









Corporate performance, finance & risk report overview (KPI's)

Going well will review performance in areas that have made an improvement, compared to past performance. It will also where possible, benchmark on performance compared to other London LA's, and / or national average. arative data is ava

ONES TO WATCH

Ones to watch will monitor performance where, from a strong position, performance is being to deteriorate to enable decision makers to make informed choices as to how to manage / improve performance in a timely manner. It will also, where possible, benchmark on performance compared to other London LA's, and / or national average.

THINGS TO DO BETTER

Things to do better will highlight performance that is promeeting the expected standard / target, and the potential consequences the organisation could face as a result. It will also, where possible conchmark on performance compared to other London LA's, and / or national average. This section of the

CROYDON Latest Update: MAY 2021 www.croydon.gov.uk LATEST DATA PREVIOUS DATA BENCHMARKING Croydon Change from London COMMENTS ON CURRENT PERFORMANCE REF. INDICATOR RAG Timeframe Croydon position Timeframe Frequency Timeframe Target position previous position

PLACE

PUBLIC REAL	И										
PL PR 19	Number of Park Patrols	Monthly	May-21	350	811		Apr-21	919		No comparable data available	
PL PR 20	Number of District Centre Patrols	Monthly	May-21	150	535		Apr-21	506		No comparable data available	
PL PR 23	% of household waste sent for reuse recycling and composting	Quarterly	Q3 2020/21		44.2%				Q4 2019/20	32.9%	Reporting is always 1 quarter in arrears due to data collection required
PL PR 25	Missed Bins per 100k	Monthly	May-21		52	^	Apr-21	98		Reviewing availability	
PL PR 28	% of Streets below grade rectified in time	Monthly	May-21		96.0%	\	Apr-21	99.7%		Reviewing availability	
PL PR 30	Street lighting performance and maintenance (% of lights in light)	Monthly	May-21	99%	99.78%	↑	Apr-21	99.75%		Reviewing availability	
PL PR 32	Parks and open space Volunteer Days per month	Quarterly								No comparable data available	
PL PR 33	Street champion Volunteering days per month	Monthly	May-21	600	612					No comparable data available	
PL PR 53	% of Licence applications to be processed within statutory timescales	Quarterly									
PL PR 56	% of applications with representations are referred to licensing sub committee within statutory timescales	Quarterly									
PL PR 59	% of contaminated land assessments are conducted within service standards/statutory timescales	Quarterly									
PL PR 62	% of air quality monitoring conducted within service standards/statutory timescales	Quarterly									
PL PR 65	% of complaints about nuisance are responded to within service standards/statutory timescales	Quarterly									
PL PR 66	Private Sector Housing Service Requests concerning conditions - % initial responses within 24 hours	Quarterly									

	CROYDON CORPORATE PERFORMANCE FRAMEWORK													
Latest Update	: MAY 2021			LATE	EST DATA			DDEV	IOUS DATA	RENCHI	MARKING	CROYDON www.croydon.gov.uk		
				LAIL	Croydon	Change from		PREV	IOUS DATA	BENCHI	London			
REF.	INDICATOR	Frequency	Timeframe	Target	position	previous	RAG	Timeframe	Croydon position	Timeframe	position	COMMENTS ON CURRENT PERFORMANCE		
PL PR 67	Private Sector Housing Service Requests concerning conditions - % visits within 48 hours	Quarterly												
PL PR 68	Private Sector Housing Service Requests - % initial responses within 3 days	Quarterly												
PL PR 69	Private Sector Housing Service Requests - % visits within 10 days	Quarterly												
PLANNING AN	D STRATEGIC SUPPORT													
PL PS 03	% of Major applications processed in time (13 weeks)	Monthly	May-21	60%	100%	1		Apr-21	0.00%		Reviewing availability			
PL PS 06	% of Minor planning applications processed in time	Monthly	May-21	65%	61.4%	1		Apr-21	59.78%		Reviewing availability			
PL PS 09	% of Other planning applications processed in time	Monthly	May-21	80%	80.5%	↑		Apr-21	79.61%		Reviewing availability			
PL PS 10	Major Planning applications determined in time over a rolling 2 year period	Monthly	July 19 - June 21	60%	86.6%	1		June 19 - May 21	85.71%		Reviewing availability			
PL PS 11	Non- Major Planning applications determined in time over a rolling 2 year period	Monthly	July 19 - June 21	70%	76.1%	1		June 19 - May 21	75.95%		Reviewing availability			
CULTURE														
PL CUL 01	Footfall in libraries	Monthly									Reviewing availability			
PL CUL 02	Book issues in Libraries	Monthly									Reviewing availability			
PL CUL 03	Digital issues in Libraries	Monthly									Reviewing availability			
RESOU	RCES													
	GITAL SERVICE													
RE CDS 01	Number of Major incidents	Monthly	Apr-21	N/A	8			Mar-21	15		Reviewing availability			
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				CROYDO	ON CORPOR	RATE PERFO	RMANCE	FRAMEN	ORK			CROYDON
Latest Update:	MAY 2021			LATE	ST DATA			DDE	/IOUS DATA	PENCH	MARKING	www.croydon.gov.uk
REF.	INDICATOR	Frequency	Timeframe	Target	Croydon position	Change from previous	RAG		Croydon position	Timeframe	London position	COMMENTS ON CURRENT PERFORMANCE
RE CDS 02	Number of Major incidents resolved within SLA	Monthly	Apr-21	SLA	4			Mar-21	15		Reviewing availability	
RE CDS 03	Number of total incidents	Monthly	Apr-21	N/A	2,886			Mar-21	2,886		Reviewing availability	
RE CDS 05	% of issues first time fix (IT Service Desk)	Monthly	Apr-21	80%	98%			Mar-21	86%		Reviewing availability	
RE CDS 06	Average website uptime	Monthly	May-21	100%	100%	\leftrightarrow		Apr-21	100%		Reviewing availability	
RE CDS 07	Number of total website visits	Monthly	May-21	compare to avg monthly visits	43,659	↑		Apr-21	42,899		Reviewing availability	
RE CDS 08	Number of active MyAccount users	Monthly	5 May - 2 June '21 (4 weeks)	compare to avg monthly log-in	23,228	→		Apr-21	27,693 log-ins to My Account in the last 4 weeks		Reviewing availability	5,098 users didn't enter the right credentials, 18,130 successful log-ins. The lower number this month is likely to be reflective of the fact that the previous month (April) is when many garden waste renewals happen, also people checking their new council tax bills.
RE CDS 09	Number of projects in Delivery	Quarterly	Jan - April 2021	N/A	71						Reviewing availability	
RE CDS 10	Number of project Queued	Quarterly	Jan - April 2021	N/A	86						Reviewing availability	
RE CDS 11	Number of projects completed year to date	Quarterly	Jan - April 2021	N/A	48						Reviewing availability	
HUMAN RESO	URCES											
RE HR 01	Recruitment process - % people shortlisted declared as female	Quarterly									Reviewing availability	
RE HR 02	Recruitment process - % people appointed declared as female	Quarterly									Reviewing availability	
RE HR 03	Recruitment process - % people shortlisted declared as Black, Asian, Mixed, and White ethnic minority groups	Quarterly									Reviewing availability	
RE HR 04	Recruitment process - % people appointed declared as Black, Asian, Mixed, and White ethnic minority groups	Quarterly									Reviewing availability	

	CROYDON											
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RE HR 05	Recruitment process - % people shortlisted declared as LGBT	Quarterly									Reviewing availability	
RE HR 06	Recruitment process - % people appointed declared as LGBT	Quarterly									Reviewing availability	
RE HR 07	Recruitment process - % people shortlisted declared as disabled	Quarterly									Reviewing availability	
RE HR 08	Recruitment process - % people appointed declared as disabled	Quarterly									Reviewing availability	
RE HR 09	Percentage of staff who are agency	Monthly		15%							Reviewing availability	
RE HR 14	% formal employee relations cases that are resolved within 12 weeks	Quarterly	May-21		83%						Reviewing availability	
RE HR 15	% LBC workforce declared as female	Annual	As at April 2021		66.20%						Reviewing availability	
RE HR 16	% LBC workforce declared as Black, Asian, Mixed, and White ethnic minority groups	Annual	As at April 2021		44.70%						Reviewing availability	
RE HR 17	% LBC workforce declared as LGBT	Annual	As at April 2021		4.90%						Reviewing availability	
RE HR 18	% LBC workforce declared as Disabled	Annual	As at April 2021		8.70%						Reviewing availability	
RE HR 19	% LBC workforce who have declared their gender	Annual	As at April 2021		100%						Reviewing availability	
RE HR 20	% LBC workforce who have declared their ethnicity	Annual	As at April 2021		68%						Reviewing availability	
RE HR 21	% LBC workforce who have declared their sexual orientation	Annual	As at April 2021		64%						Reviewing availability	
RE HR 22	% LBC workforce who have declared if they have a disability	Annual	As at April 2021		66%						Reviewing availability	
RE HR 23	Number of sick days per FTE	Monthly		5.6				Rolling Year to Apr 21	5.38		Reviewing availability	
RE HR 24	% participating in staff surveys	In Progress	- Will have data	when next Staff Su	urvey is complete						Reviewing availability	
RE HR 25	% participating in temperature checks	In Progress	- Will have data	when next Staff Su	ırvey is complete						Reviewing availability	

				CROYDO	ON CORPOR	ATE PERFO	DRMANCE	FRAMEW	ORK			CROYDON
itest Update	: MAY 2021			LATE	EST DATA			PREV	IOUS DATA	BENCH	MARKING	www.croydon.gov.uk
REF.	INDICATOR	Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position	COMMENTS ON CURRENT PERFORMANC
RE HR 26	% of people who have stated in temperature checks "I am proud to work for the council"	In Progress	- Will have data	when next Staff S	survey is complete						Reviewing availability	
W AND GO	VERNANCE											
RE LG 15	Total number of FOIs	Monthly	Mar-21	N/A	184			Feb-21	202		Reviewing availability	
RE LG 16	Total number of FOIs responded to with statutory time line	Monthly	Mar-21	N/A	106			Feb-21	116		Reviewing availability	
RE LG 17	% of FOIs responded to within statutory time line	Monthly	Mar-21	90%	58%	→		Feb-21	57%		Reviewing availability	
RE LG 18	Total number of SARs	Monthly	Mar-21	N/A	12			Feb-21	17		No comparable data available	
RE LG 19	Total number of SARs responded to within statutory timeline	Monthly	Mar-21	N/A	9			Feb-21	11		No comparable data available	
RE LG 20	% of SARs responded to within statutory timeline	Monthly	Mar-21	90%	75%	↑		Feb-21	65%		No comparable data available	
AYMENTS, R	REVENUES AND BENEFITS											
RE PRB 04	Net collectable business rates (£)	Monthly	May-21	N/A	£75,357,226.14			Apr-21	£74,956,057.51		No comparable data available	
RE PRB 05	Collected business rates (£)	Monthly	May-21	N/A	£16,707,009.19			Apr-21	£10,909,298.84		No comparable data available	
OMMUNICTIO	ONS											
RE CM 01	Intranet page views (all of intranet)	Monthly	May-21	200,000	195,341						No comparable data available	Two public holidays and half-term
RE CM 04	Increase in subscribers to YC Weekly e-bulletin from previous month	Monthly	May-21	100	433	+		Apr-21	640		No comparable data available	Up from 85,108 in April to 85,541 in May. Figure may fluctuate due to reasons beyond our control - i.e. if delivery fails as a result of an individual's mailbox rejecting delivery. Figure also currently includes addresses registered on My account which were added as part of emergency Covid communication

25

Apr-21

46

Increase in subscribers to corporate social media

accounts from previous month - FB

Monthly

May-21

To increase

RE CM 06

comparable data available as part of emergency Covid communications. Subscribers will therefore reduce significantly when these addresses are removed when emergency Covid communications cease.

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REF.	INDICATOR	Frequency	Timeframe	Target	Croydon position	Change from previous	RAG		Croydon position	Timeframe	London position	COMMENTS ON CURRENT PERFORMANCE
RE CM 08	Increase in subscribers to corporate social media accounts from previous month – Twitter	Monthly	May-21	To increase	-47	1		Apr-21	126		No comparable data available	
RE CM 10	Increase in subscribers to corporate social media accounts from previous month – Instagram	Monthly	May-21	To increase	85	1		Apr-21	72		No comparable data available	
RE CM 15	Digital news hub – visits to site	Monthly	May-21	25,000	26,317	1		Apr-21	19865		No comparable data available	
DEMOCRATIC	SERVICES											
RE DS 01	Percentage of Draft minutes produced within 10 working days;										No comparable data available	
RE DS 02	Number of reports published after the statutory deadline										No comparable data available	
RE DS 03	Percentage of information requests from the Scrutiny Committee responded to within the statutory timescale										No comparable data available	
COMMUNITY E	QUIPMENT SERVICE											
RE CES 03	% of CES delivery/collection/maintenance/repairs within the agreed timeframe	Monthly	Apr-21	95%	94.5%	4		Mar-21	95.4%		No comparable data available	
CHII DB	EN FAMILIES AND EDUCATION	M (CEI	=1									
	AND CHILDREN'S SOCIAL CARE	M (CIT	-)									
CFE CSC 02	Percentage of Early Help cases that were stepped up to CSC (EH 9)	Monthly	May-21	10%	20%	↑		Apr-21	28%		No comparable data available	
CFE CSC 03	Percentage of CSC referrals that were stepped down from CSC into Early Help (EH 25)	Monthly	May-21		1%	1		Apr-21	0%		No comparable data available	
CFE CSC 04	Percentage of re-referrals within 12 months of the previous referral	Monthly	May-21	22%	23%	1		Apr-21	31%	2019/20	19%	
CFE CSC 05	Rates of adolescents entering/leaving care				To be developed						No comparable data available	



				LATE	ST DATA			PREV	IOUS DATA	BENCHI	MARKING	www.croydon.gov.uk
REF.	INDICATOR	Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position	COMMENTS ON CURRENT PERFORMANCE
CFE CSC 08	Percentage of CIN* for who had review on time (those allocated to CWD teams) (CIN 7)	Monthly	May-21	95%	95%	↑		Apr-21	86%		No comparable data available	
CFE CSC 10	Net current expenditure per child on CLA placements				To be developed						No comparable data available	
CFE CSC 12	Rate of local CLA per 10,000 under 18 population (CLA 2a)	Monthly	May-21		47.6			Apr-21	48.0	2019/20	40.9%	
CFE CSC 13	Number of UASC CLA (CLA 4)	Monthly	May-21		189			Apr-21	205		No comparable data available	
CFE CSC 14	Percentage of the under 18 population who are UASC	Monthly	May-21		0.20%			Apr-21	0.22%	2019/20	0.08%	
CFE CSC 16	Percentage of care leaver population formerly USAC	Monthly	May-21		56%			Apr-21	#REF!		No comparable data available	
CFE CSC 19	Number of young people who have Appeals Rights Exhausted				To be developed						No comparable data available	
CFE CSC 21	Average Caseload per allocated Social Worker in Children's Social Care	Monthly	May-21	17.0	16.3	↑		Apr-21	16.7		No comparable data available	
CFE CSC 23	Number of staff in post after 3 years				To be developed						No comparable data available	
CFE CSC 25	Percentage of Child Protection Children subject to a plan for a second or subsequent time (CP 11)	Monthly	May-21		30%			Apr-21	26%	2019/20	18%	

				LAIL	ST DATA			PREV	IOUS DATA	BENCH	MARKING	www.croydon.gov.uk
REF.	INDICATOR	Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position	COMMENTS ON CURRENT PERFORMANCE
CFE E 02	Total number of families attending children's centre								To be developed		No comparable data available	
CFE E 17	Number of children attending children's centres in receipt of FSM								To be developed		No comparable data available	
CFE E 05	Savings project ref: CFE Sav 10								Populate from CRP Finance / PMO BI dashboard		No comparable data available	
CFE E 08	Number of children and young people with an EHCP		May-21		3520			Apr-21	3515		No comparable data available	
CFE E 09	Number of children with an EHCP educated inborough mainstream schools								To be developed		No comparable data available	
CFE E 10	Percentage of children with an EHCP educated inborough mainstream schools								To be developed		No comparable data available	
CFE E 11	Average caseload per SEN caseworker								To be developed		No comparable data available	
CFE E 12	Annual review measure (s) to be agreed								To be agreed		No comparable data available	
HEALTH	WELLBEING AND ADULTS (HWA)										
HWA 2	Number of clients (18-64) in Dom Care	Monthly	May-21		504			Apr-21	479		Reviewing Availability	
HWA 3	Number of clients (18-64) in: Nursing	Monthly	May-21		56			Apr-21	51		Reviewing Availability	
HWA 4	Number of clients (18-64) in: Residential Care	Monthly	May-21		374			Apr-21	371		Reviewing Availability	
HWA 5	Number of clients (18-64) in Supported Living	Monthly	May-21		290			Apr-21	289		Reviewing Availability	

Latest Update: MAY 2021

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HWA 6	Number of clients (18-64) in Respite	Monthly	May-21		12			Apr-21	10		Reviewing Availability	
HWA 7	Number of clients (65+) in: Day Care	Monthly	May-21		102			Apr-21	95		Reviewing Availability	
HWA 8	Number of clients (65+) in: in Dom Care	Monthly	May-21		1150			Apr-21	1094		Reviewing Availability	
HWA 9	Number of clients (65+) in: Nursing	Monthly	May-21		300			Apr-21	278		Reviewing Availability	
HWA 10	Number of clients (65+) in: Residential Care	Monthly	May-21		365			Apr-21	347		Reviewing Availability	
HWA 11	Number of clients (65+) in: Supported Living	Monthly	May-21		28			Apr-21	27		Reviewing Availability	
HWA 12	Number of clients (65+) in: in Respite	Monthly	May-21		26			Apr-21	25		Reviewing Availability	
HWA 13	Number of clients on the waiting list										Reviewing Availability	
HWA 15	Net Current Expenditure on Adults Social Care										Reviewing Availability	
HWA 17	Spend on Long Term Clients - 18-64										Reviewing Availability	
HWA 19	Spend on Long Term Clients - 65+										Reviewing Availability	
HWA 21	Spend on Short Term Clients - 18-64										Reviewing Availability	

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Latest Update:	est Update: MAY 2021 LATEST DATA PREVIOUS DATA BENCHMARKING												
			ı	LATE	ST DATA	1		PREV	IOUS DATA	BENCH	MARKING	CROYDON www.croydon.gov.uk	
REF.	INDICATOR	Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position	COMMENTS ON CURRENT PERFORMANCE	
HWA 23	Spend on Short Term Clients - 65+										Reviewing Availability		
HWA 24	% of concluded Section 42 enquiries where a risk was identified, the reported outcome was that risk was reduced or removed										Reviewing Availability		
HWA 25	% Clients on Waiting List for 6 weeks or more										Reviewing Availability		
HWA 26	% Annual Reviews completed on time										Reviewing Availability		
HWA 27	% Annual Reviews more than 6 months overdue										Reviewing Availability		
HWA 28	Number of Direct Payments (total)										Reviewing Availability		
HWA 29	Caseload numbers (per locality team)										Reviewing Availability		
HWA 30	Number of contacts received by the Front Door										Reviewing Availability		
HWA 31	% of contacts received that result in a statutory support package										Reviewing Availability		

Corporate performance, finance & risk report overview - Projects & Programmes

GOING WELL

Going well will review projects that have made an improvement in terms of delivery, compared to past performance

- 1 Croydon Finance Review, work is on-going. Next key milestone is the completion of the Capital Strategy in July.
- 2 MTFS HWA, all 21/22 savings on tracker to deliver full amount. BAU reviews are ahead of plan, £2.1m of savings have been identified and £663k of this validated by finance.
- 3 MTFS Resources, all 21/22 savings on track to deliver full amount.
- Review of Council Companies working group set up that has expanded the programme beyond initial PwC recommendations and is now reviewing all council companies
- 5 MTFS Corporate Finance, all 21/22 savings on track to deliver full amount
- Report in the Public Interest: At 09 June 2021 a total 55 of the 99 tasks identified in the RIPI Action Plan have been completed. Work is progressing to deliver the remaining tasks by end December 2021.

ONES TO WATCH

Ones to watch will monitor projects where, from a strong position, performance is beginning to deteriorate, to enable decision makers to make informed choices as to how to manager / improve performance in a timely manner

MTFS CFE 21/22 savings, total at risk: £830,368. Confirmation of the amount at risk, and mitigation if/where needed, will be provided post-P2 so as that the accountants can assist with validating where alternative savings can be made from.

MTFS Place 21/22 savings, total at risk: £814,500.

PLA Sav 08: Public Protection and Licensing Highways & Parking Services merger. Mitigations: The restructure to bring the Highways and parking service together has now been completed and being implemented during June and July. It is expected the £50k currently listed as at risk will be mitigated by current vacant posts within the service area. The £220k within the "on track" section will move to the "delivered" following the completion of the restructure.

PLA Sav 24: Parking charges increase 30p/30min. Mitigations: Pay & Display continues to be significantly affected by the national lockdown, as the easing of lock-down occurs we are expecting to see an increase in Pay & display transactions for both on street and off street. Monthly monitoring of transactions in place. The impact of Covid19 and the ongoing national restrictions on pay and display income, and as such the council is seeking to recover through MHCLG.

- 3 MTFS HWA, 22/23 and 23/24 assurance less well defined due to future unknowns
- 4 MTFS Resources, 22/23 and 23/24 assurance less well defined due to future unknowns
- 5 **Governance review:** Implementation is on hold pending resolution of resource issues
- Centre for Scrutiny and Governance (CfGS): Work supported by CfGS is underway to deliver programme

THINGS TO DO BETTER

Thins to do better will highlight projects that are not on target to deliver milestones as and when expected

- 1 None at the present time
- 2