes and priorities are contained within the Council's budget and Financial Strategy. Beyond the Plan's production costs, there are no direct financial implications arising from this report.	
FORWARD PLAN KEY DECISION REFERENCE NO.: 1093 This is a key decision as defined in the Council Constitution. The decision may be implemented from 1300 hours on the fifth working day after it is made, unless the decision is referred to the Scrutiny & Overview Committee by the requisite number of Councillors.	

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

Cabinet is recommended to consider the requirements of the Council's public sector equalities duty in relation to the issues detailed in the body of the report, the equality analysis and mitigating actions set out in the impact assessment at appendix three, (including any others that may be considered necessary) and the responses to the consultation and:

1.1 Agree the draft Council's Equality Strategy 2012 - 16 subject to the delegation below to ensure the Strategy and action plan is published in accordance with the statutory deadline of 6 April 2012 found at appendix one and two;

1.2 Agree that the Chief Executive be given delegated authority, in consultation with the Cabinet Member for Communities and Big Society, and following consideration of the responses received by the close of the public consultation, to make any amendments to the Strategy, considered necessary and following receipt of finalised action plans, and to agree the Strategy for publication by the 6 April 2012.

2. EXECUTIVE SUMMARY

- 2.1 Croydon's equality objectives and related strategy 2012 – 16 (the Strategy), follows from the enactment of the Equality Act 2010 (Act), and the requirements of the public sector equality duty (PSED) set out in section three of this report.
- 2.2 The Strategy provides a framework for taking forward the Council's equality objectives and measures as well as equality analysis and service improvements. It covers all the Council's functions including everything we do in partnership or through contract.
- 2.3 At the cabinet meeting on 21 March 2011 (Min.A39/11) a revised policy statement was agreed setting out the Council's commitment to equality and to establish a four year Equality Strategy 2012 – 16.
- 2.4 Proposed equality objectives for the new Strategy are:
- To build stronger communities by tackling deprivation;
 - To encourage safer communities by reducing violence;
 - To improve health and wellbeing by reducing health inequalities;
 - To improve health and social care by providing better care in later life;
 - To improve support for vulnerable people by making it easier for them to have more choice and control over their lives;
 - To improve outcomes for children by providing a better start in life;
 - To achieve better learning outcomes for children and young people by narrowing the attainment gap for those who are vulnerable;
 - To improve economic outcomes for young people and adults by increasing opportunities to be in education, employment or training;
 - To achieve better outcomes for children and young people by increasing the proportion that say they are listened to and able to influence;
 - To encourage a modern and diverse workforce by increasing the proportion of staff who say they are valued and treated fairly.
- 2.5 The equality objectives, measures and actions can be found in the Equality Strategy 2012 – 16 at appendix one.

3. BACKGROUND

- 3.1 The Equality Act 2010 (the Act) replaced previous anti-discrimination laws with a single Act. It simplified the law, removing inconsistencies and making it easier for people to understand and comply with. It also strengthened the law in important ways to help tackle discrimination and inequality.
- 3.2 The PSED (section 149 of the Act) came into force on 5 April 2011. The duty applies to public bodies and others carrying out public functions. Nine characteristics are protected in law and these include age, gender, disability, race, religion and/or belief, sexual orientation, pregnancy and maternity, marriage and civil partnership, and gender reassignment.
- 3.3 The Act and PSED support good decision-making by ensuring public bodies consider how different people will be affected by their activities, helping them to

deliver policies and services which are efficient and effective; accessible to all; and which meet different people's needs.

- 3.4 The PSED is made up of a general equality duty which is supported by specific duties. The 'public sector equality duty' is the formal title of the legislation, the 'general equality duty' is the overarching requirement or substance of the duty, and the 'specific duties' are intended to help performance on the general equality duty.
- 3.5 The general equality duty requires the Council, in the exercise of functions, to have due regard to the need to:
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
 - Foster good relations between people who share a relevant protected characteristic and those who do not share it.
 - Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.
- 3.6 The Council must publish information to demonstrate their compliance with the general equality duty and:
- All listed bodies (except schools and pupil referral units) must do this by 31 January 2012, and at least annually thereafter;
 - Schools and pupil referral units must do this by 6 April 2012, and at least annually thereafter.
- 3.7 This information must relate to people who are:
- our employees
 - affected by our policies and practices (for example, service users).

4. PUBLISHING INFORMATION

- 4.1 The council must publish information relevant to the three aims of the equality duty from 31 January 2012 and then annually. The non-statutory code of practice suggests this can happen throughout the year and not all in one go.
- 4.2 The Council's proposed intention is to use existing routes to publication rather than establish new ones. This will involve making information available on its website (internal and external), through requests made using Freedom of Information and when presenting reports for decision at cabinet and other council committee.
- 4.3 The specific statutory duty to publish information involves different types of information including needs assessments, staff profiles, access to and the take-up of services, performance, satisfaction surveys, complaints and engagement. All information where available and appropriate to do so should be disaggregated or broken down by protected characteristics as well as make explicit reference to the aims of the public sector equality duty. It must be free and accessible to the public.
- 4.4 The council already publishes information that is accessible to the public which includes the Joint Strategic Needs Assessment (JSNA); Crime Assessments, Children's Needs Assessment, Local Account of Social care, an economic

bulletin; as well as data about the borough's demographic and deprivation found in relevant profiles on the Croydon's Observatory. The workforce profile and staff survey will be found on the council's intranet and published using existing communication channels.

5. EQUALITY OBJECTIVES

- 5.1 The council (including schools) must set and publish equality objectives by 6 April 2012, and at least every four years after that. They must be specific and measurable, and they should set out how progress towards the objectives will be measured.
- 5.2 Objectives should be developed on the basis of evidence of the key issues facing the people with different protected characteristics. The council must publish details of the engagement undertaken in developing the equality objectives and the information it has used to determine objectives.
- 5.3 The council's equality objectives should be challenging but achievable. When choosing priorities, all three aims of the duty should be considered across all of the council's functions – looking at council policy, employment functions, service delivery including any functions contracted out.
- 5.4 The purpose of the general duty is to bring about positive change. It is therefore important to focus on achieving real equality and good relations outcomes when developing equality objectives.
- 5.5 Objectives and the progress made towards them is an important piece of evidence to demonstrate the council's compliance with the general duty and to help the public assess our equality performance.
- 5.6 Senior management and Members must be involved in the choice of equality objectives and should receive regular updates about the progress made towards them. This information will form part of the governance and leadership of the Council.

6 SETTING AND PUBLISHING OBJECTIVES

- 6.1 The council has adopted an integrated approach in the development of this strategy which is aligned to the existing business cycle. It builds on the partnership work undertaken throughout the year to identify priorities through assessments, surveys and consultation exercises. These activities highlight the issues that require the attention of all agencies in the years ahead. It is from this information that the equality objectives have been determined and final consultation has taken place. In summary this strategy has been developed by:
 - Gathering information from a range of impact and needs assessments;
 - Using information from existing completed surveys and consultation exercises;
 - Identifying key challenges and inviting people to confirm these;
 - Working through other forums to put in place actions.
- 6.2 The types of data and information included those mentioned in section four of this report. An audit of the types of information collected and published by

protected characteristics was undertaken to determine gaps in data and set out in the accompanying impact assessment.

- 6.3 The proposed equality objectives emerged as part of the determination of priorities that have taken place in departments and working with our partners, and where possible aligned with London Plan, Corporate Plan and Partnership Plans.
- 6.4 At the end of last year most of the needs assessments were completed. Each department and partnership has subsequently had an opportunity to sense check the draft equality objectives and measures as well as develop actions that support delivery and found in related plans and strategies. A summary of these can be found at appendix three.
- 6.5 The council's proposed draft equality objectives, along with a summary of why they have been chosen and how they will be measured reflect one or more of the following:
- Biggest challenges facing the council;
 - Specific, measurable, accessible;
 - Based on evidence of different groups of people and feedback from those affected;
 - Caused by social, cultural, or economic factors that affect people and their life chances;
 - An issue that is getting worse and requires attention.

These draft objectives form the basis of council's new equality strategy which also sets out the governance and arrangements for this agenda.

7 THE COUNCIL'S EQUALITY STRATEGY 2012 - 16

- 7.1 The Council's proposed equality strategy focuses on encouraging a modern and diverse workforce that is valued and proud to serve its customers to improve outcomes for local people and communities. The proposed strategy is based on a set of principles that local people and staff have said are their priorities and include transparency, accountability and fairness.
- 7.2 Croydon Council aims to be an excellent authority 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 better outcomes for local people. As part of delivering this the Council wants Croydon to be a place that is cohesive, where all communities get on well together and everyone is able to access the opportunities and life chances on offer.
- 7.3 The Council also aims to be a leading authority for promoting equality in local services and an employer of choice, delivering services and solutions that reflect local need and an organisation that attracts the best talent in the employment market.
- 7.4 Croydon's Equality Strategy provides a medium-term framework that supports the council's drive to improve outcomes for local people and further embed excellent equality policy and practice throughout the organisation. It brings together in one document our policy commitment, strategic objectives and

measures as well as a rolling three year programme of equality analysis as well as action the Council intends to deliver working in partnership with others. It is aligned with the corporate planning framework and is designed to enable the Council to challenge the way it works and ensure it is recognised as a leading authority.

- 7.5 The equality objectives and measures can be found in a range of plans including the corporate plan, children and young people's plan, crime reduction plan and will be incorporated into those plans not currently developed or under review such as the health and wellbeing plan or the workforce strategy.
- 7.6 The Strategy is a living document that is supported by a summary annual action plan and further detailed plans can be found in other strategies and plans . Each department and partnership has a critical role to play in its development and delivery. .
- 7,7 Performance measures will be integrated into the council's performance system. The Council's Equality Board can report on performance to corporate management team (CMT) as well as scrutiny and cabinet. To do this it will receive regular reports on the progress using the suggested measures and actions found in the strategy. Performance information will be publishes annually and the strategy will be updated every year to reflect changes with national and local priorities.

8. CONSULTATION

- 8.1 Section six of this report outlines the process taken throughout 2011 to identify priorities that could be equality objectives. This involved working with partners through the themed partnership boards. Each themed partnership gathered data and information from stakeholders to assess needs and determine priorities; and where appropriate through existing partnership mechanisms consulted with stakeholders on the headlines emerging from this information.
- 8.2 In addition an audit of information about staff was undertaken as was a survey in October 2011. The survey gathered views about a range of employment related issues. These informed the workforce related objective and measures found in the strategy.
- 8.3 Final consultation is taking place comprising of an online survey and presentations. This final phase of consultation runs from 6 February until the 16 March 2012. It will involve wide circulation of the survey to resident associations; partnership managers and thematic groups; LGBT groups, mobility forum, disability forum, voluntary sector organisations, stakeholders of the Croydon's congress, workers with a disability, BME forum and interfaith network. It has also been posted in e-bulletins, on facebook and twitter, and school's bulletin as well as Croydon's voluntary action newsletter, the internet, intranet and talk2croydon. Presentations have been given or scheduled at Croydon's Voluntary Sector Alliance, themed partnerships, and community interest groups such as Croydon's disability forum, workers with a disability and written feedback invited from interested stakeholders.

- 8.4 A snapshot of the results as of 7th March has been included in the equality impact analysis at appendix three. This analysis will be finalised and republished by 6 April 2012.

9. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 9.1 The Equality Strategy 2012 - 16 incorporates the council's public sector equality duties as well as the national equality service improvement framework. It integrates a general policy statement for equality. It is compliant with the current legal framework and without it the council could be compromised.
- 9.2 Failure to implement the objectives and actions as well as those arising from equality analysis conducted to support decision-making or compliance with the public sector equality duties will also expose the Council to risk.
- 9.3 Publication of the Strategy incurs production costs. The Strategy will be available in different formats, in summary and electronically - on the Council's website and intranet. Provision for this is available from existing budgets available to the Chief Executive's Department.
- 9.4 The Council's proposed actions have been developed in accordance with the risk management process. Equality analysis (impact assessments) that relate to Council activity including that delivered by themed partnerships has been incorporated into the risk management register for the Local Strategic Partnership.

1 Revenue and Capital consequences of report recommendations

The budgets for delivering the equalities strategy arise from departmental budgets across all services.

2 The effect of the decision

The approval of the strategy will have no effect on the current financial situation.

3 Risks

The approval of the strategy will have no effect on the current financial situation.

4 Options

Delivery of activity found in the action plan is subject to financial resources. Decisions to change or stop a function or activity will be subject to equality analysis of its impact. A cut in funding could risk the deliver of the strategy and its objectives.

5 Future savings/efficiencies

The Cabinet is asked to agree the Council's Equality Strategy 2012 – 16 to comply with the Council's statutory duties.

There are no savings or efficiencies associated with the approval of this strategy.

(Approved by: Diane Ellender, Head of Finance for central departments)

10. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

10.1 The Council Solicitor and Monitoring Officer comment that the development and implementation of this Strategy will contribute to the fulfilment of the Council's statutory duties to promote equalities within the Borough. There are no additional legal considerations beyond those detailed in the body of the report.

10.2 (Approved by: Gabriel MacGregor, Head of Corporate Law on behalf of the Council Solicitor & Monitoring Officer)

11. HUMAN RESOURCES IMPACT

11.1 As equality objective and related measures in this strategy is aligned to the workforce strategy. Equality is integral to everything the council does as an organisation and in partnership with others including becoming an employer of choice.

11.2 (Approved by: Heather Daley on behalf of the Director of Workforce, and Community Relations)

12. EQUALITIES IMPACT

12.1 The equality impact analysis that supports this report and the development of the strategy including its objectives and measures is set out at appendix one.

13. ENVIRONMENTAL IMPACT

None specifically identified.

14. CRIME AND DISORDER REDUCTION IMPACT

14.1 Equality objectives, measures and actions related to community safety are identified in the Strategy and aligned with the Crime Reduction Strategy.

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CROYDON COUNCIL'S EQUALITY STRATEGY 2012-16

APPENDIX ONE CONTENTS

FOREWORD
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FOREWORD

I am pleased to introduce the Council's Equality Strategy 2012 – 16 which provides a framework for our equality objectives, measures, and service improvements. This document should be read along with the equality analysis that informed its development. It's a living document that will be updated every year so that local people are clear about the progress we have made.

As an administration, we believe Croydon's diversity is one of its strengths. It gives our borough a vibrancy that makes it a unique place to work and live.

We recognise the Council has an integral role advancing equality of opportunity, fostering good community relations and eliminating unlawful discrimination and harassment. We also have a key role in enabling those who are disadvantaged to reach their full potential and play an active part in the borough's future prosperity.

The council is committed to tackling disadvantage but recognises that during times of austerity this becomes an even tougher task. We recognise the importance of tackling social and economic disadvantage especially amongst people who experience a set of complex circumstances which left unchecked remain throughout their life.

Most people generally understand the moral case for equality but there is an emerging business case to address the costs of inequality not just in terms of wasted potential and broken communities but also in public expenditure. That is why we must be open and transparent about the challenges ahead facing local people; some of which are immediate such as the lack of employment whereas others are long term like having an ageing population.

As an organisation we are more prepared than we have been to address these challenges, but know that it will not be enough to rely on what we have done successfully in the past. We recognise the Council's biggest asset is the staff and it is important to invest in their development and celebrate their contribution to improving the lives of local people. We recognise the need to set a new standard for performance and value for money and at the same time address the key challenges facing local people.

Our intention is for Croydon Council to be known for its excellent practice for embedding equality throughout the organisation and its partnerships so that together we secure better outcomes for staff, local people and their communities.

**COUNCILLOR VIDHI MOHAN
CABINET MEMBER FOR COMMUNITIES**

INTRODUCTION

What is the purpose of this strategy?

The purpose of Croydon's Equality Strategy is to set out in one place the council's equality objectives and other arrangements for embedding equality into everything we do. It contributes to the borough's vision, is underpinned by the Council's values and its policy statement outlining its commitment to equality.

The Equality Act 2010

The introduction of the Equality Act 2010 (the Act) has transformed equality law in Great Britain. The first phase of the Equality Act 2010 came into force in October 2010 and replaced previous anti-discrimination laws with a single Act. It simplified the law, removing inconsistencies making it easier for people to understand and comply with. It also strengthened the law in important ways to help tackle discrimination and inequality.

The Act supports decision-making by ensuring public bodies consider how different people will be affected by their activities, helping them to deliver policies and services which are efficient and effective; accessible to all; and meet different people's needs.

The second phase became law in April 2011 and enacts a new Public Sector Equality Duty, which amends and expands

the previous duty to cover a wider range of characteristics. There are nine characteristics explicitly protected comprising of age, disability, gender reassignment (transgender), marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Carers are also protected because of their association with someone with a protected characteristic, such as a disabled person or an older person.

The duty requires the Council to eliminate unlawful discrimination, advance equality of opportunity and foster good relations, in the exercise of all our functions, including education, employment, services and other public functions, associations, contracting and partnerships.

As a Council we have an important role in creating a fair society through the services we provide, the people we employ and the money we spend. Equality is integral to everything the Council does. We will take steps to promote understanding, tackle prejudice, remove or minimise disadvantage, meet need, and encourage participation in public life. We are committed to making Croydon a place of opportunity where everyone can belong, addressing the needs and aspirations of all those who live and work in the borough.

About Croydon

Croydon is the second largest London borough in terms of population, and one of the most diverse in outer-London. This rich diversity is a strength 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.

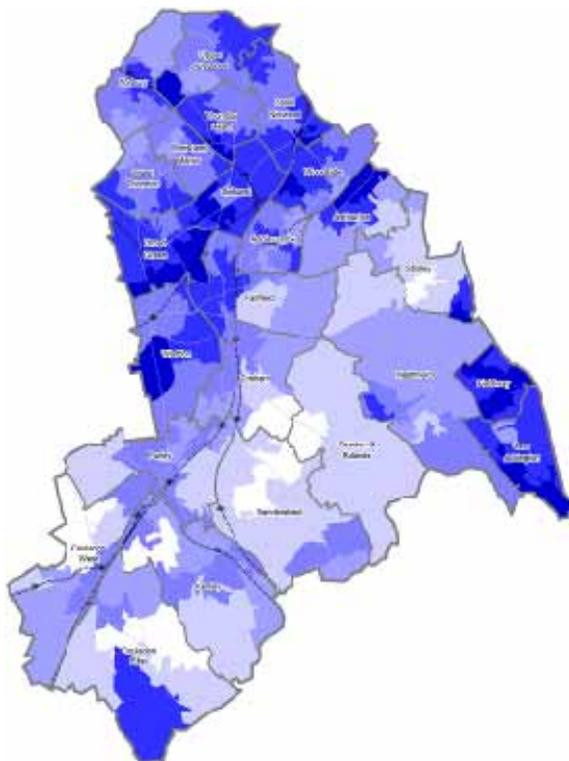
Croydon's population is fast changing and recent projections estimate that by 2025 the majority of people will be from Black and Minority Ethnic backgrounds and for children rising 16 this will happen sooner.

In Croydon between 2004 and 2010 all electoral wards became more deprived relative to England and the borough is ranked in the top 100 most deprived places in the country. The north of Croydon is more deprived than the south, being more characteristic of Inner London.

Borough-wide figures mask real pockets of deprivation with nine areas ranked as being in the top 10% most deprived in the UK. Two small areas (called lower super output areas or LSOAs) fall within the 5% most deprived areas in England. However, six areas fall within the 6-10% and a further 30 fall within the 11-20%. Wards that experience the greatest levels of deprivation are Broad Green, Selhurst, Besham Manor, Thornton Heath, West Thornton, Waddon, South Norwood, Fieldway and New Addington.

People in the north of the borough experience poorer outcomes compared with the rest of the borough, in particular communities in the five wards of the central north area: Besham Manor; Thornton Heath; Broad Green; West Thornton, and; Selhurst. The main areas of concern are income, employment, health, crime, and child poverty.

The map of Index of Multiple Deprivation demonstrates the level of poverty in specific areas. The data used in this map comes from a range of factors such as housing tenure, employment status, poverty, crime, services and literacy.



Compared with super output areas in England

- | | |
|---------------------|----------------------|
| ■ Most deprived 15% | ■ Least deprived 50% |
| ■ Most deprived 30% | ■ Least deprived 30% |
| ■ Most deprived 50% | ■ Least deprived 15% |

In 2011 Croydon's Health Profile found health inequalities related to where people live, gender and ethnicity. Rates of children living in poverty, infant mortality, teenage pregnancy and the level of childhood obesity are significantly worse than the England average. Levels of breastfeeding initiation, smoking during pregnancy and life expectancy for both males and females are however better than the national average. The highest proportion of children eligible for free school meals are from Black and Minority Ethnic communities, with the lowest proportion coming from White communities.

The nature and scale of welfare reform combined with the economic climate of is having a significant impact on local people and the provision of services. For example we have already started to see an increase in homelessness and the number of young people unemployed.

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

Community empowerment is determined by how well local priorities express community needs and aspirations. Empowered communities are more likely to be engaged in local activities and feel satisfied with local services.

Encouraging more people to get involved as community leaders is a key factor that creates a climate where people can exchange views, ideas and information in a constructive and open way. This suggests a growing role for an active voluntary sector that can help community groups develop and deliver activities that reflect local needs.

In 2008 results from the national Place Survey indicated low levels of involvement and satisfaction with the Council amongst residents. People in the north of the borough are also less satisfied with the Council and believe there has been deterioration in the quality of their local environment.

Results from a recent resident survey conducted in 2011 found 45% of people who responded said they were satisfied with the way that the Council runs things. Men were less likely to be satisfied (43%) than women (47%). The highest levels of satisfaction were given by Chinese/other (65%), Black or Black British (59%) and Asian or Asian British (49%) with 42% of White people satisfied with the service, and 44% of those with mixed ethnicity.

In August 2011 the government published its interim report into the riots which suggested links between deprivation and a lack of engagement especially among young people and other communities. In Croydon the majority of the rioting took place in some of the borough's most deprived areas. While the causes for rioting are complex and should not be condoned, there are challenges that need to be addressed head-on with a need to find long-term solutions. In the aftermath of the

rioting it was in these deprived areas where there was strong community spirit but this is not the same as communities being resilient. One of the main challenges in the years ahead will be to ensure people feel they can influence the decisions made in their local area by improving participation in civic life, especially among those who are under-represented.

The aim of the Council's Equality Strategy 2012 -16 is to address some of the biggest issues which include¹:

- Gaps between deprivation and prosperity which remain difficult to bridge especially for people living in some of the poorest areas of the borough;
- Improving the achievement levels of young people especially among those who are vulnerable in particular children with special education needs, disabled children and those who are looked after in care;
- Addressing over-representation of young people from Black and Minority Ethnic backgrounds in school exclusion figures, stop and search and the youth justice system as well as concerns expressed by young people;
- Relatively low basic skills and a lack of English language leading to greater exclusion of young people and migrants;
- Providing services that meet the needs of an ageing population;
- Making people feel safer and confident to report domestic violence, hate crime, and community tensions;

¹ More information about the borough and Council can be found in the documents referenced in the accompanying equality impact assessment.

- Increasing the education and economic opportunities for disabled children and adults;
- Addressing homelessness.

Key to meeting these challenges will be the 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's Equality Strategy is a 'living' document with a set of arrangements that are aligned to the Corporate Plan and Community Strategy. The strategy will be refreshed every year to ensure that our policy and practice takes into account national and local priorities. We will publish an annual report detailing our progress.

OUR VISION

Croydon's Vision

An important aim of Croydon's Equality Strategy 2012 – 16 is to contribute to the borough's long-term vision. It's a vision developed two years ago by approximately 20,000 local people who live, work or visit the borough so that

“In 2040 Croydon will be London's most enterprising borough – a city that fosters ideas, innovation and skills, opportunity and a sense of belonging for all.”



Council Values

Everything we do as a Council is underpinned by a set of core organisational values which outline the ways we work together to improve life chances and outcomes for local people. These are:

- **Being One Team** – great things happen when we work together – colleagues, partners, customers, divisions, departments – as one team;
- **Pride in Serving** – 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;
- **Embracing Openness** – we say what we mean and mean what we say so that people know where they stand and can express their views openly;
- **Developing Talent** – we invest in our people to help them go beyond where they think they can, encouraging creativity, responsibility, problem solving, greatness and fun;
- **Valuing Diversity** – 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;
- **Pursuing 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 PRINCIPLES

Croydon Council aims to be an excellent authority 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 better outcomes for local people. We will ensure this happens by

- **Knowing the local community and understanding its needs** – collect, use and publish data to inform everything we do to tackle inequality and disadvantage as well as assess the impact of policies, strategies, services, and programmes.
- **Providing strong leadership, partnership and organisational commitment** - integrate equality into everything the council does working in partnership or with those who provide services on our behalf.
- **Improving engagement and satisfaction across all our communities** - communicate, consult and engage with all our diverse communities.
- **Providing efficient, responsive services and excellent customer care** – involve people in the design of services, hear their views and always treat people with dignity and respect as well as being open and transparent about the progress we have made.
- **Being exemplary employees who reflect a modern and diverse workforce** – promote awareness, understanding and best practice as well as value the

diversity of the people who work for the Council and the experience they offer.

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

OUR ACHIEVEMENTS

Over the past three years progress has been made towards embedding equality practice throughout the Council. We continue to improve monitoring, scrutiny and governance as well as the collection and analysis of information. Our intention is to ensure policy and practice is based on evidence so that we tackle the most pressing challenges. In this section it is worth reflecting on some of our achievements.

Advancing equality of opportunity

- In 2011 opened Palmer a new 60 place supported housing scheme for single homeless people and rough sleepers in partnership with South London YMCA and Thames Reach
- 8% reduction of people with learning disabilities in residential care and NHS funded long-term placements
- OFSTED judgement of children's services across Croydon improved from 'adequate' to 'performing well'
- Children's readiness for school improved and is better than the national average – measured by Early Years Foundation Stage Assessment
- GCSE results have improved with over 60% of students getting at least 5A*-C GCSEs, including English and Maths
- Croydon's two children's homes were rated by OFSTED as good as was our fostering service
- Established a family resilience programme to provide multi-agency support for up to 200 families with some of the most complex needs
- Set up a local authority trading company – Croydon Care Solutions Ltd - to provide older people and

younger adult with an employment support service, day services for people with learning disabilities and a community equipment service

- Ran a successful occupational therapy led reablement and recovery pilot for older people to help prevent falls and reduce the need for intensive care services
- Established Croydon's shadow health and wellbeing board in preparation for new arrangements for commissioning NHS services from April 2013
- Reduced the number of young offenders being held in custody on remand or becoming first time offenders in custody
- Employed 71 apprentices across the organisation
- Assisted Croydon College to work with Sussex University to gain University Centre status
- Started to deliver 500 affordable homes through our Registered Social Landlord programme. The majority of which are large family homes for overcrowded families and sustainable to support families suffering fuel poverty.
- Established an Integrated Offender Management Team, which is made up of Council, Police, Probation, NHS and Voluntary Sector teams
- Bereavement Services and Shaw Trust were awarded Green Flag innovation award for the 2nd year for Mitcham Road Cemetery and Croydon Crematorium site.

Fostering good community relations

- The library service delivered Book Trail activities for just under 4000 children during the summer holidays, which was delivered by 90 volunteers
- Croydon became the first borough in London to develop and sign up to an Armed Forces Community Covenant
- Awarded sixth place in the Lord Mayor's Parade, in partnership with Club Soda a learning disability arts group
- Using accessible communications promoted community activity through a range of different media including facebook, twitter and e-newsletters
- Launched the small grants programme for communities to come together to get things done
- Launched Croydon's Community Civic Award scheme to promote and celebrate the contribution made by local people who volunteer
- Held the first Sewa day promoting volunteering
- Held two meetings of Croydon's Congress focussed on the big society and regeneration

- Held a series of community engagement events following the riots including the Council Question Time

Eliminating discrimination, harassment and victimisation

- Raised awareness of discrimination through a range of activity which included commemorating Holocaust Memorial Day in January involving local schools
- Promoted Lesbian Gay Bi-sexual and Transgender (LGBT) and Black history months which involved the community leading the development of programmes that included activities ranging from stories in Libraries, conferences, to films being shown at the Fairfield Hall
- Launched hate crime third party reporting line
- Worked to raise awareness of domestic violence and safeguarding among the Muslim community
- Delivered bitesize training to staff on the new Equality Act
- Held Show Racism the Red in partnership with Crystal Palace Football Club and local schools
- Held disability awareness sessions in partnership with workers with a disability

EQUALITY OBJECTIVES

The Council 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 is committed to making sure everyone has

- an opportunity to fulfil their potential;
- a degree of individual choice and control to improve life chances and outcomes;²
- ways to tackle the barriers that lead to persistent inequality.

Research ³ has found that inequality can develop as a consequence of inter-generational disadvantage starting in early childhood and reoccurring throughout life. Some of the most disadvantaged people often lack basic skills and can include although not exhaustive teenagers who become pregnant, those who find it difficult to transition from young people to adults, gypsies and travellers, those who are trying to rehabilitate as well as the long-term unemployed, disabled people, young adults leaving care and families experiencing

² Dimensions of equality as defined by the Equality Review published in 2007: 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.

³ Equality and Human Rights Commission (EHRC), (2010) How fair is Britain? : equality, human rights and good relations in 2010 : the first triennial review. Marmot (2010). The Marmot Review: Fair Society, Healthy Lives. Strategic review of health inequalities in England post-2010.

violence. We know it is a set of complex needs that put children at a greater risk of repeating a cycle of exclusion experienced by their parents.

The Council's equality objectives, along with a summary of what we want to achieve and how they will be measured reflect one or more of the following:

- Biggest challenges facing the council;
- Specific, measurable, accessible;
- Based on evidence of different groups of people and feedback from those affected;
- Caused by social, cultural, or economic factors that affect people and their life chances;
- An issue that is getting worse and requires attention.

The objectives can be grouped into five policy themes which are: stronger communities, safer communities, better outcomes for children, families and learners, better health and wellbeing and better advice and support for vulnerable people.

Developing this strategy and its objectives

The Council like other public bodies must publish information about equality every year and from 6 April 2012 publish equality objectives every four years.

The council has adopted an integrated approach in the development of this strategy which is aligned to the existing business cycle. It builds on the partnership work undertaken throughout the year to identify priorities through assessments,

surveys and consultation exercises. These activities highlight the issues that require the attention of all agencies in the years ahead. It is from this information that the equality objectives have been determined and final consultation has taken place. In summary this strategy has been developed by:

- Gathering information from a range of impact and needs assessments;
- Using information from existing completed surveys and consultation exercises;
- Identifying key challenges and inviting people to confirm these;
- Working through other forums to put in place actions.

Croydon's Community Strategy provides a medium-term framework to deliver better local outcomes and the Council's Corporate Plan is a high level delivery plan for the year ahead. The quality objectives will be found in relevant strategies and plans that are published such as the housing strategy, crime reduction strategy, children and young people's plan or the workforce strategy.

These are aligned with departmental service plans and individual staff personal development and competency plans providing a golden thread throughout our business planning framework. We know that individual departments and teams may have specific equality issues that they will want to address in relation to their staff or the services and the service plan and PDCS provide the opportunity to do so.

Importantly, the absence of an equality issue in these objectives does not mean that the issue is not important, or that we will ignore that issue, rather to demonstrate that we should focus our effort and resource in addressing the greatest inequalities.

The Equality Strategy and supporting action plan are 'living' documents aligned with the Corporate Plan and Community Strategy. The strategy and action plan will be refreshed every year to ensure that our policy and practice takes into account national and local priorities. We will publish an annual report setting out our progress.

Theme: stronger communities

Objective one: to build stronger communities by reducing deprivation

What do we want to achieve?

- Reduce deprivation especially in the poorest areas;⁴
- More people from different backgrounds to get on well together especially in areas experiencing changes in population as well as among those affected by the riots;
- More people have trust and confidence in public institutions especially among young people with the Council and Police;
- More people are satisfied with their local area and the services they receive.

A summary of what action we will take

- Consider the recommendations made in the reports into the riots published by the national and local panels;
- Develop a social recovery plan for areas affected by the riots that are some of the most deprived;
- Map existing services to identify what's working, what's not and whether there are any specific gaps;

⁴ IMD comprise barriers to housing and services; crime; education, skills and training; employment; health and disability; living environment; income deprivation, income deprivation affecting children and income deprivation affecting older people.

- Map existing community networks and new activity especially among young people, and those from different backgrounds including local businesses;
- Deliver the stronger communities strategy including revamp of Croydon Community Online website to provide a portal that has tools to help local people get involved;
- Host community civic awards celebrating the voluntary contribution made by local people in their communities;
- Deliver small grants funding to help communities get things done in their communities;
- Publish borough, ward and community profiles using new information from the Census.

Who is responsible for making it happen?

Councillor Vidhi Mohan

Cabinet Member for Communities and the big society

Jon Rouse

Chief Executive of the Council

More information

The equality analysis that supports this strategy can be found at - [insert link](#)

Performance indicators can be found on page X

A summary of actions can be found at – [insert link](#)

Detailed information and an action plan can be found in the Stronger Communities Strategy 2011 – 14 – [insert link](#)

Theme: safer communities

Objective two: to encourage safer communities by reducing violence

What do we want to achieve?

- Reduce violence especially serious youth violence and that which involves knives or guns;
- People have the confidence to report domestic violence, rape and sexual offences and know they can trust organisations that work together to deal with the perpetrators appropriately and effectively;
- People have the confidence to report hate crime and know they can trust organisations that work together to deal with the perpetrators appropriately;
- More young people with complex needs to be supported earlier so they don't end up as first time offenders in the youth justice system especially those from Black and Minority Ethnic backgrounds.

A summary of the action we will take

- Set up a multi-agency team to address gang related crime as well as identify those at risk of joining a gang;
- Run a series of awareness workshops that focus on restorative justice including people who are the victims of crime;
- Host two 'virtual' meeting of the safer Croydon partnership board involving young people;

- Youth offending team and the police to offer a triage service to prevent re-offending;
- Address anti-social behaviour especially hate crime by raising awareness and working with local college
- Pilot a programme of voluntary tenant neighbourhood wardens and community action groups;
- Review the Council's approach to domestic violence conducted in partnership;
- Carry out domestic homicide reviews to make sure lessons are learned when a person has been killed as a result of domestic violence with a view to producing a new strategy;
- Support victims of domestic violence by providing bed spaces in women's refuges.

Who is responsible for making it happen?

Councillor Simon Hoar

Cabinet Member for Community Safety

Insert – Executive Director

More information

A summary of information can be found in the equality analysis at – insert link

Performance indicators can be found on page X

A summary of actions can be found at – insert link

Detailed information including the action plan can be found in various strategic crime assessments and the Crime Reduction Strategy 2012 – 15 – insert link

Theme: Children, Families and Learners

Objective three: to improve outcomes for children by providing a better start in life

What do we want to achieve?

- Reduce babies born with low birth weight especially in the poorest parts of the borough;
- Increase childhood immunisations especially for measles, mumps and rubella;
- Increase breast feeding especially among teenage parents in particular deprived areas;
- Reduce the childhood obesity gap between boys and girls especially those from Black and Minority Ethnic backgrounds living in the deprived areas;
- Reduce child poverty especially in the most deprived areas of the borough;
- Increase the number of looked after children who are adopted.

A summary of the action we will take

- Conduct an analysis of child poverty;
- Produce a child poverty strategy and action plan;
- Refresh the analysis into childhood obesity and produce a plan;
- Promote fostering and adoption throughout the borough;

- Family resilience service to work with up to 200 families with multiple problems
- Re-house 350 families from the housing register

Who is responsible for making it happen?

Councillor Tim Pollard

Deputy Leader and cabinet member for (Regeneration & Economic Development) and Children, Young People & Learners

Paul Greenhalgh

Executive Director for children families and learners

More information

The equality analysis that supports this strategy can be found at - [insert link](#)

Performance indicators can be found on page X

A summary of actions can be found at – [insert link](#)

Detailed information and an action plan can be found in joint strategic needs assessment for health and social care and children's needs assessment as well as the Children and Young People's plan – [insert link](#)

Objective four: to achieve better learning outcomes for children and young people by narrowing the attainment gap for those who are vulnerable

What do we want to achieve?

- Narrow the attainment gap between different groups of children at key stage(KS) two and GCSE especially among those from Black and Minority Ethnic backgrounds, children with special educational needs (SEN), carers, who receive free schools meals and are looked after by the local authority (LAC or in care);
- Reduce school absence and exclusion especially among children and young people who are vulnerable as well as those from Black and Minority Ethnic grounds.

A summary of the action we will take

- Monitor attainment levels of different groups of children to address gaps;
- Review attainment levels for vulnerable children;
- Deliver high quality SEN provision in the design of schools buildings;
- Increase the proportion of schools judged good or outstanding by OFSTED;

Who is responsible for making it happen?

Councillor Tim Pollard

Deputy Leader and cabinet member for (Regeneration & Economic Development) and Children, Young People & Learners

Paul Greenhalgh

Executive Director for children families and learners

More information

The equality analysis that supports this strategy can be found at - [insert link](#)

Performance indicators can be found on page X

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Detailed information and an action plan can be found in joint strategic needs assessment for health and social care and children's needs assessment as well as the Children and Young People's plan – [insert link](#)

Objective five: to improve economic outcomes of young people and adults by increasing opportunities to be in education, employment or training

What do we want to achieve?

- More young people in education, employment or training especially among those aged 16 - 24, young parents, carers, disabled people, children looked after in care, and those with special educational needs (SEN);
- More young people engaged in an apprenticeship and have gained qualifications by 19.

A summary of the action we will take

- Develop a revised skills and employment strategy for the borough;
- Provide high quality information, advice and guidance in schools and other settings;
- Work with partners to develop post-16 provision including those for apprentices;
- Deliver a project funded by the European Social Fund (ESF) to link to vulnerable groups to learning and employment opportunities;
- Deliver an employability project to young people at risk of not being engaged in employment, education or

training which supports them to move closer to employment opportunities and involves their families;

- Explore the feasibility of developing youth enterprise zones;
- Support transition from school to the workplace through targeted support to disadvantaged young people.

Who is responsible for making it happen?

Councillor Tim Pollard

Deputy Leader and cabinet member for (Regeneration & Economic Development) and Children, Young People & Learners

Paul Greenhalgh

Executive Director for children families and learners

More information

The equality analysis that supports this strategy can be found at - [insert link](#)

Performance indicators can be found on page X

A summary of actions can be found at – [insert link](#)

Detailed information and an action plan can be found in joint strategic needs assessment for health and social care and children's needs assessment as well as the Children and Young People's plan – [insert link](#)

Objective six: to achieve better outcomes for children and young people by increasing the proportion that say they are listened to and able to influence

What do we want to achieve?

- Young people have confidence to report bullying and harassment especially those who experience discrimination and trust in organisations to deal with it appropriately;
- More opportunities for young people to have their say about, and influence the things that concern them especially among those who are vulnerable such as carers, people who are looked after in care or live in deprived areas.

A summary of the action we will take

- Encourage a diverse range of children and young people to participate in the work of the thematic partnerships, Question Time events and Congress;
- Use information from the social norms survey to better understand the nature of bullying among young people;
- Stay Safe group to adopt school councils that represent the views of disabled children and those with special educational needs;

- Recruit approximately 15 young people aged 13 plus to help manage housing estates;
- Develop a youth participation strategy;
- Ensure the youth council can influence decision-making at all levels.

Who is responsible for making it happen?

Councillor Tim Pollard

Deputy Leader and cabinet member for (Regeneration & Economic Development) and Children, Young People & Learners

Paul Greenhalgh

Executive Director for children families and learners

More information

The equality analysis that supports this strategy can be found at - insert link

Performance indicators can be found on page X

A summary of actions can be found at – insert link

Detailed information and an action plan can be found in joint strategic needs assessment for health and social care and children’s needs assessment as well as the Children and Young People’s plan – insert link

Theme: Social care, health and housing

Objective seven: to improve health and wellbeing by reducing health inequalities

What do we want to achieve?

- Narrow the gap in life expectancy gap between men and women and those living in deprived areas;
- Narrow the infant mortality gap especially in deprived areas and young women, in particular those who are single and from Black and Minority Ethnic backgrounds;
- Effective advice, support and guidance about sexual health, contraception and dealing with unwanted pregnancy especially among young women from Black and Minority Ethnic backgrounds;
- Effective advice and guidance to support people quitting smoking especially those living in deprived parts of the borough.

A summary of the action we will take

- Publish a Croydon Heart Health review;

- Implement the recommendations arising from the 2010/11 study on sexual health (including teenage pregnancy);
- Deep dive assessment focused on repeat abortions;
- Develop Children's and Young People's Emotional Health and Well-Being Strategy 2012-14;
- Establish a Croydon HealthWatch;
- Commission a report into the impact of mental health with a focus on dementia.

Who is responsible for making it happen?

Councillor Margaret Mead

Cabinet Member for Health and Adult Social Care

Hannah Miller

Executive Director adult social care, housing and health

More information

The equality analysis that supports this strategy can be found at - [insert link](#)

Performance indicators can be found on page X

A summary of actions can be found at – [insert link](#)

Detailed information and an action plan can be found in the joint strategic needs assessment for health and social care, the local account for social care as well as the Health and Wellbeing Strategy 2012 - 15 – [insert link](#)

Objective eight: to improve health and social care by providing better care in later life

What do we want to achieve?

- More people who choose to live independently receive self directed support;
- Increase the up-take of the flu jab especially among people who are vulnerable and the elderly;
- More people in later life achieve independent living through rehabilitation or intermediate care;
- More people to say they have received information and assistance needed to exercise their choice to live independently;
- More people over 65 say they are treated with dignity and respect.

A summary of the action we will take

- Enable 320 older or disabled people to get major aids and adaptations to their homes;
- Raise an additional £7m in extra welfare and tax credit entitlements for residents including £1m for residents aged over 60 and £200k for people aged under 60 with learning or physical disabilities;
- Implement the actions in the adult safeguarding strategy;

- Review engagement activity with carers and users of self-directed support;
- Work with partners to provide specialist care and training for carers.

Who is responsible for making it happen?

Councillor Margaret Mead
Cabinet Member for Health and Adult Social Care

Hannah Miller
Executive Director adult social care, housing and health

More information

The equality analysis that supports this strategy can be found at - [insert link](#)

Performance indicators can be found on page X

A summary of actions can be found at – [insert link](#)

Detailed information and an action plan can be found in the joint strategic needs assessment for health and social care, the local account for social care as well as the Health and Wellbeing Strategy 2012 - 15 – [insert link](#)

Objective nine: to improve support for vulnerable people by making it easier for them to have more choice and control over their lives

What do we want to achieve?

- More vulnerable people achieve independent living especially among those who are disabled or elderly;
- More young offenders and drug users receive effective treatment to rehabilitate them so they can be in settled accommodation and employment;
- More people with learning difficulties or mental health needs in settled accommodation and employment;
- Improve access to information, advice and guidance offered to vulnerable people so that they can exercise choice over their lives;
- Reduce homelessness and the need for families to live in temporary accommodation.

A summary of the action we will take

- Assist 200 people with disabilities to adapt their homes;
- Subject to consultation, develop a transport policy to rationalise the provision of transport and the use of transport related benefits in order to ensure equitable and sustainable access for vulnerable adults;
- Implement a rough sleeping action plan;

- Conduct a review of homelessness;
- Tackle homelessness among young people through a range of projects including stop project and drop in zone advice service;
- Develop a Young People's Drug and Alcohol Prevention, Education and Treatment Strategic Plan;
- Review 'wet' hostel provision for alcohol dependant single homeless people;
- Re-commission outreach services for drug users who have successfully rehabilitated.

Who is responsible for making it happen?

Councillor Margaret Mead

Cabinet Member for Health and Adult Social Care

Hannah Miller

Executive Director adult social care, housing and health

More information

The equality analysis that supports this strategy can be found at - insert link

Performance indicators can be found on page X

A summary of actions can be found at – insert link

Detailed information and an action plan can be found in the joint strategic needs assessment for health and social care, the local account for social care as well as the Health and Wellbeing Strategy 2012 - 15 – insert link

Theme: Workforce

Objective ten: to encourage a modern and diverse workforce by increasing the proportion of staff who say they are valued and treated fairly

What do we want to achieve?

- Staff from Black and Minority Ethnic backgrounds, women and disabled people to be represented in the top 5% of the workforce;
- Diverse workforce that represents the borough's population
- Reduce pay gaps between women and men at different levels of the organisation as well as between those from Black and Minority Ethnic backgrounds;
- More staff say the organisation values diversity, their contribution is valued and they are treated with fairness and respect.

A summary of the actions we will take

- Publish a Wellbeing plan;
- Revision of the council's code of conduct which will re-emphasise acceptable standards of behaviour;
- Run a Bully Beware programme;
- Conduct a mini staff survey;
- Produce a workforce profile;

- Implement the holistic employee assistance programme to support managers and staff through change.

Who is responsible for making it happen?

Sara Bashford

Cabinet Member for customer service, culture and sport

Jon Rouse

Chief Executive

More information

The equality analysis that supports this strategy can be found at - [insert link](#)

Performance indicators can be found on page X

A summary of actions can be found at – [insert link](#)

Actions can be found in the Workforce Strategy – [insert link](#)

EQUALITY ANALYSIS PROGRAMME 2012 – 15

The Council must analyse the affect its policies, services and functions have or are likely to have on different groups of people. We must do this in a systematic way that also involves embedding analysis at the beginning of a process and not leave it until the end before making a decision.

An equality impact assessment is a tool designed to help officers consider equalities throughout a process 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. In 2011 the council reviewed its equality impact assessment toolkit and updated the templates and guidance provided to staff in line with the Equality Act 2010.

Every three years the Council undertakes a review its policies and functions and develops a three year rolling programme that is updated annually. The current equality impact assessment programme 2012 – 15 has been summarised in the equality strategy and corporate plan.

Conducting equality analysis has been integrated into our corporate planning process, decision-making process and performance management system. The programme is monitored every quarter and reported to relevant corporate boards and departmental teams. It is updated annually to ensure it reflects the Council's business.

Relevant actions arising from completed equality impact assessments are incorporated into the Council's service plans and monitored through our departmental and corporate arrangements. Completed equality impact assessments will be published in summary on our intranet and internet.

Equality Impact Analysis programme 2012 – 2015

Strategies, Policies, Major Projects and Services

2012-13

Equality analysis	Lead Cabinet Member
Chief Executive's Office	
Community Strategy	Cllr Mike Fisher
Voluntary Sector Compact	Cllr Vidhi Mohan
Disciplinary procedure	Cllr Sara Bashford
Capability procedure	Cllr Sara Bashford
Employee complaints procedure	Cllr Sara Bashford
Sickness management procedure	Cllr Sara Bashford
SERVICE ANALYSIS – Democratic Services	Cllr Mike Fisher
SERVICE ANALYSIS – Scrutiny	Cllr Mike Fisher
Children Families & Learners	
Proposed introduction of personal travel budgets for SEN travel assistance (to be	Cllr Tim Pollard

finalised by April 2012)	
Proposed closure of residential homes (to be finalised by April 2012)	Cllr Tim Pollard
Remodelling delivery of children's centres (to be finalised by April 2012)	Cllr Tim Pollard
Reduction in commissioning and staffing of early years service	Cllr Tim Pollard
SEN build programme (initial EqIA to be started in September when consultation begins)	Cllr Tim Pollard
Library services for residents in Upper Norwood and surrounding area	Cllr Sara Bashford
SERVICE ANALYSIS – Learning access & SEN	Cllr Tim Pollard
SERVICE ANALYSIS – Safeguarding and LAC Quality Assurance	Cllr Tim Pollard
SERVICE ANALYSIS – LAC	Cllr Tim Pollard
SERVICE ANALYSIS- Children in need	Cllr Tim Pollard
SERVICE ANALYSIS – Youth services	Cllr Tim Pollard
SERVICE ANALYSIS – School admissions	Cllr Tim Pollard
SERVICE ANALYSIS - School organisation, place planning, property and assets (to be finalised)	Cllr Tim Pollard
Adult Services, Health and Housing	
Housing allocation policy – incorporating housing allocation scheme	Cllr Dudley Mead
Strategic Tenancy Policy and scheme	Cllr Dudley Mead

Mental health strategy	Cllr Margaret Mead
Health Improvement Programme for Croydon	Cllr Margaret Mead
Retender of Responsive Repairs contract	Cllr Dudley Mead
Dementia Strategy (Mental Health & Older Adults)	Cllr Margaret Mead
Health & well-being plan/Health improvement plan	Cllr Margaret Mead
Homelessness review – incorporating complaints on decisions and homelessness strategy	Cllr Dudley Mead
Continue 5 year programme of mental health transformation to promote independence	Cllr Margaret Mead
Systematic Contract Management review across all residential providers focusing on standards/quality and VFM	Cllr Dudley Mead
Major review of adults Transport policy	Cllr Margaret Mead
Planning & Environment	
Economic Development Strategy	Cllr Tim Pollard
Skills and Employment strategy	Cllr Tim Pollard
Mid-Croydon Masterplan	Cllr Jason Perry
Youth Crime Prevention Strategy	Cllr Simon Hoar
Cultural & Sports Partnership Strategy	Cllr Sara Bashford

Local Implementation Plan (delivery plan)	Cllr Jason Perry
Waste Strategy & Recycling Plan	Cllr Phil Thomas
Highways asset management plan	Cllr Jason Perry
SERVICE ANALYSIS – Parking Services	Cllr Phil Thomas
SERVICE ANALYSIS – Development Management (Planning)	Cllr Jason Perry
SERVICE ANALYSIS – Economic Development	Cllr Tim Pollard
Corporate Resources & Customer Services	
Commissioning Strategy	Cllr Sara Bashford
Finance strategy	Cllr Dudley Mead
Annual council budget and spending plan	Cllr Dudley Mead
Capital strategy	Cllr Dudley Mead
Anti fraud and corruption policy	Cllr Dudley Mead
Risk management policy statement and strategy	Cllr Dudley Mead
Money laundering policy	Cllr Dudley Mead
Council assurance framework	Cllr Dudley Mead

	Mead
Public Sector Delivery Hub	Cllr Sara Bashford
Hubs in north (Strand House) and New Addington	Cllr Dudley Mead
Business support	Cllr Sara Bashford
ICT re-procurement	Cllr Dudley Mead
ICT strategy	Cllr Dudley Mead
SERVICE ANALYSIS – Revenues and benefits	Cllr Sara Bashford
SERVICE ANALYSIS – External Communications	Cllr Sara Bashford
SERVICE ANALYSIS – Customer Strategy & Development	Cllr Sara Bashford
SERVICE ANALYSIS – Commissioning and procurement	Cllr Steve O’Connell
SERVICE ANALYSIS – Access Croydon & Contact Centre	Cllr Sara Bashford

2013-14

Equality analysis	Lead Cabinet Member
Chief Executive’s Office	
Workforce Strategy	Cllr Sara Bashford

Stronger Communities Strategy	Cllr Vidhi Mohan
SERVICE ANALYSIS – Community Relations	Cllr Vidhi Mohan
Children, Families & Learners	
Early Education Strategy	Cllr Tim Pollard
Learning Difficulties and Disability strategy	Cllr Tim Pollard
SERVICE ANALYSIS – Children and families partnership	Cllr Tim Pollard
SERVICE ANALYSIS – Inclusion	Cllr Tim Pollard
SERVICE ANALYSIS – Early intervention & family support	Cllr Tim Pollard
Adult Services, Housing and Health	
Asset Management strategy for Council Homes	Cllr Dudley Mead
Homelessness Review - incorporating complaints on decisions and homelessness strategy	Cllr Dudley Mead
Physical disabilities and sensory impairment strategy	Cllr Margaret Mead
Social work and Safeguarding Adults	Cllr Margaret Mead
Overcrowding Reduction Strategy	Cllr Dudley Mead
Healthy lives healthy weight strategy	Cllr Margaret Mead
SERVICE ANALYSIS – Croydon landlord services	Cllr Dudley Mead

SERVICE ANALYSIS – Anti-Social Behaviour Enforcement	Cllr Simon Hoar
SERVICE ANALYSIS – Debt Recovery	Cllr Dudley Mead
SERVICE ANALYSIS – Planned Maintenance and Improvements	Cllr Dudley Mead
SERVICE ANALYSIS – Learning disabilities - respite homes	Cllr Margaret Mead
Planning & Environment	
Community safety strategy	Cllr Simon Hoar
Planning enforcement policy	Cllr Jason Perry
Asset strategy	Cllr Jason Perry
East Croydon masterplan	Cllr Jason Perry
SERVICE ANALYSIS – Sports and Physical Activity	Cllr Sara Bashford
SERVICE ANALYSIS – Housing Development and Regeneration	Cllr Tim Pollard
SERVICE ANALYSIS – Community Safety	Cllr Simon Hoar
Corporate Resources & Customer Services	
Home & mobile working strategy	Cllr Dudley Mead
Business continuity framework	Cllr Dudley Mead
Capital Strategy	Cllr Dudley Mead
SERVICE ANALYSIS – Press and public relations	Cllr Sara Bashford

SERVICE ANALYSIS – Travel services	Cllr Sara Bashford
SERVICE ANALYSIS – Interpreting and translation service	Cllr Sara Bashford

2014-15

Equality analysis	Lead Cabinet Member
Chief Executives' Office	
Equality Strategy	Cllr Vidhi Mohan
Children, Families & Learners	
Play strategy	Cllr Tim Pollard
SERVICE ANALYSIS – Adult learning	Cllr Tim Pollard
SERVICE ANALYSIS – School improvement	Cllr Tim Pollard
Adult Services, Housing and Health	
Physical Disabilities and Sensory Impairment Strategy 2011 2014	Cllr Margaret Mead
SERVICE ANALYSIS – Safeguarding Vulnerable Adults	Cllr Margaret Mead
Harm Reduction Strategy	Cllr Margaret Mead
Older people strategy refresh	Cllr Margaret Mead
Substance Misuse/ Alcohol Strategy	Cllr Margaret Mead

Health Weight, Healthy Lives	Cllr Margaret Mead
SERVICE ANALYSIS – Occupational Therapy	Cllr Margaret Mead
Planning & Environment	
SERVICE ANALYSIS – Green Spaces	Cllr Sara Bashford
SERVICE ANALYSIS – Streetscene	Cllr Phil Thomas
SERVICE ANALYSIS – Highways	Cllr Phil Thomas
SERVICE ANALYSIS – Spatial Planning	Cllr Jason Perry
Corporate Resources & Customer Services	
SERVICE ANALYSIS – Land and property business services	Cllr Dudley Mead
SERVICE ANALYSIS – Facilities management	Cllr Dudley Mead
SERVICE ANALYSIS – Strategy and performance	Cllr Steve O’Connell

PERFORMANCE FRAMEWORK

Annually we publish our performance against a range of indicators relevant to advancing equality, fostering good community relations and eliminating discrimination. These indicators relate to each equality objective.

1. To build stronger communities by tackling deprivation

- Indices of multiple deprivation
- Participation in public life
- People getting on well together
- People have trust and confidence in public institutions
- Satisfaction with area and services

2. To encourage safer communities by reducing violence

- Violence with injury
- Serious youth violence
- Knife enabled crime
- Gun crime
- Incidence of rape and sexual offences and sanction detection rate
- Incidence of domestic violence and sanction detection rate
- Incidence of hate crime and sanction detection rate
- Satisfaction with Police and Council dealing with anti-social behaviour
- First time offenders who have other risks factors that enter the criminal justice system for violent offending
- Proportion of young people from different black and minority ethnic backgrounds listed in youth justice

disposals (where a person has been charged, summonsed or cautioned and the court has made a decision on the final sentence).

3. To improve outcomes for children by providing a better start in life

- Low birth weight
- Childhood immunisations
- Breast feeding among young women and teenage parents especially in deprived areas
- Childhood obesity gap between boys and girls and those from Black and Minority Ethnic backgrounds
- Child poverty

4. To achieve better learning outcomes for children and young people by narrowing the attainment gap for those who are vulnerable

- Attainment gap between vulnerable groups achieving 5A –C GCSE at key stage (KS) 2 and the wider population of the borough
- Attainment gap for children with special educational needs as compared with the wider population of the borough
- Looked after children achieving 5 A-C GCSEs at key stage 4
- Attainment gap for children in receipt of free school meals (KS2)
- Monitor the exclusion (fixed and permanent) of all vulnerable groups

- Percentage gap at the foundation stage of local children
- Children in care achieving level 4 in KS2 English and Maths
- Children in care achieving five A*-C GCSEs including English and Maths
- The percentage point gap between pupils eligible for free schools meals (FSM) achieving at least Level 4 in English and Maths at Key Stage (KS) 2 and pupils ineligible for FSM
- The percentage point gap between pupils eligible for free school meals (FSM) achieving 5A*-C grades at GCSE (and equivalent), including GCSE English and Maths, at KS4 and pupils who do not receive FSM
- Satisfaction with services of children and families

5. To improve economic outcomes for young people and adults by increasing opportunities to be in education, employment or training

- Young people not in education, employment or training especially among those aged 16 - 24, young parents, disabled people, children looked after in care, and those with SEN (Special Educational Needs)
- Young people engaged in apprenticeships
- Inequality gap in the achievement of a level 2 qualification by the age of 19
- Inequality gap in the achievement of a level 3 qualification by the age of 19

6. To achieve better outcomes for children and young people by increasing the proportion that say they are listened to and able to influence

- Incidence of bullying and harassment in schools reported by young people by gender, Black and Ethnic Minority group and disability
- Young people who feel they are listened to including carers and young people who are looked after in care
- Children and young people's experience of stop and search especially among those from Black and Minority Ethnic backgrounds.

7. To improve health and wellbeing by reducing health inequalities

- Life expectancy gap between men and women
- Infant mortality gap between women from black and minority ethnic backgrounds
- Incidence of abortion among young women from black and minority ethnic backgrounds
- Under 18 conception
- Number of drug users recorded as being in effective treatment
- Smoking quitters
- Chlamydia rates

8. To improve health and social care by providing better care in later life

- Social care clients receiving self directed support (giving local people the option of deciding how their personal budget for care is spent)

- People who say they are treated with respect and dignity in their treatment
- Up take of flu jabs
- Achieving independence through rehabilitation/intermediate care
- Support older people to live independently
- Proportion of deaths at home
- People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently

9. To improve support for vulnerable people by making it easier for them to have more choice and control over their lives

- Young offenders with settled accommodation
- Vulnerable people achieving independent living
- Older people achieving independent living through rehabilitation
- Adults with mental illness in settled accommodation
- Adults with learning disabilities in settled accommodation
- Looked after children who are adopted
- Satisfaction with the quality of special educational needs services
- Percentage of completed safeguarding vulnerable adult cases
- Satisfaction with services
- Households in temporary accommodation
- Households accepted as homeless

- Households in receipt of means tested benefits (for example housing benefit or job seekers allowance)
- Monitor frontline access to services
- Monitor complaints about discrimination

10. To maintain a modern and diverse workforce by increasing the proportion of staff who say they are valued and treated fairly

- Representation in the workforce of the top 5% from black and minority ethnic backgrounds, women and disabled people
- equality pay and other equality gap
- Recruitment and retention rates for staff
- Applications for flexible working and their outcomes
- Applications for learning and development opportunities and their outcomes
- Grievances and disciplinary issues for staff
- Personal development and competency scheme (PDCS) ratings for staff
- Proportion of staff that say they are treated with fairness and respect
- Proportion of staff that say the organisation values diversity
- Proportion of staff that say their contribution is valued
- Incidences of discrimination, bullying and harassment reported through employee complaints procedure and employment tribunals.

MAKING IT HAPPEN

Leadership

Croydon's elected members have overall responsibility for the Council's Equality Strategy. The Cabinet Member for Communities and the big society has the executive responsibility for promoting equality across Croydon's Local Strategic Partnership and all Council services, including those delivered on its behalf by businesses and voluntary organisations.

Strong, visible leadership is an essential component of embedding equality throughout the organisation including this strategy. The chief executive of the Council is accountable for ensuring members of the management team embed equality through strategic decision making, management responsibility and influence at departmental meetings, partnerships, committees and other groups. Each equality objective has a lead executive director sponsor responsible for ensuring it is delivered.

The Corporate Equality Board is chaired by the deputy chief executive, the executive director for adult social care, housing and health and attended by directors from each department. The board is responsible for coordinating the equality arrangements in the council for embedding equality and managing the implementation of the strategy. Progress will be reported to the corporate management team, cabinet, scrutiny and themed partnership boards.

Croydon Council's Corporate Management Team and boards have a responsibility for improving equality practice throughout the organisation and 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.

Equality Framework

During 2012 – 16 we will strive to deliver actions to become an excellent rated authority for integrating equalities through the National Equality Framework for Local Government, and receive external recognition. In 2009 the Council adopted the Framework recognising it was crucial to have a robust performance management framework that supports service improvement as well as demonstrate its efficiency and effectiveness. The Framework has five standards which are

- Know the local community and understand its needs;
- Provide strong leadership, partnership and organisational commitment;
- Improve satisfaction across all our communities;
- Provide efficient, responsive services and excellent customer care;
- Be exemplary employees who reflect a modern and diverse workforce.

In 2011, we conducted an internal assessment using the framework and rated our performance as achieving. We aspire to be excellent by 2016.

Equality monitoring

The Council recognises the importance of collecting and using equality monitoring information as one of the critical ways in which we demonstrate compliance with the general equality duty. This information also helps local people assess the Council's performance on equality and the impact our policies and practices have had on those who use our services and work for us including contractors. Information from equality monitoring also helps the Council identify any data gaps and address any issues. Guidance is regularly updated and posted on the intranet.

Information gaps

The Council already collects and uses information about the people who use services and what they think about us. Most of the available information relates to age, gender, disability and ethnicity. We recognise the importance of having good quality information and how this can help target resources and improve outcomes for people. The equality analysis undertaken for this strategy identified gaps in equality information and action has been set out in the action plan found in the equality analysis. Departments will need to put in place plans to address these gaps. Where information is difficult to obtain departments will consider different ways of gathering it which might involve conducting focus groups or findings from national research.

Engagement

Engagement is a broad term that covers a range of ways in which the Council interacts with the people who use services, employees and other people. The Council is committed to empowering local people to get involved in shaping solutions for themselves. Effective arrangements for community empowerment should also contribute to higher levels of satisfaction with services in the local area.

Croydon Council has developed a network of arrangements that provide a wide range of engagement opportunities for local people and staff. These include the Local Strategic Partnership and its Congress supported by Croydon's Voluntary Sector Community Alliance, surveys, Question Time events, e-forums and thematic partnership boards as well as an array of topic related-sub groups.

Recent and current engagement activity can be found on the Council's Engagement System which provides a portal for any consultation taking place so that local people and staff can get to participate.

Staff can get involved and influence priorities at management forums, road-shows, over-to-you lunches with executive directors, one-to-one and team meetings, as well as surveys alongside articles on the intranet and the council's magazine – the LOOP.

The Council has a range of staff networks including Black Managers' Network, Workers with a Disability, and a Black Workers' Group. Alongside representatives from the community, officers take part in a range of other forums that shape policy and the design of services such as the Mobility Forum.

Engagement takes a wide variety of forms, increasingly utilising online communication channels such as Facebook, and Twitter. We recognise these online methods are not suitable for every purpose, but they do offer the potential to build engagement that is practical, affordable and capable of engaging a much greater number audience than some other channels allow.

Learning and development

The Council takes steps to promote equality and ensure staff throughout the organisation can understand the general equality duty. The Council's learning and development programme includes a specific focus on equality so officers gain the relevant knowledge and skills needed to mainstream excellent equality practice throughout the organisation.

Through our Inspire induction programme training is offered to new staff combined with bitesize programmes that focus on bullying and harassment as well as modules within our management development programme for existing staff. Officers with a governance role are offered presentations at

various settings including the management forums, departmental meetings and special briefings.

Procurement

The Council's procurement function (including commissioning) is subject to the equality duty and will need to ensure it is integrated throughout the process from the timing to the undertaking of specific exercises. When a supplier is providing a service on our behalf we will ensure the equality obligations are part of the terms of a contract so that we know they will monitor the impact on service users and those they employ.

Analysis, monitoring and reporting

The Council has centralised its analysis and performance teams which allow for a coherent approach to supplying the departments with timely information to support service planning, procurement and decision-making. We will monitor the progress against the key performance measures set out in the performance framework as well as the equality analysis programme. Where appropriate to do so we will revise our objectives and measures so that the information is useful and put to good use.

Publishing information

Publishing information will make decision-making more transparent and help to explain how and why they are made. This will also include information about our employees and other persons affected by our policies at annual intervals. The

types of information will include engagement, results from surveys, access and take-up of services, satisfaction with services, complaints, performance and any analytical work that is relevant to the equality duty across a wide range of functions. In addition we will publish a workforce profile and results from our staff surveys at regular intervals. We will publish an annual report setting out the performance in relation to the objectives and measures set out in the performance framework. This will also include an update on the delivery of key activity as well as our assessment results using the equality framework which detail the Council's progress in mainstreaming equality practice.

Communication

Regular information for staff and the community can be found on the council's intranet or internet, in leaflets and e-newsletters. We offer information in different formats on request and according to individual needs.

This strategy will be published online in full and printed copies can be provided by contacting – insert link

Review of this strategy

The Corporate Equality Board is responsible for the evaluation and review of this equality strategy. It will be reviewed annually by all departments and partnerships that own the objectives, measures and actions, and this review will be coordinated by the Community Relations Team on behalf of the Corporate Management Team.

Issues arising from the annual review and progress against the objectives, measures and action will be reported by the corporate equality board to the corporate management team.

The strategy will be reviewed in full within a period of four years. We will implement an appropriate involvement strategy during these reviews which will be proportionate to the degree of change likely to be needed.

Taking action when things go wrong

As a Council we aim to apply the highest standards, however, despite the best intentions 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 acknowledges 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 have faced discrimination through service delivery or employment.

The council does not tolerate unlawful discrimination, harassment or victimisation. 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.

INSERT TERMINOLOGY

**Appendix two: Draft Equality Strategy 2012 - 2013
Annual Action Plan**

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
Priority 1 – Stronger Communities				
Objective 1 - To build stronger communities by reducing deprivation				
1.1	Produce a child poverty needs assessment <ul style="list-style-type: none"> Review progress against priorities in CPNA Identify future issues/priorities 	Executive Director of Children, Families and Learners	Children, Families and Learners (CFL)	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
1.2	Publish a child poverty plan <ul style="list-style-type: none"> Identify evidence of impact of the strategy on reducing child poverty (including groups with protected characteristics) 	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
1.3	Develop a social recovery programme	Director of Workforce and Community Relations	Chief Executive's Office (CEO)	Councillor Vidhi Mohan, Communities and Big Society

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
1.4	Deliver 20 cultural events for 2012	Director of Workforce and Community Relations/ Executive Director of Planning and Environment/ Executive Director of Children, Families and Learners	CEO/P&E/CFL	Councillor Vidhi Mohan, Communities and Big Society/Councillor Sara Bashford - Customer Services, Culture and Sport/ Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
1.5	Deliver a community assets programme	Executive Director of Corporate Resources and Customer Services	Corporate Resources and Customer Services (CRCS)	Councillor Dudley Mead - Deputy Leader (Statutory) and Housing, Finance & Asset Management
1.6	Develop a commissioning strategy and framework	Executive Director of Corporate Resources and Customer Services	Corporate Resources and Customer Services (CRCS)	Councillor Steve O'Connell - Performance & Transformation
1.7	Publish commissioning opportunities	Executive Director of Corporate Resources and Customer Services	Corporate Resources and Customer Services (CRCS)	Councillor Steve O'Connell - Performance & Transformation
1.8	Encourage and support the community to run a series of events to advance equality of opportunity and foster good relations	Director of Workforce and Community Relations	CEO	Councillor Vidhi Mohan, Communities and Big Society

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
	between different groups including LGBT History Month, faith events, Show Racism the Red Card, Disability Awareness Day and Croydon Celebrates Black History Month			
1.9	Developing the Stakeholder Engagement Forum and tools for use during the development of master-plans and strategic sites by September 2011	Director of Workforce and Community Relations	CEO	Councillor Vidhi Mohan, Communities and Big Society
1.10	Delivering a programme of activity promoting local pride and belonging including the Diamond Jubilee by June 2012	Director of Workforce and Community Relations	CEO	Councillor Vidhi Mohan, Communities and Big Society
1.11	Enable the development of cultural activities, including the refurbishment of Fairfield Halls	Executive Director of Children, Families and Learners	Children, Families and Learners (CFL)	Cllr Sara Bashford, Customer Services, Culture and Sport
1.12	Launch a volunteering and community action programme	Director of Workforce and Community Relations	CEO	Councillor Vidhi Mohan, Communities and Big Society
1.13	Launch a corporate social responsibility programme	Director of Workforce and Community Relations	CEO	Councillor Vidhi Mohan, Communities and Big Society
1.14	Deliver further rounds of the small grants programme to the community	Director of Workforce and Community Relations	CEO	Councillor Vidhi Mohan, Communities and Big Society

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
1.15	Establish second Neighbourhood Agreement on community safety in north of the borough, following example of New Addington and Fieldway. <ul style="list-style-type: none"> Develop joint Police and council action plan to increase the number of Community Watches in the borough 	Executive Director of Planning and Environment	Planning and Environment (P&E)	Councillor Simon Hoar - Community Safety
Priority 2 – Community Safety				
Objective 2 - To encourage safer communities by reducing violence				
2.1	Better identification of those linked to gang involvement and offending to tackle serious youth violence <ul style="list-style-type: none"> Multi-agency team in place to develop future actions 	Executive Director of Planning and Environment / Executive Director of Children, Families and Learners	P&E / CFL	Councillor Simon Hoar - Community Safety / Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
2.2	Promote the use of a range of restorative justice approaches including victim awareness workshops for young people <ul style="list-style-type: none"> Multi-agency team in place to develop future actions 	Executive Director of Planning and Environment / Executive Director of Children, Families and	P&E / CFL	Councillor Simon Hoar - Community Safety/ Councillor Tim Pollard - Deputy Leader (Regeneration &

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
		Learners		Economic Development) and Children, Young People & Learners
2.3	<p>Jointly operate the YOS/Police Triage scheme</p> <ul style="list-style-type: none"> Continue to jointly operate the YOS/Police Triage scheme to prevent re-offending and reduce the number of first time entrants to the Youth Justice System 	Executive Director of Planning and Environment / Executive Director of Children, Families and Learners	P&E / CFL	Councillor Simon Hoar - Community Safety / Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
2.4	Continue to support residents to better engage with the Safer Croydon Partnership so that they have an input on issues that are important to them	Executive Director of Planning and Environment	P&E	Councillor Simon Hoar - Community Safety
2.5	<p>Ensure links and working arrangement with Family Resilience team and our new approach to tackling gangs and integrated offender management are consistent</p> <ul style="list-style-type: none"> Ensure links and working arrangement with Family Resilience team and our new approach to tackling gangs and integrated offender management are consistent Encourage the community to mentor a young person or young offender 	Executive Director of Planning and Environment / Executive Director of Children, Families and Learners	P&E / CFL	Councillor Simon Hoar - Community Safety/ Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
2.6	Adopt a multi-agency problem solving approach to tackle crime and asb in areas where residents have the greatest need	Executive Director of Planning and Environment	P&E	Councillor Simon Hoar - Community Safety
2.7	Encourage more young people to engage with the Safer Croydon Partnership presence on Fronter system (a school based intranet system) including the resources available to young people	Executive Director of Planning and Environment / Executive Director of Children, Families and Learners	P&E / CFL	Councillor Simon Hoar - Community Safety/ Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
2.8	Deliver two 'virtual' meetings between young people and Safer Croydon partnership board members each year	Director of Public Safety / Executive Director of Children, Families and Learners	P&E / CFL	Councillor Simon Hoar - Community Safety/ Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
2.9	Implement Community Safety Strategy <ul style="list-style-type: none"> Use strategic assessment data to annually refresh strategy and inform priorities for young people at risk of or involved with crime and ASB 	Executive Director of Planning and Environment / Executive Director of Children, Families and Learners	P&E / CFL	Councillor Simon Hoar - Community Safety/ Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
2.10	Domestic homicide reviews to be carried out to make sure lessons are learned when a person has been killed as a result of domestic violence	Executive Director of Planning and Environment	P&E	Councillor Simon Hoar - Community Safety
2.11	Conduct a review of the Council's approach to domestic violence in partnership			
2.12	Support victims of domestic violence by providing bed spaces in women's refuges.	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Dudley Mead - Deputy Leader (Statutory) and Housing, Finance & Asset Management
Priority 3 – Children, Families and Learners				
Objective 3 - To improve outcomes for children by providing a better start in life				
3.1	Increase the take-up of disability benefits, tax credits and carers benefits by an estimated £1.4m £1.2m, by families of children with disabilities or terminal illness through a dedicated welfare rights adviser <ul style="list-style-type: none"> • Deliver integrated joint commissioning of education, health and care placements, with plans for 	Executive Director of Adult Social Services, Health & Housing/Executive Director of Children, Families and Learners	Department of Adult Social services, Health and Housing (DASHH) / CFL	Councillor Margaret Mead - Health & Adult Social Care / Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
	individual children			
3.2	<p>Tackling the issue of ‘troubled families’ and ensuring the Family resilience service is working with up to 200 families with multiple problems</p> <ul style="list-style-type: none"> • 785 families identified – current and planned interventions for those not yet working with service • Develop Payment by Results • Commissioning developed for domestic violence contracts and services 	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
3.3	<p>Strengthen partnership to deliver the Children and Young People’s Plan Map role of partners and accountability/governance for ECM outcomes</p> <ul style="list-style-type: none"> • Explore potential for shared training opportunities across all partners 	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
3.4	Reduce overcrowding by re-housing 350 families from the housing and transfer registers each year by delivering actions contained in the overcrowding strategy	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Dudley Mead - Deputy Leader (Statutory) and Housing, Finance & Asset Management

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
3.5	Strengthen resilience of families with complex needs eg extend Family Resilience Programme to full size, taking into account Troubled Families initiative (CYP plan)	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
Priority 3 – Children, Families and Learners				
Objective 4 - To achieve better learning outcomes for children and young people by narrowing the attainment gap for vulnerable young people				
4.1	Review specific equality objectives for reducing inequality for education achievement of vulnerable groups, for example children from White backgrounds eligible for FSM, boys at key stage 4, SEN gaps <ul style="list-style-type: none"> • Monitor attainment of outcomes for equality objectives • Undertake effective sharing of good practice between schools • Ensure building programme is completed on time and delivers high quality additional SEN provision 	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
4.2	Identify exclusion rate and specific issues for vulnerable groups and with academies <ul style="list-style-type: none"> • Provide training on ‘behaviour for learning’ • Improve understanding of exclusion statistics and trends and how they can support progress 	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
4.3	Reducing the number of primary schools below the new floor standard 65% L4 English and maths combined and raising attainment at KS1 <ul style="list-style-type: none"> • Provide bespoke development of leadership capacity to schools according to need 	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
4.4	Raising attainment for higher achievers at all key stages Increasing the percentage taking Baccalaureate % at KS4 <ul style="list-style-type: none"> • Develop leadership capacity and improve quality of teaching and learning through partnership working • Helping schools to access high quality ‘school to school’ support 	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
4.5	Raise outcomes at key stage1 and key stage 2 to better than national and statistical neighbours (CYP plan)	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
4.6	Close the attainment gaps for all identified underperforming groups including for White FSM pupils at KS2 and 4 and BME pupils at KS2.(CYP plan)	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
4.7	Reduce further the levels of fixed term and permanent exclusion in particular for target groups (CYP plan)	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
4.8	Continue to raise the proportion of schools judged good and outstanding by OFSTED (CYP plan)	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
Priority 3 – Children, Families and Learners Objective 5 - To improve economic outcomes of young people and adults by increasing the opportunities to be in education, employment or training by 2016				

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
5.1	<p>Develop a revised skills and employment strategy for the borough and co-ordinate work on private sector delivery of apprenticeships and workforce development, as well as public sector involvement through JCP, Work Programme, etc through the Employment and Skills Board.</p> <ul style="list-style-type: none"> • High quality and appropriate Information, Advice and Guidance (IAG) made available in schools, colleges and by IAG professionals • Improve quality and increase volume of high quality places in post 16 education • Share good practice and work collaboratively to improve quality of local provision, attainment and progression for all young people • Increase range of post 16 training employment options available locally that meet needs of young people with learning difficulties and/or disabilities 	Executive Director of Children, Families and Learners	CFL/P&E	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
5.2	<p>Early identification and intervention of those young people most at risk of becoming NEET (CYP plan)</p> <ul style="list-style-type: none"> ▪ All young people are supported to stay in 	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development)

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
	<p>appropriate education or employment with training until age 18</p> <ul style="list-style-type: none"> ▪ The LA and schools develop and use pre/ post 16 risk of NEET indicators to target appropriate interventions 			and Children, Young People & Learners
5.3	<p>Commission/provide appropriate Environment Educational Training provision (CYP plan)</p> <ul style="list-style-type: none"> ▪ High quality needs analysis informs the commissioning and decommissioning of appropriate EET provision to address identified needs ▪ Providers work collaboratively to develop provision and shape existing provision to meet identified needs 	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
5.4	<p>All service providers in Croydon work in collaboration to contact, engage with and support young people from our most vulnerable groups in a way that suits their individual needs (CYP plan)</p>	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
5.5	<p>Ensure effective transition for delivery of careers education and improve opportunities for developing work readiness (CYP plan)</p> <ul style="list-style-type: none"> ▪ All service providers deliver high quality and appropriate Information Advice & 	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
	<p>Guidance (IAG)</p> <ul style="list-style-type: none"> ▪ The LA has a clear local strategy for improving engagement with local employers and increasing the number & range of apprenticeships/work related training opportunities. 			
5.6	<p>Improving the quality of local post 16 provision working with partners, improving attainment and reducing the inequality gap from KS4 onwards (CYP plan)</p> <ul style="list-style-type: none"> ▪ Increase the number of post-16 providers judged as good or outstanding by Ofsted ▪ Partners work effectively together and share good practice to improve attainment, specifically to reduce the inequality gap and increase achievement at KS5 	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
5.7	Exploring the feasibility of developing youth enterprise zones by March 2013	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
5.6	Deliver an ESF funded project to link to vulnerable groups to learning and employment opportunities	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration &

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
	<ul style="list-style-type: none"> • Deliver skills and employment strategy 			Economic Development) and Children, Young People & Learners
5.7	<p>Deliver an employability project to young people at risk of becoming NEET and their families and support them to move closer to employment opportunities.</p> <ul style="list-style-type: none"> • Provision of employability focussed family mentoring; providing access to skills training, work based training and employment opportunities 	Executive Director of Planning and Environment	P&E	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
5.8	<p>Deliver a programme to maximise apprenticeship opportunities through the council's supply chain (sub contracted services) to encourage unemployed or those disadvantaged in the labour market to take up apprenticeship opportunities. – subject to funding</p> <ul style="list-style-type: none"> • Delivery of an apprenticeship accord in agreement with LBC central procurement team and human resources 	Executive Director of Planning and Environment	P&E	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
5.9	<p>Support transition from school to the workplace through targeted support to disadvantaged young people</p> <ul style="list-style-type: none"> • Share good practice and work collaboratively to improve the quality 	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
	<p>of local provision, attainment and progression for young people.</p> <ul style="list-style-type: none"> • Raise aspirations of young people to achieve their potential 			People & Learners
5.10	<p>Develop and deliver a revised Economic Development Strategy; ensure economic inclusion as an objective is incorporated in the borough's plan for economic growth.</p> <ul style="list-style-type: none"> • Deliver actions that ensure equal and equitable access to skills & employment and business opportunity 	Executive Director of Planning and Environment	P&E	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
5.11	<p>Monitor economic performance data at ward level in partnership with the corporate policy and performance team; ensure this informs future economic development policy; ensure interventions are targeted at tackling deprivation.</p> <ul style="list-style-type: none"> • Monitor Economic performance data; share with partners. 	Executive Director of Planning and Environment	P&E	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
5.12	<p>Work with CCURV and employment and skills agencies to establish a local employment, training and procurement strategy and framework to optimise opportunities for local people to benefit from the regeneration programme to drive the Employment and Skills Pledge</p>	Executive Director of Planning and Environment	P&E	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners Councillor

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
				Dudley Mead - Deputy Leader (Statutory) and Housing, Finance & Asset Management
5.13	Develop a revised skills and employment strategy for the borough and co-ordinate work on private sector delivery of apprenticeships and workforce development, as well as public sector involvement through JCP, Work Programme, etc through the Employment and Skills Board.	Executive Director of Planning and Environment	P&E	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners Councillor Dudley Mead - Deputy Leader (Statutory) and Housing, Finance & Asset Management
5.14	Increase opportunities for apprenticeships and local labour through the retendering of contracts.	Executive Director of Planning and Environment	P&E	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
Priority 3 – Children, Families and Learners				
Objective 6 - To achieve better outcomes for children and young people by increasing the proportion who feel they are listened to and able to influence				
6.1	Strengthen the participation of children and young people across all the Partnership themes evidenced by specific engagement	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration &

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
	objectives for each equality sub-group <ul style="list-style-type: none"> • Use outcomes of Social Norms survey to improve understanding of bullying • Enhance role of Youth Council • Map existing youth participation work within the borough to maximise opportunities and minimise duplication • Youth participation framework developed 			Economic Development) and Children, Young People & Learners
6.2	Ensuring the views of children under 11 are better represented <ul style="list-style-type: none"> • Structured engagement to be planned and undertaken 	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
6.3	Mechanisms need to be adopted to ensure that under-represented and vulnerable groups have the opportunity to influence provision in particular among children with disabilities and carers <ul style="list-style-type: none"> • Stay Safe group to adopt school councils that represent views of children and those with special educational needs and disabilities 	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
6.4	<p>Improve feedback mechanism to young people about how the views have been taken into account and influenced service delivery.</p> <ul style="list-style-type: none"> Feedback provided through youth participation framework and Youth Council 	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
6.5	Involve young people in management of housing estates by recruiting and training 15 young representatives (aged 13 plus) to put forward their views, raise issues and make recommendations	Executive Director of Adult Social Services, Health & Housing /Executive Director of Children, Families and Learners	DASHH / CFL	Councillor Dudley Mead - Deputy Leader (Statutory) and Housing, Finance & Asset Management / Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
6.6	Map existing youth participation work within the borough to maximise current opportunities and minimise duplication (CYP plan)	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard
6.7	Identify a range of indicators to measure how effectively children and young people are influencing provision (CYP plan)	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard -
6.8	Structured engagement of children & young people in reviewing progress against priorities in needs analysis & informing	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
	future issues/priorities (CYP plan)			
6.9	Identify a range of participation tools to maximise engagement of children and young people in influencing provision (CYP plan)	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard -
6.10	To develop a youth participation strategy/framework to ensure children & young people's voices are integral in influencing planning and provision (CYP plan)	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard
6.11	To enhance the role of the Youth Council to ensure that young people influence decision making at all levels. (CYP plan)	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard -
6.12	Involve young people in management of housing estates by recruiting and training 15 young representatives (aged 13 plus) to put forward their views, raise issues and make recommendations	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Dudley Mead - Deputy Leader (Statutory) and Housing, Finance & Asset Management

Priority 4 – Health

Objective 7 - To improve health and wellbeing by reducing health inequalities

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
7.1	<p>Publish a Croydon Heart Health review</p> <ul style="list-style-type: none"> Cardiovascular disease is a major cause of mortality in Croydon and is linked to income, gender, ethnicity and age inequality. To tackle this we will ensure that Croydon heart failure and atrial fibrillation services are NICE compliant and that stable and unstable angina diagnoses reflect NICE guidance. We will establish a structure for monitoring CVD investment and outcomes and will ensure that potential service developments address high levels of revascularisation in the borough. 	Director of Public Health/ Executive Director of Adult Social Services, Health & Housing	Public Health / DASHH	Cllr Margaret Mead - Health & Adult Social Care
7.2	<p>Key topics in the 2011/12 Joint Strategic Needs Assessment were repeat abortions, children in poverty and supporting people with dementia.</p> <ul style="list-style-type: none"> DASHH will work together as part of Health and Wellbeing Board to implement the recommendations 	Director of Public Health/ Executive Director of Children, Families and Learners	Public Health / CFL	Cllr Tim Pollard - Children, Young People & Learners
7.3	Report commissioned into the impact of mental ill-health and, in particular into dementia	Executive Director of Adult Social Services, Health & Housing	DASHH	Cllr Margaret Mead - Health & Adult Social Care

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
	<ul style="list-style-type: none"> • The number of much older people in the population, who are more likely to suffer from older-age dementia, is rising quickly • Implement action plans from JSNA 'deep dive' into Dementia. • Review approach to dementia care, given growing demand • Deliver the modernisation and re-commissioning of the drug and alcohol treatment system • Implement the National Dementia strategy action plan 			
7.4	<p>Implement the recommendations arising from the 2010/11 study on sexual health (including teenage pregnancy)</p> <ul style="list-style-type: none"> • The study echoed national research associating teenage pregnancy and sexual health concerns with misuse of alcohol amongst teenagers. • Work is underway on a joint sexual health strategy for Croydon. As part of the contribution towards treating alcohol misuse DASHH will deliver the substance misuse personalisation national pilot project. 	Executive Director of Adult Social Services, Health & Housing/ Executive Director of Children, Families and Learners	Public Health / CFL	Cllr Tim Pollard - Children, Young People & Learners

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
7.5	<p>Deep dive assessment focused on repeat abortions in spring 2012</p> <ul style="list-style-type: none"> This is an area of concern in Croydon. Consultations are under way and action planning priorities are will be decided. 	Executive Director of Adult Social Services, Health & Housing/ Executive Director of Children, Families and Learners	Public Health / CFL	Cllr Tim Pollard - Children, Young People & Learners
7.6	<p>Establish a Croydon Healthwatch In line with national guidance the Council will establish:</p> <ul style="list-style-type: none"> transition timetable from 'LINK' to 'Healthwatch' – roles and responsibilities reporting arrangements and governance work programme and sequence of reporting to HWB 	Director of Workforce, Equalities and Community Resources	CEO	Cllr Vidhi Mohan – Big Society and Communities
7.7	<p>Develop an autism strategy with partners to implement the Autism Act 2009</p> <ul style="list-style-type: none"> Strategy and plan in development partnership with people with Autistic Spectrum Syndrome and their carers. Consultations underway. 	Executive Director of Adult Social Services, Health & Housing	DASHH	Cllr Margaret Mead - Health & Adult Social Care
7.8	Implementation of childhood obesity action plan. Schools to be targeted according to levels of deprivation (CYP plan)	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development)

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
				and Children, Young People & Learners
7.9	Develop Children's and Young People's Emotional Health and Well-Being Strategy 2012-14 Children and young people at particular risk of poor emotional health and well-being. (CYP plan)	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
7.10	Implement 2012-13 Teenage Pregnancy Strategy with focus on children and young people at particular risk of becoming teenage parents and commission appropriate services. (CYP plan)	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
7.11	Develop a Young People's Drug and Alcohol Prevention, Education and Treatment Strategic Plan with a focus on children and young people at particular risk of developing drug and alcohol problems (CYP plan)	Executive Director of Children, Families and Learners	CFL	Councillor Tim Pollard - Deputy Leader (Regeneration & Economic Development) and Children, Young People & Learners
Priority 5 – Health and Social Care				
Objective 8 - To improve health and social care and wellbeing by providing better care in later life				
8.1	Raise an additional £7m in extra welfare and tax credit entitlements for residents including £1m for residents aged over 60 and £200k for people aged under 60 with	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Health & Adult Social Care

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
	learning or physical disabilities			
8.2	Enable 300 older or disabled people to get major aids and adaptations to their homes	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Health & Adult Social Care
8.3	Raise an additional £7m in extra welfare and tax credit entitlements for residents including £1m for residents aged over 60 and £200k for people aged under 60 with learning or physical disabilities	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Health & Adult Social Care
Priority 5 – Health and Social Care				
Objective 9 – To improve support for vulnerable people by making it easier for them to have more choice and control over their lives				
9.1	Enable 300 older or disabled people to get major aids and adaptations to their homes	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Health & Adult Social Care
9.2	Ensure that 82% of people leaving supported housing achieve independent living through planned departures, by helping to arrange moves into independent housing	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Health & Adult Social Care
9.3	Implement and monitor actions in the adult safeguarding strategy	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Health & Adult Social Care

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
9.4	Extend current programme of transformation by moving people from all client groups from residential care into supported housing and other community-based options, reducing number in residential care from the year end baseline (645 on 24.01.2012)	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Health & Adult Social Care
9.5	Subject to consultation, develop a transport policy to rationalise the provision of transport and the use of transport related benefits in order to ensure equitable and sustainable access for vulnerable adults	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Health & Adult Social Care
9.6	Develop an occupational therapy-led adult re-ablement and recovery service, in partnership with NHS Croydon, to prevent falls and reduce the need for intensive care services and long hospital stays. Subject to consultation, develop Homes for the Future day activity centres into centres for reablement and recovery	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Health & Adult Social Care
9.7	Recommission carer services taking account of new national strategy, feedback from the national carers' survey, mapping of local services, VfM assessment and implications of personalisation.	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Health & Adult Social Care

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
9.8	Commission flexible short break services for people with learning disabilities which offer a menu of options in the community	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Health & Adult Social Care
9.9	Recommission and expand the Shared Lives service to provide an additional 30 places for adults with eligible social care needs; this will enable them to live independently in their local community. Deliver an efficiency saving for the council of £0.187m for 2012/13 and £0.250m for 2013/14	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Health & Adult Social Care
9.10	Strengthen joint transition programme with CFL and Health by commissioning a range of local projects for 14-25 year olds with a learning disability	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Health & Adult Social Care
9.11	Continue to deliver a strategy to reduce homelessness arising from changes in housing benefit including; <ul style="list-style-type: none"> • Communication for tenants and landlords • Landlord-tenant liaison • Support for vulnerable tenants to remain, or move if accommodation unaffordable • Increased access to move-on accommodation for supported housing residents • Introduce an online housing options self- 	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Health & Adult Social Care

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
	assessment tool			
9.12	Implement a rough sleeping action plan	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Dudley Mead - Deputy Leader (Statutory) and Housing, Finance & Asset Management
9.13	Conduct a review of homelessness	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Dudley Mead - Deputy Leader (Statutory) and Housing, Finance & Asset Management
9.14	Tackle homelessness among young people through a range of projects including stop project and drop in zone advice service	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Dudley Mead - Deputy Leader (Statutory) and Housing, Finance & Asset Management
9.15	Develop a Young People's Drug and Alcohol Prevention, Education and Treatment Strategic Plan	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Health & Adult Social Care
9.16	Re-commission outreach services for drug users who have successfully rehabilitated	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Health & Adult Social Care
9.17	Review 'wet' hostel provision for alcohol dependant single homeless people	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Health & Adult Social Care

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
Priority 6 – Workforce				
Objective 10 - To encourage a modern and diverse workforce and increase the proportion of staff who say they are valued and treated fairly				
10.1	Conduct a mini staff survey and publish by 31 January 2013	Director Workforce and Community Relations	CEO	Councillor Sara Bashford – Customer Services, Culture and Sport
10.2	Implement the holistic employee assistance programme to support managers and staff through change <ul style="list-style-type: none"> Ongoing review and evaluation of requirements to support staff through change 	Director Workforce and Community Relations	CEO	Councillor Sara Bashford – Customer Services, Culture and Sport
10.3	Corporate and department action plans to address issues identified in the staff survey will be developed by 31 March 2012 <ul style="list-style-type: none"> Delivery of staff survey action plans and regular workforce ‘temperature’ checks 	Director Workforce and Community Relations	CEO	Councillor Sara Bashford – Customer Services, Culture and Sport
10.4	Publish a Wellbeing plan	Director Workforce and Community	CEO	Councillor Sara Bashford – Customer Services,

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
		Relations		Culture and Sport
10.5	Revision of the council's code of conduct which will re-emphasise acceptable standards of behaviour	Director Workforce and Community Relations	CEO	Councillor Sara Bashford – Customer Services, Culture and Sport
10.6	Development of departmental recruitment plans to supplement people plans	Director Workforce and Community Relations	CEO	Councillor Sara Bashford – Customer Services, Culture and Sport
10.7	Establish and consider possibilities of gathering data where there are currently data gaps	Director Workforce and Community Relations	CEO	Councillor Sara Bashford – Customer Services, Culture and Sport
10.8	Deliver Talent Management Plan	Director Workforce and Community Relations	CEO	Councillor Sara Bashford – Customer Services, Culture and Sport
10.9	Reduce over-reliance on temporary workers	Director Workforce and Community Relations	CEO	Councillor Sara Bashford – Customer Services, Culture and Sport

	Action to be delivered in the next twelve months	Lead Officer	Lead Department	Cabinet Member
10.10	Establish a 'New Deal' for employees	Director Workforce and Community Relations	CEO	Councillor Sara Bashford – Customer Services, Culture and Sport
10.11	Develop refreshed competency framework	Director Workforce and Community Relations	CEO	Councillor Sara Bashford – Customer Services, Culture and Sport
10.12	Develop and deliver a Reward and Remuneration Plan	Director Workforce and Community Relations	CEO	Councillor Sara Bashford – Customer Services, Culture and Sport

Equality Impact Analysis

APPENDIX THREE, Item 11 Cabinet 19 March 2012

EQUALITY ANALYSIS COUNCIL'S EQUALITY STRATEGY 2012 - 16

March 2012

EQUALITY IMPACT ASSESSMENT (EqIA)

SECTION 1: SUMMARY OF EQUALITY IMPACT ASSESSMENT (EqIA)

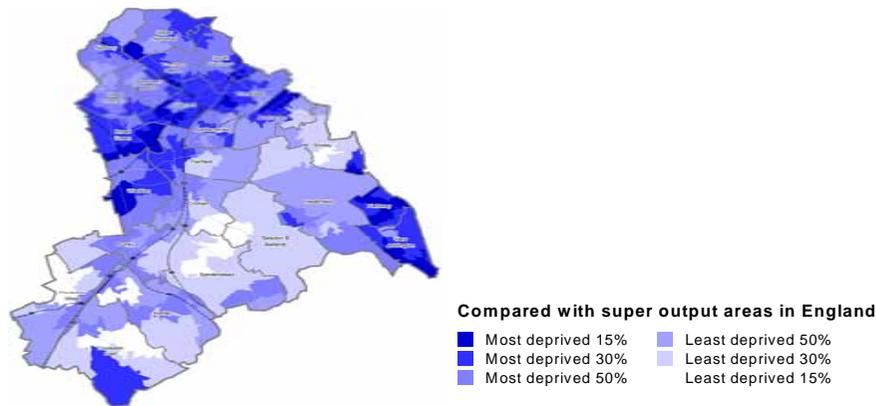
1.1	Details of the Policy, Strategy, Function, Project or Activity
	<p>Title of EqIA: Equality Strategy 2012-16</p> <p>Date of EqIA: 22nd December</p> <p>State whether EqIA is on a policy, strategy, function, project or activity or a combination: Strategy</p> <p>Indicate whether it is a 'new' or an 'existing' policy, strategy, function, project or activity:</p> <p><input type="checkbox"/> New</p> <p><input checked="" type="checkbox"/> X Existing</p>
1.2	Details of the person responsible for the EqIA
	<p>Full Name: Sharon Godman</p> <p>Position: Head of Equality and Community Relations</p> <p>Directorate: Community Relations Team</p> <p>Department: Workforce and Community Relations</p> <p>Full Contact Details: sharon.godman@croydon.gov.uk</p>
1.3	What is the aim and objective of the policy, strategy, function, project or activity?
	<p>The proposed draft Equality Strategy 2012-16 sets out the Council's commitment to equality in Croydon, through a set of draft equality objectives and measures, over the next four years in accordance with the Equality Act public sector duty.</p>

SECTION 2: SCOPING THE ASSESSMENT

2.1 What information is currently available about the different protected groups that the policy, strategy, function, project or activity is likely to effect? (for examples see guidance)

This assessment provides a high level summary of the borough's population, deprivation and headlines from the community safety assessment, joint strategic needs assessment for health and social care, children's needs assessment as well as the workforce profile. More equality information can be found by using the links found in section 2.2

According to the GLA population mid year estimates for 2010, Croydon is the second largest London borough in terms of population, and one of the most diverse in outer-London. In Croydon between 2004 and 2010 all electoral wards have become more deprived relative to England and the borough is ranked in the top 100 most deprived places in the country. The north of Croydon is generally more deprived than the south, being more characteristic of Inner London. People living in northern parts of the borough experience poorer outcomes compared with elsewhere, in particular communities in the five wards of the central north area: Bensham Manor; Thornton Heath; Broad Green; West Thornton, and; Selhurst. Key areas of concern are income, employment, health, crime, and child poverty. Borough-wide figures mask real pockets of deprivation with nine Local Super Output Areas (LSOAs – small areas in a ward) ranked as the 10% most deprived in the UK. Croydon has the six of the most deprived super output areas 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. 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. The map of Index of Multiple Deprivation demonstrates the level of poverty in specific areas. At a London-wide level, Fieldway and New Addington are amongst the 30% most deprived wards while Sanderstead and Selsdon some of the most affluent areas. The data used in this map below comes from a range of factors such as housing tenure, employment status, poverty, crime, services and attainment.



Population

Croydon's population is estimated at 345,600 (2010 mid-year estimates) which has increased by 2,700 people from 2009 and one of most significant increases across all London boroughs.

Age and gender

The total number of children and young people 0 – 19 is 89,200 of which 51,400 were school aged (5-16). Whilst this makes Croydon the “youngest” borough in south London the population is also ageing with approximately 60,000 people aged 60 or above. In 2011 Croydon had one of the largest populations of older people with 12.9% aged 65 plus compared with 11.2% for London and 16.5% for England; and 6.2% aged 75 plus compared with 5.7% for London and 7.8% for England. Chart one illustrates the change in population that will take place by 2021, where there is likely to be a 26% increase in older people, despite the relative stability of population growth.

Projected population change, by gender and age, Croydon 2011, 2014, 2016 and 2021

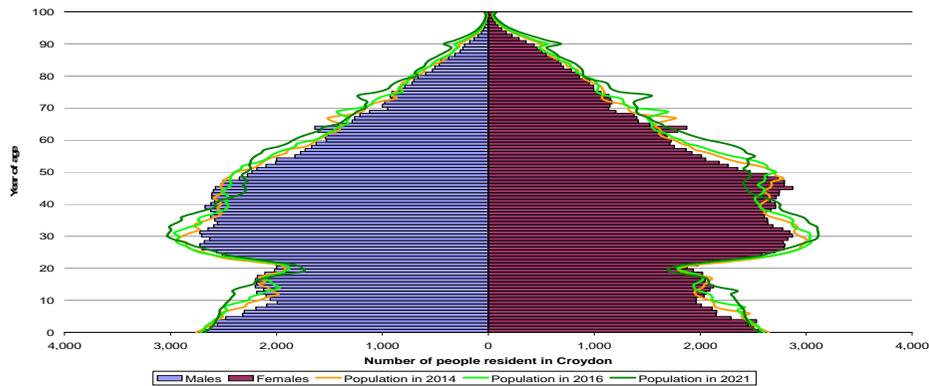


Chart One

Source: Greater London Authority Population Projections: 2010 Round for London Plan

Ethnicity

In 2001 Croydon’s Black and Minority Ethnic (BME) population was 36.3%, compared with 40.2% in London and 13.0% in England. Croydon’s changing BME population is one of the fastest growing in London and in 2007 data from the population projections indicated this figure to be approximately 42% and projected to be more than 50% by 2026. During the spring of 2011 89,200 children were aged 0-19 years old of which 53.7% of children and young people are from a BME background. Chart two demonstrates the diversity between ethnic groups in Croydon compared with the rest of London in 2007.

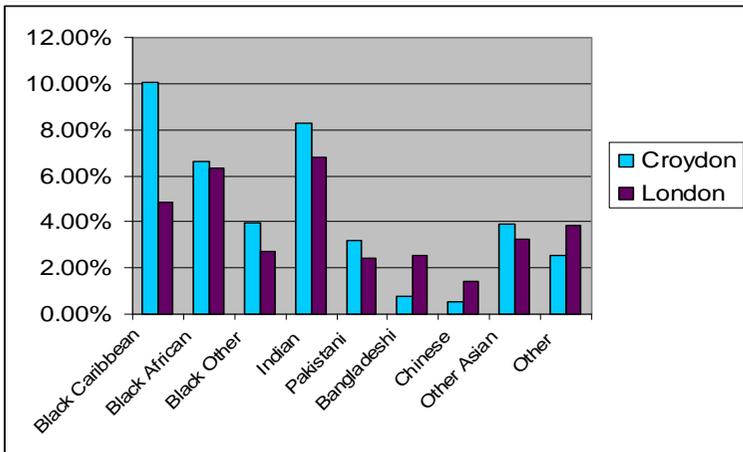


Chart two: Croydon and London's 2009 BME Profile (GLA 2008 Round Projections PLP Low)

Religion

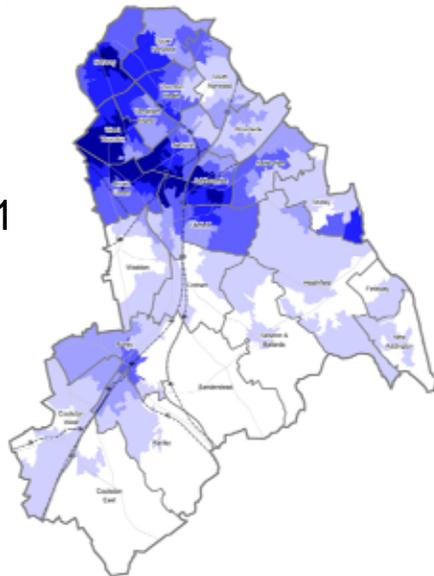
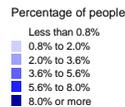
Croydon's religious diversity is likely to have significantly changed since the last published figures from the Census in 2001. Then, there were approximately 260 known faith groups and in terms of congregations the Black churches have some of the fastest growing in the borough. The most common religion 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.

Migration

Local data sources provide an indication of how Croydon's population is changing, the pressures on services and challenges faced by existing and new communities. In 2011 approximately 6,560 migrants registered with a doctor with 34% from India and Pakistan and where the main languages recorded were Tamil and Urdu – see the language map below. More than 100 different languages are spoken and the borough's interpreting and translation service dealt with 11,067 (April to December 2011) requests, where the greatest need came from people speaking Pashto (9.8%), Tamil (6.6%), and Urdu (6.5%). In 2011 31% of all primary school children, 23% of secondary school children and 24% of special school children had English as an additional language. In 2011 of the 845 children who were looked after by the local authority, 579 were unaccompanied asylum seeking children. With the UK Border Agency located in the borough, Croydon is a gateway site and has the only asylum screening centre in the country.

Top ten languages spoken in Croydon 2011

- | | |
|-------------|---------------|
| 1. Tamil | 6. Hindi |
| 2. Urdu | 7. Malayalam |
| 3. Gujarati | 8. Portuguese |
| 4. Polish | 9. Bengali |
| 5. French | 10. Punjabi |



Lesbian Gay Bi-sexual Trans-gender

Nationally there is insufficient data for the Lesbian, Gay, Bi-sexual and Transgender (LGBT) community. It has been estimated between five and ten percent of the population could potentially classify themselves in this way. This would indicate Croydon's LGBT community could range between 15,000 and 30,000 people. More information on the impact of LGBT communities is shown below.

Disability

In the 2001 Census 48,660 people described themselves as having a limiting long-term illness, health problem or disability that limits their daily activity or work. Given that the population of Croydon has increased and become older since the 2001 Census, it is likely that this figure now exceeds 50,000 and it is estimated that this will exceed 53,000 by 2018. In 2011/12 approximately 11,500 Blue Badges for disabled or blind people had been issued. The Children's needs assessment noted 1.3% of the children registered disabled many having communication difficulties or some form of autism as well as an increasing number with complex needs. In addition, between April – December 2011 the borough's interpretation and translation service had 11,067 users of which 3.1% accessed services for sign-language. Tables 10 and 14 (below) which are from the 2010 Joint Strategic Needs Assessment (JSNA), shows a statistical summary of disability in the borough.

Table 10 | disabilities in Croydon, London and England

	Croydon	London	England
Number of people registered blind and partially sighted*	955	21,650	152,980
Modelled number of people with learning disability	6,237	145,612	973,428
Number of older people unable to manage mobility activities	8,282	167,420	1,599,206
Number of older people with a visual impairment	3,946	79,113	759,603

Source: Health Needs Assessment Toolkit, Commissioning Support for London, 2010

* 2008 figures

Table 14 | number of social care clients by client group and age group

Client group		Age group	Croydon	London	England
Physical disability, frailty and sensory impairment	Number of clients	18-64	885	29,160	220,685
		65+	5,100	111,085	1,045,250
	Number of clients receiving services in the community	18-64	810	27,855	212,470
		65+	4,205	97,425	901,545
Learning disability	Number of clients	18-64	1,090	17,730	126,245
		65+	95	1,535	14,155
	Number of clients receiving services in the community	18-64	630	13,085	101,440
		65+	35	860	9,300

Information Centre for Health and Social Care, Community Care Statistics, 2007/2008

Research

Research conducted by Joseph Rowntree Foundation suggests Black and Minority Ethnic (BME) 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 Travellers often face particularly acute discrimination as public services sometimes have difficulty engaging with this community to assess their needs. In addition:

- 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. Gender inequality is experienced across the full range of public services: in employment; access to public services; take-up of health care services; and protection from crime.

- Negative assumptions can be made about people because of their age, especially children and older people - for example, 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.
- Religion and/or belief is an active part of the lives of individuals and communities and often central to someone's identity. There is still widespread indifference and ignorance towards religion and other beliefs which can lead to discrimination.
- At all stages of life it is disability that is more likely to lead to greater social exclusion, for example, 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.

Legislation has introduced rights and protection for people who classify themselves as Lesbian, Gay, Bi-sexual and Transgender (LGBT). Research conducted by Stonewall found that despite advances that include recognition of relationships through civil partnerships, and the opportunity to adopt as well as protection from discrimination in employment, provision of services, homophobia still has an impact on the lives of LGBT people. Attitudes have changed and there is greater understanding but many LGBT people feel that their choices are often shaped by negative attitudes.

In 2010 the Equality and Human Rights commission's published its first three-year review, '[How Fair is Britain](#)'. This report found that some inequalities remain entrenched, new challenges are emerging as the country's population becomes older and more ethnically and religiously diverse. It recommended fairness revolved around five public policy gateways that are well-being, education, work, security and voice in society.

Findings – community safety

Domestic violence

At a national level repeat victimisation is higher for domestic violence than any other violent crime. In addition, monitoring the prevalence rates for domestic violence is problematic as statistics from the British Crime Survey suggest only between 10 and 20% of incidents are reported to the police. Studies also show between 30 – 40% of domestic violence starts during pregnancy and children are often significantly affected. National research found the despite significant under-reporting the incidence of domestic violence remains a main contributor to rates of violent crime. Recent local figures suggest a reduction in the reporting of domestic violence and sanction detection rates remain low but locally on target with a 48% sanction detection rate. There is also a lack of information relating to same-sex domestic violence.

Rape and sexual offences

In addition, despite significant under-reporting of rape and sexual offences recent local figures suggest an increase in the reporting but sanction detection rates remain low. Nationally figures indicate an increase in the cases that go to court which secure a prosecution. National research suggests there has been an increase in the number of rapes of children under 16 reported to the police as well as a lack of information for the most vulnerable to trafficking and sexual exploitation. In addition very little information exists for same-sex rape or sexual offences.

Serious violence

High level of violent crime and particular concerns with serious violent offending committed by young boys and adults as well as gun and knife crime especially those resulting in homicide. Offending is primarily in the north of the borough.

Hate Crime

Despite significant under-reporting national research suggests an increase in homophobic, religious and racial crime. Locally there is low level reporting given the size of population but recently there has been a slight increase in the recording of both hate crime – racist and homophobic incidences. Sanction detection rates remain low. Within Croydon from January 2010 – 2011 there were 156 racist/religious hate crime incidents, compared to 141 in the previous 12 months representing an increase of approximately 11%. In the same period 24 homophobic hate crime incidents were recorded compared to 23 the previous year.

Youth offending

During 2009 – 10 the majority of young people seen by the youth offending team was male aged between 16-18 years and lived in the north of the borough, primarily Broad Green, Thornton Heath, Woodside, Waddon and Fieldway. Young people supervised by the youth offending service (YOS) are predominantly male, aged 15 to 17, 45% white and 65% BME.

In Croydon new entrants to the youth justice system are lower than the London average but slightly higher than the national average. Once in the criminal justice system reconviction rates remain high. Information about first-time offenders predominantly boys suggest a range of risk factors including; special education needs, excluded from schools, looked after in care or not in education, employment or training.

Research suggests that young people from black and minority ethnic backgrounds are worried about being stopped and search and more likely to be arrested as a consequence. In addition research undertaken by the department for education into families with complex needs (such as mental health problems, unemployment, poor housing) indicated the children are eight times as likely to be suspended or excluded from school and ten times as likely to be involved in some level of offending.

The peak time for offending is between 12 and 6 pm and, during school term time, around 50,000 young people travel through Croydon before and after school hours.

Victimisation in relation to violent offences against young people increases from age 11 years, with robbery offences peaking between 13 -19 years and violent offences peaking between 18 – 21 years.

Findings – health inequalities – early life

There are increasing levels of child poverty especially for families who live in the north of the borough affecting between 20 – 30% of children including those living in families at risk of greater vulnerability such as teenage parents or single parents.

Birth weight

There are links between people living in the most deprived wards who give birth to low birth weight babies and Croydon is in the bottom 10% of local authorities in London.

Immunisation

Croydon's performance is significantly below the national average for all indicators of immunisation. Locally, of the six indicators, five have got worse in the last three years and two indicators related to MMR are ranked in the bottom 10% of local authorities in London.

Breastfeeding

Croydon has a higher rate of breastfeeding than the national average. However this masks disparities a ward level with high rates more affluent areas e.g. in Purley has the highest rates of breastfeeding initiation and lowest found New Addington and Fieldway.

Obesity

Croydon's performance is significantly worse than the national average for the percentage of children in reception and year 6 and among the bottom 10% of local authorities in London. Levels of childhood obesity in Croydon are worse than for England, although there has been a slight improvement for reception year. There is a gap in childhood obesity between boys and girls and those from black and minority ethnic backgrounds as well as those living in deprived areas.

Drugs and alcohol

Croydon has higher rates of alcohol related crime and drug offences than England. In joint strategic needs assessment 2010/11, alcohol attributable mortality rates for men were 27.3% Croydon 33.4% London 35.9% England and for women 12.7% Croydon 12.5% London 14.9% England.

Findings – attainment and attendance

Attainment

At key stage four (KS4) the attainment gap for young people from Black and Minority Ethnic (BME) backgrounds has reduced year on year to three percentage points, which is now below national levels. However, at KS2 this group remains a focus for improvement as the attainment gap has fluctuated over time between 5 and 12 percentage points.

In Croydon the main under-attaining group at both key stages is children from White backgrounds who have Free School Meals (FSM). At KS2 the attainment gap for this group has widened over the past three years and is now higher than the national gap. Data available shows that GCSE attainment for children who are eligible for FSM is lower than children who are not eligible. The attainment gap is greatest for 5+ A*-C including Maths and English at 26.4%. Across all levels of GCSE attainment the variance is small when comparing children who speak English as a first language and those speak English as an additional language. The attainment gap is greatest for 5+ A*-C including Maths and English at 2.1%. There is a significant difference in the attainment between students with no Special Educational Needs (SEN) and those with SEN. The attainment gap is significant for 5+ A*-C including Maths and English at 42.5%. There is also an attainment gap at this key stage for looked after children (LAC). For 5+ GCSEs at grades A*-C including Maths and English the attainment gap increases to 52.7%. In 2010/11 the Joint Strategic Needs Assessment (JSNA) educational attainment was three times lower for Looked After Children (LAC), and 20% (16-19 year olds) were not in education, employment or training (NEET).

The number of pupils with English as an additional language (EAL) including refugees and asylum seekers is on the increase. More looked after children are boys in both the indigenous population of looked after children (57%) and UASC (89%). Ofsted has identified Gypsy, Roma and Traveller (GRT) pupils as the lowest achieving and most at risk minority ethnic groups in the education system. There are currently about 200 GRT pupils within Croydon.

Absence

School attendance remains high for Croydon primary and secondary schools with over 90% of the children in attendance. The authorised absence rate in both primary and secondary schools combined is just below the national average at 4.11%. The unauthorised absence rate in Croydon schools is higher than the national average at 1.43%. Schools in the north locality have the highest percentage of overall absence in the borough at 5.69%, but the east locality has the highest percentage of unauthorised absence at 2.26%. Pupils who are persistently absent from school are from particularly vulnerable

groups of children in particular pupils with SEN and those in receipt of free school meals. In 2010/11 school absence figures found White British pupils at 44.8% are disproportionately represented within the persistent absentee group. The next highest groups are Mixed White and Black Caribbean at 6.5%.

Exclusion

Figures for permanent exclusions for 2009/10 equate to 0.15%, in other words 15 permanent exclusions in the borough for every 10,000 pupils. This year's figure (2010/11) will be 0.16%. This is worse than the London average at 0.10% and the England average 0.08%, and our statistical neighbours.

In 2010/11 3.1% of all exclusions were of Looked After Children, 66% of excluded pupils were in receipt of free school meals. Permanent exclusions of SEN pupils with statements have decreased from 53 during 2008/9 to 42 in 2010/11. There is little change in exclusions of looked after children with 59 fixed term exclusions and two permanent exclusions in 2010/11 (55 fixed term and 1 permanent in 2009/10).

At a national and local level there are concerns about the number of children from Black Caribbean backgrounds excluded from school. In Croydon Black Caribbean pupils make up just over 11% of the school population but constitute 24% of all excluded pupils. This level of disproportionality (twice the percentage in the overall population) is lower than the national average (three times the percentage in the overall population) but remains an issue for the borough to address.

Research from a recent national TellUs survey found 44% of young people reported that they had experienced bullying either at school or in their community. Pupils also stated that they felt school dealt badly with bullying and 60% think they cannot do much to change bad things that happen in school. In 2007 Stonewall research into experience of homophobic bullying in schools found about two thirds (65 per cent) of young lesbian, gay and bisexual pupils have experienced direct bullying. Approximately 75% of young gay people attending faith schools have experienced homophobic bullying. In July 2011 a bullying survey was conducted involving 3,918 pupils from year 5 (primary school) and 10 (secondary school). Results found 73% of children would tell a teacher if they had or knew someone who had been bullied. There is an information gap in relation to the nature and extent of bullying within schools.

Findings - Access to education, employment and training

Unemployment levels are higher for young adults aged 16 – 24 living in deprived areas especially among vulnerable people including those from Black and Minority Ethnic backgrounds communities.

In 2010/11 the proportion of Croydon's working age people aged 16 – 24 claiming Job Seekers Allowance (JSA) was 8.1% and higher than the national average. In addition, data for September 2011 shows that 18-24 year olds make up 10.1% of JSA claimants.

The proportion of young people who are not in education, employment or training appears to have improved but remains higher than the national average. In Croydon 14.9% of young people with learning difficulties and/or disabilities (LDD) are NEET (compared to 12.8% in England).

Approximately 25% of long-term (20 weeks or more) young people who are not in education, employment or training (NEET) are classified as being in vulnerable. Analysis suggests that the largest vulnerable group is teenage pregnancy/ mothers which account for approximately 10% of NEET, followed by learning difficulties and/or disabilities (9.6%), and those supported by youth offending service (3.4%) and looked after children/care leavers (2.7%). However, it is likely that there are also vulnerable characteristics in the remaining 75% of long-term NEET young people which have not been declared.

In Croydon the proportion of disadvantaged young people (using eligibility for free school meals [FSM] as a proxy) attaining level 2 by 19 has increased. In

2010 69.7% of these young people attained level 2 by age 19 compared to 82.2% of those who were not eligible for FSM. Over 75% of skills for life learners and those achieving level 2 and 3 qualifications are female.

Health inequalities

[The Marmot Review](#) into health inequalities in England was published on 11 February 2010. It proposes an evidence based strategy to address the social determinants of health, the conditions in which people are born, grow, live, work and age and which can lead to health inequalities. It draws further attention to the evidence that most people in England aren't living as long as the best off in society and spend longer in ill-health. Premature illness and death affects everyone below the top. The report, titled 'Fair Society, Healthy Lives', suggested a new way to reduce health inequalities in England post-2010. It argues that, traditionally, government policies have focused resources only on some segments of society. To improve health for all of us and to reduce unfair and unjust inequalities in health, action is needed across the social gradient.

In Croydon, like other areas, people who live in deprived areas have poorer health outcomes. Croydon performs close to or better than the national average on a number of indicators of health inequality identified by the Marmot (2010) review. The main Marmot indicator where Croydon performs worse than the national average is the number of households in receipt of means tested benefit.

There has been some narrowing of the gap in life expectancy between the most deprived areas and the least deprived areas. In Croydon the life expectancy gap between the most deprived 10% of areas and the least deprived 10% is 9.9 years for men and 5.4 years for women. Black African women who are asylum seekers are estimated to have a mortality rate seven times higher than for White women, partly due to problems in accessing maternal healthcare. The gap is approximately 10 years in life expectancy between men and women and socio-economic groups living in the most deprived areas of the borough. Trend data shows this gap has been closed slightly for women but has remained unchanged for men over the last 15 years.

There are significant differences in preventable deaths between the most and least deprived areas in Croydon and circulatory disease show a higher level of inequality compared to the England. Circulatory diseases, cancers and respiratory diseases cause the majority of excess deaths when comparing mortality between the most and least deprived areas.

Mortality

There is a gap in infant mortality between minority ethnic and socio-economic groups in the most deprived areas of the borough. The risk of infant mortality was almost twice as high for Black women compared to those who are White and twice as high for single mothers compared to married women.

Still births and early infant deaths are significantly higher in Croydon than England or London, and Croydon's performance compared to other areas has deteriorated in previous years.

Repeat abortion

Croydon has the highest rate of repeat abortions in the country and the figures suggest more young women and possibly those from Black and Minority Ethnic backgrounds and living in deprived area.

Conception

Croydon's under 18 and under 16 conception rates are both significantly higher than national average.

Exercise

With only 7.7% of Croydon's adult population regularly taking part in sports or other active recreation, Croydon ranks in the bottom 10% of local authorities for physical activity.

Sexual Health

Terence Higgins Trust estimate that a third of people with HIV do not know that they have been infected. At the end of September 2004, 32,412 men who have sex with men have been diagnosed with HIV. In 2008, 953 Croydon residents accessed care for HIV, which represents a rate of 4.43 per 1,000 population aged 15 to 59 with HIV. Of patients accessing HIV care, 22% were men who have sex with men and 59% were of Black African ethnicity. The majority of those living with HIV in Croydon acquired the infection outside the UK. In 2008, 40% of HIV patients in Croydon were diagnosed late compared with a London average of 30%. Croydon has not been able to reduce the number of late diagnoses since 2004 and ranks 25th out of 31 primary care trusts in London in terms of performance.

Findings – later life

[‘Deprivation and Death’](#) a joint report by the NHS and National Intelligence, suggests that people who live in deprived areas are more likely to die in hospital than those living in affluent areas. The report reveals that 61% of deaths amongst people living in the most deprived quintile (the poorest 20% of areas) occurred in hospital – compared to 54% amongst the two least deprived quintiles. It concludes that the gap is not solely accounted for by factors such as differences in the causes of death between the social groups.

Croydon has an ageing population and health needs change as people get older often experiencing greater disability. We know from what people have told us that they are better able to deal with older age and control its effects on their wellbeing when they have access to information about choices available to them. Demand for sheltered housing has not increased with people preferring to stay in the homes. Inevitably with greater independence comes and increase in demand for equipment and home adaptations as well as other services that are associated with ageing.

In Croydon the proportion of social care clients receiving self directed support has increased steadily in the past year and more than 50% of those who receive a care package also have a personal budget. The percentage of people receiving Self-Directed Support (Direct Payments and Individual Budgets) improved from 4.4% in 2008/09 to 5.9% in 2009/10 and to 20.2% in 2010/11. However, current performance is below the national average and for London.

Croydon current data shows it is ranked in the worst performing 10% of local authorities in London for helping older people achieve independence through rehabilitation, as well as for supporting older people to live independently at home. At 16.9%, end of life deaths that occur in the home is worse than national average and ranked in the bottom 10%.

Findings - Vulnerable people

National estimates suggest Croydon has about 30,000 carers, 5,000 of whom provide more than 50 hours of care a week. In Croydon amongst groups of people more likely to be in need of community care services, 60,000 are aged 60 and over, more than 6,000 people have a learning disability, nearly 5,000 a serious physical disability, and over 4,000 a severe mental health problem. In Croydon the prevalence of learning disability in adults is higher than the national and regional average despite improvements in supporting people into accommodation and employment.

National research suggests 1 in 4 women and 1 in 5 men in their fifties are carers and in Croydon we know of almost 500 young carers that receive support through dedicated projects. There are a range of new measures around the support of carers that fall into the outcomes framework for social care – results

of which will emerge following the 2011/12 social care assessment.

National research suggests approximately 1 in 10 people experience a mental health condition with women more likely to report than men. Croydon's joint strategic needs assessment found performance for indicators for adults with mental illness in accommodation and employment significantly below the national average, with 33% of adults with mental illness in settled accommodation, which is below the London average at 62.1% and the national average at 58.7%. Also for adults with mental illness in employment Croydon is at 4.9%, which is below the London average at 6% and the national average at 7.9%.

The economic downturn combined with welfare reforms especially those made to housing benefit are expected to impact on people seeking accommodation that is available and affordable. Croydon's research estimates that there will be an increase of up to 380 single homeless people during 2012 – 2014. Recently the number of households living in temporary accommodation provided under the homelessness legislation has increased from 1,478 last year to 1,531 to August 2011.

In 2010-11 for the first time in a few years the number of people registered as homeless increased to 575. More than seven out of ten households accepted as homeless by the council classified themselves as belonging to a BME ethnic group. In the majority of homeless applicants accepted as homeless were under 45 and in nearly four out of ten acceptances the applicant was aged less than 25.

Findings - workforce

Croydon Council is one of the largest local authorities in London employing over 11,000 staff, of which 7,545 are in teaching. At the end of 2011 the Council produced its workforce profile that indicated:

- women make up nearly 65% of the workforce;
- the proportion of black and minority ethnic staff has doubled from 18.08% in 2004 to 34.87% in December 2011;
- the proportion of disabled staff (those who have declared) has more than doubled from 1.49% in 2005 to 9% in December 2011;
- the proportion of women in the top 5% of earners has increased from 46% in 2004 to 52% in December 2011;
- the proportion of black and minority ethnic staff in the top 5% of earners increased from 13.00% in 2004 to 19% in 2011;
- the proportion of disabled staff in the top 5% of earners increased from 6% in 2005 to 7% in 2011;
- 49% of the workforce have registered as Christian, and 2% are either Muslim or Hindu;
- 67.8% are heterosexual with less than 1.5% recording they were homosexual or bi-sexual and 30.7% preferred not to say.

Black and Minority Ethnic (BME) staff account for approximately 35% of workforce against an increasing BME residential population projected to be approximately 41%. Women and BME staff are under-represented in the top 5% of earners and the proportion of BME staff amongst top earners has fallen by 5%. In addition, 12%, of BME staff receive a "fair" rating, compared to 6% of white staff, in their annual appraisal.

2.2 What are your information gaps? For example service user data, or employment data on a particular protected group.

What steps are you/have you taken to fill them as part of this assessment?

This equality analysis contains a summary of the current information available and published on Croydon's observatory and website. Conducting joint strategic needs assessments for health, social care, community safety and children as well as the workforce profiles has helped the council improve the

equality information – qualitative and quantitative - we use to inform our strategies and plans. The information in these documents continues to improve but acknowledge there are data gaps within existing sources which require further analysis an/or a need to find out information about new protected characteristics.

Reliable information is a critical tool that helps us demonstrate fairness and how we are using it in practical ways to improve people's lives. However, it is clear that in some cases we don't have the information or that we have the information but it hasn't been used in any analysis. We have data gaps in our information about some vulnerable groups of people and where we do have information it is not always sophisticated enough to allow us to draw useful inferences. For example our data doesn't always allow us to distinguish difference that is between the experiences of a teenage who has had mental health difficulties since birth or an older woman who recently suffered a fall and now needs support to get around. We have patchy information about people who identify themselves as lesbian, gay, bisexual or transgender, religious/faith groups, newer communities as well as some of the of the new protected characteristics. There are gaps in our data about who uses our frontline services, especially transactional activity such as over the counter, over the telephone and using the web. We also have basic information about the number of complaints about discrimination but not the nature. The council has made a number of changes that include the centralisation of complaints, engagement, performance and analysis and further improvements will take place in the coming years. Links to the sources of information used have been provided below:

Performance information is taken to Cabinet [committee](#).

Satisfaction with services [TalkAbout Croydon](#) is a panel of 1,500 representative residents who provide the council with reliable feedback on important Croydon issues.

Complaints the Council's annual report can be found on the [Standards Committee](#) page.

Engagement The council has created an [engagement system](#) which sets out all community engagement.

[The Croydon Observatory](#) provides information about the population and deprivation as well as links to the analysis listed below about access to, and take-up of services.

Analysis

Joint strategic needs assessment (JSNA) The Local Government and Public Involvement in Health Act 2007 requires NHS primary care trusts and local authorities to produce a [joint strategic needs assessment](#). Joint strategic needs assessment identifies 'the big picture' in terms of health and wellbeing needs and inequalities of a local population and informs future service planning taking into account evidence of effectiveness.

Children's need assessment This [needs analysis for children and young people](#) in Croydon was carried out by the [Croydon Children and Family Partnership](#) as part of the commissioning cycle. The purpose of the needs analysis is to inform the review of Croydon's Children and Young People's Plan for the three years from April 2012 to March 2015.

Economic bulletin The [economic bulletin](#) provides key information and analysis on Croydon's economy alongside changes in employment, skills and business activity.

The [strategic assessment](#) document is a product of joint working, drawing on the expertise from within the Croydon Police and the Safer Croydon Partnership Unit. The crime assessment informs the crime reduction strategy.

Local account is an annual report to Croydon residents around social care and support needs is called a ['local account'](#). It aims to tell people about how Croydon Council, with its partners in the National Health Service, voluntary sector and other organisations performed.

Workforce data [This data](#) was collated using the new management information (internal) system - CHRIS.

Completed equality impact assessments – The Council's [EqIA programme](#) for years between 2008 and 2012.

Equality and Human Rights Commission (EHRC), (2010) How fair is Britain?: Equality, human rights and good relations in 2010 : the first triennial review. Marmot (2010). The Marmot Review: Fair Society, Healthy Lives. Strategic review of health inequalities in England post-2010.

A range of publications Joseph Rowntree Foundation that focus on research that is both qualitative and quantitative can be found www.jrf.org.uk/publications

2.3 Who have you engaged with (staff, service users, community groups etc)?

Describe the methods of engagement you used

What are the issues arising from the engagement?

What are the outcomes of this engagement?

What engagement did not or could not take place?

This section sets out the different types of engagement used to gather views to inform the draft objectives and measures that form the new Equality Strategy 2012-16.

As an overarching strategy for the council that impacts on all aspects of policy, practice or criterion including that which is delivered through our partnership work and by those who deliver services on our behalf. The engagement activity has been integrated into planning cycle so that local people have an opportunity to influence and shape priorities throughout a process rather than at the end. For example the themed partnerships for health, crime and children and young people have undertaken a range of engagement in the determination of the priorities from which these proposed objectives and measures were drawn and details can be found in these individual plans. Membership for each of the themed partnerships comprise of representation from statutory, business, community and voluntary sector. In addition the work undertaken builds from the develop recent strategies and plans as these provide a summary of residents' views on a range of issues including stronger communities' strategy, children and young people's plan, crime reduction strategy or our housing strategy.

Our engagement activity has been designed to encourage the views of all people who live or work in Croydon using online surveys, feedback through partnership groups, submissions in writing or by attending a meeting. The following stakeholders were invited to take part:

- Local statutory agencies
- Local voluntary and community groups
- Croydon's Voluntary Sector Alliance
- Tenants and residents associations
- Faith organisations
- Disability forum
- Business sector
- Staff interest groups
- Council staff
- Local residents and services users
- Councillors
- MPs and GLA member

Our engagement involved attendance at the following meetings of the:
Children, Young People and Learners Partnership

Health and Well-being Board executive
Safer Croydon Partnership Board
Social Inclusion Partnership
Corporate Equalities Board
Croydon Disability Forum

Internal meetings
Corporate management team meetings
Extended management team
Corporate equality board

Staff survey

Workforce engagement has involved the conducting of the staff survey in 2011. Results show that 61% of staff felt that they are treated with fairness and respect, with 24% of responses being neutral and 14% of staff feeling that they were not treated fairly or with respect. This is an increase on the results from the 2009 survey when 58% of staff agreed that colleagues treated each other with fairness and respect.

In addition, 41% of staff said the council valued their contribution, 35% responded neutrally and 24% said it did not. This is a slight improvement on the 2009 result of 39%.

The recent staff survey also found 11% of staff that feel they have been subjected to bullying and harassment, which has reduced from 18% in the 2009 staff survey. In addition

- 64% of staff said the council valued diversity, 27% responded neutrally and 9% said it did not. This shows a slight decrease on 2009 results when 68% of staff felt that the council actively valued diversity.
- 66% of staff said the council was an equal opportunity employer, 22% responses were neutral and 12% said it was not. This question was not asked in 2009.
- 9% of staff felt they had been discriminated against in the last 12 months. A comparison with the 2009 staff survey is not available because the same question was not asked.

Resident survey

In 2008 results from the national Place Survey indicated low levels of involvement and satisfaction with the Council amongst residents. People in the north of the borough are also less satisfied with the council and believe there has been deterioration in the quality of their local environment. In 2010-11, before the recent riots 86 per cent of people thought their community cohesive, agreeing that their local area was a place where people from different backgrounds got on well together. The level was higher than all previous years. In a recent resident survey 45% of people who responded said they were satisfied with the way that the Council runs things. Men were less likely to be satisfied (43%) than women (47%). The highest levels of satisfaction were given by Chinese/other (65%), Black or Black British (59%) and Asian or Asian British (49%) with 42% of White people were satisfied with the service, and 44% of those with mixed ethnicity.

Drawing on recent consultation undertaken during January and April 2011 for the development of the stronger communities' strategy involved approximately 1400 people. The two big priorities focused on think transparency, accountability and fairness as well as creating a centre of excellence for youth empowerment. In addition there was engagement with local communities following the August civil unrest in Croydon which involved a series of nine meetings so that local people had an opportunity to speak to members of the cabinet and senior Council officers about the disturbances. The key issues raised are summarised below:

- Need for more community reassurance. Some fears of reporting crimes and anti social behaviour to the police.
- A long term recovery process is needed, with more targeted resources in affected areas of the borough and a focus on addressing underlying social issues.
- Need to address a sense of neglect in specific areas of the borough following the unrest.
- Need to look at how parenting values can be improved to help young people who were involved in the unrest.
- Concerns about cuts to services and community projects as these offer people the opportunity to engage with others.
- Need for more resources and support for young people.
- Concerns that the police stop and search is biased towards black youth.
- Need to improve trust and confidence in local institutions and that they will deliver what they promise.
- Communications between public authorities and communities need to be improved and a range of communications needs to be used.
- Feeling of disconnection from communities, and both local and national public institutions.
- Community need to feel their views are listened to.
- Concerns about a lack of community engagement and communities breaking down.
- Need for more meetings and events where young people and those cut off would feel safe to raise their concerns and questions.

Engagement with young people following the civil unrest has also highlighted a number of concerns including:

- Addressing safety on the streets, educating young people on their rights.
- Advertising activities for children and young people and getting more young people involved.
- Schemes for young people to mentor other children and young people in schools and youth groups.
- Recognition that young people are citizens.
- Providing youth spaces.
- More school based and street based youth work.
- Dispelling myths that university is the only path to success and encouraging other options.
- Encouraging schools and companies to offer work experience and training on the job.

Resident's priorities emerged through the borough-wide consultation exercise that took place between December 2011 and January 2012 to determine the Council's budget which included

- School Education;
- Children's Social Care;
- Support for Special Needs Education;
- Community Safety and
- Adults Social Care

Feedback from meetings

Conference on domestic violence and Islam on 24 November 2011 found messages about safeguarding and domestic violence need to be conveyed to a much wider audience including men.

At the Social Inclusion Partnership Group meeting on 23 February 2012 members wanted to ensure everyone had an opportunity to take part in the online survey.

At the LGBT conference on 22 February 2012 the following issues were raised included the lack of specific mention in the draft equality objectives, the availability of literature in libraries, place for young people who are questioning or classify themselves as LGBT to come together to discuss issues, a lack of funding and more activity to raise awareness among staff.

At the meeting of the Disability Forum on Friday 24th February the issues raised included the lack of disability hate crime data being available to the public although it was acknowledge the police can and do provide it, basic support for elderly disabled people living alone, wheelchair accessible housing accommodation and the need to improve the way the council collects and use data about disabled people.

A snapshot of the results from the online questionnaire

A method of engagement used was an online Survey Monkey questionnaire which set out the proposed draft objectives and measures. The questionnaire was launched on 6 February 2012 and ran through to 16 March 2012. The aim of this survey was to offer people an opportunity to agree or not with the proposed objectives and measures as well as offer views. The questionnaire was published on the Council's website and publicised widely via departmental and partnership communications, newsletters, Twitter, on Talk2Croydon and through community groups in the borough. A snapshot of the results from the online questionnaire taken on 7th March found over 80% of people who responded strongly agreed or agreed with all objectives and over 60% strongly agreed or agreed with the measures. Disabled people strongly agreed with all objectives and performance measures. At 61% more women responded than men at 36% and 2.4% were transgender, 7.5% gay, 2.5% bi-sexual and 12.5% preferred not to say. Approximately 33% were aged 31- 40; 39% were Christian, 12.5 Muslim and 37% had no religion; 83% were White and 13% from Black and Minority Ethnic backgrounds; 17.5% had a disability. A range of groups responded to the online questionnaire including those representing views relating to domestic violence, rape and sexual offending; and mental health. In addition other groups responding included two pupil referral units, five schools including primary, residents' associations, faith groups and care associations. More than 70% lived or worked in Croydon. A range of views were expressed including

- Concerns the measures will not be broken down by equality groups
- Need for qualitative data to fill gaps in local knowledge about issues
- Need for more information about physical disability and the use of adaptations
- The need for more specialised services to become available for women who experience violence and have been raped
- Using evidence from local organisations who provide services to women who have been traumatised by sexual violence
- Lack of information about carers
- Concerns about how the council will deal with poor performance
- Lack of information on housing and issues related to overcrowding and unsuitable housing and how it effects disabled children
- There should be a focus on dealing with people who are high achievers than those who are at the bottom end
- Insufficient equality data related to the measures
- Concerns about physical access to spaces and buildings for physical disabled
- Monitoring of birth and death rates by ward

- No mention of homophobic crime
- Concerns about personalization and dealing with people with the greatest needs
- How is the life expectancy gap being dealt with in the borough, between men and women and in different areas

A final summary of the results from the online survey will be provided when the consultation ends on 16 March 2012. More information related to the views expressed in the comments section of the survey can be found in this summary of analysis or in other assessments found in the links provided in section 2.2. Information gaps have been acknowledged and actions have been set out in the plan outlined in section 3.4.

SECTION 3: ANALYSING YOUR EQUALITY INFORMATION

3.1 From the information you have gathered (including information gathered to fill existing gaps) and the engagement you have undertaken how are each protected group affected (positively or negatively, or not affected at all)? What changes could be made to the policy, strategy, function, project or activity to mitigate a negative impact?					
Age					
	Positive Impact	Negative Impact	None	Brief detail of impact	What changes could be made?
0–18 years	✓			<p>The draft equality objective to provide a better start in life for children and young people is designed to bring focus to those from complex families, who are vulnerable or living in the poorest parts of the borough. Objectives will be aligned with the children and young people's plan and future health and wellbeing strategy.</p> <p>A summary of the issues can be found in this assessment or for greater detail in the documents listed in section 2.3.</p>	<ul style="list-style-type: none"> • Increase birth weight • Increase childhood immunisations • Increase breast feeding among young women and teenage parents especially in deprived areas • Reduce the childhood obesity gap between boys and girls • Reduce childhood obesity gap between children from Black and Minority Ethnic backgrounds • Monitor trust and confidence in public institutions • Increase participation on public life • Monitor bullying in schools

19-35	✓			<p>The draft equality objective to increase the opportunities for young people to be in education, employment or training is designed to bring greater focus to the needs of those at greatest or at risk of becoming further disadvantaged. Objectives will be aligned with the children and young people's plan and the strategy to raise skills and employment.</p> <p>A summary of the issues can be found in this assessment or for greater detail in the documents listed in section 2.3.</p>	<ul style="list-style-type: none"> • Increase young people engaged in apprenticeships • Increase young adults aged 16 – 24 engaged in education, employment or training especially among boys, carers, disabled people, children looked after in care and those with special educational needs • Monitor unemployment of young adults, women, and those from black and minority ethnic backgrounds including those who are ex-offenders • Reduce the inequality gap in the achievement
36-65			✓	None specifically identified from other than those found elsewhere in this analysis.	
Over 65	✓			<p>The draft equality objective to achieve better care in later life is designed to bring greater focus on the issues affecting the over 65s and those who are vulnerable. Objectives are aligned to council's plans for social care and the future health and wellbeing strategy.</p> <p>A summary of the issues can be found in this assessment or for greater detail in the documents</p>	<ul style="list-style-type: none"> • Increase the social care clients receiving self directed support (giving local people the option of deciding how their personal budget for care is spent) • Increase the number of people who say they are treated with respect and dignity in their treatment • Increase the up take of flu jabs • Achieving independence through rehabilitation/intermediate care • Support older people to live independently

				listed in section 2.2.	<ul style="list-style-type: none"> • Increase the proportion of people who die at home rather than in hospital • Increase the number of people over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently
Disability					
	Positive Impact	Negative Impact	None	Brief detail of impact	What changes could be made?
Learning disability	✓			<p>The draft equality objective to improve the outcomes for people with learning difficulties will bring greater focus to the issues faced by the people with this protected characteristic especially in relation to education, health, social care, housing and employment. Objectives will be aligned with a range of council and partnership plans.</p> <p>A summary of the issues can be found in this assessment or for greater detail in the documents listed in section 2.2.</p>	<ul style="list-style-type: none"> • Increase the number of young offenders with settled accommodation • Increase the number of vulnerable people achieving independent living • Increase the number of older people achieving independent living through rehabilitation • Increase the number of adults with learning disabilities in settled accommodation • Increase the number of looked after children who are adopted • Increase satisfaction with the quality of special educational needs services • Increase the percentage of completed safeguarding vulnerable adult cases • Accessible information, advice and support • Provide accessible information, advice and support • Monitor access to and take-up of service to identify gaps in accessibility • Increase participation on public life

Physical disability	✓			<p>The draft equality objective to improve the outcomes for people with physical disabilities will bring greater focus to the issues faced by the people with this protected characteristic especially in relation to education, health, social care, housing and employment. Objectives will be aligned with a range of council and partnership plans.</p> <p>A summary of the issues can be found in this assessment or for greater detail in the documents listed in section 2.2.</p>	<ul style="list-style-type: none"> • Increase the number of vulnerable people achieving independent living • Increase the number of older people achieving independent living through rehabilitation • Increase the number of looked after children who are adopted • Increase satisfaction with the quality of special educational needs services • Increase the percentage of completed safeguarding vulnerable adult cases • Install adaptations in the home • Accessible information, advice and support • Provide accessible information, advice and support • Monitor access to and take-up of service to identify gaps in accessibility • Increase participation on public life
Mental health	✓			<p>The draft equality objective to improve the outcomes for people with mental health will bring greater focus to the issues faced by the people with this protected characteristic especially in relation to education, health, social care, housing and employment.</p> <p>Objectives will be aligned with a</p>	<ul style="list-style-type: none"> • Increase the number of vulnerable people achieving independent living • Increase the number of older people achieving independent living through rehabilitation • Increase the number of adults with mental illness in settled accommodation • Increase the number of adults with learning disabilities in settled

				<p>range of council and partnership plans.</p> <p>A summary of the issues can be found in this assessment or for greater detail in the documents listed in section 2.2.</p>	<p>accommodation</p> <ul style="list-style-type: none"> • Increase the number of looked after children who are adopted • Increase satisfaction with the quality of special educational needs services • Increase the percentage of completed safeguarding vulnerable adult cases • Decrease households accepted as homeless • Provide accessible information, advice and support • Monitor access to and take-up of service to identify gaps in accessibility
Deaf or hard of hearing	✓			<p>A number of draft equality objectives are designed to improve outcomes for vulnerable people especially among those who need specific services such as education, health, social care, housing and employment.</p> <p>Objectives will be aligned with a range of council and partnership plans.</p> <p>A summary of the issues can be found in this assessment or for greater detail in the documents listed in section 2.2.</p>	<ul style="list-style-type: none"> • Increase the number of young offenders with settled accommodation • Increase the number of vulnerable people achieving independent living • Provide accessible information, advice and support • Monitor access to and take-up of service to identify gaps in accessibility • Increase participation on public life
Visually impaired	✓			<p>A number of draft equality objectives are designed to improve outcomes for vulnerable people especially among those who need</p>	<ul style="list-style-type: none"> • Increase the number of vulnerable people achieving independent living • Provide accessible information, advice and support • Monitor access to and take-up of

				<p>specific services such as education, health, social care, housing and employment.</p> <p>Objectives will be aligned with a range of council and partnership plans.</p> <p>A summary of the issues can be found in this assessment or for greater detail in the documents listed in section 2.2.</p>	<p>service to identify gaps in accessibility</p> <ul style="list-style-type: none"> • Increase participation on public life
Other, incl carers	✓			<p>A number of draft equality objectives designed to improve the outcomes for vulnerable people especially among those who need specific services such as education, health, social care, housing and employment.</p> <p>Objectives will be aligned with a range of council and partnership plans.</p> <p>A summary of the issues can be found in this assessment or for greater detail in the documents listed in section 2.2.</p>	<ul style="list-style-type: none"> • Increase the number of vulnerable people achieving independent living • Provide accessible information, advice and support • Monitor access to and take-up of service to identify gaps in accessibility • Monitor attainment level of those who are carers • Increase participation on public life
Gender/Sex					
	Positive Impact	Negative Impact	None	Brief detail of impact	What changes could be made?

Female	✓			<p>A number of the draft equality objectives are designed to improve outcomes for women and bring greater focus to the issues faced by the people with this protected characteristic especially in relation to safety, social care and health as well those living in the most deprived areas of the borough.</p> <p>A summary of the issues can be found in this assessment or for greater detail in the documents listed in section 2.2.</p>	<ul style="list-style-type: none"> • Reduce pay inequality within the workforce • Reduce obesity • Reduce domestic violence especially repeat victimisation • Reduce rape and sexual offences • Reduce repeat abortions • Reduce teenage pregnancy • Increase choice and control in later life
Male	✓			<p>A number of the draft equality objectives are designed to improve outcomes for men and bring greater focus to the issues faced by the people with this protected characteristic especially in relation to safety, social care and health as well those living in the most deprived areas of the borough.</p> <p>A summary of the issues can be found in this assessment or for greater detail in the documents listed in section 2.2.</p>	<ul style="list-style-type: none"> • Reduce the gap in life expectancy • Reduce smoking • Reduce obesity • Reduce circulatory and respiratory diseases • Reduce offending in particular violent offending • Access to services drug and alcohol treatment • Access to settled accommodation
Gender reassignment			✓	<p>None specifically identified from the information provided in the sources found in the previous sections.</p> <p>There is a lack of local information about people who have this</p>	<ul style="list-style-type: none"> • Monitor the incidence of hate crime and increase the sanction detection rate • Engage with people who have this protected characteristic to find out about their experiences • Provide accessible information, advice

				protected characteristic.	and support <ul style="list-style-type: none"> • Monitor access to and take-up of service to identify gaps in accessibility
Race/Ethnicity					
	Positive Impact	Negative Impact	None	Brief detail of impact	What changes could be made?
Asian	✓			<p>A number of the draft equality objectives are designed to improve outcomes for people from Asian backgrounds bringing greater focus to the issues faced by the people with this protected characteristic especially in relation to safety, social care and health as well those living in the most deprived areas of the borough.</p> <p>A summary of the issues can be found in this assessment or for greater detail in the documents listed in section 2.2.</p>	<ul style="list-style-type: none"> • Monitor hate crime and sanction detection rates • Reduce the gap in life expectancy between different ethnic groups especially those living in deprived areas • Provide accessible information, advice and guidance to difference communities • Monitor access to and take-up of service to identify gaps in accessibility
Black	✓			<p>A number of the draft equality objectives are designed to improve outcomes for people from Black and Minority Ethnic backgrounds bringing greater focus to the issues faced by the people with these protected characteristics especially in relation to safety, education, housing, social care and health as well those living in the most</p>	<ul style="list-style-type: none"> • Reduce deprivation in the poorest parts of the borough • Reduce the infant mortality gap for women from Black and Minority Ethnic backgrounds • Reduce the late notification of HIV especially among Black African community • Monitor the incidence of hate crime and sanction detection rates

			<p>deprived areas of the borough.</p> <p>A summary of the issues can be found in this assessment or for greater detail in the documents listed in section 2.2.</p>	<ul style="list-style-type: none"> • Reduce the incidence of repeat abortion among young women from Black and Minority Ethnic backgrounds • Under 18 conception • Increase employment, education and training opportunities • Address pay gaps • Provide accessible information, advice and guidance for different communities • Monitor the access to and take up of services • Monitor trust and confidence in public institutions • Monitor people getting on well together • Monitor the exclusion (fixed and permanent) of all vulnerable groups by protected characteristics • Monitor the representation of young people from Black and Minority Ethnic communities in different data sets e.g. exclusion, NEET, SEN, PRU, LAC and youth justice system
White	✓		<p>A number of draft equality objectives are designed to improve the learning outcomes for people who share this protected characteristic and bring greater focus to the issues for those in the poorest parts of the borough.</p> <p>A summary of the issues can be found in this assessment or for greater detail in the documents</p>	<ul style="list-style-type: none"> • Attainment gap for children in receipt of free school meals (KS2) • The percentage point gap between pupils eligible for free schools meals (FSM) achieving at least Level 4 in English and Maths at Key Stage (KS) 2 and pupils ineligible for FSM achieving the same outcome • The percentage point gap between pupils eligible for FSM achieving 5A*-C grades at GCSE (and equivalent),

				listed in section 2.2.	including GCSE English and Maths, at KS4 and pupils ineligible for FSM achieving the same outcome. <ul style="list-style-type: none"> • Monitor people getting on well together
Mixed			✓	None specifically identified other than those found elsewhere in this analysis.	
Other, such as Travelers	✓			Specific programmes found in the children's and young people's plan will help Gypsy Roma and Travelling (GRT) family members are able to access services such as education.	<ul style="list-style-type: none"> • Support for families with school admissions and promoting attendance • Support with initial assessments to identify educational needs and work collaboratively with teachers to provide appropriate teaching strategies, activities and experiences that support GRT pupils achieve • Mentoring support for GRT pupils at risk of under-achieving (e.g. 0.5 per week based on 6 week intervention on developing literacy skills) • Liaison support with parents of GRT pupils to support increased attendance, home/school relationships and transition • Support for transient travellers visiting the borough including supporting travellers from the Circus and Fairground community.
Religious/Faith Groups					
	Positive Impact	Negative Impact	None	Brief detail of impact	What changes could be made?
Buddhist			✓	None specifically identified other than those found elsewhere in this analysis.	Engage with members of different religious groups to identify their key issues. Collect data and information about

					employees and service users – where appropriate to do so – to inform future plans.
Christian			✓	None specifically identified other than those found elsewhere in this analysis.	Engage with members of different religious groups to identify their key issues. Collect data and information about employees and service users – where appropriate to do so – to inform future plans.
Hindu	✓			<p>A number of draft equality objectives are designed to improve the outcomes for people who share this protected characteristic in particular bring greater focus to the issues affecting living in the poorest parts of the borough and those who experience hate crime.</p> <p>A summary of the issues can be found in this assessment or for greater detail in the documents listed in section 2.2.</p>	<ul style="list-style-type: none"> • Monitor the incidence of hate crime and sanction detection rate • Engage with members of different religious groups to identify their key issues and needs • Collect data and information about employees and service users – where appropriate to do so – to inform future plans.
Jewish	✓			<p>A number of draft equality objectives are designed to improve the outcomes for people who share this protected characteristic in particular bring greater focus to the issues affecting living in the poorest parts of the borough and those who experience hate crime.</p> <p>A summary of the issues can be found in this assessment or for greater detail in the documents listed in section 2.2.</p>	<ul style="list-style-type: none"> • Monitor the incidence of hate crime and sanction detection rate • Engage with members of different religious groups to identify their key issues and needs • Collect data and information about employees and service users – where appropriate to do so – to inform future plans.

Muslim	✓			A number of draft equality objectives are designed to improve the outcomes for people who share this protected characteristic in particular bring greater focus to the issues affecting living in the poorest parts of the borough and those who experience hate crime.	<ul style="list-style-type: none"> • Monitor the incidence of hate crime and sanction detection rate • Engage with members of different religious groups to identify their key issues and needs • Collect data and information about employees and service users – where appropriate to do so – to inform future plans.
Sikh	✓			None specifically identified other than those found elsewhere in this analysis.	<ul style="list-style-type: none"> • Monitor the incidence of hate crime and sanction detection rate • Engage with members of different religious groups to identify their key issues and needs • Collect data and information about employees and service users – where appropriate to do so – to inform future plans.
No religion/faith			✓	None specifically identified other than those found elsewhere in this analysis.	Engage with people who have no faith or religious belief to identify their key issues. Collect data and information about employees and service users – where appropriate to do so – to inform future plans.
Other			✓	None specifically identified other than those found elsewhere in this analysis.	Engage with members of different religious groups to identify their key issues. Collect data and information about employees and service users – where appropriate to do so – to inform future plans.

Sexual Orientation					
	Positive Impact	Negative Impact	None	Brief detail of impact	What changes could be made?
Heterosexual			✓	None specifically identified apart from those referenced elsewhere in this document.	
Lesbian			✓	None specifically identified other than those found elsewhere in this analysis.	<ul style="list-style-type: none"> • Monitor the incidence of rape and sexual offences and sanction detection rate • Monitor the incidence of hate crime and sanction detection rate • Engage with people who share this protected characteristic to identify their key issues. • Collect data and information about employees and service users – where appropriate to do so – to inform future plans.
Gay	✓			A number of draft equality objectives are designed to improve the outcomes for people who share this protected characteristic in particular bring greater focus to the issues affecting living in the poorest parts of the borough and those who experience homophobic hate crime.	<ul style="list-style-type: none"> • Monitor the incidence of rape and sexual offences and sanction detection rate • Monitor the incidence of hate crime and sanction detection rate • Engage with people who share this protected characteristic to identify their key issues • Collect data and information about employees and service users – where appropriate to do so – to inform future

					plans.
Bisexual			✓	None specifically identified other than those found elsewhere in this analysis.	<ul style="list-style-type: none"> • Incidence of rape and sexual offences and sanction detection rate • Incidence of hate crime and sanction detection rate • Engage with people who share this protected characteristic to identify their key issues • Collect data and information about employees and service users – where appropriate to do so – to inform future plans.

Pregnancy and maternity

Pregnancy and maternity	Positive Impact	Negative Impact	None	Brief detail of impact	What changes could be made?
	✓			A number of draft equality objectives designed to reduce health inequalities including providing a better start in life and reducing violence will have a positive focus on people who have this protected characteristic.	<ul style="list-style-type: none"> • Increase birth weight • Increase childhood immunisations • Increase breast feeding among young women and teenage parents especially in deprived areas • Reduce domestic violence • Reduce rape and sexual offences

Marriage and civil partnership

	Positive Impact	Negative Impact	None	Brief detail of impact	What changes could be made?

Marriage/civil partnership			✓	None specifically identified from the information provided in the sources mentioned previously.	Collect data and information about employees and service users – where appropriate to do so – to inform future plans.
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3.2 From the information you have gathered and the engagement you have undertaken describe how the policy, strategy, function, project or activity actively enables the council to meet its public duties to:

Advance equality of opportunity between different groups of people by removing or minimizing disadvantages, taking steps to meet needs and encouraging participation in public life	The Council is committed to advancing equality of opportunity between people who share a protected characteristic and those who do not. The equality objectives and measures are designed to that we can monitor disadvantage among some of the most vulnerable people and those living in the poorest parts of the borough. The council's guidance equality monitoring, performance, and analysis programme including needs assessments are designed to identify disadvantage or gaps in service provision so that action can be taken to address these. Many of the equality objectives and measures focus on ensuring participation in public life especially where it is low. The council's engagement system provides a portal in relation to the activity taking place including that which is not.
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Eliminate discrimination, harassment and victimisation	The Council is committed to eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act. This applies to all our functions including those carried out in partnership with others as well as by those providing services on our behalf. People can make complaints using the council's complaint system and staff can do the same through the grievance and whistleblowing procedure. Decisive action will be taken against anyone found to be in breach of the council's policy including those who provide services on our behalf or work in partnership with us.
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Foster good relations between different groups and communities by tackling prejudice and promoting understanding	The Council is committed to fostering good relations between people who share a protected characteristic and those who do not. The council has a learning and development programme that integrates equality throughout as well as specific learning sets such as bitesize programmes. The council's policy on encouraging strong and active communities looks at ways to raise awareness. Specific events are delivered in partnership with the community, schools and organizations and include holocaust memorial day, big lunch, LGBT history month, Black history month, carers day, disability awareness, as well as inter-faith events and noting key religious days.
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3.3 Having considered the potential or actual effect of the policy, strategy, function, project or activity on equality make an informed judgment about what should be done (more than one may apply)?

Outcome	Definition (more information is available in the guidance)	Judgment
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		(Y/N)
Outcome 1: no major change	Your assessment demonstrates that the policy is robust and the evidence shows no potential for discrimination and that you have taken all appropriate opportunities to advance equality and foster good relations between groups.	Y
Outcome 2: adjust the policy	This involves taking steps to remove barriers or to better advance equality and introducing measures to mitigate the potential effect.	N
Outcome 3: continue the policy	This means adopting your proposals, despite any adverse effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not unlawfully discriminate.	N
Outcome 4: stop and remove the policy	If there are adverse effects that are not justified and cannot be mitigated, you will want to consider stopping the policy altogether. If a policy shows unlawful discrimination it must be removed or changed.	N

3.4 Planning actions – please record all actions arising from the assessment, with clear targets, milestone and lines of responsibility.

Protected group ¹	Action (SMART)	Intended Outcome	Completion Date	Lead Officer	Lead Partner ²
All protected characteristic	Departments to collect, use and publish relevant equality information that is both qualitative and quantitative before or by the 31 January every year	Improve the targeting of resources Improve workforce planning Improve service delivery and satisfaction	Ongoing	Chief Executive	All departments and partnerships

¹ Enter in this column which of the protected characteristics that the action encompasses: race/ethnicity (r), disability (d), age (a), sexual orientation (so), gender/sex (g), religion/belief (rb), gender reassignment (gr), marriage and civil partnerships (m), pregnancy and maternity (pm).

² If appropriate.

LGBT, religion and belief and disability including carers, pregnancy and maternity and civil partnerships	Use a range of methods to collect and use information about protective characteristics that people feel is sensitive	Improve the targeting of resources Improve workforce planning Improve service delivery and satisfaction	Ongoing	Chief Executive	All departments and partnerships
All protected characteristics	Review staff and community engagement networks	Improve the targeting of resources Improve workforce planning Improve service delivery and satisfaction Improve participation among groups where it is disproportionately low	By March 2013	Chief Executive	Workforce and Community Relations
All protected characteristics	Implement the equality analysis programme found in the strategy	Improve the targeting of resources Improve workforce planning Improve service delivery and satisfaction Improve participation among groups where it is disproportionately low	Annually	Chief Executive	All departments
Travelers	Implement that actions outlined in section three and found in the children and young people's plan	Improve access to key services for Gypsies, Roma and Travelling communities	By March 2013	Executive Director of Children, Families and Learners	Children, Family and Learners Partnership
All protected characteristics	Produce an annual report about the engagement activity registered across the council	Improve the targeting of resources	By March 2013	Executive director of corporate resources and	Corporate resources and customer

		<p>Improve workforce planning</p> <p>Improve service delivery and satisfaction</p> <p>Improve participation among groups where it is disproportionately low</p>		customer services	services
All protected characteristics	<p>Review customer access to frontline services especially those provided over the counter, over the phone and through the web</p> <p>Produce an annual report with relevant equality information</p>	<p>Improve the targeting of resources</p> <p>Improve service delivery and satisfaction</p> <p>Improve access and take-up of services where it is disproportionately low</p>	<p>By 31 March 2013</p> <p>Annually</p>	Executive director of corporate resources and customer services	Corporate resources and customer services
All protected characteristics	Produce annual performance information related to the objectives that is disaggregated by protected characteristics	<p>Improve the targeting of resources</p> <p>Improve workforce planning</p> <p>Improve service delivery and satisfaction</p> <p>Improve participation among groups where it is disproportionately low</p>	Annually	Executive director of corporate resources and customer services	Corporate resources and customer services
All protected characteristics	Customer satisfaction surveys to include equality analysis	Improve participation among groups where it is disproportionately low	Ongoing	Executive director of corporate resources and customer services	Corporate resources and customer services
All protected characteristics	Review customer complaints to ensure complaints about discrimination including the nature and type of complaint	Improve service delivery and satisfaction	By March 2013	Executive director of corporate resources and customer services	corporate resources and customer services

All protected characteristics	Publish new borough, ward/community profiles using new information from the Census	<p>Improve staff knowledge and understanding of Croydon's community</p> <p>Improve the targeting of resources</p> <p>Improve workforce planning</p> <p>Improve service delivery and satisfaction</p> <p>Improve participation among groups where it is disproportionately low</p>	By March 2013	Executive director of corporate resources and customer services	corporate resources and customer services
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3.5 Please indicate the risks and what will be done to address them? Risks may need to be recorded in your risk register.						
Risk/ issues identified	Action required	Resource implications	Timescales	Lead Officer	Expected outcome	Progress
Not collecting and using data about different protected characteristics will result in an inability to demonstrate compliance with the public sector equality duty and the specific regulations to publish information every year	Implement that actions outlined in section 3.4	Staff time	As set out in section 3.4	Chief Executive	Actions to be delivered	

Challenge from the community if the information published by the council relevant to the public sector equality duty does not contain equality dimensions	Implement actions outlined in section 3.4	Staff time	As set out in section 3.4	Chief Executive	Actions to be delivered	
Challenge from the equality and human rights commission	Implement actions outlined in section 3.4	Staff time	As set out in section 3.4	Chief Executive	Actions to be delivered	

SECTION 4: MONITORING AND REVIEW

4.1	Equality impact assessment is an ongoing process that does not end once a policy, strategy, function, project or activity has been agreed or implemented.					
Question	Response					
How will you measure the effects of the policy on equality?	Consult with public and staff Annual report on the performance indicators Annual report on the actions found in the summary delivery plan					
When will the policy be reviewed?	Annually					
What type of equality information is needed for monitoring and how often will	Equality information should be collected where possible through an equality monitoring form. It may also be more appropriate to seek the views from bodies representing those affected					

it be analysed?	groups, such as from Croydon Disability Forum and those representing LGBT communities. Analysis will be conducted throughout the year.
How will stakeholders be engaged in the implementation, monitoring and review?	A range of stakeholders will be engaged in the implementation, monitoring and review of this strategy including staff. Members of the thematic partnerships will be responsible for the engagement of stakeholders and the implementation, monitoring and review of relevant objectives and performance measures.

5.1	Before sending the EqIA to be approved by the relevant director use the following checklist to ensure the process is completed. The completed initial EqIA should also be checked.	
The EqIA clearly outlines the purpose of the policy, strategy, function, project or activity? (initial and full assessment template)		y
The EqIA clearly outlines how the policy, strategy, function, project or activity relates to equalities and to the council's public duties? (initial and full assessment template)		y
The EqIA clearly outlines the evidence available and the information gathered for the assessment? (full template only)		y
The EqIA clearly outlines the community engagement undertaken for the assessment? (full template only)		y
The EqIA clearly identifies the impact on each protected group based on the information available and how the policy, strategy, function, project or activity enables the council to meets its public duties? (full template only)		y
Final judgement has been made based on the evidence available? (full template only)		y

The EqIA identifies SMART actions and identifies risks? (full template only)	y
The EqIA includes information on how the policy, strategy, function, project or activity will be monitored and reviewed? (full template only)	y

SECTION 6: DECISION MAKING AND PUBLICATION

6.1	I agree with the outcome of the above EqIA and actions arising, and have integrated the outcome into the policy decision	
Lead Officer		
Name	Sharon Godman	
Signature		
Date	8 March 2012	
Lead Director		
Name	Pam Parkes	
Signature		
Date	8 March 2012	
Date sent to corporate equalities and cohesion team (data.equalities@croydon.gov.uk)		
THIS SECTION TO BE COMPLETED BY THE CORPORATE EQUALITIES AND COHESION TEAM		
Publication Date (summary on website)	At cabinet meeting on 20 March 2012 and final version by 6 April 2012	