



CORPORATE PLAN

Appendix 2:
AMBITIOUS FOR CROYDON PERFORMANCE FRAMEWORK

2015 - 2018

GROWTH

Ambitious for Croydon priority areas	What outcomes are we seeking?	What are we going to do? Our promises	How will we know we have succeeded? Ambitious for Croydon performance indicators and targets
Neighbourhoods and district centres	A place where people and businesses want to be	<ol style="list-style-type: none"> 1. Attract investment to our district and local centres, creating vibrant communities across the borough and ensuring that all of Croydon is a great place to live, work and visit. 2. Take on a new role in driving growth through a devolved settlement with national government and the Mayor. 3. Work with the government, the Mayor of London, local businesses and regional partnership to secure funding for the infrastructure we need to drive growth in Croydon. 4. Deliver inward investment and ensure we use our own procurement to produce additional employment and opportunities. 	<ul style="list-style-type: none"> • Number of participants on Apprenticeships • Business occupation rates (borough overall, town centres, district centres) • Volume m² of new A Grade commercial space delivered <p>The measures above are newly created and will be reviewed in October 2015 in order to provide a baseline target where possible.</p> <ul style="list-style-type: none"> • Number of small and medium business enterprises – increase number to 12,960
Jobs and the economy	More local people are able to access a wider range of jobs	<ol style="list-style-type: none"> 5. Enable the creation of 16,000 jobs – accessible to all - in a range of growing sectors including creative, digital and information technology; financial and professional services; construction; retail; leisure; education; health and social care. 6. Develop our economy to increase employment and reduce poverty. 	<ul style="list-style-type: none"> • Overall JSA Claimant rate, and the gap between the highest and lowest ward – we will aim to improve against our 2014/15 outturn of 1.9% and 2.7% respectively remain lower than the London average. • Long term unemployment rate – maintain our 2014/15 achievement of 0.50% • % of working age population on out-of-work benefits – we will aim to improve against our 2014/15 outturn of 9.8% and improve

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		<p>7. Support residents – young and old - into employment by implementing our new Pathways to Employment programme; raising the skills of the workforce; and ensuring the skills system is responsive to the needs of employers.</p> <p>8. Oversee the development of one of Europe’s largest urban shopping and leisure centres – the Whitgift redevelopment, support independent retailers.</p> <p>9. Make Croydon the best place in London to start a new business, enabling 2,000 new business starts per annum, and support the growth of small and medium sized businesses.</p> <p>10. Reinstate Croydon’s position as a premier office location by accelerating the development of over one million sq ft of new high-quality office space, and reducing the excess supply of older office stock while delivering a high quality Tech hub.</p>	<p>against the London average (9.4%)</p> <ul style="list-style-type: none"> • % of young people not in education, employment or training – to continue to perform at 3.70% • % of 18-24 year olds claiming Job Seekers Allowance, reduce to 2.90%
<p>Culture</p>	<p>A thriving and lively cultural offer which engages communities and supports regeneration</p>	<p>11. Develop a high quality and diverse cultural offer including delivering a cultural festival which reflects our cultural ambitions for Croydon.</p> <p>12. Invest in refurbishing Fairfield Halls to re-establish its reputation as a music and</p>	<ul style="list-style-type: none"> • Number of cultural events and programmes supported and delivered by the Council across the borough representing our community. <p>This measure is newly created and will be reviewed in October 2015 in order to provide a</p>

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		theatre venue by 2018.	baseline target where possible.
Education and Learning	People of all ages are able to reach their potential through access to quality schools and learning	<p>13. Continue to improve the proportion of schools which are judged good or better by OFSTED and support and challenge schools to improve the standards being achieved.</p> <p>14. Raise aspirations of residents through partnering with an international calibre university to offer more higher education in the borough to raise the number of residents with degree level qualifications and to bring a new vibrancy to the metropolitan centre.</p> <p>15. Deliver a high quality adult learning offer which will support people to gain employment, change or progress in their careers and achieve their personal aspirations.</p>	<ul style="list-style-type: none"> • % of children at the end of reception year judged to be at a good level of development – we will aim to match the England average (60%) • % of state funded schools judged good or outstanding by Ofsted <ul style="list-style-type: none"> ○ Primary – 93% ○ Secondary – 73% ○ Special schools – 100% ○ PRU schools – 100% • % of parents offered one of their top 3 school choices <ul style="list-style-type: none"> ○ Primary – 95% ○ Secondary – 93% • Educational attainment by age 19 <ul style="list-style-type: none"> ○ Level 2 – 88% ○ Level 3 – at or above the London average (64%) • % of KS2 pupils achieving reading, writing and maths at Level 4+ - 79% • % of pupils achieving 5 or more GCSEs at grades A*-C including English and maths – 62%
Housing	Decent safe, affordable homes for every local resident who needs one	16. Provide a choice of homes for people at all stages of life – addressing housing shortages in the borough by enabling at least 9,500 housing starts over the next five years.	<ul style="list-style-type: none"> • Number of affordable homes completed – 564 units • Number of market homes started (for sale or rent) – 503 units • Number of households accepted as

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		<p>17. Use planning powers and other powers to get the best out of our housing market.</p> <p>18. Regenerate our council housing estates, producing new homes, improving standards for estate residents, and maintaining all council homes at the decent home standard.</p> <p>19. Drive up housing standards for tenants living in the private rented sector.</p>	<p>homeless, 704 households</p> <ul style="list-style-type: none"> • The % of private rental housing stock licensed through the selective licensing scheme, to achieve 100% by 2016/17 • Number of empty properties returned to use - 75 properties • Number of families in bed and breakfast with shared facilities, maintain at 57 families • Number of homeless households living in bed and breakfast and self-contained temporary accommodation, reduce to 500 households

INDEPENDENCE

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Early intervention	Families are healthy and resilient and able to maximise their life chances and independence	<p>20. Develop our approach to supporting communities to achieve their own aspirations by building on their own assets.</p> <p>21. Provide high quality information, advice and guidance to support people living independent and healthier lives and improve their overall wellbeing.</p> <p>22. Support families by giving their children a better start in life through an integrated Best Start programme for children aged 0-5.</p> <p>23. Build on the success of the Family Resilience Service by extending the range of families who receive an integrated whole family approach.</p> <p>24. Increase the number of aids and adaptations in homes to enable more people to remain living in their own homes.</p> <p>25. Improve safety for vulnerable people living in private housing by removing hazards and improving energy efficiency.</p> <p>26. Support older and disabled people to live independently for as long as possible, provide shelter to vulnerable people in acute housing need and engage with rough sleepers, offering a “hand-up” off the</p>	<ul style="list-style-type: none"> • Number of 'troubled families' for whom a troubled families outcome payment is achieved – to identify a further 240 families • Conception rate, per 1,000 girls, aged 15-17 years - No target • % of older people discharged from hospital to their own home achieving independence – aim to achieve 88% • % of eligible 2-4 year olds accessing funded early education - – 2 year olds 55%, 3 & 4 year olds 88% • Proportion of people who use services who have control over their daily life – 75% <p>Targets will be set for the measures below pending the HSCIC 2014/15 outturn confirmation</p> <ul style="list-style-type: none"> • % of service users and carers who find it easy to find information about support • Proportion of carers who reported that they have as much social contact as they would like • % of service users and carers getting as much social contact as they would like

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		streets.	
Health	People from all communities live longer, healthier lives through positive lifestyle choices	27. Work with partners to provide more integrated health, care and support in local communities. 28. Work with our partners to deliver high quality joined up health and social care services for those over 65. 29. Work with partners to promote good mental health and deliver a more preventative and early intervention focused approach. 30. Establish a multi-disciplinary service for people aged 0-65 with disabilities, incorporating children's social care, special educational needs and disabilities (SEND) and adult services. 31. Increase the number of people using direct payment to support their care. 32. Improve conditions for homeless families placed in temporary accommodation by providing holistic support to improve their health and wellbeing.	<ul style="list-style-type: none"> • Persons presenting with late diagnosed HIV (infected adults) – aim to improve on 2011/13 outturn (57%) and reduce the gap on England average (45.1%) • % of children in Reception who are classified as obese, 23.7% • Estimated % of smoking prevalence in over 18's – aim to sustain or improve performance • The proportion of people who complete psychological therapies who are moving to recovery – This is a new measure and will be reviewed in October 2015 in order to provide a baseline target where possible. • Vaccination rate (MMR2) for children at 5yrs old – 74.22% • % of children in Year 6 who are classified as overweight or obese - 38.30% • Proportion of adults classified as overweight or obese – 22.13% <p>The measures below will be reviewed in October 2015 in order to provide a baseline target where possible.</p> <ul style="list-style-type: none"> • Average number of premature years of life lost to cardio-vascular disease • Rate of self-reported wellbeing, life satisfaction, happiness and anxiety

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			<ul style="list-style-type: none"> • Healthy life expectancy and the gap between wards with the highest and lowest life expectancy • Alcohol related hospital admissions
Safeguarding	Children and vulnerable adults are protected from harm and exploitation	33. Work with our partners to ensure children and vulnerable adults are protected from harm, abuse and exploitation through effective and efficient safeguarding processes and procedures.	<ul style="list-style-type: none"> • The number of cases per 10,000 children where they are <ul style="list-style-type: none"> ○ Looked After (LAC) - TBC ○ On a Child Protection Plan (CPP) -TBC • Average time between a child entering care and moving in with adoptive family – 650 days • For new clients the % of adult social care assessments from first contact to completion carried out within 35 days – 85% • % of concluded adult safeguarding investigations where action resulted in risk reduction or removal – a target will be set pending completion of the SAR statutory return • % of children in need single assessments carried out within 45 days – 80% • Stability of Placements - % looked after for at least 2.5 years and in same placement for at least 2 years – 75% <p>The newly created measure below will be reviewed in October 2015 in order to provide a baseline target where possible.</p> <ul style="list-style-type: none"> • % of audits of children social care case file

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			audits where the case is rated good or better
Tackling the cost of living crisis	Families and individuals are more financially resilient and live affordable lives	34. Provide a more joined up approach to helping families to become financially stable and personally resilient and to access training and employment, reducing homelessness and the number of people living in temporary accommodation.	<ul style="list-style-type: none"> • Average weekly rent as a % of average earnings (estimate) - TBC • % of households receiving welfare benefits - 38% (a reduction of 1200 households) • Rate of child poverty (as defined by DWP) – 23% • % of council staff paid London Living Wage – aim to achieve 100% • % of working age population (16-64) who claim job seekers allowance – we will aim to reduce the number against our 2014/15 outturn of 1.90% and remain lower than the London average (2.1%) • Number of households engaged with welfare teams who get debt/budgetary advice - 3,200 • Number of families supported discretionary housing payments – 1,350 or the Croydon discretionary scheme – 1,000
Domestic abuse and sexual violence	Domestic abuse and sexual violence is prevented where possible, victims are supported, and perpetrators held to account	35. Work with partners to change attitudes in the community to domestic abuse and sexual violence, and child sexual exploitation.	<ul style="list-style-type: none"> • % of domestic violence sanction detections – No target • Number of cases of domestic abuse referred to the Multi Agency Risk Assessment Conference (MARAC) - This measure will be reviewed in October 2015 in order to provide a baseline target where possible.

LIVEABILITY

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Cleaner and Greener	A place that communities are proud of and want to look after as their neighbourhood.	<p>36. Develop strong thriving communities by working with our residents and partners.</p> <p>37. Involve local people in the planning and decision making about what library services best meet their needs.</p> <p>38. Implement the 'Don't mess with Croydon' approach to tackle fly-tipping, recycling, street cleaning and environmental enforcement issues by supporting communities to take pride in their local area and work with the Council to keep the Borough clean, adopting a zero-tolerance policy to environmental crime and anti-social behaviour.</p> <p>39. Create a single enforcement service, providing a joined-up and effective response to environmental crime and anti-social behaviour.</p> <p>40. Introduce a village approach to street cleaning and waste services that is tailored to meet the different needs of our local communities.</p>	<ul style="list-style-type: none"> • The % of fly tip reports made electronically – 80% • % of fly tips removed within target time (48hrs) – 80% • Number of fixed penalty notices issued by the Council for incorrect disposal of rubbish - 1000 • % of household waste reused, recycled, composted or treated – 45%
Parks and open spaces.	Parks and open spaces are a cultural resource	41. Review our parks and open spaces to identify further opportunities to increase community involvement in our parks and hold community run arts and cultural	<ul style="list-style-type: none"> • Number of events in parks (including community, charity and commercial) – to improve on the number of events for 2014/15 (88)

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		<p>events.</p> <p>42. Establish an annual summer festival beginning with Ambition Festival in July 2015, to celebrate and promote Croydon as a place and to provide opportunities for Croydon's diverse communities to come together.</p> <p>43. Create a Parks and Open Spaces programme with communities that maximises the potential uses of our green spaces, provides conservation and educational opportunities and gives opportunities to young people and unemployed people to learn new skills whilst restoring our parks.</p>	<ul style="list-style-type: none"> Number of Friends and Conservation groups who are involved in their local park - This newly created measure will be reviewed in October 2015 in order to provide a baseline target where possible.
<p>Policing and crime.</p>	<p>A place where people feel safe and are safe.</p>	<p>44. Work with partners and the community to reduce the overall crime rate with a focus on violent crime and domestic abuse.</p> <p>45. Improve the safety of children and young people by reducing serious youth violence, robbery and knife crime and gang violence through early intervention and prevention measures.</p> <p>46. Reduce anti-social behaviour and environmental crime by taking action to combat drug and alcohol related antisocial behaviour and crime, rowdy and inconsiderate behaviour, noise nuisance</p>	<ul style="list-style-type: none"> How safe people feel in Croydon How people rate the overall level of crime in Croydon today compared with the overall level one year ago <p>The results of the Safer Croydon Partnership, Fear of Crime survey available in August 2015 will be used to baseline these new measures above.</p> <ul style="list-style-type: none"> Resident confidence in policing – 66% <p>Crime types as defined by MOPAC 7</p> <ul style="list-style-type: none"> Burglary- reduce by 5%

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		<p>and fly tipping.</p> <p>47. Improve public confidence and community engagement by targeted action to reduce crime and fear of crime at hotspots, promoting successes and encouraging self-help through local self-organised support groups e.g. Neighbourhood Watch and Pathfinders.</p>	<ul style="list-style-type: none"> • Criminal damage – reduce by 1% • Theft of motor vehicles – reduce by 5% • Theft from motor vehicles – reduce by 5% • Robbery – reduce by 1% • Violence with injury – reduce by 7% • Theft from a person – reduce by 9% <p>The above targets are over a three year period as defined in the 2013-16 Policing Plan.</p> <ul style="list-style-type: none"> • % change in anti-social behaviour (ASB) from previous year – aim to reduce the demand
<p>Roads and transport /streets</p>	<p>A place that is easy and safe for all to get to and move around in.</p>	<p>48. Improve the transport network across the borough, providing genuine alternatives to the private car, and strengthening links with Gatwick Airport.</p> <p>49. Implement our 20-year Transport Vision to improve safety and access for all road users, particularly pedestrians, cyclist and people travelling by public transport.</p> <p>50. Implement an area-wide 20mph maximum speed limit scheme across Croydon, on an area by area basis, subject to public consultation in each area.</p> <p>51. Review/extend the scheme to support the setting up of play streets in Croydon to support increased physical activity among children and strengthen communities.</p>	<ul style="list-style-type: none"> • % reduction in road casualties, 8% reduction from 2008 number by 2016. • % of borough's principal roads (A-road and M-road network) where maintenance should be considered – 5% • % of borough's non-principal roads (B-road and C-road network) where maintenance should be considered – 6% • % of street lights currently in light – 99% • New M2 of road resurfaced during the year – 124,000 <p>The newly created measures below will be reviewed in October 2015 in order to provide a baseline target where possible.</p> <ul style="list-style-type: none"> • Number of journeys in Croydon per day • Number of journeys made by those travelling

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		52. Invest in the public realm of the metropolitan and district centres through Connected Croydon and district centres improvement programme to make Croydon's places safer and more attractive for people to spend time in or travel through.	<p>in to Croydon</p> <ul style="list-style-type: none"> • New KM of cycle lanes implemented during the year • Road congestion – average journey times or vehicle speeds • Number of road schemes where 20MPH zones introduced
Sport	Wellbeing improved across all communities through sport and physical activity.	<p>53. Develop an integrated approach to sports and physical activities that ensure we maximise the use of our parks, open spaces and leisure assets to increase participation and improve health outcomes for our residents.</p> <p>54. Target our resources on increasing the access to and participation in sports and physical activity of vulnerable and disadvantaged groups within our communities.</p> <p>55. Adopt a walking plan and a cycling plan and host Croydon Tour Series Road Race in June 2015.</p>	<ul style="list-style-type: none"> • Number of people participating in sports and leisure activities (all groups) – aim to increase • % of adults (aged 16+) participating in sport & active recreation for at least 30 minutes on 12 days out of the last 4 weeks – 14% • Number of community sports clubs - This newly created measure will be reviewed in October 2015 in order to provide a baseline target where possible.

ENABLING

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Finance and Change	Improvements to people's lives through innovative and enterprising use of available resources	<p>56. Buy local wherever possible and use the council's purchasing power to support local businesses, generate job.</p> <p>57. Seek greater freedoms and devolution of powers to the Council to aid development of innovative local solutions to meet the needs of local people.</p> <p>58. Seek a fairer share of central government funding allocation to London, to better meet the needs of residents and businesses in Croydon.</p> <p>59. Use the full extent of the council's powers to deliver economic growth.</p> <p>60. Implement a new approach to asset management, saving £2.325m over 2015/18 by making better use of properties and assets and seeking opportunities to deliver housing through the Council's entire property estate.</p> <p>61. Deliver the contract management transformation programme and procurement taskforce to achieve £2m savings.</p>	<ul style="list-style-type: none"> • Variance from Revenue Budget after recovery plans (£M) – Zero (£0.00m) • Collection rates <ul style="list-style-type: none"> ○ Council tax – 96.76% ○ Non-domestic rates – 98.75% ○ Council housing rent – TBC • Net cost per m² of Council asset base - Main Corporate Offices - This measure will be reviewed in October 2015 in order to provide a baseline target where possible.
Finance and	Right people with the right	62. Become an employer of choice by recruiting, developing and retaining an	<ul style="list-style-type: none"> • % of agency workers – 10.10%

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Change	skills in the right jobs	efficient, talented and motivated workforce that broadly reflects the communities that we serve at all levels.	<p>The measures below are newly created and will be reviewed in October 2015 in order to provide a baseline target where possible.</p> <ul style="list-style-type: none"> • % of frontline staff to enabling staff within the Council • Progress with corporate plan outcomes 2015/18
Fairness and Equalities	Fairness for all communities, people and places	<p>63. Implement Croydon's interim Equality and Inclusion Policy 2014/16.</p> <p>64. Attain accreditation with the Living Wage Foundation for the Council as an employer and implement the requirement to pay the London Living Wage through our procurement and commissioning processes, wherever possible.</p> <p>65. Review the Corporate Plan and its supporting strategies and (with LSP members) the Community Strategy in the light of the recommendations of the Opportunity and Fairness Commission.</p>	Fairness measures to be determined in discussion with the Opportunity and Fairness Commission. Potentially to include measurements of the 'gap' in terms of deprivation, benefit claimant rates, educational attainment, employment and life expectancy
Open and Accountable	Digital services that meet the needs of local people	<p>66. Develop and apply digital solutions that help reduce the cost and streamline the way in which the Council does business, to both the customer experience and to internal services and processes.</p> <p>67. Simplify and standardise complex processes and systems and share new models of working to provide a more agile</p>	<ul style="list-style-type: none"> • Number customers who have moved to a digital (self-service) channel of communication – a target of 200,000 • Number of transactions completed through 'My Account' - The measure is newly created and will be reviewed in October 2015 in order to provide a baseline target where possible.

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		and effective support function for the Council.	
Open and Accountable	Openness and transparency with communities at the heart of our decision-making	68. Improve the openness and transparency of the Council by opening up the Town Hall for communities; web casting of Council and Cabinet meetings; increasing the time available for public participation in meetings; reducing the amount of information previously withheld from the public; and reducing the thresholds for the Petition Scheme.	<ul style="list-style-type: none"> • Number of customer complaints escalated to stage 2 of the council's formal complaints process – not more than 112 • % of complaints received by the Information Commissioner that are upheld (where regulatory action is taken) – This measure is newly created and will be reviewed in October 2015 in order to provide a baseline target where possible. • % of FOI requests responded to within statutory time frame (20 days) – 90%