

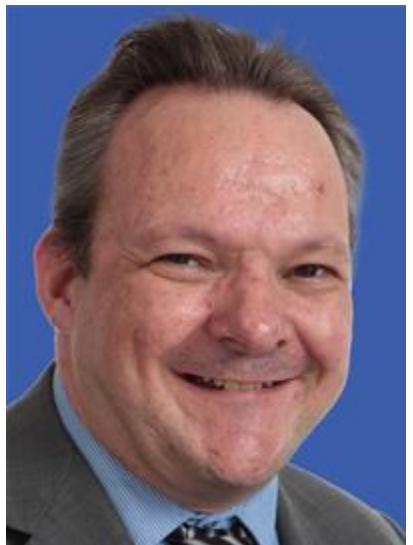
EQUALITY ANNUAL REPORT 2025

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FOREWORD - Cabinet Member for Communities and Culture



As the Cabinet Member for Communities and Culture, I am pleased to introduce the annual progress report on the Council's [Equality Strategy 2023-27](#) for 2025, marking the halfway point of this four year strategy.

This is not a strategy that sits on a shelf, gathering dust in an office. It is a living document that aligns with the Executive

Mayor's business plan to ensure that we are reaching out, listening and taking action for all sections of Croydon's diverse community, whilst tackling the financial challenges our town faces.

As a living document, I am delighted to report that at the mid-point of the Strategy, 40 of the 71 actions have been completed. The remainder of the actions are in progress and are on target. Often these targets are ongoing aspirations that need to be constantly monitored.

For me, some of the highlights of this year's report include: -

- The excellent work done by the Children and Young People's service to make sure that young people's voices are heard and acted on when designing services that matter to them.
- The work that Public Health are doing to engage with residents in new ways, particularly through their creative arts programme.
- Four new community bases and the new family hub opened in South Norwood.
- The partnership working with the Voluntary Community and Faith Sector to provide much needed mental health support to our young people.

Overall, this report demonstrates the Executive Mayor's commitment to listen to all of our communities and individuals that make Croydon such an amazing place to live.

A handwritten signature in black ink, appearing to read "Andy Dernal".

OVERVIEW

Croydon Council's Equality Strategy is now embedded within the Future Croydon Transformation Programme, under the Culture and Governance strand. Our 'Future Croydon' plans detail our aim to put our residents first. Our aim means the Council will: engage with and listen to residents, enabling them to be heard on matters that impact them; provide services in an accessible way with excellent customer care; empower residents and communities to help themselves and their neighbours; and work with partners including voluntary, community and faith sectors to transform services for vulnerable residents.

Actions are monitored by the Corporate Management Team Workforce Board, with annual progress reported to Cabinet, Scrutiny, and Council.

This report sets out the range of achievements and progress which has taken place over the last year.

- Wellbeing: Introduced well-being profiles for staff flexibility and adjustments.
- Compliance: Meeting requirements of proposed Equality (Race and Disability) Bill; transparent pay gap reporting since 2019.
- Improved EQIA Process: Strengthens early decision-making and compliance with Public Sector Equality Duty.
- Creative Health: Public Health report advocates investment in creative activities to improve wellbeing.

- Future Croydon Vision: Prioritises resident engagement, accessibility, empowerment, and partnership working.
- Staff Recognition: Staff Awards, Young Staff Network Awards, and Long Service Awards celebrated contributions across the organisation.
- Staff Networks: Christian, Disability, Mental Health & Wellbeing, Race Equality, Working Careers, and the newly launched Muslim Staff Network hosted interactive sessions promoting inclusion.
- Training: 265 completions across nine e-learning modules, with highest uptake in Neurodiversity and LGBTQ+.
- Development Programmes: Black on Board and Women's Leadership Programme support leadership diversity.
- Anti-Racism: London Councils' Anti-Racism Statement embedded in Equality Strategy; EQIAs now include anti-racism criteria.
- Community Engagement: Ongoing collaboration with London Equality Network and local partners.
- This year's Director of Public Health report ([final-public-health-report-2024-updated-july-25.pdf](#)) focuses on creative health, specifically how activities delivered by the creative sector in Croydon can benefit residents' health and wellbeing.

OUTCOME ONE:

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

- Embedding Equality in Transformation - Croydon's Future Croydon Plan focuses on residents, communities, and efficiency. Equality remains central through:
- Collaboration with voluntary, community, and faith sectors (VCFS) to embed Race Matters pledges.
- Cultural and heritage events (e.g., Windrush Day, South Asian Heritage Month) promoting inclusion.
- Capacity-building for VCFS groups to strengthen governance and amplify resident voices.

Overview

RAG	Overall, there are 42 actions which were agreed under outcome 1.
Complete	Twenty-seven (27) actions have been marked as complete. For some actions that are completed, work will continue throughout the 4-year Strategy, but the actions to enable that work have been established and embedded.
On track	Fifteen (15) actions are in progress, and further work to complete them over the course of the 4-year Strategy is ongoing.
Not currently planned	There are no actions that are not currently planned or underway.

Objective 1: The Council acts as a role model and champions a fair society:

Action	RAG	Work to date
Ensure the Council's Equality Impact Assessments are data and evidence driven.	Complete	This action was completed in 2023/24
Ensure that Council contracts comply with the Public Sector Equality Duty.	Complete	This action was completed in 2023/24
Encourage other organisations to adopt the Equality Pledge and George Floyd Race Matters Pledge.	On Track	<ul style="list-style-type: none"> A George Floyd Race Matters took place in October 2024. Around 30 community partners attended the event and took part. The Council continues to engage with community groups on the progress of their pledge implementation. The Council is actively working to engage organisations supporting asylum seekers and refugees, as well as businesses commissioned to deliver projects on behalf of the Council, to ensure they are equally aligned with and committed to the Race Matters pledges. This engagement is ongoing.
Promote equality of opportunity for individuals of all protected characteristics by recognising and promoting significant celebrations and awareness days and ensuring that workplace practices do not discriminate against any groups.	Complete	This action was completed in 2024/25

Public

Ensure that every new strategy, service plan and staff appraisal has an equality objective linked to it and reflects our commitment to anti-racism.	Complete	This action was completed in 2023/24
Develop a culture in the Council which puts equality at the centre of service delivery through delivery of the People and Cultural Transformation Strategy 2022-26.	On Track	<ul style="list-style-type: none"> Equality is a key component of the Council's People and Culture Transformation Strategy. Equality Questions and analysis built into the IIP and staff survey as standard.
Develop a three-year partnership plan to tackle violence against women and girls.	Complete	This action was completed in 2023/24
Develop a youth safety plan with partners and young people to reduce serious youth violence and exploitation.	Complete	This action was completed in 2023/24
Develop with our community partners a new Homelessness and Rough Sleeping Strategy for 2024-2028 as well as a financial inclusion strategy for Council tenants.	Complete	This action was completed in 2024/25
As part of Borough of Culture, have a cultural programme that reflects Croydon authentically, is accessible to all and highlights communities that have been under-represented through ways such as film screenings and museum exhibitions.	Complete	This action was completed in 2023/24
Refer the Equality Annual Report for discussion at Full Council each year to ensure that progress delivering the strategy is visible and accountable to councillors and the community.	On Track	<ul style="list-style-type: none"> This report forms part of the commitment to update Full Council yearly on the progression against the four-year Equality Strategy.

Objective 2: Continue to increase our network across groups that are underserved

Action	RAG	Work to date
Establish and embed effective arrangements for participation to ensure that the voice of the child and the voice of the parent/carer informs service delivery improvement.	On Track	<ul style="list-style-type: none"> Croydon Care Experienced Young People Strategy 2023-25 relates to Care Experienced Young People, those preparing to leave care, and 16-18 years who have left care and continue to be entitled to access services up to the age of 25 years. This report sets out a number of key performance indicators to ensure that young peoples views are at the heart of service delivery. Participation & Engagement Team has been established, DfE Funding has been secured for specific time limited resource to develop our Care Leavers Forum. A young person Co-Chair of the Corporate Parenting Panel has been appointed; Young People Ambassador appointments are in progress. Online survey to gather the views of children & young people is in progress.
Co-design new resident voices model for adult social care to enable people with lived experience to contribute to policy making, commissioning and service delivery.	Complete	This action was completed in 2023/24
Ensure service user surveys contain “how satisfied or dissatisfied are you that the Council listens and acts on your feedback’.	On Track	<ul style="list-style-type: none"> As part of the Councils Customer Experience Programme, a range of steps have been taken to ensure customer feedback is routinely collected and is used to inform service improvements. A customer satisfaction tool is in development for use in our Customer Contact Centre to measure performance.
Review the Council’s corporate approach to community engagement, to ensure that it is effective in reaching all communities including minoritised groups and promotes a culture of sustained and equitable engagement and participation within all areas of the organisation.	Complete	This action was completed in 2024/25

Public

Actively listen to and take account of resident feedback, give guidance to services on their consultations and engagements, and introduce a resident survey.	On Track	<ul style="list-style-type: none">• In 2023, the first residents' survey in several years was completed. The survey is based on industry best practice, and the questions were developed in line with the LGA guidance to enable benchmarking against other councils.• In 2025, another resident's survey was carried out. The results from the 2025 residents survey will be available from 24 November 2025.
Hold regular question time sessions with the Executive Mayor around the borough.	Complete	This action was completed in 2023/24 and 2024/25 with ongoing engagement with residents.
Ensure formal consultations and service user surveys collect data on protected characteristics of respondents and use this data to identify and target improvements to services.	Complete	This action was completed in 2023/24

Objective 3: Data about local communities is more effectively collected, analysed and used to inform decisions and improve services.

Action	RAG	Work to date
Support Council staff to improve the collection of accurate, complete and up to date equality data about the Croydon population and Council service users.	On Track	<ul style="list-style-type: none"> The Croydon Observatory provides access to data and information about the Borough of Croydon. It is an information sharing, mapping and reporting website that can be used by anyone. There are pages dedicated to the nine protected characteristics as identified in the Equalities Act 2010. The exception to this is data around pregnancy / maternity which is not readily available. Regular training sessions are held for staff around the use of the Observatory and the data within it.
Use equality data and information intelligently to inform priorities and policies, as well as target interventions and resources.	On Track	<ul style="list-style-type: none"> The Council's new and improved approach to EQIAs ensures equalities information is considered as part of all of the Council's decision making.
Adopt gender as a local characteristic to ensure that we continue to hear the voices of people who identify differently from their sex identified at birth. EQIAs to consider both sex and gender separately.	Complete	This action was completed in 2023/24

Objective 4 - The Council's workforce reflects Croydon's diverse communities at all levels

Action	RAG	Work to date
Support Council staff to share their equality data to improve the disclosure rates by increasing understanding of how the Council use it to drive positive change.	On Track	<ul style="list-style-type: none"> Non-disclosure rates are continuing to decline between 2023–25 (–2% for ethnicity; –3% for sexual orientation; –3% for religious belief). Recruitment processes now identify candidates' protected characteristics at the outset, supporting both transparency and confidence in disclosure. Staff networks continue to be well supported by the council. They have been expanded to nine with the recent launch of the Muslim staff network.
Develop annual performance indicators to measure recruitment, learning and development, career progression and employee relations, analyse and publish data and take action to address identified trends.	Complete	This action was completed in 2023/24 and ongoing.
Publish an annual pay audit by gender, disability and ethnicity and implement an action plan to reduce the gaps.	Complete	<p>This action was completed in 2024/25</p> <ul style="list-style-type: none"> The Council operates on the basis of full transparency and has reported on ethnicity, disability and gender pay gaps since 2019, which can be found here.
Ensure all Council recruitment panels represent the diversity of Croydon's population wherever possible.	Complete	<p>This action was completed in 2024/25</p> <ul style="list-style-type: none"> The Council has staff volunteers from diverse backgrounds, who are able to step in and sit recruitment panels. These panels support the Council's approach to equalities in recruitment and improving panel diversity.
Use anonymous recruitment processes which don't reveal details of race, age, gender, disability or socio-economic status.	Complete	This action was completed in 2023/24

Public

Provide reasonable adjustments for disabled staff in interviews and employment.

Complete

This action was completed in 2024/25

Objective 5 - The Council ensures equality training is central to the way it works, is regularly undertaken, and is reviewed to meet changing needs

Action	RAG	Work to date
Review current equality skills, knowledge and training available to meet service needs and identify gaps	Complete	<p>This action was completed in 2024/25</p> <ul style="list-style-type: none"> Nine new EDI E-learning modules have been launched since June 2025 as part of the Council's equalities offer to boost awareness and build staff skills and knowledge around core EDI practices in the workplace.
Ensure that all staff complete mandatory training in equality, diversity and inclusion, including anti-racism, every two years, attendance is monitored, and managers are held to account; all officers who write reports to complete EQIA training.	Complete	<p>This action was completed in 2024/25</p> <ul style="list-style-type: none"> All managers are asked to monitor compliance for mandatory training amongst their teams. There is an e-learning module on EQIAs which all staff are asked to undertake before embarking on their analysis.
Provide training in equality, diversity and inclusion, now including anti-racism, for Councillors in line with staff training. Member attendance will be reported to the Ethics Committee.	On Track	<ul style="list-style-type: none"> Unconscious bias/anti-racism training for members is included in the 2024-25 Member Training Programme, agreed by the Member Learning and Development Panel. The Panel is currently in the process of agreeing a provider for this training, before scheduling later in the year

Objective 6 - Council staff proactively hold challenging, targeted conversations, holding staff to account, listening, learning, believing and taking action on systemic issues concerning inequality.

Action	RAG	Work to date
Zero-tolerance approach to all forms of discrimination, harassment and bullying, publicising the staff code of conduct, providing staff with information on what it is and encouraging people to safely challenge this where it occurs ensuring that people are not treated less favourably for doing so.	Complete	This action was completed in 2024/25
Ensure reasonable adjustments are available or those who need them, including reflecting the needs of neurodiverse staff.	Complete	This action was completed in 2023/24
Conduct pulse surveys to identify the impact of organisational actions on employees lived experience and psychological safety at work and ask: 'How satisfied or dissatisfied are you that the Council as your employer listens and acts on your feedback?'	Complete	This action was completed in 2023/24
Continue the programme of 'tea talks' for staff exploring issues, led by staff networks, to create safe spaces for collective staff learning and discussion.	Complete	This action was completed in 2023/24
Ensure leadership and project meetings at all levels dedicate time to EDI issues, creating actions, identifying inequalities, tracking progress against the equality strategy, and ensuring accountability.	On Track	<ul style="list-style-type: none"> Managers are encouraged to cover equalities issues as a regular item at team meetings. Commitment to the Council's principles and work around equality is also a recommended component of staff appraisals, as well as a mandatory consideration in all service plans. An EQIA is also a core component of the project management tool the Council used by the council. The Council's Equality Lead engages with teams Council wide; to ensure EDI issues are fully mainstreamed at every engagement.

Objective 7: 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 practice.

Action	RAG	Work to date
Adopt the London Councils anti-racist statement at Cabinet in September 2023 and develop anti-racist framework for Croydon which embeds anti-racism in our strategies, actions, behaviours, EQIAs and decision making.	Complete	This action was completed in 2025/25
Building on [the action] above, commit to zero tolerance of racism from employees, residents, customers, suppliers and service users by challenging racist behaviour or stereotypes expressed by individuals.	On Track	<ul style="list-style-type: none"> The Council continues working to create a culture of inclusion and safety, where all staff feel able to speak up and report incidents without fear. The Council's Customer Experience programme is also working to ensure that staff are supported to deliver the best customer service possible, and are equipped with the tools, resources, training and support they need to do this effectively.
Deliver positive action leadership and talent development programmes for staff from all minoritised groups.	Complete	This action was completed in 2024/25
Establish reciprocal mentoring partnerships between Corporate Management Team / Senior Leadership and Global Majority staff and other racialised and minoritised staff.	Complete	This action was completed in 2024/25
Engage with staff to explore anti-racism and how it can be promoted through employment practice and service delivery.	On Track	<ul style="list-style-type: none"> Ongoing engagement with all staff teams on this subject. This is complemented by the Staff Online EDI online training and the mandatory Equality Training for all staff. Drop-in EDI sessions focusing on PSED, EQIA and Anti Racism commitments (George Floyd Race Matters pledges) took place in September 2025 and one drop-in monthly thereafter.

Conduct pulse surveys of staff, firstly to establish a baseline of how many consider the Council to be an anti-racist organisation and then to assess improvement.	On Track	<ul style="list-style-type: none">• The latest staff survey took place in May 2025 with 1255 staff members taking part.• Investors in People (IIP) conducted interviews with over 60 staff, in a variety of roles, to make sure they had a representative and diverse set of data.• This included capturing staff feelings on our commitments to equality, diversity and inclusion.
Seek feedback from the public on whether they consider the Council to be an anti-racist organisation.	On Track	<ul style="list-style-type: none">• The residents survey includes a range of questions on resident's perceptions of the Council, including options to include free text comments. Though there is not a specific question on perception of the Council being an anti-racist organisation, the survey looked at resident's experiences of their neighbourhoods, looking at feelings of belonging, safety and inclusion. The results from the 2025 residents survey will review the response to <i>residents that feel their local area is a place where people from different backgrounds get on well together.</i>

OUTCOME TWO:

The Council works with residents to better understand Croydon's communities

Persistent inequalities affect disabled residents, children, and Black and minoritised groups:

- 22% of residents and 31% of children live in relative poverty (Trust for London, 2023).
- Disabled households and ethnic minorities face higher poverty rates.

Council actions include:

- Enhanced welfare support and financial inclusion strategies.
- Education initiatives reducing exclusions and improving attainment.
- Co-produced strategies on homelessness and financial inclusion.

Overview

RAG	Overall, there are 18 actions which were agreed under outcome 2.
Complete	Five (5) actions have been completed. For some actions that are completed, work will continue over the course of the 4-year Strategy but the actions to enable that work have been established and embedded.
On Track	Thirteen (13) actions are in progress, and further work to complete them is ongoing over the course of the 4-year Strategy.
Not currently planned	There are no actions that are not currently planned or underway.

Objective 1 - Information about the Council's work towards tackling inequality is easy to access and understand

Action	RAG	Work to date
<p>Provide open and transparent communications about the Council's progress against equality objectives:</p> <ul style="list-style-type: none"> • Publish an accessible equality annual report demonstrating progress and share this with the Croydon community and partners. • Continue to publish up-to-date equality data on the Croydon Observatory. 	On track	<ul style="list-style-type: none"> • Year one reporting went to Cabinet / Full Council in December 2024. • Year two report due to Cabinet / Full Council in December 2025. • The Croydon Observatory provides access to data and information about Croydon.
<p>Use the terms Global Majority, racialised groups and minoritised groups in everyday conversation, articles, reports and strategies, explaining why they are needed (see Glossary at Appendix 1).</p>	Complete	The action was completed in 2023/24
<p>Use the International Holocaust Remembrance Alliance (IHRA), definition of anti-Semitism and All-Party Parliamentary Group on British Muslims definition of Islamophobia as adopted by full Council. (See Glossary)</p>	Complete	The action was completed in 2023/24

Objective 2: 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)

Action	RAG	Work to date
Work in partnership with all Croydon schools, settings and partners to share best practice, deliver the very best for all our young people and ensure resources are targeted at intervening in exclusion and suspension practices where issues of disproportionality arise.	On Track	<ul style="list-style-type: none"> Working in partnership: The Croydon Education Partnership (CEP) Targeted Support and Intervention: The Council continues to work closely with Education Development Team link advisors and the CEP. Continued focus and work in our Secondary and Primary Inclusion Panels. Team Around the school focus.
Analyse the achievement of specific pupil groups and take action to enable better outcomes to address gaps.	On Track	<ul style="list-style-type: none"> In line with Department for Education (DFE) publication of school outcome data, the Council conducts data analysis to identify underachieving pupil groups, track progress, and spot emerging gaps. The Council collaborates with school leaders and staff through the Croydon Education Partnership Training sessions and conferences are provided which focus on addressing the needs of specific pupil groups. The Council also offers ongoing, bespoke support to schools through regular check-ins and tailored guidance.
Signpost to information available on education, training and employment opportunities, qualifications and careers guidance, including basic English skills, post-16 provision, financial management and additionally guidance for over-50s.	Complete	This action was completed in 2023/24
Share best practice and learn from our partners, for example through the Pupil Premium Network, to include best practice on wellbeing and emotional needs support.	On Track	<p>Continued collaboration with</p> <ul style="list-style-type: none"> Public Health: The Education team has worked with Public Health to promote the second annual health and wellbeing survey for Croydon schools.

- Youth Assembly Involvement: creation of action plan to engage children and young people.
- PSHE Association to help all Croydon schools with their PSHE curriculum development.
- Through Primary Assessment and Development Initiatives:

Objective 3: Systemic inequalities that lead to school exclusions and young people entering the criminal justice system are addressed

Action	RAG	Work to date
In partnership with the health service, work with education and training settings to listen to the voice of children and young people on their mental wellbeing, the availability of pastoral and therapeutic support in schools, and their links to support networks outside schools.	On Track	<p>Corporate priority to deliver appropriate and safe emotional wellbeing and mental health support provision to Croydon's children and young people. Provision of service across the borough includes</p> <ul style="list-style-type: none"> • Croydon Drop In for the delivery of open access counselling and advice and advocacy services. • Off the Record for the delivery of open access counselling, young carers and young adult carers services. • Croydon Drop In 'Talk Bus' is a mobile information centre and support service offering young people, aged 14 to 25 a safe place to get information and advice.
Monitor attendance and exclusion rates and take action to address over-representation where identified.	Complete	This action was completed in 2024/25

Objective 4: Support the creation of jobs that enhance quality of life, particularly targeting those under-represented in the employment sector

Action	RAG	Work to date
Engage with local employers to increase the number and range of apprenticeships, work experience placements, improve access to career opportunities, and pay the London Living Wage.	On Track	<ul style="list-style-type: none"> • <u>Croydon Works</u> supporting Croydon residents into local employment, apprenticeships and work experience opportunities. • expanded engagement with local employers through initiatives such as the Apprenticeship Academy, with participating employers commit to paying the London Living Wage • widened access for underrepresented groups, including residents with disabilities and care leavers.
Promote the Good Work Standard in Croydon and support new and emerging entrepreneurs from underserved communities.	On Track	<ul style="list-style-type: none"> • Working with trade associations, the Chamber of Commerce and the business improvement district (BIDs). • Adoption of The Good Work Standard by businesses- committing to fair pay, staff wellbeing, and inclusivity. • The Council continues to provide business support via UKSPF.
Utilise the Work and Health Programme to ensure that residents with disabilities, care leavers, and those further removed from the job market receive targeted, personalised support into employment.	On Track	<ul style="list-style-type: none"> • In collaboration with the South London Partnership, delivery of tailored employability programmes, such as the Work and Health Programme, to over 1,000 residents.
Work with the education sector and others to increase the number of people with the skills needed to contribute to Croydon's local digital economy.	Complete	This action was completed in 2023/24
Ensure a renewed Economic Growth Strategy creates inclusive education and employment opportunities for Croydon residents, including those with protected characteristics who are most likely to be impacted socio-economically.	On Track	<ul style="list-style-type: none"> • Comprehensive Growth Plan • The <u>Inward Investment Plan</u> • Establishment of an Employment and Skills Board (September 2025). • Adult and Education Needs Analysis, completed in Autumn 2025.

Objective 5: Services are proactive in targeting groups that have accessibility issue

Action	RAG	Work to date
Raise awareness of the Council's partner support services, such as for translation, interpretation, Braille, easy read and digital support and hearing impairment support.	On Track	<ul style="list-style-type: none"> Working closely with the Voluntary, Community and Faith Sector to ensure information is shared with all communities in Croydon. Croydon's Citizens Advice Bureau offering a universal Information, Advice and Guidance service to all Croydon residents.
Use data collected by services about accessibility to inform equality analyses.	On Track	Continued improvement of the EQIA using available data across the organisation. Training and support is available to help support this process.
Design services to best meet the needs of all residents, including an appreciation and mitigations to ensure residents do not become digitally excluded.	On Track	<p>As part of the Council's Future Croydon plans, work is already underway on plans to</p> <ul style="list-style-type: none"> Embed a positive customer experience Develop the digital customer offer Enhance customer access. Improve Resident Engagement
Support asylum seekers with access to English for Speakers of other Languages (ESOL) provision, community integration and school places for these groups.	On Track	<p>Asylum Seeker Support Fund working with</p> <ul style="list-style-type: none"> Voluntary, Community, and Faith Sector (VCFS) VCFS-funded organisations across the borough deliver a range of 6-month projects. Projects range extensively, including the provision of practical support through outreach/drop-ins move-on support to employment ESOL support.

OUTCOME THREE:

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

The Council will work with partners and the voluntary, community and faith sector to promote independence, health and wellbeing and keep vulnerable adults safe as set out in Croydon's refreshed [Joint Local Health and Wellbeing Strategy 2024-29](#) priorities include:

- Mental health, nutrition, and safe housing.
- Support for families and older residents.

Achievements:

- Croydon is recognised as a Dementia Friendly Borough.
- Dementia Strategy delivered via multi-agency partnerships.
- Focus on dementia training, care standards, and inclusive housing.

Overview

RAG	Overall, there are 11 actions which were agreed under outcome 3.
Complete	Eight (8) actions have been completed. For some actions that are completed, work will continue over the course of the 4-year Strategy, but the actions to enable that work have been established and embedded.
On Track	Three (3) actions are in progress, and further work to complete them is ongoing over the course of the 4-year Strategy.
Not currently planned	There are no actions that are not currently planned or underway.

Objective 1: Work with partners to further tackle social isolation

Action	RAG	Work to date
Work with VCFS partners to increase the number of volunteers and volunteering opportunities.	Complete	Action completed in 2023/2024
Work with Health partners to support outreach services and signpost socially isolated people to outreach and support services.	Complete	Action completed in 2023/2024
Develop a menu of volunteering options and encourage Council staff to use their volunteer days on social priorities, for example supporting work to reduce social isolation.	Complete	Action Completed on 2023/24 – volunteering days continue to be able to staff.

Objective 2: Work with our partners to understand and reduce health inequalities

Action	RAG	Work to date
Work with partners to implement the Croydon Health and Wellbeing Strategy.	Complete	This action was completed in 2024/25 <u>Joint Local Health and Wellbeing Strategy (JLHWS)</u>
Listen to underserved groups and protected groups most likely to be impacted such as autistic people and people living with dementia and their carers and take account of their views when the Council commissions and develops health services.	Complete	This action was completed in 2024/25 <u>Dementia Strategic Plan</u>
Target health checks to eligible residents identified as high risk and/or living in areas of high deprivation.	Complete	This action was completed in 2024/25 <u>Frontrunner Programme</u>

Objective 3: Work with the Council's partners to ensure equitable access to health and care services and enable residents to know where and how to access services

Action	RAG	Work to date
Continue to support the development of local community partnerships and hubs.	On Track	<ul style="list-style-type: none"> Second Family Hub launched in October 2025 Delivery of the Healthy Communities Together (HCT) programme Working together with the VCFS and key statutory partners to meet these needs. Four new community centers in development in Sanderstead, Broad Green, Bradmore Green and Shirley.
Develop an updated multi-agency harm reduction and suicide prevention strategy.	Complete	This action was completed in 2024/25
Support the NHS to develop new Health Centres to increase access to primary care, community services and work with the voluntary sector, to reduce inequalities in access to health and social care across the borough.	On Track	<ul style="list-style-type: none"> Community Diagnostic Centre at Purley War Memorial Hospital New Diagnostic Centre opening in New Addington Expansion of these NHS services Health and Wellbeing Board Local Health and Wellbeing Strategy Knowledge and Intelligence Partnership subgroup
Work as part of a Croydon system to reduce barriers to access mental health services and support shifts to more culturally appropriate provision, for example by maximising the impact of and amplifying the learning from the Ethnic Minority Health Improvement Project (EMHIP) work and South London Listens.	Complete	This action was completed in 2024/25
Work with partners to implement the Croydon Health and Wellbeing Strategy and develop a new strategy for 2024 onwards.	Complete	This action was completed in 2024/25

THE FUTURE

Our Challenges

- Delivering savings while improving resident trust and satisfaction.

Our Goals:

- To transform our Council into the most cost-effective in London, tech-enabled, resident-focused, Council.
- To ensure our services are accessible to all our resident, with strong engagement and empowered communities.
- Our Borough, to be cleaner, safer, and healthier delivering economic regeneration.

[Future Croydon: Transformation Plan](#) **Equality remains a golden thread across all transformation** work and ensures we continue delivering the Equality Strategy 2023-2027.