

Foreword from the Executive Mayor of Croydon

I am setting out the September 2025 performance report for my Mayor's Business Plan 2022–26. This update reflects meaningful progress across the areas that matter most to residents – working towards stabilising the debt, strengthening core services, improving housing outcomes, and making Croydon cleaner, safer, and more secure.

As we move further into the final year of the plan, the data shows a borough that is more confident, more stable, and increasingly proud of the direction of travel. There is more to do, but we are clearly moving forward.

A central part of my commitment has been to stabilise the Council's finances and restore confidence in how Croydon Council is run. The latest Period 5 outturn shows a positive trend, demonstrating that stronger financial discipline is now firmly embedded across the organisation.

Business Rates collection and rent collection are both above target, giving us a firmer foundation to protect services, invest in the public realm, and support the regeneration of our town centre and district centres.

Housing remains one of the most challenging areas for any London borough, and one where Croydon continues to achieve results that residents can see and feel. Families placed in temporary accommodation for more than six weeks remains at zero – a position we have sustained and one of the strongest in London. The number of families in split temporary accommodation is also at the best level on record. This means more children living with stability, closer to schools and support networks, and fewer families facing prolonged disruption. It is one of the clearest signs of determined work across housing services.

We are also seeing encouraging operational improvements. Void re-let performance has strengthened, with empty properties brought back into use more quickly than in the previous quarter. Every home returned to occupation without delay offers security for another Croydon family and reduces pressure on temporary accommodation. Repairs performance has also improved, with both emergency and routine repairs completed within target, and routine repairs showing a marked increase. This reflects better grip and a more reliable service for residents.

Children's Social Care continues to build on progress made earlier this year. The percentage of child protection plans lasting two years or more has now met its target for the first time since May 2024. This reflects sharper oversight, earlier intervention, and a stronger focus on timely support for families. Ensuring children receive the right help at the right time remains one of our most important responsibilities, and this improvement shows the impact of sustained attention.

Residents also expect clean streets, reliable waste services, and visible action on environmental crime. Our recycling rates continue to rise, keeping Croydon within the top quartile for London. Household waste collection performance also remains strong, with more than 2.1 million collections and fewer than 1% reported as missed by residents. This is the combined result of improved operational performance and the commitment of residents.

Although the percentage of fly-tips cleared within the service-level agreement has dipped, work is underway to address this, including targeted action in areas under pressure, the community skip pilot, and the expansion of zero-tolerance enforcement. Tackling fly-tipping remains a priority, and further improvements will follow as these measures take hold.

Regeneration and economic performance continue to signal a borough moving in the right direction. The financial indicators support our wider vision for Croydon – a town centre that works for residents and businesses, and district centres where opportunity is accessible to all. Planning performance remains steady, reinforcing to investors that Croydon is a place where high-quality development is supported with consistent, timely decisions. This stability is a vital foundation for the next phase of growth.

The refinement of the performance framework earlier this year continues to ensure we remain focused on the measures that matter most. By concentrating on fewer, clearer indicators, we are giving residents a better picture of progress whilst strengthening accountability across our services. It ensures that our attention remains on the outcomes that shape everyday life in our borough.

None of this progress would be possible without the dedication of Council staff. Whether supporting families, managing housing placements, turning around empty homes, handling repairs, answering resident enquiries, or maintaining strong financial controls, their work underpins every improvement in this report. I am grateful for their commitment to Croydon.

There is more to do, but September's performance report shows a borough on the right path. We are strengthening our financial position, improving housing outcomes, enhancing services for children and families, and taking visible steps to create a cleaner, safer Croydon. Step by step, we are restoring pride and confidence – building a borough that residents are proud to call home.

Jason Perry
Executive Mayor of Croydon

Corporate Performance Framework

RAG Rating Key

The Corporate Performance Indicators are RAG rated by the criteria outlined in the table below.

Key	RAG
Performance has not met target and is out by over 10% / differs from comparators by over 10%	
Performance has not met target but is within 10% / differs from comparators but is within 10%	
Performance has met or exceeded target / has matched one or more comparators	
Data has been submitted, but no target has been set.	
No data has been submitted.	

Mayor's Business Plan 2022-26 Performance Indicators - Outcome 1 - The Council Balances its books, listens to residents and delivers good sustainable services

Ref.	Indicator	Council or partnership working	Bigger or smaller is better?	Frequency	Target	Previous value	Latest date	Latest value	Direction of travel	RAG	Benchmarking timeframe	Benchmark
M01	Variance against net budget requirement	Council	Smaller is better	In arrears by 3 months	£0	-£16,500,000	Jun 2025	-£21,800,000	1	Green	No comparable data available	N/A
M03	Council Tax 'In-year' Collection rate	Council	Bigger is better	Monthly	52.08%	43.16%	Apr-25-Sep-25	51.55%	1	Amber	2024/25 All London boroughs	94.80%
M05	Non-Domestic Rates (Business Rates) Collection rate	Council	Bigger is better	Monthly	58.2%	48.2%	Apr-25-Sep-25	59.2%	↑	Green	2024/25 All London boroughs	97.1%
M06	Rent collection on General needs stock	Council	Bigger is better	Monthly	97.0%	97.1%	Apr-25-Sep-25	98.0%	↑	Green	FY 23-24 (London position)	99.6%
M10	Average council contact centre wait time	Council	Smaller is better	Monthly	120s	372s	Sep 2025	463s	•	Red	No comparable data available	N/A
M12	Sickness - number of sick days per FTE (including open sickness)	Council	Smaller is better	Monthly	7.60	12.80	Oct-24-Sep-25	12.80	_	Red	Rolling Year to Mar 24 (London position)	9.60
M14	FOI responded to on time	Council	Bigger is better	Monthly in arrears	90%	74%	Aug 2025	64%	4	Red	No comparable data available	N/A
M15	SARs responded to on time	Council	Bigger is better	Monthly in arrears	90.0%	64.0%	Aug 2025	71.0%	•	Red	No comparable data available	N/A
M16	Complaints responded to on time	Council	Bigger is better	Monthly in arrears	75%	55%	Aug 2025	52%	₩	Red	No comparable data available	N/A
M17	Member Enquiries responded to on time	Council	Bigger is better	Monthly in arrears	75%	67%	Aug 2025	57%	•	Red	No comparable data available	N/A
M18	MP enquiries responded to on time	Council	Bigger is better	Monthly in arrears	75%	54%	Aug 2025	45%	•	Red	No comparable data available	N/A

Mayor's Business Plan 2022-26 Performance Indicators - Outcome 2 - Croydon is a place of opportunity for business, earning and learning

Ref.	Indicator	Council or partnership working	Bigger or smaller is better?	Frequency	Target	Previous value	Latest date	Latest value	Direction of travel	RAG	Benchmarking timeframe	Benchmark
M20	Proportion of 16 and 17 year olds who were not in education, employment or training (confirmed NEET + not known)	Council	Smaller is better	Monthly in arrears	4.9%	4.7%	Aug 2025	4.9%	•	Green	Average of Dec 24, Jan 25 and Feb 25	3.3%
M21	Number of apprenticeship schemes started across the council	Council	Bigger is better	Monthly	72	163	Sep 2025	156	₩	Green	No comparable data available	N/A
M23	% of care leavers in employment, education or training (EET) now aged 19 to 21	Council	Bigger is better	Monthly	60%	60%	Sep 2025	61%	1	Green	2023/24 (London position)	58%
M24	Major Planning applications determined in time over a rolling 1 year period	Council	Bigger is better	Monthly	60.00%	90.00%	Oct-24-Sep-25	90.01%	↑	Green	12 months to end of March 2022 (London position)	90.40%
M25	Non- Major Planning applications determined in time over a rolling 1 year period	Council	Bigger is better	Monthly	70.00%	91.33%	Oct-24-Sep-25	91.40%	↑	Green	12 months to end of March 2022 (London position)	87.20%
M86	Employment rate (% of 16-64 year olds in employment)	Partnership	Bigger is better	Quarterly	N/A	78.1%	Q4 24/25	76,9%	₩	N/A	2023/24 Q4 (London position)	75.4%

Mayor's Business Plan 2022-26 Performance Indicators - Outcome 3 - Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

Ref.	Indicator	Council or partnership working	Bigger or smaller is better?	Frequency	Target	Previous value	Latest date	Latest value	Direction of travel	RAG	Benchmarking timeframe	Benchmark
M33	Percentage of Education Health & Care Plans issued within 20 weeks (excluding exceptions)	Council	Bigger is better	Monthly	62%	54%	Sep 2025	55%	^	Red	2024 (London position)	67%
M34	Percentage of referrals to children services actioned within 1 working day	Council	Bigger is better	Monthly	90%	87%	Sep 2025	78%	1	Red	No comparable data available	N/A
M36	Percentage of current child protection plans lasting 2 years of more	Council	Smaller is better	Monthly	4.2%	6.3%	Sep 2025	4.0%	1	Green	2023/24 (London position)	3.3%
M37	% of children subject to a Child Protection Plan for a second or subsequent time (ever)	Council	Smaller is better	Monthly	22%	24%	Sep 2025	23%	1	Amber	2023/24 (London position)	21%
M38	Rate of local Children Looked after (CLA) per 10,000 under 18 years population	Council	Smaller is better	Monthly	47	48	Sep 2025	48	-	Amber	2023/24 (London position)	44

Mayor's Business Plan 2022-26 Performance Indicators - Outcome 4 - Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Ref.	Indicator	Council or partnership working	Bigger or smaller is better?	Frequency	Target	Previous value	Latest date	Latest value	Direction of travel	RAG	Benchmarking timeframe	Benchmark
M43	% of reported flytips removed within SLA	Council	Bigger is better	Monthly	95.0%	80.4%	Sep 2025	71.0%	•	Red	24 months to end of March 2022 (London position)	90.4%
M45a	Household waste recycling rate	Council	Bigger is better	Monthly in arrears	36.30%	39.78%	Aug 2025	40.69%	1	Green	2021-22 Stat neighbour median	36.30%
M46	% of roads inspected which are of the required grade - as assessed by the monitoring officers	Council	Bigger is better	Monthly	85.00%	84.00%	Sep 2025	80.92%	•	Amber	No comparable data available	N/A
M47	% of household waste collected on time	Council	Bigger is better	Monthly	95.00%	99.89%	Sep 2025	99.89%	_	Green	24 months to end of March 2022 (London position)	87.20%
M57	% of children receiving 6-8 week review by health visitor by the time they were 8 weeks	Council	Bigger is better	Quarterly	77.7%	86.3%	Q4 24/25	86.6%	1	Green	2024/25 Q4 (London position)	83.7%
M58	% of children aged 2.5 who received a 2 - 2.5 year review	Council	Bigger is better	Quarterly	78.7%	68.2%	Q4 24/25	58.6%	•	Red	2024/25 Q4 (London position)	69.3%
M66	Number of temporary accommodation households that are in shared accommodation >6 weeks	Council	Smaller is better	Monthly	5	0	Sep 2025	0		Green	No comparable data available	N/A
M83a	% of Responsive Repairs completed within target times (Routine repairs)	Council	Bigger is better	Monthly	93.0%	79.0%	Sep 2025	92.4%	1	Amber	FY 23/24 (London position)	78.4%
M83b	% of Responsive Repairs completed within target times (Emergency repairs)	Council	Bigger is better	Monthly	99.0%	94.8%	Sep 2025	96.7%	1	Amber	FY 23/24 (London position)	88.9%
M84	Average Void Re-let times taken (Days)	Council	Smaller is better	Monthly in arrears	40.0	56.4	Aug 2025	70.2	•	Red	FY 2023/24 (London position)	85.0
M84a	Average Void Re-let times taken (Days) - General needs	Council	Smaller is better	Monthly in arrears	46.2	53.7	Aug 2025	69.5	•	Red	No comparable data available	N/A
M84b	Average Void Re-let times taken (Days) - Sheltered	Council	Smaller is better	Monthly in arrears	40.0	66.5	Aug 2025	69.3	♦	Red	No comparable data available	N/A
M84c	Average Void Re-let times taken (Days) - Extra care	Council	Smaller is better	Monthly in arrears	40.0	72.3	Aug 2025	98.0	♣	Red	No comparable data available	N/A

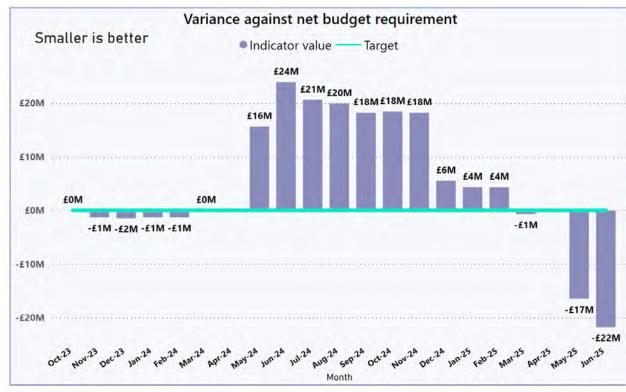
Mayor's Business Plan 2022-26 Performance Indicators - Outcome 4 - Croydon is a cleaner, safer and healthier place, a borough to be proud to call home - page 2

Ref.	Indicator	Council or partnership working	Bigger or smaller is better?	Frequency	Target	Previous value	Latest date	Latest value	Direction of travel	RAG	Benchmarking timeframe	Benchmark
M64	Total households in Temporary accommodation	Council	Smaller is better	Monthly	N/A	3,491	Sep 2025	3,433	1	N/A	No comparable data available	N/A
M69	Number of Homeless Applications Made	Council	N/A	Monthly	N/A	309	Sep 2025	321		N/A	No comparable data available	N/A
M82	% of graffiti cleaned within 10 working days	Council	Bigger is better	Monthly	N/A	21.15%	Sep 2025	100.00%	1	N/A	No comparable data available	N/A
M91	Number of families in split temporary accommodation	Council	N/A	Monthly	N/A	47	Sep 2025	45		N/A	No comparable data available	N/A
M48	Violence with injury offences rate per 1,000 population	Partnership	Smaller is better	Quarterly	N/A	8.20	Jul-24-Jun-25	8.30	•	N/A	12 months rolling to June 2025	7.40
M49	Juvenile first time entrants to the criminal justice system per 100,000 of 10-17 year olds	Partnership	Smaller is better	Monthly	N/A	314	Oct-24-Sep-25	309	1	N/A	2021 (London position)	184
M50	Knife crime with injury rolling 12 months (rate per 1,000 population)	Partnership	Smaller is better	Quarterly	N/A	0.50	Jul-24-Jun-25	0.50	-	N/A	12 months rolling to June 2025	0.50
M51	Knife crime with injury (victims 1-24 years old) rolling 12 months (rate per 1,000 1-24 population)	Partnership	Smaller is better	Quarterly	N/A	0.20	Jul-24-Jun-25	0.20	-	N/A	12 months rolling to June 2025	0.20
M52	Hate crime offences (includes Homophobic, transphobic, religious, race and disability hate crimes) rate per 1,000 population	Partnership	N/A	Quarterly	N/A	2.00	Jul-24-Jun-25	2.10		N/A	12 months rolling to June 2025	2.40
M53	Domestic violence offences rate per 1,000 population	Partnership	N/A	Quarterly	N/A	12.20	Jul-24-Jun-25	12.50		N/A	12 months rolling to June 2025	10.30

Mayor's Business Plan 2022-26 Performance Indicators - Outcome 5 - People can lead healthier and independent lives for longer

Ref.	Indicator	Council or partnership working	Bigger or smaller is better?	Frequency	Target	Previous value	Latest date	Latest value	Direction of travel	RAG	Benchmarking timeframe	Benchmark
M70	% of safeguarding intervention leading to reduction / removal of risk (closed episodes)	Council	Bigger is better	Monthly	95%	92%	Sep 2025	94%	1	Amber	FY 24-25 (London position)	93%
M71	% of people who approach the council for help with adult care and that is resolved at the point of initial contact.	Council	Bigger is better	Monthly	75%	85%	Sep 2025	81%	4	Green	No comparable data available	N/A
M73	Rate of 18-64 clients in long term care (per 100,000)	Council	Smaller is better	Monthly	768	856	Sep 2025	865	₩	Red	April 2024 to March 2025 (London average)	768
M74	Rate of 65+ clients in Long term care (per 100,000)	Council	Smaller is better	Monthly	5,260	4,552	Sep 2025	4,581	₩	Green	April 2024 to March 2025 (London average)	5,260
M77	Rate of 18-64 people in residential and nursing care (per 100,000)	Council	Smaller is better	Monthly	92	153	Sep 2025	151	1	Red	April 2024 to March 2025 (London average)	92
M78	Rate of 65+ people in residential and nursing care (per 100,000)	Council	Smaller is better	Monthly	1,340	1,518	Sep 2025	1,518	-	Red	April 2024 to March 2025 (London average)	1,340
M79	% of eligible adults managing their care via direct payment	Council	Bigger is better	Monthly	24.6%	17.6%	Sep 2025	17.4%	•	Red	FY 24-25 (London position)	24.6%
08N	% of long term clients in care for more than 12+ months, who have had a review in the last 12 months	Council	Bigger is better	Monthly	58.0%	76.7%	Sep 2025	75.7%	♣	Green	FY 24-25 (London position)	58.0%
M90	Quality of Care Home provision within Croydon	Council	Bigger is better	Monthly	80.1%	81.6%	Sep 2025	81.6%		Green	November 2024 (London position)	77.7%

1. The Council balances its books, listens to residents and delivers good sustainable services



M01

Outcome 1

The Council Balances its books, listens to residents and delivers good sustainable services

Directorate

All directorates

RAG status - Green

Benchmarking timeframe

No comparable data available

Comment

The General Fund revenue budget outturn is forecast at Period 3 to underspend at financial year end by £21.8m. This would reduce the necessary level of capitalisation directions from £136m to £114.2m. This includes the impact of the Council evidencing forecast achievement of £22.4m of the £27.3m Stabilisation Plan actions.

The Council is forecasting to achieve £21.3m (84.9%) savings against the total MTFS savings target of £25.1m for 2025-26.



Council Tax 'In-year' Collection rate

M03

Outcome 1

The Council Balances its books, listens to residents and delivers good sustainable services

Directorate

Resources

RAG status - Amber

Benchmarking timeframe

2024/25 All London boroughs

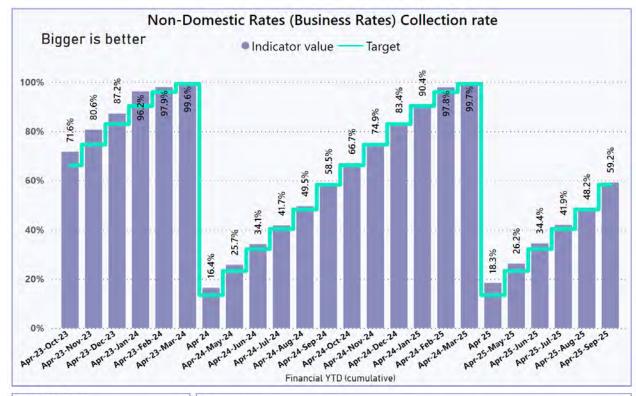
Collection performance is currently 0.53% below the profiled target (this is an improvement compared to a shortfall of 0.6% last month). A series of actions are underway to improve in-year recovery. Targeted arrears campaigns are being delivered to increase early engagement with customers who have fallen behind, supported by enhanced monitoring of direct debits that fail and revised contact arrangements to reduce a repeat. In addition, for accounts already in recovery, we are proactively seeking up-to-date employment information to facilitate the timely issue of Attachment of Earnings orders. These combined interventions are expected to support collection over the remainder of the year,

One contributing factor to the lower collection rate has been delays by the Valuation Office in processing property banding. This has caused properties to be brought into council tax several months after completion, with bills having to be backdated.

The Council Tax premiums on empty properties and the introduction of the second homes premium has contributed to lower collection rates, these accounts are typically more difficult to recover due to absentee ownership and reduced payment compliance. The increase in premium levels has increased arrears among these higher-risk accounts.

1,258 more summonses issued compared to the same period last year means that more people are not paying.

These factors, combined with broader economic pressures affecting taxpayers' ability to pay, have contributed to the current collection shortfall.



M05

Outcome 1

The Council Balances its books, listens to residents and delivers good sustainable services

Directorate

Resources

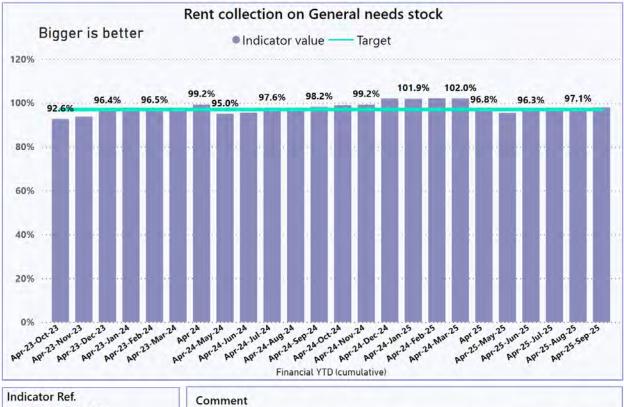
RAG status - Green

Benchmarking timeframe

2024/25 All London boroughs

Comment

The end of month collection target for September 2025 is 58.19% and the actual collection percentage is 59.18%. We are therefore 0.99% above the collection target.



M06

Outcome 1

The Council Balances its books, listens to residents and delivers good sustainable services

Directorate

Housing

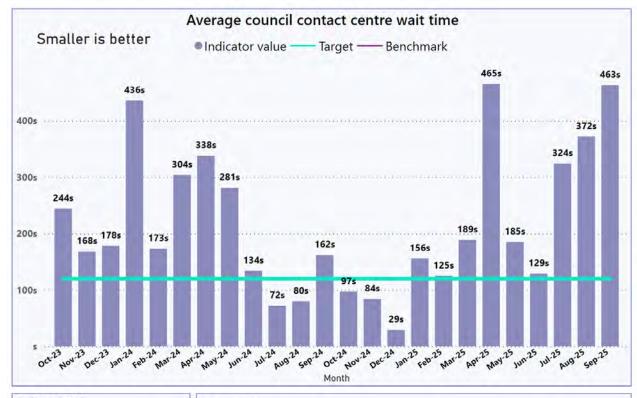
RAG status - Green

Benchmarking timeframe

FY 23-24 (London position)

For September, the team saw a significant increase of 0.9% in our collection rate. This was a recovery of the drop in performance seen in August and equates to a reduction in cash arrears this month of approx. £190K. Following the recent restructure within Housing services, the collection team are now fully staffed and prepared for a push in collection on the lead-up to Christmas.

We continue to focus our attention on early intervention and the resolution of high-level, complex cases. At present, 27.4% of our total arrears are found on the top 1.7% of accounts.



M10

Outcome 1

The Council Balances its books, listens to residents and delivers good sustainable services

Directorate

Assistant Chief Executive

RAG status - Red

Benchmarking timeframe

No comparable data available

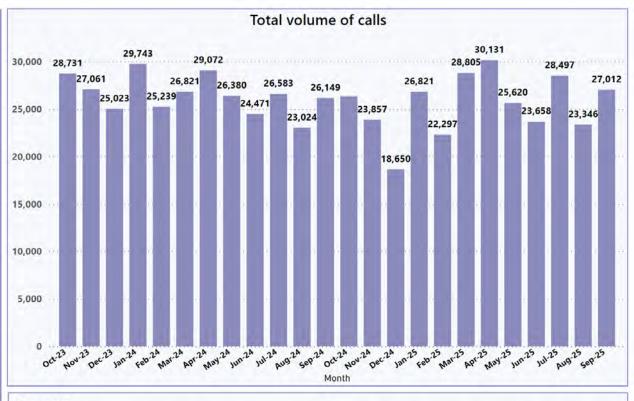
Comment

Wait times increased in September 2025 and 29% of calls were abandoned. There were a number of reasons for this:

- 1. Telephony technical issues which meant there was little or no phone service for almost 3 days $\,$
- 2. Recruitment delays
- 3. Calls being taken for more services, resulting in more calls and longer conversations with residents

There are a number of actions we are implementing to address this drop in performance:

- 1. We are working with the technology team and telephony supplier to improve the service and to avoid future outages
- 2. We are currently onboarding staff after an initial delay as new processes bed in
- 3. We are working with a business analyst to analyse the impact of additional services to existing performance whilst we transition in terms of channel shift to reduce calls.

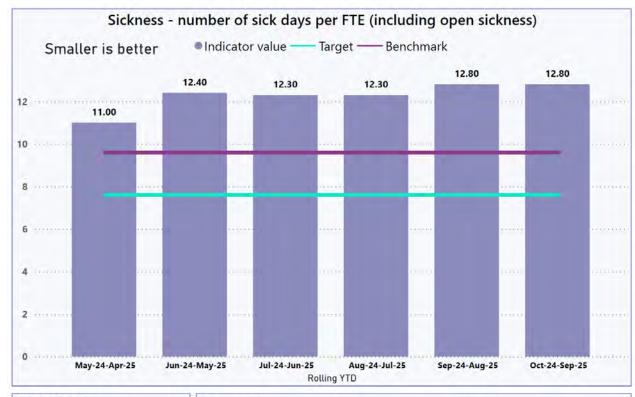


Comment

Call volumes have increased in September 2025. This is because:

- 1. Residents were calling back when they were unable to get through due to technical issues
- 2. As we develop an expert front line and centralise contact as part of the Unified Front Door programme, additional calls are being handled which are more complex in nature.

Plans to reduce calls include channel shifting, use of the Al Assistant and test of an Al Voice Assistant to handle signposting calls. As well as reducing calls in this way, additional calls will be received as more services are added to the contact centre in order to improve the service offered to our residents. Performance will fluctuate as a result. Staff will need to be trained on new services, processes and systems and this will also impact performance as they are supported to respond to new areas of work.



M12

Outcome 1

The Council Balances its books, listens to residents and delivers good sustainable services

Directorate

All directorates

RAG status - Red

Benchmarking timeframe

Rolling Year to Mar 24 (London position)

Comment

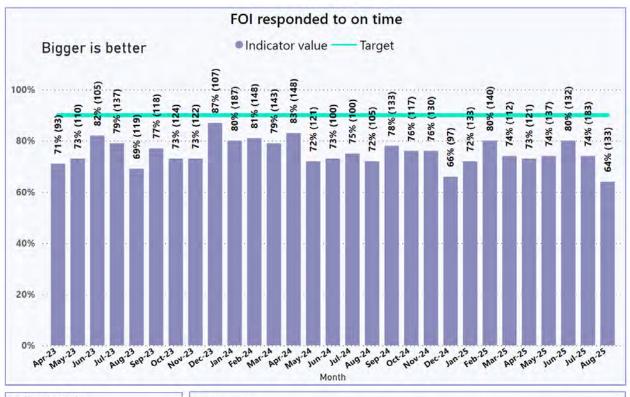
The rate of sickness absence has increased since the council has changed its formula to record both open and closed sickness absence cases and Oracle reporting and recording has been improved. The rate has increased over this quarter to 12.8 days for September 2025.

As context, data from the CIPD and ONS indicates the UK average sickness days lost is now two weeks per year, per UK worker (10 working days). Benchmark evidence from London councils shows the average London Boroughs' sickness rate is 9.6 days per head per year, it was previously reported as 7.7 days per head per year.

Work is being undertaken to introduce an employee relations expert in sickness management who will work on an incentivised basis to manage the most significant sickness cases to termination on sickness capability grounds, or a rapid return to work.

Focus will be on cases with the highest and longest absences, with the majority being in Housing, Children's Social Care, and Streets and Environment, to ensure focused actions to reduce the council's absence rate. This is being put in place following sickness absence escalation for those directorates to the Chief Executive and external research into effective actions to reduce sickness

The new role will work in conjunction with directorate sickness panels to identify the most significant cases of sickness absence and to agree appropriate actions and support to manage those cases (both long and short term absences) to an effective conclusion.



Indicator Ref.

M14

Outcome 1

The Council Balances its books, listens to residents and delivers good sustainable services

Directorate

All directorates

RAG status - Red

Benchmarking timeframe

No comparable data available

Comment

There has been a decrease in FOI performance from July to August, with on-time responses falling from 74% to 64%, remaining significantly below the 90% target. This highlights ongoing challenges in meeting statutory

SCRER and CYPE directorates continue to receive a high volume of FOI requests, many of which span multiple services, contributing to delays and placing strain on resources.

To address these challenges, the Council is implementing a two-year Information Governance project plan,

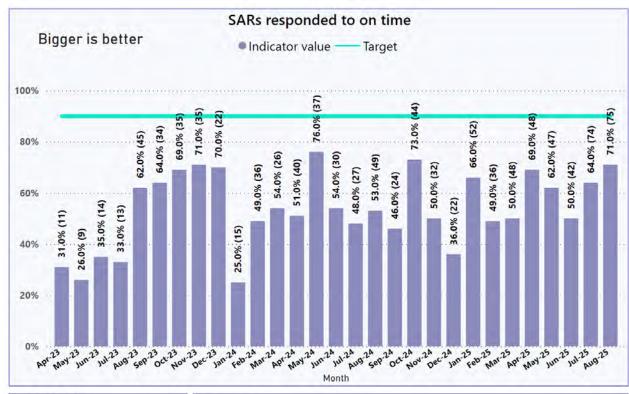
- · Publishing information more effectively to reduce the number of FOI requests received by the central team.
- · Empowering directorates to identify and manage their Information Asset Owners.
- · Identifying Information Champions within each directorate to support FOI handling.
- · Establishing regular reporting to both the Corporate Management Team and the Internal Control Board. These initiatives aim to improve efficiency, ensure statutory compliance, and enhance overall performance in responding to FOI requests.

Total FOIs received for Aug 2025:

ASCH - 56% SLA ACE - 90% SLA CYPE - 59% SLA Housing - 40% SLA

Resources - 72% SLA

SCRER - 69% SLA



M15

Outcome 1

The Council Balances its books, listens to residents and delivers good sustainable services

Directorate

All directorates

RAG status - Red

Benchmarking timeframe

No comparable data available

Comment

There has been a notable improvement in SAR performance from July to August, with on-time responses increasing from 64% to 71%. However, this remains significantly below the 90% target, indicating ongoing challenges in meeting statutory deadlines.

CYPE and Housing directorates continue to receive a high volume of SAR requests, many of which are large, voluminous, and complex. These factors contribute to delays and resource strain across teams. To address these challenges, the Council is:

- · Finalising a procurement exercise for automated redaction and processing software to support SAR handling across the organisation.
- · Implementing a two-year Information Governance project plan focused on:
- · Reviewing and streamlining the SAR process.
- · Identifying Information Champions within each directorate.
- · Establishing regular reporting to both the Corporate Management Team and the Internal Control Board.

These initiatives aim to improve efficiency, ensure statutory compliance, and enhance overall performance in responding to SARs.

Total SARs received Aug 2025 - 106

ASCH - 50% SLA

ACE - 50% SLA

CYPE - 43% SLA Housing - 74% SLA

Resources - 67% SLA

SCRER - 25% SLA

Indicator Ref. M16

Outcome 1

The Council Balances its books, listens to residents and delivers good sustainable services

Bigger is better

51% (131)

49% (115) 47% (122)

60%

20%

Directorate

All directorates

RAG status - Red

Benchmarking timeframe

No comparable data available

Due to complaint responses within SLA being consistently below target, a complaints task force is being set up to prioritise activity to improve performance in this area. The task force will look at the process, technology and people involved in the current approach and implement an action plan to address the areas of poor performance, reporting progress to the Corporate Management Team.

58% (232

Performance in August has seen a slight drop in performance from July and is a significant way from the 75% target. The stage one response time was overall very good, with 4 out of 5 directorates responding within the SLA (ASCH did not receive any corporate complaints in August). Housing and SCRER continue to receive a high volume of complaints. Housing do not have the capacity or resources to deal with the high number of complaints and are working on improving this by employing people who can be dedicated to respond to complaints as well as identify the root cause to do some prevention work.

Housing - 38% SLA - 203 complaints

SCRER - 75% SLA - 120 complaints Resources - 88% SLA - 43 complaints

Complaints responded to on time

Indicator value — Target

25% (200)

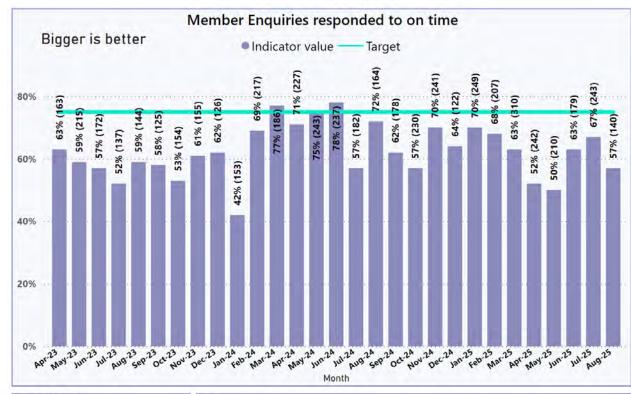
44% (172)

12% (141)

Children's - 80% SLA - 5 complaints ACE - 100% SLA - 6 complaints

There are a high volume of stage 2 complaints and meeting the SLA deadline is challenging for areas with high demand. We are utilising the extensions available in the Ombudsman code for complex complaints and additional resource will be in place by October in the corporate team to assist with demand. Overall, 53 stage 2 complaints were received in August, with 9% being responded to within the target SLA. There are approximately 170 outstanding stage 2's outstanding, with the majority of stage 2's received relating to housing complaints.

Comment





M17

Outcome 1

The Council Balances its books, listens to residents and delivers good sustainable services

Directorate

All directorates

RAG status - Red

Benchmarking timeframe

No comparable data available

Comment

Performance dropped in August compared with July, with 244 enquiries received, compared to 360 in July.

SCRER - 169 - 59%

Housing - 57 - 40%

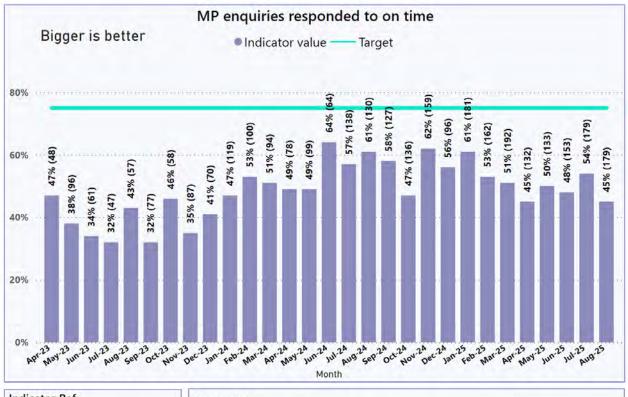
Resources - 6 - 100%

ACE - 5 - 80%

ASCH - 3 - 67%

CYPE - 4 - 100%

Environmental services received the most enquiries with 84 enquiries and a 62% completion rate. We have a working group being set up to look at how we can minimise enquiries which should be a service request or where an existing process exists. This work includes a members policy to assist the process.



Indicator Ref.

M18

Outcome 1

The Council Balances its books, listens to residents and delivers good sustainable services

Directorate

All directorates

RAG status - Red

Benchmarking timeframe

No comparable data available

Comment

277 MP enquiries were received in August 25, 50 less than July 2025. Performance dropped by 9% and is 30% short of the 75% target. Housing received the most enquiries, with the most received in the homelessness service. Housing - 148 - 34%

SCRER - 84 - 54%

CYPE - 16 - 38%

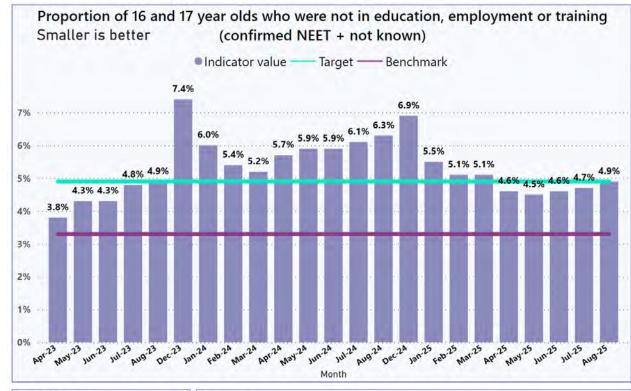
Resources - 14 - 86%

ASC - 8 - 63%

ACE - 7 - 86%

Services who receive high levels of MP enquiries are also receiving high volumes of complaints and Member enquiries. Work is being focused on how we decrease the number of enquiries overall but we are aware that numbers are likely to increase given the upcoming 2026 elections. Performance is regularly discussed with teams, with monthly meetings and attendance at CMT to raise awareness and focus to respond, prevent and overall reduce numbers.

2. Croydon is a place of opportunity for business, earning and learning



M20

Outcome 2

Croydon is a place of opportunity for business, earning and learning

Directorate

Children, Young People and Education

RAG status - Green

Benchmarking timeframe

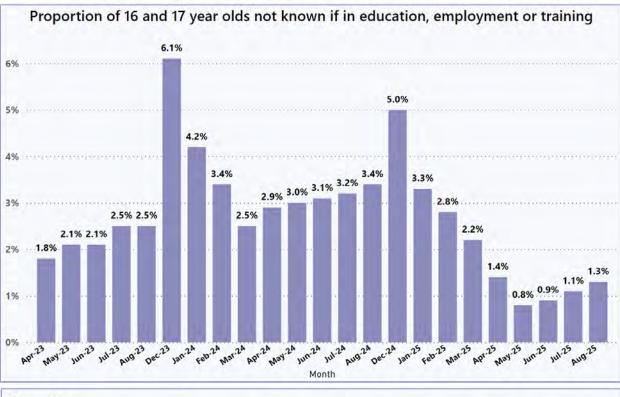
Average of Dec 24, Jan 25 and Feb 25

Comment

The target has been amended in line with our statistical neighbours. We have climbed 5 places in Quintile 3 for combined NEET and Not Known (position 3 of 30), our position has improved by 1.4% compared to the same time last year.

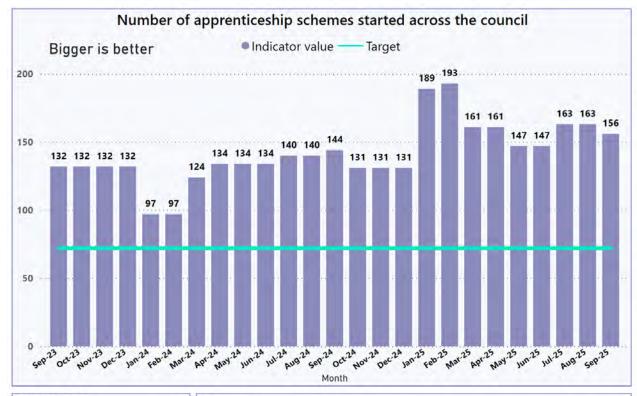
The Tracker Officer is term time only so no proactive tracking work was carried out in August.

Our tracking work, sharing information with other LAs and retrieving updates from the National Apprenticeship Service continues.



Comment

We are including Not Knowns performance alongside performance for the overall NEETs and not known figures to reflect the impact of one area on the other: as the not known figures rise, (which typically happens over the summer and into the new academic year), overall NEET numbers will also rise, and vice versa.



M21

Outcome 2

Croydon is a place of opportunity for business, earning and learning

Directorate

Sustainable Communities, Regeneration and Economic Recov..

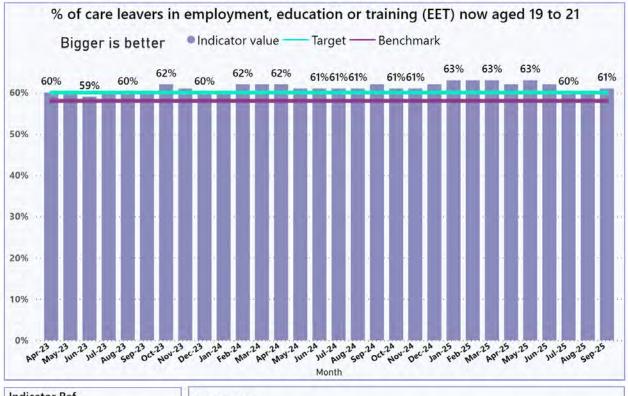
RAG status - Green

Benchmarking timeframe

No comparable data available

Comment

The number of apprenticeships is currently 156, which is slight drop off from the previous month. This is due to completions, but is still considerably higher than the corporate target. Work is on-going with various teams, including facilities management and finance to increase numbers for the next intake in January 2026.



Indicator Ref.

M23

Outcome 2

Croydon is a place of opportunity for business, earning and learning

Directorate

Children, Young People and Education

RAG status - Green

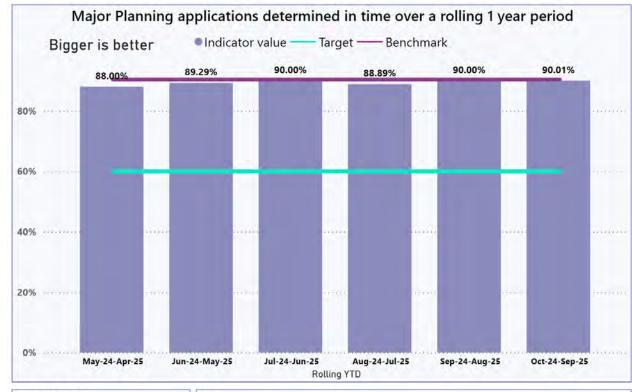
Benchmarking timeframe

2023/24 (London position)

Comment

Our rate of engagement in Education, Employment and Training continues to exceed target for Care Leavers aged 19-21. We have maintained good performance by:

- Running a weekly Virtual school drop-in at Turnaround, which is increasingly
- Putting in place arrangements to collect and share employment opportunities, and supporting staff to promote and discuss these with young people.
- Providing focused support to enable young people to attend college, university and other education and training opportunities.
- Running a regular EET panel which reviews progress and opportunities for young people at risk of not engaging.



M24

Outcome 2

Croydon is a place of opportunity for business, earning and learning

Directorate

Sustainable Communities,
Regeneration and Economic Recov...

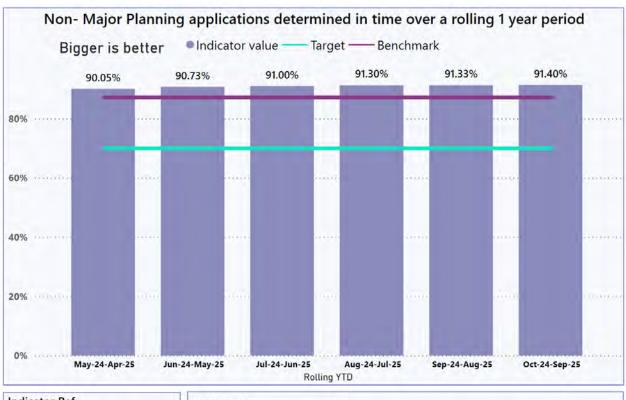
RAG status - Green

Benchmarking timeframe

12 months to end of March 2022 (London position)

Comment

Current performance on Major applications remains above the government target which is positive. Performance for Major applications remains at 90% which is consistent to that reported in the previous month. The performance remains above the target of 60% and is just under the London average.



Indicator Ref.

M25

Outcome 2

Croydon is a place of opportunity for business, earning and learning

Directorate

Sustainable Communities,
Regeneration and Economic Recov...

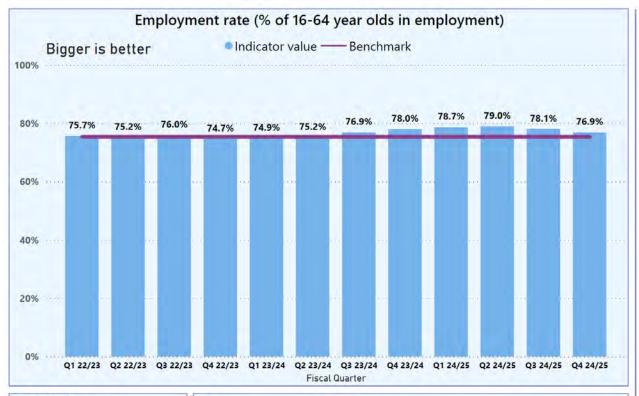
RAG status - Green

Benchmarking timeframe

12 months to end of March 2022 (London position)

Comment

Current performance for non-major applications remains over the government target which is positive. Performance for non-majors is now 91.4% which is a very small increase from that reported last month (0.1%). The performance is above the target of 70% and above the London average.



M86

Outcome 2

Croydon is a place of opportunity for business, earning and learning

Directorate

Partnership working

RAG status - N/A

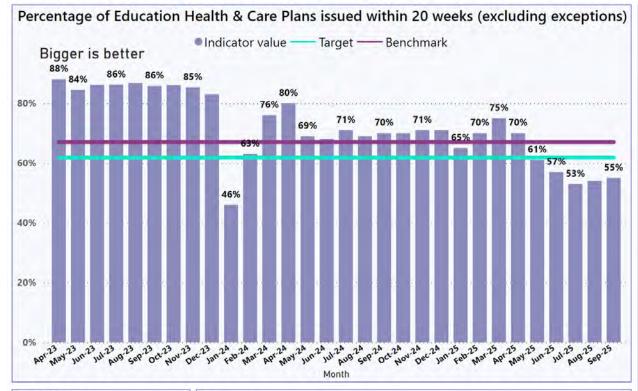
Benchmarking timeframe

2023/24 Q4 (London position)

Comment

The employment rate for 16–64 year olds in Croydon stands at 76.9% for Q4 2024/25, representing a slight decrease of 1.2 percentage points compared to the previous quarter. Despite this dip, Croydon continues to outperform the London average of 75.4%, maintaining a strong relative position in the capital. Work continues through Croydon Economic Development team to commissioning bespoke packages of support.

3. Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential



M33

Outcome 3

Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

Directorate

Children, Young People and Education

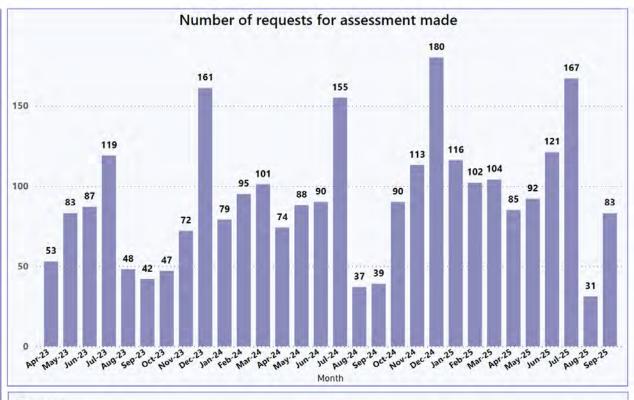
RAG status - Red

Benchmarking timeframe

2024 (London position)

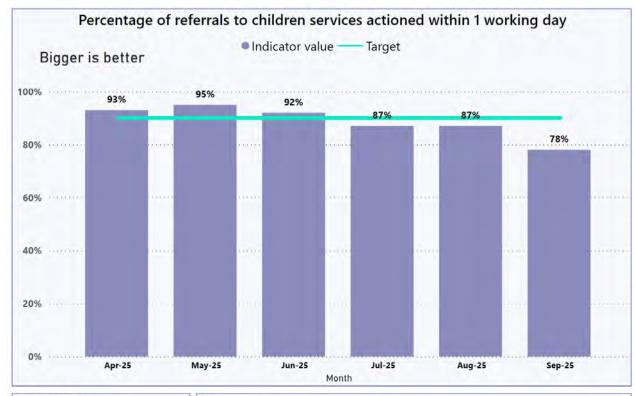
Comment

Performance calendar year to date is 55% and 93% were completed within 25 weeks. In September 2025, there were 81 EHCPs issued of which 52 (64%) were issued within 20 weeks (excluding exceptions) and 74 (91%) were completed within 25 weeks. Sickness absence within the team reduced and we have also managed to recruit a member of agency staff: this had led to positive progress.



Comment

We are now including the number of requests for assessments to show the demand received by the team.



M34

Outcome 3

Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

Directorate

Children, Young People and Education

RAG status - Red

Benchmarking timeframe

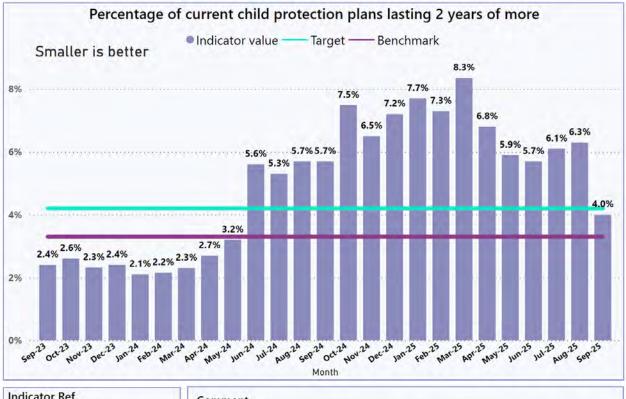
No comparable data available

Comment

There was substantial service demand this month, with 2,130 contacts completed in September. During this month MASH experienced a significant amount of staff sickness in addition to planned leave. This, along with the ongoing VPN issue of the accessibility to the Wi-Fi on floor 4 of Bernard Weatherill House meant that it was necessary to prioritise contacts in order of risk. Contacts graded red continued to be progressed within 24 hours to ensure that safeguarding responses were met. All other contacts were risk assessed daily with management oversight to ensure that children were not left at risk of harm.

The Business Continuity Plan was actioned during this period and staff from across the directorate were called upon to support the MASH.

Partner Agencies were notified via the Croydon Safeguarding Children Partnership as part of the Business Continuity Plan to reflect working together to safeguard children.



Indicator Ref.

M36

Outcome 3

Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

Directorate

Children, Young People and Education

RAG status - Green

Benchmarking timeframe

2023/24 (London position)

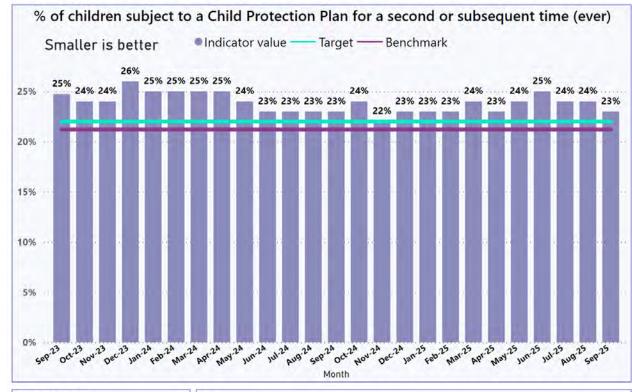
Comment

As of 1 October 2025 there were 23 children subject of a CP plan over 2 years which is a significant reduction upon last month of 14 children. Of these 23 children 11 are in a legal framework meaning that the CP plan will remain for the duration of the legal framework. There were no children whose CP plan went over 2 years in September. As a result of this the KPI has reduced to 4% this month and is now green (target 4.2%).

The cohort of children subject of a CP plan over 18 months has continued to reduce as there are currently only 28 children subject of a CP plan between 18 and 24 months. This evidences the impact of the work in this area with children subject of a CP plan over 9 months.

Actions to ensure management oversight and grip are now embedded across the service,

- * Heads of Service targeting the safe closure for children whose plans have been open for the longest, reassigning resource to increase capacity to prepare for stepdown.
- * Reviewing CP plans over 15 months every 2 weeks to ensure continued impact, appropriate thresholds and a clear direction of travel to safely end the plan.
- · Reviewing children subject of a CP plan over 9 months on a regular basis to ensure a clear direction of travel to safely end the CP plan at the earliest stage.



M37

Outcome 3

Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

Directorate

Children, Young People and Education

RAG status - Amber

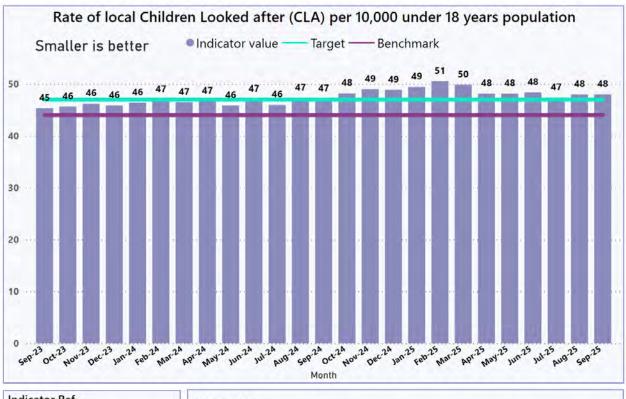
Benchmarking timeframe

2023/24 (London position)

Comment

As of 1 October 134 children (23%) are subject of a CP plan for a second or subsequent time. Of the 11 new children / 6 families, all of the previous CP plans ended over 2 years ago, for 3 families / 4 children this was over 5 years ago. The repeat CP plan ended for 19 children in September.

All new children subject of a CP plan for a second or subsequent time are reviewed by the CPC service manager each month to both address any learning about the previous CP episode and to ensure there is a tight framework in place that considers the previous episode. The Islington Partners in Practice are supporting the child protection service to sustain improved practice in this area now DfE funding has been agreed for another year.



Indicator Ref.

M38

Outcome 3

Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

Directorate

Children, Young People and Education

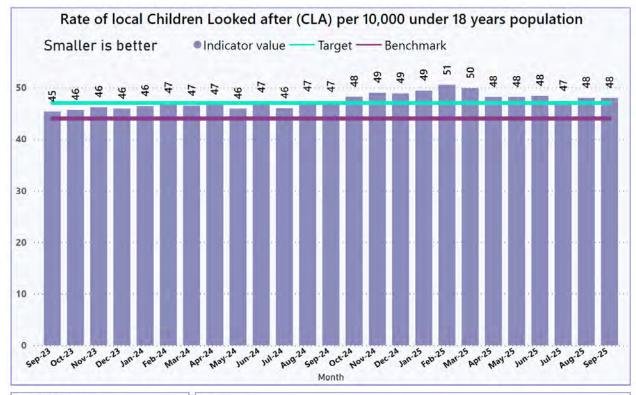
RAG status - Amber

Benchmarking timeframe

2023/24 (London position)

Comment

There has been a slight increase in the proportion of children in care in the month of August. Overall the council need to ensure that care is provided to those children where no other option will provide safety. Performance is slightly above the target of 47/10,000, however is stronger than that of statistical neighbours and England. A focus to drive down timeframes in care proceedings for children looked after, especially those on the adoption pathway and those living with their families will further strengthen performance in this area moving forward.



M38

Outcome 3

Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

Directorate

Children, Young People and Education

RAG status - Amber

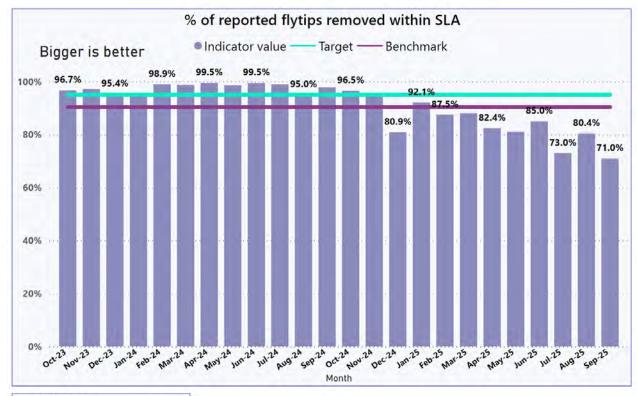
Benchmarking timeframe

2023/24 (London position)

Comment

There has been a slight increase in the proportion of children in care in the month of August. Overall the council need to ensure that care is provided to those children where no other option will provide safety. Performance is slightly above the target of 47/10,000, however is stronger than that of statistical neighbours and England. A focus to drive down timeframes in care proceedings for children looked after, especially those on the adoption pathway and those living with their families will further strengthen performance in this area moving forward.

4. Croydon is a cleaner, safer and healthier place, a borough to be proud to call home



M43

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Sustainable Communities, Regeneration and Economic Recov...

RAG status - Red

Benchmarking timeframe

24 months to end of March 2022 (London position)

Comment

As experienced across the rest of the country, Croydon continues to experience a significant increase in the level of fly tipping. In the first 6 months of this year (April – Sept 2025) the service has collected a total of 36,283 fly tips.

Analysis of the reporting has shown that the majority of reports are discarded domestic waste rather than large-scale commercial fly tipping, however any incident of fly tipping is a criminal offence, and our aim is to make our streets and open spaces cleaner as well as tackle appropriately those who don't support this and spoil our borough.

Analysis has identified key trends with highlighting the key wards with the highest level of reported fly tipping. These being

- · Bensham Manor
- · Norbury and Pollards Hill
- · West Thornton
- · Broad Green
- Selhurst

Resident engagement has been undertaken on the new Streets and Environment Enforcement Policy, which sets out our approach to seek to enforce in any case it is able to, whether through the issue of a Fixed Penalty Notice or through a prosecution. In line with Cabinet recommendations, we have launched the new Community Compliance Team who are undertaking daily patrols undertaking street based environmental enforcement activities. In addition, the service is looking at undertaking a review of the fly tipping hotspots and looking at implementing a multi-agency approach in developing a fly tipping strategy to support the work of our Enforcement team.

We continue to review and improve the user experience in reporting of service request through the Love Clean Streets app along with direct engagement with external partners and contractors to ensure operating efficiency are delivered. To support this a communications strategy is being developed to better inform residents and raise awareness on the right ways to dispose of waste.

In total 7,029 fly tips were reported in September, a reduction of 236 when compared to August. Of these, 1060 (15%) of cases were not eligible for collection and the case closed for different reasons including but not limited to, duplicate task, private property, nothing found etc.



M45a

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Sustainable Communities, Regeneration and Economic Recov...

RAG status - Green

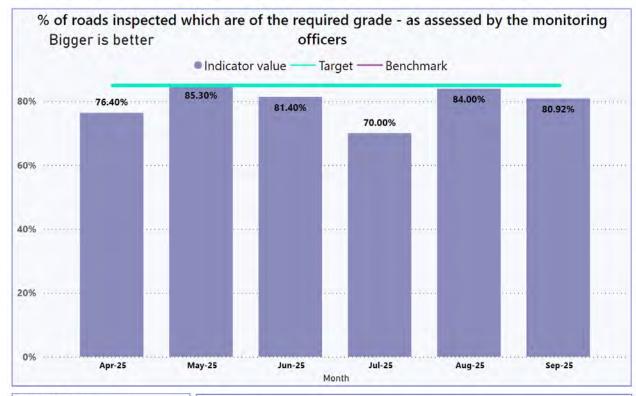
Benchmarking timeframe

2021-22 Stat neighbour median

Comment

We continue to achieve high recycling rates and achieved 40.69% in August 2025, remaining in the top quartile for London. The increase can be attributed to the following:

- Overall 1% decrease of total tonnage reduction for refuse and recycling collected.
- + 4.5% increase in recyclate and a 4.7% decrease in refuse



M46

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Sustainable Communities, Regeneration and Economic Recov..

RAG status - Amber

Benchmarking timeframe

No comparable data available

Comment

The client team undertook a total of 1,736 site inspections across 431 roads. Of these inspections 80.9% were found to be at or above the expected standard. Each inspection included the following assessment:-

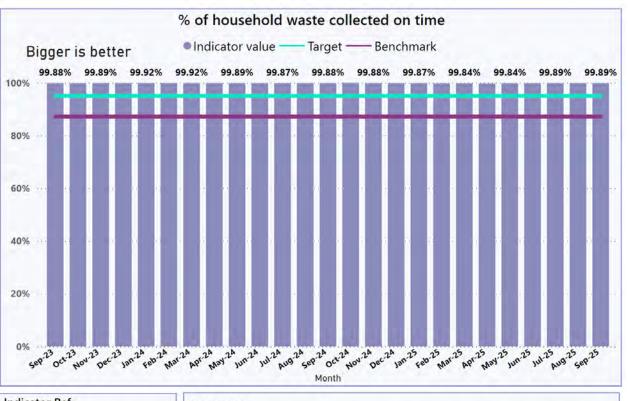
Litter - 79.6%

Weeds - 84.9%

Detritus - 64.5%

Moss - 94.7%

The service has seen an increase in detritus which is in line with expected seasonal trends with early leaf fall. The service in partnership with our service provider will be deploying additional cleansing resource as part of a scheduled programme of work targeted at our residential areas with street trees.



Indicator Ref.

M47

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Sustainable Communities, Regeneration and Economic Recov..

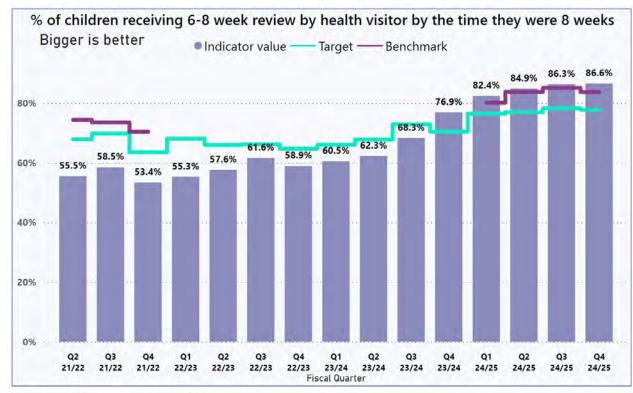
RAG status - Green

Benchmarking timeframe

24 months to end of March 2022 (London position)

Comment

We continue to deploy a full waste collection service across the borough. This month we made 2,135,290 collections with 2351 reported as missed. This equates to less than 1% of all collections being reported by residents as missed.



M57

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Adult Social Care and Health

RAG status - Green

Benchmarking timeframe

2024/25 Q4 (London position)

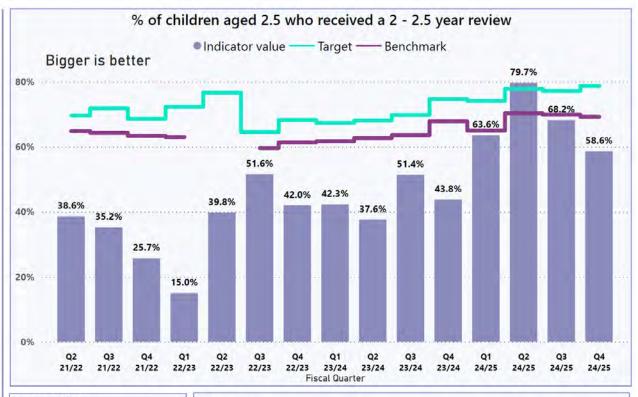
Comment

Data is refreshed every 6 months. Q1 & Q2 2025/26 data is expected January 2026. Target is statistical neighbour average for this check.

The latest (Q4 24/25) performance data shows that 86.6% of children are receiving a 6-8 review by a health visitor by the time they are 8 weeks. This is the best performance on this indicator in the last 7-years and is above the target of our statistical neighbour average.

Data being reported locally indicates that performance continues to remain above target, with overall improvements sustained. Significant work has been undertaken collaboratively by Public Health and CYPE Commissioning colleagues with the Provider to embed the improved integrated service delivery model (April 2025) and increasing workforce recruitment and retention (on the backdrop of national recruitment challenges).

Please be aware that the Croydon figures do not match the published figures owing to a reporting issue. These figures are accurate and are in the process of being corrected nationally so that the published figures matches these.



Indicator Ref.

M58

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Adult Social Care and Health

RAG status - Red

Benchmarking timeframe

2024/25 Q4 (London position)

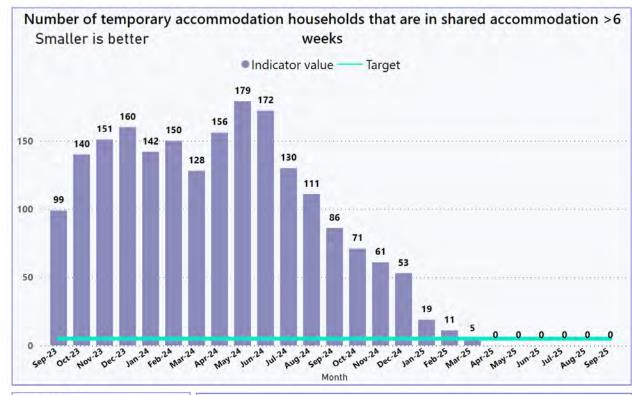
Comment

Data is refreshed every 6 months. Q1 & Q2 2025/26 data is expected January 2026. Target is statistical neighbour average for this check.

The latest (Q4 24/25) performance data shows that 58.6% of children received a 2-2.5 year review by the time they turned 2.5 years old.

Performance for this indicator has been more inconsistent. The latest publicly available data (Q4 24/25) shows it is below the target of our statistical neighbour average, despite seeing a general trend in improved performance in Q1 & Q2 2024/25 - where the percentage sat at 79.7% for Q2.

However, data being reported locally since this period indicates that the performance has evidence of improvement, which coincides with when the new service delivery model was mobilised. Significant work continues to be undertaken collaboratively by Public Health and CYPE Commissioning colleagues with the Provider to embed the improved integrated service delivery model and increasing workforce recruitment and retention (on the backdrop of national recruitment challenges).



M66

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Housing

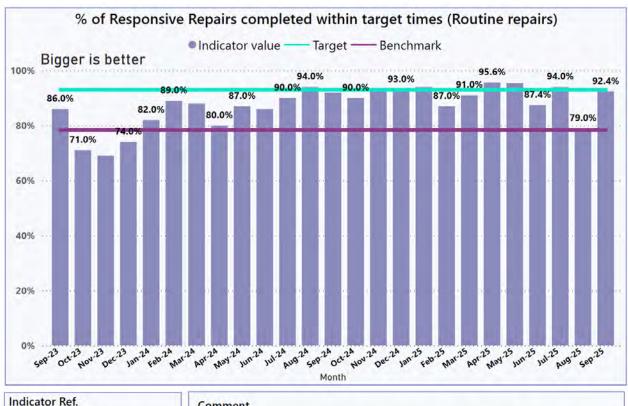
RAG status - Green

Benchmarking timeframe

No comparable data available

Comment

It became unlawful in 2003 for councils to accommodate more than 5 families in Bed & Breakfast accommodation for more than 6 weeks where facilities are shared. The numbers increased year on year since 2003 and by May 2024, Croydon had 179 families in such accommodation. Given the scale of demand and a shortage of affordable accommodation, concerted effort has resulted in elimination of the use of such accommodation for families with children from April 2025. This significant performance improvement has been maintained. It also ensures the Council secures Homelessness Prevention Grant funding, as it is a statutory target and a grant condition.



M83a

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Housing

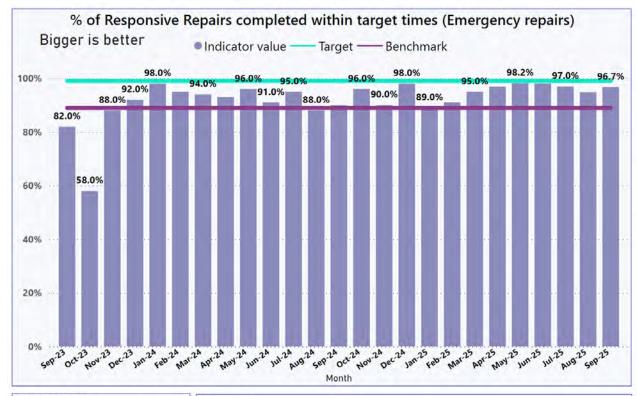
RAG status - Amber

Benchmarking timeframe

FY 23/24 (London position)

Comment

Performance in September shows a marked improvement compared to August, reflecting that contractors have adapted well to the revised priorities and scheduling approach. Both Wates and Mears have demonstrated better coordination and turnaround on routine and urgent jobs. Overall, the service is moving in a positive direction with greater stability and adherence to target times.



M83b

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Housing

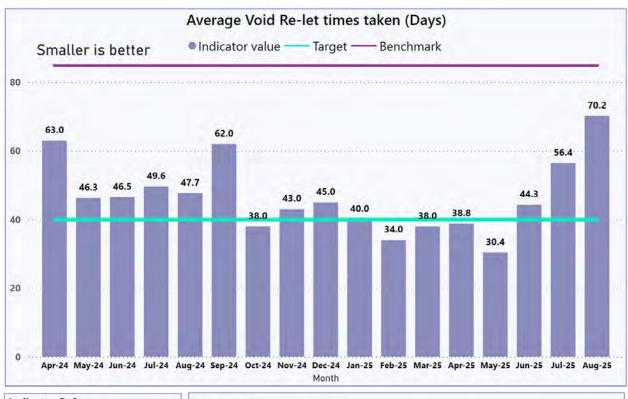
RAG status - Amber

Benchmarking timeframe

FY 23/24 (London position)

Comment

Performance for September has improved noticeably compared to August, with contractors adapting well to the new priorities and demonstrating stronger compliance with target completion times. Both Wates and Mears have shown steady progress in meeting agreed timescales across most repair categories. Continued monitoring and early intervention for any emerging delays will help maintain this positive trajectory into the next reporting period.



Indicator Ref.

M84

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Housing

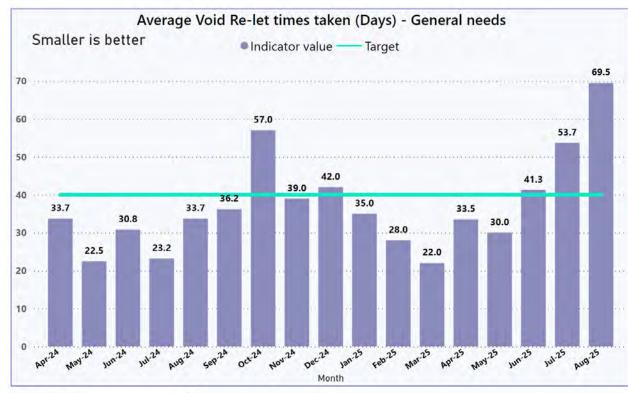
RAG status - Red

Benchmarking timeframe

FY 2023/24 (London position)

Comment

Average void relet time has increased this month. We continue to experience issues with the performance of contractors, specifically around their repairs, energy issues, gas and asbestos. Formal contract meetings are taking place with all contractors due to the serious shortcomings in performance. In recent meetings with our asbestos contractors, we have focused on their failure to comply with contractual obligations, and the adverse impact this is having on our overall void performance. These delays have had a very significant impact centred on their failure to carry out the surveys to all voids properties as they should, the subsequent works and the poor condition they have left properties in after works have taken place. The contractors have been left in no doubt about our concerns, the need to ensure that they improve performance in these areas and then pass properties to our contractors in a timely manner to allow the main void works to be carried out in a timely way. These contractor failings are overshadowing the good work in Allocations that ensures the requirements of the Stabilisation Plan are being met.



Outcome 4

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

M84a

Directorate

Housing

RAG status - Red

Benchmarking timeframe

No comparable data available

Comment

Contractor performance continues to affect performance negatively. This poor performance has led to more properties being refused due to the standard of the property at the point of viewing. The impact on properties being refused is being monitored closely, which allows us to identify and address trends proactively. Since April we have had 73 properties refused, which has added over 100 days to void relet times. There have been a number of reasons given for refusals:

Unsuitable - Disability / mobility / hospital

No response from resident or DocuSign not completed

Property too small

Location

Refused sheltered

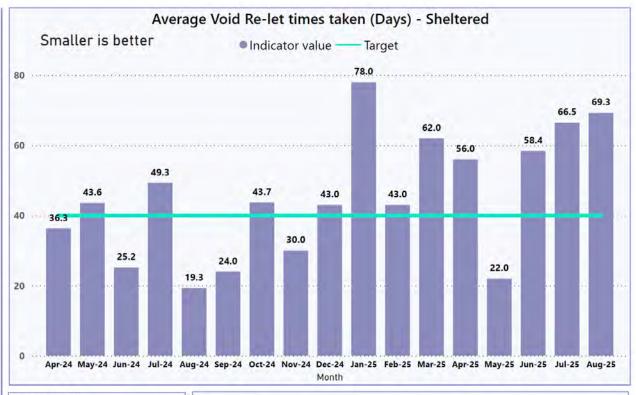
Condition of property

In order to address these issues we are:

Working more closely with our contractors to hold them to account for poor quality of works Conducting weekly meetings between the Lettings and Voids admin teams to track any offers that have been returned to voids due to issues with the condition of properties

Strengthened the checks carried out to ensure that the household details of prospective tenants

Carried out comprehensive post inspections to ensure outstanding work is completed, properties are cleaned as part of our contract, and surveyors/contractors are held to account when things go wrong.



Indicator Ref.

M84b

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Housing

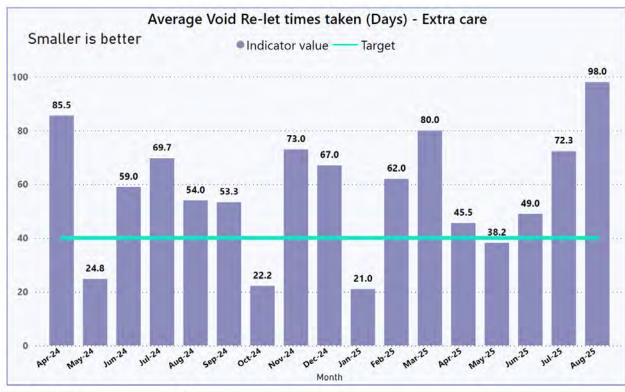
RAG status - Red

Benchmarking timeframe

No comparable data available

Comment

The small increase in void turnaround time can again be attributed to issues with the performance of contractors when delays were caused by the time taken to carry out voids works in two out of these three void properties.



M84c

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Housing

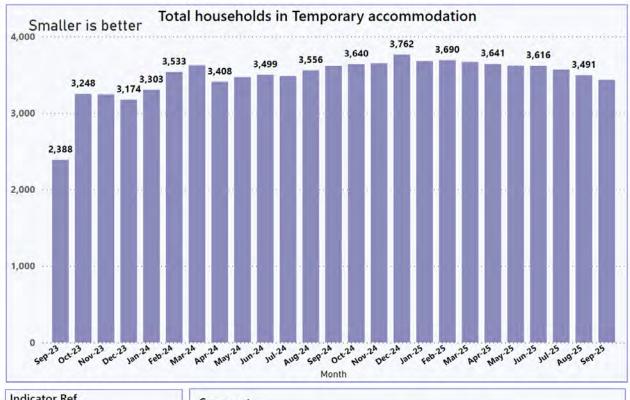
RAG status - Red

Benchmarking timeframe

No comparable data available

Comment

The impact of the performance of contractors has negatively affected performance. This is despite only one property being let in this period and ongoing improvements in the time taken to let this property, once works had been carried out.



Indicator Ref.

M64

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Housing

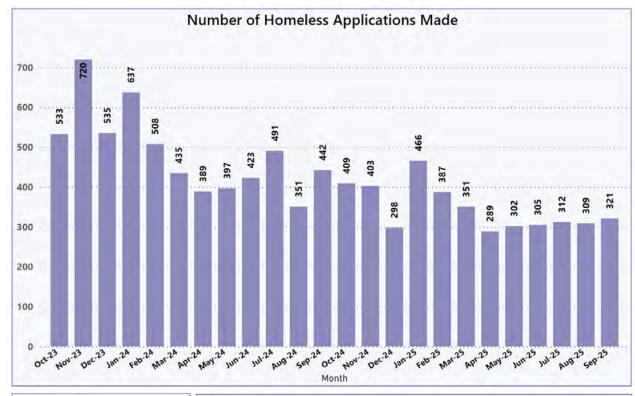
RAG status - N/A

Benchmarking timeframe

No comparable data available

Comment

Use of temporary accommodation for homeless household remains a significant challenge. Recent research commissioned by London Councils, the London Housing Directors' Group and Society of London Treasurers, conducted by the London School of Economics, shows that boroughs are now spending £5.5 million a day on homelessness. The Council's stabilisation plan has been implemented to mitigate the impact of increasing spend on temporary accommodation. In addition, over the last 12 months, Cabinet has approved a number of strategies and policies including a Homelessness & Rough Sleeping Strategy, Housing Allocation Policy and Placements Policy for temporary and private rented sector accommodation. Taken together these actions and tools are enabling the Council to manage the demand and supply pressures whilst ensuring potential negative impacts on those experiencing or threatened with homelessness are minimised. As a result, the number of households in temporary accommodation has reduced from 3665 at the end of March 2025 to 3433 in September.



M69

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Housing

RAG status - N/A

Benchmarking timeframe

No comparable data available

Comment

This is a demand tracker to help the Council to identify pressure points so that appropriate measures are put in place to mitigate against any financial impact. In 2024/25, the Council saw a 50% increase from previous years in people seeking homeless support, averaging 400 applications a month. We are continuously reviewing our overall demand management approach and providing clear information to help applicants make timely and informed choices on their housing options. As a result, there has been a 23% reduction with average applications of 310 per month since April 2025.



Indicator Ref.

M91

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Housing

RAG status - N/A

Benchmarking timeframe

No comparable data available

Comment

The demand for temporary accommodation has outstripped the supply of suitable and especially larger size accommodation for families. As a result, over the years, families were accommodated in separate units. In June 2024, there were 206 families in split temporary accommodation which is being reduced, down to 45. This is a positive indicator of the service efforts to reunite split households and more importantly not continuing with this practice in a period of increased demand.



M82

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Sustainable Communities, Regeneration and Economic Recov...

RAG status - N/A

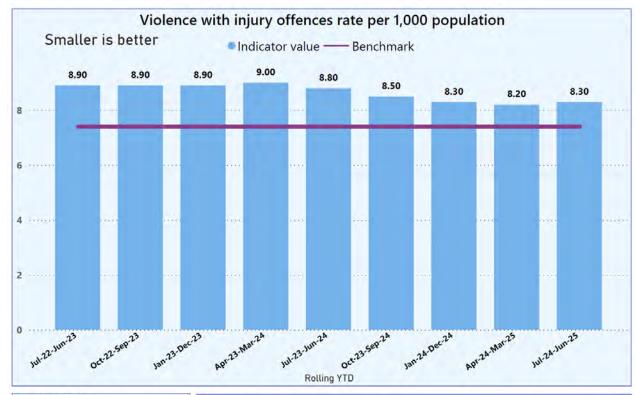
Benchmarking timeframe

No comparable data available

Comment

In total, there were 381 reports, but 19 reports were removed from the count as they involved graffiti on shutters, at height, on private property, not at the location provided or were not considered graffiti or involved England Flags on the highway.

362 out of 362 reports (100%) were cleaned on time.



M48

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Partnership working

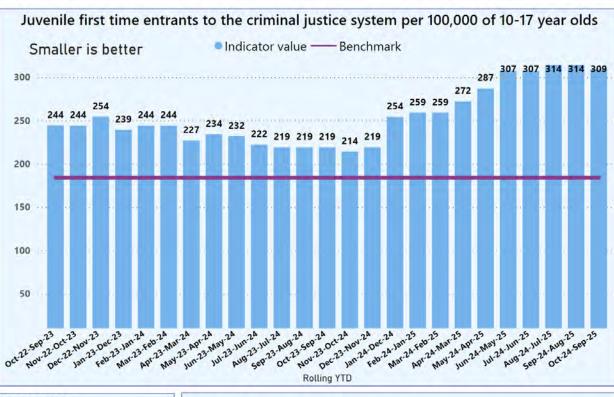
RAG status - N/A

Benchmarking timeframe

12 months rolling to June 2025

Comment

Violence with Injury is a composite indicator that tracks all levels of violence in the borough, excluding Knife Crime, Gun Crime, and Domestic Violence. Croydon's performance is slightly worse than the London average, although it has significantly improved since the same time period in 2024. Whilst it has slightly worsened from the previous quarter, this is entirely normal as the summer months always see a rise in on street crime and violence, and it is significantly better than the same time last summer. The majority of this offence is concentrated in and around Croydon Town centre and the Town Centre Taskforce works with the Police and support services to make our Borough safer by tackling repeat perpetrators, improving safety in hotspot areas, and improving people's feelings of safety. In addition, we replicating this approach across two other priority areas (Croydon Restaurant quarter and Thorton Heath Rec) starting in August 2025 where it will help lower violence and improve feelings of safety.



Indicator Ref.

M49

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Partnership working

RAG status - N/A

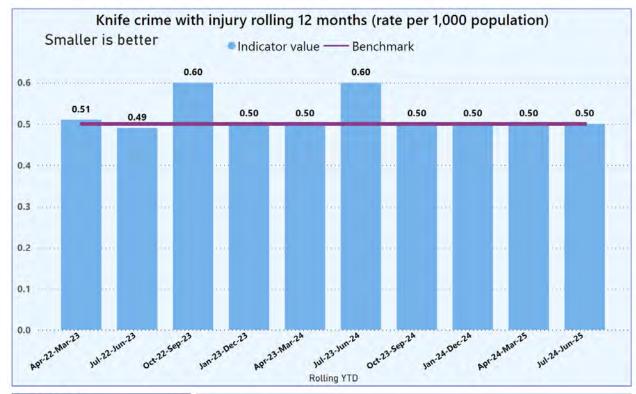
Benchmarking timeframe

2021 (London position)

Comment

The increase seen in 2024 coincided with Police policy changes to their 'offence matrix' to divert from Court, specifically related to weapon related offending (where the law also changed). Children previously eligible for diversion are now formally charged for certain offence types (weapons). As weapons remain to be our highest offence type this has impacted. There was also clear messaging in the MET at the end of the year to clear pending items etc and this potentially was also a factor that contributed to the increase. For example children released under investigation, their matters would have been prioritised to discontinue or charge.

Additionally, we saw a small number of children whose arrest to conviction had been delayed by Police/CPS (children whose offence date may have been 2022 or 2023. This also impacted on the number of children who appeared as FTEs in 2024.



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Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

M50

Directorate

Partnership working

RAG status - N/A

Benchmarking timeframe

12 months rolling to June 2025

Comment

Knife crime is a priority area for the Croydon Safer Partnership and the council. Through our work with the voluntary sector, including over £200K of investment in local trusted providers, we are working to support and protect high risk young people on our streets. The fall in the rate of young people being involved in knife crime is to be welcomed, but we know we have more to do and will continue to prioritise this area through the Youth Safety Delivery Plan and our work to tackle exploitation of young people.



Indicator Ref.

M51

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Partnership working

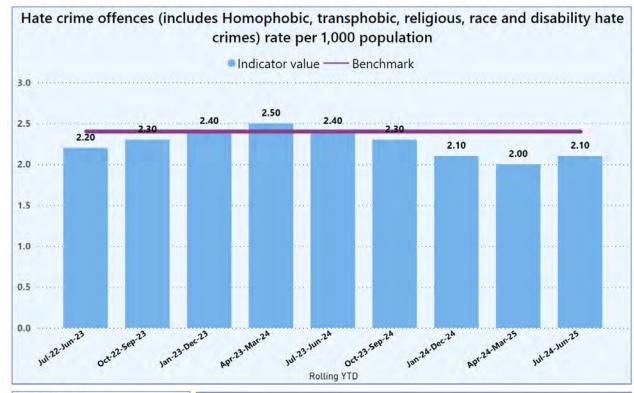
RAG status - N/A

Benchmarking timeframe

12 months rolling to June 2025

Comment

Knife crime is a priority area for the Croydon Safer Partnership and the council. Through our work with the voluntary sector, including over £200K of investment in local trusted providers, we are working to support and protect high risk young people on our streets. The fall in the rate of young people being involved in knife crime is to be welcomed, but we know we have more to do and will continue to prioritise this area through the Youth Safety Delivery Plan and our work to tackle exploitation of young people.



M52

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Partnership working

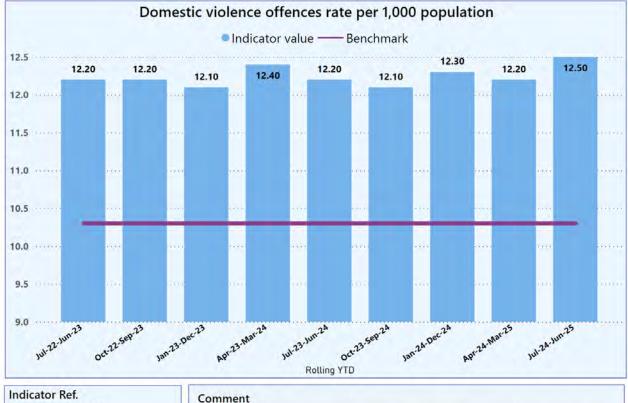
RAG status - N/A

Benchmarking timeframe

12 months rolling to June 2025

Comment

Hate crime has shown a minor deterioration over the last quarter, but is significantly better than the same time last year and remains better than the London average. It continues to be monitored in partnership with the Police. Croydon does not appear as a priority hotspot for London Police for Hate Crime, and generally residents of Croydon describe the borough as one where different communities live, work and play well together which may be reflected in this lower than average crime rate.



M53

Outcome 4

Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate

Partnership working

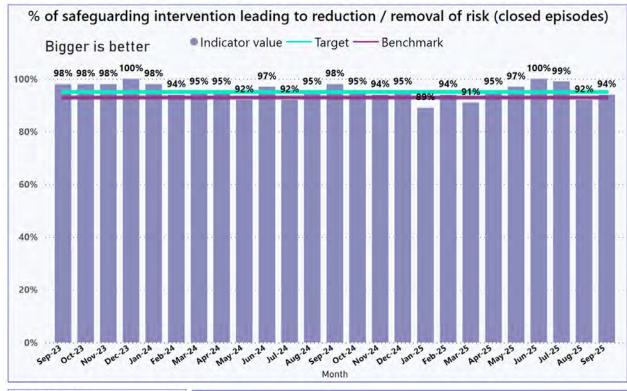
RAG status - N/A

Benchmarking timeframe

12 months rolling to June 2025

Levels of domestic abuse (DA) have fallen since last quarter, and compared to our position 12 months ago. However, there have been three domestic violence homicides with women victims in the last six months which reflects the ongoing challenge Croydon faces. We remain the second highest rate of DA in London, and the highest in volume. Since launching the domestic abuse delivery plan in July 2024, we have increased the pace and scope of our work, including our "Expert by Experience" panel and Community Ambassadors. This November we will mark the 16 days of action to raise awareness of violence against women and girls (VAWG), including the borough's first ever VAWG conference, the thematic review on this year's homicides, the march to commemorate the victims of VAWG through the town centre, and the unveiling of the plaque to mark the victims of VAWG in Croydon in Queens Gardens.

5. People can lead healthier and independent lives for longer



M70

Outcome 5

People can lead healthier and independent lives for longer

Directorate

Adult Social Care and Health

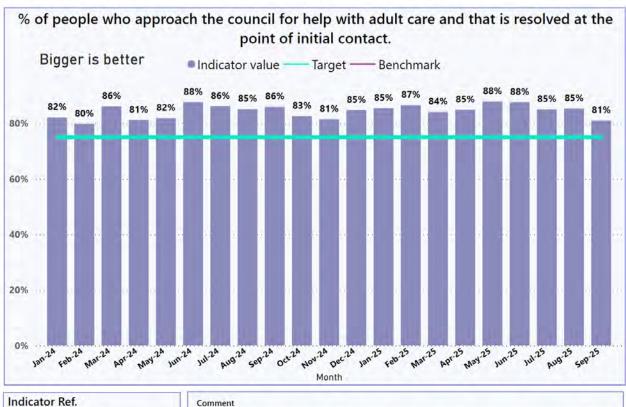
RAG status - Amber

Benchmarking timeframe

FY 24-25 (London position)

Comment

The 95% target has been set locally. There can be significant variation month-on-month as a small number of cases can have a significant impact on performance.



M71

Outcome 5

People can lead healthier and independent lives for longer

Directorate

Adult Social Care and Health

RAG status - Green

Benchmarking timeframe

No comparable data available

Improvements to the service inbox has resulted in improved response times to resident queries. A new tracker for safeguarding referrals which includes additional managerial oversight for decision making has been introduced again improving response times to queries.

The services continue to work with the corporate transformation programme regarding the Unified Front Door project. The Contact Centre has supported the service during times of pressure to make sure quality of service response is maintained.

The service is also working closely with the Police to look at the RAG rating of the Police Reports to enable more effective prioritisation of services in urgent need.



M73

Outcome 5

People can lead healthier and independent lives for longer

Directorate

Adult Social Care and Health

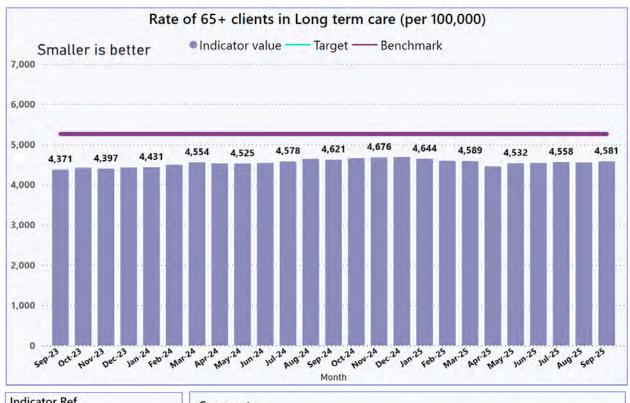
RAG status - Red

Benchmarking timeframe

April 2024 to March 2025 (London average)

Comment

The rate of 18-64 clients in long term care has increased slightly over the last quarter but remains lower than the same time last year which is positive. The approach for services supporting Adults in this cohort continues to be supporting the independence and resilience of individuals with low level needs, through more effective sign posting (with information, advice and guidance), short-term care, reablement and enablement, community based voluntary and community based serves and Technology Enabled Care.



Indicator Ref.

M74

Outcome 5

People can lead healthier and independent lives for longer

Directorate

Adult Social Care and Health

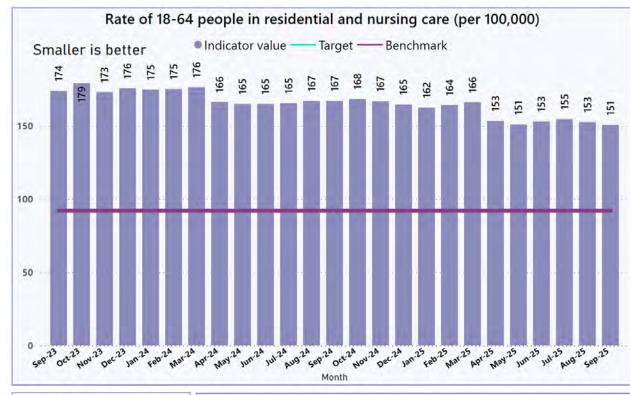
RAG status - Green

Benchmarking timeframe

April 2024 to March 2025 (London average)

Comment

The client numbers have slightly increased in the period to September 2025 (by 29 clients in the last 3 months). The increase is likely being driven by hospital discharge clients coming to the longer term Older Adults Locality service after their reablement period. The evidence is that locality teams are reducing the amount of clients that they provide commissioned domiciliary support for.



M77

Outcome 5

People can lead healthier and independent lives for longer

Directorate

Adult Social Care and Health

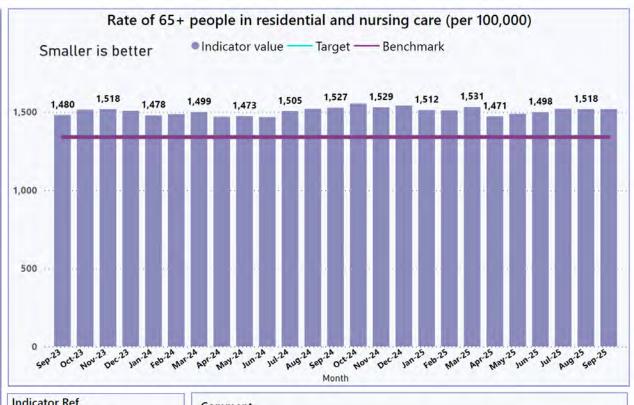
RAG status - Red

Benchmarking timeframe

April 2024 to March 2025 (London average)

Comment

The rate of 18-64 clients in residential and nursing care has reduced since the end of last year and September performance shows a marked improvement on the same time last year. Through the Adults Living Independently programme increasing the provision of step-down services, pre-empting and/or preventing the need for Residential Care is the main driver here, and the programme is beginning to have demonstrable impact.



Indicator Ref.

M78

Outcome 5

People can lead healthier and independent lives for longer

Directorate

Adult Social Care and Health

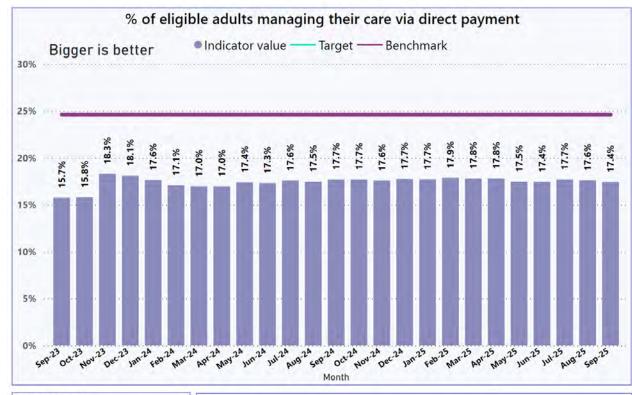
RAG status - Red

Benchmarking timeframe

April 2024 to March 2025 (London average)

Comment

This amount has remained the same as last month. In three months we have reduced placements by 2 people. Given the demographic pressure this is a significant success. The ongoing change of model through the Adults Living Independently project has reduced nursing and residential placements and continues to show that we have reduced placements and that these changes are lasting. Demographic growth of need and winter pressure needs to be factored in as this trend needs to be reviewed continuously against those factors. Interim beds coming online in April 2026 will further help placements to be reduced by providing people with the ability to rehabilitate and return home.



M79

Outcome 5

People can lead healthier and independent lives for longer

Directorate

Adult Social Care and Health

RAG status - Red

Benchmarking timeframe

FY 24-25 (London position)

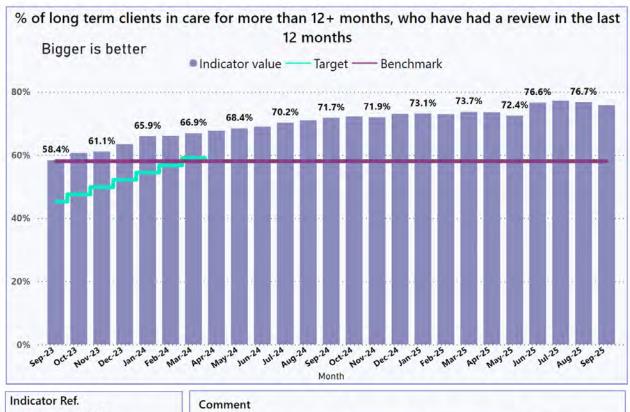
Comment

Direct payments enable residents receiving funded social care services to have control of the services they chose to purchase to meet their needs, and a long-term project to improve uptake is ongoing.

Mobilisation continues ahead of the go-live data in October, with dedicated resource to ensure the transfer to the new service provider is as seamless as possible, including individual phone calls and discussions with residents. We have delivered training to ~100 staff around our refreshed process for Direct Payments, including an updated policy to foster creativity and innovation. We will work with the new provider, KCIL, to work towards reaching 25% by 2027.

Our work to support the development of community micro-enterprises is increasing the support available to meet a wider range of needs, on a more local level. Three organisations have gone through our framework, and will be on our Small Good Stuff Directory, making it easy for residents and practitioners to identify local support. We anticipate at least ten organisations will be set up or be recognised as sustainable, safe businesses, with an understand of supporting our residents before the end of October.

We are preparing for a launch event for the new service in October, inviting residents, staff, community micro-enterprises to learn more about the benefits of Direct Payments, and how they can be used effectively to manage care and support needs.



M80

Outcome 5

People can lead healthier and independent lives for longer

Directorate

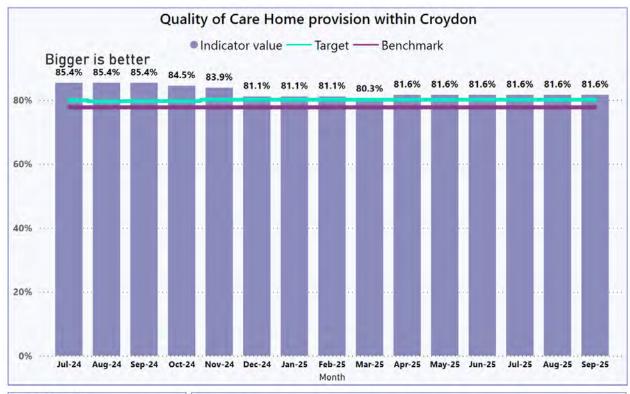
Adult Social Care and Health

RAG status - Green

Benchmarking timeframe

FY 24-25 (London position)

We have continued our focus undertaking these reviews, sustaining the improved performance realised over the last 12 months.



M90

Outcome 5

People can lead healthier and independent lives for longer

Directorate

Adult Social Care and Health

RAG status - Green

Benchmarking timeframe

November 2024 (London position)

Comment

Croydon currently is above the averages for England and London on Care Homes. We are working closely with the CQC on the homes that have been assessed as "requires improvement" or "inadequate" and have action plans in place to see how we can collaboratively work together to improve the quality of care.

There is a continued error on the LG Inform website where the incorrect amount of care homes is being reported on. This appears to be a pan London problem where some care homes have been duplicated and increased the number of care homes from 121 to 127 in Croydon. We have escalated the issue to LG Inform and are working with them on the solution to their data capture for this measure.