

**CROYDON COUNCIL**

**EQUALITY AND INCLUSION ANNUAL REPORT 2017**

**“A stronger, fairer borough where no community is held back”**

## CONTENT

Foreword	Councillor Hamida Ali Cabinet Member for Communities, Safety and Justice	3
Introduction	Introduction to the Equality and Inclusion Report 2017	5
Theme 1	Employment	6
Theme 2	Child Poverty	14
Theme 3	Attainment	16
Theme 4	Community Safety	22
Theme 5	Social Isolation	26
Theme 6	Community Cohesion	31
Theme 7	Health	38
Theme 8	Our Workforce	43
Appendix 1	Additional sources for information on equality and inclusion in Croydon	52

## Foreword – Cabinet Member Communities, Safety and Justice

I am pleased to introduce the council's annual equality and inclusion report highlighting progress against our equality objectives set out in the Opportunity and Fairness Plan 2016-2020 in addition to the latest analysis of the Council's workforce profile including headline gender pay gap data.

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

This administration wants Croydon to be a stronger, fairer borough where no community is held back. The council should reflect the diversity of the borough at all levels, embed equality and inclusion in all we do and provide community leadership to encourage and support our partners in Croydon to share our ambitions.

This annual report sets out some significant steps the Council has taken over the past year to embed equality and inclusion throughout the organisation. It highlights the Council's performance in relation to our equalities performance indicators and sets out examples through a series of case studies that describe the different ways the council is seeking to ensure that our services are fair, inclusive and accessible to our residents. A majority of the case studies support achievement across the range of the equality objectives we set for 2016/20.

Although many challenges remain to achieve our ambitions in full there has been significant movement including:

- ✓ Promoting the London Living Wage throughout the borough including the Council's own accreditation;
- ✓ Flexible working borough status;
- ✓ Education attainment improvements
- ✓ Continued focus on tackling Domestic Violence and Sexual Abuse
- ✓ One Croydon Alliance tackling health inequality and social isolation
- ✓ Communities coming together to support each other and celebrate our diversity

Performance in key areas and stories highlighting good practice demonstrate our progress towards achieving excellence in our equality and inclusion practices - also recognised through the Council being shortlisted for the *Employers Network for Equality and Inclusion* (enei) 'Silver standard employers' award in 2017. However, we are not complacent and we recognise the challenges for the borough that we need to address through collaboration with our partners.

Over the next year, we are preparing to seek accreditation to the Equality Framework for Local Government (EFLG). Undertaking the assessment will help us review and improve our performance for people from all backgrounds and assist us to meet our duties to advance equality.

I look forward to sharing with you improvements we make in 2018/19 in our next annual report.

## Introduction

The Equality Policy and supporting Opportunity and Fairness Plan 2016/20 sets out the statutory equality objectives in line with the specific duties in Regulation made under the Equality Act 2010. In setting the equality objectives for 2016/20 an evidence base was drawn upon from Croydon Opportunity and Fairness Commission final report, the Borough profile 2015 and Index of Multiple deprivation which highlighted the following objectives:

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

Key performance indicators to measure the progress were developed for each objective and embedded within the Council's Corporate performance framework and have been reported on a bi-annual basis to Cabinet since September 2016.

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

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

## Next Steps

The Council will continue to monitor progress against the Equality Objectives set out in the Opportunity and Fairness Plan 2016/20 through the Council's Corporate Performance Framework and will report annually on overall progress.

**THEME 1****EMPLOYMENT****A TOWN CENTRE THAT LIFTS THE WHOLE BOROUGH****EQUALITY OBJECTIVE**

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

**Why we chose this equality objective?**

Despite falling unemployment the Index of Multiple Deprivation (IMD) 2015 showed there were still challenges around the proportion of working age population excluded from the labour market especially those aged 18 – 24, over 50, and those who would like to work but are unable to do so due to sickness, disability and/or caring responsibilities. The Opportunity and Fairness Commission found that many disabled people, those who had long-term health conditions, or with mental health concerns, wanted to work but struggle to gain employment.

Residents told the Opportunity and Fairness Commission that they would like to see local employers doing more to recruit disabled people and those from BME backgrounds. The Commission also found that female workers wanted better support with childcare and caring responsibilities to access the jobs market. In addition the Commission highlighted workers needed to be paid the London Living Wage.

**What has happened?**

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

However there still remain challenges in terms of the level of skills and qualification in the borough to maximise the opportunities within the job market. Through the Croydon Works programme and Good Employer Charter the Council continues to focus on ensuring that all Croydon residents have access to good quality employment opportunities whether that is through education, training or support for job readiness. This includes promoting the payment of the London Living Wage. In addition there is a focus on equipping the borough to embrace the Disability Confident employer scheme and other support packages to enable the Council, businesses and our suppliers to be able to offer the job opportunities across our communities.

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

- ✓ **London Living Wage Employer and Funder promoting the payment of the London Living Wage through the Council supply chain**
- ✓ **Development of the Good Employer Charter in partnership with local business**
- ✓ **Developed the Disability Confident action group and the Council has been awarded disability confident employer status**

The case studies below highlight the work supporting this theme.

## Good Practice 1



### **Croydon Good Employer Charter**

The Good Employer Charter was developed by the Council in partnership with local businesses. The Good Employer Networks mission is to build a network of Good Employers that do business responsibly, enabling both our employers and employees to benefit as our economy grows.

Its work will support the success of the local economy through using local supply chains, creating job opportunities, ensuring employees are paid a fair wage and promoting equality and diversity best practice.

The Charter seeks to create flexible hiring and more sustainable employment opportunities in the borough. As such, paying the London Living Wage and 'Employ Local' are mandatory requirements.

Accredited organisations are required to create employment and training opportunities for local people. Croydon Works, the Council's jobs brokerage service works in partnership with accredited businesses to provide employability support and a free to use recruitment service. It links employers to high quality, job-ready potential employees.

Accredited organisations are also required to implement best practice relating to equality and diversity in their workplace. In order to meet this requirement, they are encouraged to support local and national initiatives and campaigns such as the Disability Confident Employer Scheme which is designed to help employers to recruit and retain disabled people and people with health conditions for their skills and talent. They are also encouraged to make reasonable adjustments for people with disabilities.

Croydon Good Employer has successfully engaged 31 accredited businesses and a further 42 have pledged to work towards accreditation. The network remains dedicated to promoting the kite mark of Good Employer and delivering the London Living wage to residents in the borough.



## Good Practice 2



### Croydon Works/Jobs Brokerage Service

The Council's key ambition is to ensure Croydon residents, particularly those in disadvantaged groups, benefit from the jobs and training opportunities created by the regeneration Croydon is set to see over the next few years. The Council worked in partnership with Croydon College and Job Centre Plus to create a Job Brokerage that would support local residents into work and training.

Croydon Works helps to navigate and centralise existing employment and training opportunities and use the Council's influence to maximise opportunities for our residents. Its main focus is to work with those facing barriers to employment and bring them closer to the job market through training and pathways to employment in collaboration with the extensive partner network of training providers, employment support providers, local employers and charities.

The jobs brokerage service has helped to increase employment opportunities for people from protected groups by assisting them into training and/or employment. It currently has 976 candidates registered on its internal database. 437 of these candidates have declared to be in some priority group (e.g. NEET - Not in education, employment or training), 50+, Disabled, Single Parent, Ex-Offender, BAME – Black and Minority Ethnic), with 212 preferring not to answer, making the number of priority candidates potentially greater. From April 2017, Croydon Works has placed 201 candidates into employment. Over 60% of these placed candidates come from one of the priority groups mentioned above. We have seen an increase in work experience, work trials and voluntary opportunities.

The jobs brokerage service has also seen an increase in sustainable job outcomes and upskilling for Croydon residents as well as a commitment from employers to employ locally. It has taken part in many local initiatives in deprived areas for example Shrublands, New Addington by supporting local residents to gain employability skills. It has been working directly with employers such as Gatwick Airport and Wilmott Dixon to create employability schemes and help candidates to obtain skills and qualifications to increase their chances of securing employment. After successful completion of the courses, employers offer work experience or employment. The service has also organised exclusive recruitment events for multiple employers, including Croydon's Boxpark.

Hazel was put in touch with Croydon Works officer Humberto who specialises in retail, customer service and business support. Humberto identified Snappy Snaps as a great match and arranged for an interview that led to Hazel's successful employment.

Hazel said: "*Humberto helped to improve my CV and find this job. I'm super grateful. He knew what I was looking for and made it happen. And the fact that I didn't have to pay for the service just adds to it for me and my employer.*"

### Good Practice 3

#### **Gateway Employment Support Service**

The Council's key ambition is to improve the life chances of residents by ensuring that they have access to appropriate employment pathways or in work progression, maximising income and improving health and wellbeing.

The Gateway employment support service provides a holistic offer that promotes independence and self-reliance and provides a single point of contact for vulnerable households who often require multiple interventions. The service was formed in December 2016 and has developed various specialist employment pathways to support customers with health and vulnerability needs.

It uses the fidelity model for customers with learning, physical or mental health needs. They are supported with a range of support needs such as independent travel, social interaction, health and wellbeing and careers advice and in work support.

A NEET (Not in education, employment or training) casework coordinator works with young people identified as NEET by the council's School Standards team, NEET care leavers and young carers and provides them with opportunities to access appropriate educational, employment, apprenticeship and training. The service work in partnership with colleges, providers and third sector partners to provide outreach opportunities.

Job Centre Plus outreach coaches provide tailored support to customers affected by financial instability (the majority of these are affected by welfare reform). This cohort is often supported in the short to medium term with a Discretionary Housing Payment which ensures family, financial and housing and enables the resident to fully engage.

Each part of the service will triage need, develop a tailored employment pathway action plan and either source appropriate specialist provision or provide support and training on a 1-2-1 basis depending on need. Support includes ESOL (English as a Second Language), literacy and numeracy courses as well as CV and statement writing, confidence building and appropriate sector specific training such as customer service, construction and food hygiene. Part of the action plan includes a "better off" calculation to reappraise household finances and allow for further budgeting discussions to encourage saving and encourage financial independence

As a result of the service we have seen an increased number of adults known to Adult Social Care sustaining employment, training or work experience which has had a positive effect on their health and wellbeing.

## Disability Confident Action Group

The Council's key ambition is to increase the rate of employment amongst disabled people. The Disability Confident Action Group (DCAG) is a forum for local groups and national organisations based in Croydon that help support disabled people and those with long term health conditions to fulfil their potential and realise their employment aspirations.

The DCAG is facilitated by Croydon Council has a membership of some twenty plus Croydon based organisations including Croydon People First, Ingeus, Shaw Trust, Status Employment, Mind in Croydon, Jobcentre Plus (Department for Work and Pensions) Startup Croydon, and London Economic Development Company. Aligned to the National Disability Confident Campaign the DCAG aims to:

- increase the awareness and confidence of employers in the borough to employ people with disabilities,
- challenge attitudes towards disability,
- increase the understanding of disability

The group meets on a bi-monthly basis to discuss legislation, issues around disability and employment, co-ordinate activities and share information and best practice. There are regular contributions from other bodies on work taking place to champion people with disabilities.

Croydon Council has worked in partnership with the DWP (Department for Work and Pensions), local partners and employers over the past two years to encourage employers to become more confident in recruiting and retaining someone with a disability and has held a number of events in working towards this aim:

- Reverse Jobs Fair Nov 2017 – this was an innovative approach that saw traditional job fairs process being turned on its head with employers seeking to recruit candidates. A total of 65 disabled people attended the event with 8 being offered paid positions, apprenticeships as well as a number of work trials.
- Disability Awareness Training – July 2017 - DCAG undertook disability awareness training for nearly 250 people (training was delivered to council staff and local businesses).
- 'Yes I Can' event for employers scheduled to take place in March 2018

In Jan 2017 the Council became a Disability Confident Employer and released the following internally: "We are now a certified Disability Confident employer. The government scheme aims to challenge attitudes towards disability and will help ensure that disabled people have the opportunities to fulfil their potential and realise their aspirations."

"As chair of the Disability Staff Network, I think it's great that Croydon Council is now a certified Disability Confident employer. Joining the scheme is a really positive step forward and demonstrates the council's commitment to creating a fully inclusive workplace." *Chair Croydon Council Disability Staff Network.*

With 83% of people acquiring their disabilities while at work and over half of businesses losing out because they are excluding disabled talent, becoming a Disability Confident employer is an important process to engage in. This will help us to draw from the widest pool of talent available, secure and retain highly skilled staff, put our values into action and provide a positive example to other employers in the borough.

The Council aims to become a Disability Confident Leader in the future. The Croydon Good Employer Charter asks accredited employers to consider asking applicants to state if they need any 'reasonable adjustments' for any part of the recruitment process and to work towards becoming disability confident employers.

## THEME 2 CHILD POVERTY

### LEAVING NO CHILD BEHIND

#### EQUALITY OBJECTIVE

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

#### Why did we chose this equality objective?

One quarter of children in the borough grow-up in poverty. Although the overall proportion of children in poverty had fallen the areas with the highest rates of child poverty had remained the same such as: New Addington, Fieldway, Broad Green, Selhurst and Thornton Heath.

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

#### What has happened?

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

However the Council, working with partners in the Borough, have undertaken a number of initiatives and approaches which have contributed towards combating the impact of child poverty. The key actions include:

- ✓ **Working towards becoming a flexible working borough and increasing the number and range of flexible working opportunities.**
- ✓ **Continued delivery of the Best Start Programme a multi-agency model for improving universal and early intervention services from pregnancy until the child reaches five years old.**
- ✓ **Supported 'Food Stop'. London's first combined welfare and food club**
- ✓ **Helped over 5,300 children in the Borough claim free school meals**
- ✓ **Increased uptake of free childcare provision in the borough**
- ✓ **The Gateway and Welfare Service helped over 1,100 families avoid homelessness and reduced those staying in temporary accommodation for more than 6 weeks by 68%.**
- ✓ **Supported residents to set-up play streets across Croydon.**

The case studies below highlight the work supporting this theme.

### **Good Practice 1**

#### **Flexible Working Borough**

The Council's key ambition is to reduce child poverty by increasing the number of opportunities for residents to work flexibly fitting in with child care responsibilities.

In early 2014 a survey of lone parents in Croydon was carried out by the Council in partnership with Jobcentre Plus and children's centres. The parents, all of whom used children's centre services, reported that barriers to finding sustainable work included high childcare costs and a lack of part-time and flexible jobs that would allow parents to combine caring responsibilities with employment.

Around half of responses recognised that beyond the additional income, being in work would increase their independence and help them be a positive role model to their children. In addition a sense of purpose (by one in four) and social contact (by one in five) were identified as factors.

In 2016, the Council achieved accreditation as a flexible working Council. It has developed a Flexible Working Implementation Plan to support this process. This includes having discussions with prospective employees about flexible working options, and encouraging applications from under-represented groups (where this exists). We now have an inclusive and accessible recruitment processes and enable our workforce to work in an agile way.

We are now working with its partners to make Croydon a Flexible working Borough and have incorporated this in the Croydon Good Employer Charter yes which asks accredited employers to consider implementing flexible working options in their businesses.

## Good Practice 2

### Play Streets

The Council's key ambition is to mitigate the impact of child poverty through play streets.

A play street is created by the regular closing of a residential street to through traffic for specified periods, so that children, families and other residents can make use of the street space to play and socialise.

Play streets are resident led and supported by the Council. Play is an important part of children's development and contributes to an active lifestyle. Importantly, people often do not know their neighbours and are at risk of social isolation, and therefore holding a play street helps to bring neighbours, children and adults and getting them to interact thus helping to develop a cohesive and safer street community.

Play streets have supported increased physical activity among children thus helping to reduce childhood obesity, strengthened communities, promoted the role of families, strengthened community capacity to organise and have a greater voice and built resilient and integrated communities.

In particular play streets have:

- Minimised the disadvantage some children have by not having ready access to green spaces;
- Increased the opportunity for children from low income backgrounds to engage in physical activity;
- Strengthened community cohesion;
- Encouraged good relations between different groups and communities;
- Encouraged participation in public life for community groups in setting up playstreets;
- Encouraged communities to engage with neighbours from a range of backgrounds

Play streets have been held in five roads and four of these have applied to continue through 2016/17. Residents have set up their own Croydon Play Streets Facebook page to share ideas and information and to provide support.



### **Fieldway Family Centre Hub**

The Council worked in partnership with the Family Centre in Fieldway, New Addington, to launch Food Stop, a way of helping residents' to reduce their weekly spend on food shopping, at a time when finances are extremely tight.

The Food Stop shop offers families on Universal Credit and anyone unemployed living in Fieldway and New Addington the opportunity to reduce their food shopping bill by paying £3.50 a week for around £15-£20 worth of grocery shopping, helping residents save an average of £500-£700 per year.

For just £3.50 a week members get:

- 10 food items once a week, which can be selected from a wide range of products
- Support, tips and advice on healthy eating on a budget
- Opportunities to learn about healthy food
- Health/wellbeing offers i.e. free exercise class referrals

The Family Centre CEO (Chief Executive Officer) Julia Weller expressed her delight with the way the initiative has progressed and says that parents are no longer embarrassed about receiving the food and support.

She said: "It isn't a food bank. Here, people are paying for their food and walking away with bags full of shopping.

"The biggest impact is that parents no longer have to choose between heating their home and feeding their families.

"It is a hand up, not a hand out."

The food stop works with the help of FareShare, a UK-wide charity that redistributes food that would otherwise go to waste and which supports nearly 500,000 people every week.

Those collecting food at the Food Stop are also given the opportunity to sign up to membership of the council's Gateway service, so that discounted groceries will be provided alongside support with housing, benefits, English classes, cooking and nutritional advice, and help with training and employability.

As part of the project, FareShare has enabled the Food Stop to become a local collection point for other charities who distribute free food elsewhere, such as the Salvation Army.



## THEME 3                      ATTAINMENT

### LEAVING NO CHILD BEHIND

#### EQUALITY OBJECTIVE

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

#### Why did we chose this equality objective?

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

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

#### What has happened?

In 2016/17 the Borough schools continued to perform at or above the national and London average in key attainment areas, including the early years, key stage one and key stage two. At Key Stage 4 the key Progress 8 figure was above the national average, showing that pupils in Croydon secondary schools continue to make better than average progress. These achievements have been mirrored in performance above the national average in educational attainment for children with SEND (Special Educational Needs), Black Caribbean children, White Working class children and children in receipt of free school meal. Although outcomes for Croydon Looked after Children who have been in continuous care for 12 months or more are lower than for all pupils, data for 2016/17 shows that they attain in line with their peers nationally. This is an improved picture from the previous academic year: we are starting to close the attainment gap for Looked after Children and are working hard to improve this further. At the end of key stage 48% of Looked after Children achieved a combined English and mathematics GCSE pass at Grade 4 or above. A large percentage of this cohort are UASC (Unaccompanied Asylum Seeker Children), many of whom have little previous education experience or provision in place when they enter the care system. These learners go on to make considerable progress, achieving at a level appropriate to their starting point and are successfully

supported into suitable courses post 16. The successes enjoyed by our post 16 learners are testament to this and a result of the heavy investment made into this area of work.

The key actions that the Council has taken in 2016/2017 to deliver this outcome are:

- ✓ **Commissioned interventions and direct casework is being put in place by Virtual School officers, education caseworkers and post 16 personal advisers to support young people to achieve and exceed their targets**
- ✓ **“Steps to success” programme**
- ✓ **Croydon Apprenticeship programme**
- ✓ **Fair Access Panel reducing exclusions**
- ✓ **Improved proportion of secondary schools judged by Ofsted at good or better. This is now above the national average. 48% of secondary age pupils now attend an outstanding school.**

The case studies below highlight the work supporting this theme.

## Good Practice 1

### Fair Access Panel

A key ambition of this Council is to ensure that no child is left behind. Fair Access Protocols (FAP) exist to ensure that access to education is secured quickly for children who have no school place, as well as those for whom a place at a mainstream school or alternative provision is appropriate. Through FAP the Council is also able to ensure that all schools in an area admit their fair share of vulnerable children and children with challenging behaviour, including children excluded from other schools; therefore providing every child with a second chance.

The Fair Access Panel received 517 pupil referrals during the 2015/16 academic year and is subject to participation of all secondary schools in the borough. The panel has been operating since 2013 and is subject to a locally agreed published protocol. The panel comprises of representatives from secondary schools and partnership agencies, and the attendance rate at panels is usually in the region of 55 members. Each school nominates at least one member of the school leadership team as a panel representative.

School representatives comprise approximately 50% of the panel membership. Schools from other boroughs are also invited to attend the panel where a case involves a pupil resident in the study borough area who attends an out of borough school. The remaining panel members are officers from the Local Authority or other relevant agencies. Officers provide schools with additional support, information, advice and guidance regarding the pupils under review in order to ensure there is a holistic view of the pupils needs.

Services represented at the panel include Children's Social Care, Early Help Services, Special Educational Needs Service, Educational Psychology, Children & Adolescent Mental Health Services, Youth Offending Service, Police and School Admissions Service. Head Teachers of independent alternative education provision schools and Pupil Referral Units are also represented.

The panel is operated by the organisation's Learning Access Service. The Council is represented by the Head of Learning Access and the Fair Access Manager, who is responsible for administering the Panel. Other Learning Access Team members attend including the Exclusions and Reintegration Officer.

The Fair Access Panel considers referrals for agreed managed moves between schools or placement for pupils at a Pupil Referral Unit (PRU) or independent alternative provision provider as an alternative to permanent exclusion. The panel also considers placement for those children who have been unable to be placed at a school through the normal in year admissions procedures.

The panel meets every 3 weeks during the school term and panel meetings are usually completed within three and a half hours. An average panel will consider presentations regarding between 25 and 60 cases dependent on the amount of referrals received. Nominated school representatives will make a short presentation of around 10 minutes for the panel's consideration during which details of the case are outlined. Panel members are provided with copies of the written referral and supporting documents when considering cases. Where hard to place cases are considered the Fair Access Manager will be present.

This process is integral to the Council's approach to early intervention, and is highly regarded across the organisation due to the positive outcomes that it secures for the borough's young people such as providing access to education for hard to place pupils and contributing towards reducing the number of permanent exclusions.

## Good Practice 2

### **Croydon Apprenticeship Programme**

A key ambition of the Council was to create more entry level employment opportunities for younger residents and priority groups and as such, its commitment to lead by example and create opportunities that would provide young people with transferrable skills that would help them secure sustainable employment in the future.

Croydon's apprenticeship programme was officially launched in October 2017 to help local residents' access employment opportunities and give those who have traditionally found it difficult to engage in employment a chance to kick start their careers.

The programme provided 25 local residents with the opportunity to gain the skills, knowledge and experience needed to succeed in the work environment whilst also working towards a qualification which helps reinforce their overall development.

The council engaged with local organisations run a social media campaign and promoted the programme via its resident's magazine to help engage residents through a variety of platforms that worked with priority groups to ensure the message got out to residents from protected groups. The Council also worked closely with Croydon Works (the council's in-house recruitment agency) to recruit apprentices into the council helping ensure 90% of the apprentices were local residents.

Croydon has created a range of high quality apprenticeships across a number of service areas. Apprentices are working towards qualifications in a range of specialist areas:

- Finance and Accounting
- Project Management
- Customer Services
- Building Surveying
- Community Arts
- Business Administration
- Cultural Heritage
- Social Services

Each apprentice has been assigned a team mentor. Apprentices also attend regular apprentice forums, activities and training.

Feedback from managers has been overwhelmingly positive with majority reporting that apprentices are now 'invaluable members' of their team, have 'settled in quickly and easily' and are 'highly capable of carrying out their set responsibilities'. Apprentices have reported that their 'confidence levels have increased' significantly and that they feel far more equipped to succeed in a corporate environment.

The council was keen to ensure the cohort of apprentices were representative of the borough. 85% of the apprentices are from a BAME (Black and Minority Ethnic) background, the average age of our apprentices is 20 with 97% of them being between the ages of 16-24. Furthermore, nearly 10% are care leavers, 20% have additional learning needs/physical disability and another 10% are lone parents.

The apprenticeship programme has supported the Council to meet a number of equality objectives as listed below:

- creating employment opportunities for young people and lone parents
- reduction in child poverty
- improved attainment as they work towards achieving the equivalent to another GCSE, A-level or foundation degree
- improved community cohesion as the cohort consists of people from a range of different backgrounds that work alongside each other in various contexts
- improved health and as some of them now have an increased sense of purpose and identity because they are no longer claiming benefits and can tangibly see how they are positively contributing/impacting on their wider community

A Croydon colleague responding to the Pulse Survey, stated, "I am happy for the council to capture whatever information it requires to paint an accurate picture of what it is like to work for Croydon and also inform future changes."

*I feel so honored to be a part of my team; everyone is so supportive and welcoming. I genuinely feel like I am going to learn so much on this apprenticeship scheme and it will contribute significantly to my personal development as well as me being able to contribute to the company as one of the voices for young people.* **Ainat, youth engagement apprentice**

*"I was excited to start because I felt a great relief that I had a job and something to get up for in the morning. Working in the local Council also provides me with an exciting opportunity to learn valuable experience in an environment I would love to forge a long career in."* **Imad, economic development apprentice**

**THEME 4****COMMUNITY SAFETY****EQUALITY OBJECTIVE**

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

**Why did we chose this equality objective?**

Focussing on recorded violent crime, domestic abuse and sexual violence accounted for a significant proportion of this crime where approximately 26% victims had experience three or more incidents in the previous year This is part of a wider trend in increased reported domestic and sexual violence cases across London. Victims of domestic abuse and sexual offences are predominantly women.

In Croydon, research conducted by the Safer London Foundation found that the largest proportion of young people recorded to be most affected by Child Sexual Exploitation were aged between 14 – 16 years old. This research also shown Black or Black British young people were known to be affected (39%), followed by white or white British (30%) and then mixed heritage (26%).

Overall, the proportion of young offenders from BME (Black Minority Ethnic) backgrounds had reduced and was nearly in line with the ethnic make-up of Croydon's population of young people. However, young people mainly boys from Black and Black British backgrounds were over-represented with a higher percentage involved in serious youth violence, drug or theft offences: and first time entrants to the youth justice system, and many of whom reoffend. Croydon had a higher rate of first time entrants to the youth justice system than the national average. Young offenders often present with other risk factors such as drug addiction, alcohol use and behavioural issues associated with mental health problems and special educational needs.

Despite significant under-reporting of hate crime there had been an increase in reports to the police and remained a key indicator of not only community safety but also community relations.

**What has happened?**

The Mayor's Office for Policing and Crime has launched a new Policing and Crime plan for London that sets out the focus on keeping children and young people safe, tackling violence against women and girls and standing together against extremism , hatred and intolerance with a key underpinning theme of social integration and tackling inequalities. The Council welcomes this change in focus in supporting the objectives within the Opportunity and Fairness Plan 2016/20.

Domestic Abuse and Sexual Violence (DASV) remains a major priority for the Council and work continues to address through the Family Justice Centre (FJC) and engaging with partners. The Council successfully bid for £260,000 of external

funding to strengthen domestic abuse service provision in the three London Boroughs of Croydon, Bromley and Bexley between 2016 and 2018. Referrals to MARAC (Multi Agency Risk Assessment Conference) continue to rise, implying greater identification of victims of DASV at high risk of harm. 578 were discussed at MARAC in 2016-17, which is 29% higher than the previous year.

Over the past year work has continued to protect children from being sexually exploited within the borough. This has included reviewing processes within the Local Authority and working with partners to ensure there is good intelligence sharing. As a result there is now a strategic monthly meeting, MACE (Multi-Agency Child Exploitation), chaired by Children's Services with representatives from other agencies including the police, education, health, the youth offending service, gangs team, Safer London and the NSPCC. The group look at patterns and trends which enables them to identify any gaps in provision as well as hotspots. This has enabled the group to start putting together a wider intelligence picture, targeting resources where they are most needed and identifying perpetrators. It has also resulted in a more 'joined up' approach with agencies sharing information, but also in making the links between CSE (Child Sexual Exploitation), children going missing and links to gangs.

The number entering the criminally justice system for the first time has remained stable and there has been a reduction in youth re-offending rate.

As the country witnessed nationally, there has been an increase in reported hate crimes within the borough.

The key actions that the Council has taken in 2016/2017 to deliver this outcome are:

- ✓ **New Safer Croydon Community Strategy embracing the new direction of the Police and Crime Plan for London**
- ✓ **Holding DVSA (Domestic Violence Sexual Abuse) perpetrators to account, training has been provided to all practitioners to address abusive behaviour within families and facilitate positive change among perpetrators.**
- ✓ **Creation of Community based domestic abuse advisor at best start locations, police stations, Croydon university hospital and dedicated leads for domestic abuse in schools and in GP surgeries, those experiencing abuse will have more timely access to support.**
- ✓ **Congress event that focused on child sexual exploitation and developed a joint strategy to identify and stop it- raising awareness within the community including staff in hotels, church leaders, religious groups, youth groups and schools.**
- ✓ **The Safer Croydon Partnership has submitted two bids to support victims of Hate crime for MOPAC (Mayor's Office for Policing and Crime) funding (to be delivered by CVA and Victim Support) for the next two years**

The case studies below highlight the work supporting this theme.



## Good Practice 1

### **Knives Not Lives/Aspire Higher Programme**

Knife crime is a nation-wide concern and Croydon is facing this challenge by working in partnership to tackle it. The Council, police, public sector partners, voluntary sector, businesses, community leaders and most importantly – young people - have signed up to a Children's and Youth Plan that plans to tackle knife crime and its causes, and to provide opportunities to help them reach their personal goals.

With official figures showing that knife-related violence is on the rise in London and England as a whole, one group is taking to Croydon's schools and beyond with a bold message.

Lives Not Knives started as a t-shirt campaign in 2007. Today, Lives Not Knives impacts young people on a far larger scale. The campaign is now preventative, educating the community, primarily young people, about the effects that carrying a knife can have on their lives.

Lives Not Knives ventures to schools across Croydon (and occasionally outside of it), using their anti-knife violence platform to attempt to make a difference in young people's lives through presentations. Presentations use facts and statistics to turn young people off of their interest in carrying a knife in the future. They speak about the violence the weapons can result in, as well as the amount of knives found in Croydon town centre.

In January 2017, they received funding for the Aspire Higher program. The program involves members of Lives not Knives working with more than two hundred young people who are at-risk of becoming involved in violence or serious problems.

The goal of the program is to get at least 140 of the young people on the right track, guiding them toward education, post-16-training, apprenticeships, or employment through personal goal-based coaching.

The BRIT school will be supporting the program by writing and delivering a workshop which will be shared by Croydon schools in conjunction with officers.

The performance is written by young people for young people. It portrays their voices, victims and police and the judicial process, and tackles everything from choosing to carry a knife, to bullying, child sexual exploitation and drug dealing and is entitled 'You Choose'.

## Good Practice 2 'Choose You're Future' Campaign

'Choose Your Future' is a partnership campaign, led by the council working with public sector agencies, local organisations and businesses. Picking up on the priorities that young people identified at the first Youth Congress in July 2017, it puts young people at the centre of the campaign. Its aim is to encourage Croydon's young people to make positive life choices around staying safe, finding jobs and achieving success. It is also about celebrating Croydon's young people and continuing to give them a real voice.

The campaign launched in November 2017, when 68 young people were given the opportunity to take up the reins at some of the town's leading organisations during Croydon's Takeover Challenge on 24 November. One young person has written a blog about her experience and involvement in future police engagement work <http://news.croydon.gov.uk/choose/my-choice-chardonnay-henry/>

The campaign was backed by many young residents, who pledged their support with testimonials and [video messages](#), as well as local organisations who have pledged support as campaign partners.

The campaign was publicised through a variety of media channels. A striking brand identity, including t-shirts that encouraged young people to get involved and put themselves in the picture. Images and films from meetings and events were incorporated into the campaign.

Croydon College safety roadshow saw over 150 young people engaged and 130 complete a survey. About one-third (32% of those responding) to the survey were aware of the campaign prior to the event. 90% supported the campaign (with 41% saying they were really behind it). Of the respondents - (82% were under 25 and 35% Black or Black British; 11% said they had a disability)

Town centre engagement with police on 20 December saw over 80 young people engaged and responding to a police survey

One comment from a Croydon College student at the roadshow when asked why they support the campaign: "To make a change for my children and the youth of today. They are our future."

At the same time, the council's first cohort of apprenticeships started in positions across the council and young people and the council hosted the Croydon Live! Jobs fair. Young people were also encouraged to get involved in cultural activity through Croydon Youth Arts Takeover.

The Council is in the process of organising the election of a Young Mayor and Deputy Mayor in spring 2018.

## THEME 5

## SOCIAL ISOLATION

**EQUALITY OBJECTIVE**

To reduce social isolation amongst disabled people and older people.

**Why did we chose this equality objective?**

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

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

**What has happened?**

In June 2016 Croydon's Congress considered the borough's response to social isolation and loneliness which brought a wide range of stakeholders together to consider the issues. The themes and issues raised by Congress are being used by the Health and Wellbeing Board to develop a strategic response and social isolation action plan which will be finalised this year. The reduction of social isolation has been a key area of the Council's support for community capacity building including the approach to the Community Fund and Grants programme- £1.8m was allocated over three years to community groups working within the "A connected borough where no one is isolated" theme. It has been a central blank of the development of the One Croydon Alliance Programme

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

- ✓ **Director of Public Health Annual Report - 'Social Isolation and Loneliness'**
- ✓ **Living Independently for Everyone programme has established an integrated reablement and rehabilitation service across the borough, comprising services from across Adult Social Care, Croydon Health Services and Croydon University Hospital. This service ensures people are supported through a multi-disciplinary approach to reduce their length of stay in hospital, assess them in the best place to determine care and establish outcome focused care plans that aim**

**to re-able and maximise independence including reducing social isolation.**

- ✓ **The Integrated Community Networks focus on preventing admissions and aims to enable individuals to support their own health and independence. Care is organised around the individual, breaking down the boundaries between health and social care and the voluntary and community sector, and between formal and informal support. Reducing social isolation is a key considering to ensure health and independence through personal independence co-ordinators**

The case studies below highlight the work supporting this theme.

### **Good Practice 1 Public Health Annual Report**

The Director of Public Health first annual report focused on Social Isolation and Loneliness. The 2016 Croydon Opportunity and Fairness Commission report highlighted the growing issue of loneliness and isolation facing communities today and the need to put these issues at the heart of our local and national agenda.

The report examined the risk factors that can lead to loneliness and social isolation at the various stages of one's life (pregnancy and early years, children and young people, working age, and retirement and later life) and presented quick tips for what we can do as individuals to combat loneliness and social isolation and as a community with the support of voluntary sector organizations, and health and social care services where applicable. The report identified personal factors listed below as risk factors for social isolation and loneliness;

- sexuality, ethnicity and age,
- life changes such as new, young or lone parenthood,
- retirement and unemployment
- poverty and deprivation,
- stigma and discrimination,
- long term unemployment,
- domestic abuse and violence
- recent migration

There are a number of community initiatives designed to tackle social isolation. Some of these are listed below;

- Bump Dance Fitness - aims to engage local mums from the community to make new friends, combat isolation and keep healthy and safe. To date they have involved over 30 women and their children. Through increasing their networks, those attending feel less isolated and more able to gain support from others in relation to their safety. Many of those attending have experienced crime including domestic violence and report that the initiative has helped them seek support and 'take more control of their lives'.
- Young Migrants - Lingua House - Members of the Afghan community identified a need to develop English language classes to help younger members of the community develop their language skills and therefore take greater part in the wider community. This has also allowed for conversations to take place related to a range of issues for young people who are new arrivals in the borough through language support and peer to peer guidance.

The founder of Lingua House explains that many of these young people are lonely and isolated and therefore vulnerable, so being supported by those who care and understand them is vitally important; *"Being around people they trust and who understand them is so important for these young people many of whom have had traumatic times in the recent past and yet just want to play a part in the local community. How we develop what we do is based on sharing our skills and encouraging all of us to support each other"*.

Participants are helped to identify the future support they need particularly in relation to employment and activities they wish to undertake and the work also looks at ways in which they can offer their gifts to each other in terms of knowledge, skills, experience and contacts.

## **Social Isolation Congress**

Croydon Congress is the over-arching consultative stakeholder group for Croydon's Local Strategic Partnership (LSP) and has a key role in informing the future direction of its work, particularly on cross-cutting issues. Croydon Congress brings together key local leaders, representatives from local businesses and the public, voluntary and faith sectors.

The 10th Croydon Congress theme was 'Social Isolation and Loneliness'. It was attended by nearly 200 delegates. There was good representation from across the public, private and voluntary and community sectors, including health services, faith groups, probation and the police, organisations representing children and young people, families, carers, people with mental health problems and older people.

The event was chaired by the Cabinet Member for Communities, Safety and Justice. A background information booklet was produced for the event. This set out the rationale, objectives, initial analysis and examples of good practice. The keynote speaker was Elaine Rashbrook, National Lead Older People, Health and Wellbeing, Public Health England. The meeting was addressed by the Leader of Croydon Council, the Croydon Director of Public Health, and an expert panel including representatives from a range of local groups.

In addition to the presentations and question and answer sessions, two short films were shown that presented the perceptions of individuals based on their experience of social isolation. This was followed by two workshops sessions, across 20 tables, which discussed the range of issues, protective factors and interventions that can impact on social isolation at different stages of the life course, and for particular at-risk groups. This recognised that certain individuals and groups are more vulnerable than others, depending on factors such as physical and mental health. Four life-cycle stages were considered:

- pregnancy and early years
- children and young people
- working age people
- retirement and later life

The purpose of this Congress was to provide an opportunity for a wide range of stakeholders to share their views and experiences on this issue and to influence the way in which future policy on social isolation and loneliness is developed.

Following the event, The Health and Wellbeing Board is working in partnership with the LSP, other partners and local stakeholders, on taking forward the feedback from Congress and developing a strategic response based on the initial recommendations that have emerged, including through incorporation into the JHWS where appropriate.

The Council has positioned the reduction of social isolation as a key area in its support for community capacity building. In its approach to the community fund, small grants and community budgets, two of the themes for funding applications support this – 'Vibrant, responsible, connected communities' and 'a connected borough where no one is isolated'. Asset-based community development work, underway in Broad Green, Selhurst and Thornton Heath, also provides a strong platform to identify the skills, knowledge and potential of local people to build active and inclusive communities. Community days of action and events such as big lunches provide opportunities for people to engage with others.

### **Active Communities Project**

The Active and supportive communities project is being developed to create new points of access and information in the community. Centred on GP practices, the aim is to ensure that each practice is supported to connect people approaching clinical services to sources of support in their local community.

The approach, known as social prescribing, seeks to promote prevention and self-care and tackle social isolation among older people through increasing their involvement in community groups and activities. By increasing resources within each GP practice to connect patients to a range of community resources, improvements in well-being and in the way GP practices work can be delivered.

The proposal is that in each of the six GP Networks, a lead voluntary organisation will be identified to manage and co-ordinate the input of smaller organisations and groups to:

- Identify and/develop resources and lead individuals for each practice
- Collate local community assets and make them public
- Help to standardise the community offer from one practice to another
- Complete a gap analysis to work with the Alliance and commissioners to develop a plan to shift resource appropriately into the gaps (longer term)

An over-arching aim of this work is to support the voluntary and community sector to collaborate with each other and share resources in order to co-develop a network of community resources for Croydon residents in each area, to deliver an offer that includes:

- Health interventions (clinical and non-clinical)
- Support groups
- Healthy Lifestyles/fitness classes
- Practical activity programmes such as gardening, sewing, art, bingo, health classes etc.
- Education, vocational training
- Mentoring
- Financial/debt advice
- Health and exercise/ health management
- Signposting
- Refreshments, tea and coffee clubs

Work has kicked off with a community engagement event in Thornton Heath on 25 October 2017, held in conjunction with Parchmore Medical Centre, to publicise the range of community led activities taking place in the area

**THEME 6****COMMUNITY COHESION****EQUALITY OBJECTIVE**

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

**Why did we chose this equality objective?**

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

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

**What has happened?**

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



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

- ✓ **Community Fund and Community Grants programme with £2.1m committed to vibrant responsible and connected communities over three year**
- ✓ **Using our assets through Community Asset Transfers to promote wider community use and involvement in local areas**
- ✓ **Launching devolution pilots to further enhance opportunities to enable local community engagement and involvement in local decisions**
- ✓ **Increasing investment in Community Ward Budgets to provide increased opportunity for local people to determine local priorities in consultation with ward councillors**
- ✓ **Don't Mess with Croydon (DMWC) campaign tackles fly-tipping and works towards making Croydon the cleanest and greenest borough in London**
- ✓ **Encouraged community led programmes to welcome migrants into the local area and support them to volunteer and participate, backed by greater support to learn English**
- ✓ **Delivered a programme of community walkabouts**

The case studies below highlight the work supporting this theme.

**We Stand Together**

Following the attack on a young refugee in Shirley, the Council worked in partnership with Croydon Voluntary Action (CVA) to hold an event, entitled 'We Stand Together'. The event sought to provide reassurance to refugee communities and the Kurdish community in particular. Representatives from communities across the borough stood together to send out the clear message – 'hate crime will not be tolerated in Croydon' and 'hate crime has no place here'.

The Cabinet Member for Communities, Safety and Justice introduced the speakers who included the Leader of the Council, MPS Borough Commander, Steve Reed MP for Croydon North, Leader of Croydon Conservative Party, founder of the Centre for Kurdish Progress, Gavin Barwell MP for Croydon Central, the Deputy Mayor for policing and crime, Sophie Linden (representing the mayor of London, Sadiq Khan), and Bhupendra Solanki from the CVA.

The event was also attended by members from the Kurdish community and refugee support groups who brought along a handful of refugees that had only arrived in the UK that day. Given the high-profile media coverage of the attack, we received feedback that they really appreciated the reassurance that this event provided.

The hashtag #westandtogether was used on social media as a symbol of solidarity.

**Spacehive**

The Council's key ambition is to empower local communities to develop community engagement and create local places they love.

Spacehive is a crowdfunding platform that provides an opportunity for people with project ideas to gain support from their community, ensure their plans are viable, pitch for funding from the crowd and Spacehive partners and share the impact they've created.

It is a tool that supports and empowers our local communities to make positive changes to their areas in order to help them thrive and grow.

Local communities are provided with tools to help them develop their ideas and given capacity building support to assist them with generating public support; this consists of inviting donations of time or money from local communities, local businesses and neighbours. Pledges are used to fully fund project ideas ultimately mitigating the reduced government funding to communities.

The Council provides a wide range of support including assistance with developing promotional and engagement plans and local business engagement support to enable local communities to successfully deliver projects that enhance our shared civic life. Examples of projects including sprucing up local parks, holding community events or repurposing a disused building.

Below are some examples of Spacehive projects:

- South Norwood Community Festival 2017 – The festival is organised for the Community by volunteers and brings together people of all ages to see free live music and arts.
- Stanley's Christmas Extravaganza – The events aims to empower Croydon's diverse community through a day-long festive celebration of community, togetherness and the magic of cinema. It also hosted a Christmas fair to support local enterprises and creatives.

**Community Ward Budget**

The Council's key ambition is to give local communities the opportunity to work together and solve problems or improve the places where they live. The community ward budget programme is building on the local democratic process by giving residents a choice to have a say in how things happen and the things that matter to them in the wards that they call their home.

Each ward councillor is allocated a budget to spend locally. Members are asked to ensure local priorities are being met. The money could be spent on community events and projects such as;

- Refurbishing or cleaning up parts of a local area.
- Big Lunches / Fun Days
- Supporting local scouts /guide group for a specific activity
- Purchase of new street signs or furniture

**Croydon Big Lunch 2017**

The Big Lunch is a national initiative that aims to bring neighbours together to share a meal and enjoy each other's company.

A minimum of 80+ individual lunches took place across the borough for the weekend of the big lunch, 10 of which were attended by the Mayor. The events provide an opportunity for people from various walks of life to come together and share food, get to know who their neighbours and celebrate the Borough's diversity.

Events in Croydon consisted of traditional street parties and picnic lunches in small or larger groups. All events were free. We received positive feedback from all events.

**Community Clean-ups, Street Champions scheme**

The Council's key ambition is to work in partnership with local stakeholders to make Croydon one of the cleanest, greenest boroughs in London.

Clean and Green Street Champions are networks of local volunteers from diverse backgrounds who work alongside the council and its partners to support the Council's "Don't Mess with Croydon - Take Pride" initiative. Its key objective is to improve the environment in local neighbourhoods through encouraging and supporting residents and businesses to manage their waste responsibly by taking action to combat fly tipping, littering and environmental crime, and encouraging more people to recycle.

The Clean and Green street champions work in partnership with the council and its contractors and are involved in a range of activities in their local areas including:-

- Litter clearance
- Reporting incidences of fly-tipping to the council
- Helping neighbours to keep their front gardens tidy
- Helping to maintain woodland areas in a clean, tidy and safe condition
- Sharing ideas on how to improve street cleansing, recycling and waste management

The scheme has supported people from diverse backgrounds and cultures to develop relationships and work together to achieve common aims. The initiative has helped promote community cohesion and build stronger communities across the borough. Below are some positive benefits that have taken place in the Borough as a result of the scheme:-

- Increase in the number of people participating as volunteers
- Cleaner neighbourhoods
- Development and maintenance of stronger relationships with and between local individuals, community groups and a range of local stakeholders
- Stakeholders working in partnership to develop constructive solutions to address a range of local issues and actively working to resolve them

## Community Events

### Croydon PRIDE Fest

There is a large population of LGBT+ (Lesbian, Gay, Bisexual, and Transgender) residents living and working in Croydon. We had received feedback from members of this community that they did not feel safe to openly express and celebrate themselves. The Council held a number of consultation meetings at local venues in Croydon to gather views from the community as to how we can address this. A decision was made to hold the Borough's first ever Croydon Pride event.

The Council worked in partnership with the Police, local businesses and community groups such as TransPALS, Croydon Area Gay Society and local residents to hold the event in July 2017. The event was attended by over three thousand people come together to celebrate the LGBT+ community. This included a marching parade through the centre of Croydon. Croydon Pride Fest saw thousands of people. This year's event marked 50 years of progress towards equality in recognition of the 1967 act that decriminalised homosexuality. For those who couldn't make it you can [see how Croydon celebrated in style here](#).

2017 saw an increase of thousands in turnout from 2016, and resulted in the setup of Croydon Pride Ltd, who will work year-round to put on events that recognise key dates for the LGBT+ community including IDAHOT (International Day against Homophobia), Trans Remembrance Day, Worlds Aids Day and many more. Croydon has since been approached by other London boroughs to find out how we made the day such a success, and will continue to work in partnership with the local community to grow the outcomes of Croydon Pride.

In the summer of 2017, Croydon submitted to the Stonewall Workplace Equality index for the third time. We were very excited and pleased to improve our rankings by a massive 95 places. We have been ranked at 124 out of the 434 organisations that participated - this result places us in the top 30%. Stonewall marked our work on making the workplace Trans inclusive for the first time. It also stated that the council has an active LGBT network who participate in the annual Croydon Pride event, the biggest such celebration outside central London.

### **“Inter-faith bike ride pedals to success”**

The interfaith bike ride is an event aimed at bringing communities together by taking a bicycle tour of places of worship. It culminates with a dedicated interfaith picnic in the park. This year's inter-faith bike ride event was a huge success with a total of 76 riders (including members of the police and the safety riders) and over 250 attendees at the 'Great Get Together picnic'. Now in its third year, we think this is the biggest bike ride of its kind in the entire world.

This year the picnic had added significance as the community wanted it to be a 'Great Get Together' event to commemorate the life of Jo Cox MP.

*“The picnic was buzzing and thanks to the Council for supporting this year and to South Norwood Mosque for bringing lovely food and serving it to everyone. At the end of the day we boxed up the leftover food and drink and took it to the refugee centre in Thornton Heath, arriving just as they were coming for some dinner” - Penny Smith-Orr, Chair of Faiths Together in Croydon*

Members of the community posted lots of pictures of this year's Interfaith Bike ride on Twitter at the following hashtag #fticbikeride.

**THEME 7****HEALTH****EQUALITY OBJECTIVE**

To reduce differences in life expectancy between communities.

**Why did we chose this equality objective?**

The Annual Report of the Director of Public Health for 2015 identified a number of significant inequalities in health outcomes in the borough. The causes of these inequalities are multi-factorial and deep rooted. Sir Michael Marmot recommended six areas where action will have the greatest impact on health inequalities.

- 1. Give every child the best start in life.**
- 2. Enable all children, young people and adults to maximise their capabilities and have control over their lives.**
- 3. Create fair employment and good work for all.**
- 4. Ensure healthy standard of living for all.**
- 5. Create and develop healthy and sustainable places and communities.**
- 6. Strengthen the role and impact of ill health prevention.**

The Indices of Deprivation 2015 showed that health deprivation and disability indicator is greatest in West Thornton, Broad Green, Selhurst and Thornton Heath as well as New Addington and Fieldway. West Thornton and Selhurst had become significantly more deprived in this domain since IMD data was last released in 2010. Finally there are higher levels of income poverty amongst older people in ethnically diverse wards in the north along with a lack of access to services such as a post office or community services.

**What has happened?**

Croydon's current performance is similar or better than average on a range of health outcome indicators including alcohol related hospital admissions, preventable deaths from cardio vascular diseases and childhood obesity at reception year. Croydon's performance has improved for the several measures of perceived wellbeing and is above the London average for all four of them (Life Satisfaction, Well-being, Happiness and Anxiety).

Improvements in life expectancy and reductions in preventable deaths partly reflect changes in lifestyle over time. Good overall performance however masks significant variation within the borough which continue to be an issue. Outcomes still tend to be poorer in areas of higher deprivation. Lifestyle advice and support is being brought together through the Live Well programme, an integrated lifestyle programme with the overarching aim of reducing health inequalities across the borough

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

- ✓ **Food Flagship Programme**
- ✓ **Live well programme**
- ✓ **Outcome based commissioning for Over 65s**
- ✓ **South London Work & Health Programme**

The case studies below highlight the work supporting this theme.

## **Good Practice 1**

### **The South London Work and Health Programme**

The Council's key ambition is to increase employment outcomes for residents with health conditions and disabilities by commissioning a programme which responds to individual needs and provides targeted support.

Croydon is the lead accountable body for the sub-regional South London Work Health Programme. The programme aims to reduce inequality and improve outcomes for unemployed residents with disabilities by supporting them into sustainable employment. This arose following data analysis that showed a trend of individuals with health conditions and disabilities being unable to access employment. Close partnership working, sharing of best practice and engagement across the sub-region will result in a programme which is integrated into borough and sub-regional level services and tailored to the individual needs of residents.

Client will receive a flexible and personalised service, including one to one support. The provider will engage with clients to understand their barriers to employment, and work with them to devise a personalised action plan that will address these barriers and move them closer to employment. This could include skills acquisition, work experience, confidence building, and employability skills. Integration with local services will be a critical part of the programme, including awareness and cross-referral between services, local enhancements and co-location.

Key outcomes will be participants starting in employment, and sustaining their employment over a period of time. There will also be intermediate outcomes such as participants gaining qualifications or completing work experience. Benefits to participants will be improved skills and confidence and better chances of moving into paid work. There should also be improvements in participants' health and wellbeing.



## Outcome Based Commissioning Over 65s

The Council's key ambition is to develop an Integrated Health and Social Care system for the over 65s population to provide high quality, safe, seamless and personalised care that supports them to stay well and independent.

OBC for over 65s aims to integrate health and social care through a comprehensive framework that is focussed on improving outcomes for people.

Rather than simply redesigning services and customer journeys, the Council and Croydon Commissioning Group consulted residents on what outcomes they were seeking from the system.

The Outcomes Framework was developed through extensive consultation with local people on the outcomes they wanted to see. These were in the form of Making it Real 'I statements', as follows:

- Staying healthy and active for as long as possible;
- Access to the best quality care available in order to live as I choose and as independent a life as possible;
- Being helped by a health and social care team that has the training and specialist knowledge to understand how my health and social care needs affect me;
- Being supported as an individual, with services specific to me;
- Having improved clinical outcomes.

The contract for delivery of integrated health and social care services puts the individual and their family at the centre by focusing on the achievement of these outcomes. Going forwards Croydon's older people and their families should expect to seamless, joined-up care and health provision of a consistent high quality and standard; services will also be personalised around their needs.

From Year 2, the contractual arrangements for OBC for the over 65s will use a payment mechanism designed to incentivise providers to improve outcomes for the population. Providers will be given a fixed amount (capitated budget) to cover the costs of health and care for the older population rather than being paid directly for activity. The aim is to ensure a financially sustainable economy with a transformed health and care system for Croydon residents.

Engagement of local service users is continuing to support the programme and the design of Croydon's new models of care. An extensive phase of testing and co-design was put in place. Overall 400 individuals provided input and the views and opinions gathered were fed back into the process to support the development of and verify the detailed outcome design.

The Service User Specialist Engagement Group meets representatives of the OBC Programme and the Alliance a monthly basis to ensure service user needs are taken into account.

Evidence that underpinned the equality analysis included the draft Joint Strategic Needs Assessment (JSNA) that assesses the 'Health and Social Care Needs of Croydon's Older Adults & Carers'. This provides a detailed understanding of Croydon's population, social determinants and health and social care needs of Croydon's over 65 population, and carers of people over 65.

### Good Practice 3

#### Live Well Programme

Croydon like many areas in England, is taking a different approach to its wellbeing and lifestyle services by developing an integrated lifestyle model which aims to make it easier for residents to look after both their physical and mental wellbeing. It has developed a new, integrated healthy lifestyles service, known as the Live Well Croydon Programme. The programme aims to increase life expectancy and reduce health inequalities.

These are services which aim to support people to make healthy behaviour changes, such as quitting smoking, or being more physically active. The services form part of the support that the Council and its partners provide to enable people to lead healthy and happy lives. This model is delivered through a single point of access, that;

- provides information and advice about living well
- offers a wide range of interventions through digital and online approaches, telephone and email support as well as group and 1 to 1 support in person
- enables community development, peer support and volunteering
- targets people who are at higher risk and in greatest need
- delivers tiered, holistic interventions according to individual and local community needs supporting people and their families to:
  - Stop smoking
  - Lose weight
  - Drink less alcohol
  - Increase physical activity
  - Improve mental health and emotional wellbeing

A stakeholder workshop was conducted in November 2016 where representatives from various departments in the council, health services and the community and voluntary sector discussed potential positive and negative impact on vulnerable groups

The 'Live Well' face to face service was launched in April 2017. The targeted aspect of the service focused resources on high risk groups. The reach of this element was therefore small to ensure demand and the offer was appropriate, but the impact will be large since it will address clustered unhealthy behaviours in groups that experience ill health from a younger age and offer support for 12 months as opposed to 12 weeks in previous lifestyle services. This approach offers an opportunity to address inequalities in longevity.

The service has engaged key protected groups identified within the Health Impact Assessment. As part of the development of the Live Well Alliance, the Council is working to ensure that access routes and service provision are appropriate for people with physical and learning difficulties. Services are person-centred and

## Good Practice 4

### Food Flagship Programme

Growing food, learning to cook healthier food, and understanding the importance of a balanced, nutritious diet in preventing obesity were the principal aims of Croydon becoming a Food Flagship Borough.

The Food Flagship programme was a programme led by Croydon Council, working in partnership with the third sector, GLA and local schools. The programme in Croydon uses food to transform the environment, improve health, tackle obesity, and reduce health inequalities among residents and helping residents live longer healthier lives.

The Food Flagship programme delivered a range of projects to different communities across the borough, including:

- Developing food businesses – who provide support and opportunity to those groups and individuals who have innovative ideas for providing healthy food to their community.
- Providing community grants – to support and give opportunities to those groups and individuals who have innovative ideas for growing and cooking healthy food.
- Encouraging a whole-school approach to healthy eating, with a focus on breakfast clubs and lunchtimes, and involving children in growing and cooking food from reception onwards.
- Promoting community gardening projects – building communities' capacity for growing and optimising the potential of new growing areas in Croydon.
- Good Food Matters; Community Food Learning Centre – offer free catering and horticultural courses for a range of targeted groups.

The outcomes for the Croydon food flagship programme as specified by the London Food Board are:

1. Reduction in levels of childhood obesity
2. Increase in school attainment in children from disadvantaged groups
3. Decrease in the numbers of new cases of type-2 diabetes

At the end of the programme we wanted to see children learning how to cook and eating good quality food in and out of school thus encouraging longer term behaviour change in their lives, the wider family and local community. Learning how to cook and grow food would also help influence food shopping habits and cooking at home.

The programme has achieved significant successes in the past two years with key funded projects achieving, and in some cases exceeding, targets. Some of these are listed below;

- £25,000 was invested in supporting community projects such as cooking and nutrition lessons for a BME group, specifically aimed at women out of work.
- Infant school meal uptake has increased from 81% to 85.2% and key stage 2 meal uptake has increased from 53% to 64.5%. This has been described as the best uptake in the country

## THEME 8                      OUR WORKFORCE

### EQUALITY OBJECTIVE

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

As a council we have committed to:

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

### Why do we monitor the workforce?

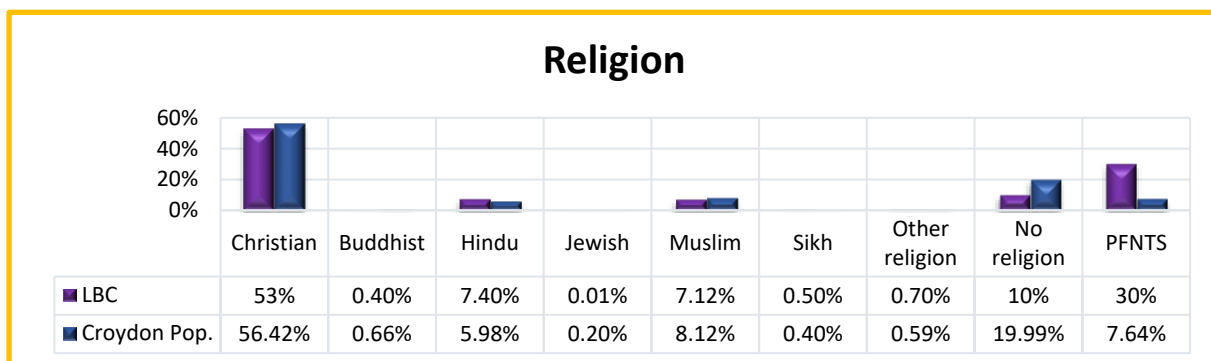
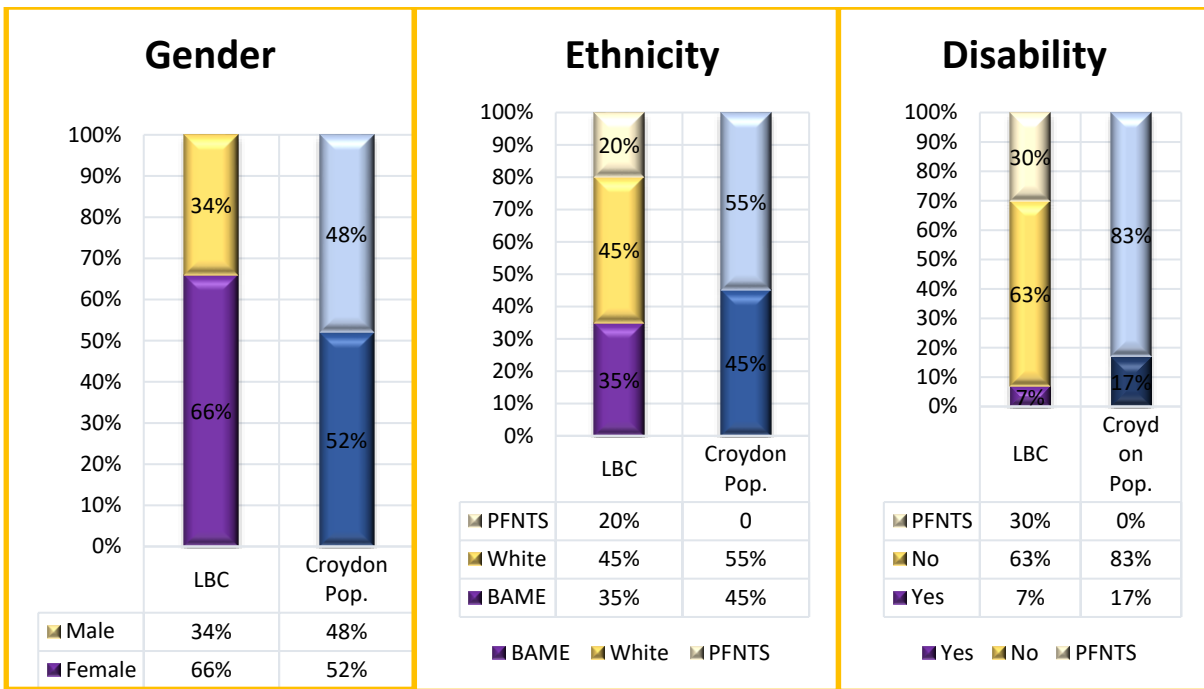
The workforce profile provides a valuable source of data about the Croydon Council workforce, that:

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

### Workforce representation by protected characteristics

Our breakdown of the workforce is mapped against census 2011 statistics regarding gender, ethnicity, disability and religion characteristics. Whilst Croydon has a positive gender mix, there is more to do on ethnicity and disability if we are to meet our aspiration of employing a workforce that is representative of our communities.

Data on the ethnic origin, any disability status, religion or belief, sexual orientation, gender, marital/civil partnerships status, caring status, gender assignment and age of Croydon Council employees is collected on the basis of self-classification by individuals.

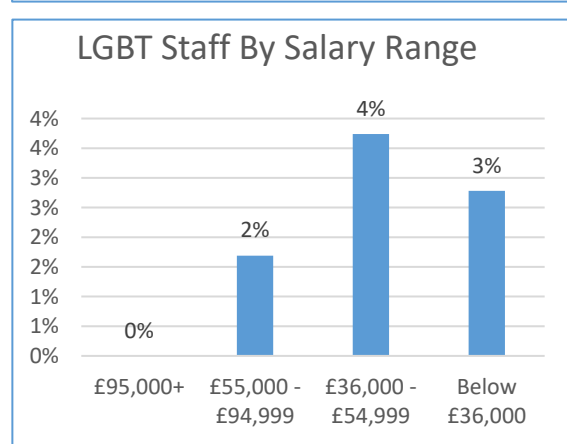
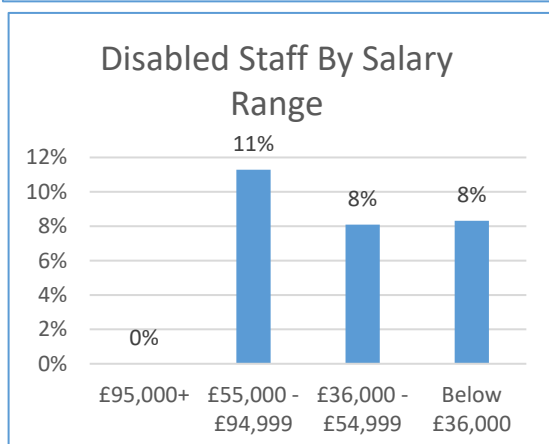
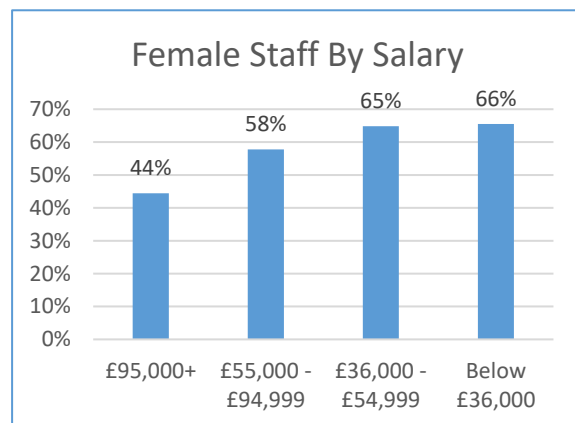
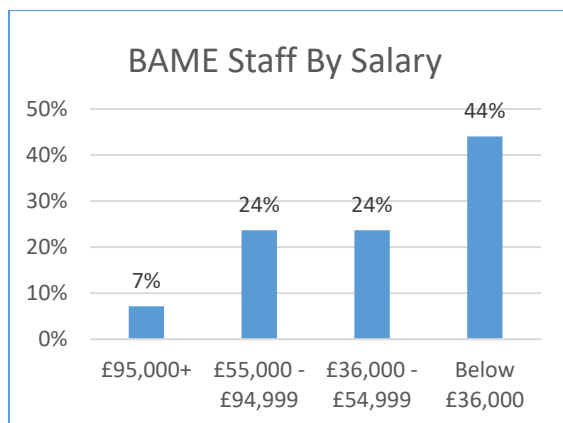


The 2011 census did not collect information from respondents on sexual orientation or sexual identity, therefore the council does not have a community comparator to map against. However the council undertakes workforce monitoring on sexuality and has collated data over the last 5 years (see chart below). During this monitoring period we have seen a small but positive increase in LGBT representation and a decrease in those electing to prefer not to say. The council also achieved a positive outcome in the stonewall index, placing it 124<sup>th</sup> out of 434 employers, its highest rating so far.

	LBC 2013		LBC 2014		LBC 2015/16		LBC 2016/17		
<b>Bisexual</b>	8	0.30%	9	0.30%	4	0.15%	8	0.38%	
<b>Heterosexual</b>	2,270	71.50%	2,117	71.4%	1,714	63.36%	1606	76.19%	
<b>Homosexual</b>	45	1.40%	38	1.30%	28	1.04%	37	1.76%	
<b>Other</b>	0	0.0%	0	0.0%	85	3.14%	66	3.13%	
<b>Prefer Not To Say</b>	854	26.90%	803	27.00%	874	32.31%	391	18.55%	

### Equalities profile by earnings

It has already been highlighted that the workforce at Croydon is not yet representative of its community in respect of ethnicity and disability. The equalities monitoring of our workforce further indicates that there is also an under-representation within the workforce across salary ranges, with a negative funnelling of representation for BAME staff at senior level. It is interesting to note a more positive distribution for staff declaring a disability.



: NB data shows positive declarations on protected characteristics

However it should be noted that the data only reflects positive declarations on protected characteristics i.e. non-disclosure is not analysed. Therefore the statistics are not a comprehensive assessment but are an indicator for focus for action.

### **Gender Pay Gap Reporting:**

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

The Council's has a mean gender pay gap of 1.6% and a median gender pay gap of 2.4% which compare favourably in comparison with other local authorities and regional statistics. Full details will be published on the Council's website and government portal by 30<sup>th</sup> March 2018

### **What are the key successes?**

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

These include:

- Staff diversity network groups: we have six staff diversity network groups within the council who have supported change to our workforce profile by their visibility of staff diversity through awareness raising events, communications campaigns and role modelling. They have also worked actively with the community in activities such as volunteering and event promotions.
- All staff diversity group network chairs sit on our Culture Board which is held monthly and chaired by the Chief Executive. The Board includes Staff Ambassadors and senior management representatives. The Culture Board aims to set the direction for improving culture and oversee all the changes within the council to ensure that we "create an organisation where talent can flourish".
- To address inequalities in diversity at middle and senior management levels, leadership programmes have been implemented specifically for employees who are women or of BAME ethnicity.
- Timewise Accreditation: we are now accredited (since December 2016) as a Flexible Working borough and are continuing to advocated and promote flexible and agile working for our existing workforce and potential employees.
- Disability Confident Employer: we are accredited as a Disability Confident Employer (since 2017) and have worked with our Disability Network Group

internally and with the community in promoting good practice and training managers.

- ENEI Silver status award: we achieved the Employers Network for Equality and Inclusion Silver status award in 2017 and came 8<sup>th</sup> out of 44 employers entered. This award highlighted our achievements in equality and diversity in the previous year.
- Stonewall Workplace Equality Index: 2018 marked our highest placing for Stonewall. We achieved a placing of 124 out of 434 employers entered, placing us in the top 30% of employers.

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

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

## What Next

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

- Examining gender segregation of some roles, particularly where there is a high gap between male and female
- Understanding and tackling the issues regarding low numbers of BAME in senior management roles
- Encouraging higher disclosure declarations, particularly around disability and sexual orientation

Our good practice case studies below further highlight the work that has been ongoing:



## Good practice 1

### **Menopause Steering Group (a sub-group of the Women's Diversity Network)**

The aim of the group was to raise awareness around the challenges facing women in the workplace when experiencing peri-menopausal, menopausal and post-menopausal symptoms and to provide guidance for managers to support staff that may be affected.

The menopause steering and support group was launched as a sub-group of the Women's Diversity Group in 2017.

The aim of the Menopause Steering Group was to:

- bring awareness and understanding to the workforce about a health issue that is rarely discussed;
- offer support and advice to female staff who are experiencing the menopause.

It was already clear in the workforce profile that:

- 66% of workforce are women
- 34% are men
- 43% of the whole workforce are women are aged 40 – 65
- 15% of the whole workforce are women are aged 30 – 39
- 25% of women currently going through the menopause have considered leaving work due to their symptoms. (Survey by 'Tonight' and Wellbeing of Women 2016).

There are clear cost implications for staff turnover and recruitment therefore the business case for raising awareness is strong.

The menopause is a natural part of aging for women and it usually occurs between 45 and 55 years of age but can occur at any time up to a woman's mid-60s, or any time before 40, either naturally or through a medical condition or surgery.

Around 30-60% of women experience intermittent physical and/or psychological symptoms but every woman's experience is different.

In response to a TUC survey, over a third of women cited embarrassment or difficulties in discussing the menopause with their employers and one in five spoke of criticism, ridicule and even harassment from their managers when the subject was broached.

The key deliverables of the menopause steering group were to:

Produce menopause guidance (produced March 2017) in conjunction with HR and Mental Health and Well-Being diversity network; Devise menopause bite-sized training (on-going from March 2017)

Also a menopause steering group (made up of members of the Women's and Health and wellbeing networks) was set up. Additionally a menopause support group for women only (on-going from March 2017)

The key markers of progress so far have included:

- The guidance and training were launched during International Women's week.

- As far as we know Croydon Council is the **only council** that provides guidance, resources, bitesize training and support groups around the menopause.
- To date over 200 women have attended a menopause bitesize or support group session and are on the mailing list.
- The work has been shared with all London Local Authorities via the London Healthy Workplace Charter Steering Group.

## Good Practice 2

### Development of Staff Network Groups

The Staff Network Groups were developed and launched in 2014. The aim in creating these groups was to enhance the culture of the council by creating an inclusive diverse environment in which everyone could be 'themselves' whilst at work and offer support and encouragement to personal development.

The groups work plans also reinforced the values of the council including:

- Being One Team
- Taking Responsibility
- Proud to Serve
- Valuing Diversity
- Honest and Open

In 2014 with the support of the Chief Executive (CEO) and the existing 'People Board' (a group who supported cultural change in the council), the council officially launched the ambition to create new diverse network groups.

By the Spring of 2015, 6 network groups has emerged as clear entities. They included

- Women's Network
- Disability Network
- Working Carers Network
- Mental Health and Wellbeing Network
- Lesbian, Gay, Bi-sexual and Transgender (LGBT + Allies) network
- Black, Asian and Minority Ethnic (BAME) network

Since 2016 all the groups have collaborated together to create an annual 'Diversity Conference' event to showcase all the group's activities (including their links to the community) and celebrate the impact of all of them within the organisation.

Stronger links have been created between the council and the community by the existence of the network groups.

Progress of the groups so far has encompassed the following:

- Increase of membership of all staff networks from 12% in 2014 to 23% in 2017 (around 600 staff belong to a network group)
- Development and embedding of a number of initiatives influenced by the groups including: Timewise Accreditation (flexible working); Disability Confident Accreditation; Changes to the appraisal process.

- Increase in awareness and promotion of diverse activities including International Women's Day; Pride March; Black History Month; Carers Week; Time to Talk (Mental Health); International Day for Disability.
- Development and implementation of Leadership Programmes aimed at increasing minority representation at senior levels and increasing promotion opportunities throughout the council. Currently Leadership programmes exist for Women and BAME.

## **Appendix 1**

### **Additional sources for information on equality and inclusion in Croydon**

#### **Croydon Opportunity and Fairness Commission Report**

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

[https://www.croydon.gov.uk/sites/default/files/articles/downloads/Croydon\\_Opportunity\\_%26\\_fairness%20Commission\\_final\\_report.pdf](https://www.croydon.gov.uk/sites/default/files/articles/downloads/Croydon_Opportunity_%26_fairness%20Commission_final_report.pdf)

#### **Croydon Observatory**

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

<https://www.croydonobservatory.org/>

#### **Equality and Inclusion Policy 2016-20**

The council's ambition is to make Croydon a stronger, fairer place where no community is held back. It acknowledges its statutory equality duty as a Public Sector employer under s149 of the Equality Act 2010.

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

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

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

#### **Workforce Profile 2016-2017**

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

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

<https://www.croydon.gov.uk/community/equality/strategies/workforceprofiles>