2026-2030

Mayor's Business Plan 2026-2030

Building on progress, focused on action.

02

Executive Mayor's foreword

Jason Perry Executive Mayor of Croydon

Over the past few years, the Council has focused on restoring stability, improving key services and rebuilding confidence in Croydon.

Four years ago, I was elected as Croydon's first directly elected Mayor, with a clear mandate from residents: to restore stability, rebuild trust and bring pride back to Croydon.

After years of uncertainty, I have worked hard to put the borough back on a stronger footing and renew confidence in the future of our town.

I have already made significant progress. I have strengthened the Council's finances, improved governance, put key services on a firmer footing, and started rebuilding confidence among residents, businesses and partners. Across the borough, there is a renewed sense that Croydon is moving forward again.

There has been lots done, with lots more to do. Residents want cleaner streets, safer neighbourhoods, stronger communities and a Council that delivers on its promises.

They want a borough they can feel proud to call home.

My latest Business Plan sets out the next stage of Croydon's renewal. It is about restoring civic pride, driving growth and ensuring Croydon once again becomes a place known for opportunity, aspiration and community spirit.

I want Croydon to be a borough where families can thrive, young people can succeed, businesses can invest with confidence and communities feel safe, valued and connected.

I will continue to work openly and honestly with residents, listening to their concerns and focusing on the issues that matter most to local people. By working together with communities, businesses and partners, we can build a borough that reflects the pride, resilience and potential that has always defined Croydon.

My commitment is clear: to restore pride in Croydon and deliver the visible change residents want to see. I am determined to rebuild confidence in our borough by creating cleaner streets, safer neighbourhoods, stronger communities, taking a zero-tolerance approach to those who damage our borough.

Croydon is a borough of great communities with enormous strength and opportunity. This plan sets out how I will build on the progress already made, unlock investment, create opportunities for residents and restore confidence in Croydon as a place where people are proud to live, work and invest.

Mayor Jason Perry
Executive Mayor of Croydon

Executive Mayor's Business Plan 2022-2026

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

- Delivery of the Stabilisation Plan and Medium-Term Financial Strategy savings.
- Open the Books programme completed.
- Penn Report reported to Police.
- Kroll investigation completed.
- Brick by Brick review and restructuring completed.
- Fairfield Halls investigation completed.
- Reports in the Public Interest recommendations implemented.
- Stronger financial controls, governance and performance management implemented.
- Housing Regulatory Notice lifted.
- Housing repairs service transformed through appointment of Mears, Wates and K&T Heating.
- New in-house housing contact centre established.
- Residents' Charter introduced.
- Tenant and Leaseholder Panel established.
- Community bases, established through partnerships with voluntary and community organisations, at Bradmore Green, Broad Green, Sanderstead and Shirley.

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

- Croydon Growth Plan & Town Centre Vision launched.
- More than £1 billion of public and private investment secured during the first term.
- Revoked SPD2 and reset Croydon's planning framework to prioritise high-quality design and protection of local character.
- Whitgift Centre masterplan consultation completed.
- Centrale regeneration plans approved.
- Allders Parade opened.
- Dingwall Road regeneration progressing.
- Regina Road regeneration progressing.
- Purley Pool redevelopment progressing.
- College Green masterplan consultation approved.
- North End public realm improvements.
- UK Shared Prosperity Fund investment in district centres including Norbury, South Croydon, Coulsdon and Addiscombe.
- London Borough of Culture successfully delivered.
- Gatwick Economic Growth Charter signed.
- Croydon Council leads the Connect to Work Programme.
- Croydon Council supports entrepreneurs through the Croydon Means Business initiative launched.
- A new digital hub now OPEN in Central Library.

OUTCOME 3:
Children and young people in Croydon have the chance to thrive, learn and fulfil their potential

- Woodlands Family Hub & Samuel Taylor Coleridge Family Hub opened.
- Holiday Activities and Food programme expanded.
- Youth Safety Delivery Plan introduced.
- New children's home opened in partnership with St Christopher's Fellowship.
- Children in Care Youth Ambassador model established.
- Youth Justice Service improvement programme delivered.
- Children's Services maintained a Good rating.
- Youth Safety Delivery Plan introduced.
- Children in Care Youth Ambassador model established.
- Youth Justice Service improvement programme delivered.
- Children's services maintained a Good rating from the Office for Standards in Education, Children's Services and Skills (Ofsted).
- Increased capacity in Enhanced Learning Provision.
- Increased support for children and young people with SEND and additional needs, including dedicated provision.

Mayor's Business Plan 2022-2026

Our Achievements

OUTCOME 4:
Croydon is a cleaner, safer and healthier place, a borough we're proud to call home

- Blitz clean programme introduced.
- Graffiti removal service reinstated.
- New Veolia environmental services contract.
- New night-time cleansing service.
- Enhanced waste collection service for flats above shops.
- Improved public realm and paving works.
- UK Shared Prosperity Fund public realm improvements to district centres.
- Compliance officer-led zero-tolerance enforcement model introduced.
- Town Centre Task Force established.
- Parkguard police-accredited community safety officers introduced.
- Public Space Protection Orders introduced in Croydon town centre and Thornton Heath.
- 15 deployable mobile CCTV cameras introduced.
- Violence Against Women and Girls Strategy introduced & First borough-wide Violence Against Women and Girls conference held.
- Wellesley Road crossings opened connecting East Croydon with the Town Centre

- Four new playgrounds delivered annually.
- Four new outdoor gyms delivered annually.
- Crime stats (Knife crime down 24% since 2023, Personal robbery down **29%** since 2023, Burglary down **19%** since 2023, Crime down **4.1%** in the last year, Town centre anti-social behaviour down **24%** over three years).

OUTCOME 5:
People can lead healthier and independent lives for longer

- Adult Social Care rated Good by the Care Quality Commission.
- Adult Social Care and Health Strategy launched.
- Adults Living Independently programme implemented.
- Community Diagnostic Centre delivered in New Addington.
- Published a new Carers Strategy and increased investment in support services.
- Published a borough-wide Dementia Strategy and achieved Dementia-Friendly Borough status.
- Developed new supported living services for people with learning disabilities and autism.
- Recommissioned floating support services to help people live independently.
- Introduced a new person-centred Direct Payments service.
- Strengthened integrated working through the One Croydon Alliance and neighbourhood teams.
- Launched a new reablement model focused on independence and prevention.
- Maintained care home quality above the London average.

05 Our Croydon statistics

66.7 Years
Healthy life expectancy at birth for males.
(2022-24)

67.5 Years
Healthy life expectancy at birth for females.
(2022-24)

409,340
residents in Croydon making it the most populous London borough as of 2024.
(ONS MYE 2024)

expected to reach
431,388
residents by 2047.

37
The median age of Croydon residents.

51.6%
of Croydon residents identify as belonging to ethnic minorities (Asian, Black, Mixed or Other ethnic groups).

5th
highest rate of child poverty in London.

74.8%
Employment Rate among people aged 16–64.

55%
Volunteer Participation across the community.

35%
of Croydon residents were born outside the UK.
(Census 2021)

18th
most deprived borough in London (out of 33).

Children and Education

20%(1in 5)

Croydon residents are aged 0-15.

(ONS MYE 2024)

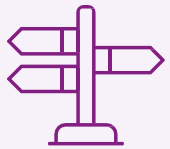
153

Schools in Croydon educating 65,470 pupils.

(Jan 24 school census)

90%

of schools rated good or outstanding (as of August 2024).



4.4%

of children aged 16/17 who are NEET (Not accessing education, employment or training) as of February 2026.

Economy & Employment

13,188

Businesses operating in Croydon employing **124,887** workers as of 2024.

(ONS)

6.3%

of residents were claiming out of work benefits in 2025.

74.4%

of 16-64 year olds have a level 3 or above qualification.

Health/Adult social care

98.5

health index score for Croydon, slightly lower than the England average.

(ONS)

14%

Approx 1 in 7

Croydon residents are aged 65+.

(ONS MYE 2024)

80.2

years life expectancy for men.

84.5

years life expectancy for women.

80.5%

of care homes in Croydon rated good.

Housing

£389,000

The average house price in Croydon - March 2026.

£1,565

The average monthly rent in Croydon - March 2026.

There were **168,220** households in Croydon as of 2025.

There were **3,297** households in temporary accommodation as of March 2026.

Approximately **4,000** homeless applications made in the 25/26 year.

Environment and transport

127

parks and green spaces in Croydon.

38.12%

Average household waste recycling rate over 25/26.

82%

Average flytips removed within SLA over 25/26.

99%

of household waste collected on time over 25/26.

Resident satisfaction

71%

of residents are satisfied with their local area as a place to live.

58%

of respondents listed public transport as one of the best things about living in Croydon.

44%

of residents are satisfied with the ways Croydon Council runs things.

52%

Over half of residents think Croydon Council keeps them well informed, up from 41% in 2023.

80%

of residents agree people from different backgrounds get on well.

78%

of residents feel a strong sense of belonging to their immediate neighbourhood.

77%

of residents feel safe during the day.

50%

of residents feel safe at night.

09

Our Vision – The Next Chapter

Our vision, our plan.

Croydon is not only the largest borough but also one of the greenest and youngest boroughs, with enormous potential. We want Croydon to be one of London's strongest boroughs: a place where people feel proud of where they live, communities thrive, businesses succeed and residents can access the opportunities they need to live healthy, safe and fulfilling lives.

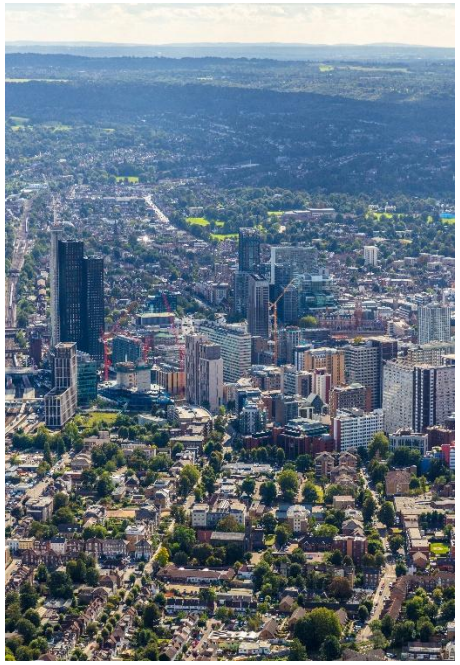
We want Croydon to be the best place to grow up, build a future, raise a family and start or grow a business, a borough where neighbourhoods are clean and welcoming, district centres are vibrant and communities feel connected and supported.

Through continued recovery and investment in our town centre, district centres and neighbourhoods, we will create a stronger and fairer future where no community is left behind.

This Executive Mayor's Business Plan sets out how we will continue Croydon's recovery and build on the progress already made. By focusing on financial responsibility, visible neighbourhood improvements, safer communities, investment in growth and listening to residents, we will deliver the changes that matter most to local people.

Through working with residents, businesses, communities and partners, we will invest in Croydon's strengths, tackle long-standing challenges and create lasting improvements that residents can see and feel in their everyday lives.

This plan builds on the progress we have already made, ensuring we deliver more for residents and businesses, whilst continuing to move Croydon forward with confidence, pride and opportunity for all.



A Cleaner, Safer Croydon

Changing the narrative about Croydon. Investing in neighbourhoods, parks, green spaces and community events across the borough.

A Cleaner, and Safer Croydon

Outcome

Cleaner streets, improved response rates, visible enforcement where it's needed.

We will keep driving standards up, so every neighbourhood feels looked after, respected and proud.

How we will do it

- **Improve parks and green spaces;**
- **Keep streets and public spaces clean.;**
- **Install new 4 new playgrounds and 4 outdoor gyms every year;**
- **Open cafés and kiosks in local parks;**
- **Tackle fly-tipping and environmental crime;**
- **Take a zero-tolerance approach to antisocial behaviour and environmental crime;**
- **Create a single enforcement team;**
- **Use CCTV to deter offending;**
- **Increase CCTV in ASB hotspots;**
- **Deliver the Community Safety Strategy;**
- **Support the delivery of the Pride in Place programme;**
- **Launch Croydon in Bloom;**
- **Work with Friends groups and Resident Associations;**
- **Listen to residents and act on local priorities;**
- **Deliver visible neighbourhood improvements**; and
- Pilot a new rolling rubbish collection and mobile recycling centre.

A town centre that is busy, confident and thriving

Restoring Croydon's pride and prosperity so that it becomes a place where businesses grow,
town centres thrive and investment is attracted.

A town centre that is busy, confident and thriving

Outcome

Less Talk. More Delivery.

We will turn plans into reality – with new shops, new homes, new public spaces and a town centre people want to spend time in.

How we will do it

- Deliver the Croydon Means Business programme;
- Attract new businesses and investment;
- Support existing businesses to grow;
- Increase town centre patrols and work with partners to tackle anti-social behaviour;
- Work with Police and partners to reduce crime, including using live facial recognition;
- Pilot new approaches to reduce crime and repeat offending.
- Continue to invest in town centre regeneration;
- Work with partners to deliver the town centre redevelopment;
- Develop a clear vision and brand for Croydon town centre;
- Improve connectivity and accessibility across the borough;
- Develop a new Evening and Night-Time Strategy;
- Support the growth of the evening and night-time economy;
- Reinstate Fairfield Halls as a key destination;
- Secure investment to deliver a Croydon Arena;
- Promote Croydon as a destination for culture, creativity and entertainment through the Crollywood vision; and
- Lobby for innovative technology, including GPS tagging for shop lifters, to tackle repeat offending.

Stronger local high streets and economies

Supporting independent businesses, improving shopfronts and boosting footfall across district centres.

Stronger local high streets and economies

Outcome

Backing independent businesses.

Improving shopfronts

Bringing life back into our district centres, so that they feel safer, more welcoming and full of activity.

How we will do it

- Bring empty shops and spaces back into use.;
- Increase activity in town centres and local high streets;
- Support thriving local high streets;
- Ensure regeneration benefits local communities;
- Improve leisure facilities across the borough;
- Ensure libraries are hubs for advice and support;
- Work with partners to deliver community events;
- Deliver shopfront improvements through grant funding;
- Introduce a street food market;
- Attract new businesses to Croydon;
- Continue to deliver the Purley Pool project;
- Work with Historic England to protect heritage sites;
- Renew the Parks and Greenspaces Strategy; and
- Deliver a new Events Strategy and Policy.

A fair deal for residents

A financially stable council that lives within its means, whilst protecting frontline services.

A fair deal for residents.

Outcome

No experiments. No risky schemes. Careful management of your money. A council that lives within its means and focuses on the basics that matter to you.

How we will do it

- Deliver a new long-term Financial Strategy;
- Work with Government to secure a debt deal for Croydon;
- Strengthen financial reporting and budget controls;
- Improve our understanding of demand and costs;
- Take timely decisions to protect essential services;
- Get better value from contracts and procurement;
- Make better use of Council assets;
- Simplify services and improve customer access;
- Make it easier for residents to contact the Council;
- Use data, evidence and resident feedback to improve services;
- Invest in prevention and early intervention.;
- Ensure every pound delivers value for money;
- Be open and transparent about how public money is spent; and
- Build trust through clear communication and accountability.

Better roads, better journeys

Croydon's roads support residents, businesses and motorists by making journeys easier and improving access across the borough.

Better roads, better journeys

Outcome

Fix potholes faster.
Make parking simpler and fairer.
Better roads, easier journeys and thriving local economies.

How we will do it

- Introduce dedicated pothole patrols;
- Invest in roads and pavements across the borough;
- Deliver a long-term highways improvement programme;
- Establish a Motorists' Forum;
- Consult residents on road and traffic changes;
- Review and simplify parking zones and rules;
- Increase parking spaces where demand exists;
- Develop an Electric Vehicle Charging Strategy;
- Reduce congestion and improve traffic flow;
- Support high streets through accessible transport and parking;
- Use data and resident feedback to target investment.;
- Keep Croydon moving with practical transport solutions; and
- Consult on the removal of 20 mile an hour speed limits.

Places people can be proud to call home

Improving housing standards across the borough.

Places people can be proud to call home

Outcome

Better quality Council housing. Rebuilding Regina Road

Regeneration done properly, with residents involved.

A fairer system that supports those who need it most.

How we will do it

- Listen and use resident feedback to improve services ;
- Create cleaner, safer and better-managed neighbourhoods ;
- Deliver safe and good quality housing services;
- Enhance cleaning and recycling facilities on estates.;
- Improve estates through targeted action days.;
- Manage repairs and maintenance effectively.;
- Re-let empty homes more quickly.;
- Introduce a selective licensing scheme.;
- Take action against rogue landlords renting unsafe housing;
- Increase the supply of affordable homes.;
- Deliver new homes through building, acquisition and regeneration;
- Prevent homelessness through earlier support.;
- Better understand and reduce demand for temporary accommodation.;
- Tackle rough sleeping and street homelessness; and
- Deliver on our pledges in the Veteran's Charter.

Backing families, young people and adults

Strengthening local services and expanding opportunities for young people, families and adults to succeed.

Supporting our families and young people

Outcome

Support that is easy to access and works. Strong local services. Opportunities for young people to thrive, learn and fulfil their potential.

How we will do it

- Improve outcomes for children and young people;
- Expand activities and opportunities for young people;
- Provide early help and prevention services.;
- Work with partners to keep children safe;
- Improve mental health and wellbeing support.;
- Create skills, training and employment pathways;
- Tackle youth unemployment;
- Provide safe, stable homes for children and young people;
- Strengthen support for care-experienced young people;
- Improve access to leisure opportunities;
- Work with the VCFS to deliver early support;
- Deliver national reforms and improve services;
- Be the best corporate parent we can be;
- Voice of a child - give young people a stronger voice in decisions;
- Continue to increase Enhance Learning Provision in the borough; and
- Continue to increase SEND provision within the borough.

Supporting our families and adults

Outcome

Support that is easy to access and works. Strong local services. Adults are supported to lead healthy and independent lives for longer.

How we will do it

- Promote independence through early support and prevention;
- Help people live independently for longer;
- Invest in early intervention to improve outcomes;
- Deliver high-quality, personalised adult social care;
- Reduce inequalities through targeted support;
- Use community insight to shape services;
- Strengthen partnerships with health and community organisations;
- Provide joined-up support closer to home.;
- Use technology and innovation to support independent living;
- Reduce loneliness and improve wellbeing; through community-based services;
- Implement Dementia Strategy;
- Continue support to Carers; and
- Deliver on our pledges in the Veteran's Charter.