



**APPENDIX B**  
**Mayor's Business Plan 2022-26**  
**Performance Report**  
**June 2024**



Over the past four months, I have continued our focus on financial recovery, improving services, and restoring pride in Croydon. Whilst we have made strides in areas such as regeneration, housing and the completion of our library service review, this Council, like many other authorities, is facing financial pressures owing to increasing demands placed on local government.

My Administration has always been committed to transparency and rigorous financial discipline. We have redoubled our efforts in light of these pressures and continue to conduct STAR Chambers with all departments, to identify savings and income opportunities. It is important to recognize that many of these challenges are not unique to Croydon, but we are tackling them with recovery plans for homelessness, children's placements, and SEND transport.

Our transformation work is also critical in addressing both historical and current issues, securing a sustainable financial future for the borough. Fixing our finances remains my top priority, and although we are not where we want to be right now, we have taken swift action to address the forecast overspend.



As part of our regeneration efforts, I continue to meet monthly with Unibail-Rodamco-Westfield (URW), and I am pleased that permission has been granted to five retail shops and two food outlets on the North end Frontage of the Alders building—one of many steps to rejuvenate our town centre.

Last month, we concluded the library review. We will move to a model of nine libraries open at least five days a week including Saturdays, with new outreach services, activities, and events. I look forward to collaborating with community groups to ensure that the four former library buildings will continue to serve as vital community bases at the heart of their areas.

In line with our commitment to fixing the "broken windows," I'm pleased to announce that our new waste and recycling contract, beginning in April 2025, will improve services for residents. This includes maintaining current waste collection frequencies, adding an extra collection for flats above shops, and introducing weekly food waste collections in all council housing estates.



I have also called on the Secretary of State for Education to extend the Holiday Activities and Food (HAF) programme beyond March 2025. This programme is vital in supporting families on free school meals by providing children with safe, fun activities and healthy meals during school holidays.

The Town Centre Task Force has made significant progress in addressing antisocial behaviour, including the permanent closure of a public subway in Altyre Road, near East Croydon Station, following a serious fire. The multi-agency Task Force will continue its efforts to restore pride in our town centre, and I will share further updates as the work continues.

Recently, I have co-hosted events with Howard Dawber, Deputy Mayor of London for Business and Growth, to launch engagement on London's Growth Plan. Nearly 400 businesses and partners participated, highlighting the importance of cross-party collaboration in supporting economic growth across London.



As Croydon's Executive Mayor and the Executive Economic Lead for London Councils, I am committed to working with businesses and government officials to ensure the future prosperity of our borough. I have also written to the Ministry following the appointment of Angela Rayner MP as Deputy Prime Minister, urging the Government to take action on Croydon's historic debt and support our journey toward financial sustainability.

Listening to and engaging with residents is central to my Administration, and over the past few months, I have attended numerous community events. From the Open House Festival, celebrating Croydon's architectural heritage, to welcoming Rev Solomon Ekiyor as the new vicar of St Paul's Church in Thornton Heath, I have valued the opportunity to meet with residents. I also had the pleasure of joining the community at the Tamworth Estate for the opening of their new digital access hub and speaking at the Develop Croydon Investor Forum to discuss the exciting opportunities for our town's future. During a recent walkabout in New Addington, I heard residents' views on the upcoming blitz and plans for a Legion memorial garden with local veteran Michael Lyons.



My commitment to Croydon remains steadfast. From addressing financial challenges to fostering community engagement and improving essential services. I look forward to continuing this journey and building a Croydon that we can all be proud to call home.

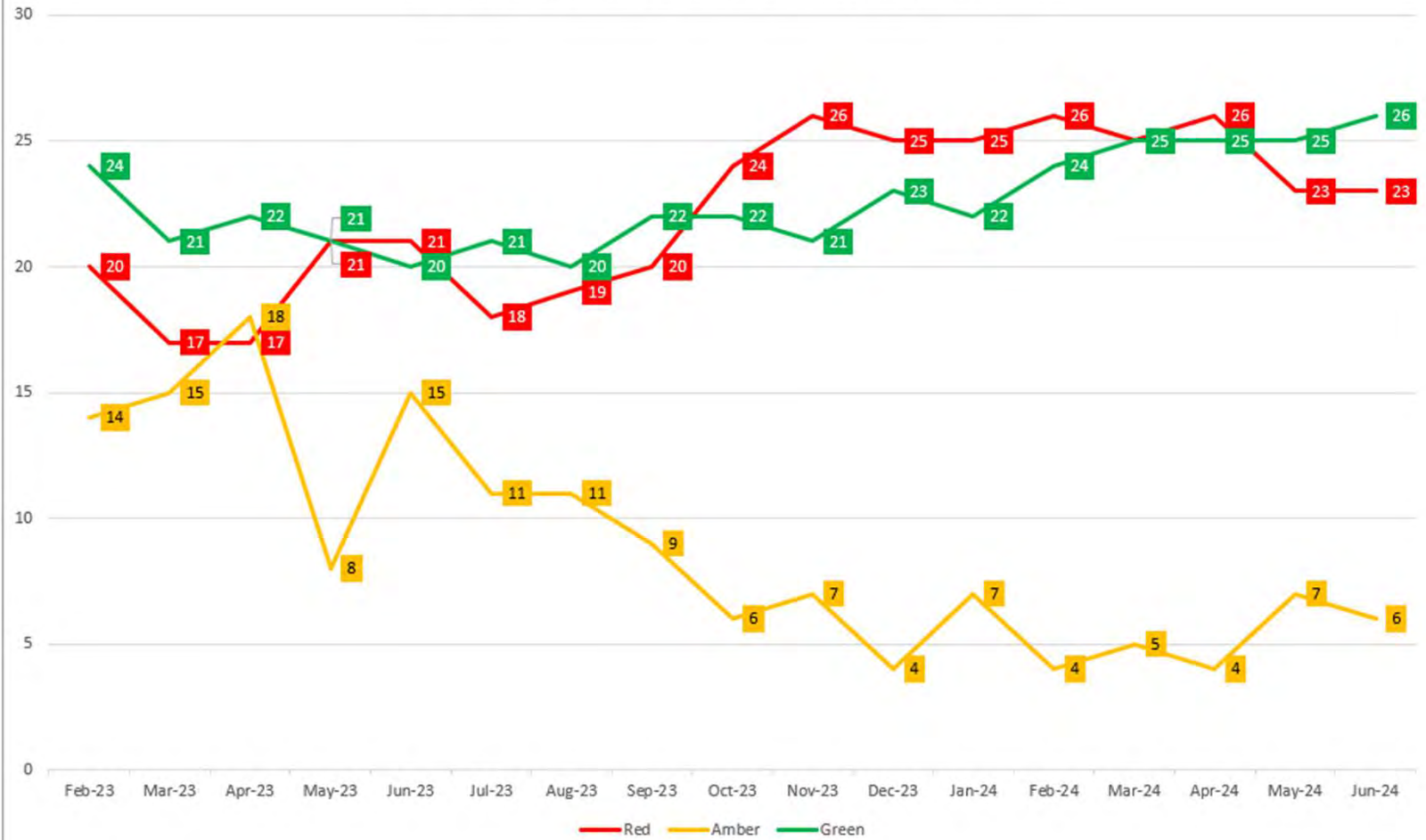
# Corporate Performance Framework

## 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

Corporate Performance Framework 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	3 months in arrears	£0	£15,600,000	Jun 2024	£23,900,000	↓	Red	No comparable data available	
M03	Council Tax 'In-year' Collection rate	Council	Bigger is better	Monthly	27.16%	18.59%	Apr-24-Jun-24	26.78%	↑	Amber	No comparable data available	
M05	Non-Domestic Rates (Business Rates) Collection rate	Council	Bigger is better	Monthly	32.1%	25.7%	Apr-24-Jun-24	34.1%	↑	Green	No comparable data available	
M06	Rent collection on General needs stock	Council	Bigger is better	Monthly	97.0%	95.0%	Apr-24-Jun-24	95.6%	↑	Amber	No comparable data available	
M07	Satisfaction that the landlord listens to tenant views and acts upon them	Council	Bigger is better	Quarterly	44%	46%	Q4 23/24	40%	↓	Amber	2021-2023 London median	44%
M08	% who are very or fairly satisfied with the way Croydon Council deals with repairs and maintenance	Council	Bigger is better	Quarterly	56%	51%	Q4 23/24	46%	↓	Red	2021-2023 London median	56%
M10	Average council contact centre wait time	Council	Smaller is better	Monthly	120s	281s	Jun 2024	134s	↑	Red	No comparable data available	
M10a	Average council contact centre wait time (Responsive repairs call centre only)	Council	Smaller is better	Monthly	20s	86s	Jun 2024	48s	↑	Red	No comparable data available	
M12	Sickness - number of sick days per FTE	Council	Smaller is better	Monthly	7.60	9.10	Jul-23-Jun-24	8.90	↑	Red	Rolling Year to Mar 21 (London position)	7.70
M13	% of residents that ended the call before we spoke to them	Council	Smaller is better	Monthly	5%	15%	Jun 2024	8%	↑	Red	No comparable data available	
M13a	% of residents that ended the call before we spoke to them (Responsive repairs call centre only)	Council	Smaller is better	Monthly	5%	4%	Jun 2024	2%	↑	Green	No comparable data available	
M14	FOI responded to on time	Council	Bigger is better	Monthly in arrears	90%	83%	May 2024	72%	↓	Red	No comparable data available	
M15	SARs responded to on time	Council	Bigger is better	Monthly in arrears	90.0%	51.0%	May 2024	76.0%	↑	Red	No comparable data available	
M16	Complaints responded to on time	Council	Bigger is better	Monthly in arrears	75%	45%	May 2024	55%	↑	Red	No comparable data available	
M17	Member Enquiries responded to on time	Council	Bigger is better	Monthly in arrears	75%	71%	May 2024	75%	↑	Green	No comparable data available	
M18	MP enquiries responded to on time	Council	Bigger is better	Monthly in arrears	75%	49%	May 2024	49%	→	Red	No comparable data available	
M11a	Staff Turnover rate (FTE who have left in the past 12 months divided by the total permanent staff)	Council	Smaller is better	Monthly	N/A	10.7%	Jul-23-Jun-24	11.1%	↓	N/A	2021/22 London average	12.6%
M11b	Staff Turnover rate - enforced turnover (redundancy or other forms of dismissal)	Council	N/A	Monthly	N/A	10.7%	Jul-23-Jun-24	10.9%		N/A	2021/22 London average	14.8%
M11c	Staff Turnover rate - natural turnover (staff leaving from resignation)	Council	N/A	Monthly	N/A	89.3%	Jul-23-Jun-24	89.1%		N/A	2021/22 London average	85.2%

## 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 (NEET)	Council	Smaller is better	In arrears by 2 months	2.6%	2.6%	Apr 2024	2.8%	↓	Amber	Average of Dec 22, Jan 23 and Feb 23 (London position)	1.6%
M21	Number of apprenticeship schemes started across the council	Council	Bigger is better	Monthly	72	134	Jun 2024	134	→	Green	No comparable data available	
M23	% of care leavers in employment, education or training (EET) now aged 19 to 21	Council	Bigger is better	Monthly	60%	61%	Jun 2024	61%	→	Green	2022/23 (London position)	60%
M24	Major Planning applications determined in time over a rolling 2 year period	Council	Bigger is better	Monthly	60.00%	94.74%	Jul-22-Jun-24	95.08%	↑	Green	24 months to end of March 2022 (London position)	90.40%
M25	Non- Major Planning applications determined in time over a rolling 2 year period	Council	Bigger is better	Monthly	70.0%	82.3%	Jul-22-Jun-24	82.6%	↑	Green	24 months to end of March 2022 (London position)	87.2%
M19	% of people claiming universal credit who are in employment	Partnership	Smaller is better	2 months in arrears	N/A	39.1%	Apr 2024	38.8%	↑	N/A	December 2023 (London average)	38.2%
M22	Croydon unemployment rate	Partnership	Smaller is better	Monthly in arrears	N/A	5.7%	May 2024	5.9%	↓	N/A	Jan 2024 (London position)	5.0%
M86	Employment rate (% of 16-64 year olds in employment)	Partnership	Bigger is better	Quarterly	N/A	76.9%	Q4 23/24	78.0%	↑	N/A	2023/24 Q1 (London position)	75.1%
M87	Annual percentage change in weekly earnings (£) for full time employed Croydon residents.	Partnership	Bigger is better	Annual	N/A	7.1%	2023/24	1.8%	↓	N/A	Difference between 2022 and 2023 (London position)	3.9%

**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%	69%	Jun 2024	68%	↓	Green	2022 (London position)	55%
M34	Percentage of referrals to children services actioned within 2 working days	Council	Bigger is better	Monthly	90%	98%	Jun 2024	99%	↑	Green	No comparable data available	
M36	Number of current child protection plans lasting 2 years or more	Council	Smaller is better	Monthly	2.8%	3.2%	Jun 2024	5.6%	↓	Red	2022/23 (London position)	3.2%
M37	% of children subject to a Child Protection Plan for a second or subsequent time (ever)	Council	Smaller is better	Monthly	22%	24%	Jun 2024	23%	↑	Amber	2022/23 (London position)	20%
M38	Rate of local Children Looked after (CLA) per 10,000 under 18 years population	Council	Smaller is better	Monthly	47.0	45.9	Jun 2024	47.1	↓	Amber	2022/23 (London position)	43.9
M40	Percentage of the under 18 years population who are UASC	Council	Smaller is better	Monthly	0.11%	0.11%	Jun 2024	0.11%	—	Green	2022/23 (London position)	0.07%
M35	Rate of children in need per 10,000 of under 18 population	Council	N/A	Monthly	N/A	507	Jun 2024	492		N/A	2022/23 (London position)	370
M41	Percentage of Care Experienced young people who were formerly UASC	Council	N/A	Monthly	N/A	54%	Jun 2024	52%		N/A	No comparable data available	
M26	Percentage of schools rated 'good' or 'outstanding'	Partnership	Bigger is better	Monthly in arrears	N/A	95%	May 2024	94%	↓	N/A	April 24 (London position)	96%
M27	Permanent exclusions from schools as a percentage of the school population	Both	Smaller is better	Annual	N/A	0.03%	2021/22	0.03%	—	N/A	2021/22 Academic Year (London position)	0.04%
M28	EYFS (Early Years Foundation Stage) - Percentage of children achieving a good level of development	Partnership	Bigger is better	Annual	N/A	67.4%	2022/23	69.1%	↑	N/A	2022/23 Academic Year (London position)	69.1%
M29	KS2 - Percentage of pupils achieving expected standard at KS2 in Reading, Writing and Mathematics	Partnership	Bigger is better	Annual	N/A	63%	2022/23	63%	—	N/A	2022/23 Academic Year (London position)	67%
M30	KS4 - Average Progress 8 score per pupil	Partnership	Bigger is better	Annual	N/A	-0.02	2022/23	0.01	↑	N/A	2022/23 Academic Year (London position)	0.27
M31	KS4 - Percentage of pupils achieving grades 9-5 in English and Maths	Partnership	Bigger is better	Annual	N/A	48.9%	2022/23	44.9%	↓	N/A	2022/23 Academic Year (London position)	54.1%
M32	KS5 - % of students achieving at least 2 substantial level 3 qualifications	Partnership	Bigger is better	Annual	N/A	89.1%	2022/23	84.3%	↓	N/A	2022/23 Academic Year (London position)	92.9%
M88	Percentage of 16-18 year olds completing study who go on to Sustained education, apprenticeship or employment	Partnership	Bigger is better	Annual	N/A	74.6%	2021/22	80.5%	↑	N/A	2021/22 (London position)	82.3%

### 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
M39	Number of children & young people on special educational needs & disability supported travel moving to independent travel plans (students per trainer)	Council	Bigger is better	Annual	9.5	22.0	2022/23	10.0	↓	Green	No comparable data available	
M43	% of reported flytips removed within one working day	Council	Bigger is better	Monthly	95.0%	98.6%	Jun 2024	99.4%	↑	Green	24 months to end of March 2022 (London position)	90.4%
M44	% of waste rejected as contamination by Croydon's processing facility	Council	Smaller is better	Monthly in arrears	6.00%	15.95%	May 2024	14.30%	↑	Red	2021-22 Stat neighbour median	6.00%
M45a	Household waste recycling rate	Council	Bigger is better	Monthly in arrears	36.30%	36.80%	May 2024	40.05%	↑	Green	2021-22 Stat neighbour median	36.30%
M45b	Non-recycled Household Waste (kg per household)	Council	Smaller is better	Monthly in arrears	47.43	38.98	May 2024	38.34	↑	Green	2021-22 Stat neighbour median (monthly average)	47.43
M46	% of streets below grade rectified within 24hrs	Council	Bigger is better	Monthly	95.00%	97.19%	Jun 2024	97.58%	↑	Green	No comparable data available	
M47	% of household waste collected on time	Council	Bigger is better	Monthly	95.00%	99.89%	Jun 2024	99.88%	→	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	71.0%	60.5%	Q2 23/24	62.3%	↑	Red	2023/24 Q2 (London position)	77.2%
M58	% of children aged 2.5 who received a 2 - 2.5 year review	Council	Bigger is better	Quarterly	59.3%	42.3%	Q2 23/24	37.6%	↓	Red	2023/24 Q2 (London position)	62.7%
M61	Carbon dioxide (CO2) emissions estimates within the scope of influence of Local Authorities (Emissions per km2 (kt CO2))	Council	Smaller is better	Annual	15.9	11.3	2021	12.3	↓	Green	2020 (London position)	15.9
M64	Total households in Temporary accommodation	Council	Smaller is better	Monthly	2,400	3,470	Jun 2024	3,499	↓	Red	No comparable data available	
M65	Number of temporary accommodation households that are in nightly let	Council	Smaller is better	Monthly	800	1,559	Jun 2024	1,611	↓	Red	No comparable data available	
M66	Number of temporary accommodation households that are in shared accommodation >6 weeks	Council	Smaller is better	Monthly	5	179	Jun 2024	172	↑	Red	No comparable data available	
M67	Number of homelessness cases prevented	Council	Bigger is better	Monthly	35	27	Jun 2024	36	↑	Green	No comparable data available	
M68	Number of cases where Homelessness was Relieved	Council	Bigger is better	Monthly	25	5	Jun 2024	7	↑	Red	No comparable data available	
M83	% of Responsive Repairs completed within target times	Council	Bigger is better	Monthly	80.0%	88.0%	Jun 2024	87.0%	↓	Green	No comparable data available	
M84	Average Void Re-let times taken (Days)	Council	Smaller is better	Monthly in arrears	40.0	63.0	May 2024	46.3	↑	Red	No comparable data available	

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
M69	Number of Homeless Applications Made	Council	N/A	Monthly	N/A	397	Jun 2024	423		N/A	No comparable data available	
M82	% of non-offensive graffiti cleaned within 10 working days	Council	Bigger is better	Monthly	N/A	4.10%	Jun 2024	53.30%	↑	N/A	No comparable data available	
M48	Violence with injury offences rate per 1,000 population	Partnership	Smaller is better	Monthly in arrears	N/A	8.90	Jul-23-Jun-24	8.80	↑	N/A	12 months rolling to May 24 (London position)	8.00
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	232	Jul-23-Jun-24	222	↑	N/A	2021 (London position)	184
M50	Knife crime with injury rolling 12 months (rate per 1,000 population)	Partnership	Smaller is better	Monthly in arrears	N/A	0.50	Feb-23-Jan-24	0.50	→	N/A	12 months rolling to January 24 (London position)	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	Monthly in arrears	N/A	0.20	Feb-23-Jan-24	0.20	→	N/A	12 months rolling to January 24 (London position)	0.30
M52	Hate crime offences (includes Homophobic, transphobic, religious, race and disability hate crimes) rate per 1,000 population	Partnership	N/A	Monthly in arrears	N/A	2.30	Jul-23-Jun-24	2.40		N/A	12 months rolling to May 24 (London position)	2.40
M53	Domestic violence offences rate per 1,000 population	Partnership	N/A	Monthly in arrears	N/A	12.10	Jul-23-Jun-24	12.20		N/A	12 months rolling to May 24 (London position)	10.30
M54	% opiates and/or crack cocaine users not in treatment	Partnership	Smaller is better	Annual	N/A	68.4%	2020/21	67.8%	↑	N/A	2020/21 (London average)	64.5%
M55	% of the eligible population offered an NHS Health Check who received one (% uptake)	Partnership	Bigger is better	Quarterly	N/A	27%	Q4 23/24	17%	↓	N/A	2023/24 Q4 (London position)	46%
M59	% of children aged 10-11 years (children in year 6) classified as obese or overweight	Partnership	Smaller is better	Annual	N/A	41.9%	2022/23	39.9%	↑	N/A	2022/23 (London average)	36.8%
M60	% of children aged 4-5 years (children in reception) classified as obese or overweight	Partnership	Smaller is better	Annual	N/A	22.0%	2022/23	20.3%	↑	N/A	2022/23 (London average)	20.0%
M62	Affordable homes completed (measured as a % of total build)	Partnership	Bigger is better	Annual	N/A	16%	2022/23	18%	↑	N/A	No comparable data available	

### 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%	Jun 2024	97%	↑	Green	No comparable data available	
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%	82%	Jun 2024	88%	↑	Green	No comparable data available	
M72	% of people still at home after 91 days after returning home from using reablement service	Council	Bigger is better	Quarterly	85%	87%	Q1 24/25	88%	↑	Green	FY 22-23 (London position)	86%
M73	Rate of 18-64 clients in long term care (per 100,000)	Council	Smaller is better	Monthly	708	887	Jun 2024	889	↓	Red	FY 22-23 (London position)	708
M74	Rate of 65+ clients in Long term care (per 100,000)	Council	Smaller is better	Monthly	5,000	4,525	Jun 2024	4,542	↓	Green	FY 22-23 (London position)	5,000
M75	Rate of 18-64 clients supported to live independently (per 100,000)	Council	Smaller is better	Monthly	698	802	Jun 2024	801	↑	Red	FY 22-23 (London position)	698
M76	Rate of 65+ clients supported to live independently (per 100,000)	Council	Smaller is better	Monthly	5,316	4,075	Jun 2024	4,090	↓	Green	FY 22-23 (London position)	5,316
M77	Rate of 18-64 people in residential and nursing care (per 100,000)	Council	Smaller is better	Monthly	99	165	Jun 2024	165	→	Red	FY 22-23 (London position)	99
M78	Rate of 65+ people in residential and nursing care (per 100,000)	Council	Smaller is better	Monthly	1,273	1,473	Jun 2024	1,467	↑	Red	FY 22-23 (London position)	1,273
M79	% of eligible adults managing their care via direct payment	Council	Bigger is better	Monthly	25%	17%	Jun 2024	17%	↓	Red	FY 22-23 (London position)	25%
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%	68%	Jun 2024	69%	↑	Green	FY 22-23 (London position)	58%
M81	Care Act Assessment Waiting List	Council	Smaller is better	Monthly	N/A	104	Jun 2024	184	↓	N/A	No comparable data available	

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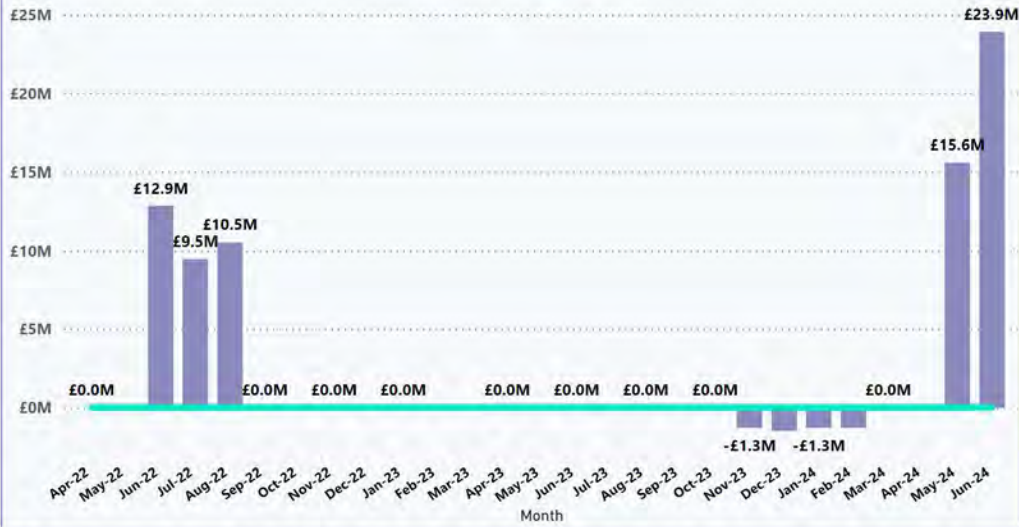
1. The Council balances its books, listens to residents and delivers good sustainable services

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### Variance against net budget requirement

Smaller is better

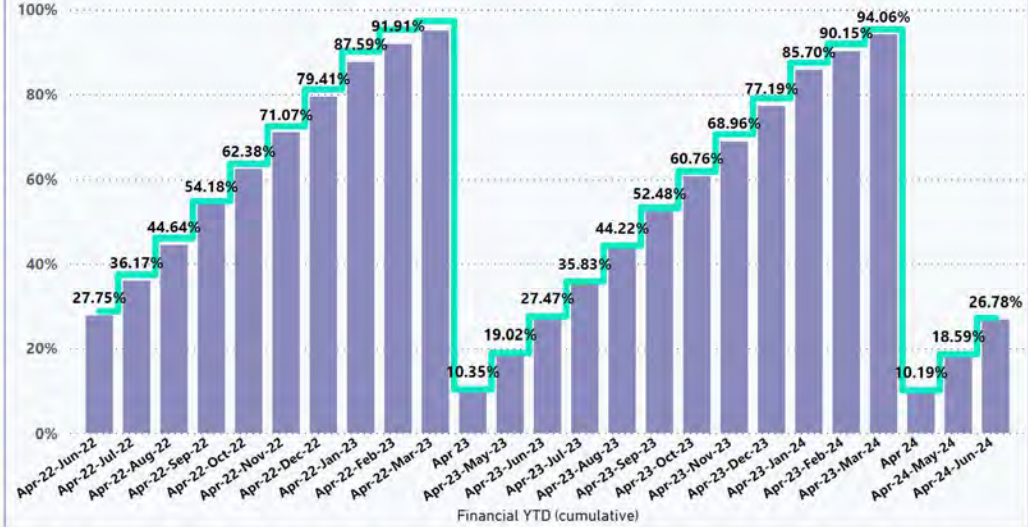
● Indicator value — Target



### Council Tax 'In-year' Collection rate

Bigger 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 - Red

Benchmarking timeframe  
No comparable data available

Comment  
Note: no data was available for April 2024 due to the team finalising the year end position for 2023-24  
Breakdown by directorate for June 2024 (DRAFT figures):  
Adult social care and health: £3.4m (overspend)  
Assistant Chief Executive: -£1.1m (underspend)  
Children, young people and education: £14.3m (overspend)  
Housing: £15.7m (overspend)  
Resources: -£0.4m (underspend)  
Sustainable communities, regeneration and economic recovery: £4.5m (overspend)  
Corporate items and funding -£18.0m (underspend)  
Total net expenditure: £18.4m (overspend)

Indicator Ref.  
M03

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

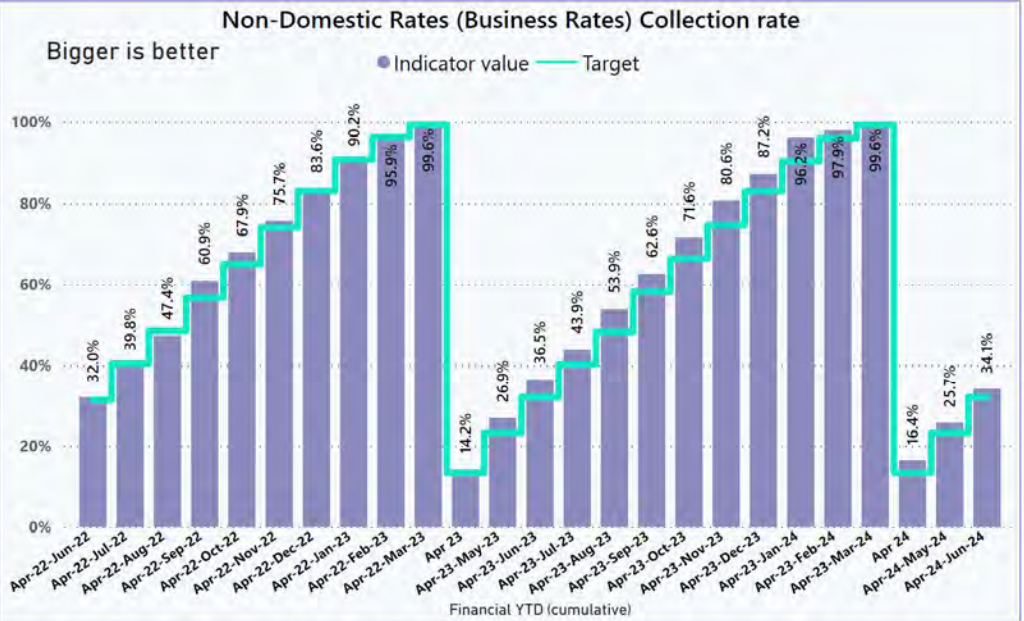
Directorate  
Resources

RAG status - Amber

Benchmarking timeframe  
No comparable data available

Comment  
The collection target based on the Net Collectable Debt (NCD) at the end of June is 27.16%, the actual collection rate is 26.78%, so we are 0.38% behind the NCD target (£1.27m). A large landlord (817 properties) are due to pay their first quarterly instalment which equates to approx. £0.327m in July 2024. We are applying approx. 100 additional long term empty premiums each month, which means that bills are being recalculated and pushing instalments back one month: the NCD has increased by £0.821m this year due to additional premiums being applied. There is lots of movement within the base, with premiums being applied and subsequently removed when further information is gained. We have an additional 1,950 properties in the base in 2024 compared to 2023, this is an increase of 1.18%, notwithstanding this, we have issued 1,342 more reminder notices (or an increase of 5.72%) in the first quarter of this year compared to last year. 1,261 more residents have been summonsed (or an increase of 13.49%) for non payment, in the first quarter of this year compared to last year.





Indicator Ref. M05

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

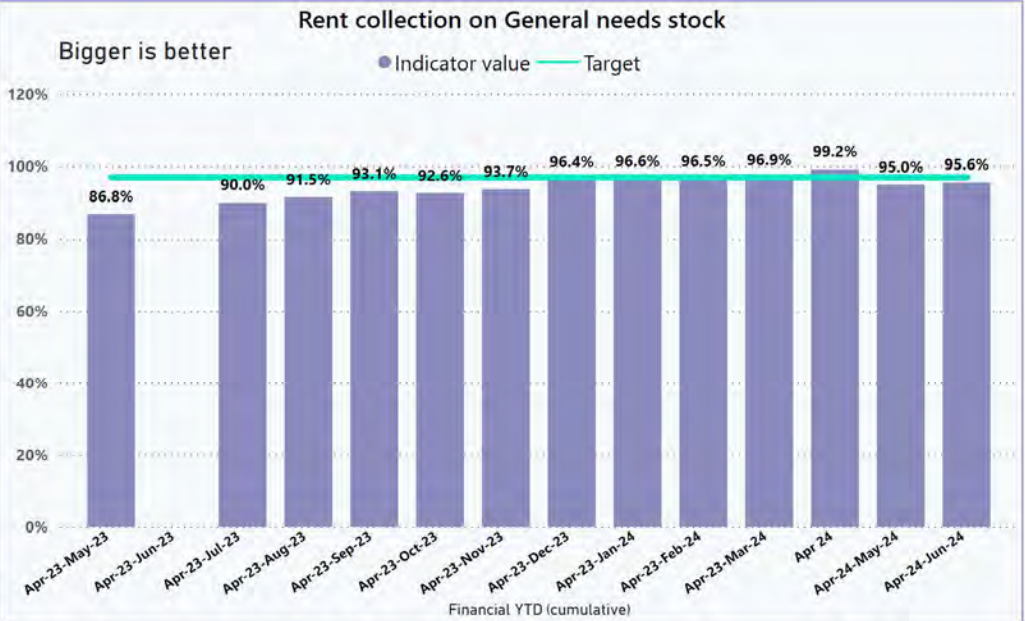
Directorate Resources

RAG status - Green

Benchmarking timeframe  
No comparable data available

**Comment**

The collection target at the end of June is 32.05% and the actual collection target is 34.10%, so we are 2.05% above the collection target, this equates to an additional income of £2.57m of which Croydon will retain £0.771m.



Indicator Ref. M06

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

Directorate Housing

RAG status - Amber

Benchmarking timeframe  
No comparable data available

**Comment**

Note: When assessing income collection performance monthly, it is important to note that, as charges are applied on a weekly basis and balanced on a Sunday, the balanced period rarely coincides with the last day of any given month. This means that the payments scheduled for the first of the month (mainly consisting of Universal Credit, Standing Orders and Direct Debits) are not always included which can cause performance to fluctuate.

This month has seen an increase in collection of 0.6% compared to May. The reporting period this month is again subject to some fluctuation as the date excluded some payments for the end of the month. For context, the collection rate recorded for the first week of July is 97.6%.

It is not unusual for Collection rates at the start of the financial year to dip as tenants update their Universal credit and standing order payment amounts to meet the new rents, which have increased by 7.7%. Approx. 30% of our monthly income is collected in this way.

We are working to increase the collection by implementing a change to our priority audits that will suggest what actions officers should take on their accounts to ensure that escalation actions are taken promptly. The team have also recruited to two vacancies this month.

### Satisfaction that the landlord listens to tenant views and acts upon them

Bigger is better

● Indicator value — Target — Benchmark



### % who are very or fairly satisfied with the way Croydon Council deals with repairs and maintenance

Bigger is better

● Indicator value — Target — Benchmark



Indicator Ref.  
M07

#### Comment

Steps are being taken to improve performance in this areas. Roadshows are taking place on seven estates, where residents have expressed dissatisfaction in order to allow housing to understand from residents the factors which contribute to performance being low . Feedback will be used to make improvements. Ongoing engagement will allow housing to identify the issues which need to be addressed, should housing wish to see sustained improvements in this area.

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

Directorate  
Housing

RAG status - Amber

Benchmarking timeframe  
2021-2023 London median

Indicator Ref.  
M08

#### Comment

During Q4 we saw an decrease in repair satisfaction. Work has been undertaken during the first quarter to support improving the customer experience including a review of van stock to support achievement of first time fix; the introduction of an APP 'Track my Operative' so that residents can track Wates and Mears operatives, and receive real time information in respect of the time the operative will arrive at their home to complete the repair; Focus on clearing overdue repairs and returning the 'work in progress' to 2 weeks of work, to improve the customer experience and support achievement of the contractual target to complete routine repairs within 14 days. Over the quarter 1, we are introducing our diagnostic tool 'repair-finder' for the new contact centre team which will support accurate repair diagnosis and offering appointments at the first point of contact; Wates will also be mobilising their sub-contractor portal which will support improve oversight of sub-contracted works. We anticipate an improvement in figures over the coming months.

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

Directorate  
Housing

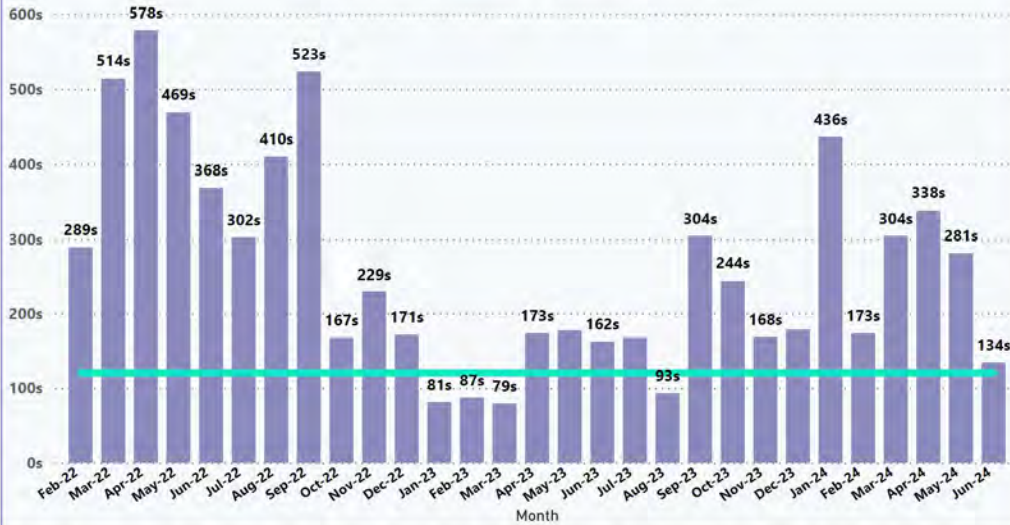
RAG status - Red

Benchmarking timeframe  
2021-2023 London median

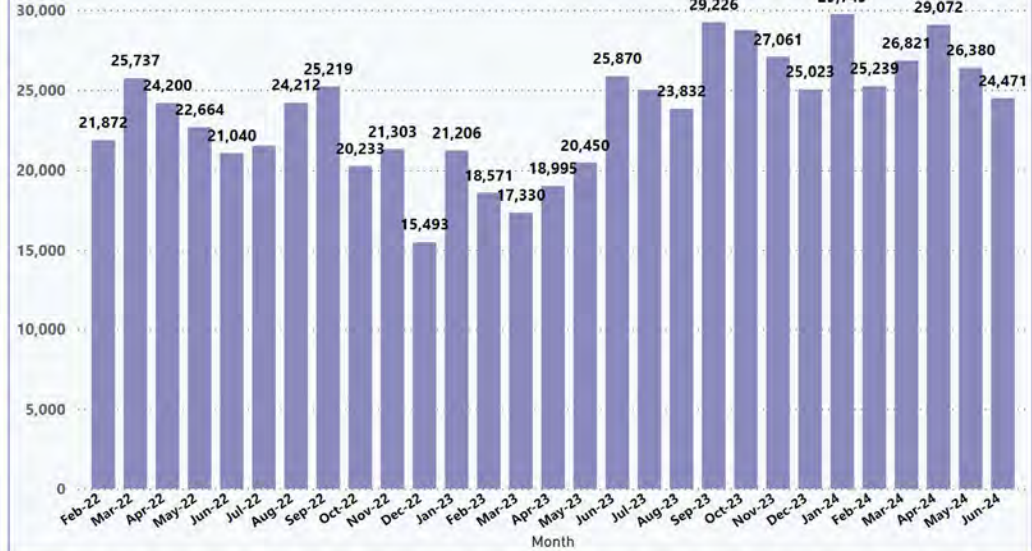
### Average council contact centre wait time

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 target wait time for the contact centre is 2:00 minutes. The wait time for June 24 was just short of the 2 minute target at 02:14 down from 05:38 in April 24. The wait time has improved as we have received 15% less calls in June 24 compared to April 24.

Calls have reduced by working closely with services, for example improving the performance of ring groups and an improved solution in contact centre technology that enables residents to queue rather than the call bouncing between the contact centre and the ring group. This has reduced the double handling of calls by the contact centre. So far, all Housing teams, parking permits and coroners have all moved across to this technology.

We have also been working with Housing colleagues on improving their wait times this has reduced the number of repeat contacts to the contact centre reducing calls by 10%. By using the contact centre technology, the services have enhanced reporting and call recording, both of which have improved the ability for managers to monitor and manage performance. More customer service agents have been trained to handle housing calls to help reduce wait time for residents and this has also improved this indicator.

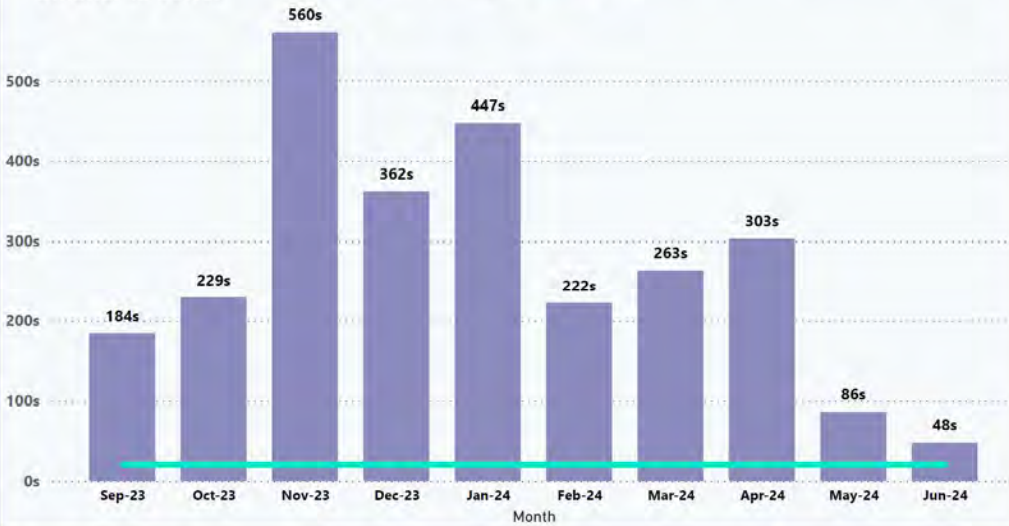
#### Comment

Calls reduced in June despite there being a general election and increased demand in this area of 1,100 calls. There was also an increase in demand for housing and registrars. Areas with reduced demand included calls for environmental services and a reduction in calls not being answered by ring groups due to improvements made in some areas of high demand. Overall calls for June were 5% less than in June 2023.

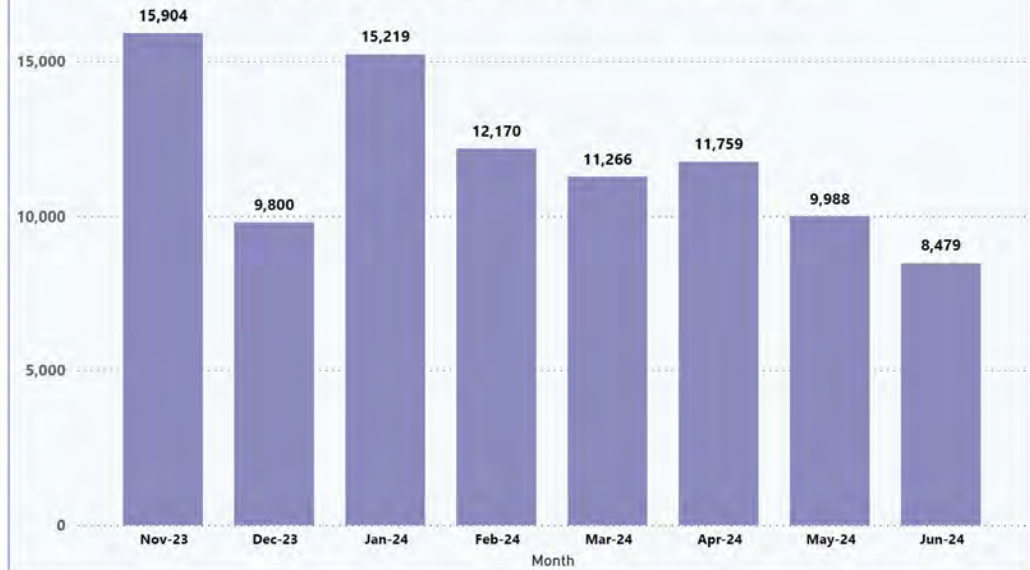
Average council contact centre wait time (Responsive repairs call centre only)

Smaller is better

● Indicator value — Target



Total volume of calls (Responsive repairs call centre only)



Indicator Ref.  
M10a

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

Directorate  
Housing

RAG status - Red

Benchmarking timeframe  
No comparable data available

Comment

Our performance continues to improve following the mobilisation of our new service in May 2024. During June, we achieved a further reduction in the average wait time which reduced from 1 minute 26 seconds to 48 seconds.

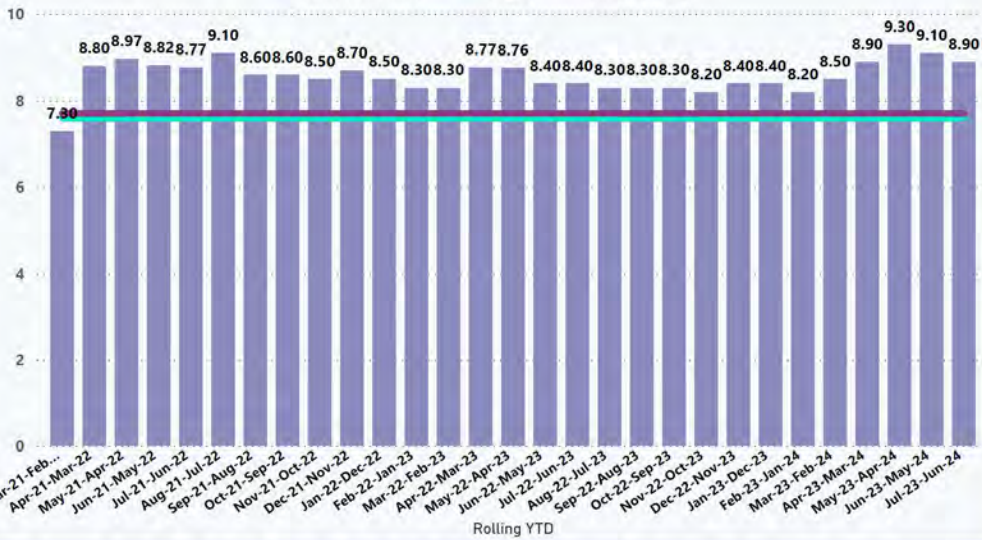
Comment

The volume of calls reduced in June which supports the improvement in service following the mobilisation of the new contact centre in May 2024. During June, we also 'soft launched' our new repairs online service which enables residents to log non-urgent repairs. This initiative will also reduce the number of calls into the contact centre.

**Sickness - number of sick days per FTE**

Smaller is better

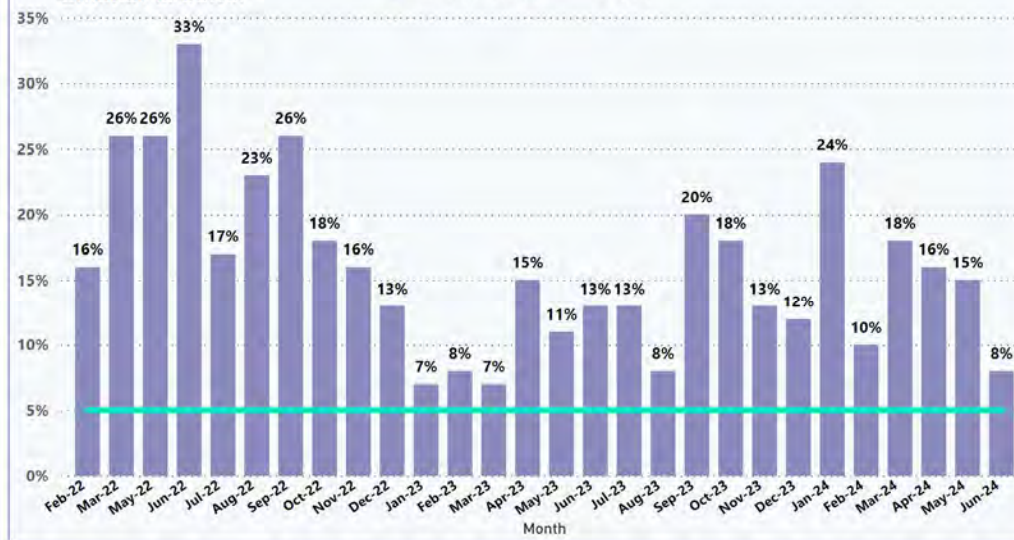
● Indicator value — Target — Benchmark



**% of residents that ended the call before we spoke to them**

Smaller is better

● Indicator value — Target



Indicator Ref. M12

**Comment**

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

Following a peak of 9.3 days per head in the sickness absence rate in May 2024, there has been a sizeable reduction in the rate by 0.5 days per head in June, now standing at 8.8 days. Several directorates have seen their rates decrease from May to June in particular: CYPE from 9.7 in May to 9.3 in June Housing from 12.5 in May to 11.8 in June SCRER from 8.9 in May to 7.8 in June Resources from 5.7 in May to 5.2 in June. ACE remained the same at 10.4, whilst ASCH has seen an increase from 8.8 to 9.1. In terms of actions to reduce sickness absence rates further, Housing has appointed a new short-term team to address their sickness rates and manage sickness cases through the council's sickness absence management policy, which aims to reduce the rate. All directorates hold monthly sickness review panels take targeted action to address high sickness trends and individual cases of high sickness absence with currently 63 cases being managed council-wide through the formal sickness absence management procedure. Further action is planned, through the management development programme to support managers to manage difficult people issues, including sickness absence, as well as discussions being held with ACAS for specialist training for managers on managing mental health absences.

**Directorate**  
All directorates

**RAG status - Red**

**Benchmarking timeframe**  
Rolling Year to Mar 21 (London position)

Indicator Ref. M13

**Comment**

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

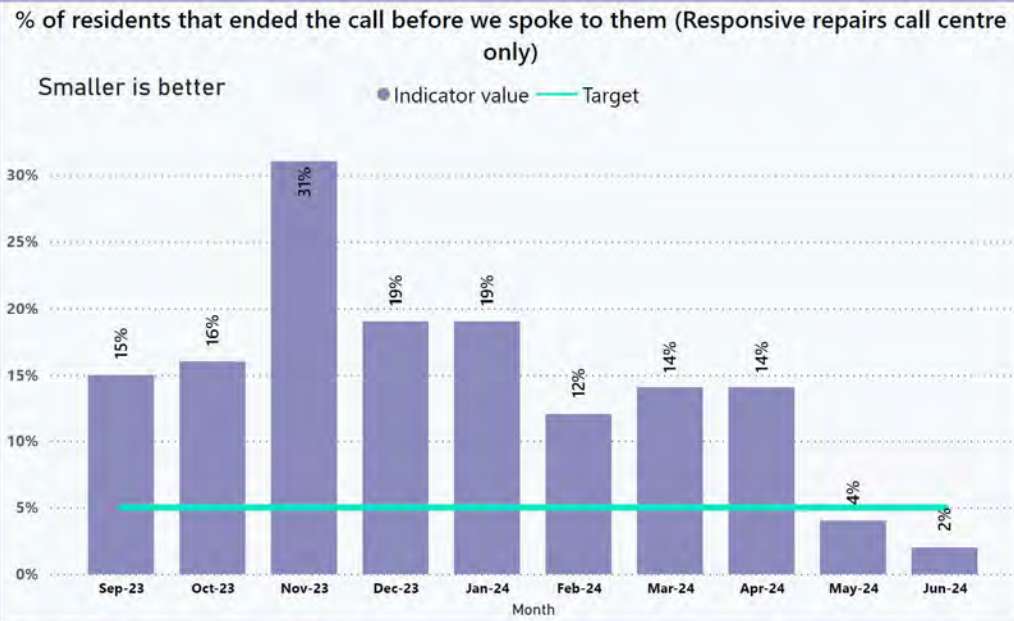
The target for this indicator is 5%. The position improved from 16% in April 24 to 8% in June 24. Whilst we were still not target, we improved the position by 8% (which equates to 3900 less residents ending their calls before we spoke to them). We received 15% less calls during June 24 compared with April 24. This reduction in calls meant a shorter wait time which went from 05:38 in April 24 to 02:14 in June 24. The wait time often impacts the chance of the resident ending the call as shorter wait times lead to less calls being ended.

**Directorate**  
Assistant Chief Executive

We have also been working with Housing colleague on improving their wait times which has reduced the number of repeat contacts to the contact centre, reducing calls by 10%. By using the contact centre technology, the services have enhanced reporting and call recording, both of which have improved the ability for managers to monitor and manage performance. More customer service agents have been trained to handle housing calls to help reduce wait time for residents and this has also improved this indicator.

**RAG status - Red**

**Benchmarking timeframe**  
No comparable data available



**Indicator Ref.**  
M13a

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

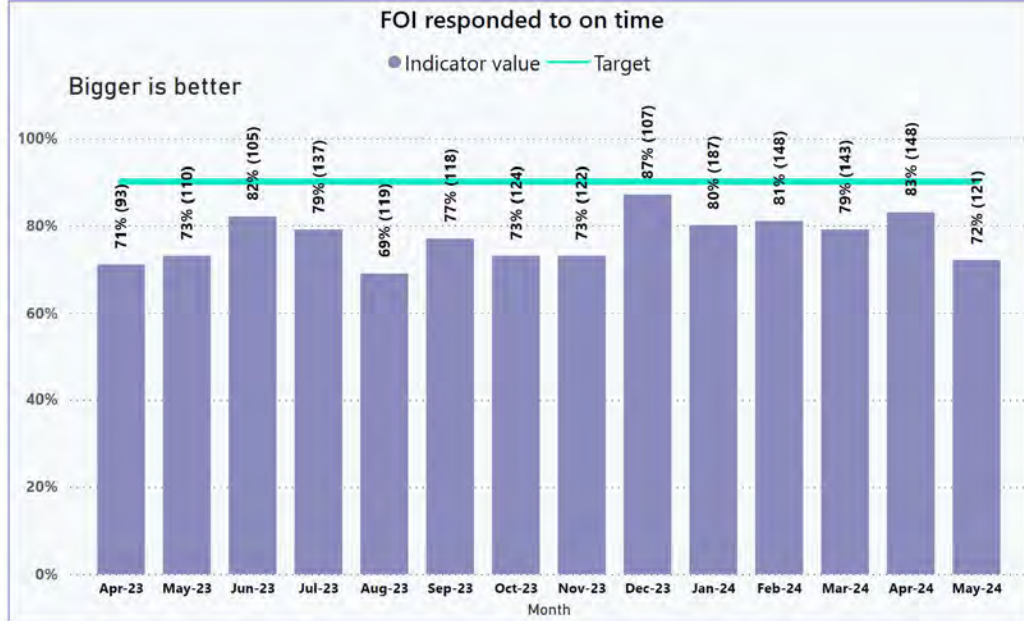
**Directorate**  
Housing

**RAG status - Green**

**Benchmarking timeframe**  
No comparable data available

**Comment**

Our performance continues to improve for calls abandoned and for the second consecutive month we have achieved the target (5%). During June, we received c1500 fewer calls in comparison with May. From August 2024 we will be able to compare year on year call volume as our new repair contracts mobilised on 1 August 2023.



**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**

Whilst May saw a slight dip in performance to 72% due to some resourcing challenges in the central team, the overall rate of performance rate from December 2023 to May 2024 shows consistent and improved performance as compared to 2023. The backlog has been significantly reduced. The central team are providing reporting and a range of support and guidance to DMTs to strive for further performance improvement.

### SARs responded to on time

Bigger is better

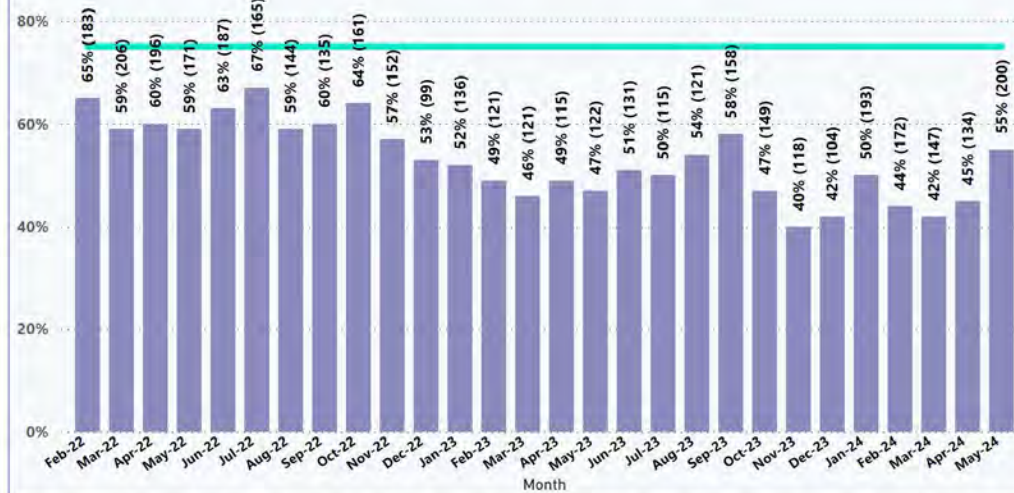
● Indicator value — Target



### Complaints responded to on time

Bigger is better

● Indicator value — Target



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

#### Comment

Performance in May was the best since we have started reporting under the Mayor's Business Plan, following targeted improvements made in specific areas, such as CYPE. The Central team are working closely with other key service areas to continue to understand issues and to continue to drive up performance.

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

Whilst still not on target, performance has improved over the last 6 months. The 75% target is largely being met within the Council with a few areas with current challenges. An escalation meeting has been held with performance team, Corporate Director, Director and Head of Service to discuss how further improvements can be made, focussing on individual areas. It was also noted that there are different timescales for response across the Council, in line with the Local Government Ombudsman's guidelines and the Housing Ombudsman's guidelines. Housing complaints require a response within 10 working days and the rest of the organisation remains at 20 working days for corporate complaints. The areas which require improvement have been focussing on clearing backlogs and responding to current complaints within timescales. Quarter one results show a significant improvement and reflects the renewed focus on responding to complaints on times. Improvement plans are in place with associated actions and there is accountability within services who are not yet at target to be so within the next few months. The Head of Service responsible for complaints meets with directorates frequently to ensure focus remains and attends CMT and DMTs to ensure improvements continue to be made. Bespoke reports have been built to enable services to see the current position as well as forecast resources for complaints which are not yet overdue.

### Member Enquiries responded to on time

Bigger is better

● Indicator value — Target



### MP enquiries responded to on time

Bigger is better

● Indicator value — Target



Indicator Ref.  
M17

Comment

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

This target has been met for the second time and is as a result of a focus with areas that have backlogs to clear these. There is a dedicated Members Officer who works on the corporate complaints team who is responsible for ensuring the smooth running of the members process and provides reports, support as well as a relationships with members and the services. This feeds into the focus on complaint clearance with areas requiring improvement having a renewed focus on ensuring response times are met.

Directorate  
All directorates

RAG status - Green

Benchmarking timeframe  
No comparable data available

Indicator Ref.  
M18

Comment

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

This area of work is being focussed on alongside corporate complaints. Departments with backlogs have clearance plans in place to clear these and to respond within timescales. Weekly reports have been designed to ensure clarity around what is required. Similarly to complaints backlogs and adhering to SLAs, the issue is not Council wide but with areas which receive high volumes of enquiries. These areas are focussing on improving their service level agreements with the support of the corporate complaints team with action plans in place to clear backlogs and ensure new enquiries are dealt with on time.

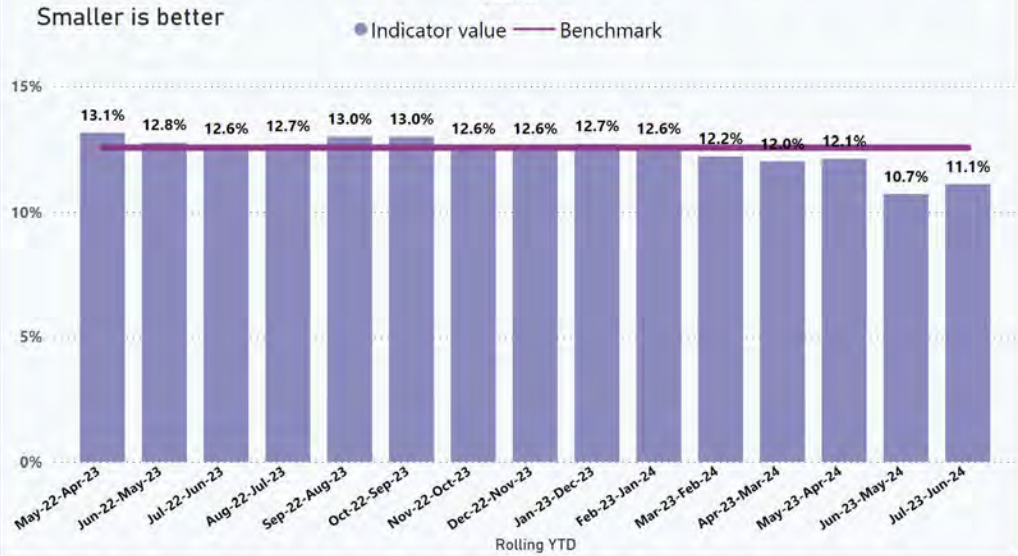
Directorate  
All directorates

RAG status - Red

Benchmarking timeframe  
No comparable data available



**Staff Turnover rate (FTE who have left in the past 12 months divided by the total permanent staff)**



Indicator Ref.  
M11a

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

Directorate  
All directorates

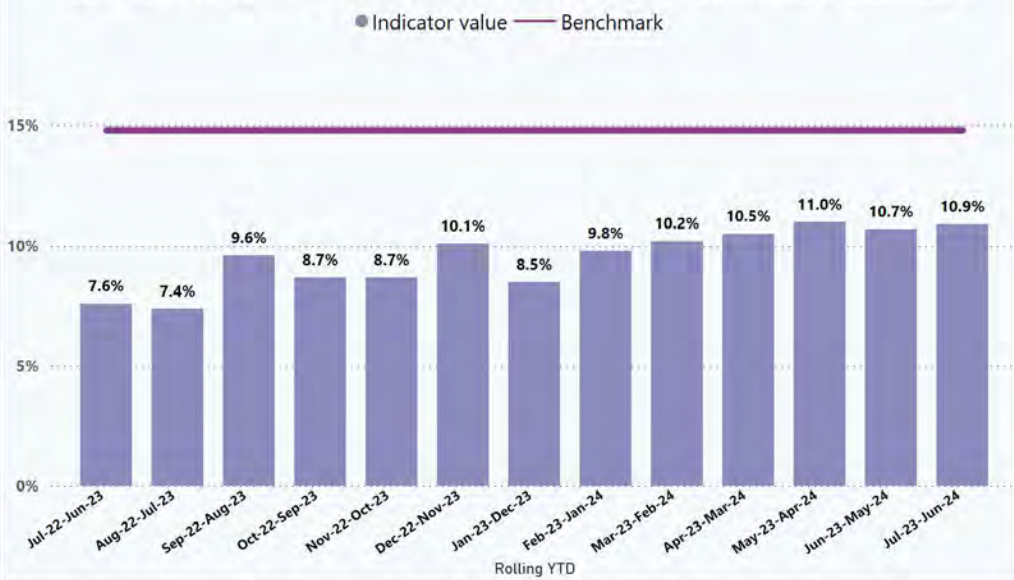
RAG status - N/A

Benchmarking timeframe  
2021/22 London average

**Comment**

The turnover rate has increased slightly since May 2024, however, it remains relatively stable at around 11%. In terms of actions, directorates seek to convert agency workers to permanent status to stabilise the workforce and reduce costs. Children's social care have introduced revised and improved retention payments aiming to improve recruitment and retention of skills scarce roles, as have Adults. Market supplements are used across the council where there is benchmark evidence of the role being below the market rate and where market testing has been unsuccessful.

**Staff Turnover rate - enforced turnover (redundancy or other forms of dismissal)**



Indicator Ref.  
M11b

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

Directorate  
All directorates

RAG status - N/A

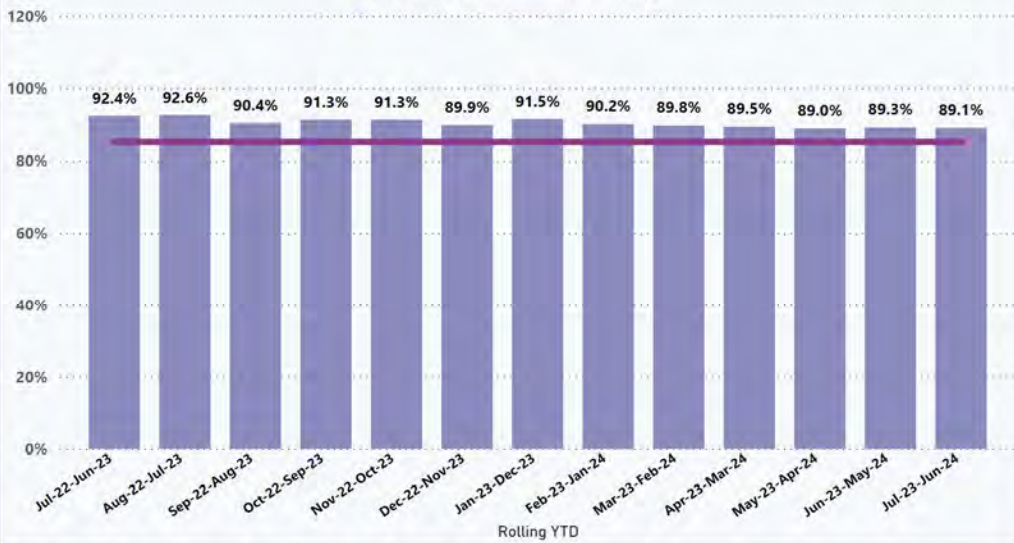
Benchmarking timeframe  
2021/22 London average

**Comment**

The enforced turnover rate has increased slightly however, the turnover rate remains lower than the London average position. We take action to monitor workforce turnover closely, providing monthly dashboards, tracking enforced and natural turnover rates for each DMT, as well as quarterly dashboards for Workforce ICB with data analysis and recommendations for addressing turnover. In line with council policy, we take actions to mitigate against compulsory redundancy, looking to redeploy staff at risk of redundancy where possible, and prioritising redeployees for recruitment opportunities.

### Staff Turnover rate - natural turnover (staff leaving from resignation)

● Indicator value — Benchmark



**Indicator Ref.**  
M11c

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

**Directorate**  
All directorates

**RAG status - N/A**

**Benchmarking timeframe**  
2021/22 London average

**Comment**  
The natural turnover rate has decreased slightly but remains above the London average. We have made improvements to our exit survey questionnaire and data which according to London Councils' benchmarking data shows that we have the highest response rate across the London Boroughs. The analysis is shared with directorates to enable focussed actions to be taken to improve retention management

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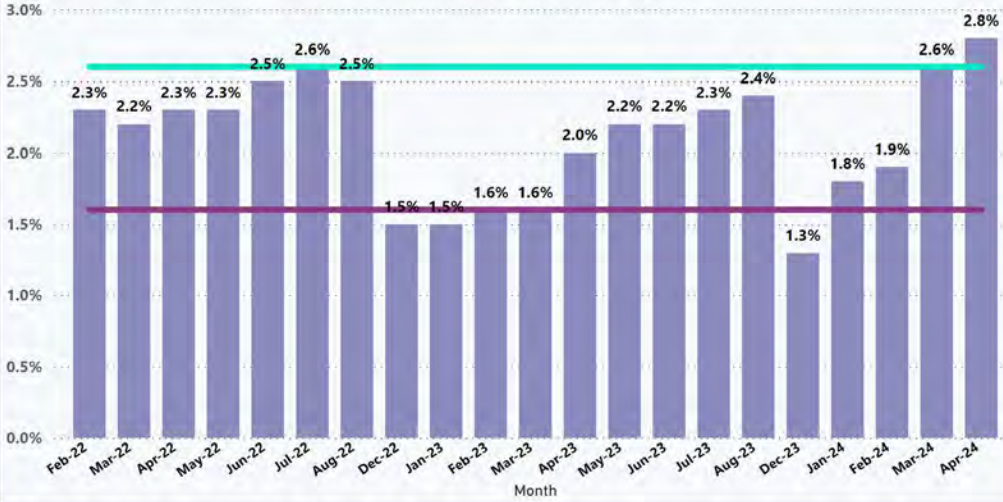
2. Croydon is a place of opportunity for business, earning and learning

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

Smaller is better

● Indicator value — Target — Benchmark



### Number of apprenticeship schemes started across the council

Bigger is better

● 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 - Amber

Benchmarking timeframe  
Average of Dec 22, Jan 23 and Feb 23 (London position)

Comment  
In April, we had a significant number of Early Leavers reported therefore an increase in NEET and Not Knowns and a decrease in In learning in addition to the existing NNK (NEETs and Not Knowns). Our NEET Tracking & Engagement worker had a 49% rate for failed contacts (wrong contact number, no answer, etc.) for April.

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

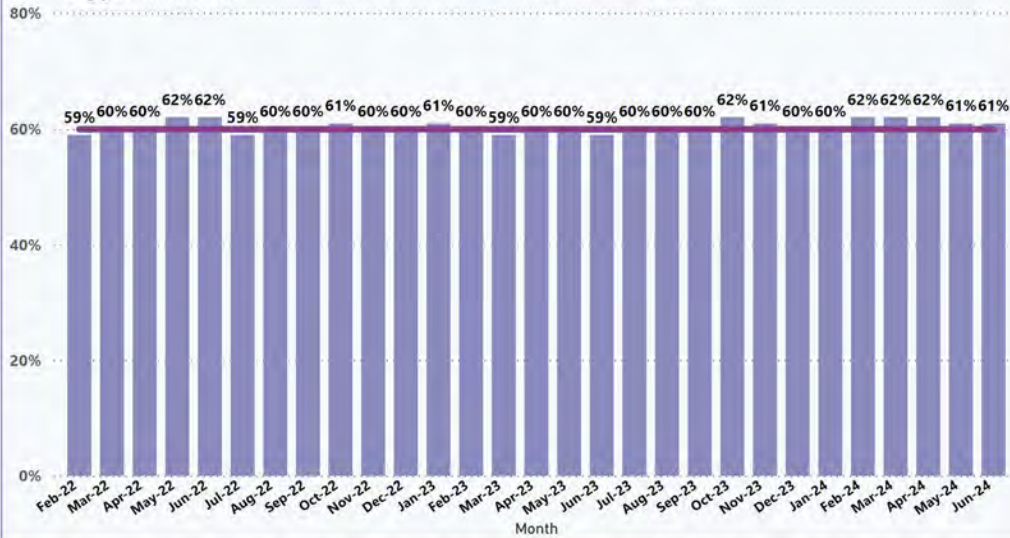
Benchmarking timeframe  
No comparable data available

Comment  
Currently the Council have 10 new entry and 124 continuous professional development apprenticeships established (total of 134 established apprenticeships). There are 22 new entry and 7 continuous professional development apprenticeships in progression at the moment. (Target is 42 new entry and 30 continuous professional development apprenticeships). New Entry target should be reached by September 2024.

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

Bigger is better

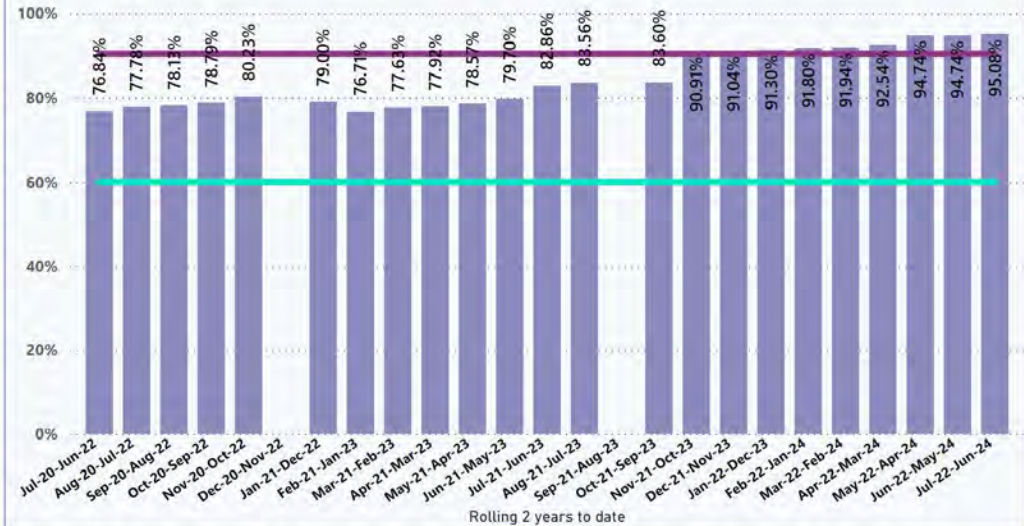
● Indicator value — Target — Benchmark



### Major Planning applications determined in time over a rolling 2 year period

Bigger is better

● Indicator value — Target — Benchmark



Indicator Ref. M23

Comment

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

The proportion of care experienced young people who are in Employment, Education & Training remains slightly above target. We anticipate that the development of the Virtual College framework for supporting young people into Education, Training & Employment as part of the Care Leavers Strategy will increase the proportion within this measure.

Directorate  
Children, Young People and Education

RAG status - Green

Benchmarking timeframe  
2022/23 (London position)

Indicator Ref. M24

Comment

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

Current performance on Major applications remains above the government target which is positive. June saw a small increase in the level of performance achieved in May. Performance for Major applications is now 95.1% (an increase of 0.4%). This improvement is due to the continuation of consistent decision making and securing Extensions of Time with applicants. The performance achieved by the team is now slightly above that being achieved across London.

Directorate  
Sustainable Communities, Regeneration and Economic Recov...

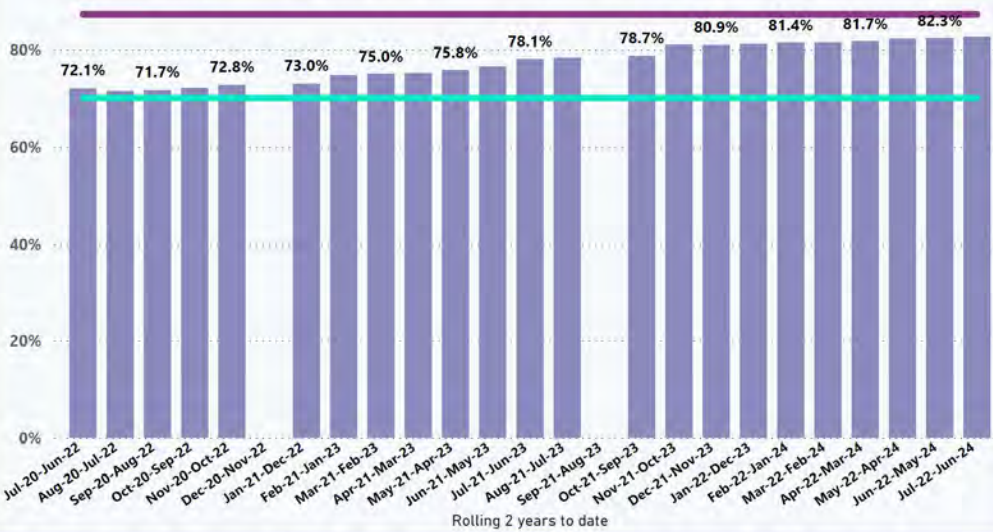
RAG status - Green

Benchmarking timeframe  
24 months to end of March 2022 (London position)

### Non- Major Planning applications determined in time over a rolling 2 year period

Bigger is better

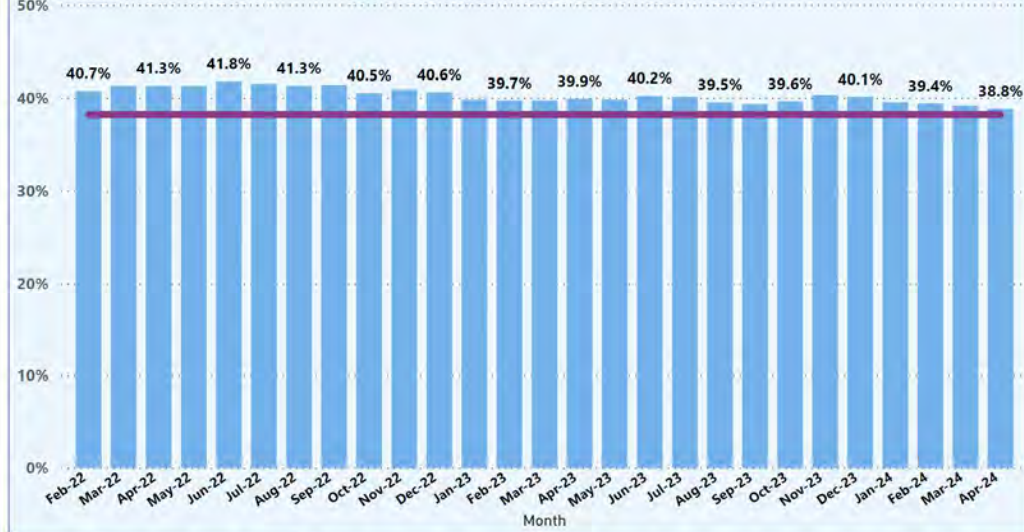
● Indicator value — Target — Benchmark



### % of people claiming universal credit who are in employment

Smaller is better

● Indicator value — Benchmark



Indicator Ref.  
M25

Comment

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

Performance in June saw a very small increase over that reported in May (82.6% an increase of 0.3%). It should be noted that this target relates to a large number of applications and therefore it takes a significant number of decisions determined in time to increase the performance over the 2 year rolling period. However, to achieve this level of performance, to a certain extent we are reliant on the use of extensions of time agreements agreed with applicants, although we are working to reduce the reliance on these Extensions of Time.

Directorate  
Sustainable Communities, Regeneration and Economic Recov...

RAG status - Green

Benchmarking timeframe  
24 months to end of March 2022 (London position)

Indicator Ref.  
M19

Comment

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

In order to reduce the amount of residents on Universal Support, Croydon, works closely with the DWP, CALAT and other Educational providers through the Croydon Employment & Skills Network delivering programmes like the Work & Health Programme and the People & Skills UKSPF programme. A new Universal Support programme will be procured for April 2025.

Directorate  
Partnership working

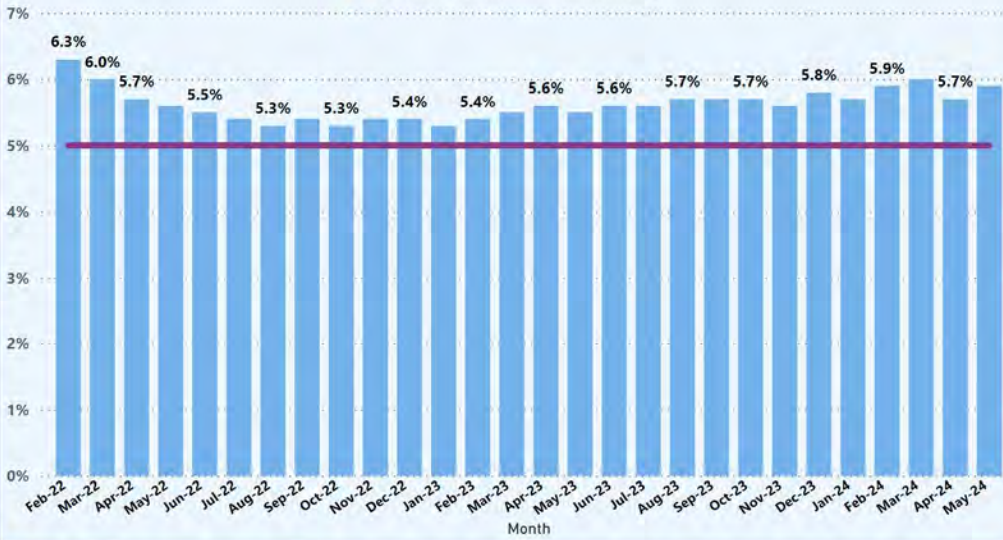
RAG status - N/A

Benchmarking timeframe  
December 2023 (London average)

### Croydon unemployment rate

Smaller is better

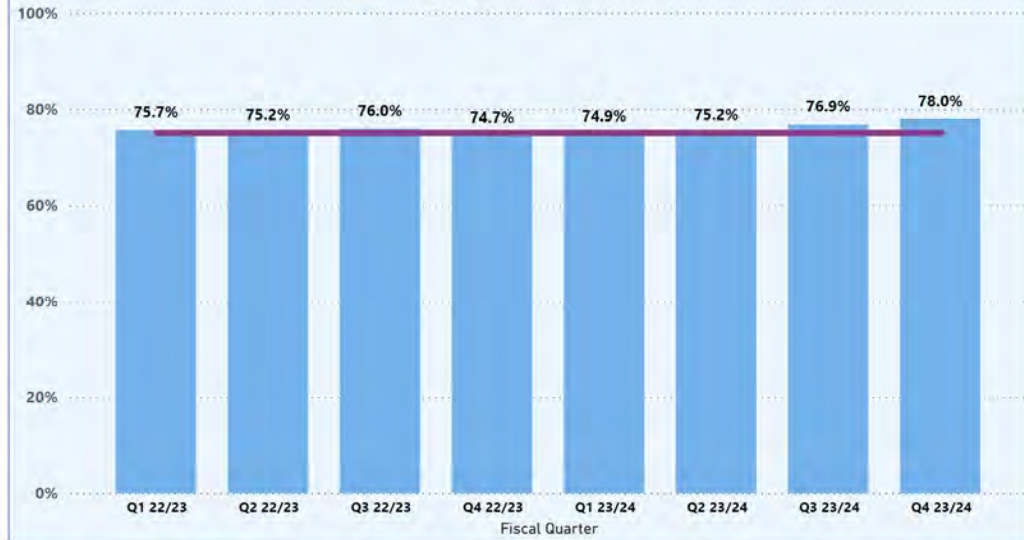
● Indicator value — Benchmark



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

Bigger is better

● Indicator value — Benchmark



Indicator Ref.  
M22

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

Directorate  
Partnership working

RAG status - N/A

Benchmarking timeframe  
Jan 2024 (London position)

Comment

In order to reduce the amount of residents on Universal Support, Croydon, works closely with the DWP, CALAT and other Educational providers through the Croydon Employment & Skills Network delivering programmes like the Work & Health Programme and the People & Skills UKSPF programme. A new Universal Support programme will be procured for April 2025.

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  
2023/24 Q1 (London position)

Comment

Annual percentage change in weekly earnings (£) for full time employed Croydon residents.



Indicator Ref.  
M87

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

Directorate  
Partnership working

RAG status - N/A

Benchmarking timeframe  
Difference between 2022 and 2023 (London position)

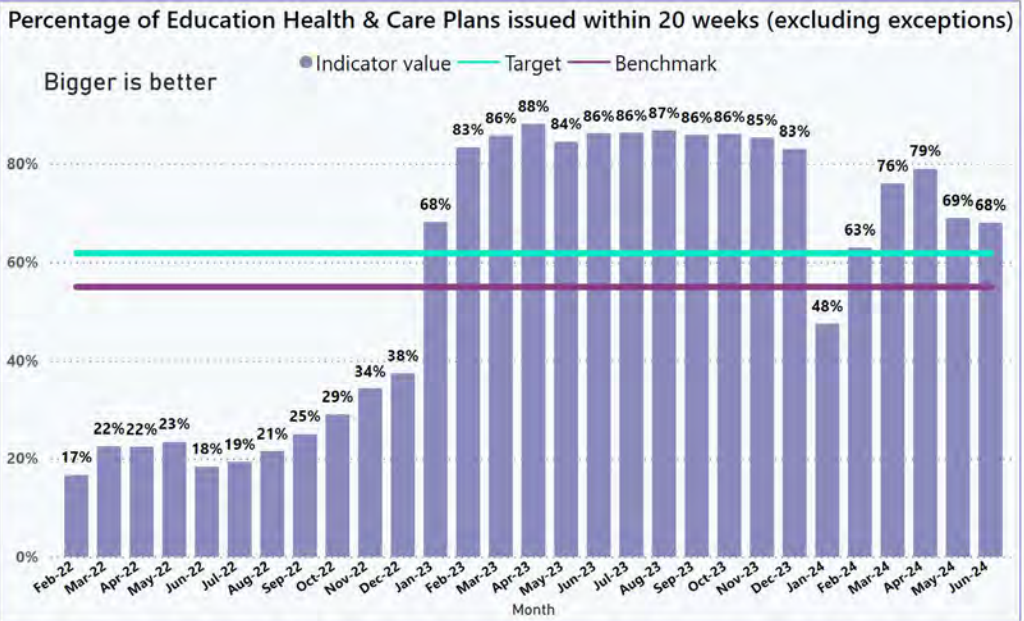
Comment



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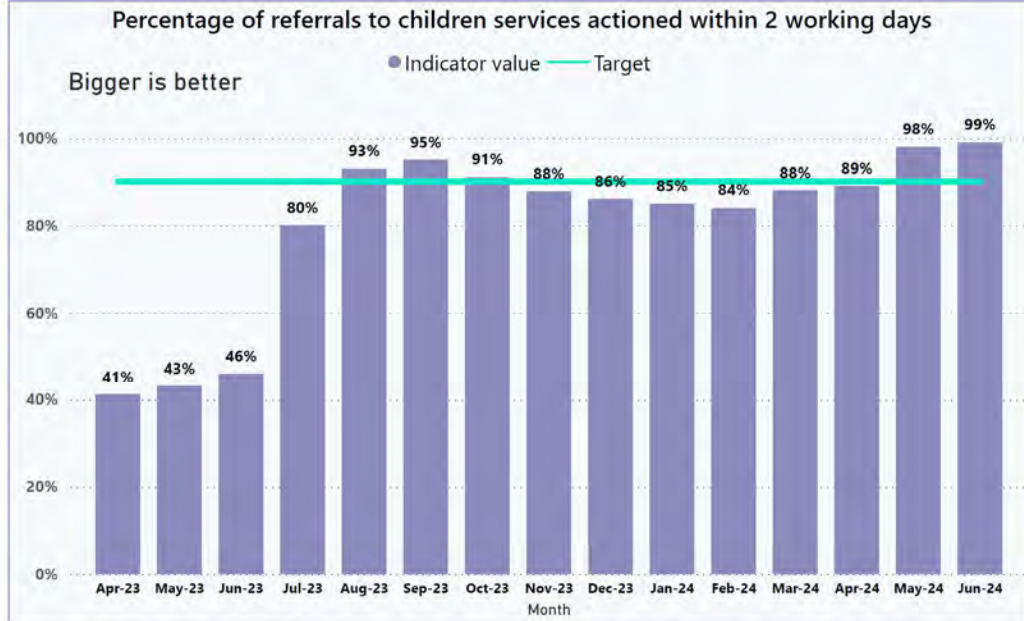
3. Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

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<b>Indicator Ref.</b> M33
<b>Outcome 3</b> Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential
<b>Directorate</b> Children, Young People and Education
<b>RAG status - Green</b>
<b>Benchmarking timeframe</b> 2022 (London position)

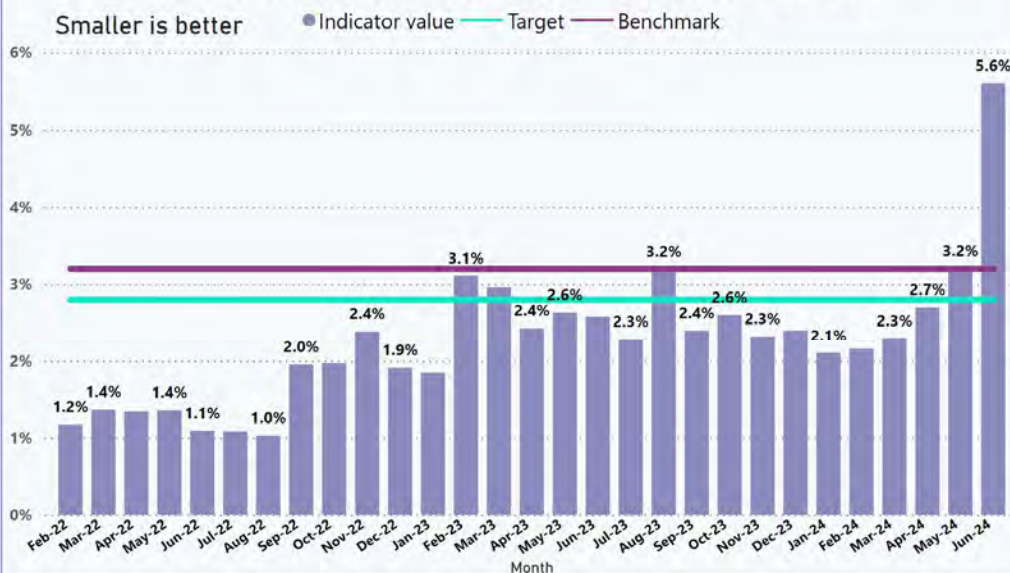
**Comment**  
 Performance calendar year to June is 68% which is a decrease of 1% compared to the previous month. In June there were 101 EHCPs issued of which 67 (66%) were issued within 20 weeks (excluding exceptions). We continue to monitor on weekly basis the service delivery against the 20 week KPI measure. We are aware of the continued pressures and take a whole service approach to the quality assurance of plans before they are finalised and distributed to our SEND families. With the number of plans regularly requiring QA processing this is imperative to supporting delivery. At this point of the calendar the SEND service is focused on placements and issuing confirmed EHCPs with named schools and settings. Early Years Nursery children are assessed and placement activity undertaken as well as those transitioning to year 7. At the same time requests for assessments continue to be received with 49 at the most recent panel and annual reviews are underway. The caseload per coordinator is now 209. The 0-11 team has also had a period of new staff induction and this has impacted upon capacity.



<b>Indicator Ref.</b> M34
<b>Outcome 3</b> Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential
<b>Directorate</b> Children, Young People and Education
<b>RAG status - Green</b>
<b>Benchmarking timeframe</b> No comparable data available

**Comment**  
 The target for this indicator changed from 80% to 90% in April 2024, which for the month of April saw performance 1% under target at 89%. However, as anticipated, performance has continued on a positive trajectory, increasing by 8% in May and a further 1% in June to 99%, giving this indicator a RAG rate of Green.

### Number of current child protection plans lasting 2 years of more



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 - Red**

**Benchmarking timeframe**  
2022/23 (London position)

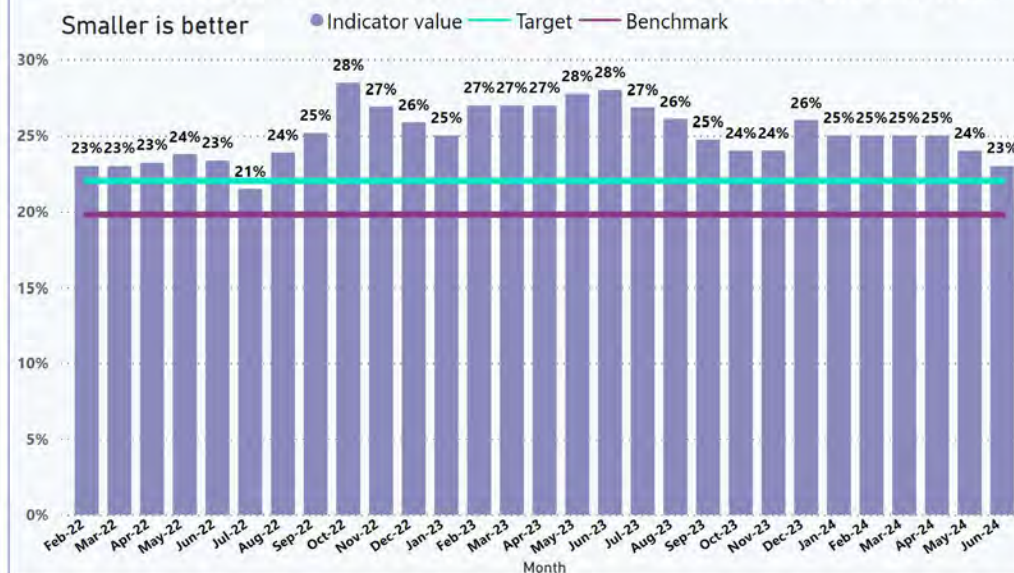
**Comment**

The number of children subject of a CP plan for 2 years or more has been increasing recently. This cohort is reviewed fortnightly by the relevant heads of service to ensure the CP plans are progressing appropriately, threshold is still met and work is being progressed to ensure there is a clear plan to safely end the CP plan or to escalate in to a legal area.

In this cohort 20 children are within a legal framework, 2 children are due to step down at their next RCPC and 2 other children are transferring to another LA. For one family the children have become looked after so the CP plans have ended. This means that the cohort will remain high whilst the legal processes conclude for these children (3-6 months). Delays in court timetabling impacts on ending some plans.

In order to ensure close oversight going forward the heads of service are reviewing CP plans over 15 months every 2 weeks and the service managers and SQA service manager are also 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 an earlier stage in a timely way.

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



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 - Amber**

**Benchmarking timeframe**  
2022/23 (London position)

**Comment**

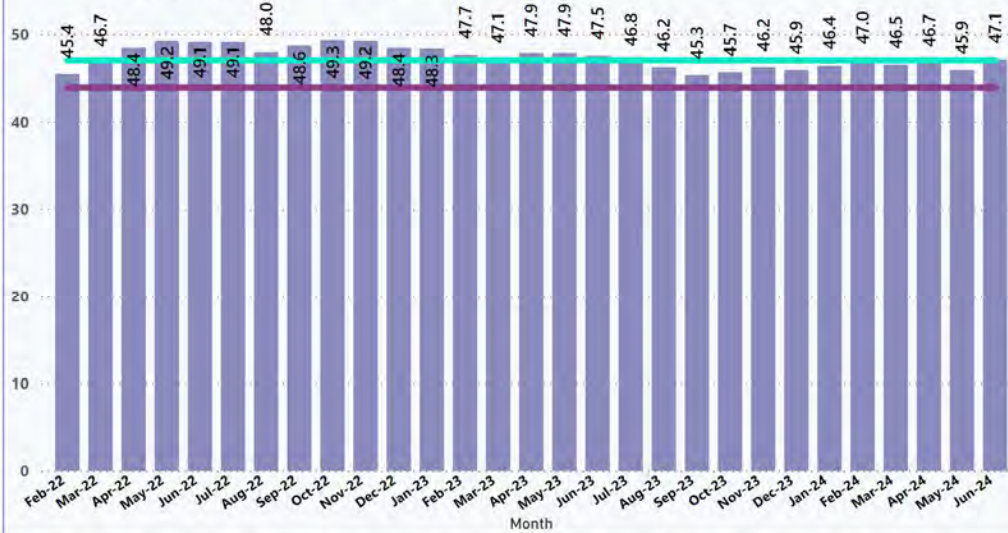
Performance in this area has remained broadly the same since Autumn 2023. There has been increased scrutiny over this cohort and there has been slow but positive progress over the past few months both in terms of the size of the cohort but also in the reduced number of children newly subject of a CP plan where the previous plan ended under 5 years ago.

Islington Partners in Practice are being funded by DfE to support the Child Protection services to better understand this cohort and consider new initiatives to reduce the number of children subject of a CP plan for a second or subsequent time. This work should enable the progress being made to be continued and improved performance sustained

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

Smaller is better

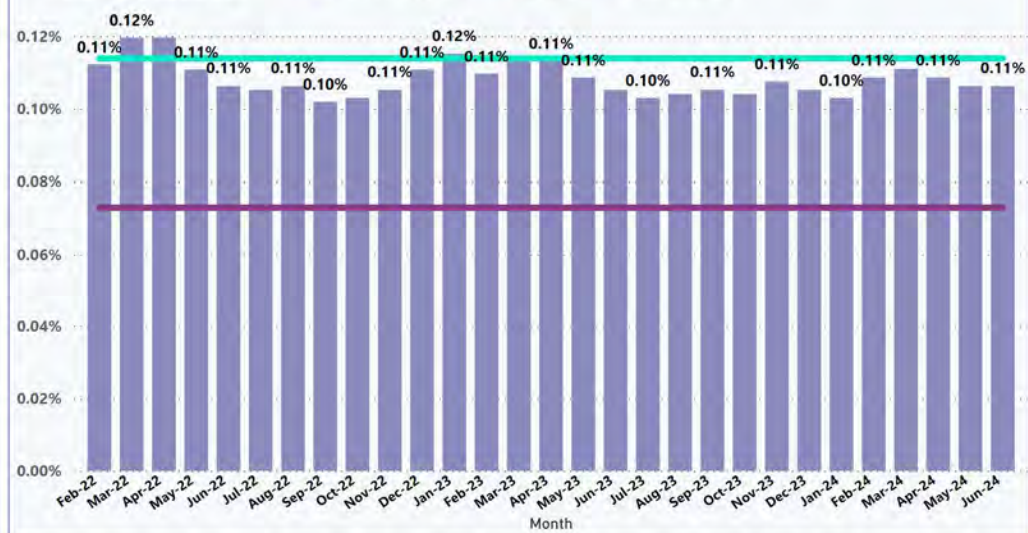
● Indicator value — Target — Benchmark



Percentage of the under 18 years population who are UASC

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 - Amber

Benchmarking timeframe  
2022/23 (London position)

Comment  
There has been an increase in the proportion of children in care in the month of June. 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.

Indicator Ref.  
M40

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  
2022/23 (London position)

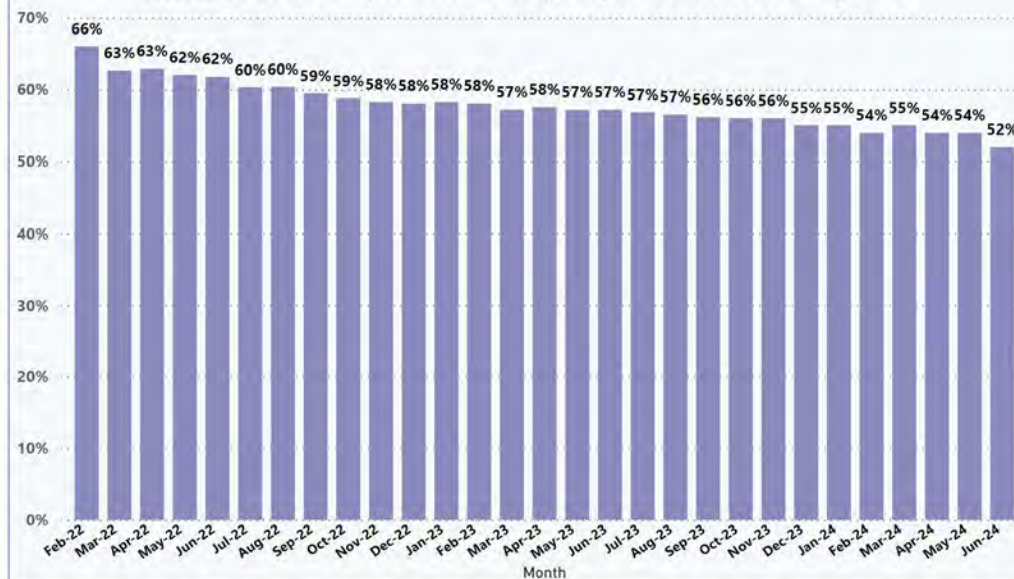
Comment  
The proportion of under 18 children in care who are unaccompanied and separated children remains in line with the expected proportion for all Local Authorities. The National Transfer scheme continues to be effective.

Rate of children in need per 10,000 of under 18 population

● Indicator value — Benchmark



Percentage of Care Experienced young people who were formerly UASC



Indicator Ref.  
M35

Comment

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

This indicator reflects the rate of children in receipt of services from Children’s Social Care via assessment, support or intervention which can be short, medium or long term. The service takes account of this rate considering comparisons with statistical neighbours and trends over time to track the level of need in the borough.

Directorate  
Children, Young People and Education

RAG status - N/A

Benchmarking timeframe  
2022/23 (London position)

Indicator Ref.  
M41

Comment

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

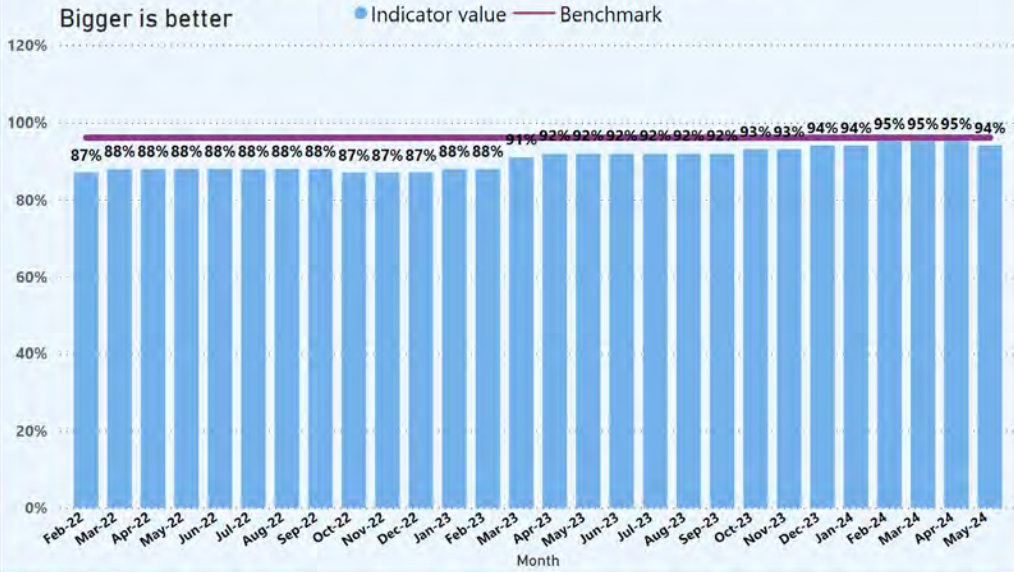
There is no target because this is a monitoring indicator to follow the progress in delivering M40 (Percentage of the under 18 years population who are UASC).

Directorate  
Children, Young People and Education

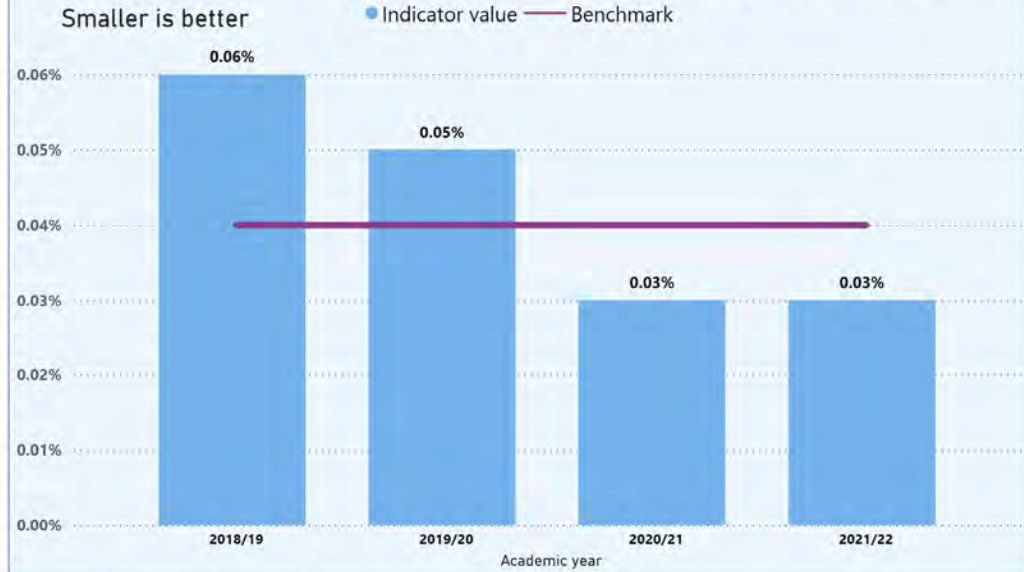
RAG status - N/A

Benchmarking timeframe  
No comparable data available

Percentage of schools rated 'good' or 'outstanding'



Permanent exclusions from schools as a percentage of the school population



Indicator Ref. M26

Comment

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

In May 2024, the percentage of schools rated 'good' or 'outstanding' was 94% which is above the national average (90%) but slightly below our statistical neighbours (95%) and London (96%).

Directorate  
Partnership working

RAG status - N/A

Benchmarking timeframe  
April 24 (London position)

Indicator Ref. M27

Comment

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

In 2021/22, permanent exclusions from schools as a percentage of the school population was 0.03 which is above our statistical neighbours (0.04), London (0.04) and England (0.08).

Directorate  
Council & Partnership working

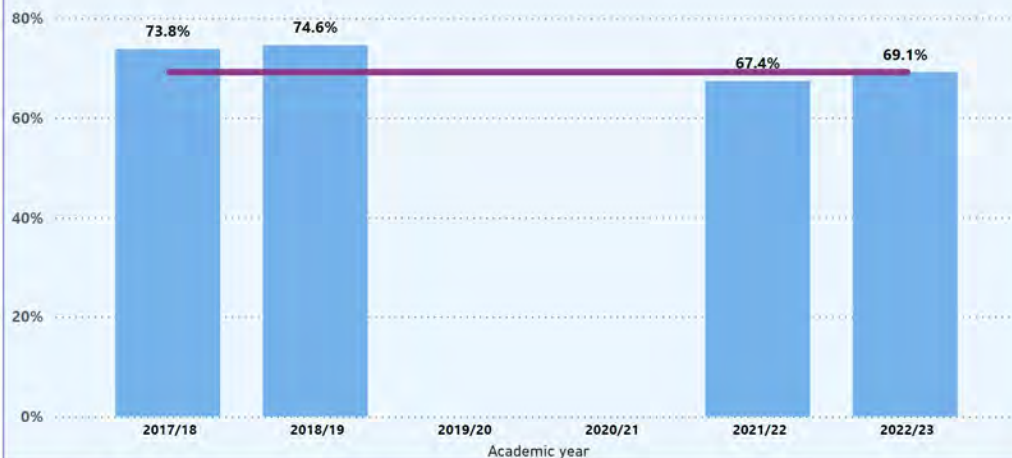
RAG status - N/A

Benchmarking timeframe  
2021/22 Academic Year (London position)

### EYFS (Early Years Foundation Stage) - Percentage of children achieving a good level of development

Bigger is better

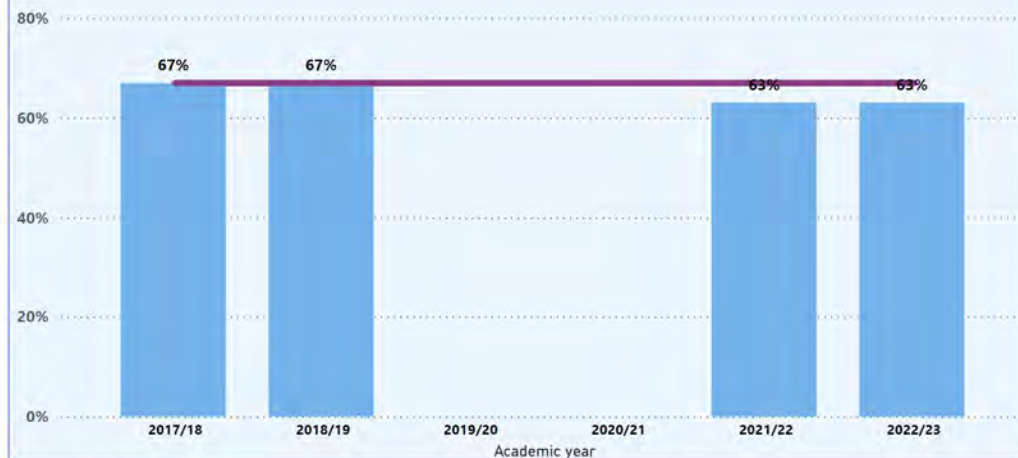
● Indicator value — Benchmark



### KS2 - Percentage of pupils achieving expected standard at KS2 in Reading, Writing and Mathematics

Bigger is better

● Indicator value — Benchmark



Indicator Ref.  
M28

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

Directorate  
Partnership working

RAG status - N/A

Benchmarking timeframe  
2022/23 Academic Year (London position)

**Comment**

In 2022/23, the percentage of pupils achieving a good level of development in Croydon was 69.1% which is in line with London and above the national average (67.2%) and our statistical neighbours (68.9%).

Indicator Ref.  
M29

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

Directorate  
Partnership working

RAG status - N/A

Benchmarking timeframe  
2022/23 Academic Year (London position)

**Comment**

In 2022/23, the percentage of pupils achieving expected standard at KS2 in Reading, Writing and Mathematics in Croydon was 63% which is above the national average (60%) but below London (67%) and our statistical neighbours (65%).

### KS4 - Average Progress 8 score per pupil

Bigger is better

● Indicator value — Benchmark



### KS4 - Percentage of pupils achieving grades 9-5 in English and Maths

Bigger is better

● Indicator value — Benchmark



Indicator Ref.  
M30

#### Comment

In 2022/23 the average Progress 8 score in Croydon was 0.01, slightly better than the national average of -0.03. As most secondary schools in Croydon are academies there are some limitations in the LA's influence. The establishment of the Croydon Education Partnership will enable a collegiate approach to improving outcomes at all key stages.

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

**Directorate**  
Partnership working

RAG status - N/A

**Benchmarking timeframe**  
2022/23 Academic Year (London position)

Indicator Ref.  
M31

#### Comment

In 2022/23, the percentage of pupils achieving grades 9-5 in English and Maths in Croydon was 44.9%. This is the 3rd lowest compared to our statistical neighbours, and slightly below the national average. 64.5% of pupils gained at least a grade 4 in English and Maths in Croydon. As most secondary schools in Croydon are academies there are some limitations in the LA's influence. The establishment of the Croydon Education Partnership will enable a collegiate approach to improving outcomes at all key stages.

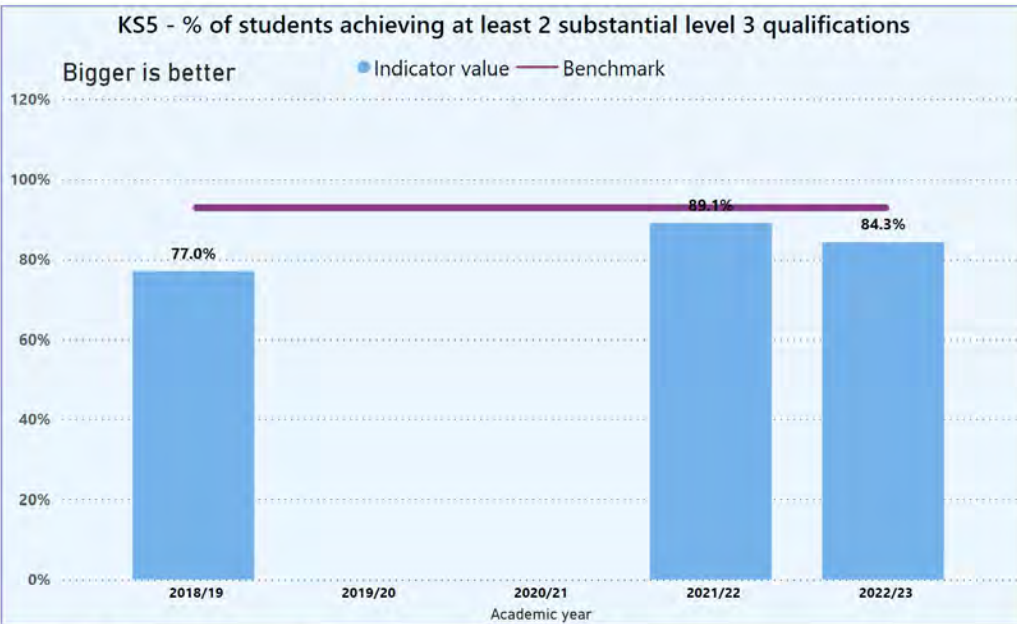
**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

**Directorate**  
Partnership working

RAG status - N/A

**Benchmarking timeframe**  
2022/23 Academic Year (London position)





**Indicator Ref.**  
M32

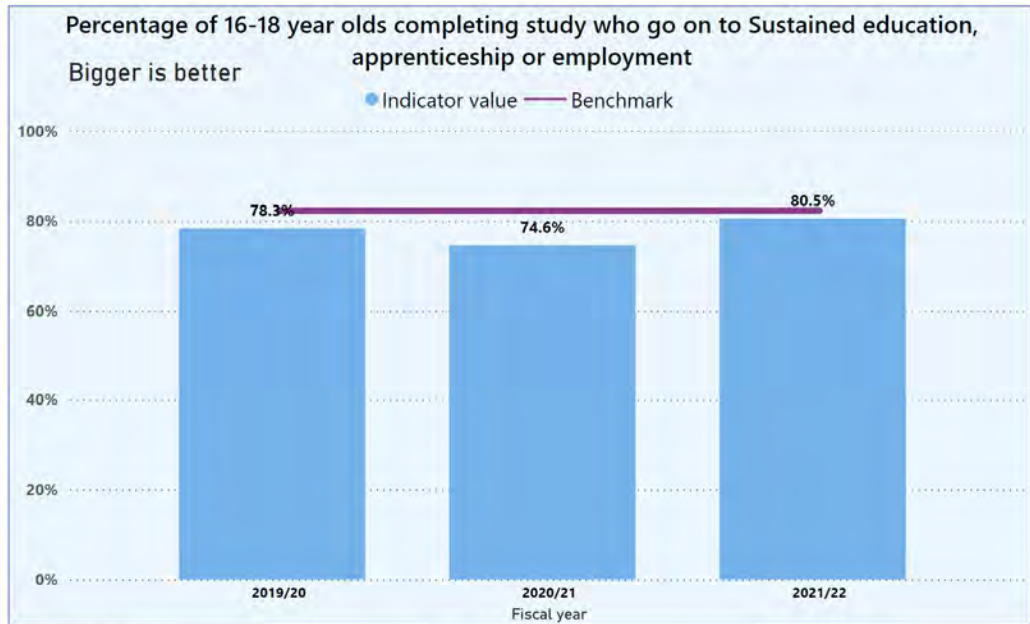
**Outcome 3**  
Every child and young person in Croydon has the chance to thrive, learn and fulfil their potential

**Directorate**  
Partnership working

**RAG status - N/A**

**Benchmarking timeframe**  
2022/23 Academic Year (London position)

**Comment**  
Level 3 (KSS) results in Croydon have been below benchmark comparators for many years, partly due to the extensive FE offer in the borough below level 3 which attracts high proportion of young people undertaking a more hybrid programme of study, e.g. a combination of L2 and L3 quals, rather than a traditional full level 3 programme. Support to schools is offered by 2 specialist secondary improvement advisers, predominantly on a traded basis. However, as most post-16 establishments in Croydon are academies or colleges, there are some limitations in the LA's influence – The establishment of the Croydon Education Partnership will enable a collegiate approach to improving outcomes at all key stages.



**Indicator Ref.**  
M88

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

**Directorate**  
Partnership working

**RAG status - N/A**

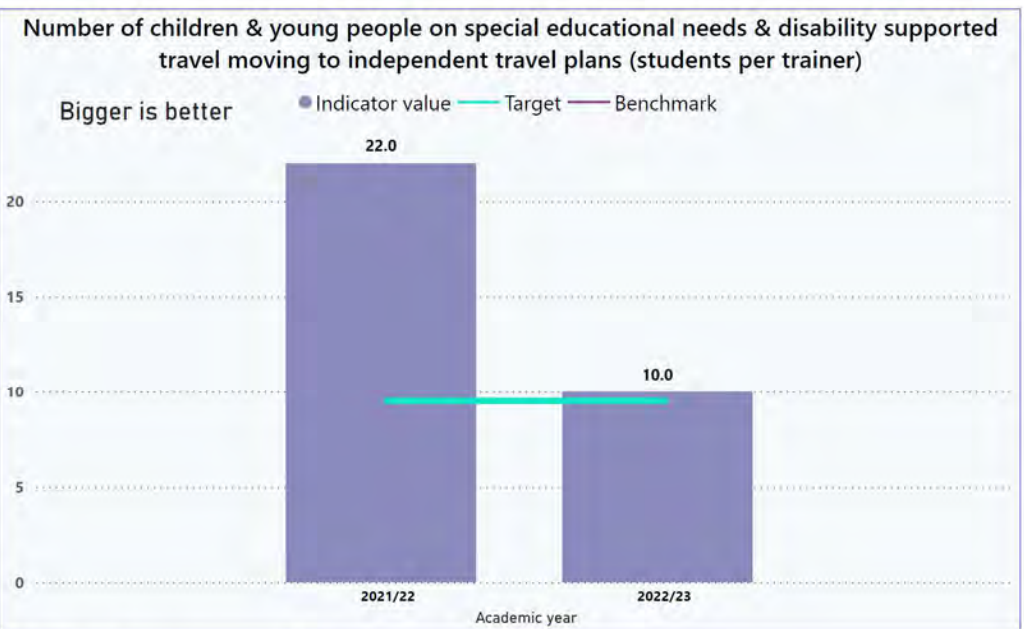
**Benchmarking timeframe**  
2021/22 (London position)

**Comment**  
We will have a better understanding of potential Post 16 NEET figures following both GCSE results day and the October Census, however NEET data is not published annually for the September – November period due to the volatility of the cohort and data. We work in close collaboration with the teams within the Education department to identify potential risk factors early on- such as poor attendance, exclusions, children missing from education and alternative education. We have also increased our liaison with education establishments to ensure early course leavers receive timely intervention. We have a small NEET casework team who provide focused advice and support to help young people into education, employment and training opportunities, track young people whose education status is unknown, and two practitioners who are dedicated to working with social care colleagues and Foster Carers to support CLA/care leavers who are NEET.

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

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**Indicator Ref.**  
M39

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

**Directorate**  
Children, Young People and Education

**RAG status - Green**

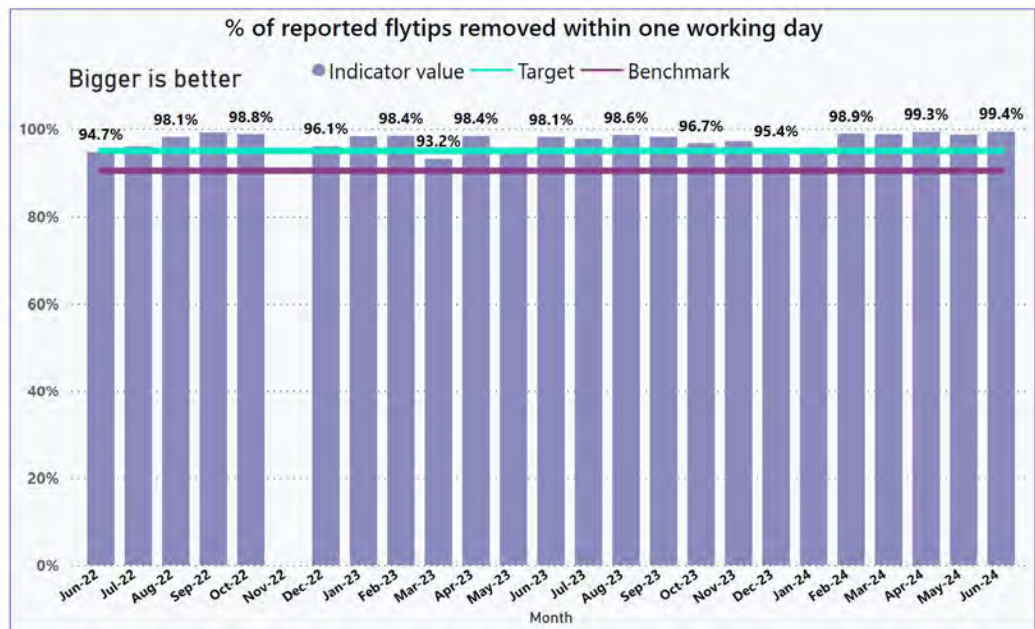
**Benchmarking timeframe**  
No comparable data available

**Comment**

The issues are similar to the previous recorded year 2021/22. The current legislation on Travel Assistance, and long-term staff absence due to sickness are have had an impact on delivering the travel training programme.

During the period 2022/23 two established members of the team left the service. At that time the team were engaged in meeting the Sutton Travel Training contract; re-establishing contact with parents encouraging them to engage with ITT post-Covid, the and team were also undertaking assessments and training in Sutton.

- Significant team sickness. Covid-19 etc.
- Staff shortages, delays in recruitment and difficulty recruiting suitable candidates
- Perception of risk to young people in 'hot spots' in Croydon – West Croydon, South Norwood Thornton Heath
- Lack of future planning by schools on planning students progress away from travel assistance based on taxi or school bus to independence – due to a wish to maintain the parent-school relationship.
- Not yet established consistent relationships with main feeder schools – including meetings with parents to discuss the travel training service
- External referrals for training mainly at transition to Post-16. This leaves insufficient time in the school year to provide full training to students if they start ITT in the Spring or Summer term.
- Lack of staffing capacity in team to review all students potentially suitable for ITT
- Limitations of legislation which does allow us to mandate ITT for suitable students



**Indicator Ref.**  
M43

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

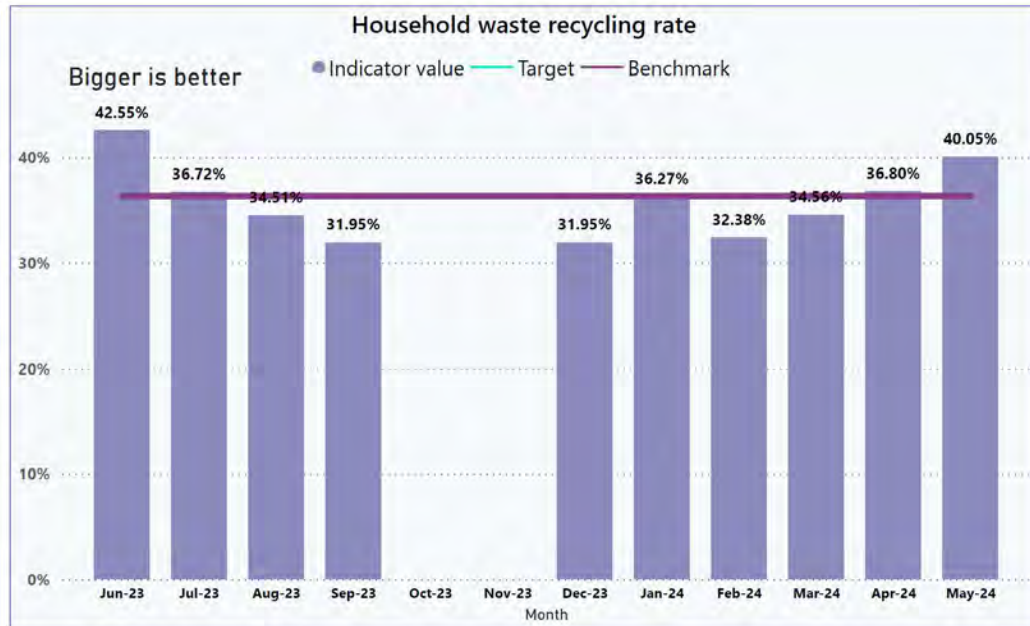
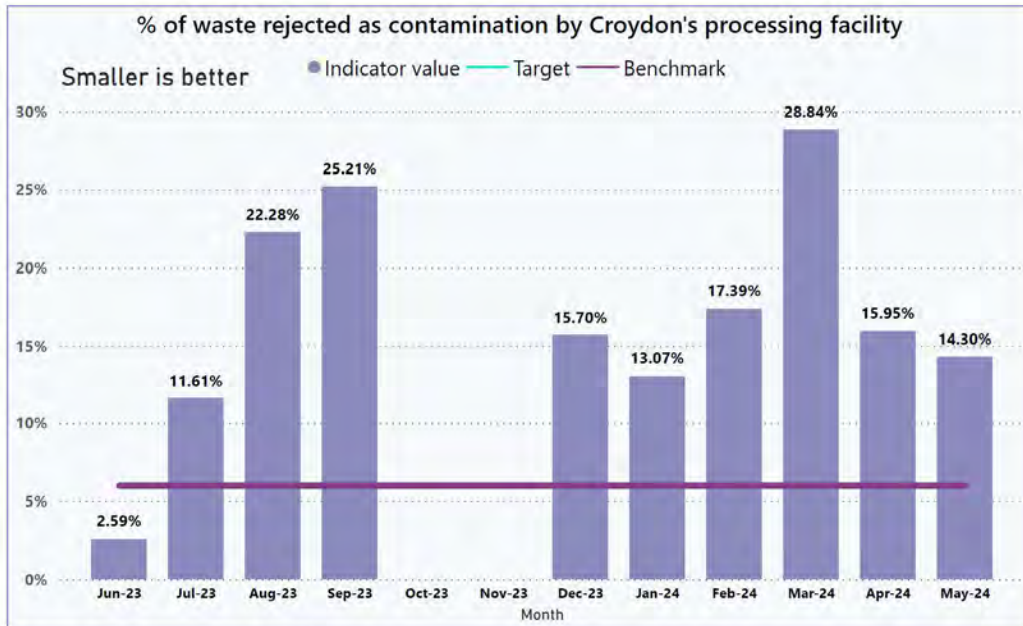
**Directorate**  
Sustainable Communities, Regeneration and Economic Recov...

**RAG status - Green**

**Benchmarking timeframe**  
24 months to end of March 2022 (London position)

**Comment**

In June the service responded to 4374 reported flytips. This represents an increase of 0.7%, up 30 compared to May. We continue to deliver a proactive approach to fly tip clearance with 99% of all incidents cleared within 24 hours of reporting.



**Indicator Ref.**  
M44

**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**  
2021-22 Stat neighbour median

**Comment**  
In line with seasonal variation there has been a notable increase in level of recyclable material collected. With the on going work with our collection's provider Veolia and with the Managing Agents responsible for the Housing estates along with RELONDON we are seeing notable improvements in the quality of the recycling and a reduction in the level of contamination. In May we have seen a 1.65% improvement on the previous month.

**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**  
This month we have seen an improvement of 4% in our overall recycling performance. It is important to note that this increase has been achieved as a result of overall reduction in general waste and contaminated recycling along with the seasonal increase in Green Garden Waste.

### Non-recycled Household Waste (kg per household)

Smaller is better

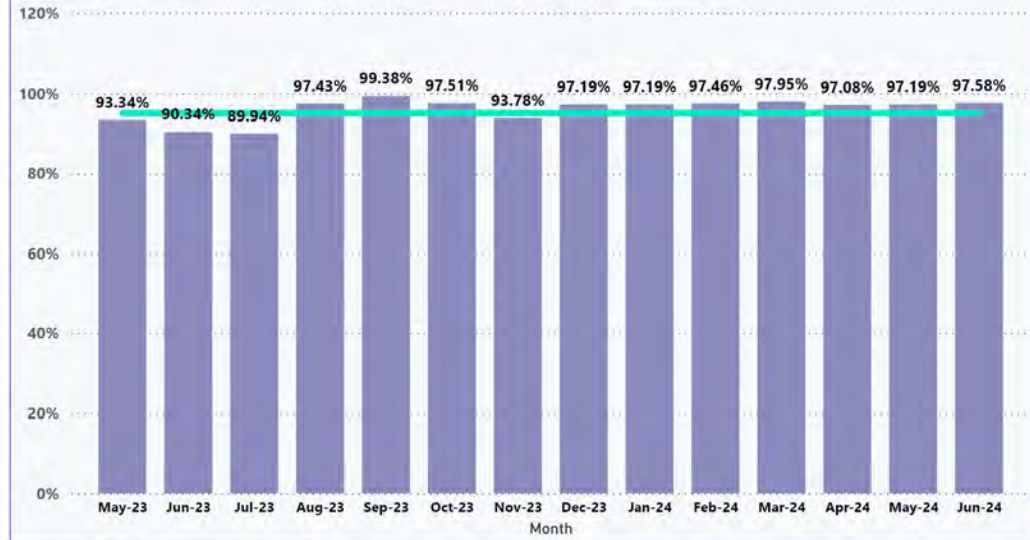
● Indicator value — Target — Benchmark



### % of streets below grade rectified within 24hrs

Bigger is better

● Indicator value — Target — Benchmark



Indicator Ref.  
M45b

Comment

The overall level of non recyclable waste collected per house hold remains static between 38-40kg with a year to date average of 39kg per household. This level of waste production is significantly below the London average bench mark with a forecast for the year of 480kg compared to a London benchmark of 569kg per household.

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 (monthly average)

Indicator Ref.  
M46

Comment

This month the service received 289 reports of streets cleansing requests. This represents a 9.7% reduction compared to May with a small improvement of 0.39% for responses completed within SLA when compared to last month. Our service provider Veolia cleared 100% of all reported areas and brought back 97.58% of these within the required standard within the agreed time frame.

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...

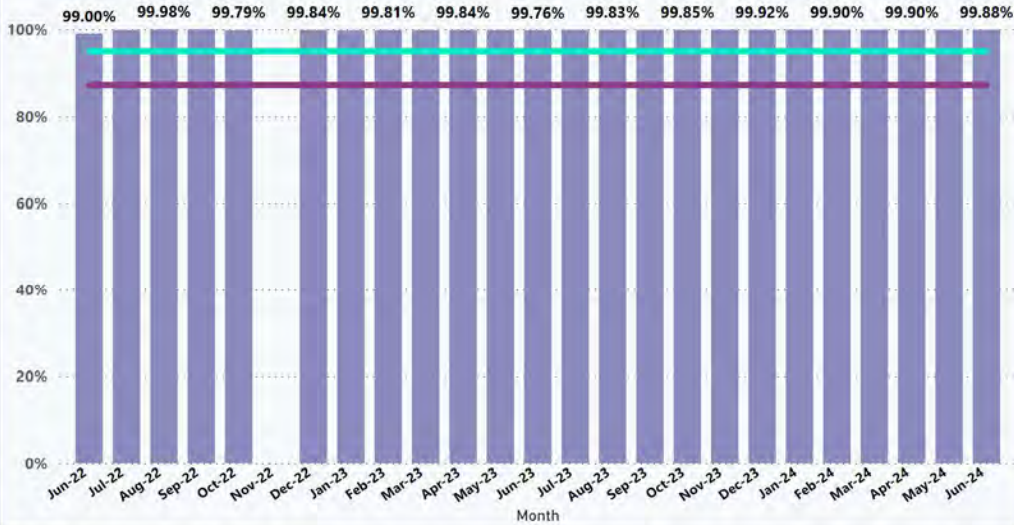
RAG status - Green

Benchmarking timeframe  
No comparable data available

**% of household waste collected on time**

Bigger is better

Indicator value Target Benchmark



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

Bigger is better

Indicator value Target Benchmark



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 1,835,126 collections and received 2123 reports of missed collection. The total level of missed collection is less than 1% of the total collections undertaken and equates to less than 1 missed collection per crew per day.

Indicator Ref.  
M57

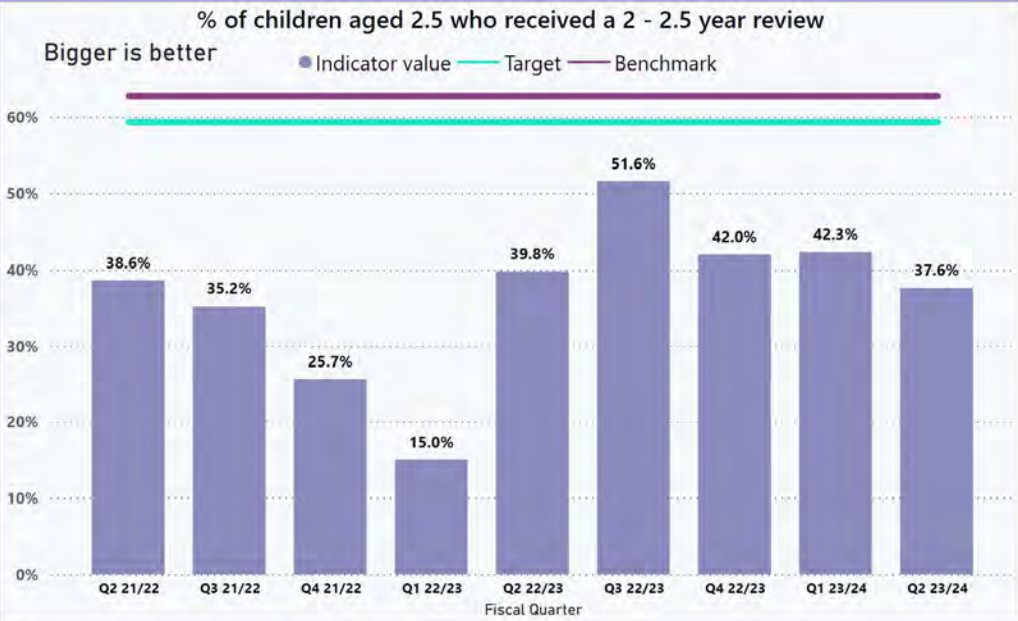
Outcome 4  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate  
Assistant Chief Executive

RAG status - Red

Benchmarking timeframe  
2023/24 Q2 (London position)

Comment  
Data is refreshed every 6 months. Q3 & Q4 2023/24 data is due to be released in November 2024.  
The latest (Q2 23/24) performance data shows that 62.3% 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 for over 2 years, and is approaching the target of our statistical neighbour average. This is likely due to the prioritisation of newborn and 6-8 week checks within the service. Significant work has been undertaken collaboratively by Public Health and CYPE commissioning colleagues with the provider on improving the service delivery model and increasing workforce recruitment and retention (on the backdrop of national recruitment challenges). Robust monitoring has been established.



Indicator Ref.  
M58

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

Directorate  
Assistant Chief Executive

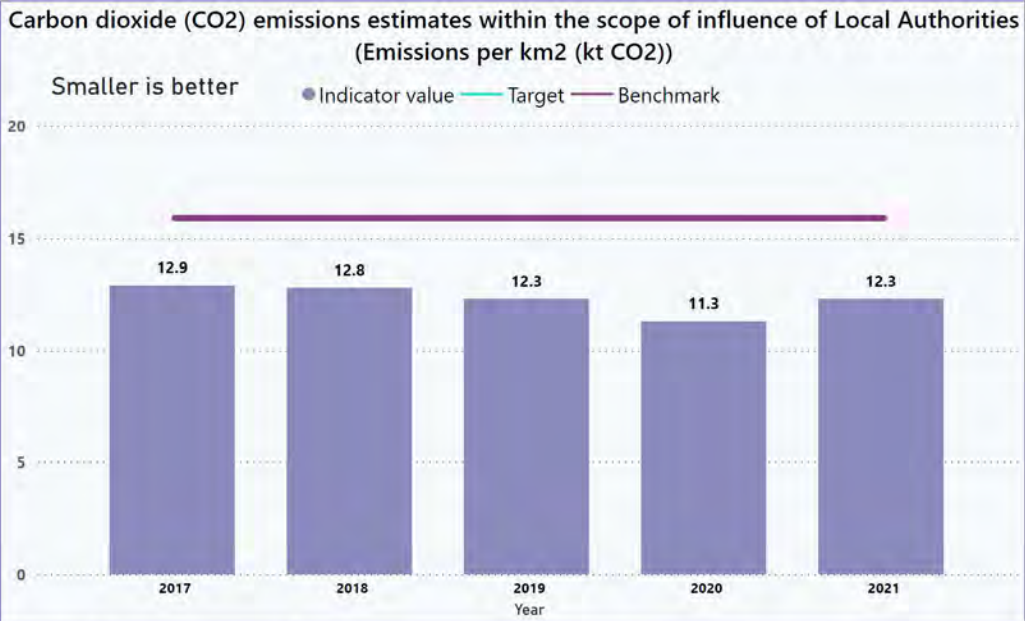
RAG status - Red

Benchmarking timeframe  
2023/24 Q2 (London position)

Comment

Data is refreshed every 6 months. Q3 & Q4 2023/24 data is due to be released in November 2024.

The latest (Q2 23/24) performance data shows that 37.6% of children received a 2-2.5 year review by the time they turned 2.5 year. This shows a fall in the performance in this area, and is significantly below the target of our statistical neighbour average. This fall in performance may be related to the prioritisation of newborn and 6-8 week checks within the service, and we have since seen an improvement in performance. This is being closely monitored and the service is being supported on an improvement journey. Significant work has been undertaken collaboratively by Public Health and CYPE commissioning colleagues with the provider on improving the service delivery model and increasing workforce recruitment and retention (on the backdrop of national recruitment challenges). Robust monitoring has been established.



Indicator Ref.  
M61

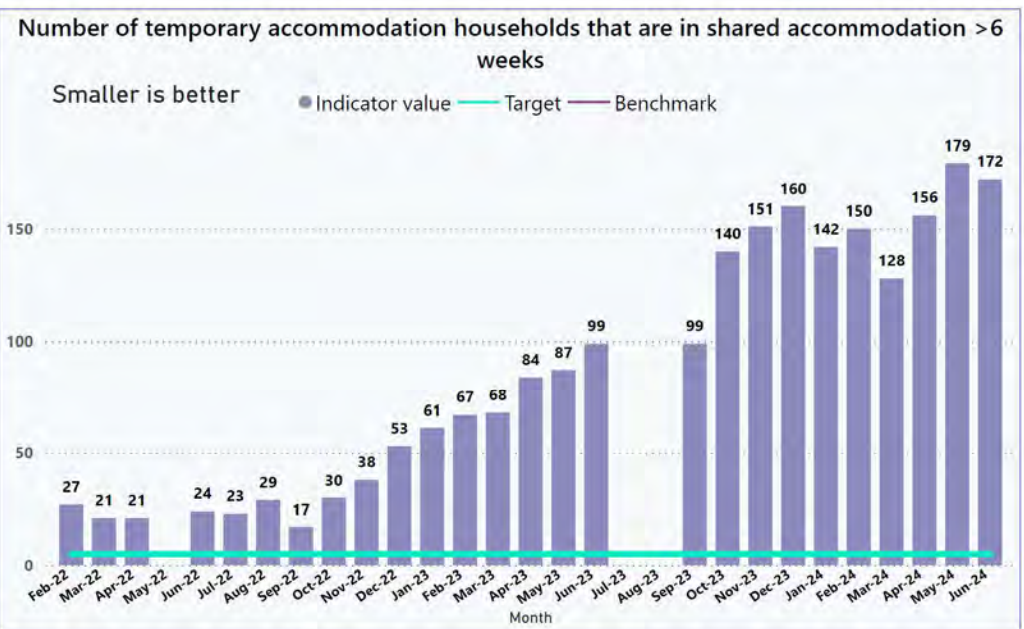
Outcome 4  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate  
Sustainable Communities, Regeneration and Economic Recov...

RAG status - Green

Benchmarking timeframe  
2020 (London position)

Comment



Indicator Ref. M66

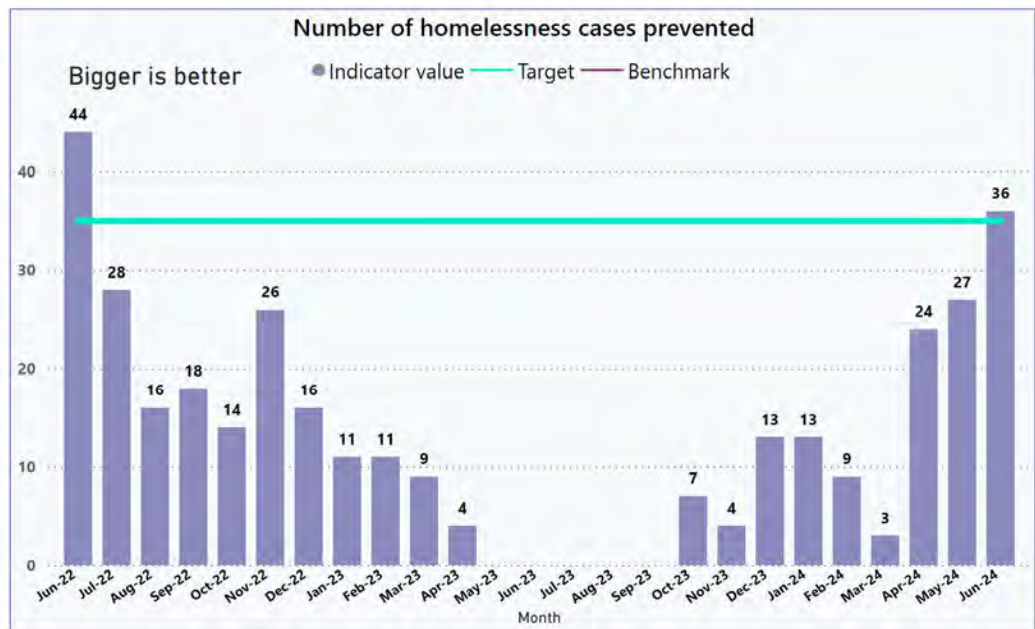
**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate Housing

RAG status - Red

Benchmarking timeframe  
No comparable data available

**Comment**  
Shortage of affordable accommodation and increase in homelessness demand means that sometimes families are placed in Bed & Breakfast type accommodation with shared facilities for more than the statutory limit of 6 weeks. Latest figures from Ministry of Housing, Communities and Local Government shows the number of households with children in B&B who have been resident for more than the statutory limit of 6 weeks on 31 March 2024 increased by 79.6% compared to the same time last year. Against this trend, Croydon has created a dedicated Move-On Team to support households to move out of such accommodation at the earliest opportunity.



Indicator Ref. M67

**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

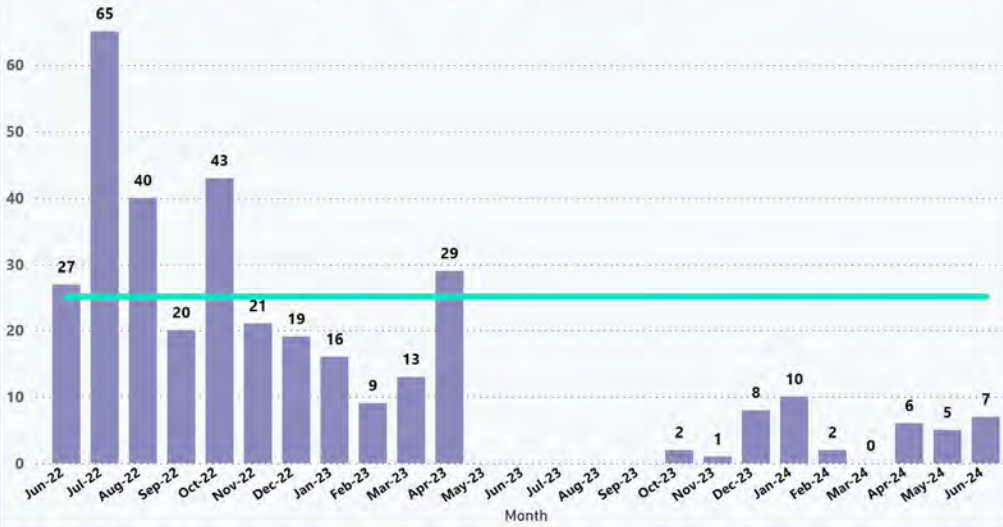
**Comment**  
There has been a steady improvement in homelessness prevention performance as the new ways of working is embedding following the new structure.



**Number of cases where Homelessness was Relieved**

Bigger is better

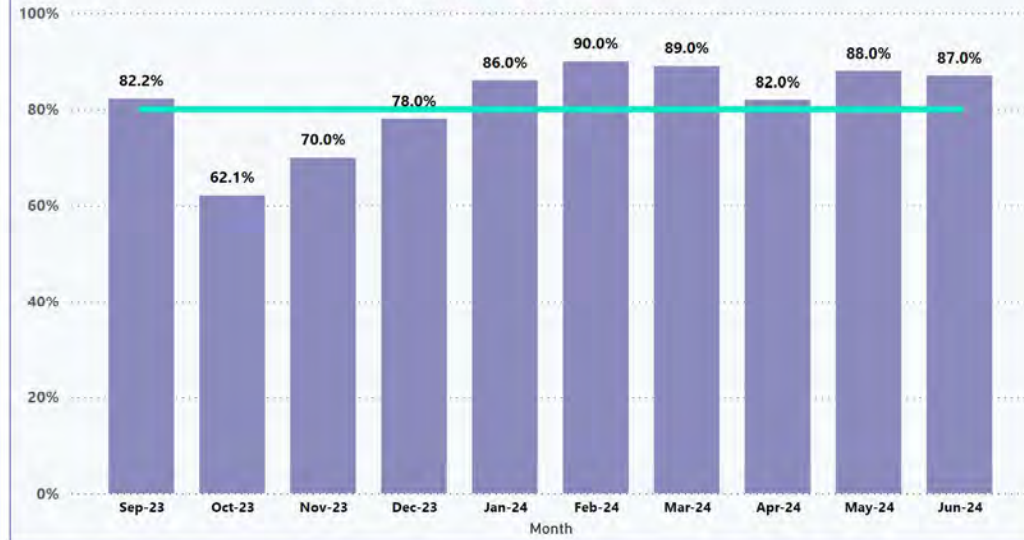
● Indicator value — Target — Benchmark



**% of Responsive Repairs completed within target times**

Bigger is better

● Indicator value — Target — Benchmark



Indicator Ref.  
M68

Comment

This indicator captures cases who have reached crisis-point and most of the households will have been placed in temporary accommodation. Case officers continue to work with the households to support them to secure settled accommodation and move out of temporary accommodation. The key action is to increase the supply of affordable settled accommodation and the Council is engaging with various investors and developers to increase supply within Croydon property market and reduce reliance on use of temporary accommodation.

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

Indicator Ref.  
M83

Comment

There is a slight decrease in performance which has been addressed with the contractors at the core meetings and improvement plans are in place.

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

Directorate  
Housing

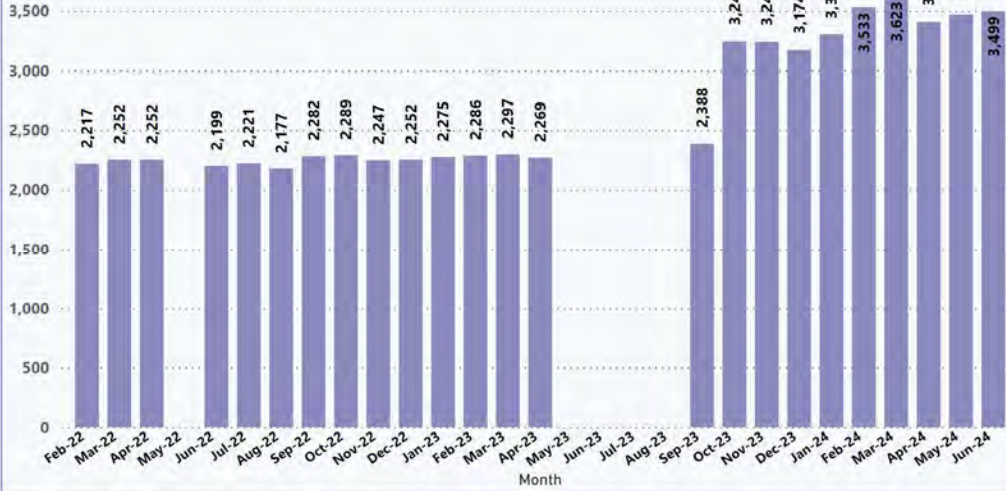
RAG status - Green

Benchmarking timeframe  
No comparable data available

### Total households in Temporary accommodation

Smaller is better

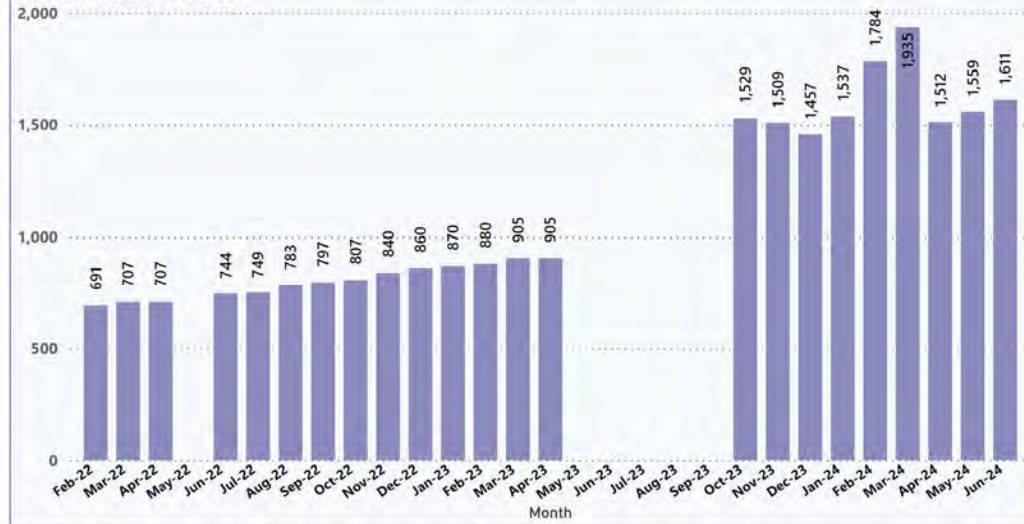
● Indicator value — Benchmark



### Number of temporary accommodation households that are in nightly let

Smaller is better

● Indicator value — Benchmark



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 - Red

Benchmarking timeframe  
No comparable data available

Comment

Note: the number of households in temporary accommodation was previously under-reported and the increase from October 2023 reflects the true position - an additional 1000 households were identified living in temporary accommodation following occupancy checks and data cleanse. This is demand-led and the context for this indicator are rising homelessness pressures both nationally and, most seriously, in London. This pressure is driven mostly by pressures in the private-rental sector such as no-fault evictions and unaffordable rent-rises. Latest figures from Ministry of Housing, Communities and Local Government shows a 12.3% increase in the number of households living in temporary accommodation in England on 31 March 2024, compared to the same time last year. In London, there were 17.8 households living in temporary accommodation per 1,000 households compared with 2.5 households per 1,000 in the Rest of England. Newham London Borough had the highest rate of temporary accommodation in London with 53.1 households per 1,000 households. In comparison, Croydon had 23.5 households per 1,000 households on 31 March 2024. Slough Borough Council had the highest rate outside London with 18.2 households per 1,000 households.

We are continuing to support these households to move into alternative affordable settled housing solutions.

Indicator Ref.  
M65

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

Directorate  
Housing

RAG status - Red

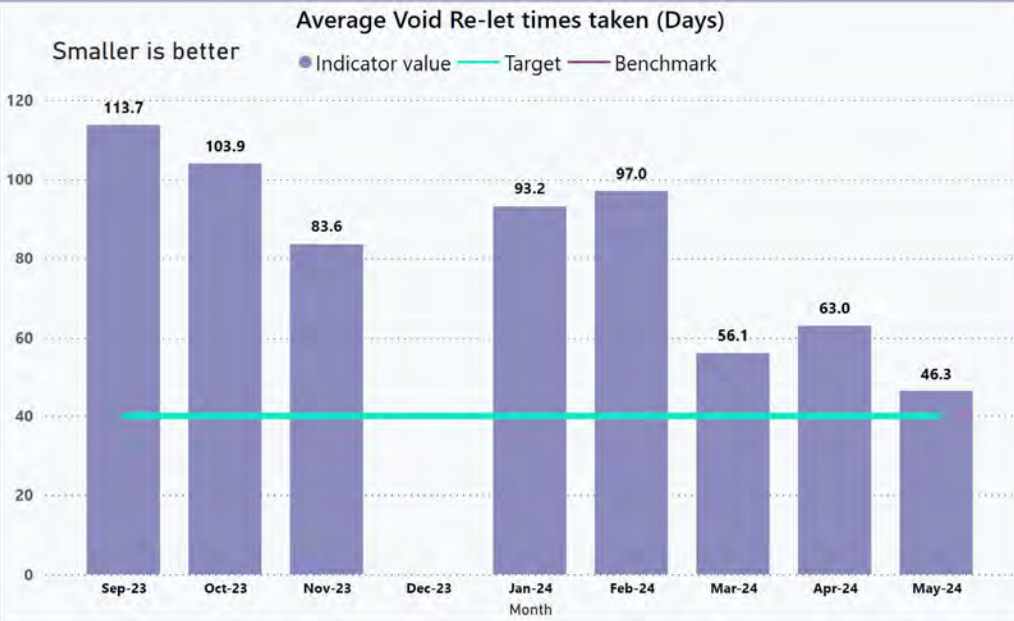
Benchmarking timeframe  
No comparable data available

Comment

The pressure on use of more nightly let accommodation as opposed to longer leases is driven by market trends and market forces as local authorities compete for any available temporary accommodation to meet surging demand. Landlords who still operate within the temporary accommodation market prefer nightly paid arrangements because of the flexibility it gives them to maximise income from their assets instead of being tied to long term lease arrangements. As a result, the Council is increasingly using nightly paid accommodation to meet homelessness demand as private sector leased portfolio reduces.

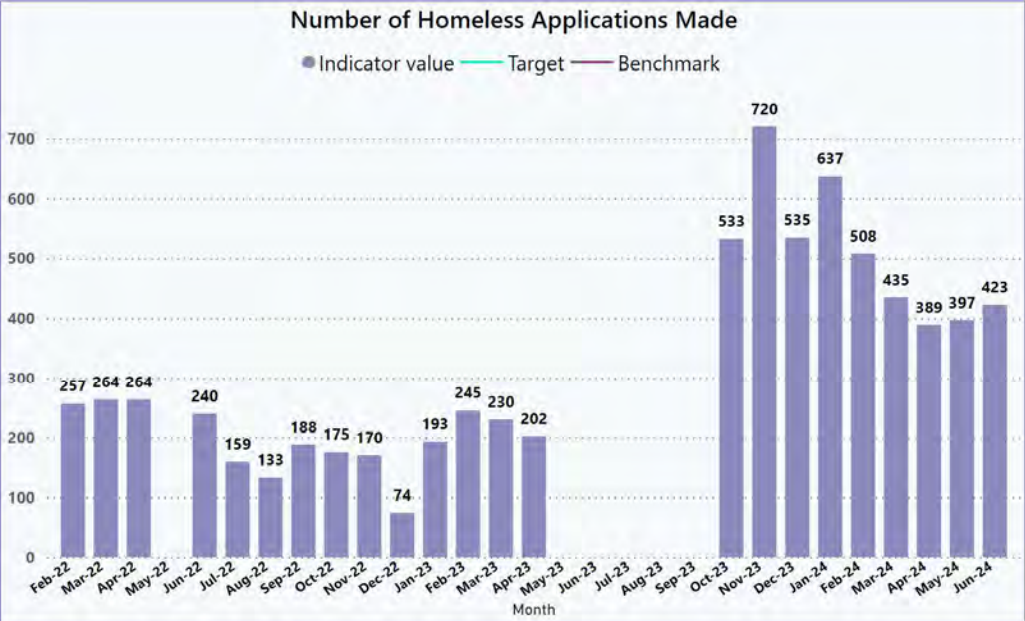
**Average Void Re-let times taken (Days)**

● Indicator value — Target — Benchmark



**Number of Homeless Applications Made**

● Indicator value — Target — Benchmark



Indicator Ref. M84

**Comment**

Our turnaround times in June increased slightly to 47 days. However we let 63 properties in June a marked increase from May (48). We continue to pre allocate the majority of properties in works to assist in void turnaround time and are seeing the benefits of this  
We are targeting speeding up void turnaround on more straightforward void properties, as average times are still longer than they should be. Therefore we are focussing on the time taken to sign up the tenant once the property is ready to let and has been viewed.

**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

Indicator Ref. M69

**Comment**

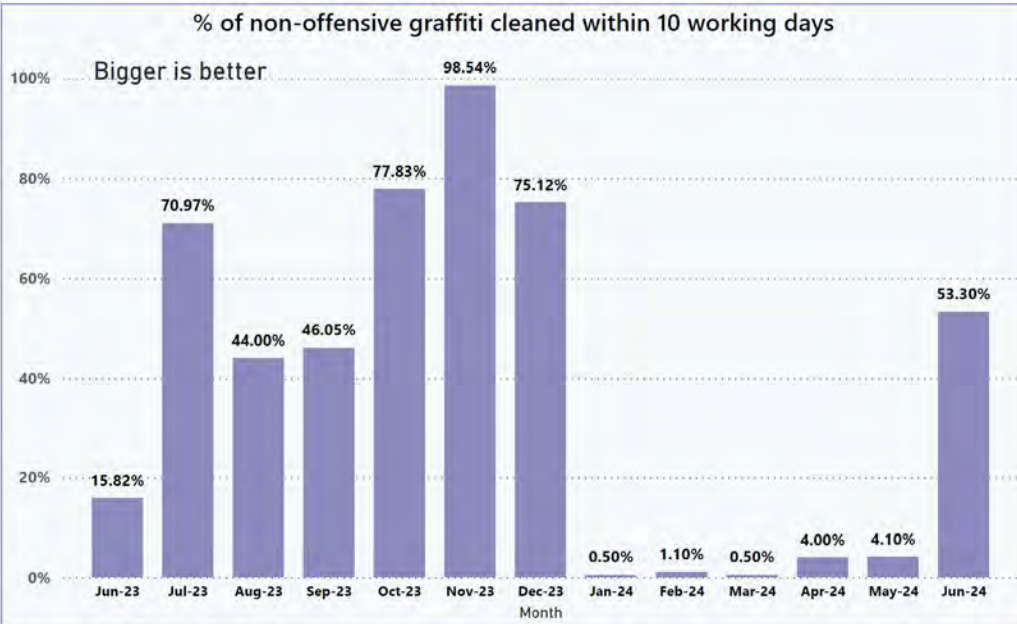
This is a demand tracker to help the Council to identify pressure points and put in place appropriate measures to mitigate against financial impact. The increase shown in the data from December 2023 is due to improvement in the recording of new presentations following implementation of the new Housing I.T system to improve data recording and management.

**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



**Indicator Ref.**  
M82

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

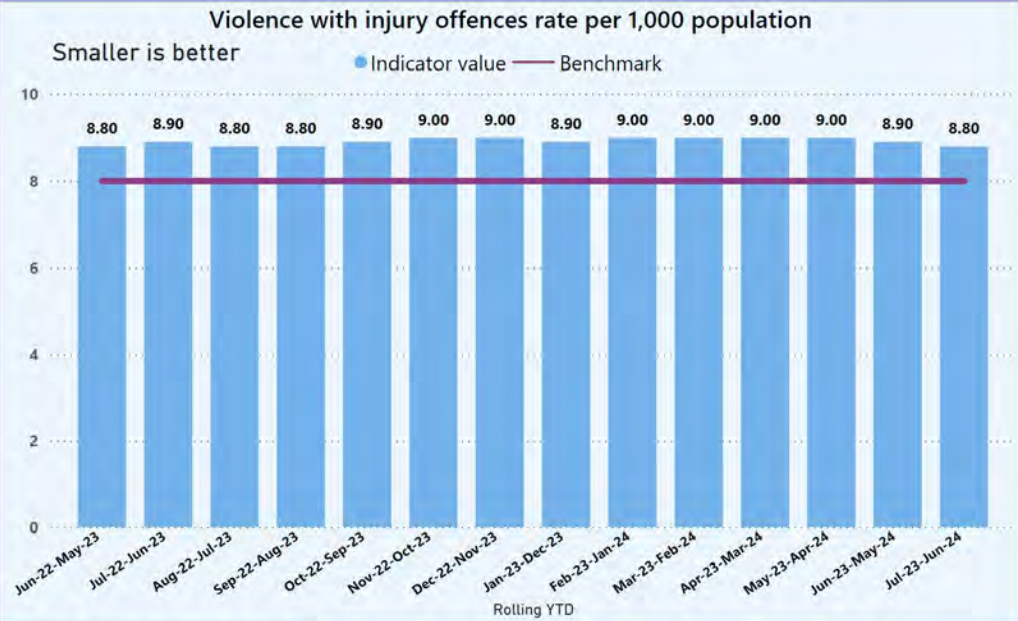
**Directorate**  
Sustainable Communities, Regeneration and Economic Recov...

**RAG status - N/A**

**Benchmarking timeframe**  
No comparable data available

**Comment**

72 out of the 135 (53.3%) non-offensive graffiti reports were cleaned in June 24 compared to 4.1% in May 2024. There had been ongoing contractual issues regarding our graffiti cleaning service due to an issue with the councils highway asset management system and the required use of this system for work processing. This issue has been resolved and additional work crews have been scoped with the contractor to catch up with the in date and backlog work. In addition a SME contractor has been commissioned to assist. The position is expected to carry on improving over the coming months.



Indicator Ref.  
M48

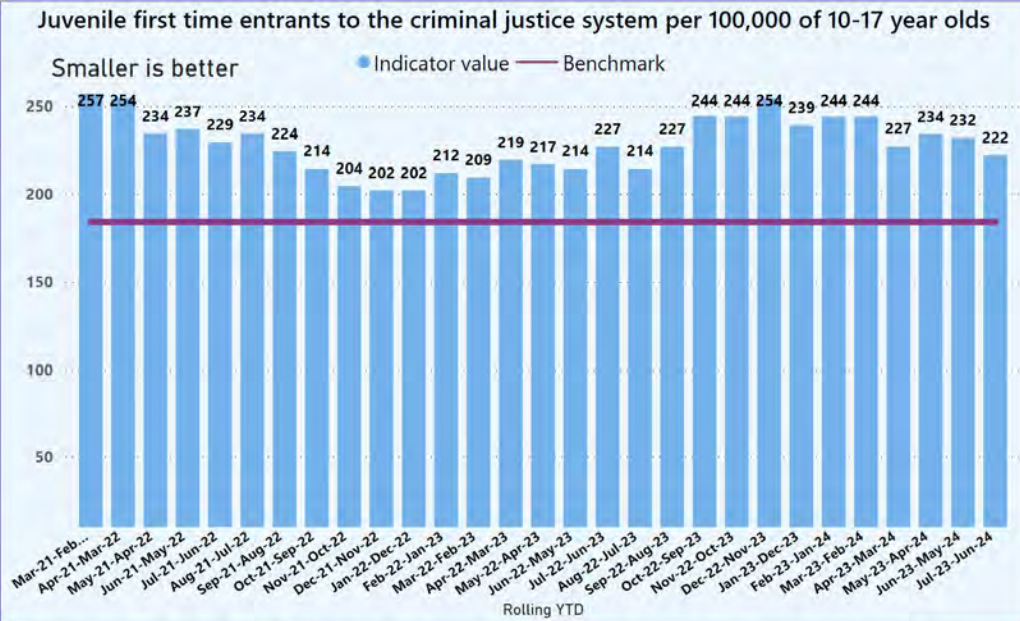
**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate  
Partnership working

RAG status - N/A

Benchmarking timeframe  
12 months rolling to May 24 (London position)

**Comment**  
We have commissioned third sector partners to deliver a programme of outreach and engagement for young people at risk of violence in Croydon Town Centre, New Addington and the Shrublands estate across 2024/25. This builds on the commissioned activity in 2023/24 that was successful in engaging with and diverting young people, with an enhanced program that lasts longer. We launched our Youth Safety Delivery Plan in September 2023, and the borough's new "Tackling Violence Against Women and Girls Delivery Plan" will be launched at Cabinet in Summer 2024. These two plans outline our approach to reducing two of the highest causes of violence in Croydon, and major partnership plans to reduce violence.



Indicator Ref.  
M49

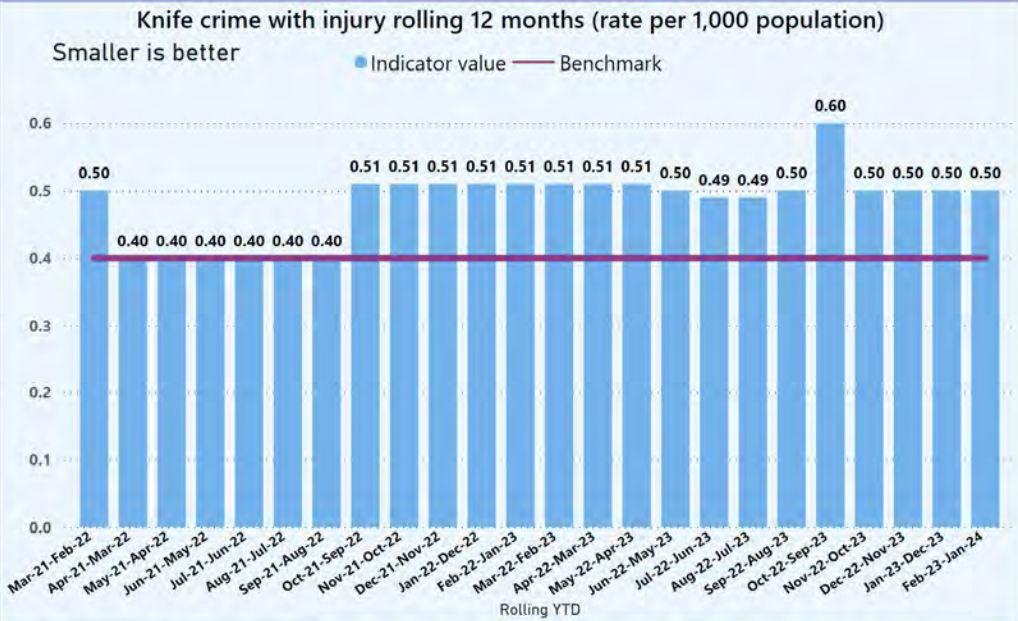
**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

Directorate  
Partnership working

RAG status - N/A

Benchmarking timeframe  
2021 (London position)

**Comment**  
The Youth Justice Service has seen a steady and gradual decline in first time entrants since 2021 and can in part attribute this to the increasing prevention offer and projects within the Service. Projects such as Turnaround and Engage now provide a much earlier offer to intervene with children who come to the attention of the authorities. The increase in the use of community resolutions (on the spot cautions) have also diverted children from Court proceedings and formal sanctions for low gravity offences. The Service continues to strive to meet with the London average by regularly reviewing decisions made by Police and by advocating at Court for children to receive support outside of the Criminal Justice System.



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 January 24 (London position)

Comment  
Updated data not currently available from the Metropolitan Police Service



Indicator Ref.  
M51

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

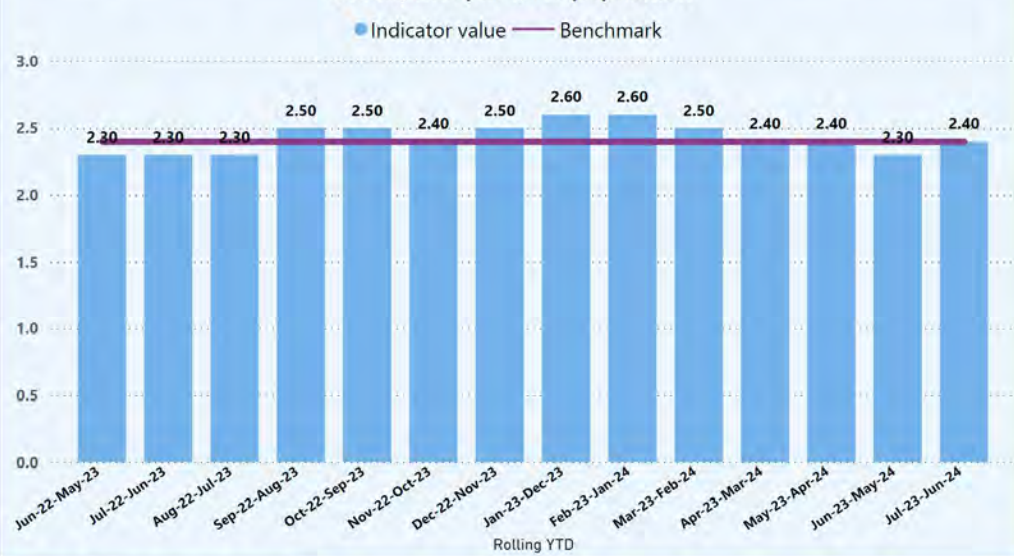
Directorate  
Partnership working

RAG status - N/A

Benchmarking timeframe  
12 months rolling to January 24 (London position)

Comment  
Updated data not currently available from the Metropolitan Police Service

**Hate crime offences (includes Homophobic, transphobic, religious, race and disability hate crimes) rate per 1,000 population**



**Indicator Ref.**  
M52

**Comment**

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

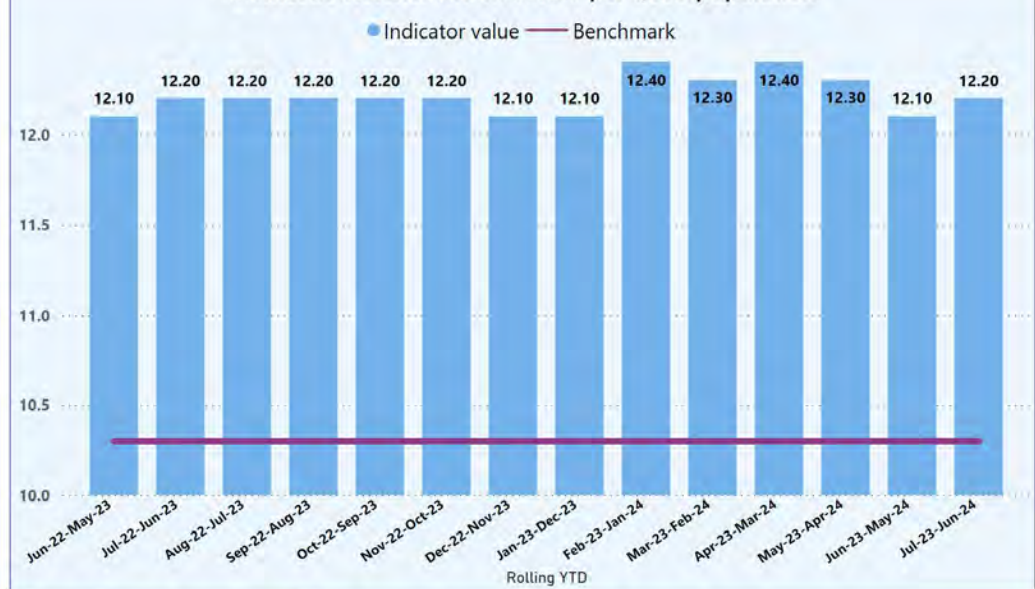
Hate crime has remained at roughly the same level over the last 12 months, and continues to be monitored in partnership with the Police. Croydon has not seen a noticeable rise in antisemitic and anti-Islamic hate crime following global events in the last 12 months, but there have been a very small number of isolated incidents which have been rapidly addressed by the council and police.

**Directorate**  
Partnership working

**RAG status - N/A**

**Benchmarking timeframe**  
12 months rolling to May 24 (London position)

**Domestic violence offences rate per 1,000 population**



**Indicator Ref.**  
M53

**Comment**

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

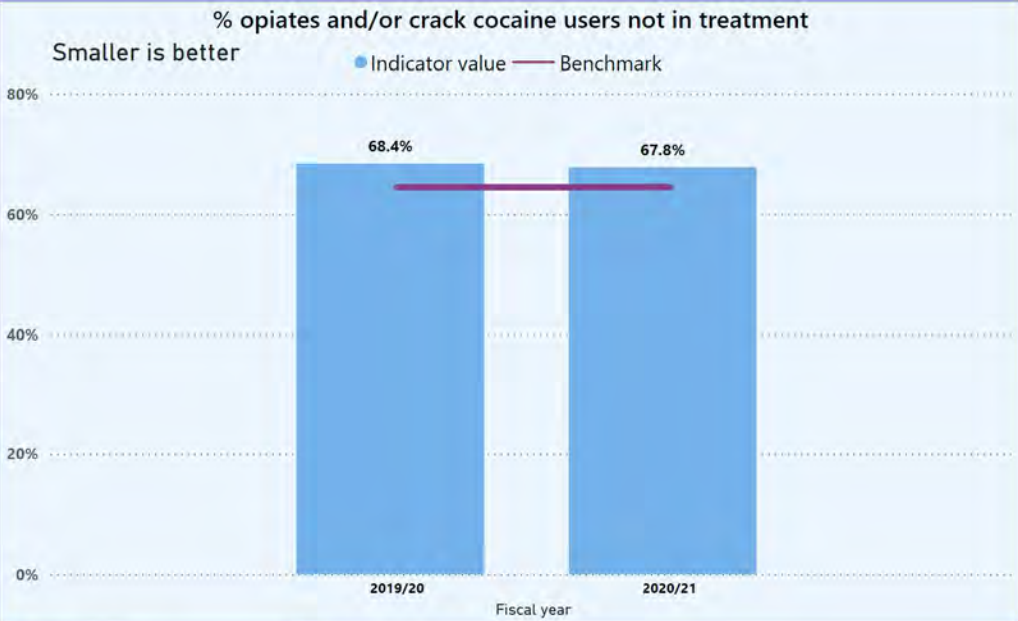
Levels of domestic violence remain unacceptable in our borough. We have continued to fund and deliver the key Family Justice Service that works with victims of abuse to reduce the risk of violence, and work with the Police and victims to tackle perpetrators of domestic violence and abuse. In Summer 2024 we will launch the boroughs first "Tackling Violence against Women and Girls" delivery plan, which will set out our three year plan for making women and girls safer in Croydon across all aspects of gender based violence.

**Directorate**  
Partnership working

NOTE: Our services also support men and boys subject to gender based violence

**RAG status - N/A**

**Benchmarking timeframe**  
12 months rolling to May 24 (London position)



**Indicator Ref.**  
M54

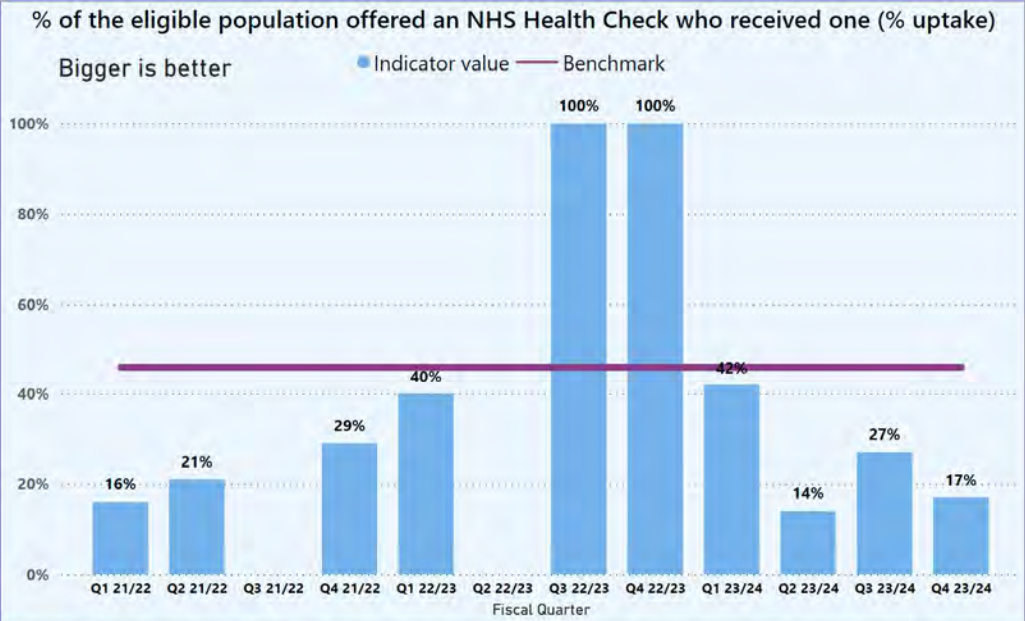
**Outcome 4**  
Croydon is a cleaner, safer and healthier place, a borough to be proud to call home

**Directorate**  
Partnership working

**RAG status - N/A**

**Benchmarking timeframe**  
2020/21 (London average)

**Comment**  
Data was refreshed annually but has not been updated since January 2022 and there is no indication of this being updated going forward. This is the most recently updated publicly available data, although we do receive restricted data via NDTMS (National Drugs and Alcohol treatment statistics) on a monthly basis. Indications show that we are reducing unmet need in Croydon but still higher than England [note NDTMS only gives England average]. The additional grant funding through the Supplementary Substance Misuse Treatment and Recovery (SSMTR) Grant to support the national drug strategy has a focus increasing numbers in treatment, supporting additional capacity in the system, developing staff, new ways of working and increased collaborative working. The number of people entering treatment is increasing and exceeding the initial targets set by the Office of Health Improvement and Disparities (OHID) at the commencement of the SSMTR grant in 2022.



**Indicator Ref.**  
M55

**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**  
2023/24 Q4 (London position)

**Comment**  
Data is refreshed annually. Q1 2024/25 data is due to be released in October 2024. The latest performance data for 2023/24 Q4 shows that 17% of eligible population offered an NHS health check received one. We have started a 3-year multi-phase improvement programme to improve the performance of NHS Health Checks. In this first phase, we are increasing the number of people invited for NHS Health from 13% of eligible population to the national target of 20% - a combination of targeted invite to those with high risk as it was previously and additional universal invites. We are also increasing the number of GP delivery providers and aim to get them onboard by Q4 2024/25. Both of these interventions in the first phase should see more people invited for NHS Health checks and more people receiving the checks. We have shared our plans with DHSC who are supportive of our approach.



**% of children aged 10-11 years (children in year 6) classified as obese or overweight**  
Smaller is better

● Indicator value — Benchmark



**% of children aged 4-5 years (children in reception) classified as obese or overweight**  
Smaller is better

● Indicator value — Benchmark



**Indicator Ref.**  
M59

**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**  
2022/23 (London average)

**Comment**

Data is refreshed annually. 2023/24 data is due to be released in November 2024. The latest data for 2022/23 shows that 39.9% of children aged 10-11 are classified as obese or overweight, which is higher than the London average of 38.8%. Public health is looking at opportunities to improve the offer for children under 12 in Croydon who would like support with achieving a healthy weight. The Food and Healthy Weight Partnership, led by Public Health, is working to support all Croydon residents to achieve and maintain a healthy weight and wellbeing through equitable access to nutritious food, opportunities for physical activity, and sustainable programmes, for example through the Healthy Catering Commitment, tackling Food poverty, and a focus on Sport and Activity Opportunities.

**Indicator Ref.**  
M60

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

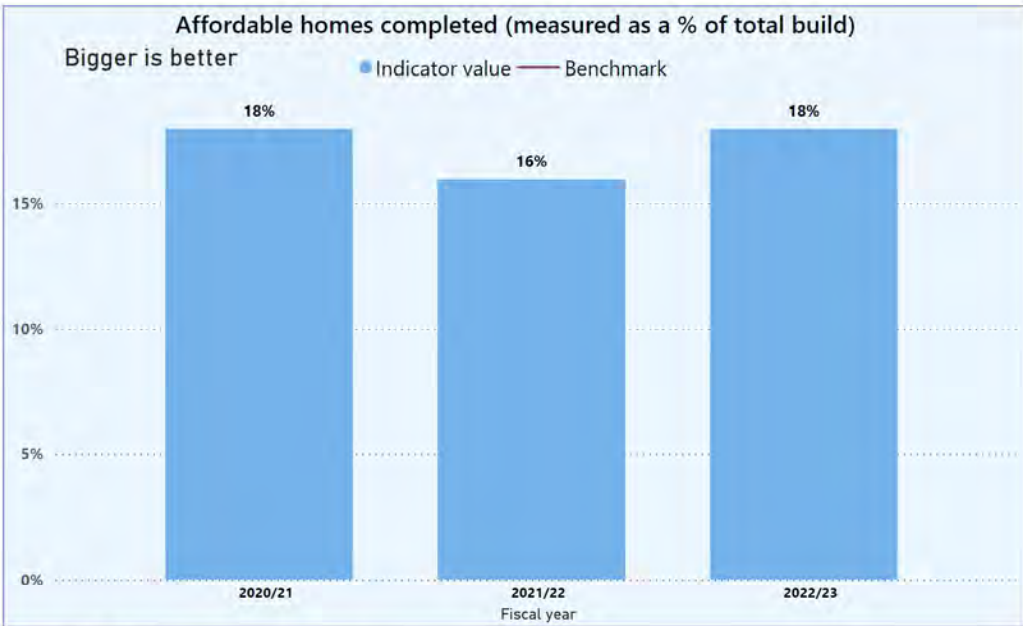
**Directorate**  
Partnership working

**RAG status - N/A**

**Benchmarking timeframe**  
2022/23 (London average)

**Comment**

Data is refreshed annually. 2023/24 data is due to be released in November 2024. The latest data for 2022/23 shows that 20.3% of children aged 4-5 years are classified as obese or overweight, which is similar to the current London average of 20.0%. The Early Years Healthy Behaviours service, delivered by HENRY, offers families with children under the age of 7 with training programmes, cooking programmes, workshops on eating on a budget and starting solids, as well as training programmes for professionals working with families across Croydon. This service has established itself well since February 2023 and is linked in with other services and partners across Croydon. The Food and Healthy Weight Partnership, led by Public Health, is working to support all Croydon residents to achieve and maintain a healthy weight and wellbeing through equitable access to nutritious food, opportunities for physical activity, and sustainable programmes.



**Indicator Ref.**  
M62

**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**  
No comparable data available

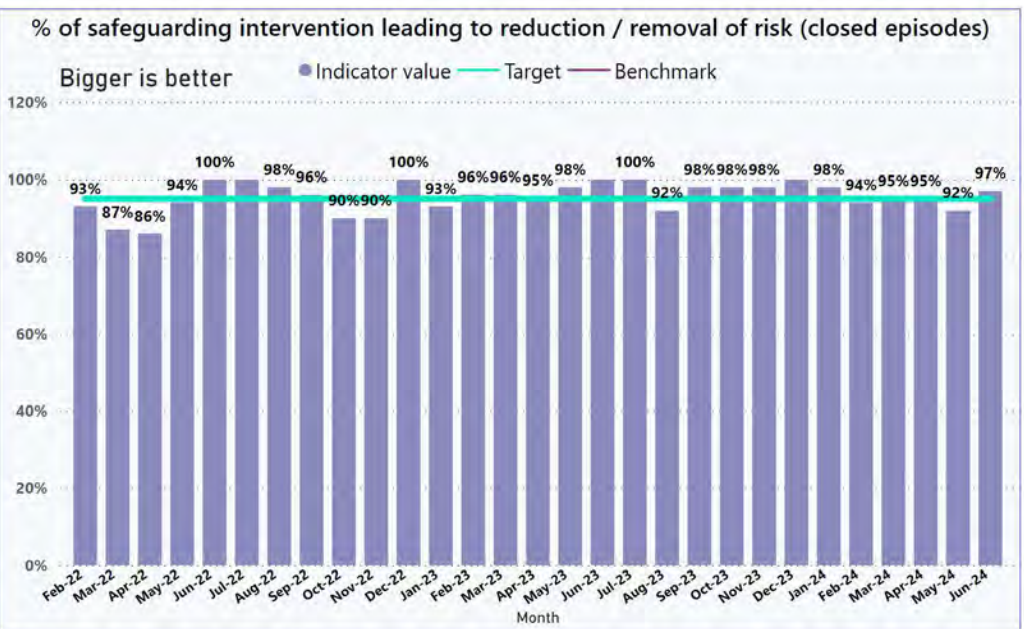
**Comment**

The 464 net affordable housing completions for 2022/23 only captures affordable housing units secured through Section 106 Agreements at the grant of planning consent. Therefore, the figure is exclusive of developments / units post the planning process that are acquired by Registered Providers and delivered as affordable housing. It should also be noted that in accordance with national policy the Council can only secure affordable housing from schemes of 10 units or more. Continued application of the London Plan 2021 affordable housing policy and in due course Local Plan Review policy will maximise affordable housing delivery in the context of national policy.

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5. People can lead healthier and independent lives for longer

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<b>Indicator Ref.</b> M70
<b>Outcome 5</b>  People can lead healthier and independent lives for longer
<b>Directorate</b>  Adult Social Care and Health
<b>RAG status - Green</b>
<b>Benchmarking timeframe</b>  No comparable data available

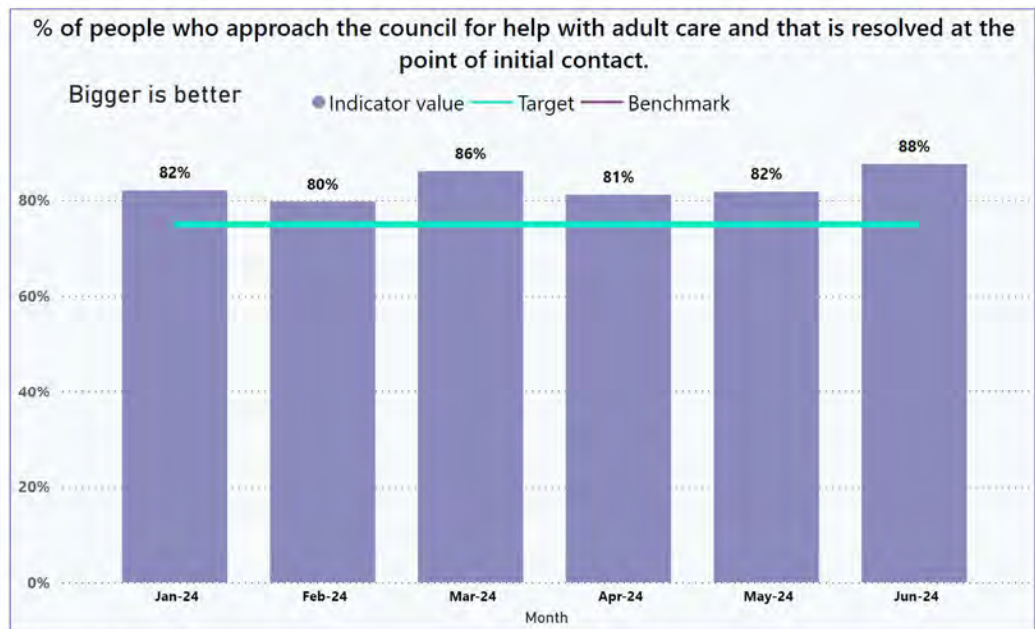
**Comment**

EXPLANATORY NOTE: There is no national benchmark. Croydon Council has set this locally. The cohort is small, often less than 50 per month, which means there can be swings in the data from month-to-month, as even one case without risk reduction has a noticeable impact on the overall percentage. It can, therefore, be more useful to look at this data over longer time periods.

KEY NARRATIVE: People who are a part of a safeguarding process, and who have the mental capacity to do so, can make the decision to choose to live with risk in their lives, so it would be unlikely that we would reach a level of 100% against this indicator over a sustained period.

NHS England publish national data on this measure. The most recent data they have published, for 2022/23, shows the performance across England was 91%, in Outer London 90% and in Croydon 95%. Croydon performance has averaged 96% in the 12 months to July 2024.

Recent practice audits suggest that safeguarding across Adult Social Care is generally safe and effective. However, there are still areas where we need to improve practice, including some identified in recent Safeguarding Adults Reviews. Our culture of continuous improvement is tackling these areas.



<b>Indicator Ref.</b> M71
<b>Outcome 5</b>  People can lead healthier and independent lives for longer
<b>Directorate</b>  Adult Social Care and Health
<b>RAG status - Green</b>
<b>Benchmarking timeframe</b>  No comparable data available

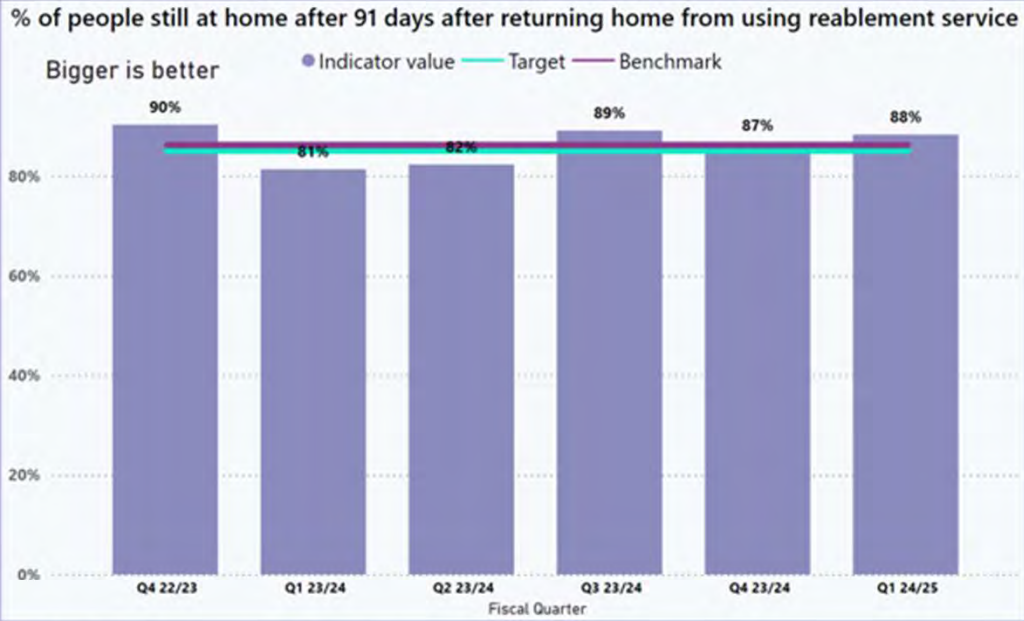
**Comment**

EXPLANATORY NOTE: The measure is focussed on the council resolving contacts through our Adult Early Intervention and Support Service. Through provision of proportionate information, advice and guidance preventing residents from unnecessary referrals related to reablement or a Care Act assessment.

KEY NARRATIVE: The service continues to exceed the target, meaning a reduction in unnecessary referrals for assessments, enabling residents to receive more timely information, advice and guidance and wider community support.

This is also supported through the digital portal referral service for residents and professionals; seen nationally as best practice from a digital perspective. The service continues to update website content in relation to information, advice and guidance.

We are working with our commissioning colleagues to create a Service Offer/Specification to support further development. Project Management Support has now been secured with the recruitment to an Officer with the specific remit of working with staff to implement any developments and changes.



**Indicator Ref.**  
M72

**Outcome 5**  
People can lead healthier and independent lives for longer

**Directorate**  
Adult Social Care and Health

**RAG status - Green**

**Benchmarking timeframe**  
FY 22-23 (London position)

**Comment**

EXPLANATORY NOTE: The measure describes people discharged from hospital who through reablement, have not been readmitted or newly placed into residential and nursing care.

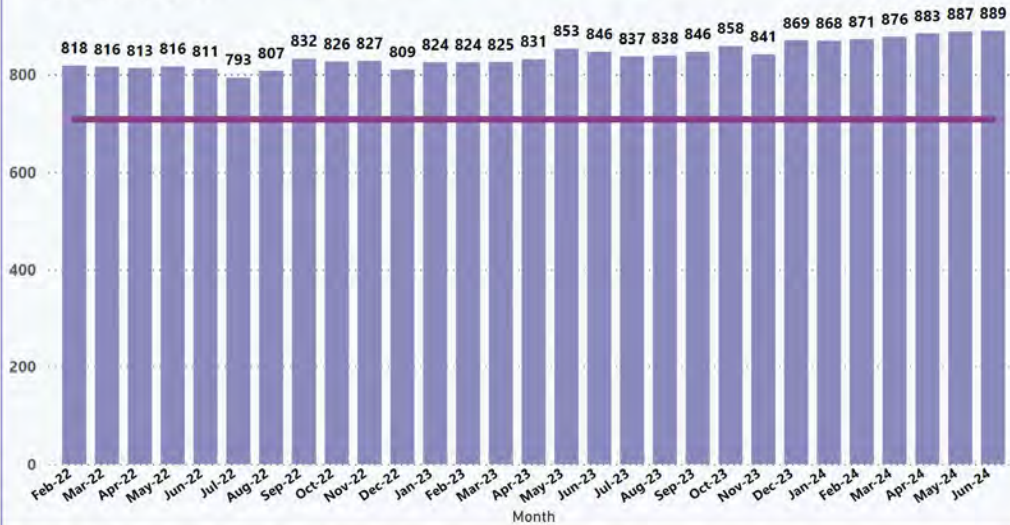
KEY NARRATIVE: Croydon health and care partners have been reviewing and redesigning hospital discharge pathways and processes as part of the Frontrunner national programme (Croydon are one of 6 national pilots), to ensure people's recovery and independence are maximised and to prevent readmission.

A new Transfer of Care Hub and HomeFirst service is being established in the hospital to speed up discharge and ensure residents return home with the right therapeutic care and support to recover fully in their own homes. This will also support the reablement service to continue to perform well against this metric, and reduce the need for long term care and support.

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

Smaller is better

● Indicator value — Target — Benchmark



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  
FY 22-23 (London position)

Comment

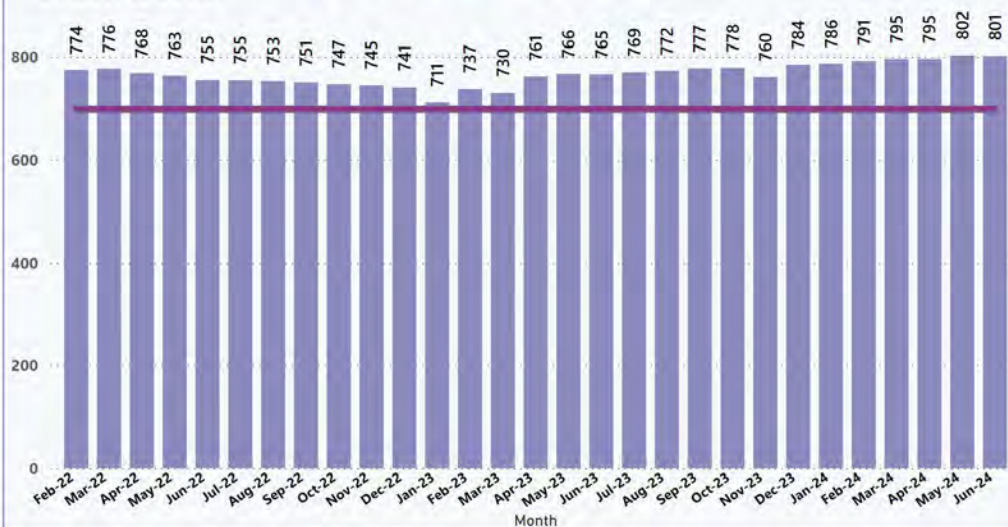
EXPLANATORY NOTE: The measure describes all residents receiving funded long term care. This includes direct payments, home care and residential and nursing care. A resident receiving funded services could sit within this metric for up to 46 years. Early intervention and enabling services are crucial.

KEY NARRATIVE: The trend increase during 2023/24 needs to be quantified against other London Boroughs when the 2023/24 Use of Resources report is published in Autumn 2024.  
Our approach continues to focus on information, advice and guidance; good social care practice (strengths based assessment enabling connections with community services and use of care technology).  
Enhanced Reablement Offer to improve early intervention and support the prevent, delay and reduce approach.  
Community and voluntary sector self-advocacy and peer-to-peer support is used to initially support individuals and families and delay the need for long-term support  
Systemised approaches to digital support –listen to how people want to use it and consistently include as part of your approach to wellbeing requirements.  
Collaboration with colleagues in commissioning and housing departments to develop and commission low level housing with support that is accessible as part of mainstream offer.  
Health costs: establish early (year 8) oversight of which children are CHC funded and ensure that there are clear plans to transition into adulthood CHC.  
Focus on managing parent expectations and understanding – particularly for young people with low needs or unlikely to be eligible for adult social care.  
Use Keyring Model for young people at transition; managing risk/cliff edge in a phased way to prevent long-term reliance on supported living for those with low care needs.  
Ensure that the general needs housing pipeline includes some earmarked housing for young people with a learning disability, mental health need or autism to prevent care packages being provided where the primary need at transition is housing and tenancy support.  
Establish/extend a housing pipeline for specialist housing to include extra care, low support, and flexible supported living (i.e. that can be easily converted to housing units without support) for younger adults (under 65).

Rate of 18-64 clients supported to live independently (per 100,000)

Smaller is better

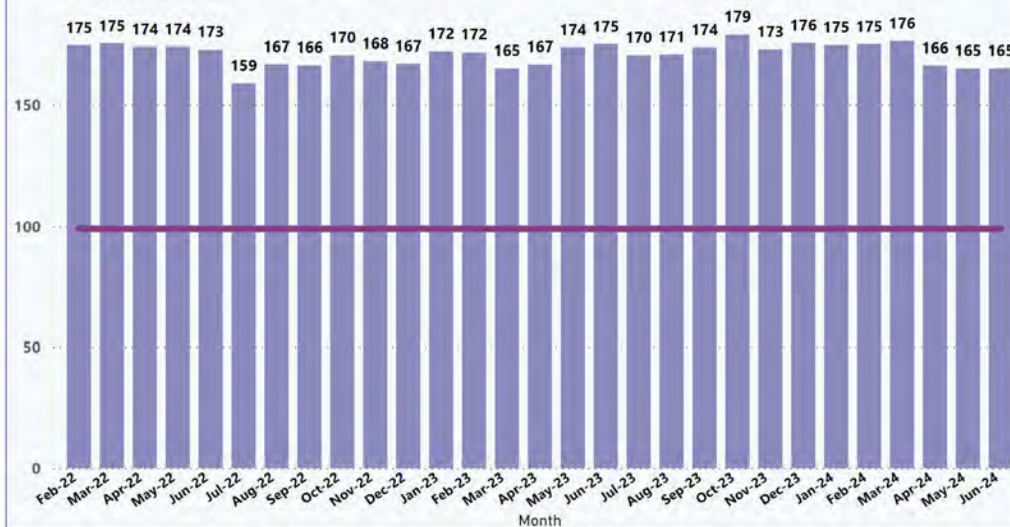
Indicator value Target Benchmark



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

Smaller is better

Indicator value Target Benchmark



Indicator Ref.  
M75

Outcome 5  
People can lead healthier and independent lives for longer

Directorate  
Adult Social Care and Health

RAG status - Red

Benchmarking timeframe  
FY 22-23 (London position)

Comment

EXPLANATORY NOTE: The measure describes all residents receiving funded long term care exclusive of residential and nursing care.

KEY NARRATIVE: Best practice is to support people to live independently in their own homes, but too many people are being supported per head of population. However the increase should be noted against the static nature of measure (M77 - Rate of 18-64 people in residential and nursing care (per 100,000), meaning on the whole, the overall increase in demand is being met through supported living, rather than placements in residential (a key objective).

Developing the step-down pathway into general needs housing remains challenging. Funded costs for this are relatable to housing benefits rather than social care budgets. A revised approach to this cohort is an area of focus for the current service review with our Strategic Delivery Partner, and this will set out the next phases of the service transformation.

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  
FY 22-23 (London position)

Comment

EXPLANATORY NOTE: The measure describes all residents receiving funded long term care exclusive of residential and nursing care.

KEY NARRATIVE: Despite remaining above the target, the static nature of the measure supports the approach of only placing newly assessed or reviewed residents in residential or nursing care where it is absolutely necessary. There is a large cohort of historically placed residents in this setting. It is unlikely they would benefit from the opportunity for step down to extra care housing.

There is ongoing review of eligibility for existing extra care schemes to ensure that younger people can be referred to these schemes.

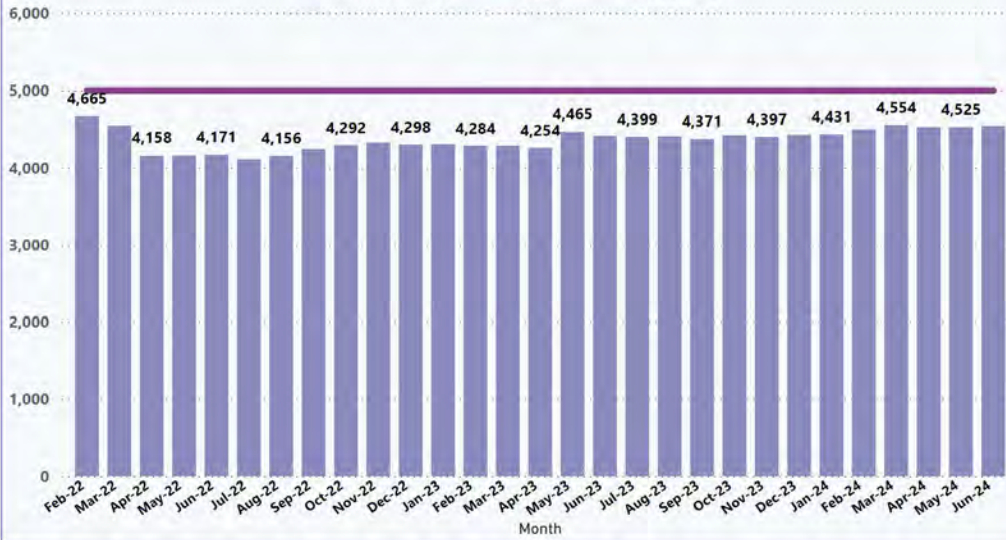
Roll out more inter-generational extra care as trialled at Freemans Court ECH.

Ensure Social workers/AMHPs are actively involved in discharge planning for individuals perceived to have high care needs or to have (very) high risk in the community to ensure that home first approach is paramount and that care is the least restrictive and social care provision is not being used as a substitute appropriate NHS mental health/ community provision.

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

Smaller is better

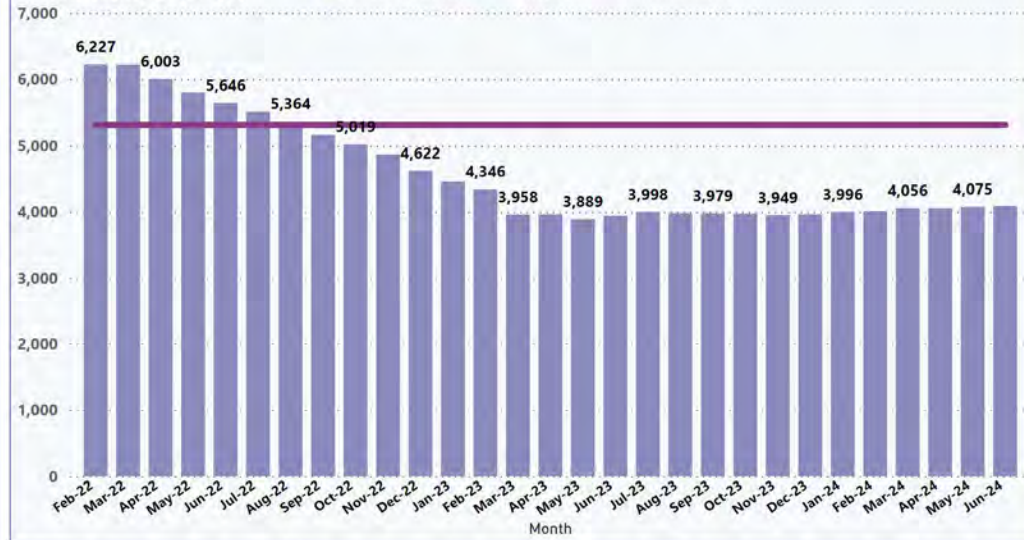
● Indicator value — Target — Benchmark



Rate of 65+ clients supported to live independently (per 100,000)

Smaller is better

● Indicator value — Target — Benchmark



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  
FY 22-23 (London position)

**Comment**

EXPLANATORY NOTE: The measure describes all residents receiving funded long term care. This includes direct payments, home care and residential and nursing care.

KEY NARRATIVE: The trend increase during 2023/24 needs to be quantified against other London Boroughs when the 2023/24 Use of Resources report is published in Autumn 2024.

A substantial element of the focus for this metric is aligned within the One Croydon Alliance (integrated health and care approach). It includes discharge from hospital, reablement and the six community based multi-disciplinary teams aligned to GP practices, called Huddles.

Indicator Ref.  
M76

Outcome 5  
People can lead healthier and independent lives for longer

Directorate  
Adult Social Care and Health

RAG status - Green

Benchmarking timeframe  
FY 22-23 (London position)

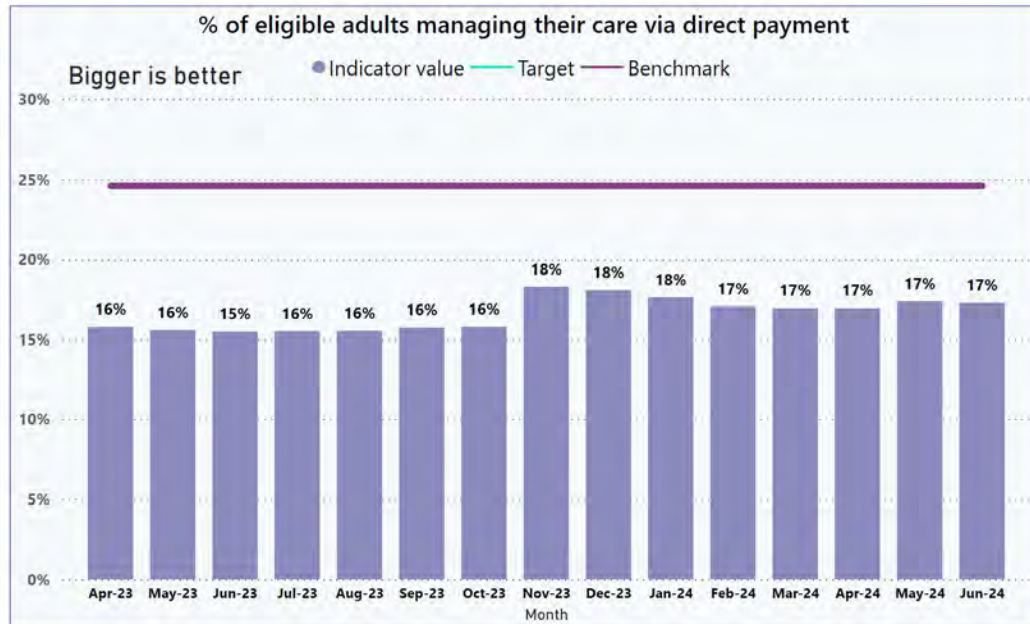
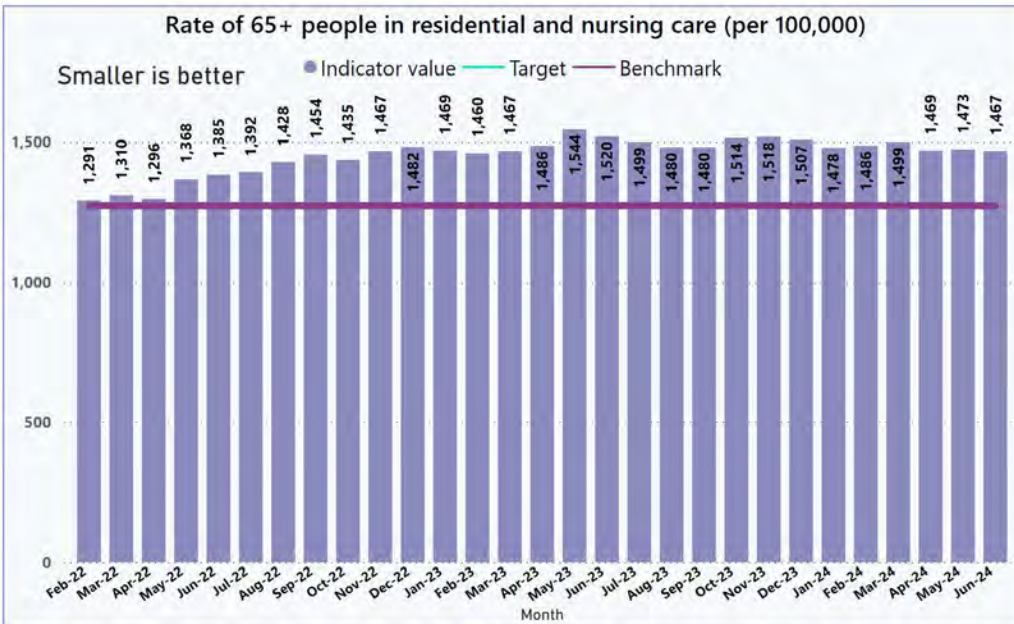
**Comment**

EXPLANATORY NOTE: The measure describes all residents receiving funded long term care exclusive of residential and nursing care.

KEY NARRATIVE: A substantial element of the focus for this metric is aligned within the One Croydon Alliance (integrated health and care approach). It includes integrated care network (ICN+) model, and the six community based multi-disciplinary teams aligned to GP practices, called huddles. The huddles enable review of residents not yet funded by social care to be proactively reviewed and with redirection to voluntary and community organisations. An enhanced way of joint working is taking place in Crystal Palace Huddles to try and prevent and delay statutory need and provide solutions for patients closer to their homes and with little waiting time, through innovative multi-agency solutions.

Increasing use of extra care housing (significant void reduction in 2023/24) is enabling residents to stay in the community in their own tenancy.





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  
FY 22-23 (London position)

**Comment**

Explanatory note: The benchmark is the target 1,273. This metric describes all residents receiving funded care only placed in residential or nursing care.  
Key narrative: Discharge from hospital issues relating to the metric. Front Runner has not reduced placements as it was hoped that it would. Pre-placement panels remain in place in order to provide home first options.

A level of rehab options in "out of the hospital" remain a challenge, in terms of availability of therapy / trained therapists - including on the wards. The level of step down beds is 10 which is few for a borough of Croydon's size. It is not felt that this is enough to allow patients time to rehab fully after a hospital stay. Rehab criteria are also ringfenced for clients who are weight bearing and have mental capacity to engage with therapy. However additional beds could help non weight bearing clients move from bed based care to walking/ standing. Rehab could also extend to clients who have dementia or resolving delirium.

A revised approach to this cohort is an area of focus for the current service review with our Strategic Delivery Partner. This will set out the next phases of the service transformation. It is likely that more beds will be asked for from the joint system. Additional Extra Care Housing (ECH) beds will help keep residents in the community for longer. At present we have around 240 beds which is around half of what is required in the medium/long term. If we had more ECH flats together with an enhanced model it could reduce the amount of residential placements that are made.

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 22-23 (London position)

**Comment**

EXPLANATORY NOTE: Direct payments enable residents receiving funded social care services to have control of the services they chose to purchase to meet their needs.

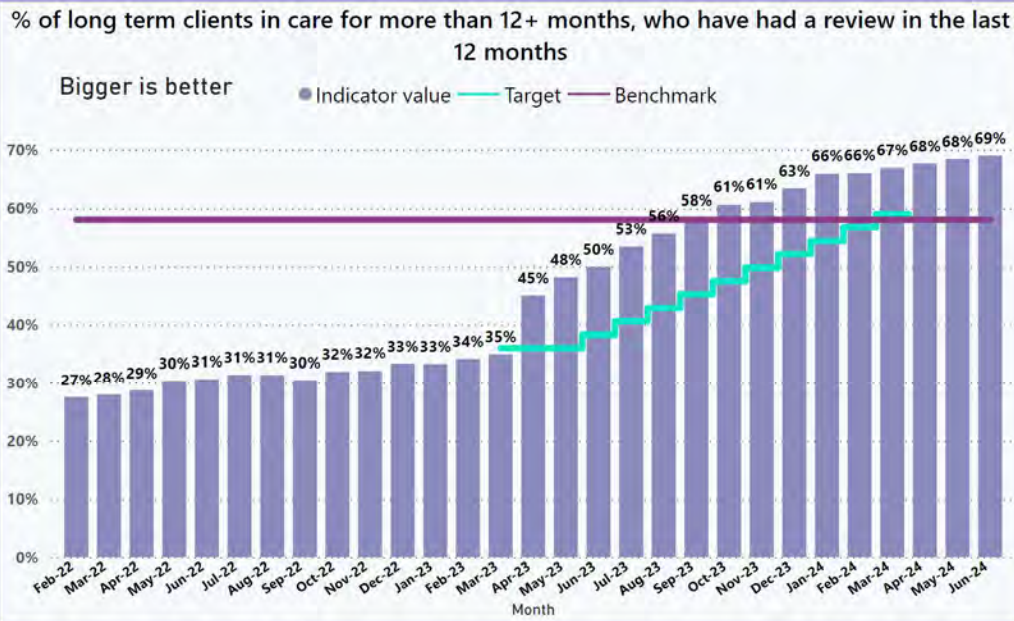
A project to improve take up is in place within our Managing Demand programme; this includes information advice and guidance, how quickly Direct Payments can be set up and commissioned services.

A Direct Payment Users Forum was held on the 17 April 2024 and was well attended. It has been agreed with residents that these sessions will be held twice yearly, once in person and once online to maximise attendance. Services provided such as the Virtual Wallet and Independent Lives were identified as positive motivators to use Direct Payments.

The next User Forum meeting is scheduled for November 6th 2024. This meeting at the request of those present at the last meeting will be held via TEAMS. In response to feedback from the last meeting future meetings will be a mixture of in person, hybrid and solely online meetings and scheduled at different times i.e. in the evenings as well as the working day to maximise attendance opportunities for residents.

A revised approach to this cohort is an area of focus for the current service review with our Strategic Delivery Partner. The full diagnostic and opportunities identified by our strategic partner will set out the next phases of the service transformation.

A procurement strategy to support this is ongoing. A panel is in place to review options and support the process with co-production with Direct Payment users embedded in strategy. The contract award is anticipated to be January 2025.



<b>Indicator Ref.</b> M80
<b>Outcome 5</b>  People can lead healthier and independent lives for longer
<b>Directorate</b>  Adult Social Care and Health
<b>RAG status - Green</b>  <div style="background-color: green; width: 100%; height: 10px;"></div>
<b>Benchmarking timeframe</b>  FY 22-23 (London position)

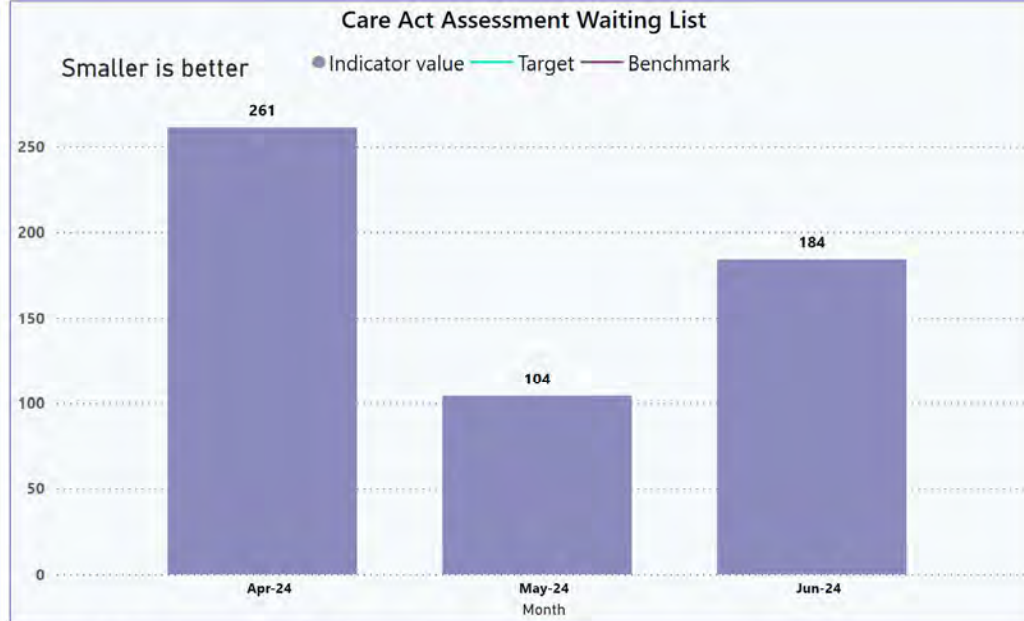
**Comment**

EXPLANATORY NOTE: Residents receiving social care are eligible for a statutory review every 12 months.

This indicator aligns with the national Short and Long Term care (SALT) measure. This only counts planned reviews that took place within the last 12 months. It is a cumulative target that will increase month on month as reviews are completed.

KEY NARRATIVE: There has been a significant improvement over the last few years to increase the number of reviews completed under the methodology (19% 21/22, 36% 22/23), with major reductions in completing reviews which were overdue.

The Directorate has embedded a reviews strategy for 2024/25, this includes resource allocation, and embedding learning from the November 2023 Local Government Association's Peer Challenge of the Directorate's services.



<b>Indicator Ref.</b> M81
<b>Outcome 5</b>  People can lead healthier and independent lives for longer
<b>Directorate</b>  Adult Social Care and Health
<b>RAG status - N/A</b>  <div style="background-color: #cccccc; width: 100%; height: 10px;"></div>
<b>Benchmarking timeframe</b>  No comparable data available

**Comment**

EXPLANATORY NOTE: There are no current national benchmark for waiting lists. However under the new Care Quality Commission assurance programme, Information Required (IR5) for care assessment, care review, financial assessment and carers assessments includes:

- waiting list size.
- median and maximum waiting times for the last 12 months
- the authority's target timescales.

KEY NARRATIVE: The Directorate is working with the Systems and Performance teams to develop new reports and develop initial baselines for Care Act Assessments waiting lists to ensure that we prioritise who we see and reduce waiting times.