

Equality Strategy 2012 - 2016



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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.

Croydon's diverse population is one of the borough's strengths giving it a vibrancy that makes it a unique place to live and work.

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 understand 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 a 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 our staff and it is important to invest in their development and celebrate their contribution to improving the lives of local people. We understand 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.

A handwritten signature in black ink, appearing to read 'Vidhi Mohan', written in a cursive style.

COUNCILLOR VIDHI MOHAN
CABINET MEMBER FOR COMMUNITIES
AND ECONOMIC DEVELOPMENT

What is the purpose of this strategy?

The purpose of the Council's Equality Strategy is to set out in one place our 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 a policy statement outlining our 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 brings into force 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 that has 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 all services as well as our partnership activity.

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 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 BME population is one of the fastest growing and diverse in London. In 2011 data from the population projections indicated this figure to be approximately 42% and in spring of the same year 89,200 children were aged 0-19 years old of which 53.7% of children and young people are from a BME background.

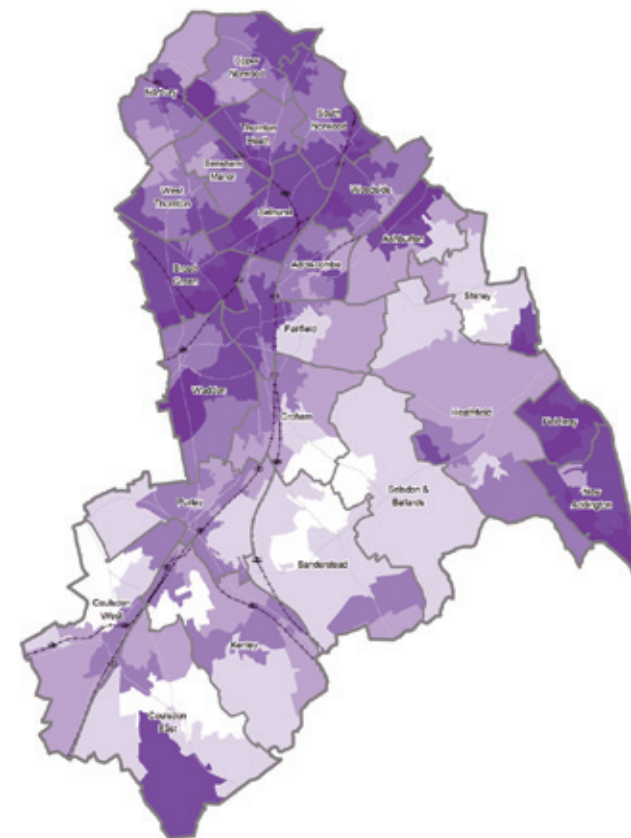
In Croydon between 2004 and 2010 all electoral wards became more deprived relative to England and the borough is ranked in the 100 most deprived places in the country. The north of Croydon is more deprived than the south, being more characteristic of an Inner London borough.

Borough-wide figures mask real pockets of deprivation with nine areas ranked as being in the 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, Bensham 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: Bensham Manor; Thornton Heath; Broad Green; West Thornton, and; Selhurst. The main areas of concern are income, employment, education, 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 indicators such as housing tenure, employment status, education, poverty, crime, services and attainment.

Index of Multiple Deprivation 2010



Compared with super output areas in England



In 2011 Croydon's Health Profile found health inequalities related to where people live, their gender and ethnicity. Rates of children living in poverty, infant mortality, teenage pregnancy and the level of childhood obesity are significantly worse in Croydon than the national average. Levels of breastfeeding initiation, smoking during pregnancy and life expectancy for men and women are better in Croydon 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 is having significant impact on local people and the provision of services. For example we have already started to see an increase in homelessness and of unemployed young people.

The national recession is putting significant additional pressures on local communities by reducing the opportunities for those leaving education, and increasing the numbers of people unable to access paid employment. Vulnerable people such as the long-term unemployed, disabled people and those with low levels

of literacy are 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 should 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 and diverse areas of the borough;
- ⊗ Narrowing the attainment gap among young people especially those living some of the poorest parts of the borough, those who have special educational needs, disabled children, those who are excluded and 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;
- ⊗ Ensuring we listen to the 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, gang activity, hate crime, and community tensions;

- ⊗ Increasing education and economic opportunities in poorest areas of the borough especially among disabled children and adults;
- ⊗ Addressing homelessness especially among vulnerable people who need settle accommodation;
- ⊗ Tackling rising unemployment especially among young adults from Black and Minority Ethnic communities living in the poorest parts of the borough;
- ⊗ Tackling health inequalities especially among people from Black and Minority Ethnic communities and disabled people living in some of the poorest areas of the borough;
- ⊗ Ensuring recommendations from Croydon's Independent Local Review are integrated into the strategy and action plan.

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.



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

OUR VISION AND VALUES

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.”

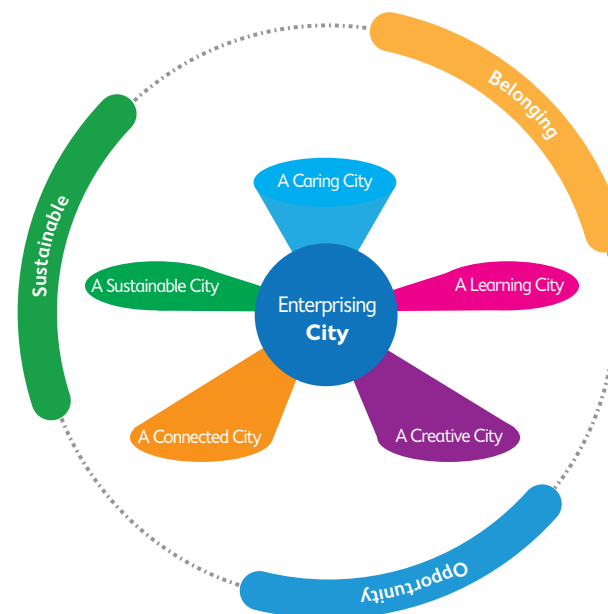
Council Values

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:

- ④ **Knowing the local community and understanding its needs** – collect, use and publish data and information about peoples' needs and views. This will help influence and shape our policies, strategies, services and programmes.
- ④ **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.
- ④ **Improving engagement satisfaction across our communities** - engage and communicate with a diverse workforce and community. Be open and transparent about what we are doing, the progress we have made as well as the challenges we face.
- ④ **Providing efficient, responsive services and excellent customer care** – have a consistent approach to commissioning and procurement that can demonstrate services are supporting the Council's equality objectives. An approach that involves people in the design of services, hears their views and always treats them with dignity and respect.
- ④ **Being exemplary employees who reflect a modern and diverse workforce** – promote

awareness, understanding and best practice as well as value the diversity of 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. 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 House 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 5 A*- 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.
- Ⓞ In 2012 the Council achieved Two Ticks status which provide external recognition that an organisation is 'Positive About Disabled People'. The accreditation is awarded by the Department of Works and Pensions.



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, delivered in partnership with Club Soda a learning disability arts group
- Ⓞ 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 make 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 a 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 Card event in partnership with Crystal Palace Football Club and local schools
- Ⓞ Held disability awareness sessions in partnership with workers with a disability staff group.

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.

The Council is committed to making sure everyone has:

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

Research³ has found that inequality can develop as a consequence of inter-generational disadvantage starting in early childhood and reoccurring throughout life. 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. Some of the most disadvantaged people often lack basic information and skills. This involves a range of people who experience challenges from teenagers who become pregnant, those who experience difficulty in the transition from being a young people to adulthood, 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 violence.

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 six policy themes which are: stronger communities, safer communities, better outcomes for children, families and learners, better health and wellbeing, better advice and support for vulnerable people and the workforce.

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.

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:

- ④ Gathering information from a range of impact and needs assessments;
- ④ Using information from existing completed surveys and consultation exercises;
- ④ Identifying key challenges and inviting people to confirm these;
- ④ 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 equality objectives will be found embedded in these and other 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 services and the departmental service plans and PDCS provide the opportunity to do so.

Importantly, the absence of an equality issue in these objectives does not mean that it is not significant, or that we will ignore that issue, rather to demonstrate that we 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;
- ⦿ Make it easier for different communities to organise themselves and have a greater voice in the things that matter most to them;
- ⦿ 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;
- ⦿ Map existing services in key areas to identify what's working, what's not and whether there are any specific gaps;
- ⦿ Map existing community networks and new activity especially among young people, and

those from different backgrounds including local businesses;

- ⦿ Develop a social recovery programme for areas affected by the riots that are some of the most deprived;
- ⦿ 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;
- ⦿ Deliver a programme of events working in partnership with the community that encourages good community relations.

Who is responsible for making it happen?

Councillor Vidhi Mohan

Cabinet Member for Communities and Economic Development

Jon Rouse

Chief Executive of the Council

MORE INFORMATION

The equality analysis that supports this strategy and a summary of actions can be found at can be found at:

<http://www.croydon.gov.uk/community/equality/eqcroydon/equality-strategy>

Detailed information and an action plan can be found in the Stronger Communities Strategy 2011-14:

<http://www.croydon.gov.uk/community/equality/scs>

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, in particular among men living in the north of the borough;
- ⌚ Everyone, especially women and same sex couples, has 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, homophobic, religious and race, 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 what 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 especially males aged 16-18 years old;
- ⌚ Address anti-social behaviour especially hate crime by working with partners to raise awareness of homophobic, racist and disability related offences;
- ⌚ Pilot a programme of voluntary tenant neighbourhood wardens and community action groups;

- ⌚ Carry out domestic homicide reviews to make sure lessons are learned when a person has been killed as a result of domestic violence;
- ⌚ Support victims of domestic violence by providing bed spaces in women's refuges;
- ⌚ Address anti-social behaviour especially hate crime including by working with partners to raise awareness of homophobic, racist and disability related offences.

Who is responsible for making it happen?

Councillor Simon Hoar

Cabinet Member for Community Safety and Public Protection

Jon Rouse

Chief Executive of the Council

MORE INFORMATION

The equality analysis that supports this strategy and a summary of actions can be found at can be found at:
<http://www.croydon.gov.uk/community/equality/eqcroydon/equality-strategy>

Detailed information can be found in the Safer Croydon Community Safety Strategy 2011/14:
<http://www.croydonobservatory.org/docs/strategies/1166217/1166588/safstrat>

⌚ 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 deprived areas;
- ⌚ Reduce the childhood obesity gap between boys and girls especially those from Black and Minority Ethnic backgrounds living in 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 what action we will take

- ⌚ Conduct an analysis of child poverty, including that which relates to teenage and single parents;
- ⌚ 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 (Communications) and Cabinet Member for Children, Families and Learning

Paul Greenhalgh

Executive Director for Children, Families and Learning

MORE INFORMATION

The equality analysis that supports this strategy and a summary of actions can be found at can be found at:

<http://www.croydon.gov.uk/community/equality/eqcroydon/equality-strategy>

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: <http://www.croydon.gov.uk/contents/departments/healthsocial/pdf/needsan.pdf>

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?

- ④ 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, young people who receive free schools meals and are looked after by the local authority (LAC or in care);
- ④ Reduce school absence and exclusion especially among children and young people who are vulnerable because of their circumstances as well as those from White and Black and Minority Ethnic backgrounds.

A summary of what action we will take

- ④ Monitor attainment levels of different groups of children to address gaps;
- ④ Review attainment levels for vulnerable children;
- ④ Deliver high quality SEN provision in the design of schools buildings;
- ④ Increase the proportion of schools judged good or outstanding by OFSTED.

Who is responsible for making it happen?

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Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning

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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 what action we will take

- ⊕ Develop a revised skills and employment strategy for the borough especially focused on young adults, women and those of a Black and Minority Ethnic communities;
- ⊕ 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 engagement 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?

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Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning

Paul Greenhalgh

Executive Director for Children, Families and Learning

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The equality analysis that supports this strategy and a summary of actions can be found at can be found at:
<http://www.croydon.gov.uk/community/equality/eqcroydon/equality-strategy>

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: <http://www.croydon.gov.uk/contents/departments/healthsocial/pdf/needsan.pdf>

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, children who are looked after in care or live in deprived areas.

A summary of what 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;
- ⌚ Commission a project that provides services for young people who are Lesbian, Gay, Bi-sexual, Transgender or questioning;
- ⌚ Seek to become a Stonewall education champion;
- ⌚ Ensure the youth council can influence decision-making at all levels.

Who is responsible for making it happen?

Councillor Tim Pollard

Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning

Paul Greenhalgh

Executive Director for Children, Families and Learning

MORE INFORMATION

The equality analysis that supports this strategy and a summary of actions can be found at can be found at:

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⌚ 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 among young women who are single parents from Black and Minority Ethnic communities and living in deprived parts of the borough;
- ⌚ Effective advice, support and guidance about sexual health, contraception and dealing with pregnancy that maybe unwanted 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 what 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);
- ⌚ Publish a deep dive assessment focused on repeat abortions focused on young women and those from a Black and Minority Ethnic backgrounds and living in deprived area;
- ⌚ 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 Adult Services and Health

Hannah Miller

Executive Director for Adult Social Care, Housing and Health

MORE INFORMATION

The equality analysis that supports this strategy and a summary of actions can be found at can be found at:

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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 what 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 Adult Services and Health

Hannah Miller

Executive Director for Adult Social Care, Housing and Health

MORE INFORMATION

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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 especially those with a Black and Minority Ethnic background;
- ⊕ More men to report mental health issues.

A summary of what 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 Adult Services and Health

Hannah Miller

Executive Director for Adult Social Care, Housing and Health

MORE INFORMATION

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⌚ 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?

- ⌚ A diverse workforce that represents the borough's population;
- ⌚ Staff from Black and Minority Ethnic backgrounds, women and disabled people to be represented in the top 5% of the workforce;
- ⌚ 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 what action 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;
- ⌚ Seek to join the Stonewall diversity champions programme including taking part in the workplace equality index;
- ⌚ Implement the holistic employee assistance programme to support managers and staff through change;
- ⌚ Publish an annual report on the progress made implementing the equality strategy;
- ⌚ Work towards gaining external accreditation of the Council's equality practice;
- ⌚ Publish an annual refresh of the Equality Strategy.

Who is responsible for making it happen?

Councillor Vidhi Mohan

Cabinet Member for Communities and Economic Development

Sara Bashford

Cabinet Member for Corporate and Voluntary Services

Jon Rouse

Chief Executive of the Council

MORE INFORMATION

The equality analysis that supports this strategy and a summary of actions can be found at can be found at:

<http://www.croydon.gov.uk/community/equality/eqcroydon/equality-strategy>

Actions can be found in the Workforce Strategy: <http://www.croydon.gov.uk/democracy/budgets/workforce-strategy>

EQUALITY IMPACT ANALYSIS PROGRAMME 2012 – 2015

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.

We will carry out equality impact analysis 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. An equality impact analysis template 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. In 2011 the Council reviewed its equality impact analysis 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 of its policies and functions and develops a three year rolling programme that is updated annually. The current equality impact analysis 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 analysis are incorporated into the Council's service plans and monitored through our departmental and corporate arrangements. Completed equality impact analysis will be published in summary on our intranet and internet.



2012 - 2013	
Equality analysis	Lead Cabinet Member
Chief Executive's Office	
Voluntary Sector Compact	Cllr Sara Bashford
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 and Learning	
Proposed introduction of personal travel budgets for SEN travel assistance (to be finalised by April 2012)	Cllr Tim Pollard
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 EqlA to be started in September when consultation begins)	Cllr Tim Pollard
Library services for residents in Upper Norwood and surrounding area	Cllr Tim Pollard

Service Analysis – Learning access & Special Educational Needs	Cllr Tim Pollard
Service Analysis – Safeguarding and Looked After Children Quality Assurance	Cllr Tim Pollard
Service Analysis – Looked After Children	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
Joint health and well-being strategy 2012-15	Cllr Margaret Mead
Retender of Responsive Repairs contract	Cllr Dudley Mead
Dementia Strategy (Mental Health & Older Adults)	Cllr Margaret 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 Value For Money	Cllr Dudley Mead
Major review of adults Transport policy	Cllr Margaret Mead
Planning & Environment	
Economic Development Strategy	Cllr Vidhi Mohan
Skills and Employment strategy	Cllr Vidhi Mohan
Mid-Croydon Masterplan	Cllr Jason Perry
Youth Crime Prevention Strategy	Cllr Simon Hoar
Cultural & Sports Partnership Strategy	Cllr Tim Pollard
Local Implementation Plan (delivery plan)	Cllr Jason Perry
Waste Strategy & Recycling Plan	Cllr Phil Thomas
Highways asset management plan	Cllr Jason Perry
Community Safety Strategy Refresh	Cllr Simon Hoar
Service Analysis – Parking Services	Cllr Phil Thomas
Service Analysis – Development Management (Planning)	Cllr Jason Perry
Service Analysis – Economic Development	Cllr Vidhi Mohan
Corporate Resources & Customer Services	
Commissioning Strategy	Cllr Steve O'Connell

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
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 Steve O'Connell
Service Analysis – External Communications	Cllr Tim Pollard
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 - 2014	
Equality analysis	Lead Cabinet Member
Chief Executive's Office	
Workforce Strategy	Cllr Sara Bashford
Stronger Communities Strategy	Cllr Vidhi Mohan
Children, Families and Learning	
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, Health and Housing	
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 Dudley Mead
East Croydon masterplan	Cllr Jason Perry
Service Analysis – Sports and Physical Activity	Cllr Tim Pollard
Service Analysis – Housing Development and Regeneration	Cllr Jason Perry
Service Analysis – Community Safety	Cllr Simon Hoar
Corporate Resources & Customer Services	
Home & mobile working strategy	Cllr Sara Bashford

Business continuity framework	Cllr Dudley Mead
Capital Strategy	Cllr Dudley Mead
Service Analysis – Press and public relations	Cllr Tim Pollard
Service Analysis – Travel services	Cllr Sara Bashford
Service Analysis – Interpreting and translation service	Cllr Sara Bashford
2014 - 2015	
Equality analysis	Lead Cabinet Member
Chief Executive's Office	
Equality Strategy	Cllr Vidhi Mohan
Community Strategy	Cllr Mike Fisher
Children, Families and Learning	
Play strategy	Cllr Tim Pollard
Service Analysis – Adult learning	Cllr Tim Pollard
Service Analysis – School improvement	Cllr Tim Pollard
Adult Services, Health and Housing	
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 Phil Thomas
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

Every year we will publish our performance against a selected range of indicators relevant to advancing equality, fostering good community relations and eliminating discrimination. We will examine a selection of indicators looking for differences between groups of people.

Every three years we will undertake a comprehensive analysis of these indicators to inform the development of new objectives.

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 in particular racist, homophobic and disability related
- ⊗ 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 5 A –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 Special Educational Needs (SEN)
- ⊗ 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 from Black and Minority Ethnic backgrounds, those who have a disability or are LGBT or questioning;
- ⊗ 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, as well as ethnicity
- ⊗ 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
- ⌚ Number of overcrowded households

- ⌚ 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 Economic Development 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 the Council will deliver actions to become externally recognised as an excellent rated authority for integrating equality. We will do this by using the National Equality Framework for Local Government. 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. Departments will need to put in place plans to address any 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 offer the potential to build engagement that is practical, affordable and capable of engaging a much greater audience than some other channels allow. However these methods will not be suitable for every purpose or everyone.

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.

Commissioning and Procurement

The Council provides a wide range of services to residents and businesses in the borough. In some cases these are provided directly by the Council, in other by our partners and contractors.

Each year, the Council enters into contracts worth millions of pounds buying goods, services, and works on behalf of the people of Croydon. These people come from all sections of society and services should recognise the diversity of need that exists within Croydon.

Council spending generates and sustains thousands of jobs. The Council has a statutory duty to make sure public money is spent in a way that advances equality of opportunity, promote good community relations and eliminate unlawful discrimination as well as ensuring services, goods and works are value for money. This means they must not lead to unlawful discrimination, social exclusion or broken communities.

The Council's commissioning and procurement function is subject to the statutory duties of the Equality Act 2010 and the Council will need to ensure it is integrated throughout the process from the timing to the undertaking of specific exercises. When a supplier provides goods, services or works 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 that 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.

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. This will also include an update on the delivery of key activity as well as results from 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 and an easy read version will be published online in full and printed copies can be provided by contacting:

☎ 020 8726 6000

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 Equality and 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, a contractor that provides services on our behalf, 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.



GLOSSARY

Big Society

The Big Society makes it as easy as possible for civil society organisations to help shape and deliver public services, making it easier to set up and run a civil society organisation and to get more resources to the sector.

BME

Black and Minority Ethnic

Community Strategy

The Community strategy is an overarching document, which sit at the apex of all strategic and service plans in a particular area and which promotes a long term vision for improving the economic, environmental and social wellbeing of an area.

Corporate Strategy

A medium term view on how Croydon plans to support the delivery of our Community Strategy and our Local Area Agreement.

Discrimination and Harassment

Discrimination is when you are treated differently (for example less favourably) because of your gender, race or disability.

Harassment is any form of unwanted and unwelcome behaviour which may range from mildly unpleasant remarks to physical violence.

Diverse or diversity

This is a mix of different kinds of people. For example, men and women, young and old people, people of different races, disabled and non-disabled people.

Duties

These are things the law says a public body must do.

Employers

These are people or companies that pay people to do work.

Employment tribunals

These sort out arguments between employers and workers.

Equality

This means everyone having the same chances to do what they can. Some people may need extra help to get the same chances.

Equality Act or the Act

This is the Government's new law to make sure all people are treated fairly.

Equality Duty

This is a law for public bodies telling them they must think about how they can make sure their work supports equality. For example, in their services, through their jobs, and through the money they spend.

Public bodies already needed to think about treating people of different races, disabled people, and men and women fairly and equally.

Gender reassignment

The process of changing or transitioning from one gender to another

Lesbian, gay and bisexual

Lesbians are women who are attracted to other women. Gay men are attracted to other men. Bisexual people are attracted to women and to men.

LSOAs

A Lower Super Output Area typically contains around 1,500 residents. Super output areas produce a set of areas of consistent size, whose boundaries would not change (unlike electoral wards), suitable for the publication of data such as the Indices of Deprivation.

Marriage and civil partnership

Marriage is defined as a 'union between a man and a woman'. Same-sex couples can have their relationships legally recognised as 'civil partnerships'. Civil partners must be treated no less favourably than married couples.

PDCS

Performance, Development and Competency Scheme evaluates what a Croydon Council employee achieves, through the setting of objectives, and how these objectives are met, by appraising employees against a core competency framework.

Pregnancy and maternity

Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Protected characteristics

These are the grounds upon which discrimination is unlawful. The characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Public bodies

Public bodies include government departments, schools, hospitals and councils.

Vulnerability

A combined range of factors could make people more vulnerable or place them in situations that lead to greater vulnerability. For example some people are vulnerable due to a particular condition such as mental or physical illness as well find themselves placed in vulnerable situations such as living in a poor area with a lack of access to jobs, healthcare or housing. It is a combination of social and economic factors that place them at a disadvantage.





APPENDIX: ANNUAL ACTION PLAN

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 Learning	Children, Families and Learning (CFL)	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
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 Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
1.3	Develop a social recovery programme.	Director of Workforce and Community Relations	Chief Executive's Office (CEO)	Councillor Vidhi Mohan, Cabinet Member for Communities and Economic Development
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 Learning	CEO/P&E/CFL	Councillor Vidhi Mohan, Cabinet Member for Communities and Economic Development/Councillor Sara Bashford - Cabinet Member for Corporate and Voluntary Services/ Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
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) (Capital Budget and Asset Management) and Cabinet Member for Housing
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 - Cabinet Member for Finance and Performance Management
1.7	Publish commissioning opportunities.	Executive Director of Corporate Resources and Customer Services	Corporate Resources and Customer Services (CRCS)	Councillor Steve O'Connell - Cabinet Member for Finance and Performance Management
1.8	Encourage and support the community to run a series of events to advance equality of opportunity and foster good relations between different groups including LGBT History Month, faith events, Show Racism the Red Card, Disability Awareness Day and Croydon Celebrates Black History Month.	Director of Workforce and Community Relations	CEO	Councillor Vidhi Mohan, Cabinet Member for Communities and Economic Development
1.9	Developing the Stakeholder Engagement Forum and tools for use during the development of master-plans and strategic sites by September 2012.	Director of Workforce and Community Relations	CEO	Councillor Vidhi Mohan, Cabinet Member for Communities and Economic Development
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, Cabinet Member for Communities and Economic Development
1.11	Enable the development of cultural activities, including the refurbishment of Fairfield Halls.	Executive Director of Children, Families and Learning	Children, Families and Learning (CFL)	Councillor Sara Bashford - Cabinet Member for Corporate and Voluntary Services

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
1.12	Launch a volunteering and community action programme.	Director of Workforce and Community Relations	CEO	Councillor Vidhi Mohan, Cabinet Member for Communities and Economic Development
1.13	Launch a corporate social responsibility programme.	Director of Workforce and Community Relations	CEO	Councillor Vidhi Mohan, Cabinet Member for Communities and Economic Development
1.14	Deliver further rounds of the small grants programme to the community.	Director of Workforce and Community Relations	CEO	Councillor Vidhi Mohan, Cabinet Member for Communities and Economic Development
1.15	Establish a 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 - Cabinet Member for Community Safety and Public Protection
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 Learning	P&E / CFL	Councillor Simon Hoar - Cabinet Member for Community Safety and Public Protection / Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
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 Learning	P&E / CFL	Councillor Simon Hoar - Cabinet Member for Community Safety and Public Protection / Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
2.3	<p>Jointly operate the Youth Offending Service/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 Learning	P&E / CFL	Councillor Simon Hoar - Cabinet Member for Community Safety and Public Protection / Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
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 - Cabinet Member for Community Safety and Public Protection
2.5	<p>Ensure links and working arrangement with the Family Resilience team and the new approach to tackling gangs and integrated offender management are consistent.</p> <ul style="list-style-type: none"> • Encourage the community to mentor a young person or young offender. 	Executive Director of Planning and Environment / Executive Director of Children, Families and Learning	P&E / CFL	Councillor Simon Hoar - Cabinet Member for Community Safety and Public Protection / Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
2.6	Adopt a multi-agency problem solving approach to tackle crime and Anti-Social Behaviour in areas where residents have the greatest need.	Executive Director of Planning and Environment	P&E	Councillor Simon Hoar - Cabinet Member for Community Safety and Public Protection
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 Learning	P&E / CFL	Councillor Simon Hoar - Cabinet Member for Community Safety and Public Protection / Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
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 Learning	P&E / CFL	Councillor Simon Hoar - Community Safety and Public Protection / Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
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 Learning	P&E / CFL	Councillor Simon Hoar - Cabinet Member for Community Safety and Public Protection / Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
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 - Cabinet Member for Community Safety and Public Protection
2.11	Conduct a review of the Council's approach to domestic violence in partnership.	Executive Director of Planning and Environment	P&E	Councillor Simon Hoar - Cabinet Member for Community Safety and Public Protection
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) (Capital Budget and Assets Management) and Cabinet Member for Housing

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
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 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 individual children. 	Executive Director of Adult Social Services, Health & Housing / Executive Director of Children, Families and Learning	Department of Adult Social services, Health and Housing (DASHH) / CFL	Councillor Margaret Mead - Cabinet Member for Adult Services and Health / Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
3.2	Tackling the issue of ‘troubled families’ and ensuring the Family resilience service is working with up to 200 families with multiple problems. <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 Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
3.3	Strengthen partnership to deliver the Children and Young People’s Plan Map role of partners and accountability/governance for ECM outcomes. <ul style="list-style-type: none"> • Explore potential for shared training opportunities across all partners. 	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
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) (Capital Budget and Assets Management) and Cabinet Member for Housing
3.5	Strengthen resilience of families with complex needs eg extend Family Resilience Programme to full size, taking into account Troubled Families initiative.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
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	<p>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.</p> <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 Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
4.2	<p>Identify exclusion rate and specific issues for vulnerable groups and with academies.</p> <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 Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
4.3	<p>Reducing the number of primary schools below the new floor standard below the new minimum standard of 65% L4 English and maths combined and raising attainment at KS1.</p> <ul style="list-style-type: none"> • Provide bespoke development of leadership capacity to schools according to need. 	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
4.4	Raising attainment for higher achievers at all key stages. <ul style="list-style-type: none"> • Increasing the percentage taking Bacculaureate % at KS4 • 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 Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
4.5	Raise outcomes at key stage1 and key stage 2 to better than national and statistical neighbours.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
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.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
4.7	Reduce further the levels of fixed term and permanent exclusion in particular for target groups.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
4.8	Continue to raise the proportion of schools judged good and outstanding by OFSTED.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
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				
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, and 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 Learning	CFL/P&E	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning Councillor Vidhi Mohan, Cabinet Member for Communities and Economic Development
5.2	<p>Early identification and intervention of those young people most at risk of becoming NEET.</p> <ul style="list-style-type: none"> • All young people are supported to stay in appropriate education or employment with training until age 18 • The Council and schools to develop and use pre/ post 16 risk of NEET indicators to target appropriate interventions. 	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning Councillor Vidhi Mohan, Cabinet Member for Communities and Economic Development

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
5.3	<p>Commission/provide appropriate Environment Educational Training provision.</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 Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
5.4	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.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
5.5	<p>Ensure effective transition for delivery of careers education and improve opportunities for developing work readiness.</p> <ul style="list-style-type: none"> • All service providers deliver high quality and appropriate Information Advice & Guidance (IAG) • The Council has a clear local strategy for improving engagement with local employers and increasing the number & range of apprenticeships/ work related training opportunities. 	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
5.6	<p>Improving the quality of local post 16 provision working with partners, improving attainment and reducing the inequality gap from KS4 onwards.</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 Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
5.7	Exploring the feasibility of developing youth enterprise zones by March 2013.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
5.8	Deliver an European Social Fund project to link to vulnerable groups to learning and employment opportunities. <ul style="list-style-type: none"> • Deliver skills and employment strategy. 	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
5.9	Deliver an employability project to young people at risk of becoming NEET and their families and support them to move closer to employment opportunities. <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 (Communications) and Cabinet Member for Children, Families and Learning
5.10	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. <ul style="list-style-type: none"> • Delivery of an apprenticeship accord. 	Executive Director of Planning and Environment	P&E	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
5.11	Support transition from school to the workplace through targeted support to disadvantaged young people. <ul style="list-style-type: none"> • Share good practice and work collaboratively to improve the quality of local provision, attainment and progression for young people. • Raise aspirations of young people to achieve their potential. 	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
5.12	Develop and deliver a revised Economic Development Strategy; ensure economic inclusion as an objective is incorporated in the borough's plan for economic growth. <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 Vidhi Mohan, Cabinet Member for Communities and Economic Development
5.13	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. <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 (Communications) and Cabinet Member for Children, Families and Learning
5.14	Work with Croydon Council Urban Regeneration Vehicle 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.	Executive Director of Planning and Environment	P&E	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning Councillor Dudley Mead - Deputy Leader (Statutory) (Capital Budget and Assets Management) and Cabinet Member for Housing
5.15	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 (Communications) and Cabinet Member for Children, Families and Learning Councillor Dudley Mead - Deputy Leader (Statutory) (Capital Budget and Assets Management) and Cabinet Member for Housing
5.16	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 (Communications) and Cabinet Member for Children, Families and Learning

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
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 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. 	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
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 Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
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 Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
6.4	Improve feedback mechanism to young people about how the views have been taken into account and influenced service delivery. <ul style="list-style-type: none"> • Feedback provided through youth participation framework and Youth Council. 	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
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 Learning	DASHH / CFL	Councillor Dudley Mead - Deputy Leader (Statutory) (Capital Budget and Assets Management) and Cabinet Member for Housing / Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
6.6	Map existing youth participation work within the borough to maximise current opportunities and minimise duplication.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
6.7	Identify a range of indicators to measure how effectively children and young people are influencing provision.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
6.8	Structured engagement of children and young people in reviewing progress against priorities in needs analysis and informing future issues/ priorities.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
6.9	Identify a range of participation tools to maximise engagement of children and young people in influencing provision.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
6.10	To develop a youth participation strategy/ framework to ensure children & young people's voices are integral in influencing planning and provision.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
6.11	To enhance the role of the Youth Council to ensure that young people influence decision making at all levels.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
6.12	Deliver 'Undoing homophobia in Primary Schools' and 'Undoing homophobia in Secondary Schools' training to schools.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
6.13	Complete Stonewall Education Equality Index to inform what needs to be developed to meet requirements.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
6.11	Raise awareness of LGBT Month to schools, and support and provide information to schools to become actively involve in LGBT Month.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
PRIORITY 4 – HEALTH				
Objective 7 - To improve health and wellbeing by reducing health inequalities				
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 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	Councillor Margaret Mead - Cabinet Member for Adult Services and Health
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 Learning	Public Health / CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
7.3	<p>A report commissioned into the impact of mental ill-health and, in particular into dementia suggested these actions:</p> <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. 	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Cabinet Member for Adult Services and Health
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 Learning	Public Health / CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
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 Learning	Public Health / CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
7.6	Establish a Croydon Healthwatch. In line with national guidance the Council will establish: <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 Health and Wellbeing Board. 	Director of Workforce, Equalities and Community Resources	CEO	Councillor Vidhi Mohan – Cabinet Member for Communities and Economic Development
7.7	Develop an autism strategy with partners to implement the Autism Act 2009 <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	Councillor Margaret Mead - Cabinet Member for Adult Services and Health
7.8	Implementation of childhood obesity action plan. Schools to be targeted according to levels of deprivation.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
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.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
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.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning
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.	Executive Director of Children, Families and Learning	CFL	Councillor Tim Pollard - Deputy Leader (Communications) and Cabinet Member for Children, Families and Learning

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
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 learning or physical disabilities.	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Cabinet Member for Adult Services and Health
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 - Cabinet Member for Adult Services and Health
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	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 - Cabinet Member for Adult Services and Health
9.2	Implement and monitor actions in the adult safeguarding strategy.	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Cabinet Member for Adult Services and Health
9.3	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.	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Cabinet Member for Adult Services and Health

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
9.4	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 - Cabinet Member for Adult Services and Health
9.5	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 - Cabinet Member for Adult Services and Health
9.6	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 - Cabinet Member for Adult Services and Health
9.7	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 - Cabinet Member for Adult Services and Health
9.8	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.	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Cabinet Member for Adult Services and Health
9.9	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 - Cabinet Member for Adult Services and Health

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
9.10	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-assessment tool. 	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Cabinet Member for Adult Services and Health
9.10	Implement a rough sleeping action plan.	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Dudley Mead - Deputy Leader (Statutory) (Capital Budget and Assets Management) and Cabinet Member for Housing
9.12	Conduct a review of homelessness.	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Dudley Mead - Deputy Leader (Statutory) (Capital Budget and Assets Management) and Cabinet Member for Housing
9.13	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) (Capital Budget and Assets Management) and Cabinet Member for Housing
9.14	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 - Cabinet Member for Adult Services and Health
9.15	Re-commission outreach services for drug users who have successfully rehabilitated.	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Cabinet Member for Adult Services and Health
9.16	Review 'wet' hostel provision for alcohol dependant single homeless people.	Executive Director of Adult Social Services, Health & Housing	DASHH	Councillor Margaret Mead - Cabinet Member for Adult Services and Health

	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	Update the equality framework action plan for each department and monitor twice a year;	Director of Workforce and Community Relations	Chief Executive's Office (CEO)	Councillor Vidhi Mohan, Cabinet Member for Communities and Economic Development
10.2	Prepare the Council for external assessment national equality framework for local government in 2013/14	Director of Workforce and Community Relations	Chief Executive's Office (CEO)	Councillor Vidhi Mohan, Cabinet Member for Communities and Economic Development
10.3	Conduct a quality assurance of completed equality analysis including the policy, procedure and practice;	Director of Workforce and Community Relations	Chief Executive's Office (CEO)	Councillor Vidhi Mohan, Cabinet Member for Communities and Economic Development
10.4	Publish a refresh of the strategy by March 2013 to include an annual report in December 12 incorporating latest performance of selected indicators and actions from the current strategy.	Director of Workforce and Community Relations	Chief Executive's Office (CEO)	Councillor Vidhi Mohan, Cabinet Member for Communities and Economic Development
10.5	Conduct a mini staff survey and publish by 31 January 2013.	Director Workforce and Community Relations	CEO	Councillor Sara Bashford - Cabinet Member for Corporate and Voluntary Services
10.6	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 - Cabinet Member for Corporate and Voluntary Services
10.7	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 - Cabinet Member for Corporate and Voluntary Services

	Action to be delivered in the next twelve months	Lead officer	Lead department	Cabinet Member
10.8	Publish a Wellbeing plan.	Director Workforce and Community Relations	CEO	Councillor Sara Bashford - Cabinet Member for Corporate and Voluntary Services
10.9	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 - Cabinet Member for Corporate and Voluntary Services
10.10	Development of departmental recruitment plans to supplement people plans.	Director Workforce and Community Relations	CEO	Councillor Sara Bashford - Cabinet Member for Corporate and Voluntary Services
10.11	Establish and consider possibilities of gathering data where there are currently data gaps.	Director Workforce and Community Relations	CEO	Councillor Sara Bashford - Cabinet Member for Corporate and Voluntary Services
10.12	Deliver Talent Management Plan.	Director Workforce and Community Relations	CEO	Councillor Sara Bashford - Cabinet Member for Corporate and Voluntary Services
10.13	Reduce over-reliance on temporary workers.	Director Workforce and Community Relations	CEO	Councillor Sara Bashford - Cabinet Member for Corporate and Voluntary Services
10.14	Establish a 'New Deal' for employees.	Director Workforce and Community Relations	CEO	Councillor Sara Bashford - Cabinet Member for Corporate and Voluntary Services
10.15	Develop refreshed competency framework.	Director Workforce and Community Relations	CEO	Councillor Sara Bashford - Cabinet Member for Corporate and Voluntary Services
10.16	Develop and deliver a Reward and Remuneration Plan.	Director Workforce and Community Relations	CEO	Councillor Sara Bashford - Cabinet Member for Corporate and Voluntary Services
10.17	Refresh the Council's values	Director Workforce and Community Relations	CEO	Councillor Sara Bashford - Cabinet Member for Corporate and Voluntary Services

Who can I contact for more information?

We welcome your views about any aspect of this document.

If you would like further information on this strategy please e-mail: data.equalities@croydon.gov.uk
To speak to someone please call **020 8726 6000** and ask for the Equality and Community Relations Team.