

appendix to item 11
Cabinet 20 January 2014

CROYDON COUNCIL

Draft

EQUALITY ANNUAL REPORT 2013

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Foreword - Cabinet Member

As the portfolio holder for the community and equality agenda, I am pleased to introduce the Council's second equality annual report 2013-14.

Croydon Council recognises it has an important role in creating a fair society through the services we provide, the people we employ and the money we spend. Equality is integral to everything we do. The Council aims to be an excellent authority for all of its communities, working with partners in the public, business and voluntary sectors to deliver the highest standard of equalities practice in order to secure better outcomes for local people and make Croydon a place of opportunity and belonging.

This annual report provides a summary of the progress that we have made in implementing the objectives that are set out the Council's Equality Strategy 2012 -16. The strategy sets out in one place the Council's equality objectives and other arrangements for embedding equality into everything we do. It contains cross-cutting actions that are aligned to and support the delivery of the objectives found in our Corporate Plan 2013-15 which are underpinned by the Council's values. The strategy contributes to the borough's vision and Community Strategy 2013 - 18.

This second annual report aims to provide an overview of the progress the Council has made to embed equality throughout the organisation. It also includes some examples of good practice that we have developed to ensure that our services are fair, inclusive and accessible to our residents who have diverse needs.

This report shows that equality, fairness and inclusion matters to the Council and that by working in partnership with other statutory and community organisations we have been successful in taking forward work on our community and equality priorities.

The Council has an integral community leadership role in advancing equality of opportunity, fostering good community relations and eliminating unlawful discrimination and harassment. We are committed to tackling disadvantage and recognise that during times of austerity this becomes an even more important and tougher task. We aim to deliver this by playing a key role in enabling those who are disadvantaged to reach their full potential and play an active part in the borough's future prosperity.

Croydon Council wants to be known for its excellent practice for embedding equality throughout the organisation and in our partnership work so that together we can secure better outcomes for local people, their communities and our staff.

Insert a photo

Councillor Vidhi Mohan
Cabinet Member for Communities and Economic Development

THEME 1

STRONGER COMMUNITIES

The Council's equality priority is to work with our partners to:

- Build stronger communities by reducing deprivation
- Encourage safer communities by reducing violence

.The actions that the Council agreed to take to deliver this are:

- Tackle social pressures in the poorest areas especially youth unemployment among black and minority ethnic communities, women and those who are disabled
- Make it easier for different communities to organise themselves and have a greater voice in the things that matter most to them especially disabled people;
- Encourage more people to have trust and confidence in public institutions especially between established and newer communities as well as young people with the Council and Police.
- Reduce violence especially serious youth violence and that which involves knives or guns, in particular among men living in the north of the borough;
- Encourage people to report domestic violence, rape and sexual offences and know they can trust organisations that work together to deal with the perpetrators appropriately and effectively
- Encourage people to report hate crime, homophobic, religious and race, and know they can trust organisations that work together to deal with the perpetrators appropriately;
- Support more young people with complex needs earlier so they don't end up as first time offenders in the youth justice system especially those from Black and minority Ethnic backgrounds.

In 2013 we have:

- Worked with partners to create the **Community Connectors project** that aims to identify the skills, knowledge and potential within the community and its members. The project will connect and support these skills and people to develop specific activities, with access to small pots of funding. This project is working in the areas of Broad Green, Selhurst or Thornton Heath.
- Delivered two successful **Croydon Congress** meetings, bringing together leaders in Croydon from the public, business and voluntary sectors. The meetings focused on **Taking Responsibility for Croydon's Health** and **Pathways to Employment**. The findings from these events are helping to shape the Local Strategic Partnership themed partnership's medium to long-term plans. Further information is available in good practice story 5 and 6.

- Promoted and celebrated volunteering through **Civic Awards**, presented at a gala reception in recognition of outstanding achievement in nine categories including long service, contribution during the year, young volunteers and corporate volunteering. We increased the number of nominations in the second year of the awards by about 20% to 170.
- Used the **Small Grants** fund to provide £100,000 to support 24 new community initiatives during the year. These included support for the development of food banks, community arts projects, environmental improvements and conservation, a film project for young people and money management advice for refugee communities.
- Used **Volunteering** in a number of different services and spanning all age groups and backgrounds. This project focuses on developing good practice across all volunteering opportunities in the Council and, in particular, seeks to break down barriers such as open recruitment and payment of expenses. Further information is available in good practice story 8.
- Played an instrumental role in bringing together food banks and other community groups involved in the distribution of food to form a co-ordinated **Food Network** to improve communication, referral mechanisms and make the individual food projects more effective. Three buildings owned by the Council have been renovated for use by the Food Network members as food stores and separate office space has been provided. Further information is available in good practice story 2.
- Established an independent **Healthwatch Croydon**, through developing a consortium of local voluntary sector providers, user led groups and other stakeholders to act as the consumer voice for people of Croydon who use health and social care services. Formally launched in November 2013, Healthwatch Croydon has already established a member base in excess of 600 people, held a number of public meetings and has participated in the review of Croydon University Hospital.
- Extended community networks and relations and organised a full **programme of community meetings** in 2013. Four community meetings took place with the Afghan community, Tamil community, Hindu, Jain, Sikh and Buddhist community and the Muslim Community. Various other meetings also took place in the community and jointly with other partners. At each meeting a range of issues are raised and discussed with council and police officers. We continue to work with the community on issues such as housing and homelessness; welfare benefits; setting up of a non-religious community group to provide services for Afghan community; bereavement services in the borough; town centre regeneration, community safety and hate crime, and opportunities to promote Croydon's diversity.
- **Four meetings of the Ecumenical Borough Deans also took place in 2013.** The key issues discussed included youth provision, welfare reform, employment and housing issues, schools provision, Bernard Weatherill House Quiet Room protocol, community asset transfer, First World War centenary, support for Food Network including storage facilities and street pastors.
- As a part of the **Safer Croydon Partnership**, worked to strengthen relationships with Croydon College. 45 presentations were delivered to students during LGBT (Lesbian Gay Bisexual Transgender) and Safer College weeks on a range of other community safety related topics during 2013. Over 800 students attended these sessions. Further information is available in good practice story 1.
- Led work on **Croydon Connected**, a new Gangs multi-agency strategy. Working with the police, we executed two major undercover operations in respect of gang criminal activity that have resulted in the borough becoming a safer place,

- Organised three **Question Time** events across the borough, which provided residents the opportunity to come and speak to members of the cabinet and senior council officers about issues and services the Council provide. The key issues that were discussed include work on crime and safety, anti-social behaviour and how it can be addressed, opportunities for young people to improve local communities, creating employment opportunities for young people, educational attainment and actions the Council is taking to improve attainment at GCSE and A levels.
- Worked closely with our partners and enabled over a 100 street parties to take place as part of our **Diamond Jubilee celebrations** As many as 17,000 people got involved in the festivities in Croydon over the June bank holiday weekend.
- Worked closely with our partners and enabled over 40 street parties to take place as part of our **Big Lunch initiative**. 4000 people were involved in or attended the street parties that took place across the borough.
- Worked with our community partners and delivered an extensive programme of events to **Celebrate Age and Silver Sunday, Black History Month and LGBT History Month**. Further information is available in good practice story 4, 7 and 9.
- Worked in partnership with Faiths Together in Croydon and organised a series of community events to mark key dates in the faith calendar, such as **Eid ul Adha, Diwali and Christmas**.

Good practice 1

Working for a safer and stronger community

Safer Croydon Partnership

The Safer Croydon Partnership has a well-established relationship with Croydon College that has significantly developed over recent years. This includes talking to students during LGBT (Lesbian Gay Bisexual Transgender) and Safer College weeks as well as actively delivering classes on a range of community safety related topics.

The Safer Croydon Partnership has supported Croydon College to deliver the Foundation for Access course for individuals who wish to return to higher education. A key module of the course is “The Individual in Society” that aims to assist the learner to understand that in society individuals have rights and responsibilities. Support has been provided for this course through presentations on various crime and disorder related subjects.

This year, Safer Croydon Partnership has worked with four separate groups, each made up of around 20 students in an age range running from early 20s to mid-40s. The presentations for this course have covered a range of topics such as:

- definition of hate crime and how it differs from other crime
- motivation for hate crime
- major hate crime incidents under each of the equality threads
- a person’s right to be who they are and their right to be different
- responsibility to abide not just by the law, respecting difference and addressing prejudices
- the realities of hate crime and the considerable negative impact it has on people’s lives

As a part of the course, students were given the task of researching an aspect of hate crime and returning to make a presentation back to the class a fortnight later. There was a good range of subjects covered – disability hate crime and the events at Winterbourne care home; the John Terry / Anton Ferdinand incident and court case; the murder of Kriss Donald; the Liverpool Aryan Strike Force trial and more.

In the course of researching and developing their presentations, students made the connections between the incidents and the rights and responsibilities of those involved. They also spoke to their fellow students of their own direct experience of hate crime against themselves; their family or friends and gave real focus to the purpose of raising awareness of hate crime. This activity significantly enhanced students understanding of hate crime and the impact it has on individuals and their preparedness to act against it if they came across it.

Good practice 2 Supporting vulnerable residents

Croydon Food Network

The Croydon Food Network is made up of charities or voluntary sector not for profit groups operating in Croydon that share the objective of supporting vulnerable people in Croydon can only afford one square meal a day and local children that live in poverty (over 25%).

The Network aims to foster a holistic, flexible and effective community response to food poverty in Croydon. Each group in their various different ways provide food to those in need directly such as giving them meals or indirectly as either provisions or non-perishable food for them to cook in their own accommodation

The Council worked in partnership with the Croydon Food Network on a project to encourage staff to donate food to give to vulnerable families in crisis. The purpose of the project was to ensure that the families identified as vulnerable were provided food, over the 12 days of Christmas. As a result Nightwatch supported 230 individuals with meals from food donated by Croydon staff, The Shrublands Trust, Esther Community Enterprises, Croydon Food Store and a number of churches who are members of the network supported over 90 families with food parcels donated by council staff. In addition to this, tenancy services identified another 30 families who received large food parcels, again donated by Croydon council staff. Enough food was collected to provide food for those alone or homeless to cook a special Christmas dinner as well as providing food parcels for families through to the New Year.

The development of the Croydon Food Network has resulted in better access to support for vulnerable people and low-income families and this has made a great difference to their lives.

Fatima Koroma, nominated the Group of employees from Croydon Council who managed the initiative for an Award said:

“They made a real impact on vulnerable people’s lives and well-being during the Christmas period. The response from Council employees to the call for food donations leading to Christmas 2012 was overwhelming. Over a three week period these Croydon Council employees collected thousands of pounds worth of food and ensured that hundreds of families and individuals supported through the Croydon Food Network had a much better Christmas and start to 2013”

Implementing the Domestic Abuse and Sexual Violence Strategy

The Council has set up a Domestic Violence Working Group to take forward work on implementing the Domestic Abuse and Sexual Violence Strategy and addressing the 4ps of *prevention, partnership, provision, protection*. The following interventions have been delivered to support victims of domestic violence:

- The **Family Justice Centre**, managed by the Council's Early Intervention and Family Support Service (EIFS), responds to referrals by the helpline and drop in service. The primary referring agencies are housing, police and Children's Social Care. The FJC provides support to approximately 50 adults per week - those that have decided that they wish to engage in service and take up support. The FJC provides services to a diverse group of customers. During April - August 2013, 94% of the service users were female and 6% male. In terms of ethnic background, 39% of service users were White, 34% Black and 14% Asian. The age range of our service users varies from 18 to those over 55."
- Support for the **Rape and Sexual Advice Centre** to run support services across south west London, they have a base in Croydon.
- The Council's department of **Adult social care, Health and Housing (DASHH)** has reviewed the **refuge service** that the Council commissions to ensure that we provide an effective response to women fleeing violence. We are also working closely with the Supporting People team to ensure that Croydon's victims are not accommodated within the area but move to other safe accommodation.
- The voluntary sector has secured funding to run four **Encounter Programmes** for survivors of Domestic Violence and the Council is funding **counselling services**.
- The Council's Children's Social Care Service in partnership with the Probation Service ran a **Caring Dads** pilot programme from January to May 2013. The aim of the programme was to work with fathers with children on Child Protection Plans where domestic violence was a significant factor. A social worker was trained to deliver the Caring Dads programme on a voluntary basis with support from a staff member from Probation. A total of 19 men were referred to the programme and 7 were selected. The programme consisted of 17 workshops that were used to help participants understand the impact of domestic violence on their children. The programme ended in May 2013 with 6 fathers successfully completing the course. Due to the successes and the positive outcomes with the fathers who completed the pilot a second cohort of participants were enrolled on the programme in November 2013.
- The Children's Safeguarding Board has run extensive one day **Domestic Violence training** courses that have reached more than 4,000 practitioners.
- A bid has been made to the **Health Reablement Funding** for support for **Domestic Violence victims in relation to mental health** to reduce the impact and the risk of the victim becoming a repeat victim.

Celebrating Age and Silver Sunday Programme

This year, the Council organised a series of events and activities in partnership with community and voluntary organisations to celebrate age and mark Silver Sunday from 30 September till 6 October. The aim of Silver Sunday was to celebrate the contribution older people have made to our society, raise awareness of the challenges we face in an aging society and organise community led events to reach out to older people, their families and friends.

The Council worked with a number of partners such as Age UK, OPEN (Older People's Network), Croydon Neighbourhood Care Association, Croydon Equipment Solutions, Libraries, Croydon Adult Learning and Training, Fusion Leisure Centres, Whitgift Centre, Croydon BID, Fairfield Halls, Safer Croydon Partnership, MIND in Croydon, Healthy Living Hub, Croydon Area Gay Society Tennis Group, POP Bus, Oasis Academy Coulsdon, Coloma Convent Girls School. Sustainable Communities and Resident Involvement teams, Staying Put Service and Public Health to plan and deliver a range of activities for our residents.

A total of 120 key events and activities were held during the week. The programme of activities included badminton, swimming, ballroom, Latin-American and line dancing, exercise classes, computer classes, family history online sessions, library activities with grandchildren, Wii games, coffee mornings, crafts and card-making.

The four main events were:

- Tea Dance at Fairfield Halls with music and dance performances from Oasis Academy Coulsdon
- In Celebration of Our Culture - a black history month event featuring music, dance, comedy, poetry, literature and choir
- National Older People's day and Silver Sunday Celebration organised by Croydon's Older People's Network and Croydon BME Forum.
- Space for Experience event - A joyful afternoon of music celebrating older people and their contribution to society that was held by Age UK.

The Council received a huge amount of good feedback from every event that went on across the week:

'Thank you for allowing us to have a stand at the Whitgift centre on Saturday 5th October. It was a good location and a lot of people passing by. We hope that some of those we talked to may become neighbourhood watch coordinators' (Malcolm Saunders - Hon Secretary CBNWA).

'Thank you for your help in getting Mrs H to both events this last weekend which she thoroughly enjoyed, particularly on Sunday at the Minster. Please convey our thanks to all concerned for this community event' (Carer).

Croydon Congress Conference on "Pathways to Employment"

Croydon has planned a major investment in the town centre, which will reshape and define the

state of Croydon's future in terms of economic growth, physical regeneration and community cohesion. This is an unprecedented and potentially life-changing opportunity for all Croydon's residents. It is anticipated that over the next five years more than 16,000 jobs could be created in Croydon.

The 'Pathways to Employment' approach has been developed to ensure that local people continue to access local job opportunities, and that the proportion of jobs accessed by local people increases. The project focuses on supporting disadvantaged groups such as those that are currently in receipt of Job Seekers Allowance and young people (18-24 year olds)..

'Pathways to Employment' was the key theme of the sixth Congress meeting that was hosted by Croydon's Local Strategic Partnership on 7th November 2013, at Croydon College. The conference was attended by over 120 local leaders, representatives from local business, public and voluntary sectors.

A series of lively panel debates took place around key themes, facilitated by the BBC's home editor Mark Easton. Panel members included representatives from local organisations including Jobcentre Plus, local colleges, Croydon Adult Learning and Skills (CALAT), voluntary providers and private sector representatives, as well as local job seekers and young people from Croydon College and Croydon's Youth Council.

The key themes to emerge from the Congress that we will take forward are:

- Produce and communicate information, advice and guidance on pathways for employment
- Strengthen coordination of the work experience and apprenticeship offer
- Create opportunities to bring together schools and employers

The outcomes from this conference will help to shape our plans to create local pathways to employment.

Good practice 6 Working in partnership to promote economic inclusion

Creating Pathways to Employment

Pathways to Employment, is a borough-wide multi-agency initiative to get people into work. Croydon Council has partnered with Job Centre Plus to deliver this initiative that aims to make job opportunities available to local unemployed people.

The Council worked closely with Job Centre Plus to interview 600 residents who were claimants of Job Seekers Allowance. The Council and partners secured venues, carried out pre-employment activity, made linkages to existing opportunities, and prepared clients for interview.

The Pathways to Employment initiative also supported Morrison's in their campaign to recruit 300 new members of staff for a new store opening at Five Ways in Waddon. This resulted in 320 jobs being offered to local residents.

The project has benefitted disadvantaged groups such as those that are currently in receipt of Job Seekers Allowance and young people (18-24 year olds).

Future recruitment within the borough will continue to follow this pathway to secure employment for local people.

Black History Month

In Croydon the event is branded as '**Croydon Celebrates Black History**' (CCBH). In October, Croydon Council coordinated a borough-wide programme of events with contributions from the local community as well as Council services. There were opportunities such as historical events through performance, music, storytelling and songs for all the community to enjoy.

The voluntary sector and the arts community generously contributed their time and talents to many events. Some events created useful linkages with other initiatives and served to bring all of these events to a wider audience such as the Children Family & Learning's Family Learning Festival and the 'Silver Sunday' campaign during 'Older peoples Week'.

A few notable events for Croydon Celebrates Black History included:

- Croydon Libraries hosted Black History Month displays, family quizzes and events including author talks, poetry readings, storytelling, and more for all the family.
- Baroness Floella Benjamin shared her story 'Coming to England' at large well-received community event in the new Community space of Bernard Weatherill House.
- 'In Celebration of Our Culture' variety night show at Fairfield Halls celebrating the culture of Africa, Caribbean and the UK. The organisers encouraged attendees to wear international dress.

Croydon's Black History Month programme was recognised nationally and BBC Radio featured Croydon's CCBH programme as part of its Black History Month coverage and Councillor Vidhi Mohan was also interviewed on the programme.

Volunteer Co-ordinators Forum

Croydon Council has set up a **Volunteer Co-ordinators Forum** that aims to promote and encourage good practice in the involvement of volunteers in council services.

We currently have over twenty volunteering projects. They include volunteers acting as museum front of house staff, be-friending looked after children, make test purchases of age related products for trading standards, helping neighbourhood wardens on council estates and carrying out practical nature conservation work.

Volunteer co-ordinators from all departments meet quarterly to exchange information on how best to manage volunteers. Specialists from within and outside the Council are invited to discuss topics such as how volunteering affects the receipt of benefits and whether volunteers are covered by council insurance policies.

The Forum is working to make volunteering opportunities accessible to all and standardising practices. This has involved adapting a practice of initially asking volunteers to leave contact details rather than a full job application form and asking them a few questions to determine whether the right role would be right for them, before inviting them in for an informal chat. This has

enabled us to offer opportunities to people whose skills lie in areas other than form filling, possibly due to language or literacy issues.

Members have found the Forum to be useful in terms of sharing and develop good practice.

“We discovered a huge range of different practises in operation, ranging from recruitment, expenses and volunteer training across the different service areas. The forum is now working its way through these issues to ensure we are treating all volunteers in the same way, regardless of which service are they volunteering with”

Good practice 9

Promoting understanding and celebrating difference

Celebrating LGBT History Month

Croydon Council organised a successful programme of events to celebrate LGBT History month in February 2013. This included 12 events such as Silver Rainbow lunch at the Waterside Centre, the Rainbow Reading Group in the Central Library and a well- attended reception for the launch of the LGBT History Month on 5 February 2013.

The LGBT History month events were organised through close engagement and partnership work with different Council departments, schools, colleges, the wider community and local LGBT groups such as Crocus, Croydon Trans Group and Insight.

The opening reception was organised by the LGBT History Month steering group and was attended by over 80 people. In her opening speech, Cabinet Member, Councillor Sara Bashford, highlighted ‘Croydon’s vision is to be a place of opportunity and belonging where our diverse community get along with one another. Above all, people identify and respect each other’s differences and are united by a sense of shared values around freedom, opportunity, fairness and responsibility.’

There were also two great performances from the Brit School and Croydon College. Both the College and the Brit School created performances from their own and their friend’s experiences, which made the whole event very emotional. After the event there was an opportunity for participants to network and share experiences.

This programme of events was co-ordinated by the LGBT History Month steering group that has representation from the Police, Croydon University Hospital, LGBT community groups, Croydon College, the Brit School, a Councillor and a representative from Off the Record.

The LGBT History month events and particularly the performances by young people at the launch event helped raise awareness of the experiences and highlight the challenges that LGBT people face in our society and the impact it has on their lives.

The feedback from a number of people who attended the launch event includes:

Ray Harvey-Amer, Member of Croydon Area Gay Society (CAGS)

‘Congratulations. The launch of LGBT History Month at the Braithwaite was quite an experience. Such talent on display from both Croydon College and the Brit School. The youngsters in their performance opened up and explored new avenues on what’s it like to be LGBT in today’s world. Bravo. It couldn’t have happened without you at the helm.’

Ray Rogers, Chief Inspector, Metropolitan Police

‘Thank you for inviting me to an exceptional evening yesterday. I thought the young people were an inspiration and expressed LGBT matters clearly and emotionally. I look forward to working with you.’

THEME 2 CHILDREN, FAMILIES AND LEARNERS

The Council’s equality priorities are:

- Improve outcomes for children by providing a better start in life.
- Achieve better learning outcomes for children and young people by narrowing the attainment gap for those who are vulnerable.
- Improve economic outcomes of young people and adults by increasing opportunities to be in education, employment or training
- Achieve better outcomes for children and young people by ensuring they are listened to and able to influence.

The actions that the Council agreed to take to deliver these:

- Reduce child poverty especially in the most deprived areas of the borough
- Reduce babies born with low birth weight especially in the poorest parts of the borough;
- Increase childhood immunisations especially for measles, mumps and rubella;
- Reduce the childhood obesity gap between boys and girls especially those from Black and Minority Ethnic backgrounds living in deprived areas;
- Increase the number of looked after children who are adopted.
- Narrow the attainment gap between groups of children at key stage (Ks) two and GCSE especially among those from Black and minority Ethnic backgrounds; children with special educational needs (SEN), carers, young people who receive free schools meals or are looked after by the local authority (LAC or in care);
- Reduce school absence and exclusion especially among children and young people who are vulnerable because of their circumstance including those from poorer White and Black and minority Ethnic backgrounds.
- Increase the number of young people in education, employment or training especially among those aged 16 - 24, young parents, carers, disabled people, children looked after in care, and those with special educational needs (SEN);
- Increase the number of young people engaged in an apprenticeship and that have gained qualifications by 19.

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

In 2013 we have:

- Strengthened our **early intervention provision** for children and families, including development of **Family Engagement Partnerships** for 0-5 year olds as part of an integrated approach with the NHS.
- Strengthened our **Special Educational Needs provision** by rolling out additional Learning Resource Bases in mainstream schools.
- **Increased our number of adoptions** and our recruitment of foster carers; over 100 of our care leavers are now at university.
- Completed an **audit of the use of pupil premiums by Croydon schools** that aim to close the gap between pupils on free school meals and other children. Further information is available in good practice story 14.
- Set up a **Healthy Living Hub** that provides non-clinical, face to face advice and information on how to become more healthy and active. The Hub host an Xbox Kinect which is used to encourage young people to be more active and encourage engagement on more broad healthy living advice.
- **Provided sporting opportunities to over 500 young people** from Croydon to take part in Europe's largest youth sporting event. Teams are entered in 40 different sports and cover both boys and girls and also children with disabilities. Team Croydon achieved 2nd place out of 33 London boroughs in 2013 and was victorious in the overall disability trophy.
- Delivered a **disability sports programme** as a part of the Recreation Activity Project (RAP). Over 200 children with a wide range of disabilities take part in Croydon's RAP scheme each week. Activities range from swimming lessons, to trampolining, to sports hall athletics and provide increased levels and supervision and coaching to accommodate the specific needs of the participants. passed our Safeguarding and Looked After Children inspection by OFSTED and were found to have good prospects for improvement
- Worked in partnership with Croydon Food Network to **develop a local measure of child poverty**. Data collected from a basket of more topical measures of child poverty, including information from the Croydon Food Network, will help the Child Poverty Strategy group target their activity effectively.
- Set up a **new local Enterprise Hub** to raise the profile of entrepreneurship and enterprise development in the area and act as a signposting service to further support new and existing businesses based on London Road. Based in the Croydon Voluntary Action (CVA) centre on London Road the newly refurbished space houses a drop-in centre, workshop/training rooms and private one-to-one support space.
- Worked with the **National Literacy Trust** to develop a new approach to supporting children's

early language and literacy.

- Held two **Young People's Question Time** events across the year that provided young people the opportunity to meet some of Croydon Council's decision makers and ask them questions. Over 90 young people (aged 13-25) took part. Further information is available in good practice story 12.
- **Strengthened support for young people leaving care** with 99% of care leavers are living in suitable accommodation and approximately 73% are in education, employment and training at any time
- **Provided new learning opportunities for young people and adults** by relocating to sites that are newly refurbished, fit for purpose, with new IT equipment are more centrally located.
- **Implemented the government's 24+ loans** for anyone wishing to enrol on a level 3 qualification, which opens up more opportunities for achieving a vocational qualification as a pathway into employment. To date, 14 learners had their loans approved.

Good practice 10

Promoting Inclusion for Young People with disabilities

Learning Difficulties and Disabilities (LDD) After School Youth Club

The Council's Integrated Youth Support Services (IYSS) team has worked in partnership with Bensham Manor school to support a recently set up Learning Difficulties and Disabilities (LDD) After School Youth Club in the North of the borough.

Young people with learning difficulties and disabilities were provided an opportunity to experience a 4 day residential trip to East Sussex during the February half term 2013

The object of this event was help them become independent away from home, work as a team, gain confidence, conquer fears and get to know the IYSS staff team.

Ten young men from Bensham Manor school who were predominately of BME heritage and from single parent families) attended an activity centre for 4 days in East Sussex. They experienced a number of activities such as things as team building, rock climbing, abseiling, and zip wire.

Feedback from the group was positive with all the young people wishing they could attend the centre again. Many achieved personal goals, such as abseiling from a height, that at the beginning of the week they would not have thought possible.

Some of the older young men supported the younger members, with some never having been away from home before.

This experience has had a positive impact on the young men who attended – they have increased self-esteem and have bonded as a group. They also feel more able to discuss problems and issues they may be having with school or at home with IYSS workers.

The feedback from the young men indicates that they thoroughly enjoyed the activities:

I loved the zip wire, it was my favourite bit' – E.G aged 11

'I was really scared on the abseiling but I did it' – S.M aged 15

With 'word of mouth' spreading around the school, about what activities are on offer at the LDD After School Youth Club, the membership level at the has increased to 20+ young people. Those who attend are young people living in and around the Thornton Heath and North area of the Croydon borough.

The LDD club in this part of the borough has helped the Council to engage with young people who and do not have access to opportunities for self- development and learning and face exclusion.

Good practice 11 Developing good Inter-generational activities

All Ages Project

The Sustainable Communities Team "All Ages Project" achieved national recognition for good inter-generational practice that fostered good relations amongst people of different ages. This includes the **ARCH award for Innovation and Sustainability** and **UK Landlord of the Year** award for Croydon Landlord Services.

In the All Ages Project, the Sustainable Communities Team involved young and older residents in decisions and projects to improve the quality of life by using an innovative approach which:

- involves all ages together
- involves young people as part of the solution, not part of the problem
- allows young people to have an equal say

The All Ages project was initiated through the hosting of an inter-generational event with the aim to enable adults and young people to discuss common issues relating to their local environment and community and try to explore how adults and young people can better communicate with each other.

An inter-generational steering group made of young and older residents was formed to design, develop and plan the "All Ages" Conference. An "All Ages" steering group was formed to plan an "All Ages" event to bring young and adult residents together to share ideas and discuss common issues that affect everyone living on our estates - challenging stereotypes, breaking down perceived barriers and increasing communication across the generations.

There were 11 young people (aged 10-16) from five housing estates who became active members of the All Ages Steering Group, contributed equally to the Council's "All Ages" strategy and planned the second all ages conference "Together we Can" that was attended by 70 residents to jointly plan local inter-generational projects in the borough. This activity has encouraged and empowered young people to become involved in the management of housing estates, where participation from this age group would ordinarily be disproportionately low compared with people of other ages.

Members of the steering group played a lead role in the Young People's Question Time, interviewing senior officers and members for future '2Views' magazine articles. The first event brought together over 60 young people, 30 adult residents, parents and children from across the borough. Through drama workshops, activities and discussions, groups shared their learning and jointly developed an action plan and agree top five priorities to address issues identified.

The event was regarded as a huge success by residents and young people.

“We got enormous pleasure from seeing for ourselves, that our young people wanted to engage and that really we all want the same things out of life and each other, like politeness and respect.”
(Resident)

For many young people their involvement has been the start of a journey:

“For me personally, being involved in this experience I find it easier to communicate and get along with the older generation, finding ways to have common ground. Since this experience, my confidence has boosted a lot because before I started attending the meeting I wasn't very talkative, but now I'm involved in '2 Views' magazine, I have gained more confidence because being in a room with a large amount of people who I have never met, would have before been a really hard thing to do. Whereas now I have no worries and I know that by having done this, I have met loads of lovely people and made lots of friends” (Young person).

Good practice 12

Involving young people in decision making

Young People's Question Time

Croydon Council hosted a Question Time event especially for young people in June 2012. The event was advertised on Croydon's website and in Croydon's secondary schools and colleges. Young people either pre-registered direct via email or Croydon schools and colleges nominated students to attend.

The event followed the traditional question time format with questions to a panel of officials but in addition a number of other sessions were run including:

- an interactive art session working with street artists
- an inspirational talk from James Dasalou of Team GB
- stalls promoting initiatives that young people could get involved in discussions around the key issues of education, crime and safety, regenerating the borough, and sport and leisure.

Over 90 young people (aged 13-25) took part. The level of interest confirmed that young people are interested in their local community. Over half of those attending completed feedback forms following the event. Some headlines were:

- 97% felt they had an opportunity to have their say
- 65% of those attending found the direct Q & A session with the panel useful
- 30% felt more time was needed for this session and this will be taken on board in the planning of future events.

The young people's question time event gave young people the opportunity to give their views and helped the Council to engage young people and ensure that their views are considered. The feedback from young people on the event was positive.

“Events like this are important to ensure young people have their say in their local area. It encourages adolescents to get more involved in the goings on and to be more productive in society.”

"I think events like this are really good, because it encourages teens to get out and do something,

also it gives teens a better image.”

“I really enjoyed the themed discussions and thought they allowed us to bring up key issues.”
“The meeting was friendly and discussed a lot of current issues.”

A range of actions have been undertaken in response to comments made and issues raised.

Good practice 13

Promoting inclusion for Young People with Disabilities

Frylands Wood Fun and Consultation Day / Weekend

The Frylands Wood event was a day and weekend experience where young people with disabilities and one of their parents, who were not normally involved with Learning Difficulties and Disabilities (LDD) youth services, were encouraged to take part in a range of fun and challenging activities.

A total of fifteen families attended, with five families staying overnight, four of them braving the British summer weather and sleeping in tents, some for the first time. Families were split into four groups and supported by an Integrated Youth Support Service (IYSS) worker to show them around the site. Activities led by Frylands staff included climbing, archery, rifle shooting, an assault course and quad bikes. There was also the opportunity to camp overnight if they wished.

Families also got the opportunity to visit Croydon Youth Forest Project’s adopted site at Frylands and view their volunteers take part in a charcoal burn. Day visitors left around 6pm while the remaining families continued the evening by pitching their tents, followed with a barbecue, giving the families and staff a chance to mingle whilst also viewing a demonstration from Forest Project volunteers around friction fire lighting. In the morning, the families who camped outside were very upbeat, despite some having soaking wet sleeping bags and leaking tents.

Initially, parents and children were excited and apprehensive but willing to ‘have a go’. The group bonded with one another, gave encouragement and had a fun time together. Parents were able to share their experiences of caring for a child with a disability.

During the event, the IYSS team sought feedback from young people and their parents about how they felt about services for young disabled people in Croydon and what support they would like to see available for young people, their own families and communities.

Parents were able to share their experiences of caring for a child with a disability and provided useful feedback on their experience of services. The feedback highlighted that parents who were more proactive in researching and tapping into service provisions had better opinions. One key issue was the lack of accessible information about where and how to access service.

This event has helped the Council to develop good working relationships with the parents of their young people. The feedback from parents and young people was shared with the Learning Difficulties and Disabilities Sub-Group and has led targeted activities with work Youth forums, Big Youth Council meetings as well as the 6 weekly IYSS sessions in the various Hubs.

The feedback on this event was extremely positive, with all agreeing that the Frylands Wood Fun and Consultation Day/Weekend should be held as an annual event. A few comments from parents are below:

“I asked Alex if he had a good day today at Frylands, he said – ‘I did not have a good day - I had a FANTASTIC day today!!!’ I really loved the day, can’t believe I took part too. Was proud to see Alex

achieving so much! Brilliant day. Staff so friendly and encouraging, great to involve parent too - it worked really well. So thank you for a memorable day!"

"Just a quick note to say a big thank you for Saturday. Danielle and I had a fantastic day doing all those activities together, most for the first time. Amy & Nigel were also great & made us feel really welcome. Thanks again".

"Thank you so much for organising such a wonderful day last Saturday. Finley has not stopped talking about it. We both had such a lot of fun and the physical exercise was really uplifting. Spending quality time together and socialising with the other kind families and caring staff has created a well-needed day of loveliness!"

Good practice 14

Narrowing the attainment gap

Pupil Premium Project – raising the attainment of White boys

The under-achievement of White British boys is of concern both locally and nationally and the gap is widening particularly. The Council has delivered a Pupil Premium Project that focused on raising the attainment of White British boys. Whilst the majority of boys included in the project were White British, some schools identified some group members from other ethnic groups.

Five schools took part in the project. Each school was allocated funding of £2,000 for the year in order to support project activities as well as attendance at network meetings where on-going developments were discussed and good practice shared.

A specialist external consultant was available to support schools involved in the project. They also delivered a training session to head teachers on the barriers to learning this vulnerable group experience and some of the strategies to overcome these.

The project has enabled participating schools to deliver positive outcomes for under-achieving pupils. These key improvements are captured below:

- Teachers have developed a better understanding of the barriers to learning for this group and adjusting support and interventions accordingly.
- Teachers adopted more collaborative teaching approaches to learning, involving pupils directly in the planning and delivery of lessons.
- Many schools reported that the target group made better than expected progress in the short time they were involved in the project; some making one or two sublevels in a term.
- Parental engagement improved with many being helped in how they can support their child with homework
- Pupils commented how the project helped improve their confidence and motivation.
- Pupil questionnaires in one school highlighted that the ambition is to go to university for most boys (11 out of the 14) is now higher than before.

The intervention has been successful as the additional support focused on this group of learners has resulted in many of them making accelerated progress through a variety of successful activities. Although the funded part of the project is now at an end the work will not cease. Each of the schools will continue to closely monitor the progress of these learners so that appropriate support can be provided where necessary.

THEME 3 SOCIAL CARE, HEALTH AND HOUSING

The Council's communities and equality priorities are:

- To improve health and wellbeing by reducing health inequalities.
- To improve health and social care by providing better care in later life.
- To improve support for vulnerable people by making it easier for them to have more choice and control over their lives.

The actions that the Council agreed to take to deliver these:

- Narrow the gap in life expectancy gap between men and women and those living in deprived areas;
- Narrow the infant mortality gap among young women who are single parents from Black and minority Ethnic communities and living in deprived parts of the borough;
- Provide advice, support and guidance about sexual health, contraception and dealing with pregnancy that maybe unwanted especially among young women from Black and minority Ethnic backgrounds;
- Provide advice and guidance to support people quitting smoking especially those living in deprived parts of the borough
- Support people who choose to live independently receive self - directed support;
- Increase the up-take of the flu jab especially among people who are vulnerable and the elderly;
- Support people in later life achieve independent living through rehabilitation or intermediate care;
- Increase people to say they have received information and assistance needed to exercise their choice to live independently;
- Increase people over 65 who say they are treated with dignity and respect.
- Enable more vulnerable people achieve independent living especially among those who are disabled or elderly;
- Ensure that more young offenders and drug users receive effective treatment to rehabilitate them so they can be in settled accommodation and employment;
- Support more people with learning difficulties or mental health needs in settled accommodation and employment;

- Improve access to information, advice and guidance offered to vulnerable people so that they can exercise choice over their lives;
- Reduce homelessness and the need for families to live in temporary accommodation especially those with a Black and Minority Ethnic background.

In 2013 we have:

- Through our **Reablement Centres** implemented the new **day activities model to reconnect older people to their own networks** and worked with local community groups to develop these as **informal support networks for isolated older people**. Further information is available in good practice story 24.
- **Improved daily living skills** by organising training courses for people newly diagnosed with sight loss.
- Worked with the local authority trading company to develop more focused progression plans for **adults with learning disabilities to improve their ability to be self-caring**.
- Provided an integrated **response to young people experiencing difficulties including a range of risky behaviours** at Croydon's Turnaround Centre.
- As a part of the five year **Heart Town programme**, organised summer activities programme for children and families including Healthy Living Hub on Tour and Summer's Alive events, These include awareness raising through media coverage and signage 'Know Your Numbers Week' and Blood Pressure Awareness week. The service usage information gathered between April to December 2013 indicates that 1232 service users visited the hub. Further information is available in good practice 19.
- Signed up to the **London Healthy Workplace Charter programme** and were awarded 'achievement' status.
- Supported Croydon University Hospital to create '**Dementia Friendly Environment**' and employ **Dementia Specialist Nurse and Carers questionnaire**. Supported development of **dementia Commissioning for Quality and Innovation** including **dementia awareness training for all staff**. We also rolled out **End of Life Care training for staff including dementia** and piloted **dementia reablement scheme**. Further information is available in good practice story 21
- Held 16 **Dignity in Care** workshops and signed up 450 individual dignity champions. Over 300 people from 90 separate provider agencies have attended the workshops. Further information is available in good practice story 20.
- Established **Special Educational Needs Reform Board** with wide representation from agencies and parents. Board is overseeing four key work streams - development of local offer, development of single assessment process leading to education, health and care plan, personal budgets and transition to adulthood.
- Set up a **Carers Support Centre**. The Centre is open Monday – Friday from 10:00- 16:00

enabling people to access information and advice on their caring role.

- Introduced an **All Ages initiative** on our housing estates to break down the barriers between older and younger generations. . Further information about this activity is available in good practice 11. Further information is available in good practice story 15.
- Recruited an additional **Tenant Support Officer** to support vulnerable residents living in sheltered/retirement accommodation.
- Set up a **mobile warden team** to tackle Anti- Social Behaviour hotspots across the borough. Wardens have continued to deliver Kerbcraft and fire safety to local schools. They are also being trained to work on youth engagement, gangs and risk assessment.
- Evaluated and re-launched the **concessionary repairs scheme** which has resulted in more repairs delivered that would normally be the tenant's responsibility. This scheme has enabled us to ensure that our elderly and disabled residents are able to remain in their own homes by ensuring that the property remains in a good state of repair.
- Proactively worked to **mainstream equality into the re- procurement of housing repairs** services by ensuring that prospective contractors explained how they would add social value and promote equality within the borough as part of the new contract. Through this process we have ensured that the successful contractor gathers information which will to help populate customer profiles and to ensure that all protected groups within Croydon are provided with a service that meets their specific need. Further information is available in good practice story 16.
- 169 private rented homes were procured through various schemes for **homeless households and prevention.**
- New **supported housing scheme for people with physical or learning disabilities.**
- A **multi-agency approach involving Job Centre Plus and the Citizens Advice Bureau** has been adopted to support residents manage the changes to benefits.
- Extended the Homelessness demand management prototype pilot with iMPower to **motivate and support customers to do more for themselves to resolve homelessness.**

Good Practice 15

Promoting inclusion for vulnerable adults with learning difficulties and disabilities

Respect Safety Voice Project (RSVP) - The Creative Dance Workshop

The Creative Dance workshop was part of a year- long project entitled Respect Safety Voice Project (RSVP). The aim of the project was to break down perceived barriers and misconceptions particularly between vulnerable adults with learning difficulties or disabilities and young people whom they fear when out and about in Croydon.

The Creative Dance workshop was delivered by Croydon Adult Learning and Training department (CALAT) for Adults with Learning Difficulties and/or Disabilities (ALDD), based at the CALAT

Coulsdon Centre and was funded by the Community Learning and Innovation Fund.

A range of partners were involved in developing and delivering the workshop. These included Slide Dance Company, Shirley High School, Brit School, Old Palace School for Girls, Riddlesdown College, Lewisham College and CALAT South Norwood Centre.

The participants were adults with mild to moderate learning difficulties or disabilities. They took part in a 6 week creative dance workshop alongside mainstream school students from years 9 and 10, a home educated child and a volunteer dance student from Lewisham College.

The Creative Dance Workshop was documented in a short video that evidenced the creative collaboration, engagement, respect and bond between the participants. In addition to the documentary, before and after questionnaires, completed by all participants, revealed a change in attitudes.

Feedback questionnaires were completed by participants before and after the workshop and these revealed a visible change in attitudes. Adults with learning difficulties and disabilities grew more confident working alongside young people, who in turn gained awareness of the challenges that these vulnerable adults faced and developed respect.

As a result of these workshops, adults with learning difficulties and disabilities have asked for more activities with young people. A college student who was a volunteer at the workshop gained valuable experience by working with an inclusive group in the community and decided to pursue this as a career route. The young people also benefitted from the experience and expressed a keen interest in participating in similar projects in the future.

As a concluding activity for the RSVP Project, a ***Disability and Bullying Awareness*** pack was prepared for schools to use as a resource in the classroom. The Creative Dance workshop documentary video forms a part of this pack.

By sharing the documentary and programming unique workshops, the Council has made important contacts with youth groups, community organisations and professionals with specialist skills and raised awareness of the courses that it offers to adults with learning difficulties and disabilities (aged 16+ years) within the borough.

Good Practice 16 Addressing equality through the re-procurement of the responsive repairs service

Re-procurement of the responsive repairs service

Equality and inclusion issues were embedded in the project for the re-procurement of the responsive repairs service provided to tenants and leaseholders of the Council's housing stock. The contract will have a value of between £10-12m per annum and will be up to 15 years.

One key aim of the re-procurement exercise was to ensure that the successful contractor works closely with the council to gather information which will help populate customer profiles and to ensure that all our diverse residents groups are provided an excellent service.

Addressing equality was key theme for the procurement of the service and the successful bidder will be contractually committed to report on their workforce statistics and service satisfaction and these will be monitored on a monthly basis.

The re-procurement process included active engagement with diverse stakeholder groups including housing services, tenant and leaseholder panels and Disability Group were all part of this process. A number of workshops were organised to capture the aspirations of tenants and leaseholders. A detailed improvement action plan captured all the service improvements identified together with a detailed process of how they would be delivered through the procurement exercise. Site visits were also undertaken as part of this process, which allowed stakeholders to see first-hand the service provision offered.

The tangible value and outputs from this pro-active engagement included bidders looking at their approach to sustainability and environmental benefits which could be captured around a “Local Service Delivery” approach. A number of social inclusion initiatives were also offered, which included training opportunities, Apprenticeships and work experience

Support activities were also offered in the form of DIY and home maintenance courses, which will help promote skills development, social inclusion and “ownership” and involvement.

Community events have also been included with bidders offering to promote “Legacy Building” with communities, which will be held in conjunction with and to complement existing activities held with existing Tenant Forums and Focus Groups.

Contractors have also committed to supporting the local economy through the engagement of local Small and Medium Enterprises and Black and Minority Ethnic enterprises through the supply chain.

All of the commitments made by bidders have been captured and these will become contractual commitments, which they will be measured against through Key Performance Indicators and regularly monitored.

The feedback from our tenants and leaseholders on the engagement and involvement in this re-procurement exercise has been positive:

“It has been a very satisfying but also exhausting experience, to be involved with the repairs procurement process over the past year.”

“It has been very helpful to go on the site visits to actually see how the call centres operate in real life”.

“I have felt that the five core groups of residents have given a lot of useful input to the bidders (and the council) and that we have been listened to by all”.

“It has been good to actually meet the bidding teams in person and to hear a lot of new ideas and plans that they hope to implement for the benefit of us as tenants and to the council as a client”.

Good Practice 17

Working to reduce social exclusion

Welfare Rights Service

The Welfare Rights Service is working to help resident’s access services that they are entitled to with the aim of reducing poverty and social exclusion and improving health.

The service focuses on working with residents in the most deprived areas of the borough with the aim to ensure that residents gain access to their entitlements to reduce income poverty, allow opportunities of work, support carers, reduce health issues such as depression, diabetes, obesity by increasing income and reducing levels of stress and anxiety associated with poverty.

The two case studies below provide an overview of the impact of the work of the Welfare Rights Service on residents that are most vulnerable:

Male – 77 years – in Croydon University Hospital

Mr L contacted the Welfare Rights Advice Service as he was anxious his wife was not very well and needed help to cope with her personal care. He was supported to claim AA and was awarded AA higher rate within a few weeks. Unfortunately, his wife died shortly after. Following the passing of his wife, Mr L was supported with claiming a funeral grant and all the paperwork that has to be done when someone dies. He was also supported to claim Pension Credit and Council Tax/Housing Benefit and to transfer the property he lived in to his name.

Mr L can now afford to have a cleaner, and someone to help him shop, as he comes to terms with his new life alone. In terms of financial gains he is better off by £200.25 per week because of the support provided by the Welfare Rights Advice Service.

Baby with Life Limiting Condition

Mr and Mrs E. had baby twins in April 2012. In September 2012, one of the babies was admitted to hospital with a serious respiratory illness and died 2 hours later. The surviving twin was diagnosed with Spinal Muscular Atrophy Type 1 and not expected to live 6 months. It was at this point that the Hospital at Home team contacted the Welfare Rights Advice Service for help. The team supported Mrs E. through the trauma of the unexpected loss of a baby and also helped her to come to terms with the life limiting condition of surviving twin. They supported her to claim Disability Living Allowance and helped her to get a grant for his brothers' funeral. She was also assisted in her claim for child tax credit and carers allowance.

Mrs E. now receives support from the Hospital at Home nurses who provide night time care to allow her to rest and the early intervention team who support Mrs E. during the day when her husband is at work.

Good practice 18 Understanding customer needs and improving services for disabled residents

Travel Services Team

The Travel Services Team provides Blue Badge, Freedom Pass and Taxicard information and services to disabled residents.

The team introduced the proactive use of customer satisfaction surveys to regularly review the quality of the service and ensure that it was responsive to customer needs. Each quarter the team issues a minimum of 300 customer satisfaction surveys to people who have contacted them. Pre-paid and pre-addressed postcard style survey cards are issued to customers seeking feedback about specific areas of performance. Customers are also invited to comment on any changes the customer would like to see to improve their service experience.

On a quarterly basis the responses are analysed and reviewed at team meetings to agree areas for improvement. The results are provided to senior managers and referred to, as needed, in the commissioning managers' report to the Croydon Mobility Forum. The results are also anonymised and published externally on the council's website with an annual summary. The webpage also invites comments from all – whether a survey card has been received or not.

As a result of this proactive approach the team are constantly aware of customer perceptions about the service. Positive comments help to motivate the team to maintain service levels and the issues of concern that customers raise are used to consider whether any changes need to be made and act as a starting point for discussions about solutions.

This open and transparent process of seeking and using customer feedback enables travel services to make sure that the service that they provide is responsive to customer needs. The Travel Services Team have had a number of customers express surprise and gratitude when offered assistance to access the building:

“Thank you for the care and courtesy shown to me on my recent visit for a blue badge which was successful”

“Thank you to you and your team.....it has changed my life as I now get around on my own far more than I did not having the worry of can I park near to my destination.”

Good Practice 19

Working in partnership to reduce health inequalities

Croydon Heart Town Programme

Croydon Heart Town is a five year programme to improve heart health in Croydon. The programme aims to encourage people to take responsibility for their own health and wellbeing, make healthier choices and to reduce their risk of future dependence on health and social care services. It also aims to stimulate volunteering and charitable fundraising in business and the community and address the causes of heart and circulatory diseases

The programme connects a range of existing and new council initiatives such as the promotion of healthy eating, sport and physical activity, stop smoking and tobacco control. A range of external partner, namely the NHS, the Third Sector, schools and colleges and local employers are involved in the programme

The programme has a health check target for 40-74 year olds for cardiovascular risk assessments.

The NHS health check providers focus on socially deprived areas in the borough such as Thornton Heath and New Addington.

The project also targets South Asian communities, who are at higher risk of heart disease than the general population by engaging with the community producing information in different community languages.

A number of initiatives are being used to deliver this programme such as:

- **Stoptober**

Stoptober is a five year programme that offers a 28-day stop smoking challenge. The 2013 campaign in Croydon was launched in Croydon Town Centre with the Stoptober roadshow. The campaign was covered in by local media the Croydon Guardian and Advertiser. Promotion of the campaign took place on Council and partners' websites, internally within the Council, fliers and promotional material were distributed Borough-wide. Weekly carbon monoxide monitoring of people who signed up to quit were also carried out.

This programme involves campaigns and awareness raising by targeting information to known risk groups, such as South Asian communities, who are at higher risk of heart disease than the general population. The campaign also targeted pregnant women and BME groups.

According to Public Health England, Croydon has had around 12,000 online sign-ups to Stoptober - the highest compared to other London boroughs.

- **Staff Wellbeing plan**

The Council's work to promote staff wellbeing has been recognised with a recent award from the Employers Network for Equality and Inclusion. It has also achieved accreditation under the Greater London Authority's London Healthy Workplace Charter.

Croydon Council is using the staff wellbeing plan to promote a healthy workforce. The implementation of the staff wellbeing plan includes staff health checks. This includes blood pressure and cholesterol tests, exercise classes, and a Weight Watchers at Work programme. Regular staff health and wellbeing days are organised that include healthy living promotional material and incentives.

The Council is also supporting active travel for staff through offering the Cycle to Work scheme and providing improved changing facilities for cyclists and runners. The move to Bernard Weatherill House has offered an opportunity to encourage the use of stairs rather than lifts; implemented a healthy food policy for vending machines; encouraging staff to make healthy choices in the staff restaurant; reviewing the smoking policy and ensuring links to established walking and cycling routes are explicit and published in travel information for staff and visitors.

The Healthy Living Hub

The first of its type in the country, the Healthy Living Hub is located in the Central Library in the heart of Croydon. It provides holistic healthy lifestyle advice to members of the public on a drop in basis. It also provides a delivery point for other organisations including Solutions for Health (stop smoking advice), Diabetes UK, Age Concern, MIND and the British Heart Foundation.

The Council's Active Lifestyles team are at the core of the service and offer signposting to council and other services including leisure centres, healthy walks, fitness classes and one to one and group weight management advice.

The programme has a health check target for 40-74 year olds for cardiovascular risk assessments. The NHS health check providers specifically focus on areas in the borough that have the highest level of deprivation such as Thornton Heath and New Addington. Specific engagement events will be organised in these areas in 2014

The project also targets South Asian communities, who are at higher risk of heart disease than the general population. The Croydon Heart town leaflet has been produced in different community languages to promote information to high risk communities. The Healthy Living Hub will work in partnership with community to hold engagement events around heart health in 2014.

The Healthy Living Hub is providing advice and support to a diverse group of service users. The service usage information gathered between April to December 2013 indicates in terms of gender, 1226 male and 106 female service users visited the hub. In terms of ethnic background, the highest number of service users were from the Black African/Caribbean (819), White (817) and Asian (459).

- **Redesign of Stop Smoking Support Services**

The Council has re-commissioned stop smoking support services with the aim of improving quit rates and delivering greater value for money. This has involved decommissioning the community element of the service and re-commissioning this from alternative providers.

The support service is aimed particularly at supporting young people aged under 25, pregnant women, people living in New Addington or Fieldway wards, those that are unemployed, people with smoking related Long Term Conditions (LTCs) or who are awaiting surgery and people with severe mental health difficulties.

As well as a strong network of community providers there is now a dedicated hospital based service, focusing on pregnant women, people with long term conditions and pre-operative patients. Higher payments can be made under the new system for high priority groups such as pregnant smokers. The system can now more effectively contribute to reducing health inequalities.

In January 2014, the service will start using an outreach bus that targets socially deprived areas in the borough. The service will also work in partnership with the POP (Partnership for Older People Service) bus and will target areas in the borough with a high population of elderly groups such as Selsdon and Riddlesdown, New Addington.

Good practice 20

Working in partnership to improve Special Educational Needs services

Special Education Needs Reform Board

A Special Educational Needs Reform Board has been set up with representation from education, health, social care and the voluntary sector, as well as parent representatives.

The Board has four work groups that cover the Local Offer, Personal Budgets, Education Health and Care plans and transitions to adulthood. The focus of the work will be on improving services for children with learning difficulties and disabilities.

As a part of the consultation process, focus groups with parents and young people in special and mainstream schools are currently being held. A survey questionnaire is also being used to capture views. The feedback from both will be used to provide a Local Offer of services based on what parents, carers, children and young people identify as being important to them and their lives.

A single process and Education Health and Care plan will be tested on a sample of families to identify potential problems and what works. This will also be done for personal budgets.

Case reviews are also under way for a sample of young people who are about to transition to adult services. This will help to ensure that appropriate help and support as well as future planning is in place to guide young people towards independent lives or care packages, where appropriate.

As a part of this project, extra places for Special Education Needs (SEN) students are being made available in mainstream and special schools in Croydon. New school facilities are accessible and enable students to attend schools in their own communities instead of having to travel outside of borough. Independent travel training is being made available to young people with SEN as a life skill that will help them to be more independent.

Good Practice 21

Supporting people with Dementia to retain their independence

Dementia Friendly Communities

Croydon Council is working in partnership with Alzheimer's Society and the Croydon Black and Minority Ethnic Forum (BME) Forum to share information, understand specific issues and barriers and define appropriate solutions to deliver the actions within the joint Dementia Strategy and Dementia Friendly Communities.

Alzheimer's Society has secured three year funding across eight London boroughs to engage volunteers from different communities to design and deliver awareness raising activities and new materials appropriate for diverse groups.

The project is aimed at increasing the number of BME patients accessing preventative services and timely dementia diagnosis. Key outcomes include development of a BME toolkit and volunteering best practice for the UK and London.

The project is engaging with individual communities to address recognised issues around BME engagement with dementia care services. Talks have been held at Elmwood Community Centre, Croydon BME Forum and Croydon University Hospital. Outreach stalls have been held at Dementia Awareness Week, Union Road Carers Drop In and Croydon African Caribbean Community. In total, 1950 people from BME communities will receive accessible information about dementia and the benefits of getting a diagnosis.

Over the next three years, the project aims to recruit 90 community engagement champions and 150 community engagement volunteers from BME communities to champion dementia awareness in their communities.

Good Practice 22

Enabling People to live independently longer

Personal Support Plans in Mental Health

The Council is working in partnership with South London and Maudsley NHS Trust (SLaM) to offer personal support plans in mental health. The adoption of a more person-centred approach has helped mental health staff to support more people at home. The majority of front line staff in community mental health services have been trained in enabling users to develop their own self-directed support plan. This has given the people who use services greater control in their own care plans and has resulted in a much greater range of solutions to tackle their problems, including some very creative plans not based on conventional services.

The case study below demonstrates how the positive outcomes were achieved through this new way of working.

“ A middle aged man of Pakistani origin living with his wife and children at home. He was admitted to hospital following a severe depressive episode and ended up needing an extensive stay in inpatient rehabilitation unit. Self Directed Support (SDS) was used to enable him to return home to live with his family rather than moving him into residential care. He has been able to employ a male Urdu speaking personal assistant to visit him every day at home who assists him with his personal care.

The personal assistant also takes him to the mosque and to a day centre (also funded via SDS) where his cultural needs and occupational needs are also met. Recently, his SDS support plan funding has been increased to enable an increase in personal assistant time at home and has made it possible for his wife (his main carer) to go on holiday and have a well-deserved respite break. This has also helped him avoid a period in residential care and meant that he can stay within familiar surroundings that also aided his mental well-being.

Good Practice 23

Enabling People to live independently longer

Personal Health Budget – Substance Misuse

Croydon substance misuse service has led a successful community based pilot and become a national leader for the delivery of personal health budgets for people with drug and alcohol needs.

Croydon is the only site in England to have been awarded the legal power to offer direct payments for health care to people with substance misuse problems, although this power has not yet been exercised. In the first pilot, we offered small personal budgets of up to £1k to help people with their recovery journeys proved very successful, with 55% of participants reporting improvements in psychological health, 40% reporting improvements in physical health, and 65% reporting improvements in overall quality of life.

Where people were abstinent from substances throughout or by the end of the pilot, findings were even more positive in which 83% reported improvements in overall quality of life.

A successful case study is of a male service user, aged 50, with a long history of alcohol and cocaine use, and mental health problems. Previous episodes of treatment had been unsuccessful, and his cocaine use escalated to crisis point, adversely affecting his work as a self-employed tradesman (electrician), and resulting in marital breakdown, with the risk of estrangement from his children.

Shortly after being offered a personal health budget, he achieved abstinence from alcohol and cocaine, and has remained abstinent since that time. He spent part of his budget on relapse prevention, and on counselling to resolve deep-rooted issues underlying his substance misuse. He also used his budget to update his professional trade certification, and purchased a laptop

and relevant software to facilitate his period of study.

Over the course of the pilot, his relationship with his wife (from whom he was separated) improved enormously, and he began to see his children once again. He used part of his budget to take his children on a very modest caravan holiday, enabling them to spend quality time together, and reducing the risk of estrangement. He also purchased a father and child football season ticket, enabling him and his son to spend time regular together on a weekly basis, sharing their passion for football. He is now looking for better accommodation, so he can have his children to stay at weekends.

The evidence of the success of the pilot is captured in comments from a service user who has been involved in and benefitted from the scheme:

“I feel fantastic whenever I look at my daughter’s bedroom, and we often spend time in her room lying on her bed watching TV together. When I was in addiction, I did not spend quality time like this with her. Since I re-decorated my daughter’s bedroom and completed it with items from the pilot scheme, she no longer feels ashamed, and has friends to sleep over. I feel I have achieved so much by making amends to my daughter.”

Good Practice 24

Enabling People to live independently longer

Reablement Programme

The Council is delivering a Reablement Programme to enable customers to regain independence and well-being as a result of changes in their health and social care needs. As a part of the programme, accepted referrals are offered a bespoke 6-8 week daily reablement placement at the day service nearest to their home location.

This initiative has benefited older aged adults across the borough particularly in maintaining health and wellbeing, confidence building, reducing isolation and in developing social and community networking. The Reablement placements are available at Addington Heights and Coleby at Fellowes Court and have a current capacity to initially take 10 reablement clients per day which amounts to a maximum of 100 placement per week.

The Reablement Programme offers a high level of service flexibility and creative use of resources and staffing, enabling greater opportunity for clients who due to language or cultural reasons may not have been able to access Reablement services in the past.

The support provided to service users through the programme has had a positive impact on their well-being. A few comments from clients are below:

“I now believe that I am actually getting back to being “nearly” normal or as normal as I will ever be”. When I come here I tend to forget the bad things”. “It has given me a new lease of life and something to live for.”

"I feel confident that with the help of Coleby Reablement I will be able to walk again "

"I hope that it is not too long before I am able to move to a special sheltered flat in Fellowes Court because then all the life skills I have got back with reablement can be implemented"

As a result of the launch of this service a need for a Dementia Reablement Service has been identified and we are in the planning for delivering Dementia Reablement Resource Centres in early 2014

Good Practice 25 Improving access to travel services

Bus stop accessibility programme

The Council is working in partnership with Transport for London to deliver a bus stop accessibility programme. The objective of the programme is to identify a list of bus stops that are on borough roads that need upgrading to provide access for older and disabled people.

As a result of the programme, the completion of works to 79 bus stops has been undertaken, raising Croydon's bus stop accessibility rating from 59% to 67%, making it the 2nd highest performing borough in London. This has also assisted the borough in complying with the Mayor of London's commitment to ensure that 95% of all bus stops in London are accessible by 2016.

The programme has been particularly beneficial in giving wheelchair users and others with limited mobility the ability to safely board buses by providing a clear approach and suitable platforms for buses to park parallel to the kerb and deploy their access ramps.

Stuart Routledge, Chief Executive, Age UK , Croydon feedback on behalf of key customer group is:

"The work that London Borough of Croydon is doing to improve the access at Croydon's bus stops is an excellent example of equalities in action! The older and disabled people that we support in Croydon are enabled to live a fuller and more independent life by having improved access to these public transport services "

THEME 4

WORKFORCE

The Council's equality priority is:

- To encourage a modern and diverse workforce by increasing the proportion of staff who say they are valued and treated fairly

The actions that the Council agreed to take to deliver these:

- Ensure that our diverse workforce that represents the borough's population
- Ensure that staff from Black and Minority Ethnic backgrounds, women and disabled people to be represented in the top 5% of the workforce
- Work to reduce pay gaps between women and men at different levels of the organisation as well as between those from Black and Minority Ethnic backgrounds
- Work towards making sure that more staff say the organisation values diversity, their contribution is valued and they are treated with fairness and respect.

In 2013 we have:

- Delivered a successful programme of **health and well-being at initiatives** that enabled us to win the Employers Network for Equality and Inclusion award for Well-being at Work.
- Moved to Bernard Weatherill House, our new office. It contains a **Quiet Space** for reflection, prayer and meditation that was inaugurated by the Mayor and Interfaith Group. The Quiet Space was developed based on advice taken from a number of individuals and organisations that promote good practice in this area including the chaplain at Croydon University Hospital and the Medicines and the Healthcare Products Regulatory Agency from the Department of Health. The design of the space is to create a 'neutral' space with minimal furniture which can be used by people of all faith groups, and none, within the council. The protocol and guide to using the Quiet Space has been produced and Chaplaincy services for the workforce are provided from the new Occupational Health Suite to afford privacy for individuals using the service.
- Revised the **Council's People Strategy** with key equalities and diversity priorities identified and informed by the 2012 workforce profile. The priorities have been incorporated into departmental people plans with each department identifying specific activities to deliver against these priorities. The Council's People Board has also sponsored development of a corporate equalities and diversity programme.
- The Council has refreshed its corporate values and trained some 250 employees from across the organisation to lead team conversations as part of the "**living our values**" programme. Aimed to help embed the Council's values, the programme will help place "valuing diversity", at the centre of cultural change supporting the cultural change programme monthly pulse surveys have been carried out across the workforce to provide an on-going picture of progress. Questions have been designed to link to the themes of the 2011 staff survey which

had low ratings, including those relating to employee engagement; well-being; and feeling valued.

- The Council entered the **Stonewall Workplace Equality Index** for best practice benchmarking. The outcomes from this will be used to inform future actions in 2014.

Good Practice 26 Equality and Diversity training programme

Introducing bite size learning activities

A brand new programme of bite size equality and diversity learning activities were made available to people managers in Croydon this year. These modules covered introductory learning (*INSPIRE Induction for all staff, Doing The Right Thing* governance and conduct sessions), practical sessions (*How To Do Equality Analysis*) and conceptual sessions (*Unconscious Bias, Authentic Leadership*) that aimed to raise managers' self-awareness and promote role modelling of inclusive behaviours that foster acceptance in teams

The training was designed and delivered by our Learning and Development Consultant, in short classroom sessions of around 90mins throughout the year. The sessions were primarily targeted at people managers within the organisation but were open to, and attended by, people from all areas and levels of the council. The aim of the bite-size programme was to:

- Encourage conversation around equality, identity and outcomes
- Negate the idea of having to be a 'diversity expert' to be an inclusive colleague or manager
- Make use of delegates own experiences and insights as central to learning and empathy-building

A diversity lens also informed the approach to large corporate training programmes. In supporting the launch of the council's new performance scheme, Our Appraisal, the manager training designed with the Valuing Diversity value in mind. These sessions aimed to support perspective-sharing and personal disclosure as an essential element of effective appraisal. So far 350 managers have taken part in these sessions and they will continue until all people managers have completed the workshop. Feedback on the bite-size programme has been positive over the year.

Going forward, we will focus on improving the basic knowledge of all staff by offering up-to-date equalities training will be made available via an online package to all staff. This will ensure that the council meets its statutory responsibilities under the Equality Act 2010,

The Unconscious Bias sessions have also been well received with consistently high feedback through the year. To support fair decision making, our People Board has agreed that we focus on delivering a higher volume of this module to managers who are responsible for appraisals for staff, to those involved in recruitment and to any staff member seeking to raise their own awareness on this topic.

"I have not completed the Harvard online test but the results that Ashley kindly shared from his test, makes me feel that it may open my eyes more to what is hidden deep in my brain and influences me."

"Will encourage [my team] to attend. Course is about self- discovery so each individual needs to attend!"

Appendix 1 Equality Analysis Programme 2013 -14

The council is in its seventh year of producing an annual equality analysis programme that is integrated into its policy, performance and decision-making frameworks. The programme is monitored and reviewed by the Communities and Equality Board to the Council's Management Team.

The current annual equality analysis programme had 39 assessments scheduled. At the end of the second financial quarter the performance of the published programme was:

- 0 equality analysis rated red – not started
- 29 equality analysis rated amber - started
- 10 equality analysis rated green - complete

Department	RAG Status			Total
	RED	AMBER	GREEN	
CED	0	12	1	14
CFL	0	5	1	6
DASHH	0	6	3	9
D&E	0	5	5	10
TOTAL COUNCIL	0	29	10	39

The table contains a list of the equality analysis completed so far in 2013 – 14:

Strategy, Policy or Function	Department
Community Strategy	CED
Children Centre Services re-design	CFL
Early Intervention and Prevention Strategy/Lunch Clubs and Meals	DASHH
Integrated Framework Agreement	DASHH
Development of End of Life Care Services	DASHH
Unauthorised Encampment Policy	D&E
Shared Regulatory Services	D&E
Burial Land Provision	D&E
Housing Delivery Plan 2013-18	D&E
Old Town Masterplan	D&E

The summary details of these equality impact assessments can be found on the Council's website along with the contact details for the lead officers.

Appendix 2 Equality Performance Information

The Council's Equality Strategy 2012- 2013 contains details of the equality performance framework.

The Council collects equality information and monitors performance on a range on indicators. Every year we will publish our performance against a selected range of indicators.

In 2013-14 we are monitoring performance on the indicators listed below.

Manage Need and Grow Independence	
1	Social care client survey 2012 – satisfaction
2	Social care client survey 2012 - how safe do you feel
3	Percentage of residents feeling in good health - Census 2011
4	Adult Safeguarding
5	Adults with learning disabilities in paid employment
6	Older people discharged from hospital achieving independence
7	Social care clients in receipt of self- directed support
8	Homelessness presentations and decisions
9	Looked after children
10	Adoptions
Compete as a Place	
11	16-18 year olds not in education, employment or training (NEET)
12	Job seekers allowance
Protect Resident Priorities	
13	Resident survey 2012 – satisfaction
14	Resident survey 2012 - people from different backgrounds getting on well
15	Serious youth crime
16	Attainment in early years
17	Attainment at key stage 4
18	School exclusions
Build the Council of the Future	
19	Top 5% earners – Female, BME, Registered Disabled

A report on the Council's performance against the indicators for 2013 -14 will be produced and published at the end of the financial year.

Appendix 3

Additional sources for information on equality and inclusion in Croydon – links to be added

- Joint Strategic Needs Assessment (JSNA) and associated deep dive chapters
- Children's Needs Assessment
- Local Account of Social Care
- Demographic and deprivation profiles on the Croydon's Observatory
- Housing Strategy Evidence Base
- Local Crime Assessments
- Children Centre Evidence Base
- An Economic Bulletin
- A Public Health Annual Report
<http://www.croydon.gov.uk/contents/departments/healthsocial/pdf/1295152/Croydon-aphr.pdf>
- The Equality Strategy
<http://intranet.croydon.net/CorpDept/equalities-cohesion/equalities/docs/equalitiesstrategy10-13.pdf>
- The Equality Action Plan 2013 – 15 – link to be added
- Equality Analysis documents published on the Council's external internet page <http://www.croydon.gov.uk/community/equality/eqias/>
- The workforce profile
<http://www.croydon.gov.uk/contents/departments/community/pdf/workforceprofile2011-12>