

Scrutiny & Overview Committee Supplementary Agenda



6. Equalities Strategy Refresh (Pages 3 - 48)

The Scrutiny & Overview Committee is presented with information on the process to refresh the Council's Equalities Strategy.

The Committee is recommended to review the information provided and consider whether there are any conclusions or recommendations it wishes to make to be fed into the refresh of the Equalities Strategy.

Katherine Kerswell
Chief Executive
London Borough of Croydon
Bernard Weatherill House
8 Mint Walk, Croydon CR0 1EA

Simon Trevaskis
Senior Democratic Services & Governance
Officer - Scrutiny
simon.trevaskis@croydon.gov.uk
www.croydon.gov.uk/meetings

This page is intentionally left blank

Agenda Item 6

LONDON BOROUGH OF CROYDON

REPORT:	Scrutiny & Overview Committee
DATE	25 July 2023
REPORT TITLE:	Equalities Strategy Refresh
LEAD OFFICER:	David Courcoux – Head of Strategy & Policy Katherine Kerswell – Chief Executive
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	Katherine Kerswell – Chief Executive
LEAD MEMBER:	Councillor Andy Stranack – Cabinet Member for Communities & Culture
ORIGIN OF ITEM:	This report has been included on the agenda for to provide the Scrutiny & Overview Committee with an early opportunity to feed into the refresh of the Council's Equalities Strategy.
PUBLIC/EXEMPT:	Public

1 EQUALITIES STRATEGY REFRESH

- 1.1. Appended to this cover report is a presentation the refresh of the Council's Equalities Strategy. This report has been included on the agenda to provide the Sub-Committee with the opportunity to feed into and comment upon the refresh of the Strategy.

2 RECOMMENDATIONS

- 2.1 The Scrutiny & Overview Committee is recommended to:
- 1 Review the information provided and consider whether there are any conclusions or recommendations it wishes to make to be fed into the refresh of the Equalities Strategy.

3 REASONS FOR RECOMMENDATIONS

- 3.1 This item is an opportunity for the Scrutiny & Overview Committee to feed into the development of the refreshed Equalities Strategy and the recommendation reflect this.

4 APPENDICES

- 4.1. Appendix A – Presentation – Equalities Strategy Refresh
Appendix B – Equalities Strategy 2020-2024 (current strategy)

Equality Strategy refresh

Scrutiny Committee early engagement

Background

- Current Equality Strategy was adopted in 2020 and runs until 2024.
- Since then, significant change in both the Council and global equality environment:
 - Covid 19-Pandemic and its long-term impacts
 - Black Lives Matter movement
 - Significant changes in working practices post-pandemic
 - Croydon Council RIPIs and S114 notices
 - New Corporate Management Team and EDI Board established
 - Mayor's Business Plan developed and published
- These have driven changes in Croydon's approach which this refresh seeks to address.

Snapshot of progress since 2022

- Launched Equalities Pledge in March 2022 and George Floyd Race Matters Pledge in May 2022. So far 37 organisations have signed up for the pledges in total:
 - 19 - George Floyd Race Matters Pledge.
 - 18 - Equalities Pledge.
 - 6 - both Equalities Pledge and George Floyd Race Matters Pledge.
- Croydon Council designated a Spotlight Organisation for Race Equality Week 2022 and 2023.
- Bronze Trailbreaker Award for Tea Breaks initiative from Race Equality Matters – November 2022.
- Zero pay gap for gender for first time. Other pay gaps below London average (though still more work to do).
- Pilot organisation for Chief Executives of London Councils (CELC) Tackling Racial Injustice peer review programme.
- Adopting gender and anti-racism local protected characteristics.
- Established new staff networks for Christians and for Young Professionals.
- Invited to be a case study for Equality and Human Rights Commission's Public Sector Equality Duty Specific Duties monitoring project.

Challenges of the strategy

- New initiatives have been adopted which are not incorporated.
- Capacity and focus of the organisation has changed – need to reflect this and recognise the level of change.
- Strong on intent in the Strategy but not as clear on actions and ownership.
- Based on 2011 Census data.
- Ownership across the Council not as strong as hoped.

Objectives of the Equality Strategy refresh:

- Refresh and build on progress achieved so far.
- Reflect the priorities of the Mayor's Business Plan.
- Incorporate George Floyd and Equalities Pledges, CELC programme and initiatives.
- Draw on 2021 Census data.
- Better reflect the current Croydon and global equality context.
- Strengthen the Equality Strategy reporting framework.

New EDI policies, plans and pledges:

1. ***People and Cultural Transformation Strategy 2022-26:*** 7 pillars for organisational change, one of which is focused on EDI.
2. ***Equality Pledge (2022):*** 10 commitments
3. ***George Floyd Race Matters Pledge (2022),*** 10 commitments
4. ***CELC Tackling Racial Inequality Standard:*** 7 sections; 55 actions – LBC a pilot authority
5. ***2023 Race Equality Week - Big Promise:*** 6 commitments.
6. ***Council adopted definitions of Anti-Semitism and Islamophobia***

Equality Strategy 2020-2026: outcomes & priorities (1)

OUTCOME 1 The Council addresses social inequities as a community leader and employer

1. The Council's workforce reflects our diverse communities at all levels.
2. The Council acts as a role model and champions a fair society.
3. We ensure equality training is central to the way we work, is regularly undertaken, and is reviewed to meet changing needs.
4. Council staff proactively hold challenging, targeted conversations, holding themselves to account, listening, learning, believing and taking action on systemic issues concerning equality.
5. The Council demonstrates that it is becoming an inclusive, diverse and anti-racist organisation by embedding this principle in its strategies, decision-making, actions and behaviours and promotes anti-racist practices

OUTCOME 2 We work with residents to better understand our communities

1. Continue to increase our network across seldom heard groups.
2. Information about the Council's work towards tackling inequality is easy to access and understand.
3. Data about local communities is more effectively collected, analysed and used to inform decisions and improve services.

Equality Strategy 2020-2026: outcomes & priorities (2)

OUTCOME 3 Use partnerships to improve access and meet individual needs as they arise

1. Enable better education outcomes by offering support to groups who need it most.
2. Support the creation of jobs that enhance quality of life.
3. Services are proactive in targeting groups that have accessibility issues as a result of age, mental health, disability, language, digital and/or physical barriers.
4. **Systemic** inequalities that lead to school exclusions and young people entering the criminal justice system are addressed, specifically for Black boys, White working-class boys, Gypsy Roma and Travellers, and those accessing free school meals.

OUTCOME 4 People in Croydon are supported to **lead healthier and independent lives for longer**

1. Work with partners to tackle social isolation.
2. **Work** with our partners to **understand and reduce health inequalities**.
3. Work with our partners to **ensure equitable access** to health **and care** services, and **enable** residents **to** know where and how to access services.

Consultation

- Full public consultation was undertaken on the original Strategy which will remain the core of the refreshed document.
- Four staff workshops were held as well as workshops with CMT, each DMT and the EDI Board to feed into the Strategy refresh.
- Two public consultations were held on Equality Pledge and George Floyd Race matters Pledge during 2021.

Embedding the Strategy

- Introduce an updated EQIA template.
- Internal communications campaign on the aims and ambitions of the new Equality Strategy and how it affects them.
- Staff workshops and engagement sessions on exploring anti-racism and how it should be manifested in service delivery.
- Staff training across Directorates on the new EQIA template and local protected characteristics.
- New reporting framework to be agreed by the EDI Board who will monitor the implementation of the Strategy going forward.

EQUALITY STRATEGY FOR CROYDON

Page 15

2020 – 2024

CONTENTS

FOREWORD Cabinet Member Safer Croydon and Communities	INTRODUCTION	KEY STATISTICS	PLAN ON A PAGE
OUTCOME 1 The Council addresses social inequities as a community leader and an employer	OUTCOME 2 We work with our residents to better understand our communities	OUTCOME 3 Use partnerships to improve access and meet individual needs as they arise	OUTCOME 4 People in Croydon are supported to be in good health

FOREWORD

I am pleased to introduce the Council's Equality Strategy 2020-2024 which provides a framework for our equality objectives, what we want to achieve, actions we will take to tackle and address inequality and how we will measure our progress. This is a living document that will be updated every year so that our staff, residents and communities are clear about the progress we have made.

We are very proud of our borough, its diverse mix of people and places that make it a great place to live and work. We want growth that will benefit all our communities, and improve equality of, and access to, opportunity.

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

The Council is committed to tackling social and economic inequalities but recognises we face difficult decisions ahead. Those decisions will always be made with the best interest of our communities at heart as we continue to strive towards eradicating disadvantage which left unchecked, remain throughout their life. We will be open and transparent about the challenges ahead; some of which are immediate such as the financial crisis, whereas others are long term like having an ageing population.

We recognise the Council's biggest asset is our staff and it is important to be a high performing organisation that is collaborative, inclusive and innovative, an employer that let's talent flourish and build workforce capability to meet our ambitions and reflects Croydon's communities. The new administration has set its priorities for renewing the council over the next three years in the face of its most serious financial challenges. The administration's ambition is to build a compassionate, resilient and caring Croydon, where no one is left behind. The council will therefore focus its efforts on the most vulnerable and most excluded residents, including those living in extreme poverty. It cannot achieve this alone. It will therefore seek to work through its partnerships with the NHS and the wider public sector, and with borough's employers and businesses, the voluntary sector and residents.

Councillor David Wood, Cabinet Member Safer Croydon and Communities

INTRODUCTION

Equality and inclusion is the very foundation upon which we will strive to ensure residents are treated fairly and equitably by the Council and its service providers, giving individuals the opportunity to be who they are and achieve the successes they aspire to. We will take steps to promote understanding, tackle prejudice and remove or minimise disadvantage.

The purpose of the Council's Equality Strategy is to provide a detailed insight into our ongoing commitment to equality, set out in one place our equality objectives and other arrangements for embedding equality into everything we do and, perhaps most importantly, set out where we must improve. We have developed this strategy in partnership with Croydon's residents, businesses, Voluntary and Community Sector (VCS) and staff – with a view to delivering a combined strategic vision for equality across the borough.

The Council's equality objectives, have been prioritised under one or more of the following:

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

The strategy was developed against a backdrop of prevalent international and national themes, which have been particularly highlighted by the Covid-19 pandemic. The virus has been unequal in its impact, in particular on Black and Minority Ethnic residents, but this is a result of long standing structural inequalities and socio-economic determinants of health. We have also seen a strong social response to racism through the Black Lives Matter movement. Whilst media focus may have been on cases in USA, racism remains a very real issue for us to tackle in the UK as well. Since the EU referendum, we have seen a rise in hate crimes and racism.

This strategy comes at a time of great change for Croydon and we want to support our staff and residents through tough times. Croydon Council faces a financial crisis of unprecedented severity. Key to delivering this strategy will be aligning limited resources to deliver positive outcomes, as far as is practicable at a time when the council is under significant financial pressure. The new administration has provided a framework of priorities for 2021-24 and ways of working to inform the task of reshaping the council and refocusing its work which is required in order to put it on a stable financial footing.

The three priorities are:

- To live within our means, balance the books and provide value for money
- To focus on tackling ingrained inequality and poverty in the borough
- To focus on providing the best quality core service we can afford, in particular social care for the most vulnerable people and keeping streets clean and safe.

We face difficult decisions ahead, and cannot do everything we would like or see a need for, but those decisions will always be made with the best interest of our communities. We will continue to strive towards eradicating inequalities and ensure Croydon is a place where all have the opportunity to live, work and flourish.

We will work efficiently to meet rising demand and the challenges ahead as we work differently with our partners and our communities to deliver services for our residents, keeping equalities a priority in both design and delivery.

Developing the strategy and its objectives

The Council, like other public bodies, must publish information about equality every year and equality objectives every four years. Our approach builds on the partnership work undertaken throughout the year to identify priorities through assessments, surveys and consultation exercises. These activities highlight the issues that need to be addressed in the years ahead. It is from this information that the equality objectives have been determined and final consultation has taken place.

In summary this strategy has been developed by:

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

To avoid duplication, and create wider more diverse and varied efficiencies, we identified existing synergies and opportunities by examining current Council strategies, policies and plans that support delivery of equality, diversity, inclusion and/or can be mapped to existing commitments. It should be noted that there are many Council services who through their strategies are currently contributing to tackling inequalities and addressing disadvantage across the borough for protected groups. Some of the equality objectives will be found embedded in other relevant strategies and plans that are published such as the health and wellbeing strategy, early year's foundation strategy and school improvement plan.

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

The Equality Strategy and supporting actions are 'living' documents. The strategy and action plan will be refreshed every year to ensure that our policy and practice takes into account any emerging and prevalent national and local priorities. We will publish an annual report setting out our progress.

We will establish a board to coordinate the equality arrangements in the Council for embedding equality and managing the implementation of the strategy. The board will be responsible for the evaluation (and review) of this Equality Strategy. It will be reviewed annually by all departments and partnerships that own the objectives, measures and actions. The review will be coordinated by the Council's Equality Manager. Progress will be regularly reported to the senior management team, cabinet, scrutiny and themed partnership boards such as the Health and Wellbeing Board when required. We will implement an appropriate involvement strategy during these reviews which will be proportionate to the degree of change likely to be needed.

The strategy will be delivered in full within a period of four years. This will include a comprehensive analysis of our measures to inform the development of new objectives.

KEY STATISTICS



Population

386,710 current total population

445,000 population by 2031

0-17 years - 94,931 (highest in London)

18-64 years - 238,582 (3rd highest in London)

65+ - 53,197 - (3rd highest in London)

48.6 % Male

51.4% Female

For further information on the Croydon's population overview [click here](#)

Deprivation

- Croydon has become relatively less deprived compared to other local authorities in England between IMD 2015 and IMD 2019
- There remains geographic inequality in the distribution of deprivation in the borough with the North and East of the borough remaining more deprived

Wealth inequality

There remains geographic inequality in the distribution of wealth in the borough with the North and East of the borough remaining more deprived. Croydon contains some of the poorest neighbourhoods in the country.

Ethnicity

- Croydon has a higher proportion of residents from the BAME communities compared to the national average. There was more diversity in the younger age group population in Croydon in 2011.

For further information on Croydon's breakdown by race [click here](#)

Proficiency in English

- In the 2011 census, 14.5% of people in Croydon had a language other than English recorded as their main language
- 2.5% of the total Croydon population at the time could not speak English well or at all.
- In the 2011 Census 14.5% of people in Croydon had a language other than English recorded as their main language, 51.5% of individuals from these cohort were 85+ years. This older cohort made up 2.9% of all 85+ year olds in Croydon.
- A higher proportion of females (19.7%) compared to males (14.5%) could not speak English or speak English well.

[Age Profile in Croydon](#)

The latest ONS Mid-year estimate (MYE) indicates that 1 in 4 Croydon residents (24%) is aged between 0-17 years. This has implications on the types of services required to cater for the youth in Croydon.

For further information on children and young people in Croydon [click here](#)

Religion

Just over half (56.4%) of respondents to the 2011 Census in Croydon stated that they were Christian. About 1 in 5 (20.0%) stated that they had no religion. Significantly 7.6% of respondents did not state their religion.

For further information on Religion and Belief in Croydon [click here](#)

Sexual orientation

Sexual orientation was not captured by the 2011 Census. Based on ONS estimates, across London it was estimated that 2.6% of the population in 2014 identified themselves as gay, lesbian or bisexual. This was higher than the national average of 1.6%.

Gender identity

Data on the gender identity is not routinely captured. A person's innate sense of their own gender, whether male, female or something else may or may not correspond to the sex assigned at birth. The Gender Identity and Research Society has estimated that nationally 1% of the population may be gender variant to some degree, with 0.2% of the population likely to seek medical treatment, at some stage, to present in the opposite gender

Disability

There is not one comprehensive figure that can give a true picture of the total number of people with a disability in Croydon.

The 2011 Census figures showed that 14.1% of the population in Croydon had their day-to-day activities limited to some extent by a

long-term health problem or disability. 22,493 people had their day-to-day activities limited a lot, whilst 28,134 had their day-to-day activities limited a little.

For further information on individuals with long term health or a disability in Croydon [click here](#)



Education and Skills

- Attainment at Key Stage 2 is improving in Croydon but there is still more to do in this area.
- Take up of funded hours in early years settings is still below national and regional levels
- Whilst, in recent years, Croydon's GLD has been above the national, it has remained stubbornly lower in all aspects of language development, particularly in the aspect of 'speaking'.
- The proportion of children achieving grades AAB or above at Key Stage 5 is much lower than the national and regional averages
- Since 2015 at local, regional and national levels there has been a lower proportion of children from Black backgrounds achieving Attainment 8 scores
- Like with England as a whole Black Caribbean pupils in Croydon have the greatest level of disproportionately when it comes to exclusion from school.



Economy

- The job density rate measures the ratio of total jobs population aged 16-64 years. The Croydon rate is lower than national and regional levels.
- The proportion of out of work claimants has risen by around 5% since March 2020 – directly as a result of the impact of the Covid19 pandemic on the economy.
- There has been a huge increase in unemployment for 18-24 year olds and 50-64 year olds since April 2020.
- Croydon rate of out of work claimants has increased.



Housing

- Croydon had 1,657 net additional dwellings in 2019/2020. This is a 42% reduction on the 2016/2017 figure.
- For 2019/2020, 7 in 10 homeless households in Croydon were made up of residents from the non-White communities.
- Social housing in Croydon is mainly concentrated in the northern parts and the eastern edge of the borough.
- Over the years, by far the highest proportion of accepted homeless households in Croydon have been made up of lone parents with dependent children
- Latest figures for 2019/2020 show that more than half (56%) of homeless people in Croydon are in the 25-44 years age band
- There has been a disproportionately high percentage of homeless people from the Black community, both currently and historically.



Health

- Childhood immunisation rates continue to be lower in Croydon than across London and England
- The estimated dementia diagnosis rate for 65+ years has been going up every year in Croydon.
- Croydon has the 6th highest proportion of adults (aged 18+) classified as overweight or obese in London.

Social Isolation

In Croydon, there are an estimated 9,860 older people who are lonely and 5,423 older people who experience intense loneliness. There are also 17,227 people aged 18-64 who are socially isolated.

In addition, recent research has shown that 48% of Croydon residents would be willing to do more to support a neighbour; this may also have a positive impact on the health and wellbeing of the population, and social isolation.

PLAN ON A PAGE

VISION

Croydon is a place of opportunity where everyone can belong, addressing the needs and aspirations of all those who live and work in the borough

Page 24

The Council addresses social inequities as a community leader and employer

- OBJECTIVE 1: The Council's workforce reflects our diverse communities at all levels
- OBJECTIVE 2: The Council acts as a role model and champions a fair society
- OBJECTIVE 3: We ensure equality training is central to the way work, is regularly undertaken, and is reviewed to meet changing needs

We work with residents to better understand our communities

- OBJECTIVE 1: Continue to increase our network across seldom heard groups
-
- OBJECTIVE 2: Information about the Council's work towards tackling inequality is easy to access and understand
- OBJECTIVE 3: Data about local communities is more effectively collected, analysed and used to inform decisions and improve services

Use partnerships to improve access and meet individual needs as they arise

- OBJECTIVE 1: Enable better education outcomes by offering support to groups who need it most
- OBJECTIVE 2: Support the creation of jobs that enhance quality of life
- OBJECTIVE 3: Services are proactive in targeting group that have accessibility issues as a result of disability, age, mental health, disability, language, digital and/or physical barriers
- OBJECTIVES 4: Inequalities that lead to school exclusions and young people entering the criminal justice system are addressed, specifically for black boys, white working class boys, gypsy roma and travellers, and those accessing free school meals.

People in Croydon are supported to be in good health

- OBJECTIVE 1: Work with partners to tackle social isolation and bring people together
- OBJECTIVE 2: With our partners use our knowledge of specific health challenges to support improvements
- OBJECTIVE 3: We work with our partners to open the door to health services, and support them to make sure residents know where and how to access services

OUTCOME ONE: The Council addresses social inequities as a community leader and an employer

What do we want to achieve?

1. The Council's workforce reflects our diverse communities at all levels
2. The Council acts as a role model and champions a fair society
3. The Council ensures equality training is central to the way we work, is regularly undertaken, and is reviewed to meet changing needs

What actions will we take?

1. Develop annual performance indicators to measure recruitment, learning and development, career progression and employee relations
2. Publish annual pay audit around gender, disability and race and implement action plan to reduce the gaps
3. Develop Borough-wide Equalities Pledge
4. Establish governance to ensure equality is at the centre of service delivery
5. All Council contracts contribute towards delivering our equality objectives

The strategy comes at a time when there is renewed drive for reducing inequalities nationally. The Council recognises its community leadership role in addressing these issues and championing a fairer society.

Strong, visible leadership is essential to effectively embed equality throughout the organisation and community at large. The Council will ensure our leaders are not only supporting but also more importantly driving the change and championing equality. A board will be established to provide clear accountability for change and ensure actions continued to be followed through.

The Council want to integrate equality into everything it does by working in partnership with those who provide services on our behalf to support the Council to meet its equality objectives. We will work with our staff, communities and the voluntary and community sector to ensure shared equality priorities, objectives and outcomes for local areas are understood and acted on. We also want to use equality analysis as an effective tool to identify needs and improve outcomes, address gaps and reduce inequality.

The council believes in the dignity of all people and their right to respect and equality of opportunity. We value the strength that comes with difference and the positive contribution that diversity brings to our community. Our aspiration is for Croydon to be safe, welcoming and inclusive. It is for this reason we will develop an Equality Pledge that commits signatory public, voluntary or private sector organisations to appreciate and value the benefits that different communities contribute to Croydon. The pledge will have principles around adopting the Croydon Black Lives Matter Charter, promoting anti-racism, signing up to national benchmarks and initiatives such as Race at Work Charter, Workforce Race Equality Standards for Social Care (WRES), Race Equality Week, NHS Speak Up, Stonewall Workplace Equality Index, Disability Confident and the Equality Framework for Local Government (EFLG).

6. Ensure that every strategy, delivery plan and staff appraisal has an equality objective linked to it
7. Ensure every Equality Impact Assessment is evidence driven
8. Equality Impact Assessments considered by scrutiny on an annual basis to ensure scrutiny members continue to consider the equality implications of reports they look at
9. Increase number of councillor equality champions
10. Review current equality skills, knowledge and training available to meet service needs and identify gaps
11. Develop and monitor mandatory equality training including antiracism for Councillors in line with staff training
12. Support staff to improve the disclosure rates for equality data and understanding of how we use it to inform positive initiatives

We welcome the diversity of our staff and customers and regard this as the strength of our borough. We want to continue to improve and increase diversity at senior levels across the organisation and our workforce profile to reflect Croydon's communities and in particular under-represented groups - at all levels – so those in decision-making positions reflect the communities they serve.

Nationally and locally we know that there are issues around pay gaps for under-represented groups and in particular in relation to gender and ethnicity. The council has made some progress to close the gap in relation to gender, however, the pay quartiles show that (typically) white employees occupy a higher proportion of the upper pay quartiles compared to their representation in the workforce and BAME employees occupy a lower proportion of upper pay quartiles compared to their representation in the workforce. We recognise there is more to do to address areas of race inequalities. The Council will continue to regularly monitor, analyse and publish employment data and more importantly take actions to address identified trends

The Council aims to embed equalities practice across the organisation. It believes equality is everyone's business and all staff including anyone we work with or commissioned to work on our behalf, has a responsibility to advance equality, promote good relations and eliminate discrimination in their day-to-day work. In working towards achieving this aim, the Council provides all staff with equality and diversity training so officers gain the relevant knowledge and skills to mainstream excellent equality best practice. We will also support our partners such as the Octavo Partnership to deliver

What will success look like?

1. Diverse recruitment panels and anonymised shortlisting for the Council is monitored and reviewed
2. Workforce profile that reflects Croydon's communities and in particular under-represented groups - at all levels
3. Increased participation on available leadership programmes from all under-represented protected characteristics
4. Improvement in closing gender, disability and ethnicity pay gaps
5. Equality disclosure rate is 85% across all protected characteristics
6. Equalities pledge developed and reflected in lived experience
7. Every strategy, delivery plan, Council contract and staff appraisals have equality objectives
8. Equality Impact Assessments (EIA) are data driven and demonstrate evidence and impact (where change has been made in relation to the EIA).
9. 100% of new starters and councillors complete Equality Essentials, Unconscious Bias training and other appropriate designated training and this is refreshed on a regular basis

bespoke training packages to target support to schools where there are concerns about pupil outcomes.

OUTCOME TWO: We work with our residents to better understand our communities

What do we want to achieve?

1. Data about local communities is more effectively collected, analysed and used to inform decisions and improve services
2. Continue to increase our network across seldom heard groups, currently identified as LGBT+, refugee and asylum seekers, and women
3. Information about the council's work towards tackling inequality is easy to access and understand

What actions will we take?

1. Increase the number of partners and local influencers that represent and/or work with identified seldom heard groups
2. Ensure all formal consultations have an Equality Impact Assessment
3. Develop annual Equality Communications plan to include key messages/updates and actions below:
 - share our equality annual report with our partners
 - publish an executive summary demonstrating progress
 - publish equality data via Croydon Observatory

The administration's new priorities and ways of working highlight the need for the Council's relationship with residents, communities, businesses and partners. In working towards this aim, it will fully involve the residents of Croydon, its communities and its partners in its journey to becoming an efficient, effective and financially sustainable council.

National and local research tells us that seldom heard groups are too often let down by structures and services that do not consider their needs. An example of this is it is unclear what proportion of our population are LGBT+ and what the needs of this population are. As such, the true extent of inequalities is unknown.

The Council already collects and uses information about the people who use its services and what they think about us. It also recognises the importance of collecting and using equality monitoring information as one of the critical ways in which we demonstrate compliance with the general equality duty.

Most of the available equality information relates to age, gender, disability and ethnicity. However, it is clear that in some cases we don't have the information or that we have the information but it hasn't been used in any analysis. We have data gaps in our information about some vulnerable groups of people and where we do have information it is not always sophisticated enough to allow us to draw useful inferences. For example we have patchy information about people who identify themselves as lesbian, gay, bisexual or transgender, religious/faith groups, newer communities as well as some of the of the new protected characteristics. There are gaps in our data about who uses our frontline services, especially transactional activity such as over the counter, over the telephone and using the web. We also have basic information about the number of complaints about discrimination but not the nature.

We recognise the importance of having good quality information and how this can help target resources and improve outcomes for people. The Council will work to ensure equality data is complete, comprehensive and timely. We want to create a spirit of questioning – consistently and routinely interrogating services/access/process and outcomes with a lens of inequalities. Departments will need to put in place plans to

4. Support staff to improve what comprehensive equality data is collected and how we can use it
5. Work with partners to use our collective evidence to set future equality objectives
6. Work with partners to provide more opportunities for young people to share their views

What will success look like?

1. Baseline data available on who is engaging with us to identify gaps
2. Service user surveys contain 'how satisfied or dissatisfied are you that the council listens and acts on your feedback' and measure improvements to this response
3. Standardised equalities data is captured by services and used to make decisions
4. Equality communications plan developed and reviewed on an annual basis

address any gaps and issues in relation to information about local communities and their protected characteristics.

Equality data will be published to enable voluntary and community sector partners/health colleagues and stakeholders to access and use the information (including information about health inequality) and allow the council to work with its partners to identify gaps, assess needs, set priorities and equalities objectives.

At a time when Council resources are limited, we will use data and insight to review, rationalise and redesign services, with a focus on meeting priority needs, identifying those with the highest degree of need and tailoring interventions to meet these as well as locating our services where they are needed.

The Council interacts with the people who use its services, employees and residents. It works in partnership with its Councillors who are also committed to empowering local people to participate and get involved in making decisions. We want to engage and listen to our people and have open, honest and culturally appropriate conversations.

Staff can get involved and influence priorities via the organisations Culture Ambassadors, one-to-one's and team meetings, Council intranet and surveys. The Council also has a range of staff diversity networks (namely Race Equality Network, Disability Network, Women's Network, LGBT+Allies Network, Carers Network and Mental Health and Wellbeing Network). Alongside representatives from the community, officers take part in a range of other forums that shape policy and the design of services such as the Mobility Forum, Faiths Together in Croydon and Local Strategic Partnerships.

Engagement takes a wide variety of forms, increasingly utilising online communication channels. We recognise these online methods offer the potential to build engagement that is practical, affordable and capable of engaging a much greater audience than some other channels allow. However, these methods will not be suitable for every purpose or everyone and we are conscious that some vulnerable and seldom heard groups are often digitally excluded.

Undertaking an Equality Impact Assessment as well as undertaking user testing/user research will enable the Council to consider the best methods to consult and identify

which groups are not engaging. We will also provide feedback on the outcomes of consultations via the Council's Get Involved platform.

We will develop an annual equality communications plan to help us undertake effective, consistent and meaningful communications with our staff, residents, communities and partners as well as share key messages on matters of equality and inclusion. The plan will aim to champion equality, fairness, foster good relations between communities and counter discrimination, negative stereotypes or dispel myths. Going forward we want to be open and transparent about what we are doing, the progress we have made as well as the challenges we face.

OUTCOME THREE: Use partnerships to improve access and meet individual needs as they arise

What do we want to achieve?

1. Enable better education outcomes by offering support to vulnerable groups in targeted areas of the borough, including boys and those eligible for the PPG (pupil premium grant).
2. Support the creation of jobs that enhance quality of life particularly targeting those underrepresented in the employment sector identified as BAME, women, young people, lone parents and people with disabilities.
3. Services are proactive in targeting groups that have accessibility issues as a result of disability, age, mental health, language, digital and/ or physical barriers.
4. Inequalities that lead to school exclusions and young people entering the criminal justice system are addressed, specifically for black boys, white working class boys, gypsy roma and travellers, and those accessing free school meals.

What actions will we take?

The council is aware there is still some distance to go to eliminate discrimination and reduce inequalities. It faces challenges around deprivation and inequalities in a range of domains relating to income health, education and housing.

Research has found that inequality can develop as a consequence of inter-generational disadvantage starting in early childhood and reoccurring throughout life. We know it is a set of complex needs that put children at a greater risk of repeating a cycle of exclusion experienced by their parents. Inadequate housing, poor diet, lack of access to decent open spaces and many other factors can compound disadvantage for children from less well-off backgrounds.

Croydon also has the largest number of looked after children of any borough in London, many of whom require intensive support.

In common with much of the country, local child and adolescent mental health services are struggling to keep up with demand, often resulting in critical time being lost before diagnosis of developmental or mental health disorders. We want the local health service to work with the council and schools to look at new models that do more to bring services into schools and to work with families much earlier when there are problems.

As set out in the statistics section, there are significant inequalities in educational achievement in Croydon. The early years challenge is the most profound for the borough as a whole and particularly for children from less well-off backgrounds but there are also individual schools in parts of the borough that don't do well enough.

We will work in partnership with all Croydon schools, settings and partners to share best practice and deliver the very best for all our young people and ensure resources are targeted at and focus is on those groups that currently under-perform.

Like England as a whole, Black Caribbean pupils in Croydon have the greatest level of disproportionately when it comes to exclusion from school. The Council will continue to

1. Analyse the achievement of specific pupil groups and address where we have gaps in outcomes
2. Sign post to information available on education opportunities, qualifications and careers guidance including basic English skills, post-16 provision and financial management
3. Share best practice and learn from our partners via Pupil Premium Network etc. to include best practice on wellbeing and emotional needs support
4. Ensure economic recovery plan includes the needs of protected groups
5. Continue to engage with local employers and increase the number and range of apprenticeships, pay the London Living Wage and provide exposure to different work environments
6. Raise awareness of our partner support services for e.g. translation service, language, Braille, easy read and digital support and hearing impaired
7. Data collected by services about accessibility informs equality analyses
8. Design our services around the needs of our residents by using user research and user testing as the basis of all service improvements.
9. Council and health service work with schools to regularly evaluate mental wellbeing, pastoral and therapeutic

work with schools, local health services, and the community to reduce the need to exclude pupils.

In recent years, we have seen an increase low-paid and unskilled work including part-time, short term contracts, self-employment and insecure employment nationally and locally. The number of zero hour contracts has significantly increased since 2010. Real pay is still below 2010 levels and there has been an increase in the proportion of people in poverty living in a working household. Minority ethnic groups, women, lone parents, and people with disabilities have higher unemployment rates.

Wage growth has been low since 2010 and wage inequality persists - particularly for children and for those in work. Lone parents with children have the highest risk of being in persistent poverty. The number of families with children who do not reach the minimum income standard has increased.

The coronavirus pandemic has put additional pressures on local communities emphasising the inequalities that were already present, reducing the opportunities for those leaving education, and increasing the numbers of people unable to access paid employment. Vulnerable people such as the long-term unemployed, disabled people and those with low levels of literacy are most likely to be left behind as people with established work skills and experience re-enter the employment market. Some of the most disadvantaged people often lack basic information and skills.

The Council will work with its partners including developers to continue to create fair employment and good work for all and in particular those furthest away from the job market as we work towards building an inclusive economy. We will also continue to work with the education sector and other partner organisations' to increase the number of people with the skills needed to contribute to our local digital economy.

The Council's award winning apprenticeship programme currently works with providers to support business in developing training programmes for current and new employees and in creating new apprenticeships and employment pathways for Croydon residents.

support in schools and their links to support networks outside schools.

10. Monitor exclusion rates and take actions to address over-representation

What will success look like?

1. Close outcome gap for groups identified as underachieving especially at levels 2,4,5
2. Increase in % of residents from protected groups and disadvantaged areas gaining qualifications (inc English) and training opportunities via CALAT
3. Narrow number of 16-24 year olds not in employment, training or education
4. Increase of number of local employers providing and supporting apprenticeships, work placements and paying the London living wage
5. Good Work Standard rolled out in Croydon
6. Increase in satisfaction of and access to services by groups that share protected characteristics
7. Reduction in fixed and permanent exclusion rates for all vulnerable groups – including autism and behavioural challenges

The Council plans to roll out the Good Works Standard that will provides employers with a set of best employment practices and will continue to support new & emerging entrepreneurs from disadvantaged communities.

Food insecurity has increased significantly. The growth of food banks – with at least nine now running across the borough – is symptomatic of the poverty some residents face, with new migrants, young people without work, training or financial support from their family, those with mental health conditions, those on low wages and sanctioned benefit claimants among the poorest and most marginalised in the community.

Nearly half of those in poverty in the UK in 2018 - 6.9 million people - were from families in which someone had a disability. Some ethnic groups face much higher rates of poverty than others, particularly those who are Black, Bangladeshi, Pakistani origin where rates of poverty after housing are as high as 50%.

The most common cause of homelessness is now the inability of some families to be able to find affordable homes in the private rented sector or to stay in them. For those with low and erratic incomes and /or debts, paying regular monthly rent or managing to scrape together a deposit – now typically equivalent to two months of rent – are challenges that too often prove insurmountable.

The number of non-decent houses has decreased, including in the private rented sector, but this sector also has nationally high levels of cold, damp, and poor conditions including insecure tenures. Homelessness has increased significantly including more children in homeless families living in temporary accommodation with an impact on both mental and physical ill health.

Croydon has a Good Agent and Landlord Charter focused on the parts of the private rental sector which can help most to prevent homelessness by taking tenants on benefit, with pursuit of best practice including early advice on arrears and money wise courses made available, as well as support for disabled tenants.

Two thirds of those accepted as homeless in Croydon are families with children and the consequences of becoming homeless include potentially serious impacts on a child's

education, including on attainment and behaviour, as well as on mental and physical wellbeing. The scars this leaves last into adulthood.

We know how important it is to stem the rising tide of homelessness in the borough and by working together the council and community can achieve much more

The Council will take steps to ensure access to and appropriateness of services is monitored regularly. We will work towards supporting access to translation is easy, available and utilised and accommodate the needs of sight and hearing impaired staff and members of the public.

We will continue to design services that best meet the needs of citizens, where technology is an enabler rather than a barrier to service improvements, and services are a delight for citizens and officials to use. This means prioritising citizen and user needs by using user research and user testing as the basis of all service improvements. This will include mapping of and satisfaction data collected broken down by equality groups and vulnerable communities in order to better understand key gaps in provision around accessibility. This information will be analysed, acted upon by services and used to inform equality impact assessments.

OUTCOME FOUR: People in Croydon are supported to be in good health

What do we want to achieve?

1. Work with partners to further tackle social isolation and bring people together
2. With our partners use our knowledge of specific health challenges to support improvements
3. We work with our partners to open the door to health services, and support them to make sure residents know where and how to access services

What actions will we take?

1. Work with VCS partners to increase the number of volunteers addressing social isolation and support families in the community
2. Encourage Council staff to use their volunteer days to mentor young people or befriend older people
3. Work with health partners to collect and report against key protected characteristics for access, processes and outcome

Health inequality speaks about differential and avoidable differences in health and well-being outcomes amongst people who are otherwise equal.

The King's Fund (February 2020) describe health inequalities as including differences in:

1. health status, for example, life expectancy and prevalence of health conditions
2. access to care, for example, availability of treatments
3. quality and experience of care, for example, levels of patient satisfaction
4. behavioural risks to health, for example, smoking rates
5. wider determinants of health, for example, quality of housing.

'Inequalities in health arise because of inequalities in society – in the conditions in which people are born, grow, live, work and age. The magnitude of health inequalities is a good marker of progress towards creating a fairer society. Taking action to reduce inequalities in health does not require a separate health agenda, but action across the whole of society'

In 2010 the Marmot Review demonstrated the scale that health inequalities continued to exist, and again showed a clear social gradient in health – 'the lower a person's social position, the worse his or her health'. Fast forward ten years to February 2020, The Health Foundation published Health Equity in England: The Marmot Review 10 Years On. This report showed that despite increased knowledge and awareness of health inequalities life expectancy in England has stalled, years in ill health have increased and inequalities in health have widened.

Public Health England released a review of the disparities in risk and outcomes of COVID-19 in June 2020, with a follow up paper on understanding the impact of COVID-19 on BAME Communities which contained recommendations for action. Harms caused by COVID-19 has replicated existing health inequalities, and in some cases increased them. The largest disparity found was age, but the risk of dying among those diagnosed with COVID-19 was also higher in males, than females; higher in those living in the more

4. Develop an autism strategy to raise awareness of autism and key challenges in the Borough

What will success look like?

1. Reduce % of Croydon service users who state they feel socially isolated – in particular people with learning disabilities or in need of physical or sensory support, 65+
2. Increase awareness of staff volunteering and number of hours given
3. Increase in number of young people engaging in activities
4. Autism Strategy developed
5. Increase in number of residents who state their health and wellbeing has increased as a result of contacting services
6. Increase in number of residents reporting that they have an increase in social connections
7. Health partners collect and reporting against key protected characteristics for access, processes and outcome

deprived areas than those living in the least deprived; and higher in those in Black, Asian and Minority Ethnic (BAME) groups than in White ethnic groups. Ongoing effects of the economic impact of COVID related restrictions are also widening inequalities e.g. by disproportionately affecting workers who are female, young and low-paid.

The approach for improving health inequalities will capitalise on prevention, health promotion and self-care utilising the One Croydon preventative framework tool. It will reflect a commitment to the people of Croydon to start well, live well and age well.

The Croydon Health and Wellbeing Board already has reducing health inequalities at its heart as an overarching theme for the Croydon Health and Wellbeing Strategy, and in its delivery through the Health and Care Plan. The Croydon Prevention Framework is being developed to create the conditions for which prevention initiatives will flourish and support One Croydon's aim to reduce inequalities. Equality, Diversity and Inclusion is the South West London ICS 20/21 key ambition.

The council will work with its partners to ensure they embed behaviours, systems, practices and processes that allow a sustainable focus on reducing inequalities and fosters culturally aware organisations by default. As such we will support partners to ensure data about local communities is more effectively collected, analysed and more readily available to be used to inform decisions and improve services. Equality analysis can be used to identify needs and improve outcomes, address gaps and reduce inequality.

There are multiple and complex risk factors that can influence social isolation and loneliness. These range from level of education, employment status, wealth, income, housing, crime, ethnicity, gender, disability, age and mental health. These risks factors are more likely to affect some groups, such as people with mental health problems, people with dementia, refugees and asylum seekers and so on. Taking on full time unpaid caring duties can also lead to being more isolated. Caring duties are more likely to be performed by women and some women in their middle age end up caring for both a sick parent and child at the same time. It is therefore fundamental to take action at different levels and address all wider determinants to prevent and reduce social isolation and loneliness.

Social isolation and loneliness have significant equalities and human rights dimensions. They disproportionately affect groups that share protected characteristics and can compound discrimination and disadvantage experienced by those groups.

At a time when council budgets are under significant pressure it is particularly important that the council continues to work with the voluntary sector and recognise the untapped possibilities within every community. We will continue to encourage Council staff to volunteer on social priorities within Croydon. The Council will also continue to support residents with the confidence and access to use the internet, thereby improving social inclusion

We will also work in partnership with the Clinical Commissioning Group and GP practices to support outreach services, work within communities to signpost socially isolated people to services and promote online and offline directories of services.

This can have a positive impact on mental health and social isolation and reduce the use of costly statutory services

ACTION PLAN AND PERFORMANCE MEASURES

The Council addresses social inequities as an employer and a community leader

Action	Lead Officer	Identified Groups	Year 1	Year 2	Year 3	Year 4
<p>The Council Works to reflect our diverse communities at all levels</p> <p style="text-align: center; font-size: 2em; transform: rotate(-90deg);">Page 38</p>	<p>Director of Human Resources</p> <p>Head of Learning & Organisational Development</p> <p>HR Recruitment & Process Manager</p>	<p>BAME</p> <p>Disability</p> <p>Gender</p>	<ul style="list-style-type: none"> All recruitment panels are diverse Anonymised shortlisting across all recruitment Workforce profile (grade 14 and above representative of local community at all levels) Baseline number of protected characteristics of participation on leadership programmes Measure disability and ethnicity pay gaps Improve equality disclosure 	<ul style="list-style-type: none"> Spot checks from application to appointment for underrepresented groups Workforce profile (grade 14 and above representative of local community at all levels) Increase participation on leadership programmes from all under-represented protected characteristics Improve gender, disability and BME pay gaps Improve equality disclosure 	<ul style="list-style-type: none"> Workforce profile (grade 14 and above representative of local community at all levels) Improve gender, disability and BME pay gaps Improve equality disclosure 	<ul style="list-style-type: none"> Improve equality disclosure
<p>The Council acts a role model and champions a fairer society</p>	<p>All services</p> <p>Equalities Manager</p>	<p>All</p>	<ul style="list-style-type: none"> Equality data is collected by all services Every key decision must be accompanied by an EIA Every strategy, appraisal, delivery 	<ul style="list-style-type: none"> Pulse check for satisfaction – ‘how satisfied or dissatisfied are you that the council as your employers listens and acts on your feedback’ annually EIAs are data driven 	<ul style="list-style-type: none"> Pulse check for satisfaction – ‘how satisfied or dissatisfied are you that the council as your employers listens and acts on your feedback’ annually EFLG excellent review 	<ul style="list-style-type: none"> Pulse check for satisfaction – ‘how satisfied or dissatisfied are you that the council as your employers listens and acts on your feedback’ annually EFLG excellent review

			<p>plan and Council contract will have an equality objective</p> <ul style="list-style-type: none"> Once a year scrutiny considers EIA Incorporate satisfaction – ‘how satisfied or dissatisfied are you that the council as your employers listens and acts on your feedback’ in future surveys Council contractors are inclusive and supportive of vulnerable groups and groups that share protected characteristics 	<ul style="list-style-type: none"> Once a year scrutiny will consider EIA Every key decision must be accompanied by an EIA Every strategy, appraisal and delivery plan will have an equality objective Council contractors are inclusive and supportive of vulnerable groups and groups that share protected characteristics 	<ul style="list-style-type: none"> EIA demonstrates evidence and impact (where change has been made in relation to the EIA) Once a year scrutiny will consider EIA Every strategy, appraisal, delivery plan and Council contracts will have an equality objective Council contractors are inclusive and supportive of vulnerable groups and groups that share protected characteristics 	<ul style="list-style-type: none"> EIA demonstrates evidence and impact (where change has been made in relation to the EIA) Every strategy, appraisals and delivery plan will have an equality objective Council contractors are inclusive and supportive of vulnerable groups and groups that share protected characteristics
Action	Lead Officer	Identified Groups	Year 1	Year 2	Year 3	Year 4
The Council ensures equality training is central to the way we work, is regularly undertaken and is reviewed to meet changing needs	<p>Director HR</p> <p>Head of Learning & Organisational Development</p> <p>Head of Democ</p>	All	<ul style="list-style-type: none"> 100% of new starters complete the Equality essentials and Unconscious Bias training and this is measured Equality training available is reviewed every two years 100% of Cllrs complete the Equality essentials and Unconscious Bias training within lifespan of election and this is measured 	<ul style="list-style-type: none"> 100% of new starters complete the Equality essentials and Unconscious Bias training Equality training available is reviewed every two years 100% of Cllrs complete the Equality essentials and unconscious bias training within lifespan of election 	<ul style="list-style-type: none"> 100% of new starters complete the Equality essentials and Unconscious Bias training Equality training available is reviewed every two years 100% of Cllrs complete the Equality essentials and unconscious bias training within lifespan of election 	<ul style="list-style-type: none"> 100% of new starters complete the Equality essentials and Unconscious Bias training Equality training available is reviewed every two years 100% of Cllrs complete the Equality essentials training and unconscious bias training within lifespan of election

	atic services & Scrutiny					
Continue to increase our network across seldom heard groups as identified	All services	LGBT+; Asylum seekers & women	<ul style="list-style-type: none"> • Capture baseline data of who is engaging with us to identify gaps and who the next cohort is. • Ensure service user surveys contain ‘‘how satisfied or dissatisfied are you that the council listens and acts on your feedback’ 	<ul style="list-style-type: none"> • Capture baseline data of who is engaging with us to identify gaps and who the next cohort is. • Ensure service user surveys contain ‘‘how satisfied or dissatisfied are you that the council listens and acts on your feedback’ • Baseline satisfaction levels and set incremental target for improvement - how satisfied or dissatisfied are you that the council listens and acts on your feedback’ • Evidence response to feedback ‘you said, we did’ 	<ul style="list-style-type: none"> • Capture baseline data of who is engaging with us to identify gaps and who the next cohort is. • Ensure service user surveys contain ‘‘how satisfied or dissatisfied are you that the council listens and acts on your feedback’ • Evidence response to feedback ‘you said, we did’ 	<ul style="list-style-type: none"> • Capture baseline data of who is engaging with us to identify gaps and who the next cohort is. • Ensure service user surveys contain ‘‘how satisfied or dissatisfied are you that the council listens and acts on your feedback’ • Evidence response to feedback ‘you said, we did’
Action	Lead Officer	Identified Groups	Year 1	Year 2	Year 3	Year 4
Information about the Council’s work towards tackling inequity is easy to access and understand	Chief Digital Officer Head of Comms & Engagement Equalities Manager	All	<ul style="list-style-type: none"> • Develop annual Equalities communications plan • Incorporate equality in communications forward plan 	<ul style="list-style-type: none"> • Review annual communications plan for Equalities 	<ul style="list-style-type: none"> • Review annual communications plan for Equalities 	<ul style="list-style-type: none"> • Review annual communications plan for Equalities

<p>Data about local communities is more effectively collected, analysed and used to inform decisions and improved services</p>	<p>All services</p> <p>Head of Business Intelligence, Performance and Improvement</p> <p>Equalities Manager</p>	<p>All</p>	<ul style="list-style-type: none"> • Agree Croydon standard for equality data collection 	<ul style="list-style-type: none"> • Standardised equality data is captured by services • Equality data is updated, shared, analysed and used to make decisions • Routinely publish equality data on Croydon Observatory 	<ul style="list-style-type: none"> • Standardised equality data is captured by services • Equality data is updated, shared, analysed and used to make decisions 	<ul style="list-style-type: none"> • Standardised equality data is captured by services • Equality data is updated, shared, analysed and used to make decisions
<p>Action</p>	<p>Lead Officer</p>	<p>Identified Groups</p>	<p>Year 1</p>	<p>Year 2</p>	<p>Year 3</p>	<p>Year 4</p>
<p>Enable better education outcomes by offering support to underachieving groups including white working class boys, black boys and those eligible for the PPG (Pupil Premium Grant)</p>	<p>Director of Education</p> <p>Head of Employment and Skills Delivery</p>	<p>SEN</p> <p>Disability</p> <p>Vulnerable groups</p> <p>White working class boys</p> <p>Black boys</p> <p>PPG</p>	<ul style="list-style-type: none"> • % learner qualification/achievement † CALAT (broken down by protected characteristics) • % trained through CALAT to achieve positive higher education which is (broken down by protected characteristics) • % annual achievement black Caribbean children, children receiving free school meals, looked after children • % of residents supported to learn English by CALAT 	<ul style="list-style-type: none"> • Close outcome gap groups identified as underachieving • % learner qualification/achievement CALAT (broken down by protected characteristics) • % trained through CALAT to achieve positive higher education (broken down by protected characteristics) • Ensure apprenticeships data is collected annually (broken down by protected characteristics) 	<ul style="list-style-type: none"> • Close achievement gap at levels 2,4,5 • Close achievement gap of at levels 2,3 qualification by age 19 <ul style="list-style-type: none"> - GCSE levels 9 – 1 at Level 2 - A Levels A*-G at post 16 - Technical/Vocational : BTEC/ Pass/ Merit/ Distinction at Level 2 • % learner qualification/achievement † CALAT (broken down by protected characteristics) 	<ul style="list-style-type: none"> • % learner qualification/achievement CALAT (broken down by protected characteristics) • % trained through CALAT to achieve positive higher education (broken down by protected characteristics)

		FSM	<ul style="list-style-type: none"> Ensure apprenticeships data broken down by protected characteristics is collected annually 		<ul style="list-style-type: none"> % trained through CALAT to achieve positive higher education (broken down by protected characteristics) Ensure apprenticeships data is collected annually (broken down by protected characteristics) 	
Support the creation of jobs that enhance quality of life particularly targeting BAME, women, young people, lone parents and people with disabilities	Director - Growth Employment and Regeneration Head of Economic Development	BAME Women Young people Lone parents People with disabilities	<ul style="list-style-type: none"> Broker job placements for 16-24 year olds on Universal Credit data ERP includes the needs of protected groups Continue to engage with local employers to increase number and range of apprenticeships and work placements – pay the London living wage – provide exposure to different work environments – broken down by protected characteristics Good Works Standard – Croydon chapter created 	<ul style="list-style-type: none"> Broker job placements for 16-24 year olds on Universal Credit data Continue to engage with local employers to increase number and range of apprenticeships and work placements – pay the London living wage – provide exposure to different work environments broken down by protected characteristics Collect equality data on the work placement forms Good Works Standard – Croydon chapter sustained and membership expanded 	<ul style="list-style-type: none"> Broker job placements for 16-24 year olds on Universal Credit data Continue to engage with local employers to increase number and range of apprenticeships and work placements – pay the London living wage – provide exposure to different work environments Collect equality data on the work placement forms Good Works Standard – Croydon chapter sustained and membership expanded 	<ul style="list-style-type: none"> Continue to engage with local employers to increase number and range of apprenticeships and work placements – pay the London living wage – provide exposure to different work environments Collect equality data on the work placement forms
Action	Lead Officer	Identified Groups	Year 1	Year 2	Year 3	Year 4
Services are proactive in targeting groups that have accessibility issues as result	All Services	Disability Autism Race	<ul style="list-style-type: none"> % of residents supported to learn English by CALAT Satisfaction of services broken down by characteristics monitored by STAR survey 	<ul style="list-style-type: none"> % of residents supported to learn English by CALAT Satisfaction of services broken down by characteristics monitored by STAR survey 	<ul style="list-style-type: none"> % of residents supported to learn English by CALAT Services assessments, user research and user testing as the basis of all service improvements. 	<ul style="list-style-type: none"> % of residents supported to learn English by CALAT Services assessments, user research and user testing as the basis of all service improvements.

of disability, age mental health, language, digital and/or physical barriers		Mental Health	<ul style="list-style-type: none"> • Services assessments, user research and user testing as the basis of all service improvements. • % of residents stating 'feel my health and wellbeing will benefit as a result of my contact with this service' - broken down by characteristics • Co-produce services with residents wherever possible 	<ul style="list-style-type: none"> • Services assessments, user research and user testing as the basis of all service improvements. • % of residents stating 'feel my health and wellbeing will benefit as a result of my contact with this service' - broken down by characteristics (One Croydon Health and Care Plan) • Co-produce services with residents wherever possible 	<ul style="list-style-type: none"> • % of residents stating 'feel my health and wellbeing will benefit as a result of my contact with this service' - broken down by characteristics • Co-produce services with residents wherever possible 	<ul style="list-style-type: none"> • % of residents stating 'feel my health and wellbeing will benefit as a result of my contact with this service' - broken down by characteristics • Co-produce services with residents wherever possible
Inequalities that lead to school exclusions and young people entering the criminal justice system are addressed, specifically for black boys, gypsy roma & travellers and those accessing free meals	Director of Early Help and Children's Social Care Director Violence Reduction Unit Head of Youth Offending Service	Black boys Gypsy Roma & travellers FSM	<ul style="list-style-type: none"> • Reduce number of fixed and permanent exclusion rates for all vulnerable groups – including autism and behavioural challenges • Proportion of BAME young people listed in youth justice disposals 	<ul style="list-style-type: none"> • Proportion of BAME young people listed in youth justice disposals • % of young people who feel they are listened to including looked after children and young carers (annually) 	<ul style="list-style-type: none"> • % of young people who feel they are listened to including looked after children and young carers 	<ul style="list-style-type: none"> • % of young people who feel they are listened to including looked after children and young carers (annually)
Work with partners to	Families health	Age Disability	<ul style="list-style-type: none"> • Benchmark % of Croydon service users who state 	<ul style="list-style-type: none"> • Benchmark % of Croydon service users who state they 	<ul style="list-style-type: none"> • Benchmark % of Croydon service users who state 	<ul style="list-style-type: none"> •

<p>further tackle social isolation and bring people together</p>	<p>and social care Youth engagement team</p>		<p>they feel socially isolated – people with learning disabilities or in need of physical or sensory support, 65+ (annually)</p> <ul style="list-style-type: none"> • Capture all staff volunteer hours • Total number of people actively participating in staff mentoring scheme – broken down by protected characteristics • Number of young people engaging in activities delivered by Youth engagement team • Increase in number of residents reporting that they have an increase in social connections – broken down by protected characteristics 	<p>feel socially isolated – people with learning disabilities or in need of physical or sensory support, 65+ (annually)</p> <ul style="list-style-type: none"> • Total number of people actively participating in mentoring scheme – broken down by protected characteristics • Capture all staff volunteer hours • Number of young people engaging in activities delivered by Youth engagement team • Increase in number of residents reporting that they have an increase in social connections –broken down by protected characteristics 	<p>they feel socially isolated – people with learning disabilities or in need of physical or sensory support, 65+ (annually)</p> <ul style="list-style-type: none"> • Capture all staff volunteer hours • Number of young people engaging in activities delivered by Youth engagement team • Increase in number of residents reporting that they have an increase in social connections – broken down by protected characteristics 	
<p>Action</p>	<p>Lead Officer</p>	<p>Identified Groups</p>	<p>Year 1</p>	<p>Year 2</p>	<p>Year 3</p>	<p>Year 4</p>
<p>With our partners use our knowledge of specific health challenges to support improvements</p>	<p>Director Public Health Director One Croydon Family health and social care</p>	<p>All</p>	<ul style="list-style-type: none"> • Agree a standard of equality data to be collected by health services • Look at early interventions across organisations to prevent greater support needs later in childhood particularly for particular groups such as autistic • Listen to protected groups and particularly seldom heard groups such as autistic people and their views when we 	<ul style="list-style-type: none"> • Capture agreed data by health services • Look at early interventions across organisations to prevent greater support needs later in childhood particularly for particular groups such as autistic • Listen to protected groups and particularly seldom heard groups such as autistic people and their views when we commission and develop health services 	<ul style="list-style-type: none"> • Capture agreed data by health services • Look at early interventions across organisations to prevent greater support needs later in childhood particularly for particular groups such as autistic • Listen to protected groups and particularly seldom heard groups such as autistic people and their views when we commission and develop health services 	<ul style="list-style-type: none"> • Capture agreed data by health services • Look at early interventions across organisations to prevent greater support needs later in childhood particularly for particular groups such as autistic • Listen to protected groups and particularly seldom heard groups such as autistic people and their views when we commission and develop health services

<p>We open doors to health services through our partners to make sure residents know where and how to access services</p>	<p>Director Public Health</p>	<p>All</p>	<p>commission and develop health services</p> <ul style="list-style-type: none"> • Raise awareness around prevention and signpost where and how residents can receive support • % of Croydon service users who state they feel socially isolated – in particular people with learning disabilities or in need of physical or sensory support, 65+ • Working in partnership to support those most vulnerable • Increase in number of young people engaging in activities from underrepresented groups • Increase in number of residents who state their health and wellbeing has increased as a result of contacting services 	<ul style="list-style-type: none"> • Raise awareness around prevention and Signpost where and how residents can receive support • Working in partnership to support those most vulnerable • % of Croydon service users who state they feel socially isolated – in particular people with learning disabilities or in need of physical or sensory support, 65+ • Increase in number of young people engaging in activities from underrepresented groups • Increase in number of residents who state their health and wellbeing has increased as a result of contacting services 	<ul style="list-style-type: none"> • Raise awareness around prevention and Signpost where and how residents can receive support • Working in partnership to support those most vulnerable • % of Croydon service users who state they feel socially isolated – in particular people with learning disabilities or in need of physical or sensory support, 65+ • Increase in number of young people engaging in activities from underrepresented groups • Increase in number of residents who state their health and wellbeing has increased as a result of contacting services 	<ul style="list-style-type: none"> • Raise awareness around prevention and Signpost where and how residents can receive support • Working in partnership to support those most
---	-------------------------------	------------	---	---	---	--

Glossary

Ally

A (typically) straight and/or cis person who supports members of the LGBT community

BAME

Black and Minority Ethnic

Cisgender or cis

Someone whose gender identity is the same as the sex they were assigned at birth. Non-trans is also used by some people

Discrimination and Harassment

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

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

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

Duties these are things the law says a public body must do.

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

Equity this means being fair and impartial as an individual engages with an organization or system, particularly systems of grievance

Equality Duty

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

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

Gender reassignment

The process of changing or transitioning from one gender to another

GLD the Good Level of Development (GLD) measure is the most widely used single measure of child development in the early years. It is a measure of attainment, not progress.

Inequity this means lack of fairness and/or justice

Inclusion the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or mental disabilities and members of other minority groups.

IMD Indices of multiple deprivation are widely-used datasets within the UK to classify the relative deprivation of small areas. Multiple components of deprivation are weighted with different strengths and compiled into a single score of deprivation

LGBT (lesbian, gay, bi, trans)

Lesbian - Refers to a woman who has a romantic and/or sexual orientation towards women. Some non-binary people may also identify with this term.

Gay - Refers to a man who has a romantic and/or sexual orientation towards men. Also a generic term for lesbian and gay sexuality - some women define themselves as gay rather than lesbian. Some non-binary people may also identify with this term.

Bi - Bi is an umbrella term used to describe a romantic and/or sexual orientation towards more than one gender.

Bi people may describe themselves using one or more of a wide variety of terms, including, but not limited to, bisexual, pan, queer, and some other non-monosexual and non-monoromantic identities.

Trans - An umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth.

Trans people may describe themselves using one or more of a wide variety of terms, including (but not limited to) transgender, transsexual, gender-queer (GQ), gender-fluid, non-binary, gender-variant, crossdresser, genderless, a gender, nongender, third gender, bi-gender, trans man, trans woman, trans masculine, trans feminine and neutrois.

LSoAs

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

Marriage and civil partnership

Marriage and Civil Partnership means someone who is legally married or in a civil partnership. Marriage can either be between a man and a woman, or between partners of the same sex. Civil partnership is between a man and a woman, or of partners of the same sex

Pregnancy and maternity

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

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

Public bodies

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

Staff these are people or companies that pay people to do work.

Vulnerability

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