



**Mayors Business Plan 2022-26
December 2025
Performance Report**

Corporate Performance Framework

RAG Rating Key

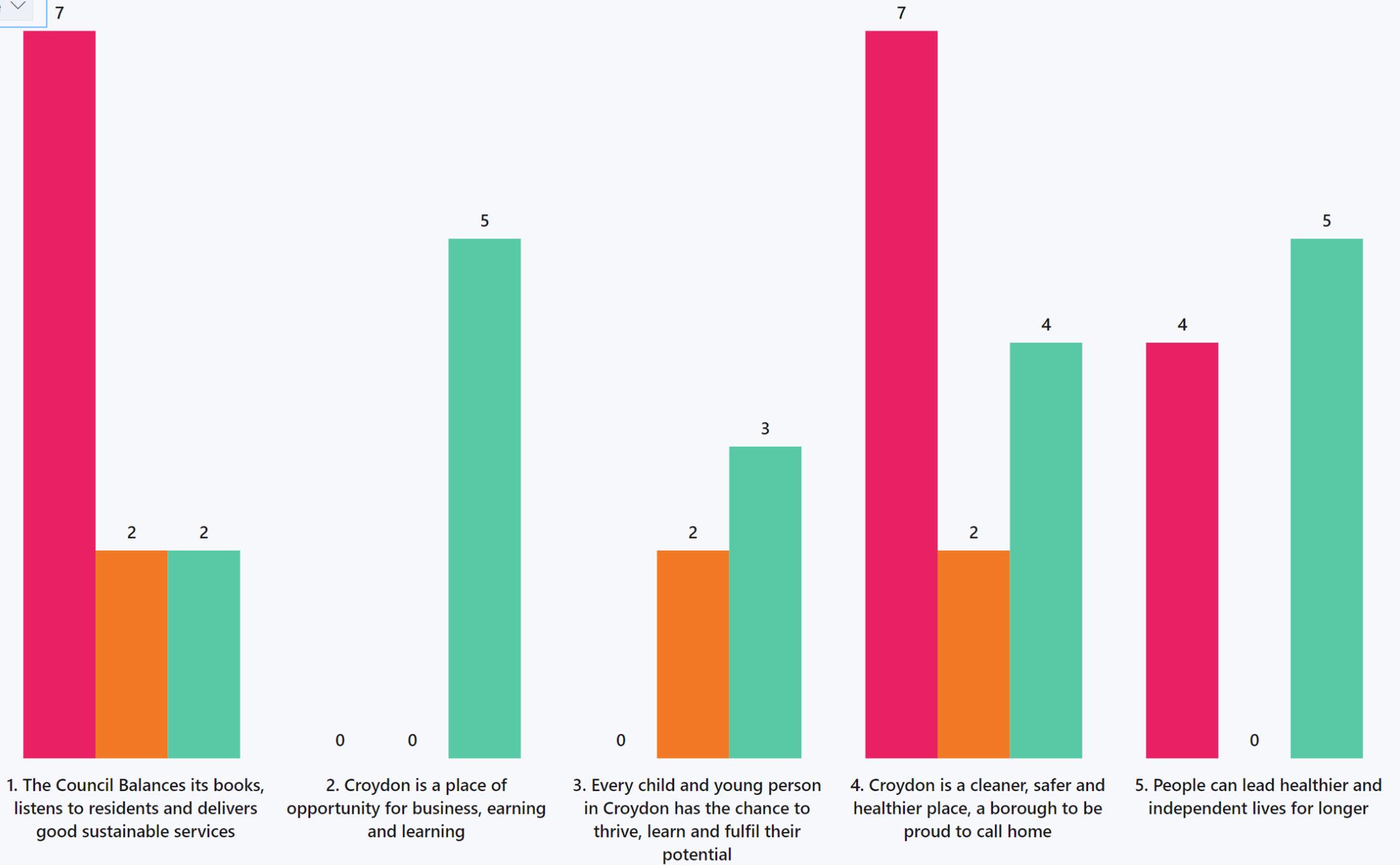
The Corporate Performance Indicators are RAG rated by the criteria outlined in the table below.

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

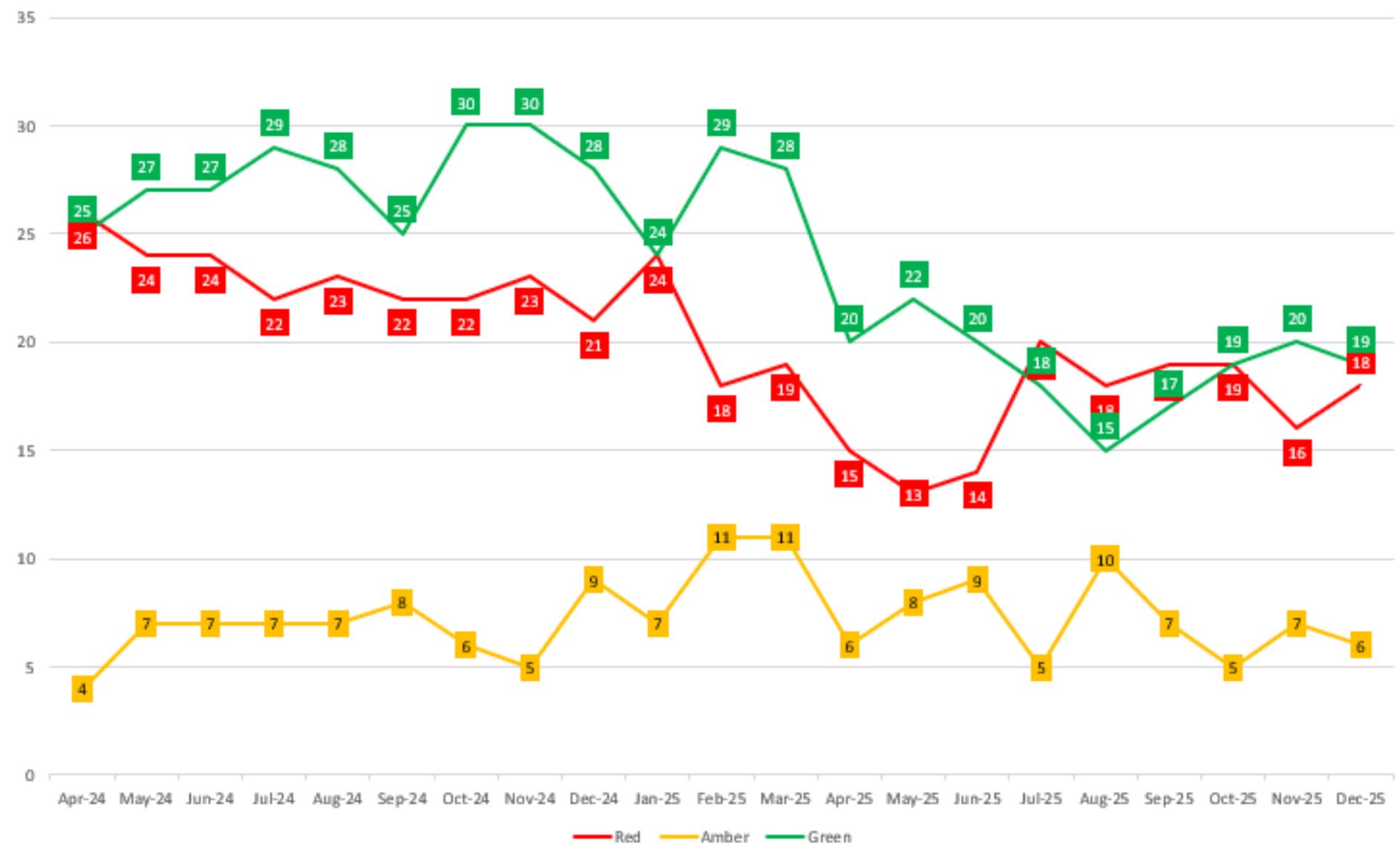
Group by:

Mayor's Outcome ▾

Indicators by RAG rating



Mayor's Business Plan RAG rating over time



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	-£23,800,000	Oct 2025	-£24,400,000	↑	Green	No comparable data available	N/A
M03	Council Tax 'In-year' Collection rate	Council	Bigger is better	Monthly	77.16%	68.26%	Apr-25-Dec-25	76.65%	↑	Amber	2024/25 All London boroughs	94.80%
M05	Non-Domestic Rates (Business Rates) Collection rate	Council	Bigger is better	Monthly	82.9%	73.5%	Apr-25-Dec-25	81.8%	↑	Amber	2024/25 All London boroughs	97.1%
M06	Rent collection on General needs stock	Council	Bigger is better	Monthly	97.0%	98.1%	Apr-25-Dec-25	101.8%	↑	Green	FY 23-24 (London position)	99.6%
M10	Average council contact centre wait time	Council	Smaller is better	Monthly	120s	216s	Dec 2025	251s	↓	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	12.50	Jan-25-Dec-25	12.20	↑	Red	Rolling Year to Mar 24 (London position)	9.60
M14	FOI responded to on time	Council	Bigger is better	Monthly in arrears	90%	73%	Nov 2025	69%	↓	Red	No comparable data available	N/A
M15	SARs responded to on time	Council	Bigger is better	Monthly in arrears	90.0%	40.0%	Nov 2025	33.0%	↓	Red	No comparable data available	N/A
M16	Complaints responded to on time	Council	Bigger is better	Monthly in arrears	75%	47%	Nov 2025	62%	↑	Red	No comparable data available	N/A
M17	Member Enquiries responded to on time	Council	Bigger is better	Monthly in arrears	75%	68%	Nov 2025	64%	↓	Red	No comparable data available	N/A
M18	MP enquiries responded to on time	Council	Bigger is better	Monthly in arrears	75%	48%	Nov 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	156	Dec 2025	158	↑	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%	61%	Dec 2025	62%	↑	Green	2024/25 (London position)	57%
M24	Major Planning applications determined in time over a rolling 1 year period	Council	Bigger is better	Monthly	60.00%	95.24%	Jan-25-Dec-25	91.30%	↓	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%	91.31%	Jan-25-Dec-25	91.47%	↑	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	76.9%	Q1 25/26	78.1%	↑	N/A	2024/25 Q1 (London position)	75.5%

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%	61%	Dec 2025	60%	↓	Amber	2024 (London position)	67%
M34	Percentage of contacts to children services actioned within 1 working day	Council	Bigger is better	Monthly	90%	80%	Dec 2025	81%	↑	Amber	No comparable data available	N/A
M36	Percentage of current child protection plans lasting 2 years or more	Council	Smaller is better	Monthly	4.2%	3.8%	Dec 2025	3.5%	↑	Green	2024/25 (London position)	3.5%
M37	% of children subject to a Child Protection Plan for a second or subsequent time (ever)	Council	Smaller is better	Monthly	22%	21%	Dec 2025	21%	▬	Green	2024/25 (London position)	19%
M38	Rate of local Children Looked after (CLA) per 10,000 under 18 years population	Council	Smaller is better	Monthly	47	47	Dec 2025	47	▬	Green	2024/25 (London position)	43

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%	75.8%	Dec 2025	64.2%	↓	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%	39.33%	Nov 2025	37.94%	↓	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%	76.70%	Dec 2025	74.20%	↓	Red	No comparable data available	N/A
M47	% of household waste collected on time	Council	Bigger is better	Monthly	95.00%	99.89%	Dec 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	87.4%	87.5%	Q2 25/26	85.0%	↓	Amber	2024/25 Q4 (London position)	85.8%
M58	% of children aged 2.5 who received a 2 - 2.5 year review	Council	Bigger is better	Quarterly	82.0%	63.4%	Q2 25/26	62.0%	↓	Red	2024/25 Q4 (London position)	71.6%
M66	Number of temporary accommodation households that are in shared accommodation >6 weeks	Council	Smaller is better	Monthly	5	0	Dec 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%	93.2%	Dec 2025	93.8%	↑	Green	FY 23/24 (London position)	78.4%
M83b	% of Responsive Repairs completed within target times (Emergency repairs)	Council	Bigger is better	Monthly	99.0%	98.1%	Dec 2025	97.0%	↓	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	49.3	Nov 2025	56.7	↓	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	40.0	49.9	Nov 2025	55.9	↓	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	36.5	Nov 2025	67.0	↓	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	66.5	Nov 2025	50.5	↑	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	3,299	Dec 2025	3,301	↓	N/A	No comparable data available	N/A
M69	Number of Homeless Applications Made	Council	N/A	Monthly	N/A	339	Dec 2025	318		N/A	No comparable data available	N/A
M82	% of graffiti cleaned within 10 working days	Council	Bigger is better	Monthly	N/A	100.00%	Dec 2025	99.62%	↓	N/A	No comparable data available	N/A
M91	Number of families in split temporary accommodation	Council	N/A	Monthly	N/A	37	Dec 2025	34		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	8.30	Oct-24-Sep-25	8.10	↑	N/A	12 months rolling to September 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	269	Jan-25-Dec-25	272	↓	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	Oct-24-Sep-25	0.50	▬	N/A	12 months rolling to September 2025	0.40
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	Oct-24-Sep-25	0.20	▬	N/A	12 months rolling to September 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	2.10	Oct-24-Sep-25	2.20		N/A	12 months rolling to September 2025	2.50
M53	Domestic violence offences rate per 1,000 population	Partnership	N/A	Quarterly	N/A	12.50	Oct-24-Sep-25	12.50		N/A	12 months rolling to September 2025	10.50

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

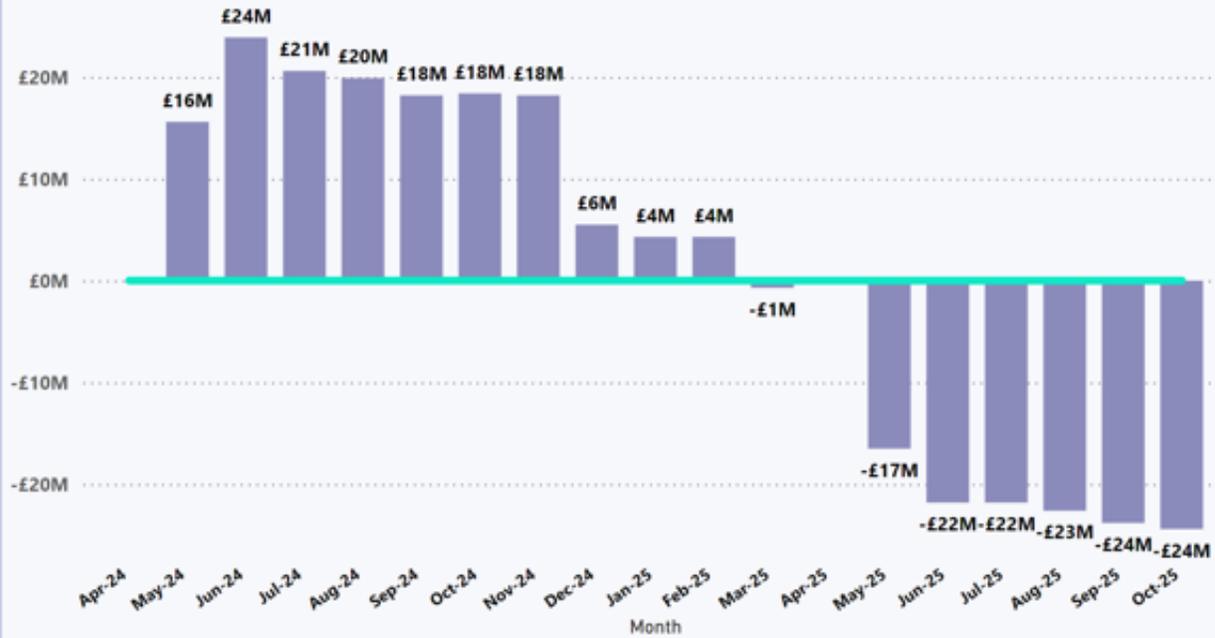
Ref.	Indicator	Council or partnership working	Bigger or smaller is better?	Frequency	Target	Previous value	Latest date	Latest value	Direction of travel	RAG	Benchmarking timeframe	Benchmark
M70	% of safeguarding intervention leading to reduction / removal of risk (closed episodes)	Council	Bigger is better	Monthly	95%	95%	Dec 2025	98%	↑	Green	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%	83%	Dec 2025	83%	→	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	867	Dec 2025	872	↓	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	4,646	Dec 2025	4,675	↓	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	151	Dec 2025	155	↓	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	1,513	Dec 2025	1,516	↓	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%	17.5%	Dec 2025	17.2%	↓	Red	FY 24-25 (London position)	24.6%
M80	% 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%	75.4%	Dec 2025	75.1%	↓	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%	Dec 2025	81.6%	→	Green	November 2024 (London position)	77.7%

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

Variance against net budget requirement

Smaller is better

● Indicator value — Target



Indicator Ref.
M01

Outcome 1
The Council Balances its books, listens to residents and delivers good sustainable services

Directorate
All directorates

RAG status - Green

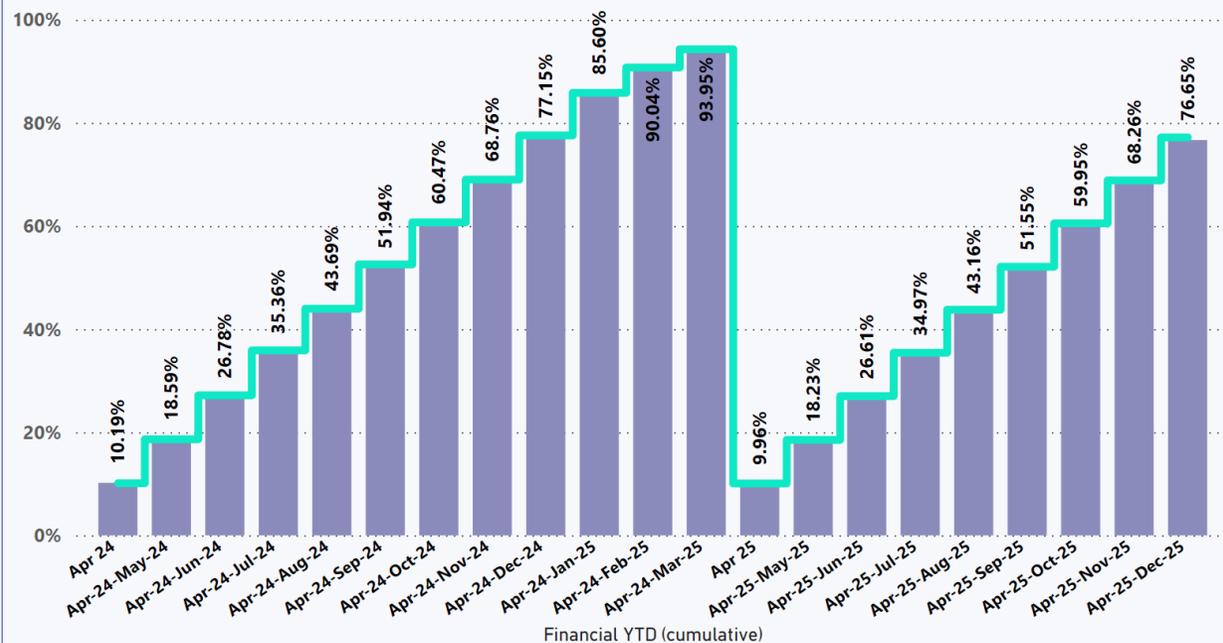
Benchmarking timeframe
No comparable data available

Comment
 The General Fund revenue budget outturn is forecast at Period 7 to underspend at financial year end by £24.4m. This would reduce the necessary level of capitalisation directions from £136m to £111.6m. This includes the impact of the Council evidencing forecast achievement of £25.0m of the £27.3m Stabilisation Plan actions. The Council is forecasting to achieve £21.8m (86.7%) savings against the total MTFS savings target of £25.1m for 2025-26.

Council Tax 'In-year' Collection rate

Bigger is better

● Indicator value — Target



Comment

The end-of-month collection target for December 2025 was 77.16%. The actual collection rate achieved was 76.65%, resulting in a shortfall of 0.51%, equivalent to approximately £1.7 million. This represents a 0.06% improvement compared with the previous 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.

This year we have 2,398 more residents paying over 12 months rather than 10, this results in an additional £2.2m (0.63% of NCD) expected in February and March, often these extended plans are due to those experiencing difficulty and as a result, not all of the expected instalments may be fully received.

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.

The number of summonses issued is currently 619 more than at the same point 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.

Indicator Ref.
M03

Outcome 1
The Council Balances its books, listens to residents and delivers good sustainable services

Directorate
Resources

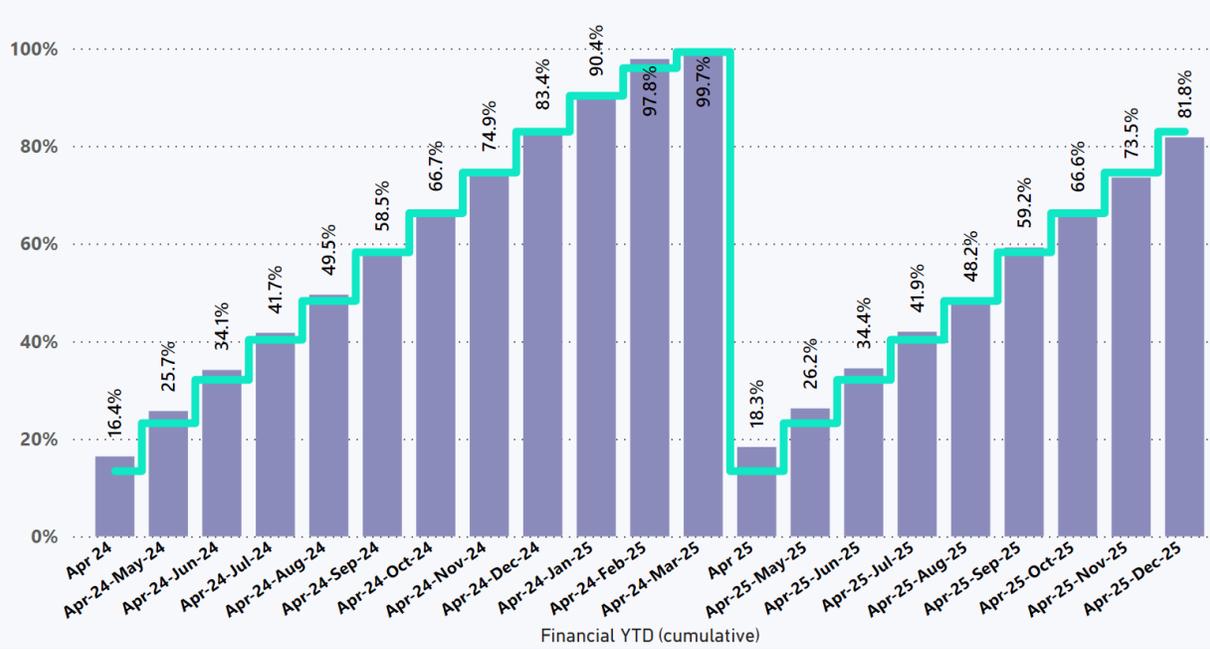
RAG status - Amber

Benchmarking timeframe
2024/25 All London boroughs

Non-Domestic Rates (Business Rates) Collection rate

Bigger is better

● Indicator value — Target

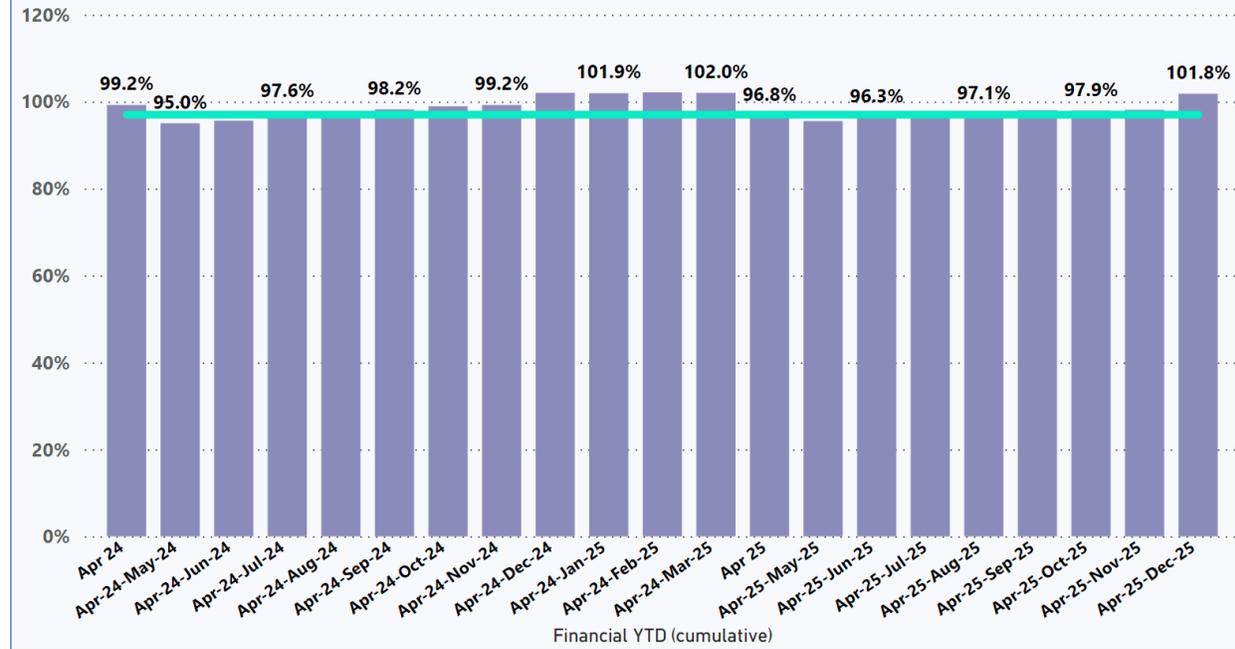


Financial YTD (cumulative)

Rent collection on General needs stock

Bigger is better

● Indicator value — Target



Financial YTD (cumulative)

Indicator Ref.
M05

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

Comment

The end-of-month collection target for December 2025 was 82.91%, compared to an actual collection rate of 81.75%. This places us 1.16% below target, equating to approximately £1.5m. This shortfall is partly attributable to amendments to rateable values made by the Valuation Office, which have resulted in refunds and backdated liabilities. In addition, several companies with relatively large outstanding balances—who would normally have settled by this point—remain unpaid. We are currently in contact with these organisations to negotiate payment. There are five companies across 30 accounts which together represent 1.19% of the total collectable base

Indicator Ref.
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)

Comment

December 2025 has seen a significant increase in performance against the November 2025 position. The substantial increase in collection has resulted in a reduction of cash arrears of £1.27m from November 2025. Currently approximately 60% of HRA tenant rent accounts are either at a zero balance or in credit. Year to date for the financial year 2025-26 the Income Team have an additional £1 million than the rent that has been charged.

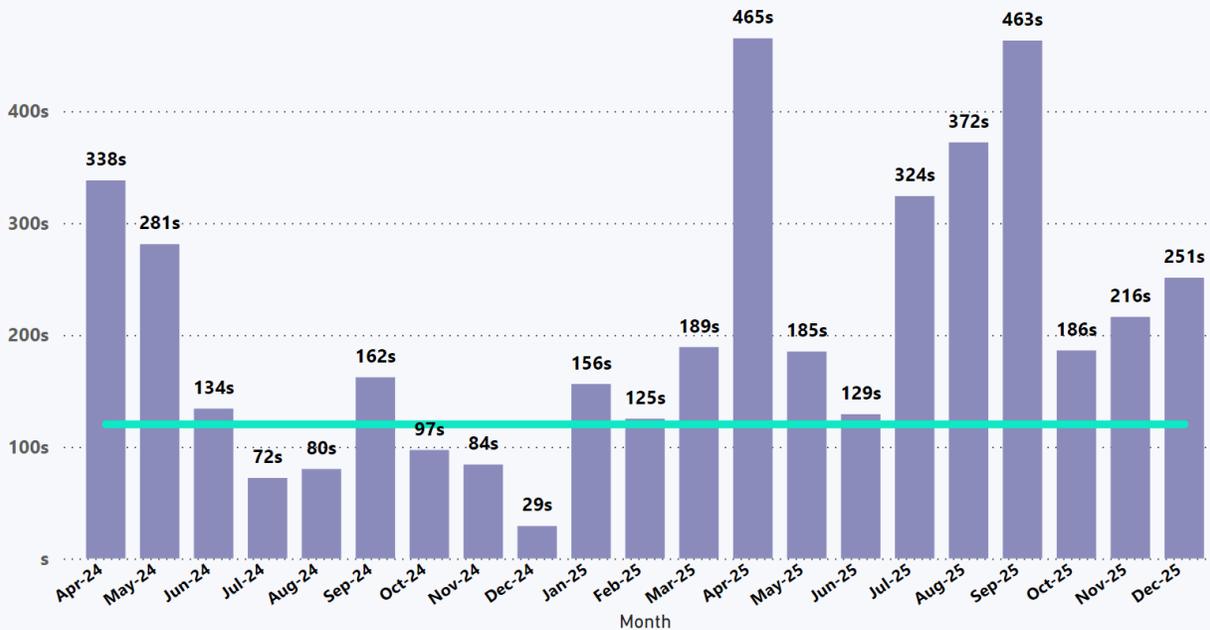
The team continue to work from priority audits that identify tenants in most urgent need of intervention, and logged over 10,000 interactions in December. We are currently testing the semi-automation of our lower stage arrears letters to maximise efficiency and continue to utilise text messages to contact tenants promptly after they have missed payments.

To support our residents over the festive period, we issued our quarterly statements with information on how they can best keep their heating systems working during the winter, and targeted our elderly and disabled tenants who are not in receipt of benefits to ensure they are able to access all available support.

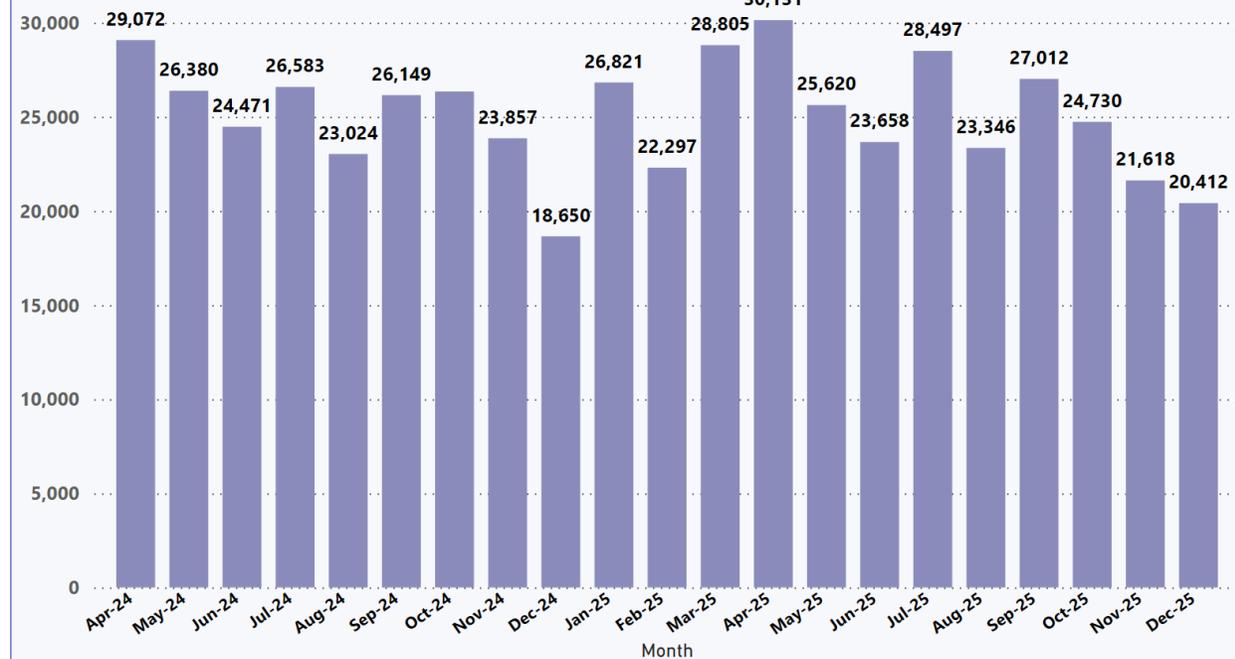
Average council contact centre wait time

Smaller is better

● Indicator value — Target — Benchmark



Total volume of calls



Indicator Ref.
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

The call wait time increased in December but is still less than 5 minutes. This was largely due to an off trend increase in calls which is explained in the narrative for the total volume of calls.

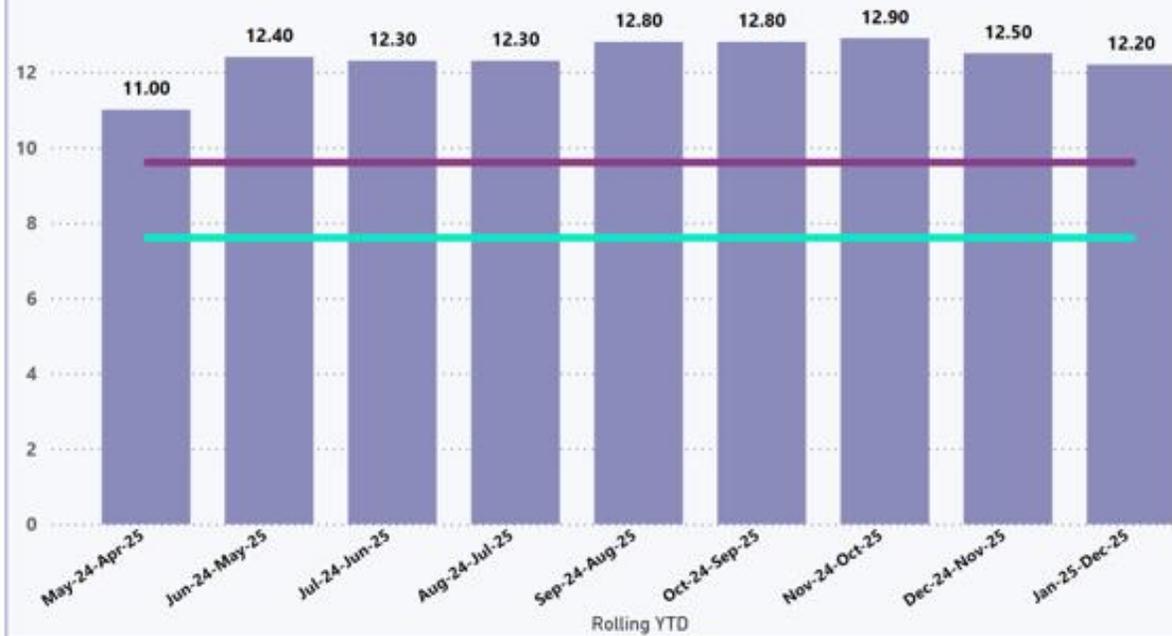
Comment

This December we received a higher number of calls than expected (up 9%), based on previous years. This impacted our abandonment rate which increased to 15%. Overall when looking at the year to date calls, numbers are about the same. Some services have received more calls and others less. The biggest increase in calls is in the housing directorate, with 40% of all contact centre calls relating to housing, and 27% of these relating to homelessness. New digital self reporting was introduced to the sharps collection service and this has reduced calls by 60%. The Unified Front Door will be looking at how this success can be expanded to other high volume contact areas and there is to be a corporate focus to support the homelessness service to reduce calls in this area. There has been a significant reduction in registrars calls due to the introduction of self serve tools. However, there has been a similar increase in housing calls, impacted by the appointment only system introduced with people diverted from face to face to the telephone.

Sickness - number of sick days per FTE (including open sickness)

Smaller is better

● Indicator value — Target — Benchmark



Indicator Ref.
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)

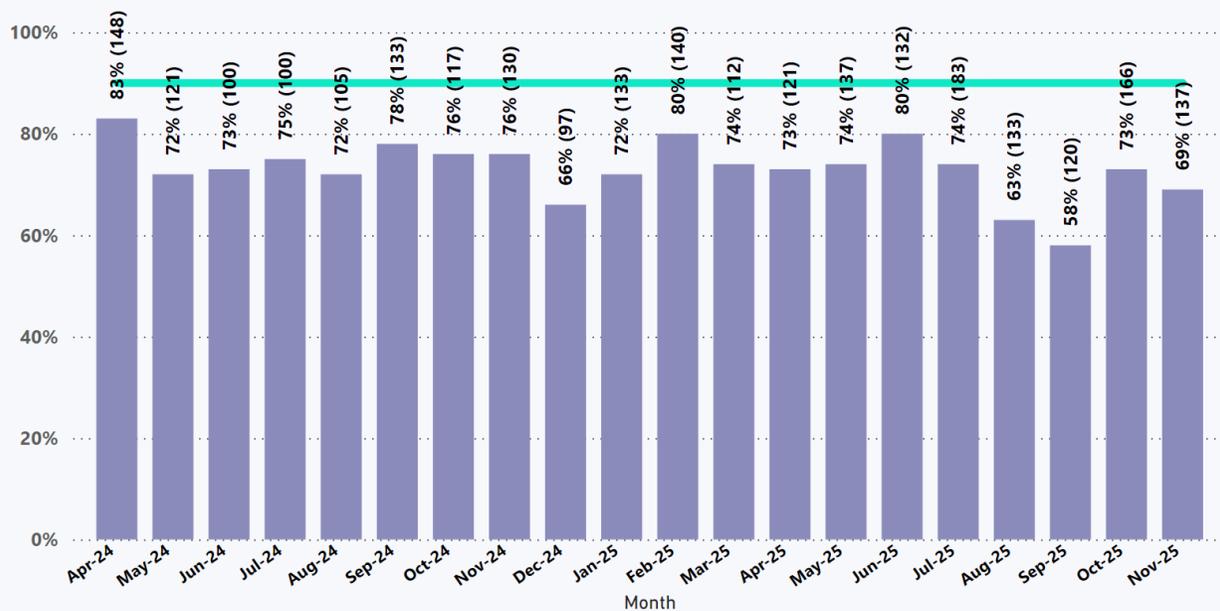
Comment

There has been a slight reduction in sickness over the last 3 months. An employee relations expert, who will focus on high level / long term sickness across the council and interventions to support managers and staff in improving attendance rates, has now commenced with the council. Whilst we therefore cannot determine their impact on the sickness rates currently, sickness absence across the council is continuing to be managed through directorate sickness panels with appropriate escalation through the stages of the sickness absence management policy and procedure, such as where there is no prospect of a return to work or a sustained return to work cannot be maintained. Monthly sickness dashboards continue to be produced for directorates which show the divisions / services in which high level sickness absence is occurring, with HR supporting on the management of these high level / long term sickness absence cases.

FOI responded to on time

Bigger is better

● Indicator value — Target



Comment

Freedom of Information (FOI) performance declined between October and November 2025, falling from 73% to 69%. Performance remains significantly below the 90% target, highlighting ongoing challenges in consistently meeting statutory deadlines. The SCRER and Housing directorates continue to receive a high volume of FOI requests. Many of these requests are complex and span multiple services, increasing the time to coordinate responses and placing additional pressure on available resources. This continues to impact overall timeliness and performance. To address these challenges and improve compliance, the Council has implemented a two year Information Governance improvement plan. This programme focuses on strengthening accountability, improving efficiency, and reducing avoidable demand. Key actions include:

- Improving the proactive publication of information to reduce the volume of FOI requests received by the central team.
- Supporting directorates to formally identify and manage their Information Asset Owners, strengthening ownership of information.
- Establishing Information Champions within each directorate to provide local support and oversight for FOI handling.
- Introducing regular performance reporting to the Corporate Management Team (CMT) and the Internal Control Board, increasing visibility and accountability.
- Maintaining a regular presence at Directorate Management Teams (DMTs) to identify and address process challenges early.

These actions are intended to stabilise performance, improve cross directorate engagement, and support a sustainable improvement in statutory compliance.

FOI Volumes and Directorate Performance – November 2025

A total of 201 FOI requests were received during November 2025. Directorate level performance against statutory timescales is outlined below:

- Adult Social Care (ASC): 68%
- Assistant Chief Executive (ACE): 62%
- Children & Young People (CYPE): 77%
- Housing: 41%
- Resources: 64%
- SCRER: 80%

Performance varies significantly across directorates, reflecting differences in case complexity, volume, and capacity. Targeted engagement and support continue to focus on areas where performance is furthest from target.

Previous Month (October) FOI Volumes and Directorate Performance – October 2025

A total of 225 FOI requests were received during October 2025. Directorate level performance against statutory timescales is outlined below:

- Adult Social Care (ASC): 100%
- Assistant Chief Executive (ACE): 69%
- Children & Young People (CYPE): 74%
- Housing: 58%
- Resources: 60%
- SCRER: 82%

Indicator Ref.
M14

Outcome 1
The Council Balances its books, listens to residents and delivers good sustainable services

Directorate
All directorates

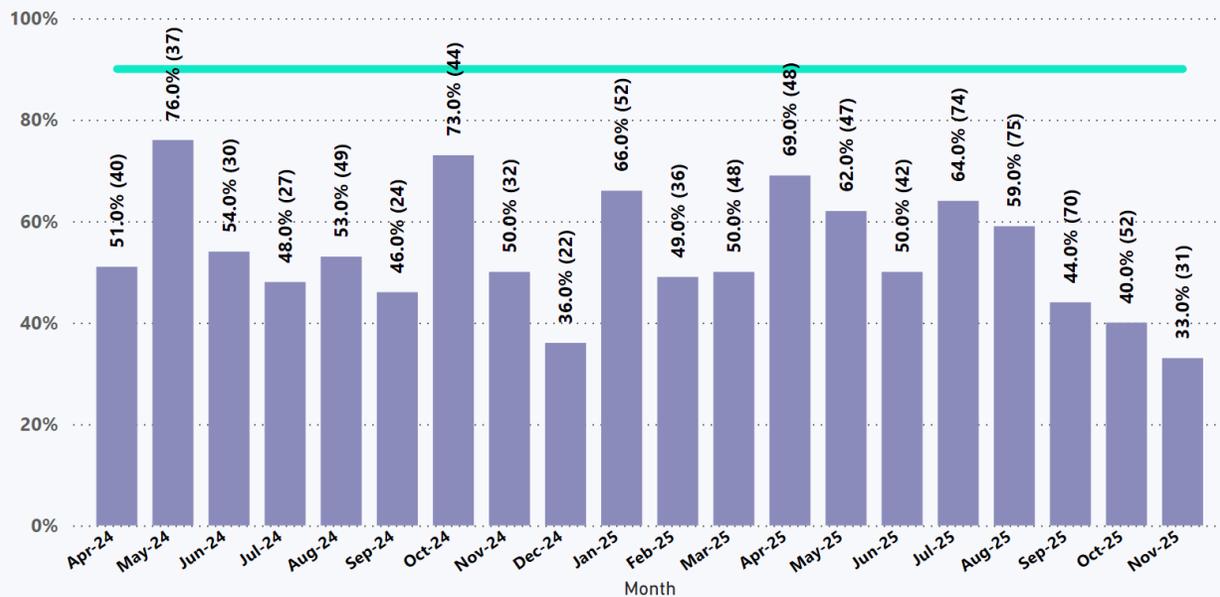
RAG status - Red

Benchmarking timeframe
No comparable data available

SARs responded to on time

Bigger is better

● Indicator value — Target



Comment

Subject Access Request (SAR) performance declined between October and November 2025, with the percentage of on time responses falling from 40% to 33%. Performance remains significantly below the 90% statutory target, highlighting ongoing challenges in meeting legal deadlines.

The Children & Young People (CYPE) and Housing directorates continue to receive a high volume of SAR requests. Many of these cases are large, voluminous, and complex, often involving multiple systems and services. This complexity contributes to extended processing times and places continued pressure on service capacity and resources. To address these challenges and support improvement in SAR compliance, the Council has taken a number of actions, including:

- Finalising a procurement exercise for automated redaction and SAR processing software, which will support more efficient handling of requests across the organisation.
 - Implemented a two year Information Governance improvement plan, with a specific focus on:
 - o Reviewing and streamlining the SAR process to improve consistency and efficiency.
 - o Identifying Information Champions within each directorate to provide local oversight and support.
 - o Establishing regular SAR performance reporting to both the Corporate Management Team (CMT) and the Internal Control Board, increasing visibility and accountability.
- These initiatives are intended to improve efficiency, strengthen compliance with statutory timescales, and support sustained improvement in SAR performance.

SAR Volumes and Directorate Performance – November 2025

A total of 94 Subject Access Requests were received during November 2025. Directorate level on time performance is as follows:

- Adult Social Care (ASC): 50%
- Assistant Chief Executive (ACE): 25%
- Children & Young People (CYPE): 25%
- Housing: 15%
- Resources: 25%
- SCRER: 16%

Performance remains variable across directorates, reflecting differing levels of demand, complexity, and capacity. Targeted engagement continues with those service areas experiencing the highest volumes and lowest compliance rates.

Previous month performance (October)

A total of 93 Subject Access Requests were received in October 2025

Directorate level on time performance is as follows:

- Adult Social Care (ASC): 50%
- Assistant Chief Executive (ACE): 29%
- Children & Young People (CYPE): 30%
- Housing: 47%
- Resources: 28%
- SCRER: 50%

Indicator Ref.
M15

Outcome 1
The Council Balances its books, listens to residents and delivers good sustainable services

Directorate
All directorates

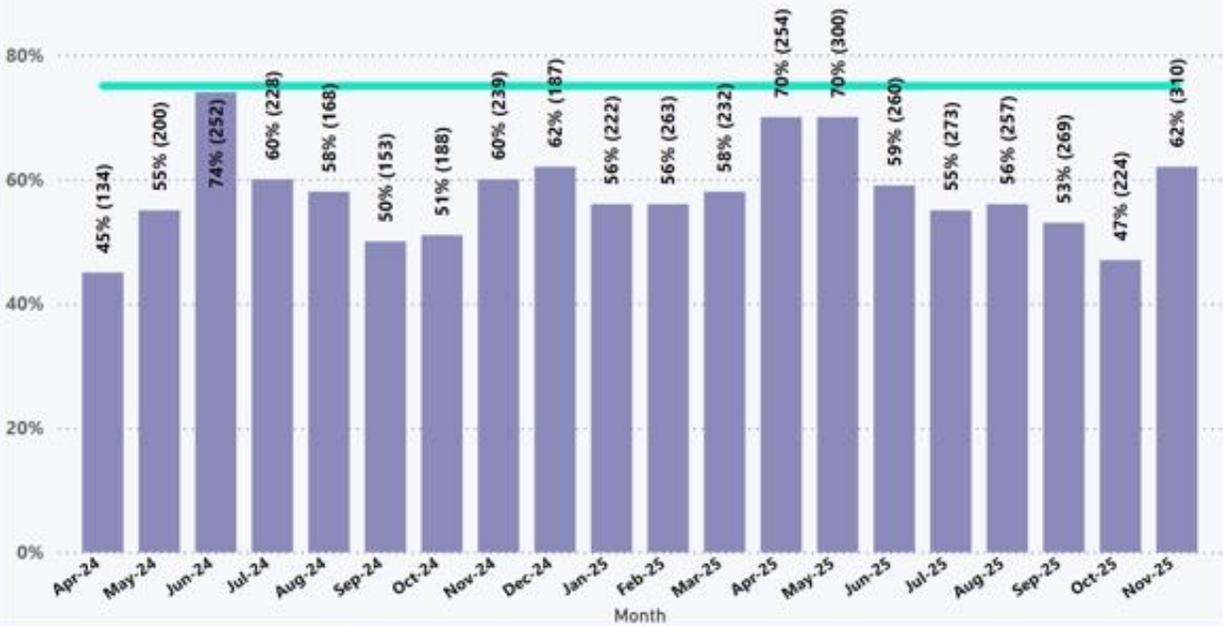
RAG status - Red

Benchmarking timeframe
No comparable data available

Complaints responded to on time

Bigger is better

● Indicator value — Target



Indicator Ref.

M16

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

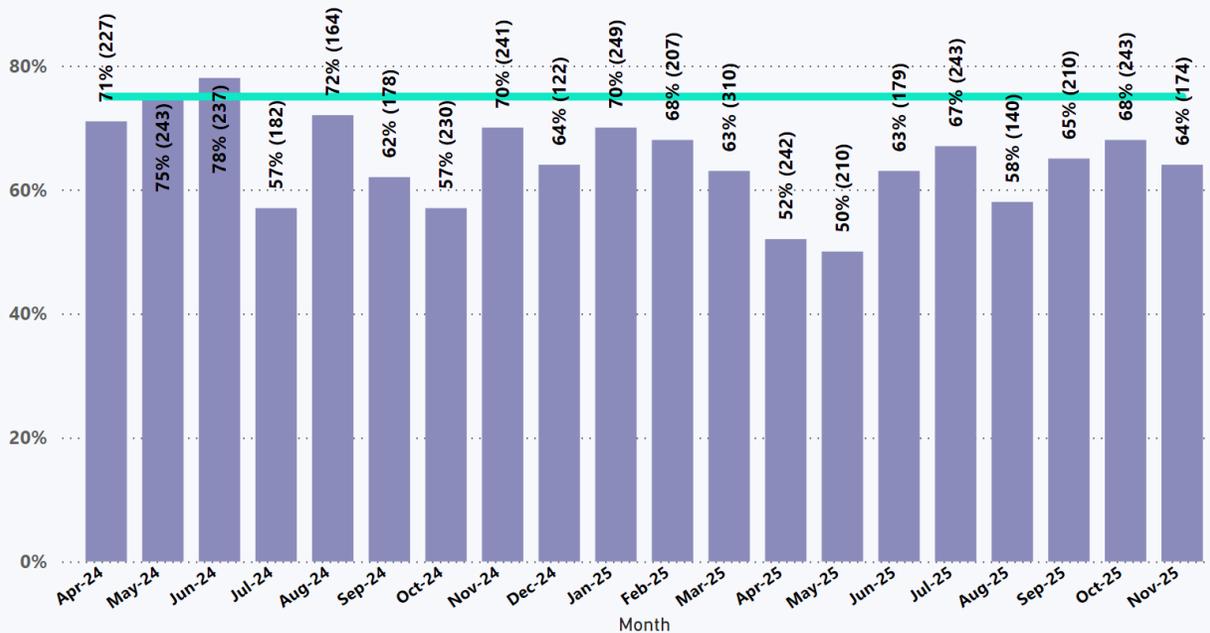
Comment

More complaints were received in November than in October but more were answered on time. Housing, SCRER and Resources all improved performance in stage 1 complaints in November. Overall 377 Stage one complaints were received. Performance can be broken down as follows:
 Stage one:
 Housing: 218 received 46% answered on time
 SCRER: 84 received 82% answered on time
 Resources: 55 received 77% answered on time
 CYPE: 15 received 47% answered on time
 ACE: 5 received 60% answered on time
 Directorates with high volumes continue to focus on improvements to their service and complaint handling. The findings of an independent internal review of the complaints handling process is due by February 2026 which will provide areas where improvements can be made.

Member Enquiries responded to on time

Bigger is better

● Indicator value — Target



Indicator Ref.
M17

Outcome 1
The Council Balances its books, listens to residents and delivers good sustainable services

Directorate
All directorates

RAG status - Red

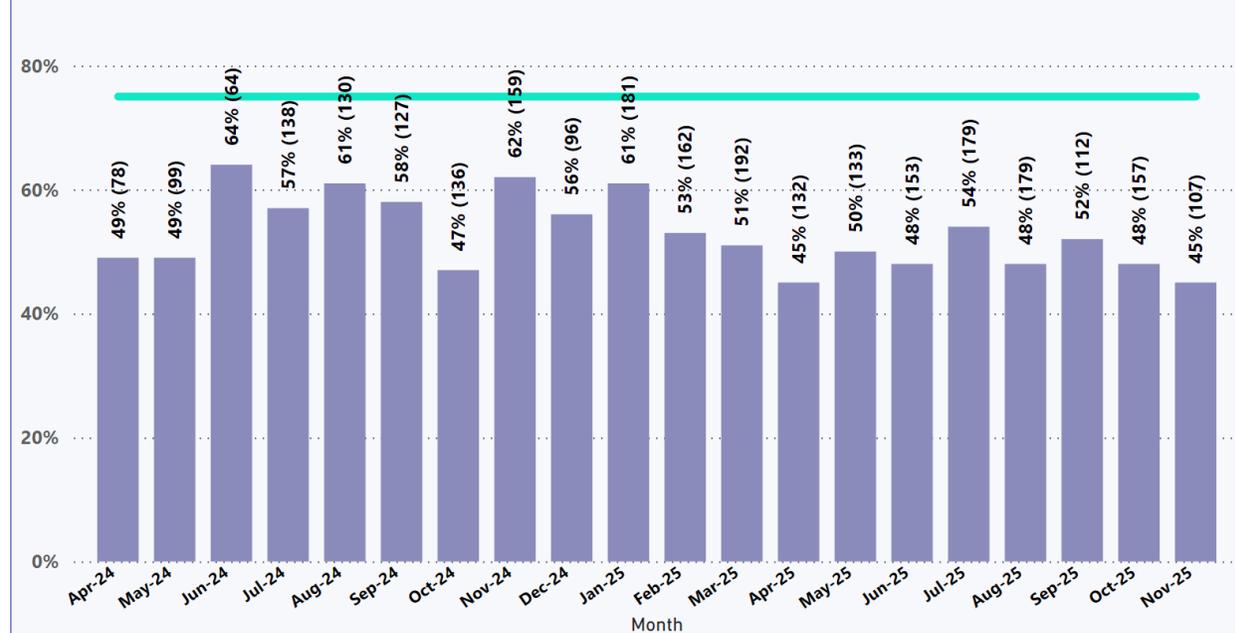
Benchmarking timeframe
No comparable data available

Comment
Similar performance to October 2025 but less enquiries were received in November. In November 273 member enquiries were received compared to 359 in October.
SCRER: 273 received 64% on time
Housing: 101 received 43% on time
Resources: 11 received 73% on time
ASCH: 6 received 83% on time
CYPE: 2 received 50% on time
ACE: 4 received 100% on time
Services receiving high volumes continue to focus on their performance with a corporate focus on some areas to reduce the contact seen.

MP enquiries responded to on time

Bigger is better

● Indicator value — Target



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
Similar performance to October 2025 with less enquiries received in November. In November 237 MP enquiries were received compared to 324 in October.
SCRER: 66 received 65% on time
Housing: 137 received 31% on time
Resources: 8 received 100% on time
ASCH: 9 received 67% on time
CYPE: 10 received 10% on time
ACE: 7 received 86% on time
Services receiving high volumes continue to focus on their performance with a corporate focus on some areas to reduce the contact seen.

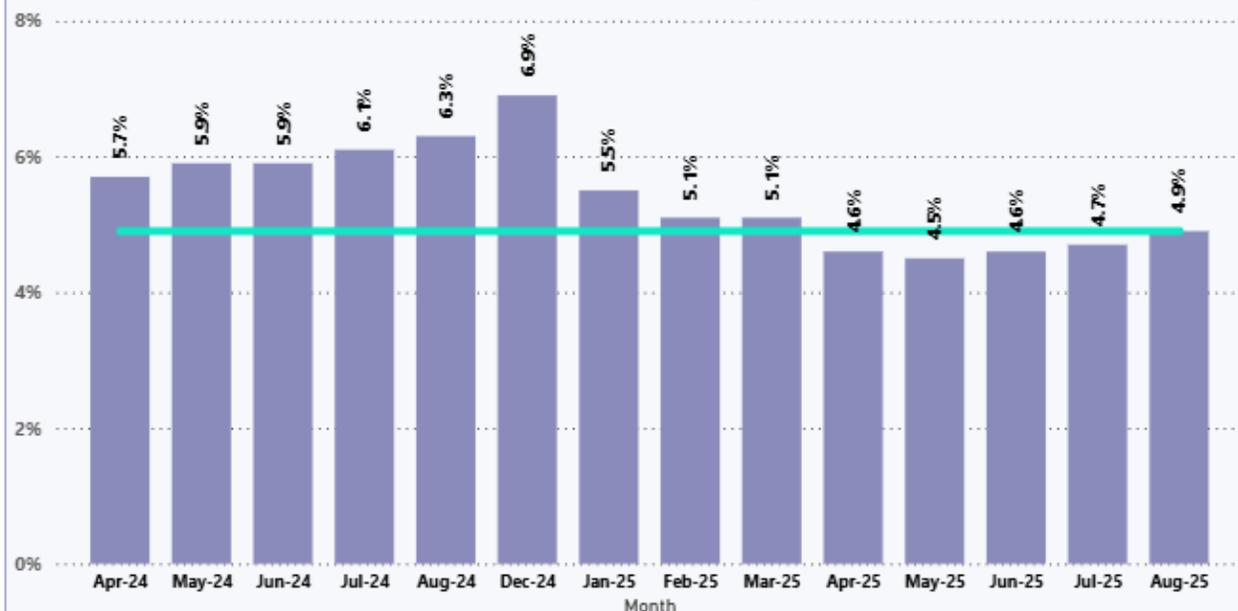
2. Croydon is a place of opportunity for business, earning and learning

Proportion of 16 and 17 year olds who were not in education, employment or training

Smaller is better

(confirmed NEET + not known)

● Indicator value — Target



Indicator Ref.

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 reportable cohort remains steady above 10,000 individuals. We have the largest 16-17 cohort in London at 10,224, which is 701 more than Newham who are 2nd largest.

Whilst our combined NEET and Not Known percentage dropped 14 places in Quintile 5, we are 1.4% better than the same time last year. We share Quintile 5 with Enfield, Hammersmith and Fulham, Islington, and Lewisham. Please note: the November figures are never used by the DfE for performance monitoring, as it is acknowledged that the cohort will still include a vast number of destinations, which are not known. Furthermore, Peterborough LA failed to submit any data for November, which consequently impacted the overall rankings and totals, including quintile placements nationally.

Whilst the volume of Not Knowns is decreasing, the numbers are still considerable. To this end, direct contact with young people is targeted. In November, the NEET Tracker recorded 321 contacts about 166 young people – an average of 20 contacts per working day. Of these, 10.9% were failed contacts where a voicemail was left, or no answer. Furthermore, we continue to utilise other sources for garnishing information, e.g. national databases, contact with Virtual Schools who have young people placed in our borough.

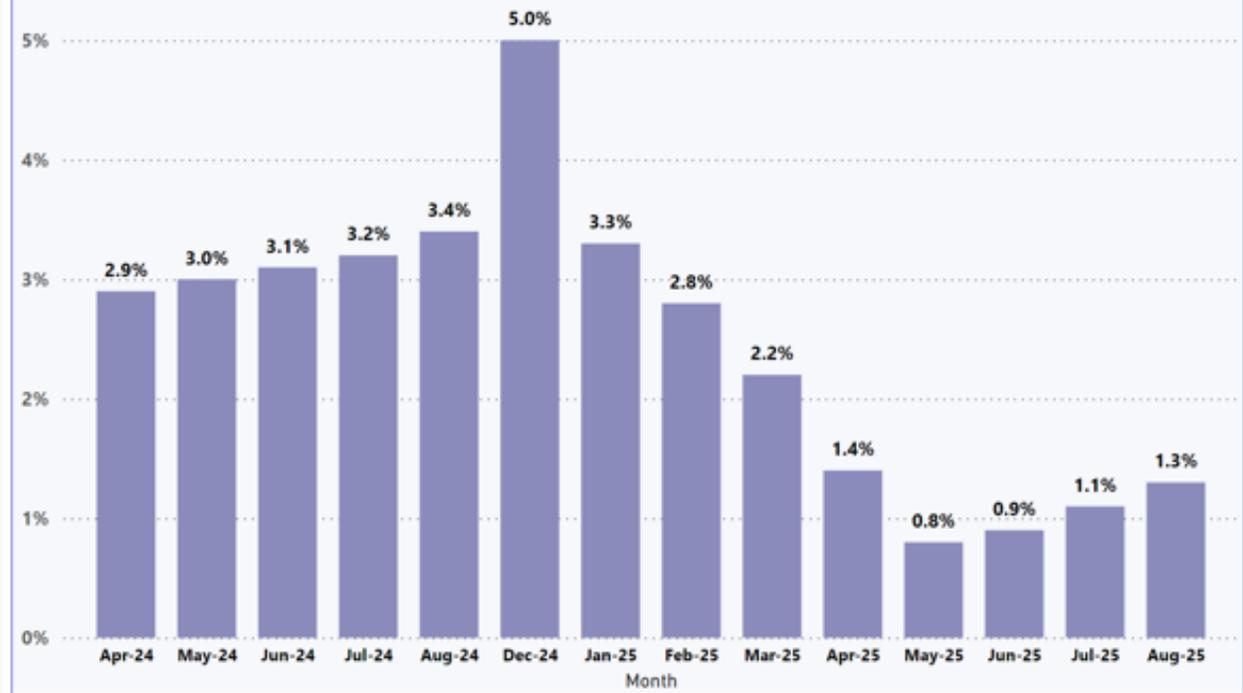
The NEET caseworkers continue to work diligently, with a reduced capacity team. Referrals are voluminous, with a current average wait time of 7 – 10 weeks for NEET young people to be allocated to a caseworker. At the point of referral or following triage (where appropriate), young people on the waiting list will be supported to begin reflecting on their current circumstances or to access relevant information. The Tracker and Team Assistant facilitate this initial stage of support to maintain young people's engagement while they wait to be allocated to a caseworker, and, where appropriate, enable them to undertake preparatory tasks independently.

To support our direct work, we continue to receive joiner and leaver information from colleges and are actively reaching out to Croydon schools for information about former pupils. The school census data should be available in December (for Croydon) and nationwide by the end of January, which will also confirm some destinations.

Next Steps

- Tracking work using NOTIFY.GOV.
- Not known sharing with other LAs.
- We continue to reach out to the Virtual Schools of looked after children to other local authorities placed in Croydon.
- Draw down from the monthly National Apprenticeship Service data.

Proportion of 16 and 17 year olds not known if in education, employment or training



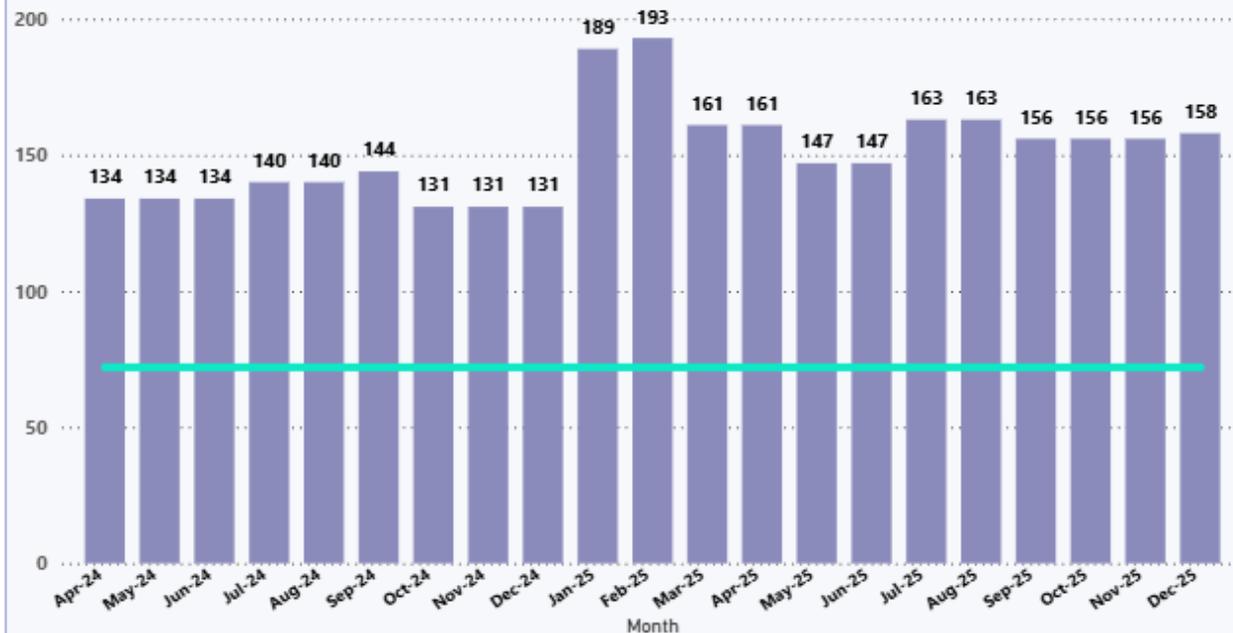
Comment

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.

Number of apprenticeship schemes started across the council

Bigger is better

● Indicator value — Target



Indicator Ref.

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

Croydon Council currently has 158 apprentices across the organisation, demonstrating our continued commitment to developing local talent and investing in the future workforce.

Apprenticeships remain a key strategic priority for the Council. They support workforce succession planning, help address skills shortages and create accessible pathways into meaningful, long-term employment.

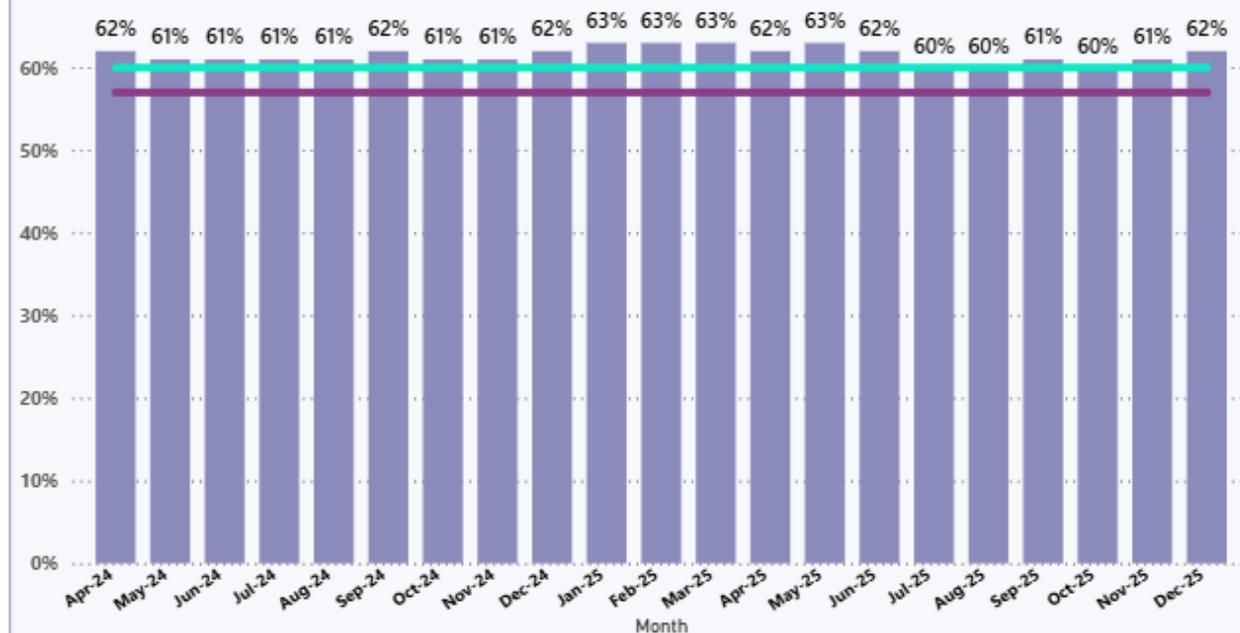
We continue to actively promote and maximise the use of the Apprenticeship Levy, ensuring that funding available to the Council is fully utilised to support both new apprenticeship starts and the upskilling of existing staff. Effective levy management enables us to reinvest directly in workforce development, ensuring value for money while strengthening organisational capability.

Our apprenticeship offer spans a wide range of departments and levels, including business administration, social care, finance, digital, planning and leadership pathways. Importantly, apprenticeships support our wider inclusion objectives - creating opportunities for residents with disadvantaged backgrounds to access London Living Wage employment within the Council.

% of care leavers in employment, education or training (EET) now aged 19 to 21

Bigger is better

● Indicator value — Target — Benchmark



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

2024/25 (London position)

Comment

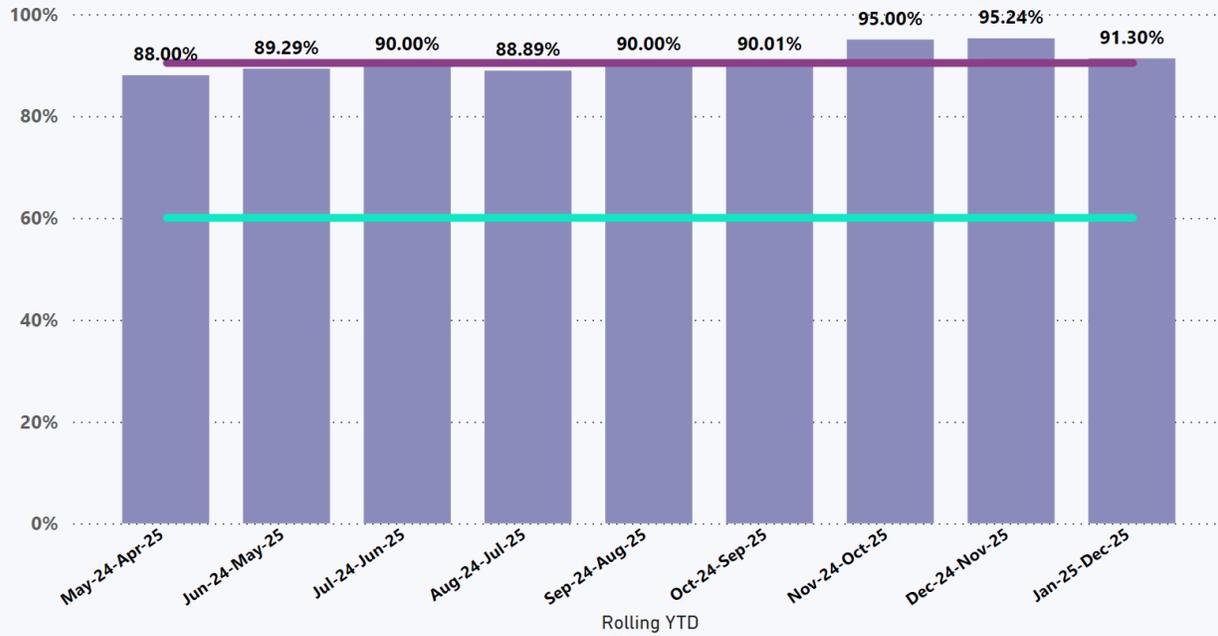
Our rate of engagement in Education, Employment and Training continues to exceed target for Care Leavers aged 19-21. We have maintained good performance by:

- Running a weekly Virtual school drop-in at Turnaround, which is increasingly popular.
- 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.

Major Planning applications determined in time over a rolling 1 year period

Bigger is better

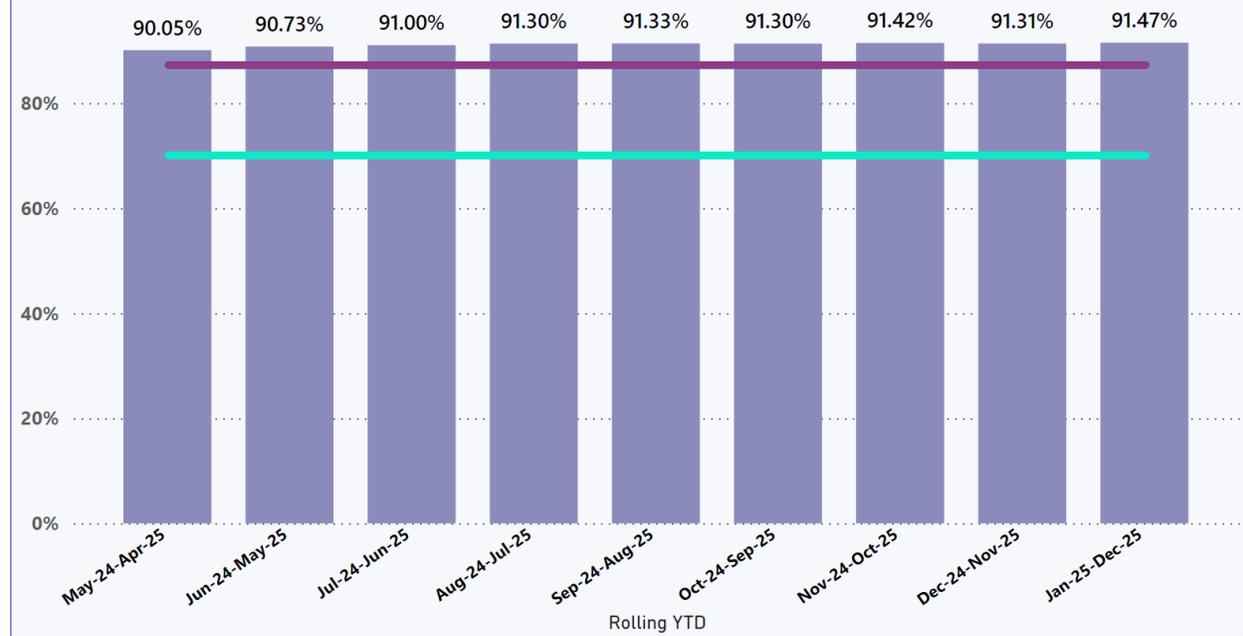
● Indicator value — Target — Benchmark



Non- Major Planning applications determined in time over a rolling 1 year period

Bigger is better

● Indicator value — Target — Benchmark



Indicator Ref.
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 is now 91.3% which represents a decrease of 3.9% compared to last month. The performance remains above the target of 60% and is respectable.

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)

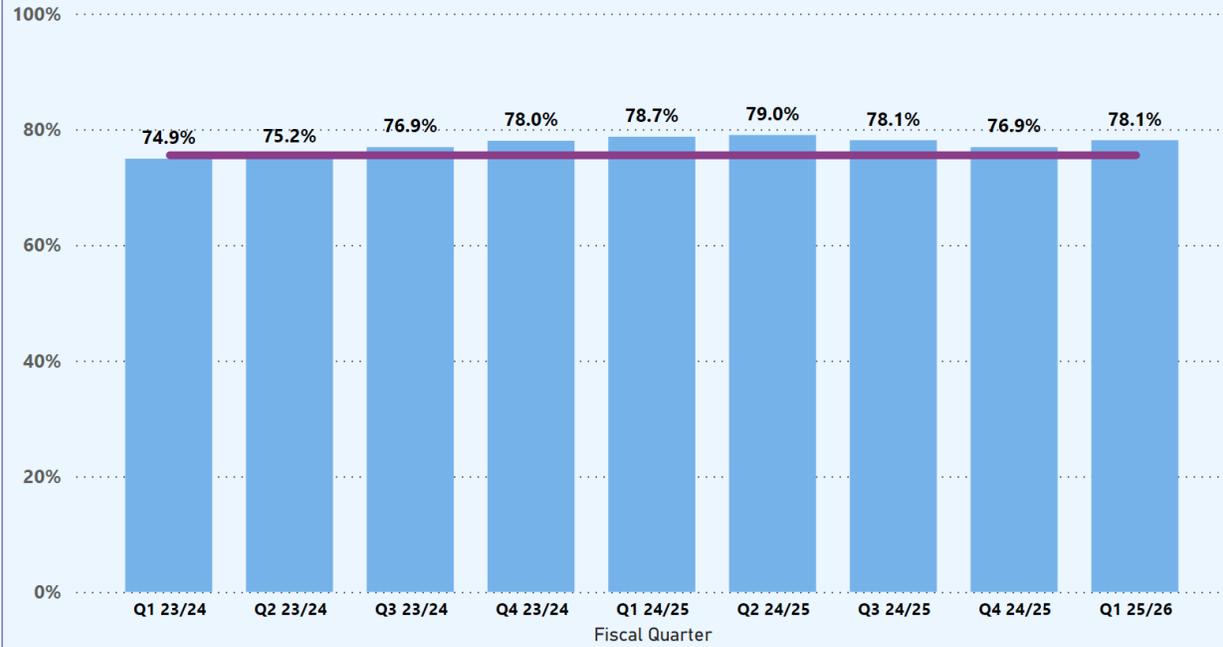
Comment

Current performance for non-major applications remains over the government target which is positive. Performance for non-majors is now 91.5% which represented a small increase of 0.2% compared to last month. The performance is above the target of 70% and respectable.

Employment rate (% of 16-64 year olds in employment)

Bigger is better

● Indicator value — Benchmark



Indicator Ref.
M86

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

Directorate
Partnership working

RAG status - N/A

Benchmarking timeframe
2024/25 Q1 (London position)

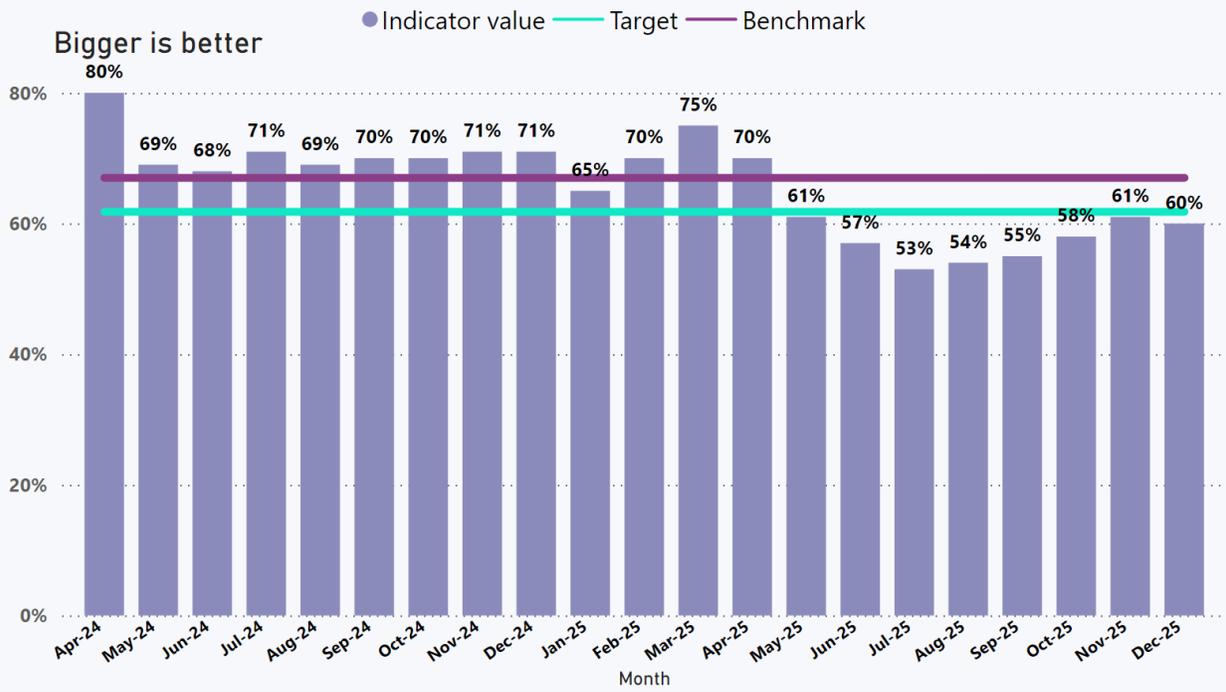
Comment

The employment rate has increased compared with the previous month and now sits above the London average. Our commissioned programmes — Trailblazers and Connect to Work — continue to actively support residents into sustained employment, contributing to this positive trajectory.

Looking ahead, a new bespoke Croydon-based programme, the Mayor's Employment Fund, is scheduled to launch in Q1 2026. This initiative will further strengthen the borough's employment support offer by enabling local community sector organisations to bid for funding to deliver high-impact employment pathways for residents.

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

Percentage of Education Health & Care Plans issued within 20 weeks (excluding exceptions)



Indicator Ref.
M33

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

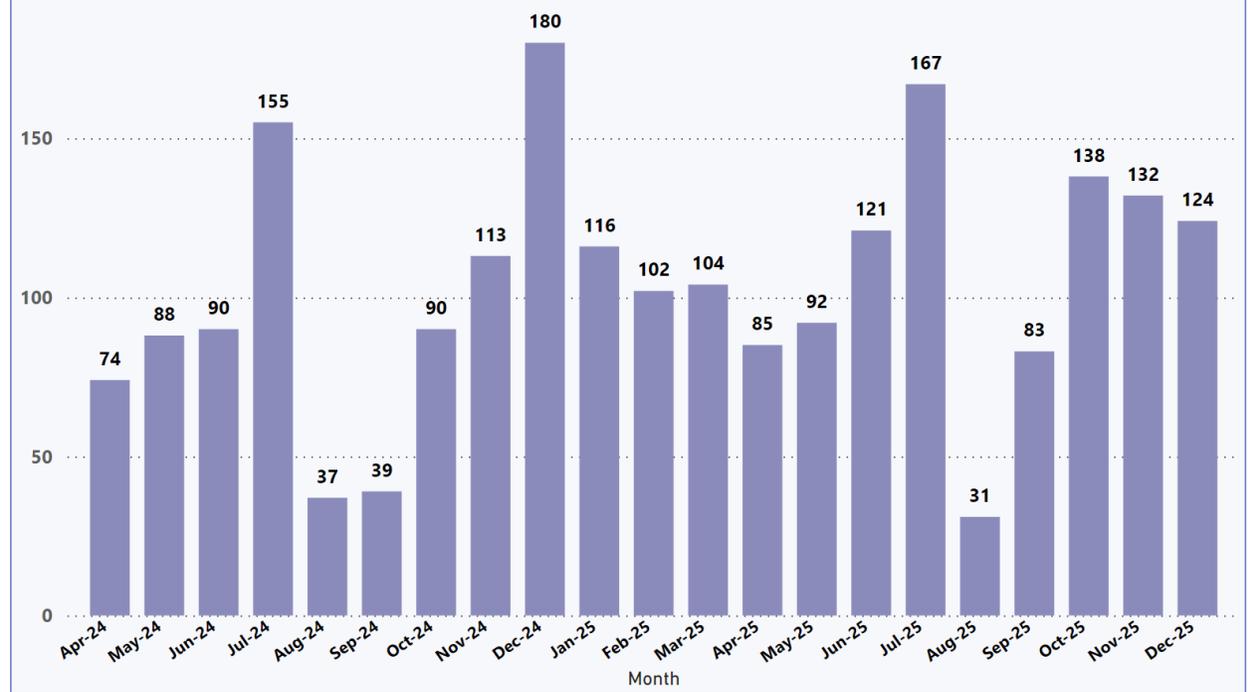
Directorate
Children, Young People and Education

RAG status - Amber

Benchmarking timeframe
2024 (London position)

Comment
Performance calendar year to date is 60% and 93% were completed within 25 weeks. In December 2025, there were 70 EHCPs issued of which 40 (57%) were issued within 20 weeks (excluding exceptions) and 64 (91%) were completed within 25 weeks. Sickness absence within the team reduced and we have also managed to recruit a member of agency staff which has led to positive progress.

Number of requests for assessment made

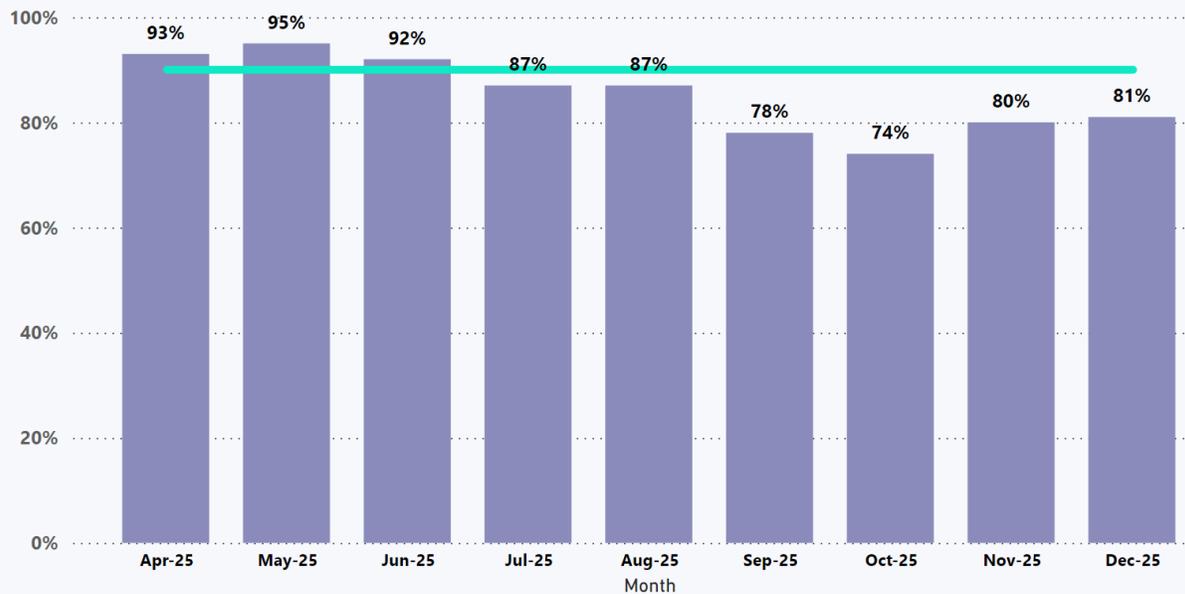


Comment
We are now including the number of requests for assessments to show the demand received by the team.

Percentage of contacts to children services actioned within 1 working day

Bigger is better

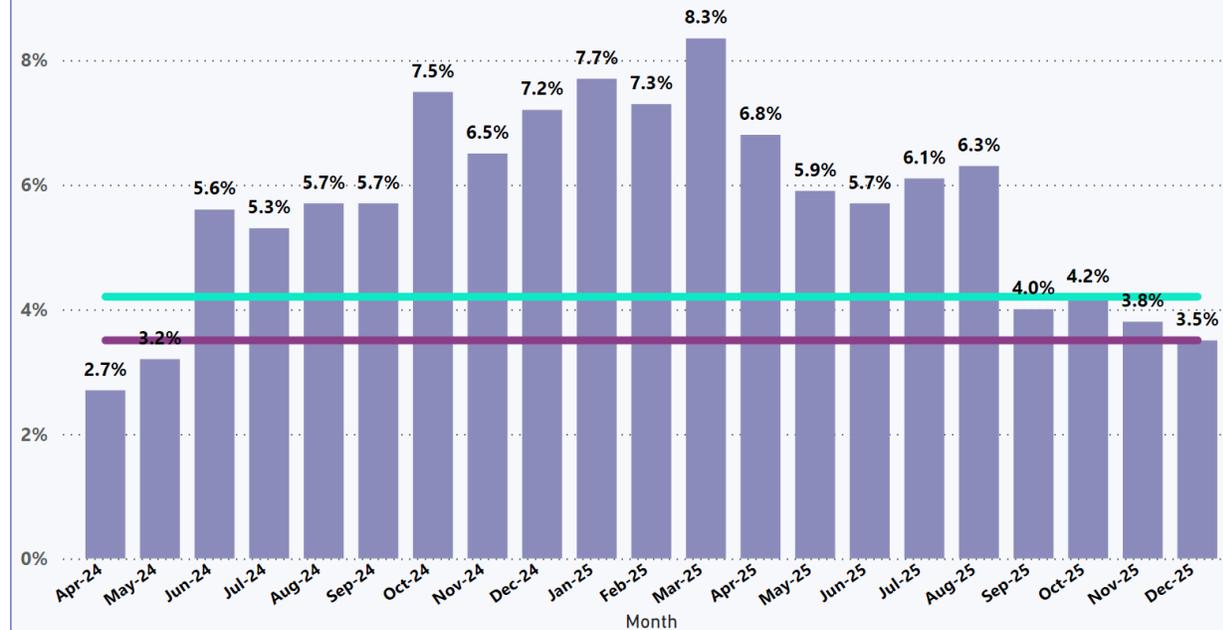
● Indicator value — Target



Percentage of current child protection plans lasting 2 years of more

Smaller is better

● Indicator value — Target — Benchmark



Indicator Ref.
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 - Amber

Benchmarking timeframe
No comparable data available

Comment

There was substantial service demand, with 2,112 contacts completed in December. The lack of improvement in this indicator remains linked to the Wi-Fi connectivity challenges experienced in BWH. Significant work hours have been compromised as a result of this but work is ongoing to deliver an overall corporate solution to resolve the issue in the next couple of months. The MASH continues to work to the business continuity plan during these times and respond to high risk (red) referrals first and within time frame, amber secondly and then green. All contacts are risk assessed at the end of each day to ensure no outstanding actions exist.

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
2024/25 (London position)

Comment

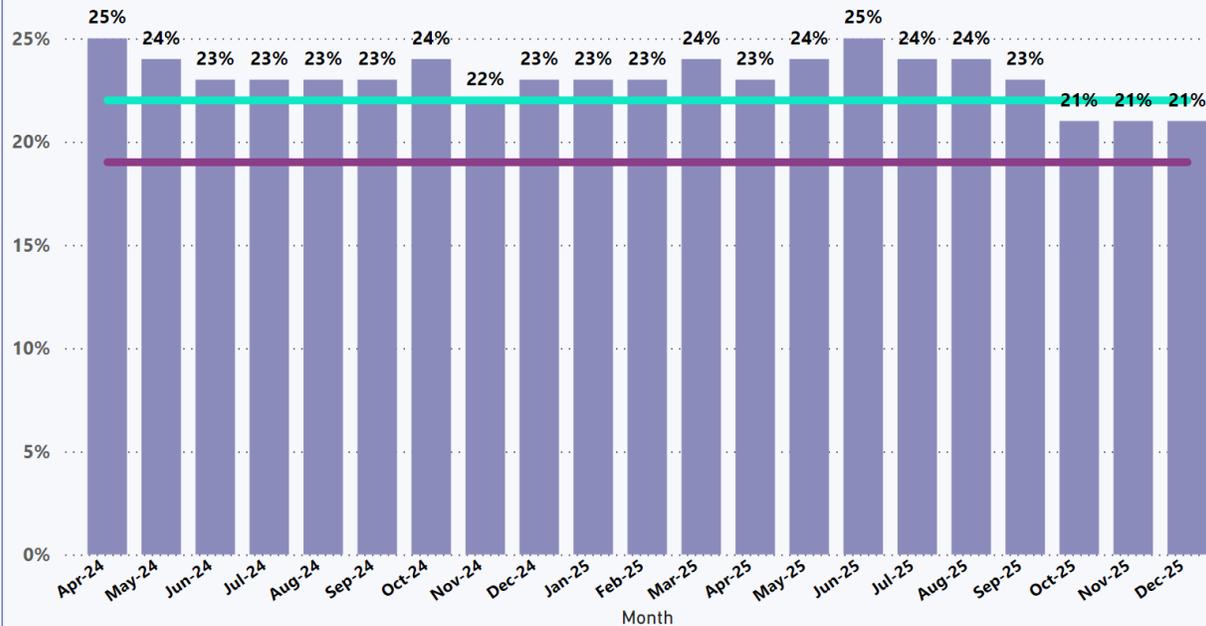
As of 1st January 2026 there were 18 children subject of a CP plan over 2 years which is a reduction of 3 children from last month. Of these 18 children 9 are in a legal framework meaning that the CP plan will remain for the duration of the legal framework. There were no children whose CP plan went over 2 years in December and three children whose CP plan ended. As a result of this the KPI is 3.5% this month and is now green (target 4.2%) this is better than our statistical neighbours and in line with London.

- Actions to ensure management oversight and grip are now embedded across the service, including:
- * 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.

% of children subject to a Child Protection Plan for a second or subsequent time (ever)

Smaller is better

● Indicator value — Target — Benchmark



Indicator Ref.

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 - Green



Benchmarking timeframe

2024/25 (London position)

Comment

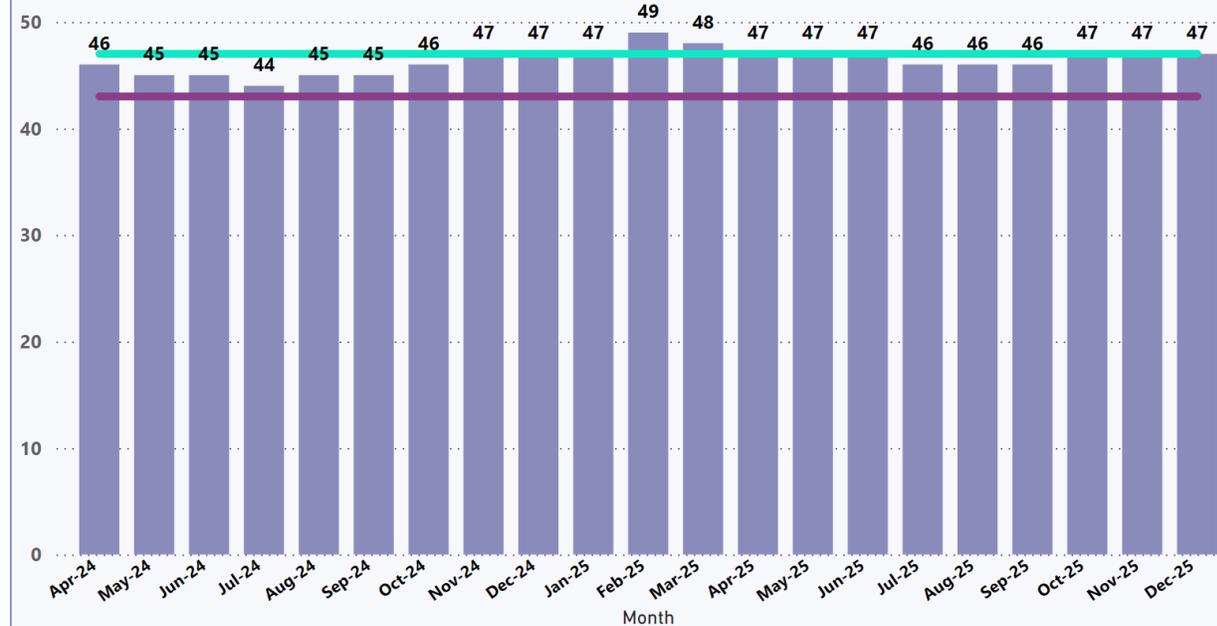
As of 30th December 2025 there were 109 children (21%) subject of a CP plan for a second or subsequent time. Only 4 children became subject of a CP plan for a second or subsequent time in December and the repeat CP plan ended for 13 children during November. This KPI has remained green this month at 21% (target 22%).

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.

Rate of local Children Looked after (CLA) per 10,000 under 18 years population

Smaller is better

● Indicator value — Target — Benchmark



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 - Green



Benchmarking timeframe

2024/25 (London position)

Comment

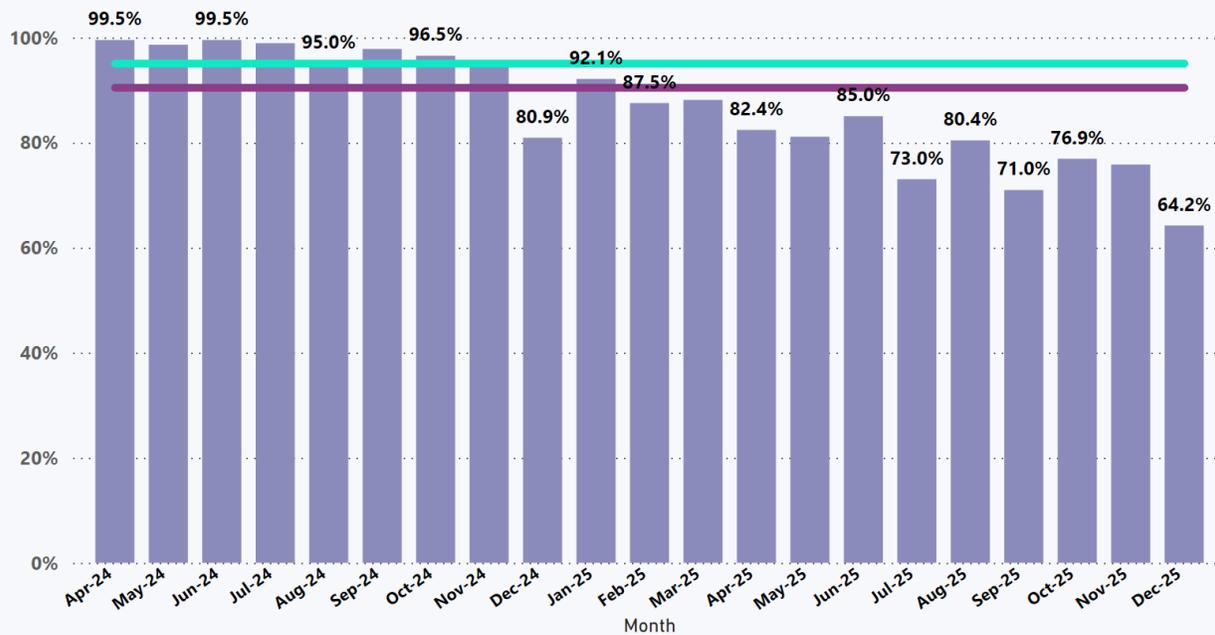
The proportion of children in care has remained consistent in the month of December. Overall the council need to ensure that care is provided to those children where no other option will provide safety. Performance is meeting the target of 47/10,000, and is stronger than that of statistical neighbours 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

% of reported flytips removed within SLA

Bigger is better

● Indicator value — Target — Benchmark



Comment

In December we have continued to see a reduction in the total number of fly tips. In December the service undertook the clearance of 5593 fly tips which represents a 8.6% reduction when compared to last month.

West Thornton, Bensham Manor and Norbury / Pollards Hill are the highest recorded areas for fly tipping contributing to 47% of all reported incidents. To help address this the service has undertaken daily scheduled enforcement patrols over seen by the Strategic Lead for Environmental Enforcement, and in line with resident feedback from the recent engagement exercise we have implemented a clear zero tolerance policy. To date we have issued in excess of 100 FPNs for fly tipping offences. Our aim is to support the Mayor's key priority in delivering a cleaner Croydon and are building long term capability, not a temporary uplift.

Moving forward the service continues to work with our Digital Team and Love Clean Streets to enable improvements in the reporting functionality and build on the positive engagement and input from resident and community workshops. Following on from our community and resident workshops we have implemented a number of improvements to our reporting functionality of Love Clean Streets. This mobile application now incorporates AI technology to flag duplicate reports, and where applicable, residents are sent information based on their uploaded photo that the fly tip in question has been reported earlier. As such we have seen a reduction in the number of duplicate of reports which enables the crews to prioritise resources to clear fly tips more effectively.

It should be noted that while performance dropped to 64% in December, January's position has seen a significant improvement, achieving 93%, as a result of the above actions and robust contract monitoring.

Indicator Ref.

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



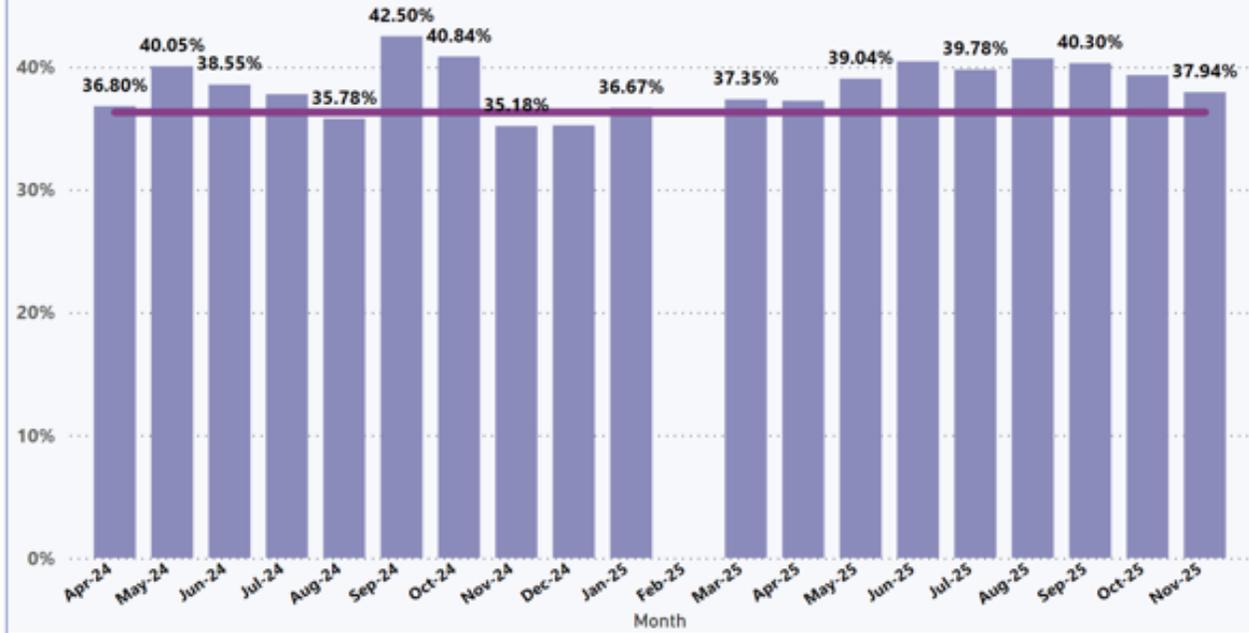
Benchmarking timeframe

24 months to end of March 2022
(London position)

Household waste recycling rate

Bigger is better

● Indicator value — Target — Benchmark



Indicator Ref.

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

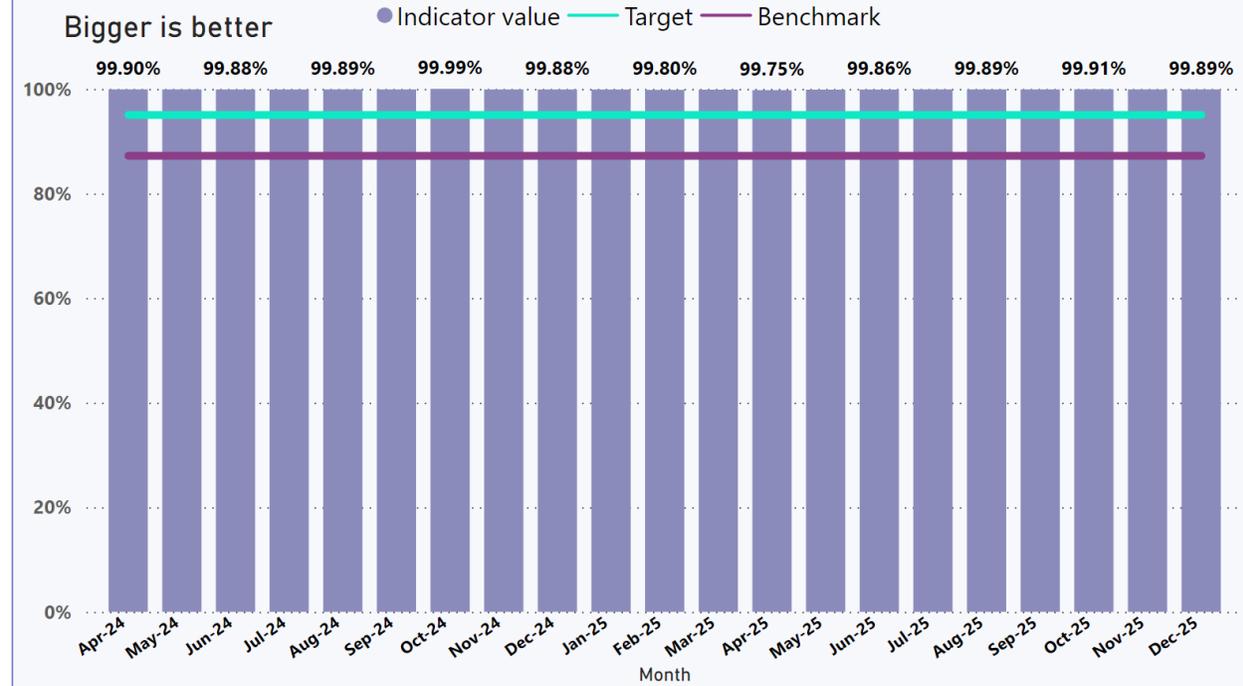
Comment

As of November 2025 we continue exceed target for recycling, achieving 37.94% and remain in the top quartile for London. The decrease from 39.33% is attributed to the seasonal drop in green waste recycling.

% of roads inspected which are of the required grade - as assessed by the monitoring officers
Bigger is better



% of household waste collected on time
Bigger is better



Indicator Ref.
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 - Red

Benchmarking timeframe
No comparable data available

Comment

In December 2025 The client team undertook a total of 861 individual inspections across 226 separate locations. 74.2% were found to be at or above the expected standard. Each inspection included the following assessment:-
Litter - 73.1%
Weeds - 88.1%
Detritus - 57.5%
Moss - 81.90%
In line with seasonal trends the service has reported an increase in the level of decaying leaves and detritus which is impacting on the overall performance of the service.

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

In December 2025 we continued to deploy a full waste collection service across the borough. This month we made 2,034,673 scheduled collections of which 2,304 were reported as missed. This represents less than 1% of collections reported by residents as missed.

% of children receiving 6-8 week review by health visitor by the time they were 8 weeks

Bigger is better

● Indicator value — Target — Benchmark



% of children aged 2.5 who received a 2 - 2.5 year review

Bigger is better

● Indicator value — Target — Benchmark



Indicator Ref.
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 - Amber

Benchmarking timeframe
2024/25 Q4 (London position)

Comment
Data is refreshed every 6 months. Q3 & Q4 2025/26 data is expected June/July 2026. Target is statistical neighbour average for this check. Benchmarking data is London average for this check.

The latest performance data (2025/26 Q2) shows that 85% of children received a 6–8 week review by a health visitor by the time they were 8 weeks old. This is slightly below target of our statistical neighbour average and represents a small decrease from Q1 (87.5%). In absolute terms, this equates to four fewer babies seen compared to Q1.

This follows a sustained improvement trend throughout 2023/24 and 2024/25, rising from 60.5% in 2023/24 Q1 to 85% in the latest available data. Year-on-year performance remains broadly stable.

Overall, whilst there is a minor dip from the highest recorded performance (87.5% in Q1 2025/26), improvement trends remain stable. Commissioners and Public Health continue to monitor this metric to ensure performance remains on its current trajectory.

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

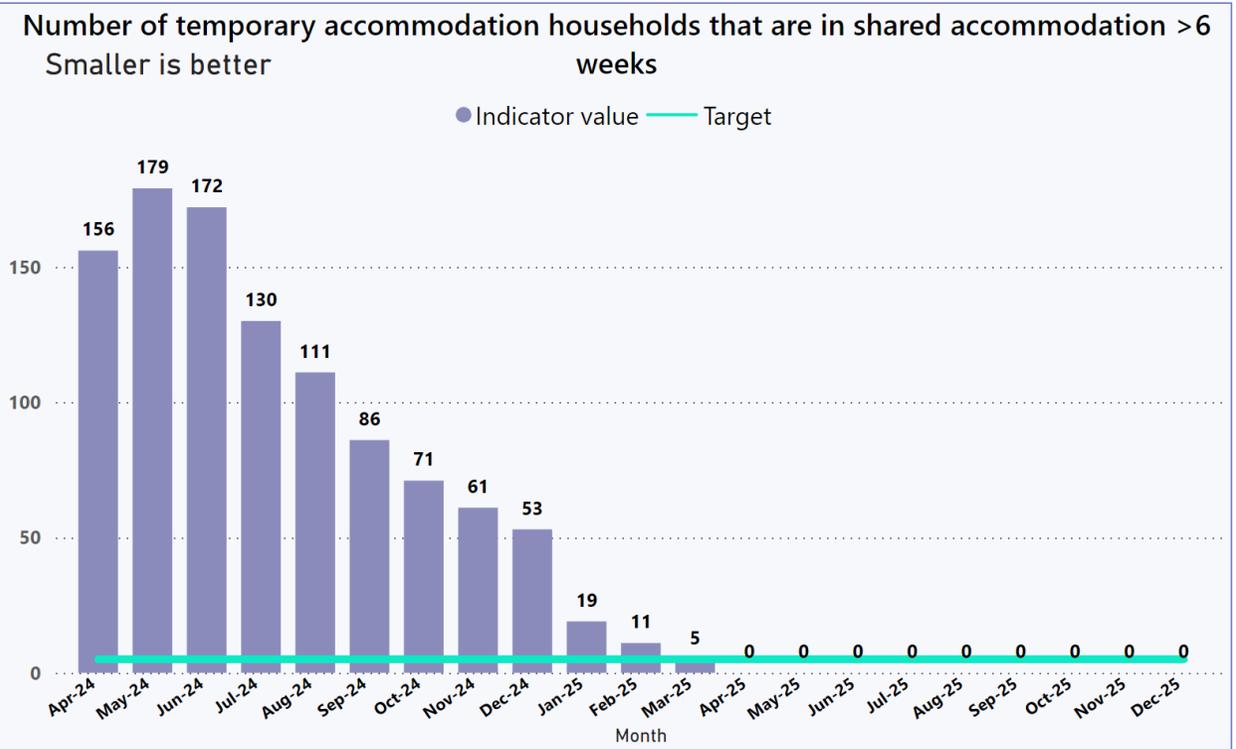
RAG status - Red

Benchmarking timeframe
2024/25 Q4 (London position)

Comment
Data is refreshed every 6 months. Q3 & Q4 2025/26 data is expected June/July 2026. Target is statistical neighbour average for this check. Benchmarking data is London average for this check.

The latest performance data (Q2 25/26) shows that 62% of children received a 2-2.5 year review by the time they turned 2.5 years old. This is below the target of our statistical neighbour average and represents a slight dip compared to Q1 (63.4%). However, it is an improvement from the end of 2024/25 (58.6%, Q4), indicating a broadly positive recent trend.

It is important to note that data issues were identified by the service provider in Q2; these are being addressed and will be reflected in Q3 reporting. Commissioners and Public Health continue to monitor this metric closely to ensure performance stabilises and moves back toward previous highs.



Indicator Ref.
M66

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

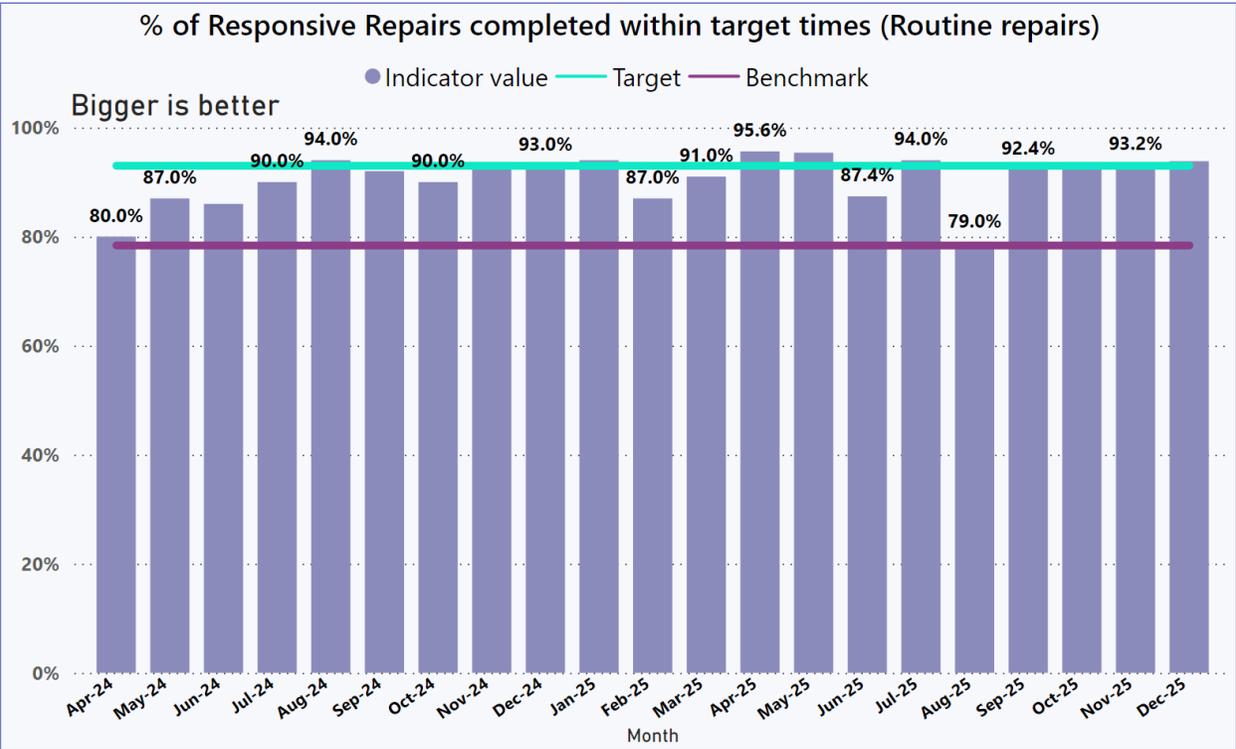
Directorate
Housing

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 continues to secure Homelessness Prevention Grant funding, as meeting this statutory target is part of the grant condition.



Indicator Ref.
M83a

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
FY 23/24 (London position)

Comment

Performance in December stands at 93.82%, which is above the 93% target and represents a slight improvement on November (93.16%). This indicates stable and improving performance in completing routine responsive repairs within target times. Continued monitoring is required to maintain performance above target, particularly given the marginal nature of the improvement.

% of Responsive Repairs completed within target times (Emergency repairs)

Bigger is better

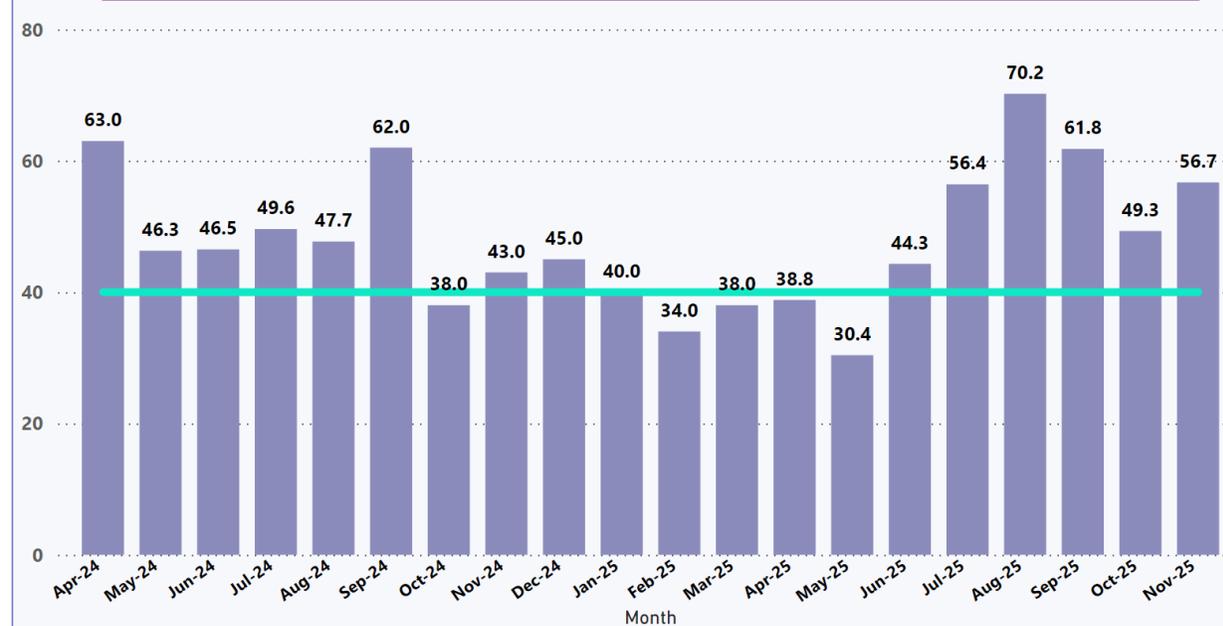
● Indicator value — Target — Benchmark



Average Void Re-let times taken (Days)

Smaller is better

● Indicator value — Target — Benchmark



Indicator Ref.
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 in December is 96.99%, which is below the 99% target and represents a decline from November (98.12%). While overall performance remains relatively high, the downward trend indicates pressure on emergency repair response times.

Performance varied across service providers, with one achieving 100% compliance while another achieved 93%, the latter impacted by staff departures which reduced operational capacity during the period. Further analysis and targeted actions are being undertaken to stabilise resources and improve performance against the target going forward.

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)

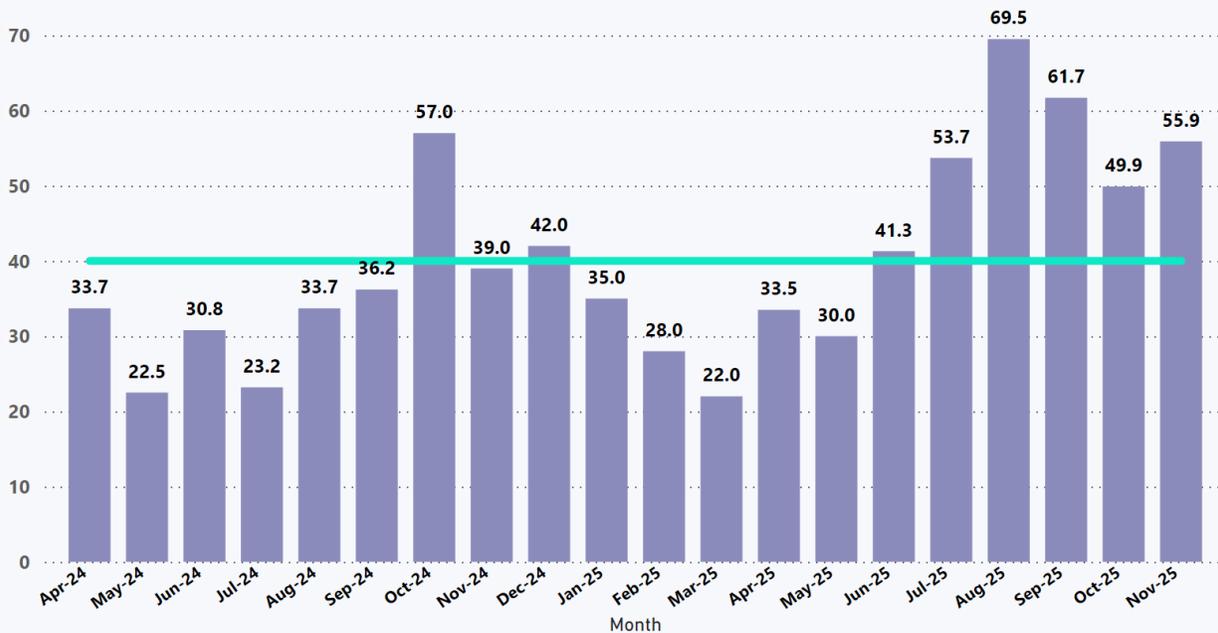
Comment

The increase in overall void turnaround time in November is disappointing given the trajectory of improvement over recent months. However, we are confident that our improvement plan will continue to deliver the necessary changes in 2026. To support the work to reduce void relet times we have escalated the need for additional resources to Director level with our contractors. A commitment has been made for this additional resource to be available throughout January and February 2026. Performance will be closely monitored across all contractors, and we are also looking at alternative contractors and late delivery clauses as deemed appropriate. Performance in November was affected by the large number of properties, 30 out of 43, which required significant amounts of work, as well as two properties which were enhanced for care experienced young people. We continue to work closely with colleagues in Children Services to identify suitable properties for young people who are moving and the team are fully focused on improving internal processes, increasing resources and bearing down on contractor performance, including a new commitment from both contractors to provide a defined number of completed voids per month from January 2026.

Average Void Re-let times taken (Days) - General needs

Smaller is better

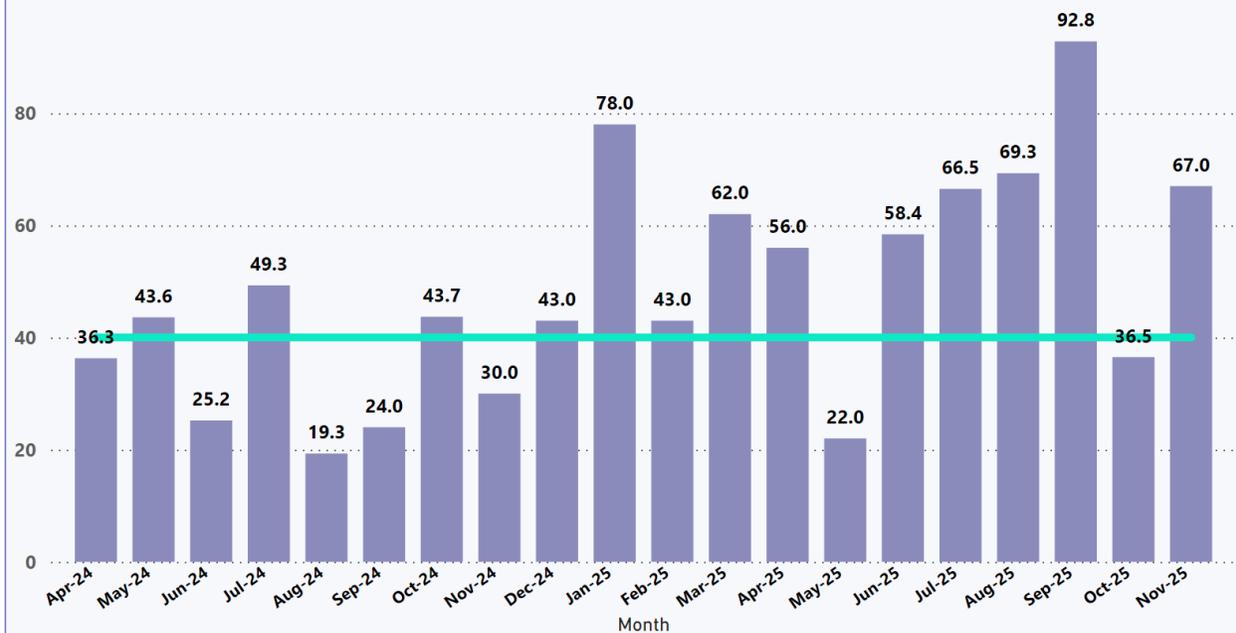
● Indicator value — Target



Average Void Re-let times taken (Days) - Sheltered

Smaller is better

● Indicator value — Target



Indicator Ref.
M84a

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
Weekly meetings continue with our contractors to highlight and reduce the impact of delays on residents and costs. Steps are being taken to review their contracts to facilitate corrective action in order to deliver improvements in not only the timely delivery of voids but also the standard of works carried out.

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

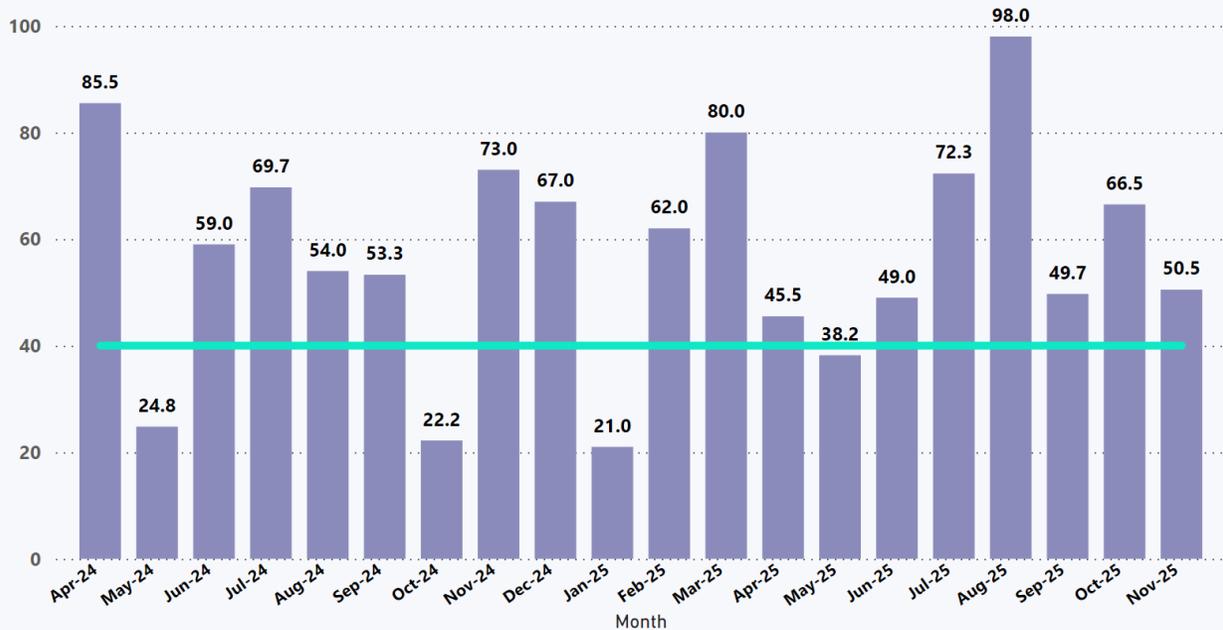
Benchmarking timeframe
No comparable data available

Comment
The increase in void turnaround in this area was driven by multiple refusals of two properties, which led to this increase in the void turnaround time. With relatively low numbers of sheltered voids this can have a disproportionate effect on monthly figures. Whilst we have taken the decision to decorate all sheltered voids going forward, we have now extended this to a programme of decoration in the communal areas to further enhance the attractiveness of these properties for suitable tenants and to reduce void periods.

Average Void Re-let times taken (Days) - Extra care

Smaller is better

● Indicator value — Target



Indicator Ref.
M84c

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

Directorate
Housing

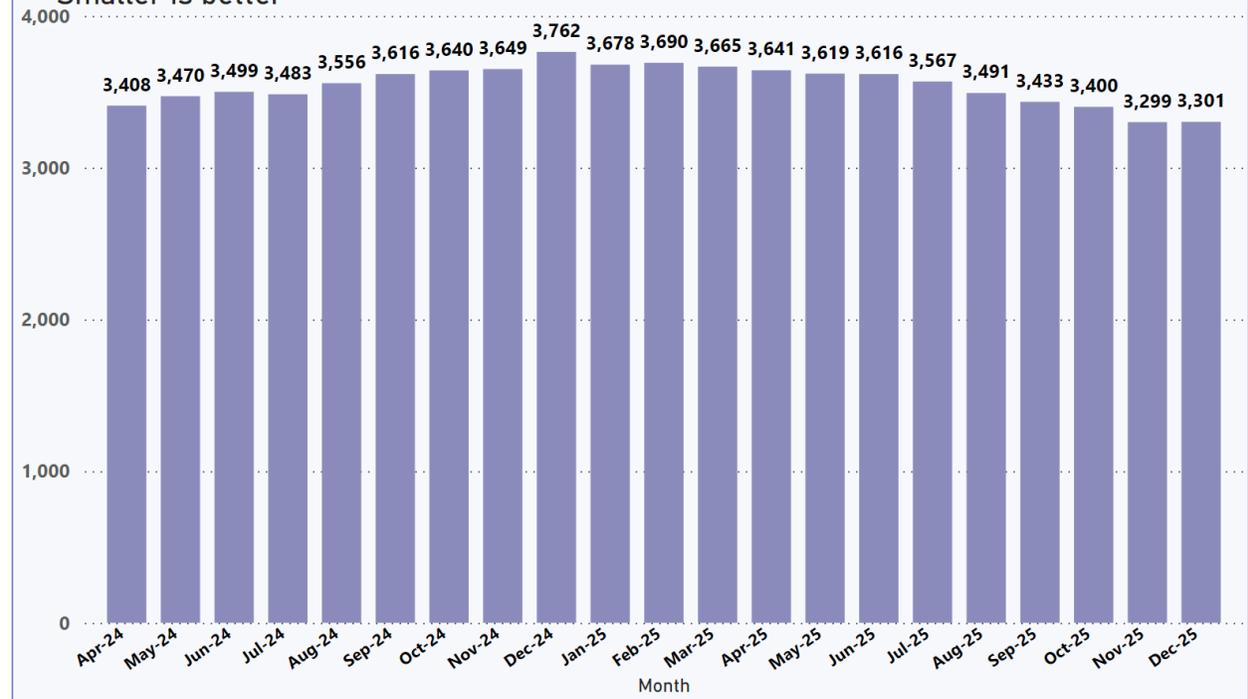
RAG status - Red

Benchmarking timeframe
No comparable data available

Comment
We continue to see reductions in turnaround time in these properties. We are also encouraged by the ongoing reduction in refusals.

Total households in Temporary accommodation

Smaller is better



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 London School of Economic, 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 is 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 3301, a 10% reduction.

Number of Homeless Applications Made



Indicator Ref.
M69

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

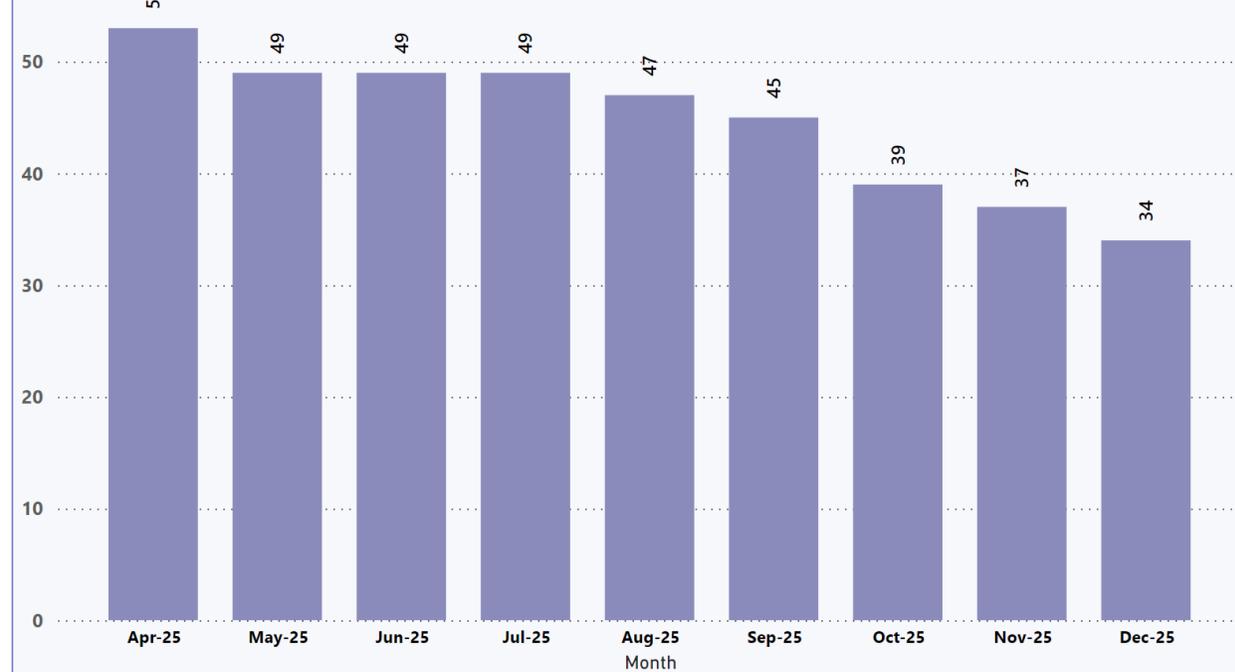
Directorate
Housing

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 (total 4806). 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 20% reduction YTD with average applications of 321 per month since April 2025.

Number of families in split temporary accommodation



Indicator Ref.
M91

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

Directorate
Housing

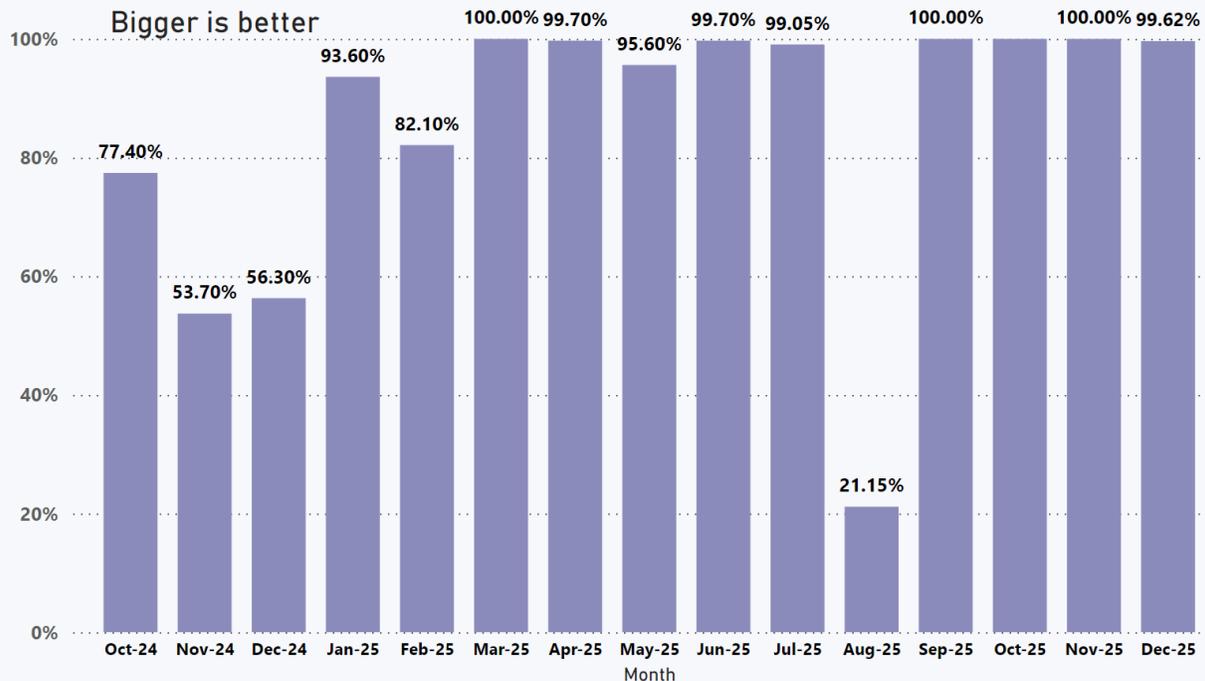
RAG status - N/A

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 has reduced to 34. This is a positive indicator of the continuous efforts to reunite split households and more importantly this practice has ended.

% of graffiti cleaned within 10 working days

Bigger is better



Indicator Ref.

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

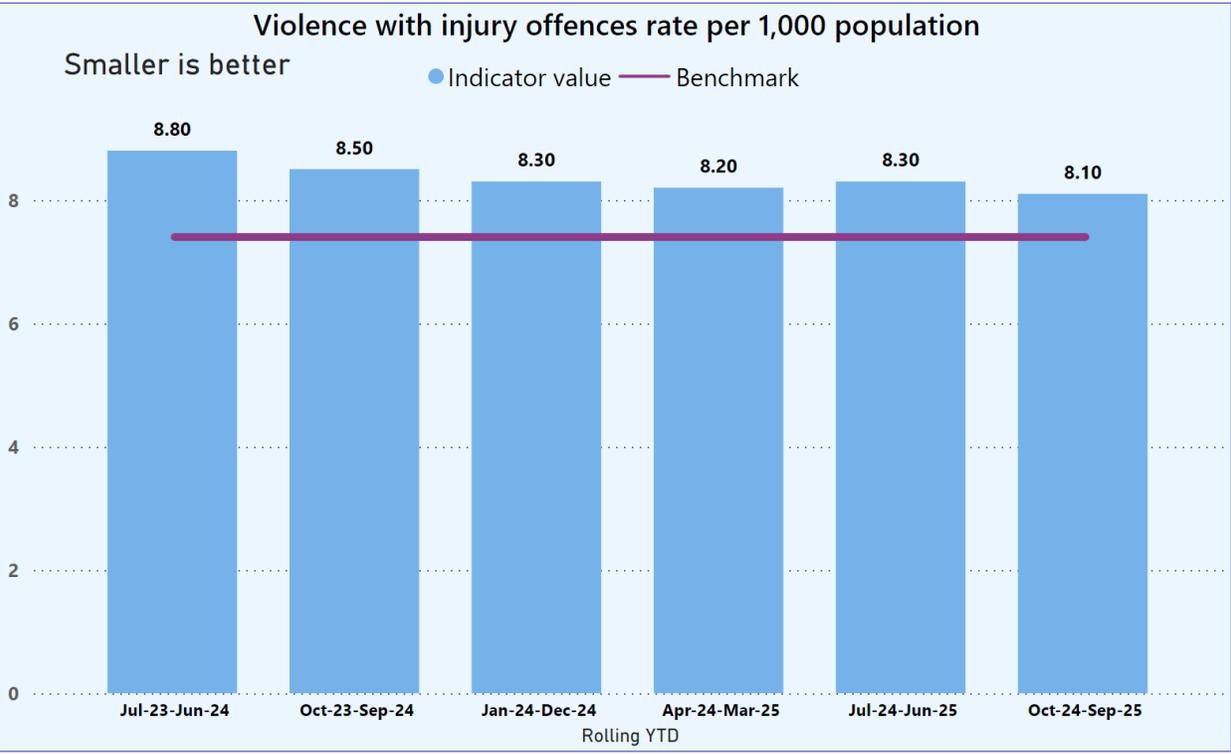
Benchmarking timeframe

No comparable data available

Comment

A total of 270 reports were received; however, 6 were excluded because they related to graffiti on shutters or were not at the stated location, or involved England flags displayed on the highway.

263 out of 264 reports (99.62%) were cleaned on time in December 2025 and 1 out of the 264 reports were late (0.38%) this report was cleaned but was outside of the expected 10 day response window.



Indicator Ref.
M48

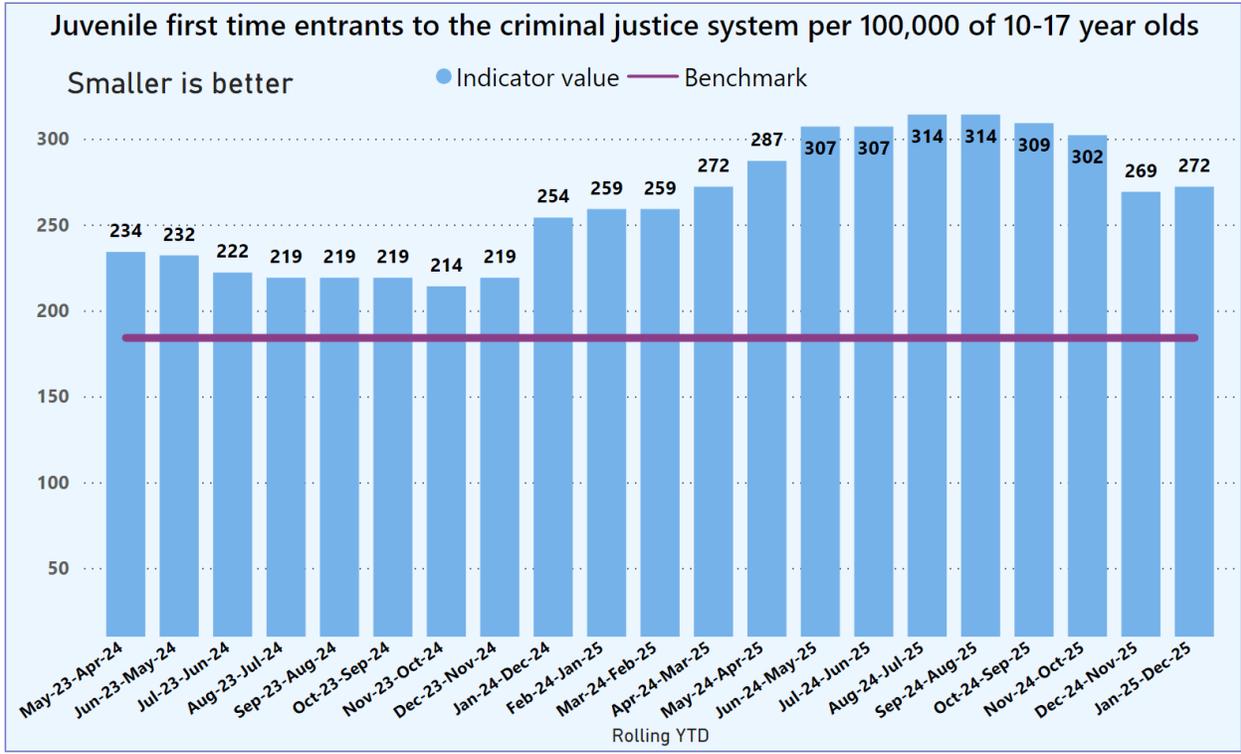
Outcome 4
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate
Partnership working

RAG status - N/A

Benchmarking timeframe
12 months rolling to September 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 improved since the same time period in 2024. 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 are 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

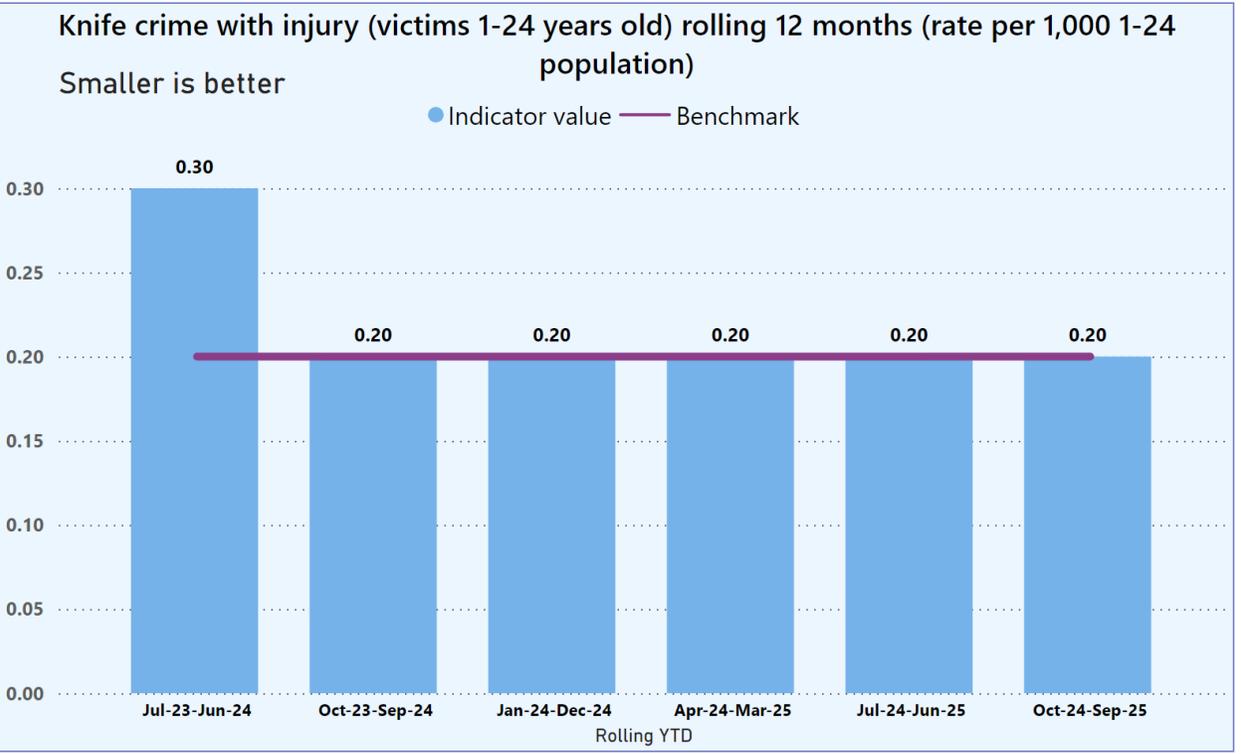
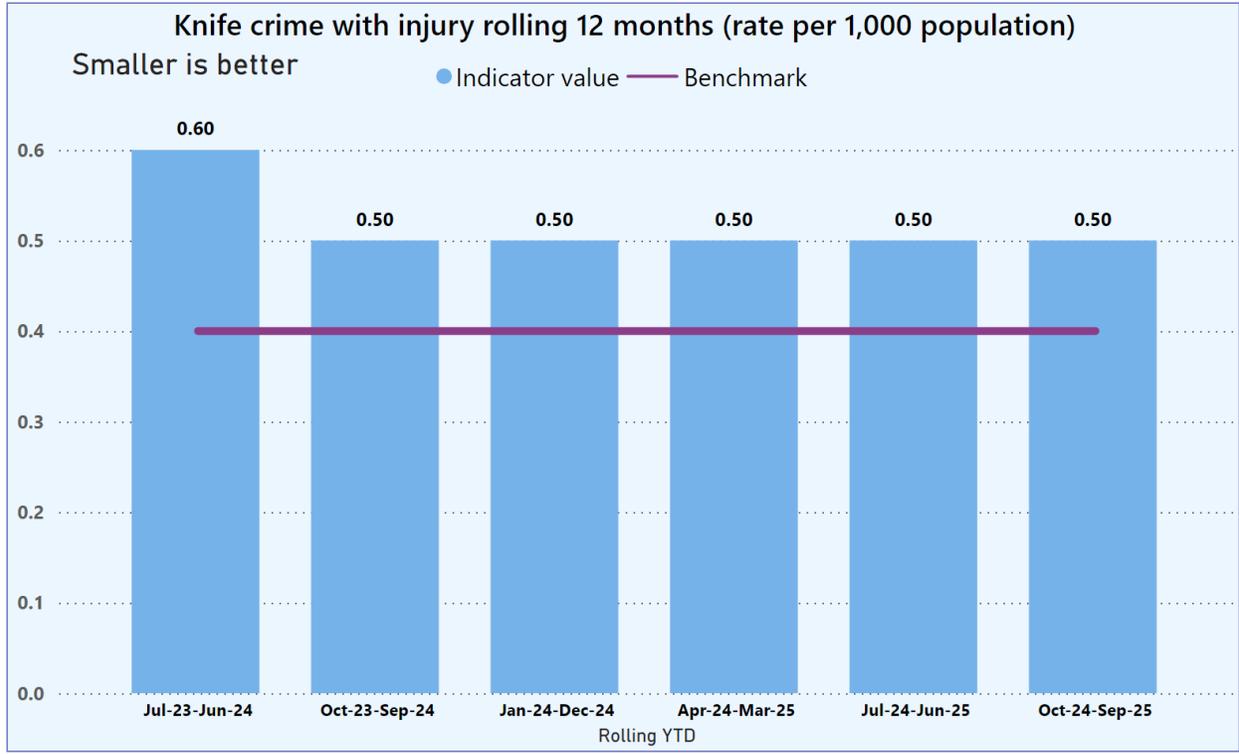
Directorate
Partnership working

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.



Indicator Ref.
M50

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 September 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 rate of young people being involved in knife crime remains consistent, 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

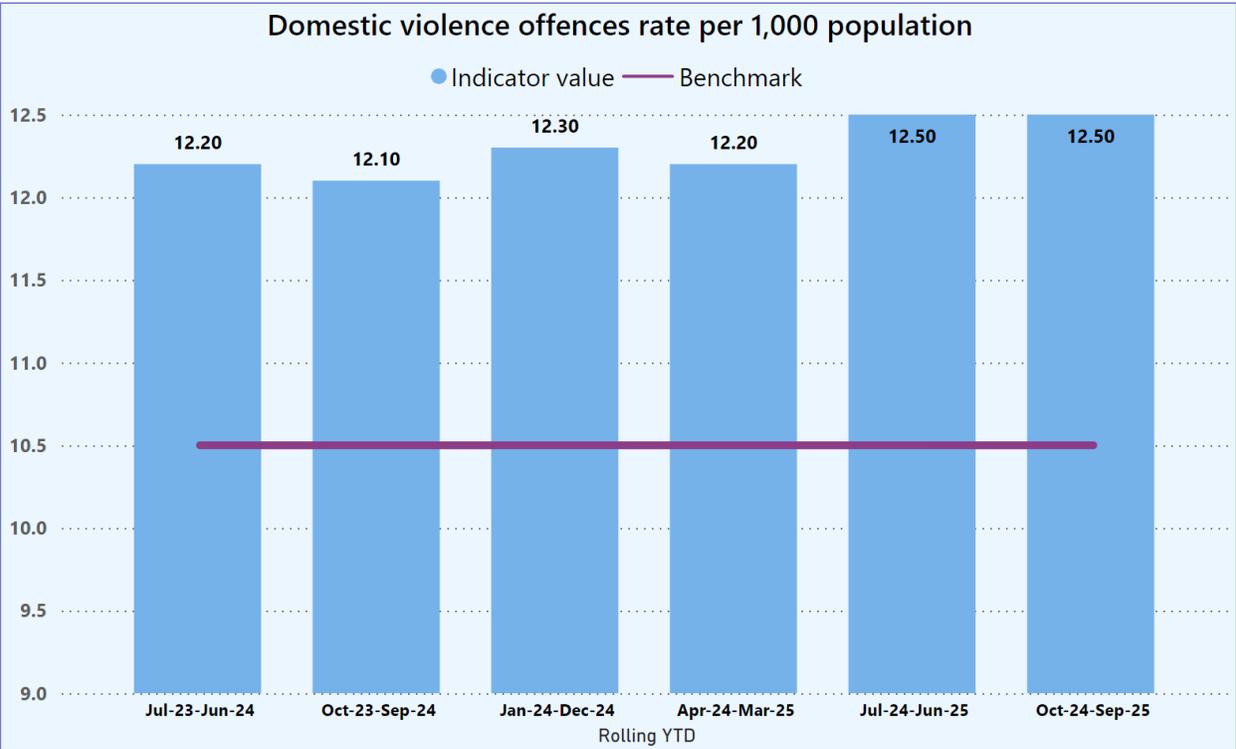
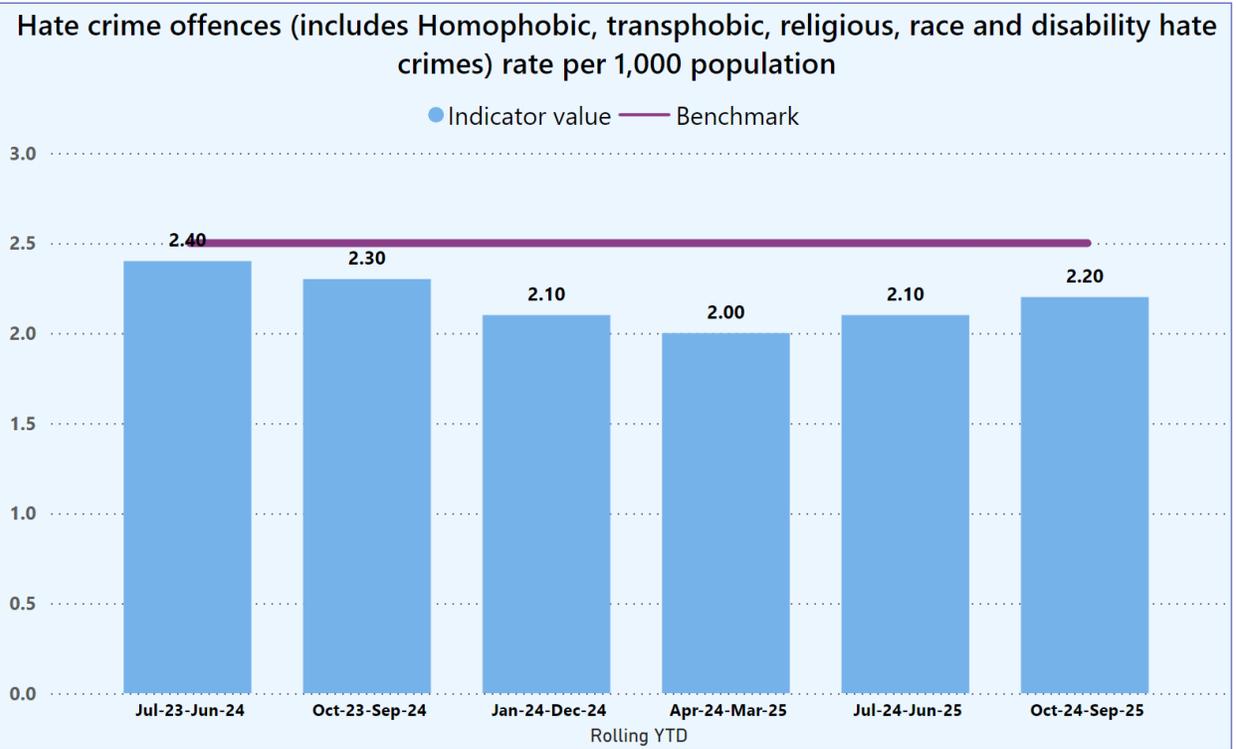
Outcome 4
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate
Partnership working

RAG status - N/A

Benchmarking timeframe
12 months rolling to September 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 rate of young people being involved in knife crime remains consistent, 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.
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 September 2025

Comment
Hate crime has shown a minor deterioration over the last quarter, but is 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.

Indicator Ref.
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 September 2025

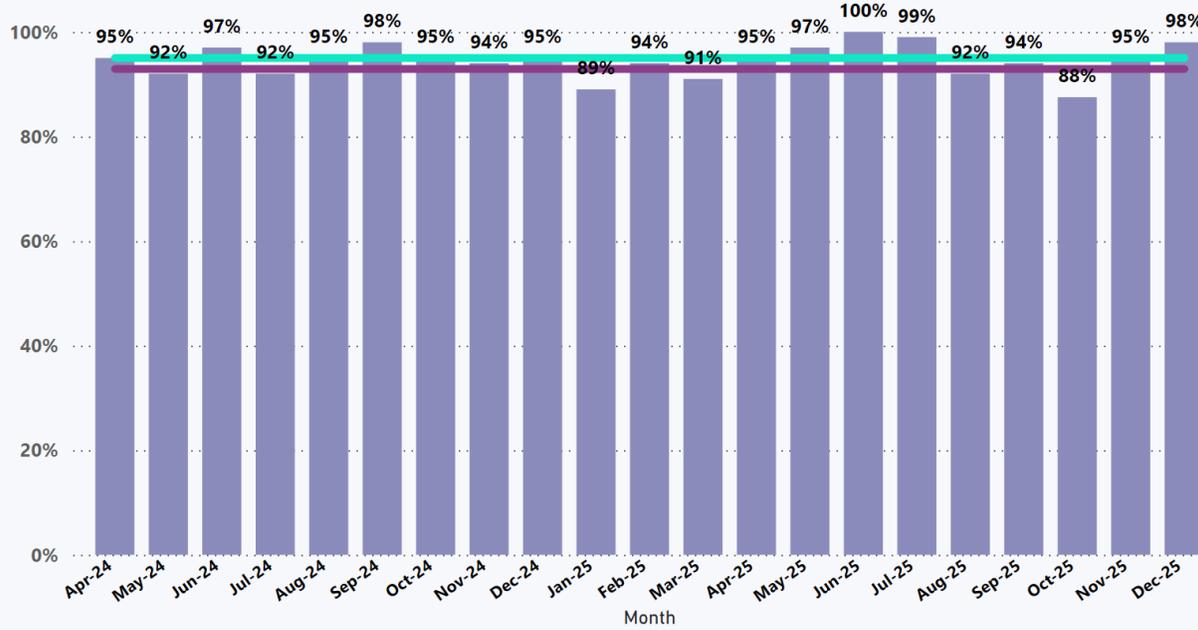
Comment
Levels of domestic abuse (DA) have remained consistent since last quarter, but are slightly higher compared to our position 12 months ago. However, there have been three domestic violence homicides with women victims in the last six months which reflects the ongoing challenge Croydon faces. We 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

% of safeguarding intervention leading to reduction / removal of risk (closed episodes)

Bigger is better

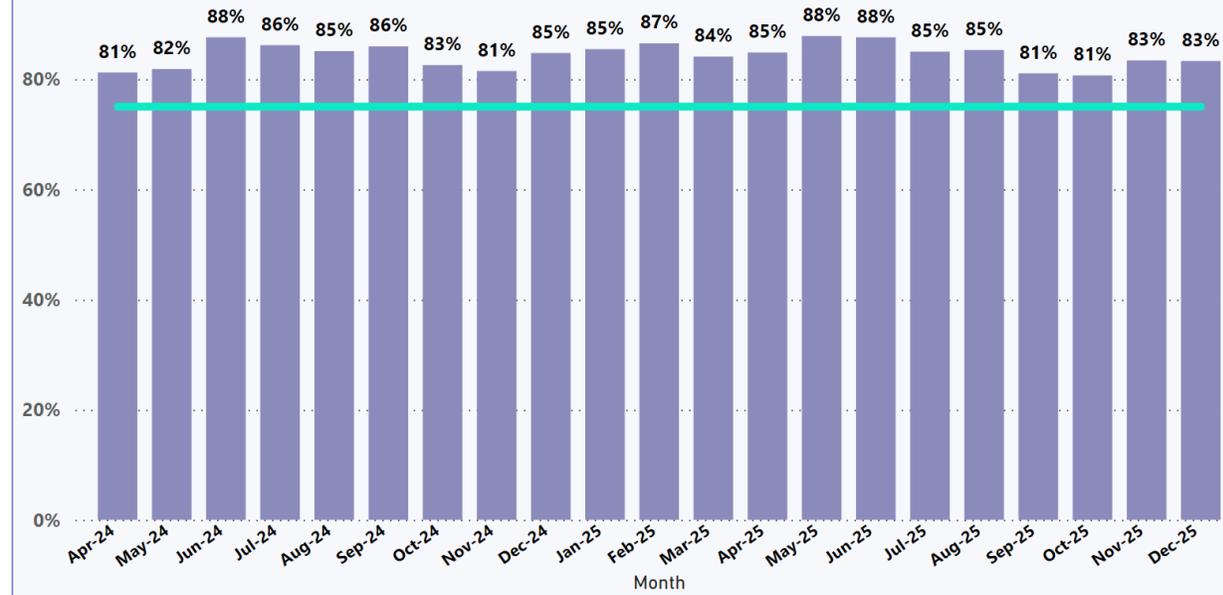
● Indicator value — Target — Benchmark



% of people who approach the council for help with adult care and that is resolved at the point of initial contact.

Bigger is better

● Indicator value — Target — Benchmark



Indicator Ref.
M70

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)

Comment
Sustained performance remains above target even with the service under increasing pressure in terms of demand.

Indicator Ref.
M71

Outcome 5
People can lead healthier and independent lives for longer

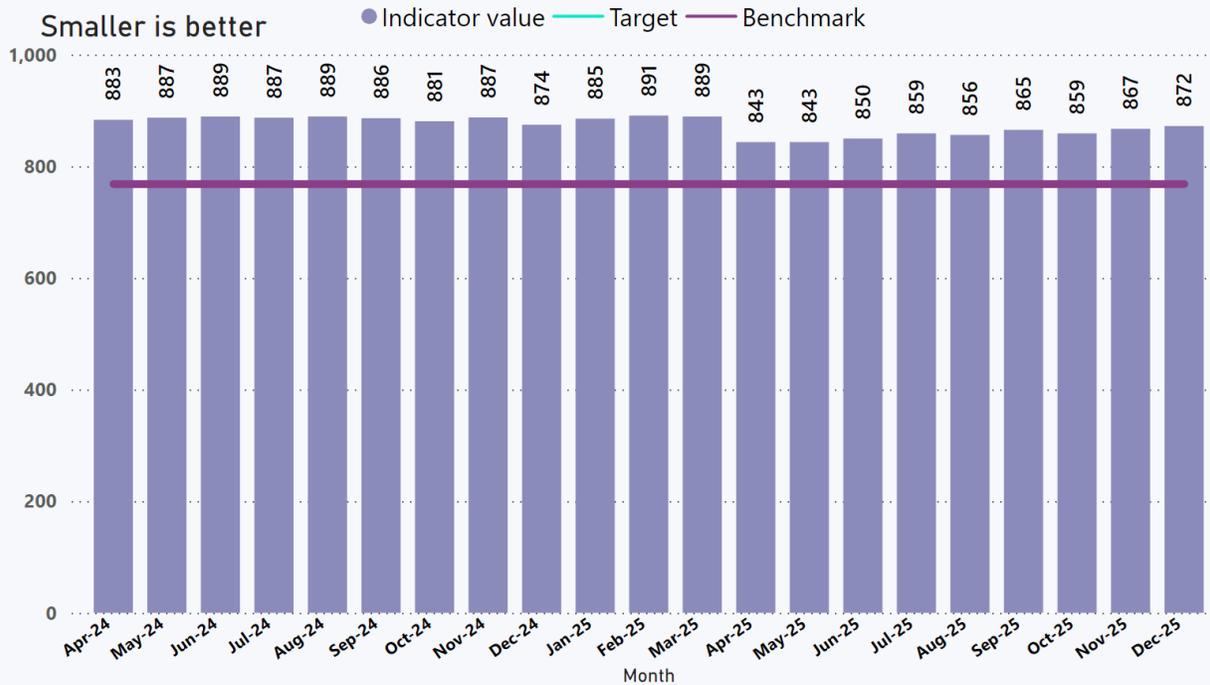
Directorate
Adult Social Care and Health

RAG status - Green

Benchmarking timeframe
No comparable data available

Comment
Sustained performance remains above target during the challenges of pre-Christmas and New Year Holiday period

Rate of 18-64 clients in long term care (per 100,000)



Indicator Ref.
M73

Outcome 5
People can lead healthier and independent lives for longer

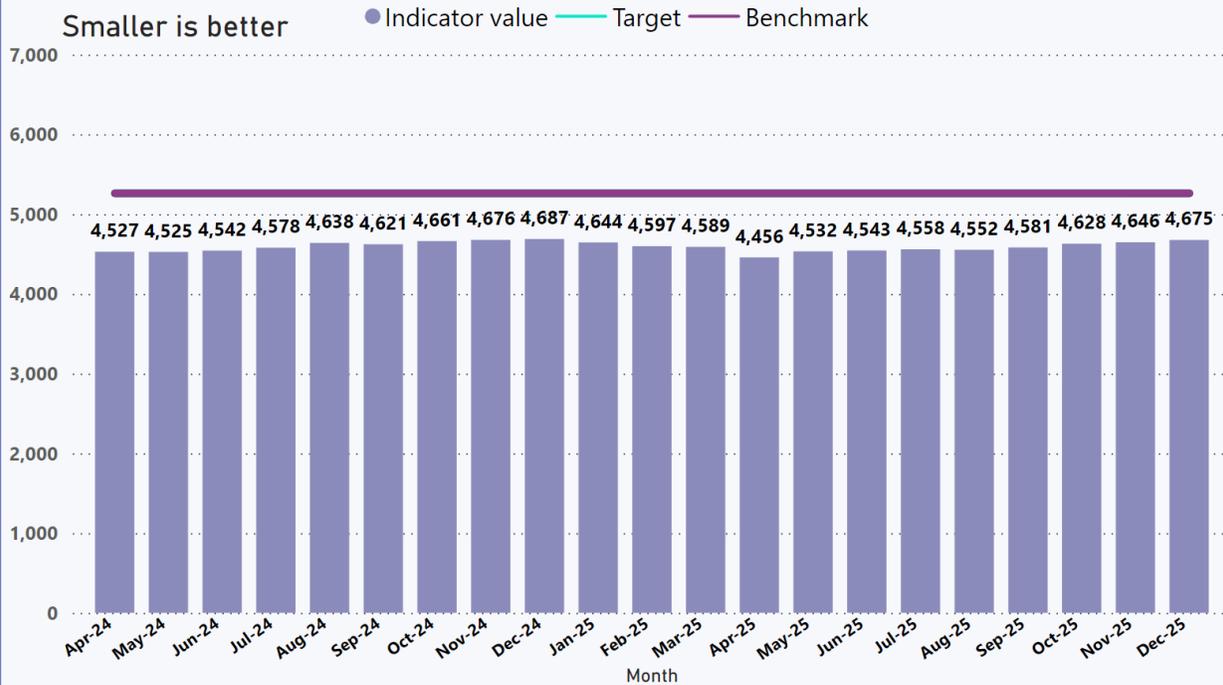
Directorate
Adult Social Care and Health

RAG status - Red

Benchmarking timeframe
April 2024 to March 2025 (London average)

Comment
The rate of 18-64 clients in long term care has slightly increased over the last quarter but remains below the position at the same time last year. The Adults Living Independently programme is supporting services to reduce the number of residents aged 18-64 who are receiving long-term support and those in bed based care. Transformation workstreams supporting 18-64 year old residents range from targeted reviews delivered by the promoting independence team, enabling step downs into more independent settings such as extra care housing, shared lives and housing and through to the development of needs scoring to better understand residents' areas of independence.

Rate of 65+ clients in Long term care (per 100,000)



Indicator Ref.
M74

Outcome 5
People can lead healthier and independent lives for longer

Directorate
Adult Social Care and Health

RAG status - Green

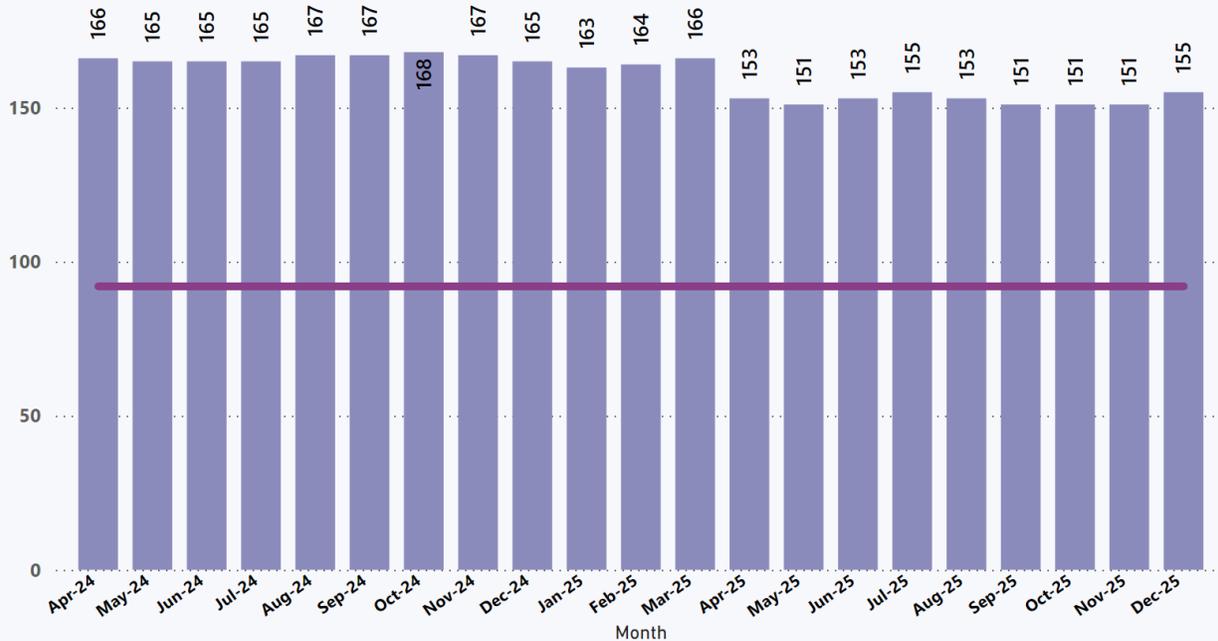
Benchmarking timeframe
April 2024 to March 2025 (London average)

Comment
The figure has risen slightly, likely driven by winter pressure. Collaborative discussion groups remain in place to help manage the inflow of the ask to the Adult Social Care OP Service. Hospital discharge activity remains a major driver in the numbers received by adult social care. Ongoing demographic pressure plays a role in the increased figure.

Rate of 18-64 people in residential and nursing care (per 100,000)

Smaller is better

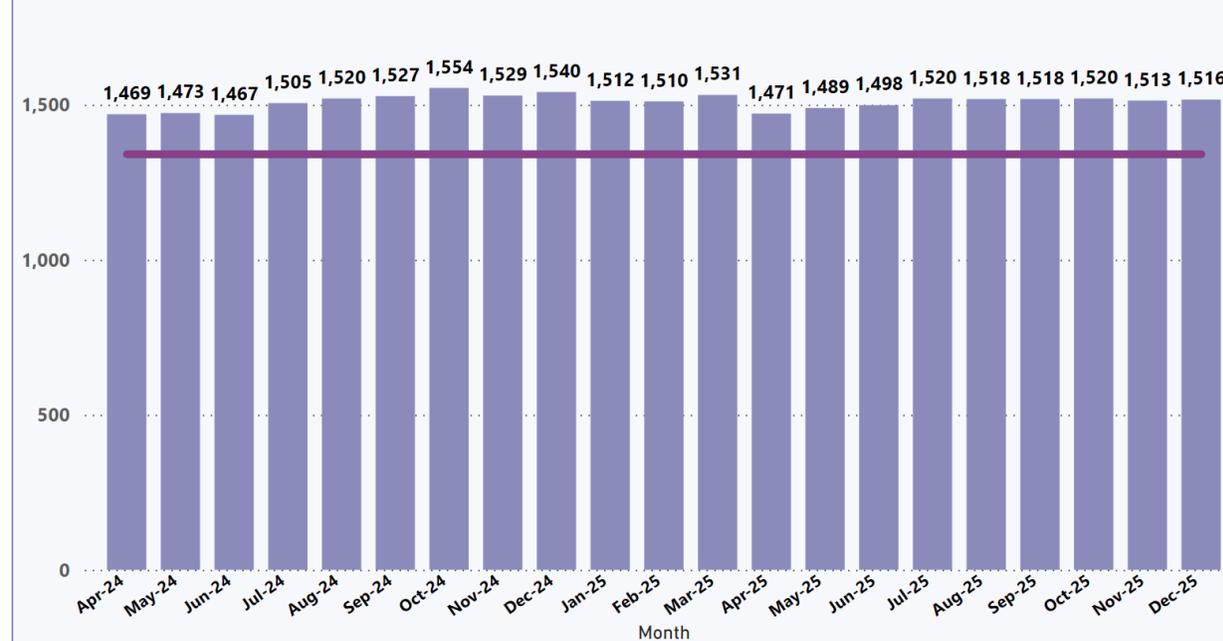
● Indicator value — Target — Benchmark



Rate of 65+ people in residential and nursing care (per 100,000)

Smaller is better

● Indicator value — Target — Benchmark



Indicator Ref.
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 slightly increased over the last quarter but remains below the position at the same time last year. The Adults Living Independently programme is supporting services to reduce the number of residents aged 18-64 who are in bed based care. Transformation workstreams supporting 18-64 year old residents range from targeted reviews delivered by the promoting independence team, enabling step downs into more independent settings such as extra care housing, shared lives and housing and through to the development of needs scoring to better understand residents' areas of independence.

Indicator Ref.
M78

Outcome 5
People can lead healthier and independent lives for longer

Directorate
Adult Social Care and Health

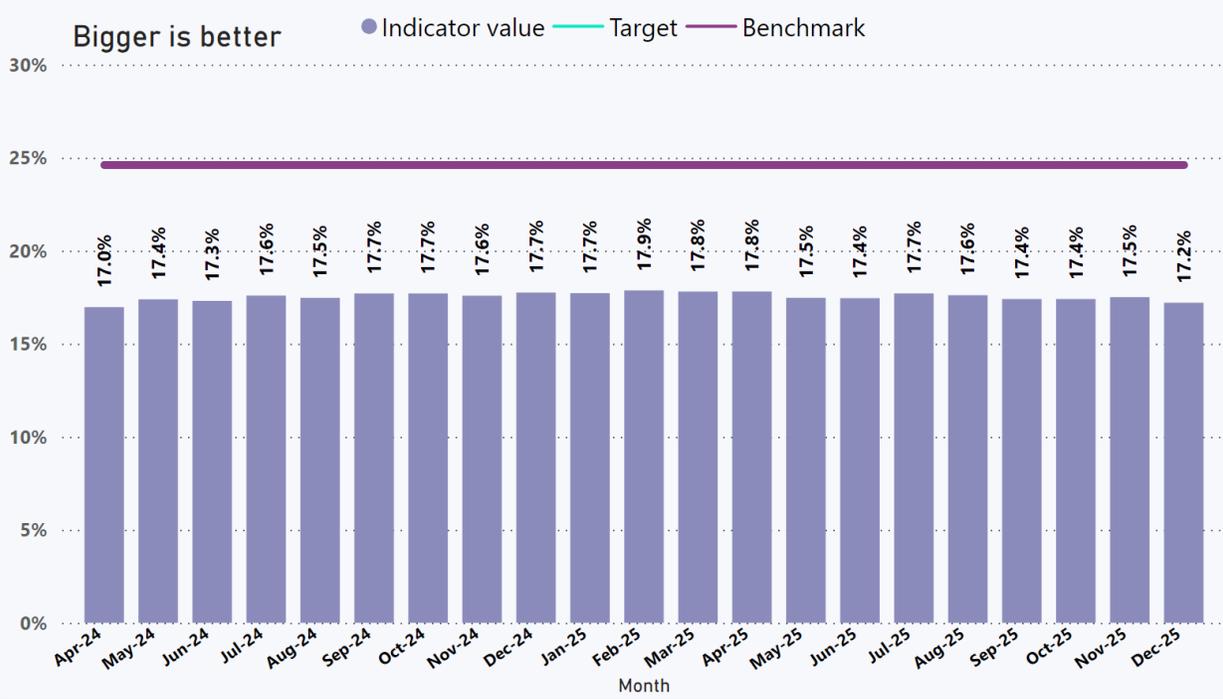
RAG status - Red

Benchmarking timeframe
April 2024 to March 2025 (London average)

Comment

The number remains largely the same as last month, this is very good considering the amount of winter pressure that the OP Service is under. The decision making from hospital as well as in the Community is robust and is helping clients to consider home first options with adequate support and equipment in place. Several clients have moved to the Older Adult Service from other services due to their needs changing to older adult frailty related needs.

% of eligible adults managing their care via direct payment



Indicator Ref.
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

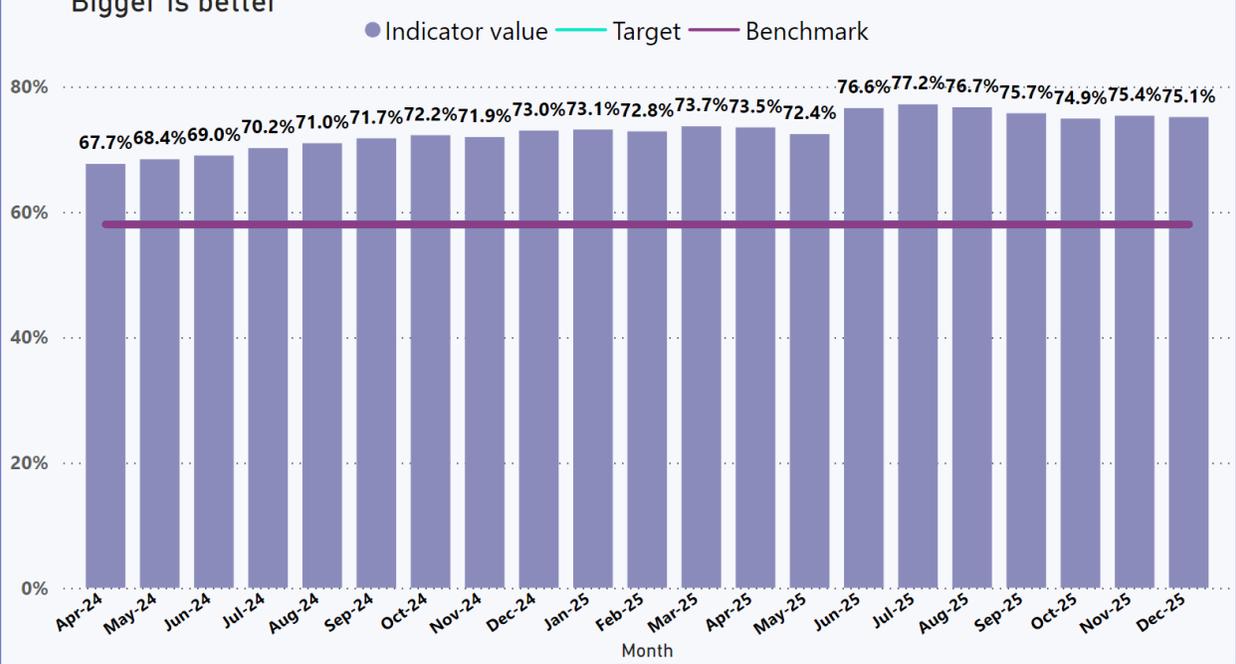
Direct payments enable residents receiving funded social care services to have control of the services they chose to purchase to meet their needs, and a long-term project to improve uptake is ongoing.

There has been significant activity to help build the foundations to now start proactively targeting increases in Direct Payment Uptake. Over the past three months, we have delivered new training to over 100 social workers on Direct Payments; mobilised a new, more efficient, commissioned Direct Payment Service, delivered by KCIL; drafted and published a new policy based on resident and practitioner feedback, and national effective practice; and have 15 community micro-enterprises on our Small Good Stuff Directory to increase the range of provision for people to use their Direct Payments for.

Funding has been identified for the next Financial Year to continue the "catalyst" role, which supports residents and small organisations to set up their own safe, sustainable and compliant businesses to meet care and support needs.

Targets are now being rolled out for all teams, proposing to reach the London Average by the end of 2026. This will be monitored through a dashboard, with a new monthly improvement board being put into place, co-chaired by Croydon Council and KCIL.

% of long term clients in care for more than 12+ months, who have had a review in the last 12 months



Indicator Ref.
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)

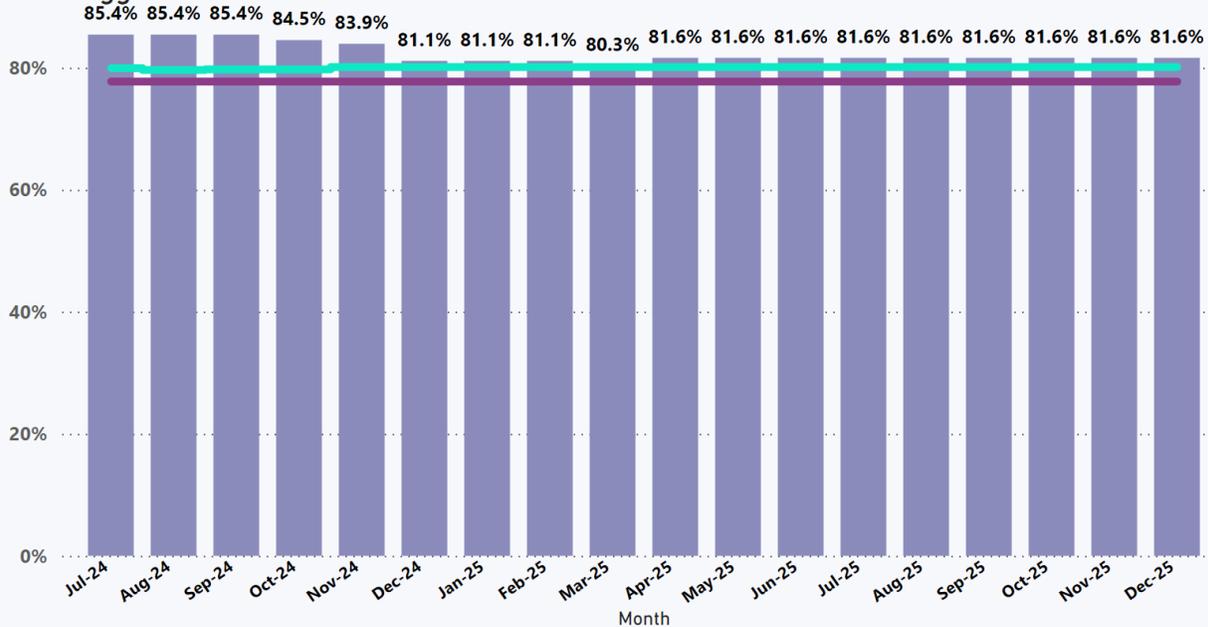
Comment

Sustained performance remains consistently above the London average

Quality of Care Home provision within Croydon

● Indicator value — Target — Benchmark

Bigger is better



Indicator Ref.
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 are 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. CQC have now identified the issue and we will be working with them closely to resolve this