

REPORT TO:	CABINET 18 JANUARY 2016
AGENDA ITEM:	10
SUBJECT:	Ambitious for Croydon Performance Update (April to September 2015)
LEAD OFFICER:	Nathan Elvery – Chief Executive
CABINET MEMBER:	<p>Councillor Tony Newman – Leader of the Council</p> <p>Councillor Simon Hall, Finance & Treasury</p> <p>Councillor Toni Letts, Economy and Jobs</p> <p>Councillor Alisa Flemming, Children, Young People & Learning</p> <p>Councillor Alison Butler, Homes, Regeneration & Planning</p> <p>Councillor Louisa Woodley, Families, Health and Social Care</p> <p>Councillor Mark Watson, Communities, Safety & Justice</p> <p>Councillor Stuart Collins, Clean Green Croydon</p> <p>Councillor Kathy Bee, Transport & Environment</p> <p>Councillor Timothy Godfrey, Culture, Leisure & Sport</p>
WARDS:	all
CORPORATE PRIORITY/POLICY CONTEXT:	
<p>This report details the latest performance for the Corporate Plan 2015-18, Ambitious for Croydon performance framework approved by Cabinet on the 19th January 2015.</p>	
AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS:	
<p>The Corporate Plan and its Ambitious for Croydon performance framework sets the strategic direction and priorities for the Council based on the priorities of our local residents. In addition it provides a borough wide view of the performance in areas which are delivered by other public sector organisations and statutory partners.</p> <p>The borough wide view provides an open and transparent foundation for our residents to hold the Council and other partners accountable for the delivery of key outcomes.</p>	
FINANCIAL IMPACT There is no financial impact arising directly from this report	
KEY DECISION REFERENCE NO: This is not a key decision	

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

The Cabinet is recommended to:

- 1.1 Note the latest performance for the period April to September 2015 as detailed at Appendix 1.
- 1.2 Note those areas which are underperforming and the identified actions proposed to address these areas of performance.

2. EXECUTIVE SUMMARY

- 2.1 The purpose of this report is to detail the latest performance against our Corporate Plan 2015-18, Ambitious for Croydon performance measures for April to September 2015.
- 2.2 This performance report will enable the Council and our residents to track progress and success in a way that promotes openness, transparency and accountability.
- 2.3 The key outcomes detailed on page three, have shaped the Corporate Plan 2015-18 and the three supporting strategies, Growth, Independence and Liveability.
- 2.4 Appendix 1 details the performance for April to September 2015 (some measures are subject to a reporting time lag and therefore the latest available data has been reported), and how the Council is performing against London and England for those measures where comparable data is available.

3. DETAIL

- 3.1 The outcomes that the Council are seeking for the borough and its residents are summarised in page three of this report. These are firmly rooted in the Corporate Plan and Ambitious for Croydon framework. In order to ensure these key outcomes are achieved for residents and to shape the direction and structure of the Council, three principle strategic priorities have been adopted, creating growth in our economy; helping our residents to be as independent as possible; and creating a welcoming, pleasant place in which local people want to live.

GROWTH

To create a place where people and businesses want to be

INDEPENDENCE

To help families be resilient and able to maximise their life chances and independence

LIVEABILITY

To create a place that communities are proud of and want to look after as their neighbourhood

Enabling Core

To be innovative and enterprising in using available resources to change lives for the better

To enable more local people to access a wider range of jobs	To help people from all communities live longer, healthier lives through positive lifestyle choices	To make parks and open spaces a cultural resource	To drive fairness for all communities, people and places (awaiting OFC report)
To grow a thriving and lively cultural offer which engages communities and supports regeneration	To protect children and vulnerable adults from harm and exploitation	To create a place where people feel safe and are safe	To be digital by design in meeting the needs of local people
To enable people of all ages to reach their potential through access to quality schools and learning	To help families and individuals be more financially resilient and live affordable lives	To build a place that is easy and safe for all to get to and move around in	To be open and transparent and put communities at the heart of decision-making
To provide a decent, safe and affordable home for every local resident who needs one	To prevent domestic and sexual violence where possible, support victims and hold perpetrators to account	To improve wellbeing across all communities through sport and physical activity	To have the right people with the right skills in the right jobs

3.2 Measuring our success

The latest available performance for April to September 2015 is attached in Appendix 1 of this report. The next performance report, detailing the progress of October 2015 to March 2016 will be presented to Cabinet in July 2016.

4. CONSULTATION

4.1 No consultation is required.

5 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

5.1 There are no financial considerations arising directly from this report.

(Approved by: Lisa Taylor, Head of Finance and Deputy S151 Officer)

6. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER

6.1 The Council solicitor comments that there are no direct legal implications arising from this report.

(Approved by: Gabriel MacGregor, Head of Corporate Law on behalf of the Council Solicitor and Monitoring Officer).

7. HUMAN RESOURCES IMPACT

7.1 Each project within the AfC portfolio is, and continues to have, its HR considerations individually advised and appraised. There are no other immediate HR considerations that arise from the outcome of this report.

(Approved by: Heather Daley, Director of Human Resources)

8. EQUALITIES IMPACT

8.1 One of the key Ambitious for Croydon outcomes is to “drive fairness for all local people, communities and places”. To support this, the proposed performance

framework has been designed to measure the disparities in outcomes and opportunities across the borough. .

- 8.2 A suite of fairness and inclusion performance measures will be determined in discussion with the Opportunity and Fairness Commission when the key recommendations are published in January 2016. These performance measures are likely to include measurements of the “gap” in terms of poverty and deprivation, benefits claimant rates, educational attainment, access to employment, housing and homelessness and life expectancy. Once agreed, arrangements will be made to collate information on these measures and report performance.

9. ENVIRONMENTAL IMPACT

- 9.1 There is no environmental impact arising directly from this report, however the Ambitious for Croydon outcomes reflect the Council’s aspirations to create a place that communities are proud of, and in which people and businesses want to be.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 There is no specific crime and disorder impact arising from this report; however the administration makes a commitment to ensure that local people are safe, and feel safe.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 Not applicable

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 Not applicable

CONTACT OFFICER: Sarah Ireland, Director of Strategy, Communities and Commissioning.

Background documents:

Corporate Plan 2015-18: <https://www.croydon.gov.uk/democracy/dande/policies/corpplans/>

Appendix 1

**Performance framework summary report
Latest data for April to September 2015**

Key outcomes – measuring performance

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GROWTH – Neighbourhoods, District Centre’s, planning

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To create a place where people & businesses want to be	The number of small and medium business enterprises (SME's)	11,525 (2012/13) (different data scope)	12,960	12,840 (2013/14)		Previous figures are not comparable due to the ONS expanding the scope of the data set
	Occupation rates (businesses) <ul style="list-style-type: none"> Borough overall town centres district centres 	NA	2015/16 data will provide the benchmark	Data due December 2015		NA new measure for 2015/16
	The number of apprenticeship participants within the borough	1280 (November 2013)	NA	1130 (November 2014)	Slightly lower than previous year	Total number of apprenticeship framework achievements (2013/14) London, 20,760 England 253, 500

GROWTH - neighbourhoods, district centres and planning

We want companies and investors to be proud to invest because Croydon is a great place to do business with modern offices in a cosmopolitan centre and strong district centres all served by world class digital networks, our business sector is growing faster than in the UK but not as fast as in London. Over the next five years, a £9 billion investment programme will boost the rate of growth as it transforms Croydon’s communities and the metropolitan centre.

Priorities for growing Croydon’s economy were set out in a report to Cabinet in June 2015, which highlighted how the Council and its partners will work together to respond to the opportunities presented by devolution, working with the private sector, using our powers, activity and resources to support local businesses expand or start up to drive economic growth and secure local jobs.

The council is taking a leading role driving growth through a devolved settlement and financial support to ensure projects supporting growth and jobs come forward, including securing £15m of funding to progress our growth priorities; £7m of which has already been committed by the Treasury. It is also working with regional partners through the Coast to Capital LEP and the South London Partnership (SLP) to access significant Local Growth Deal funding for infrastructure priorities as well working with Small and Medium Enterprises (SME's) to ensure they access the opportunities provided by the Council's supply chain and commissioning activity and promoting cooperatives, mutuals and Social Enterprises (SE's) through Value Croydon.

Over the next five years Croydon is set to deliver a £5.25 billion regeneration programme with potential through Croydon's Growth Zone proposals to accelerate its growth plans to provide upwards of 23,500 new jobs and 8,300 new homes in Croydon's opportunity area by 2031. Within the Growth Zone the £1billion redevelopment of the Whitgift Centre and Centrale will see Croydon become one of London's most visited retail and leisure destinations.

A major milestone for the Whitgift scheme was reached in September 2015 when the Secretary of State for Communities and Local Government confirmed the Compulsory Purchase Order (CPO) following the inquiry in February and March 2015. This gives certainty that all of the land and rights needed for the scheme can be acquired and underpins the next stages of the project and work by the Croydon Partnership to secure all other agreements and consents that are required.

To further support small businesses, additional investment of £2.75m to the Croydon Enterprise Loan Fund was recently approved increasing its value to £4m. The Council has also enabled several businesses to successfully obtain over £350,000 of grant funding to grow their businesses through the Regional Growth Fund. This programme continues in 2015 and more businesses will be supported to apply by matching funds through the Croydon Enterprise Loan Fund (CELF) programme. Plans for a new tech business incubator and start up space in the heart of Croydon were announced also announced in June. The project has £2m backing from the council and the Greater London Authority (GLA). Due to be launched in early 2016 the scheme will provide office space, training, courses and events. It will also house the UK's first digital art and specialist media hub.

The Apprenticeship Levy introduced in the Spending Review / Autumn Statement will require employers, including the Council, to create and deliver more apprenticeship placements. Working with our partners including businesses, schools and college we will respond to this increase by providing suitable placements as well as high quality training provision to address growth industry and skills areas and skills gaps.

GROWTH – Jobs and the economy

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To enable more local people to access a wider range of jobs	The overall JSA Claimant rate	2.9%	Aim to improve on 2014/15	1.9% (September 2015)	Better than previous year	London 1.8%
	Reducing the gap between the highest and lowest wards	NA	2015 data will provide the benchmark	2.7% (September 2015)	NA new measure for 2015/16	
	Long term unemployment (those receiving JSA for 12 months or more)	0.5%	0.5%	0.4% (September 2015)	Better than target, better than previous year	London 0.5%
	% of working age on out of work benefits	9.8%	Aim to improve on 2014/15	9.4% (July 2015)	Better than target, better than previous year	London 9.1%
	% of young people Not in Education, Employment or Training (NEET)	3.7%	3.4%	2.30% (September 2015, validated)	Better than target, better than previous year	England 5.3%
	% of young people aged 18-24 who are claiming Job Seekers Allowance	3.1%	3.2%	3.1% (September 2015)	Better than target, same as previous year	London 2.4%
	The volume M2 of new Grade A commercial space delivered within the borough	NA	2015 data will provide the benchmark where possible	Zero (@June 2015 delivery due year end)	NA new measure for 2015/16	

GROWTH - jobs and the economy

Croydon has a relatively high employment rate compared to London, with residents more likely to be employed in lower-wage, lower-skilled jobs in the business administration, support and retail sectors. However, Croydon also has the fastest growing tech cluster in London, and the number of apprenticeships offered by Croydon businesses and organisations outnumber any other borough. It is anticipated that over the next five years more than 24,000 jobs will be created in Croydon through regeneration activity in the Croydon Opportunity Area through growth mainly in the construction, financial services, health and social care and ICT sectors. The Employability Hub in Croydon College is also set to help 8,000 students meet and

network with local big name employers.

In addition to the employment opportunities created through town centre regeneration, Gatwick Airport is a major economic driver for the South-East region, providing 21,000 on-airport jobs and a further 10,000 jobs through related activities. The Council continues to pledge support to Gatwick's campaign for a second runway and will work with government to convince them that this remains the right choice. Our joint Memorandum of Understanding will enable us to continue to work in partnership to realise employment and growth opportunities through further airport expansion for the Borough.

Supporting our residents, both young and old, into employment to benefit from opportunities means ensuring they are equipped with the necessary skills and qualifications that modern businesses look for. A sustained focus on training and education to develop a modern, skilled workforce is a key part of our economic development strategy, including engaging the full spectrum of education providers from primary schools, colleges and universities and on into adult education. Figures currently show unemployment continuing to fall however compared to the average for London Croydon lags slightly behind in the 18-24 age group. This target group is the one with the most provision available mainly through local colleges. Croydon College has an employability hub and John Ruskin has a students' lounge where students can obtain specific employability information and support. Attracting an International calibre University also remains a priority for Croydon to deliver a skilled workforce. The newly arrived Sussex Innovation Centre model in the town centre has brought with it the positive reputation of Sussex University which is tied with Croydon College to deliver degree courses on their behalf. Working in partnership with Business Education London South (BELS) we are delivering an externally funded project to promote apprenticeships through engaging with employers, identifying vacancies and skills gaps and matching them with potential candidates on the Not in Education, Employment and Training (NEET) register via job centre plus, colleges and training providers.

Our Pathways to Employment approach is designed to remove barriers to employment through a range of partnership activities and projects. This approach enables the council and its partners to maximise the number of local people securing jobs. The programme focuses on improving skills and qualifications and developing a better understanding of the labour requirements of our business sector. Building on the success of the Pathways approach the Council and partners have developed a Job Brokerage Service which aims to match unemployed and under-employed residents into the jobs created by regeneration, investment and growth in the borough; currently in pilot stage the brokerage will ramp up to deliver a tailored service is employers to meet their recruitment needs.

We are committed to the development of the social economy in the borough, pledging our support to cooperatives, mutual and social enterprises as a solution for elements of the local economy. In April, the national campaign body Social Enterprise UK officially awarded Croydon with social enterprise status as one of only 11 towns and cities across the country with this status. There are more than 120 registered social enterprise businesses in Croydon with hundreds more operating in the wider voluntary, community and social enterprise (VCSE) sector providing a range of employment and voluntary opportunities.

GROWTH – Education and Learning

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To enable people of all ages to reach their potential through access to quality schools and learning	Percentage of children at the end of reception year who are judged to be at a good level of development	57% (2013/14 Academic)	Aim to match England average	64.7% (2014/15 Academic provisional)	Below target and better than previously reported year	London 66.5% England 68.1% (provisional)
	% Parents offered one of their top 3 school choices (Primary)	92% (2014/15 entry)	95%	94% (2015/16 September entry)	Slightly below target, better than previously reported year	London 92.5% England 95.7%
	% Parents offered one of their top 3 school choices (Secondary)	88% (2014/15 entry)	93%	89% (2015/16 September entry)	Slightly below target, better than previously reported year	London 90.7% England 95.5%
	Educational attainment by the age of 19 at Level 2	87% (2013 Academic)	86%	88% (2014 Academic)	Better than target and better than previously reported year	London 88% England 86%
	Educational attainment by the age of 19 at Level 3	62% (2013 Academic)	At or above the London average	64% (2014 Academic)	Target achieved, better than previously reported year	London 64% England 57%
	% of all primary schools given overall effectiveness rating of good or outstanding by OfSTED at most recent inspection	87% (March 2015)	94%	90% (September 2015)	Currently below annual target, better than previously reported year	London 88.2% England 84.8%
	% of all secondary schools given overall effectiveness rating of good or outstanding by OfSTED at the most recent inspection.	68% (March 2015)	93%	71.4% (June 2015)	Currently below target, better than previously reported year	London 85.3% England 74.4%

% of PRU's given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	100% (March 2015)	100%	NA (September 2015)	NA - There have been no inspections this year	London 82% England 87%
% of Special schools given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	100% (March 2015)	100%	NA (September 2015)	NA - There have been no inspections this year	London 92% England 90%
KS2 Reading, Writing and Maths % L4+	75% (2013-14 Academic)	79% (2014-15)	77% (unvalidated) (2014-15 Academic)	Below target, better than previous year	England 80%
%+ GCSE A*-C grade including English and Maths	57% (2013-14 Academic)	62% (2014-15)	58.8% (unvalidated) (2014-15 Academic)	Below target, better than previous year	London 59.5% England 52.8%

GROWTH - education and learning

Raising educational standards supports economic growth, personal independence and makes a locality more attractive to potential residents. We are working to ensure local residents have the skills to take up the jobs being created in the borough.

An important starting point for learning is the Early Years Foundation Stage which is crucial to ensuring future success. Success at this stage means that children are ready to enter primary the phase of schooling with the skills and knowledge needed to access the curriculum and achieve the right standards in reading, writing and maths at this age range. Croydon performance in the Early Years Foundation Stage at age 5 improved significantly (by 8%) from 2014 and is now only slightly below statistical neighbours, London and national averages. Our Best Start Programme will help further enhance these improvements, in the future

Key Stage 2 tests at age 11 shows Croydon to have fallen below the national average in reading, writing and mathematics combined scores at Level 4 (the expected level of attainment), although we did have a 2% borough increase and 13 schools made over a 10% increase in their combined attainment. Achievement at the end of Key Stage 4, is very positive with an increased percentage of pupils achieving A* - C in comparison with last year. Croydon remains significantly above the national average. Permanent exclusions remain low.

We have our highest proportion ever of Croydon schools judged by Ofsted at good or better. In November 2015 90% of primary schools were judged to be good or better and 71% of secondary schools, an improvement from 61% and 68% respectively in summer 2012. The higher percentage of schools

now judged good or better indicates a stronger platform for success in the 2015-16 academic year.

In order to raise the aspirations of our residents the Council is working with partner organisations to secure the development of a new facility to accommodate Croydon College on the College Green site. Work is also ongoing to attract a leading university to establish a campus in Croydon to enhance the higher education offer in the borough for the benefit of local people and business.

CALAT secured continuing improvements in outcomes for learners in summer 2015 exams, with success rates now at 87% (+1%) and attendance at 85% (+2%). Retention rates have been maintained at between 92-94%. In the 2014-15 education year there was a 112% increase in the unemployed leavers (422) referred by the Job Centre, who access training to improve employability skills.

GROWTH - Culture

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To grow a thriving and lively cultural offer which engages communities & supports regeneration	The number of cultural events and programmes supported and delivered by the council across the borough representing the community	NA	2015 data will provide the benchmark	180 (September 2015) 851 YTD		NA new measure for 2015/16
	Number of visitors to Croydon	NA	2015 data will provide the benchmark	241,000 (2014)		NA new measure for 2015/16

GROWTH - culture

Our ambition is to grow a thriving and lively cultural offer which engages communities and supports regeneration. Plans agreed in November 2014 set out Croydon's vision for the new Cultural Quarter to help spearhead the town Centre's regeneration. The Cultural Quarter around College Green will incorporate the Croydon Clocktower, Surrey Street, Exchange Square and the Minster and will be the focus for cultural events including a major arts festival. We will invest in refurbishing Fairfield Halls transforming it into a modern concert and events venue to re-establish its reputation as a globally recognized music and theatre venue and the focal point for Croydon's creative and cultural scene by 2018. This will include a full refurbishment of the concert hall, flexible performance and arts spaces and outside areas on the transformed College Green public square. A team of architects were appointed earlier this year.

The Museum of Croydon opened its new exhibition 'Croydon recreated' and launched the new online archives collections catalogue in October. New external banners promoting Croydon Clocktower as a venue for Arts & Culture were also installed in November. Following refurbishment of the Research Room and Exhibition Gallery at Croydon Clocktower visits have increased by 6% on previous year and arrange of object or archive sessions for schools, creative workshops for families and adult events have been run. In addition Club Soda was supported to deliver 120 workshops and 5 major events run by and for people with learning disabilities.

A range of other high profile events have taken place this year bringing many more visitors and changing perceptions of the borough. This summer Croydon took centre stage when it hosted one of the biggest cycling events in Britain for the first time, with Olympic champions racing through North End. The Pearl Izumi Men's Tour Series and Matrix Fitness Women's Grand Prix, two of the country's main professional cycling events and the backbone of the UK pro-cycling scene, came to the town centre on the 2 June. Croydon was one of ten venues hosting a round of the tour series and the only London town centre location.

The Ambition Festival in July proved that Croydon is open for business when it comes to music, dance and comedy - hosting four days of performances, installations and activities and showing potential to reverse the decline in live music in London. New installations at the Platform, Ruskin Square, the Minster, Exchange Square and the Queens Gardens' new bandstand stage supplemented established venues such as Fairfield and proved to be a successful spots for live music of all varieties. Also in July South Norwood hosted the 'The Streets' which aims to reignite the energy and identity of high streets by coupling commercial priorities with cultural activity and staging dynamic, spectacular performances whilst stimulating local participation and discovery. The main event took place in November as part of the EFG London Jazz Festival with empty shops and cafes in the high street taken over by live music and performance.

October saw our Open House London weekend give our residents the opportunity to tour the Town Hall, Bernard Weatherill House and the Clocktower and the craft beer festival held in the Croydon Clocktower's Braithwaite Hall, the festival featured Croydon's own The Cronx Brewery.

GROWTH - Housing

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To provide a decent, safe & affordable home for every local resident who needs one	The number of households accepted as homeless under the Housing Act	TBC	720 annual 360 YTD	63 (September 2015) 369 YTD	Slightly over YTD target	No comparable data available
	Number of homeless households living in bed & breakfast and self-contained temporary accommodation.	592	450	757 (non validated subject to DQ check) (September 2015)	Worse than target, worse than previous year	No comparable data available
	Number of families in Bed and Breakfast (B&B) with shared facilities	TBC	Currently under review	286 (September 2015)	NA target currently under review	No comparable data available
	Number of market homes enabled (for sale or rent)	1872	503	Survey results for Q2 TBC	TBC	No comparable data available
	Affordable Housing – the number of affordable homes completed (gross)	705	286 (YTD) 564 (Annual)	215 (YTD)	Currently below target	4 th out of 32 London Boroughs
	The percentage of private rental housing stock licensed through the selective licensing scheme	NA	100% by 2016/17	NA - Launched in October 2015	NA new measure for 2015/16	
	The number of empty properties returned to use	97	75 (38 YTD)	64 (YTD)	Currently exceeding target	No comparable data

GROWTH - housing

Despite Croydon house prices and rents being below the London average, housing costs are rising and many Croydon residents are finding it increasingly difficult to afford local homes due to falling incomes and benefit changes. We have seen a rapid increase in homelessness over the past

three years resulting in more families being housed in temporary accommodation.

We are committed to using our planning powers to get the best out of the housing market. We have already increased the affordable housing requirement outside the opportunity area in Croydon from 15% to 50% with effect from 1 April 2015. Recent changes to planning rules have allowed offices to be converted to new homes without needing planning permission. The vast majority of these conversions have been of a substandard size, and the Council has taken action to restrict this type of development from September 2015.

The Council agreed in principle in September 2014 to establish a housing company to optimise the supply of new housing and support delivery of the Mayor's London Plan, the London Housing Strategy and Croydon's Local Plan requirements and targets for new homes. The company is a key intervention for the delivery of affordable homes with potential to increase the supply of affordable homes and provide mixed tenure development including social rent, affordable rent, low cost home ownership and market sale. The outline proposal for the Development Company was agreed in March 2015. Alongside the new Development Company, we have established a Revolving Investment Fund to develop new homes for various tenures. The Taberner House site is set to be the first to be developed through the new Development Company. Following a report to Cabinet in July 2015 it was agreed for a new delivery structure for this site to generate a net value return to the Council of at least double that of the previous Consented Scheme. In addition, the proposed scheme includes a greater proportion of affordable housing. A revised planning application will be submitted this year with a view to works starting on site this winter.

The Gateway service targeted at resolving housing, financial and social issues to help people become more independent has enabled the delivery of more specialised and tailored help and support to prevent homelessness. Our preventative work through the Gateway is beginning to have an impact on the demand for temporary accommodation, for example, in autumn 2015 the proportion of families in bed and breakfast over six weeks reduced by 30%. We are working with other London boroughs to restrain the increasing cost of procuring emergency accommodation for homeless households by negotiating a standard rate across the capital. We have also purchased 94 properties on the open market to use as temporary accommodation, committing to invest £30m in the Real Lettings Property Fund to provide 94 nominations and a financial return on investment for which we have been shortlisted for an LGC Award for housing innovation.

In addition we continue to negotiate agreements with the owners of empty homes to use them as accommodation in return for assistance in bringing the property back into use. Croydon, as lead partner within the South West London Housing Partnership obtained grant funding from the GLA's Affordable Homes Programme to refurbish 153 homes across the partnership during 2015/16. Of that allocation, 90 of the homes to be refurbished are in Croydon. These units should be completed by 31st March 2016 and will be rented at an affordable level. The homes are used for various purposes by the Council's Housing Initiatives Team; some are leased directly by the Council (Croylease) and used to rehouse existing Council tenants currently in overcrowded situations, some are leased by Approved Agents and used as temporary accommodation, and many enter into the Croybond letting scheme. We have acquired the lease of 140 units at Windsor House in London Road, which we will use to reduce the number of households in bed and breakfast accommodation above six weeks and to also reduce the overall cost of temporary accommodation in Croydon.

The funding allocated to Croydon for 2015/16 amounts to £1,800,000 from the GLA and £450,000 from the SWLHP's historic funds. This funding

became available in Q2 2015/16 and officers have been entering into contracts with owners during the subsequent months, currently 87 of the 90 have reached acquisition. In addition to this funding, the Council have £500,000 of internal funds to use on similar terms but only for family homes and with a more flexible completion deadline. In Q1 2015/16 3 properties were refurbished using Council funds before the GLA funding became available, the remainder of the Council's own funds will be spent on properties that cannot be refurbished before the GLA deadline and will complete during early 2016/17.

Regenerating our council housing estates and improving standards for our residents, requires maintaining all council homes to the decent homes standard. To achieve this we have committed to regenerate our council estates and a substantial maintenance and improvement programme to keep council homes decent and improve energy efficiency which invests in excess of £30m per year is underway. From 2019 an additional £6m per year will be available to fund an estate regeneration programme which will provide new homes for families in need, and provide new community infrastructure and an improved environment for our existing tenants.

The council commitment to drive up housing standards for tenants living in the private rented sector and as part of the effort to eradicate rogue landlords and improve standards in the private rented sector we launched a Private Rented Property License Scheme in July 2015, between 1 July and 30 September 2015 and a total of 23,347 applications were registered during this period, representing approximately 75 percent of the total private sector rented market of 32,500 properties.

INDEPENDENCE – Early interventions

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To help families be healthy and resilient and able to maximise their life chances and independence	The number of families for whom a Troubled Families Outcome payment is achieved	785 (3 year rolling total)	240 (annual)	61 (September 2015 YTD)	Currently on target	No comparative data available
	Conception rate per 1,000 girls (aged 15-17 years) rolling average	32.13 (Rolling average 2013)	26.6 (2014)	29.9 (rolling average September 2014)	Performing below target, better than previously reported year	London 21.1 England 23.2
	The proportion of carers who reported that they have as much social contact as they would like	41.4% (2012/13)	Pending HSCIC outturn confirmation	31.7% (July 2015)	Worse than previous survey	London (2014/15) 35.5% England (2014/15) 38.5%
	The percentage of service users who use services who find it easy to find information about support	73.1% (March 2014)	Pending HSCIC outturn confirmation	71.6% (March 2015)	Worse than previous year (2013/14)	London (2014/15) 72.5% England (2014/15) 74.5%
	The percentage of carers who use services who find it easy to find information about support	60.6% (March 2013)	Pending HSCIC outturn confirmation	60.3% (March 2015)	Slightly worse than previous year (2012/13)	London (2014/15) 62.1% England (2014/15) 65.5%
	The percentage of people who use services who reported that they have as much social contact as they would like	44.3% (March 2014)	Pending HSCIC outturn confirmation	45.2% (March 2015)	Better than last year	London (2014/15) 41.8% England (2014/15) 44.8%
	Percentage of eligible three and four year olds accessing funded early education	NA new measure	88% (2014/15)	88% (Autumn term 2014/15)	Target met	Local indicator – no comparative data available

	Percentage of eligible two year olds accessing funded early education	NA new measure	55% (2014/15)	55% (Autumn term 2014/15)	Target met	Local indicator – no comparative data available
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INDEPENDENCE - early interventions

The Council wants to enable people and their families to remain, or become as independent as possible. We can do this through the development of strong and supportive communities, and through early intervention and prevention which reduces the escalation of need.

Croydon's population of 0-18 year olds is the largest child population in London, and this is expected to rise by 10% by 2021. The Council wants to support families by giving their children a better start in life. We are working in partnership with local agencies to deliver a wide range of services to improve the outcomes of children. We have implemented the wide ranging requirements of the Children and Families Act which ensures that children and young people with special educational needs and disabilities will be supported to achieve the same ambitions as any other child or young person in Croydon. This includes the publication of a Local Offer to inform families and practitioners about the services available to them.

Through the Troubled Families programme the lives of hundreds of families have been turned around and this will continue into the next phase of the programme. A fully integrated Multi Agency Safeguarding Hub (MASH) has been established with involvement from all key agencies which ensures there is comprehensive information-sharing between agencies and that prompt and appropriate decisions are made about whether families require social work or early help services. We have also established an Early Help Hub where partner agencies can make referrals, submit Early Help Assessments and seek advice on how to assist children and families. Over the past 12 months the number of early help assessments has increased significantly with much greater involvement from other agencies including schools and health.

We are taking forward proposals for a new model of delivery for 0-5 year old children by developing joint services with Health providers. This model will be known as Best Start and is due to be launched in April 2016. This model received approval from Cabinet in December 2014 and is supported through £1.5m transformation funding from the DCLG. As one of the first 20 boroughs in England to be named as an early intervention place, the Council is looking to be a national leader in early years development.

The authority has had some challenges in ensuring that the number of free places for 2 year olds in Early Years settings utilised. We have held a number of successful meetings with local agencies and providers to discuss how to ensure that sufficient places remain available and to encourage parents to take them up.

The council commissions universal sex and relationship education programmes and targeted teenage prevention programmes for young people identified as being at greater risk of teenage pregnancy. This includes support to schools. We also commission a range of young people centred sexual

health services, these include young people's contraceptive and sexual health clinics in CASH and GUM as well as targeted provision for those at greater risk in colleges, the Turnaround Centre and local Children's Centres. There is also a sexual health service offer to young people through local pharmacies. There is also a range of printed educational materials and online information and advice on sex and relationships available to young people in Croydon

Croydon has launched an ambitious project to change the way we support our most vulnerable adult residents called the 'Transformation of Adult Social Care Programme - 'A life not a care plan' (TRASC). Fairness, equity, independence and people exercising choice and control will be at the heart of adult social care in Croydon to make the best use of the resources we have.

We are doing well in enabling vulnerable people to maintain independent living and in delivering items of equipment and adaptations within seven days. Plans are in place to address the services historic poor performance on direct payments enabling people with learning and mental health difficulties into paid employment and providing major aids and adaptations to homes.

INDEPENDENCE – Health

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To help people from all communities live longer healthy lives through positive life choices	The estimated % of smoking tobacco prevalence – adults over 18	17.0% (December 2013)	17%	17.1% (December 2014)	Slightly over target	London 17% England 18%
	Life satisfaction – average score out of 10 in response to the question, overall how satisfied are you with your life nowadays?	7 (2012/13)	Not appropriate to set a target for this measure	7.38 (2013/14)	No change for last year (due to small survey sample)	London 7.3 England 7.5
	Wellbeing – average score out of 10 to the question, overall to what extent do you feel the things you do in life are worthwhile?	7.46 (2012/13)	Not appropriate to set a target for this measure	7.6 (2013/14)	No change for last year (due to small survey sample)	London 7.6 England 7.7
	Happiness – average score out of 10 to the question, overall how happy did you feel yesterday?	7.11 (2012/13)	Not appropriate to set a target for this measure	7.31 (2013/14)	No change for last year (due to small survey sample)	London 7.3 England 7.3
	Anxiety – average score out of 10 to the question, overall how anxious did you feel yesterday?	3.02 (2012/13)	Not appropriate to set a target for this measure	3.4 (2013/14)	No change for last year (due to small survey sample)	London 3.18 England 2.94
	Percentage of children in Reception (aged 4-5) who are classified as overweight or obese	23.7% (2012/13)	23%	23.1% (2013/14)	Slightly over target, better than previously reported year	London 23.1%
	Percentage of children in Year 6 (aged 10-11) classified as overweight or obese	38.2% (academic 2012/13)	37.6%	38.3% (academic 2013/14)	Slightly over target, slightly worse than previously reported year	London 37.6%
	Persons presenting with late diagnosed HIV (infected adults)	58.3% (2010-12)	Not appropriate to set a target for this measure	58.8% (2012-14)	Slightly worse than previously reported period	London 36.57% England 42.23%

Proportion of people who use services who have control over their daily life	74.9% (2013/14)	Pending completion of benchmarking exercise	71.5% (2014/15)	Worse than previously reported year	London 71.6% England 77.3%
% of older people discharged from hospital to their own home achieving independence	85.19% (2013/14)	88%	89.80% (June 2015)	Better than target, better than previous year	London 85.3% England 82.1%
Healthy life expectancy from birth – Men	NA	2013 will be used as benchmark	80 years (March 2013)	NA	London (2011-13) Male 80 England (2011-13) Male 79.4
Healthy life expectancy from birth – Women	NA	2013 will be used as benchmark	83.5 years (March 2013)	NA	London (2011-13) Female 84.1 England (2011-13) Female 83
Vaccination rate (MMR2) for children at 5 years old	NA	90% (2014-15)	76.93% (March 2014)	Performing below target	London: 80.70% England: 88.32%
Alcohol related hospital admissions (rate per 100,000 population (broad))	TBC	520.2	482.03 (June 2015)	Better than target	London – 547.1 (June 2015) England – 528.8 (June 2015)
The proportion of adults classified as overweight or obese	NA	TBC	63% (March 2012 -14)	NA	London 58% England 64%
Under 75 mortality rate from cardiovascular diseases considered preventable (persons)	53.9 (2011-13)	53.9	51.1 (2012-15)	Improving, better than target	England 50.9 London 50.2
The proportion of people who complete psychological therapies (IAPT) who are moving to recovery	43.7% (March 2014)	50% (National target)	47.2% (Q4 2014/15)	Currently slightly below target	England Q2 14/15 45.5%

INDEPENDENCE - health

Smoking, obesity, alcohol and drug abuse can have major impacts on people's health and are closely associated with deprivation. The impacts can be reduced through early identification and intervention. Helping our older residents live long, healthy and independent lives is the key aim of a joint programme by the Croydon Clinical Commissioning Group (CCG) and the Council and will transform the way we buy health and social care services for our over 65's. The new programme, Outcome Based Commissioning (OBC) is a new approach that incentivises health and social care providers to achieve a set of outcomes and experiences that are important to people. The Council, along with the CCG have jointly commissioned a ten year outcomes based commissioning contract from an alliance of health and social care providers. The new service is due to commence in the Spring of 2016.

Croydon has been awarded Flagship Food Borough status to pilot new approaches to reconnect individuals, families and communities with healthy eating, growing and cooking. Central to the Food Flagship offer is the School Food Plan, to improve the quality and uptake of school food and promote cooking skills. We have established a Food Partnership board to engage with the community to improve access to healthy food and awareness of food related issues. The innovative Community Food Learning Centre situated in New Addington, is a community resource for learning to grow and cook, with an extensive teaching garden and kitchen in addition, the master gardener scheme is providing training and skills for individuals to support their community or school with gardening skills. Many schools have received small grants to support growing and cooking projects. Children's weight management services were recently re-commissioned to provide early years and school aged educational component and individual and family interventions delivered by Phunky Foods and Alive n' Kicking

NHS England is developing a local borough immunisation action plan which will contribute towards London achieving the World Health Organisation recommended herd immunity level of 95% for childhood immunisations by 2020 across London. The plan will be overseen by the Croydon health protection forum which advises the director of public health on local health protection issues. In addition, NHS England are visiting practices which have been identified as having a large cohort of children who have not received the 2nd dose MMR, in which an improvement in uptake will make an improvement in Croydon. The Council and NHS England are co-commissioning the school health service in Croydon. The immunisation part of the specification includes supporting GPs in their Year 5 cohort performance. Evidence suggests that a multifaceted, coordinated programme across different settings will increase timely immunisation among groups with low or partial uptake improves uptake.

The Council continues to work with partners to promote good mental health, as those with higher well-being have lower rates of illness, recover more quickly and for longer, and generally have better physical and mental health. The Heart Town programme, is a five-year partnership with the British Heart Foundation, tackling the risks that cause heart disease. In May, the Council's public health team and Croydon Heart Town hosted a free three-day health event which was open to all, offering a range of activities such as a smoothie making bike, dance-ercise, NHS health checks and health advisers on hand offering top tips to help people feel great. Other initiatives is Croydon's role as a Food Flagship Borough, aiming to transform food culture through school food projects, community gardening initiatives and healthier food businesses, encouraging residents and people working in the borough to eat more foods that are low in fat and salt, consume fewer sugary drinks and make use of leisure centres, parks and community spaces to increase their physical activity. In September, the Council was one of only ten places across the country to host the Stoptober Roadshow having been chosen for its quit smoking teams success. Our quitters exceed London and national averages for quit rate, this being achieved with one of the

smallest teams in the capital.

The Sexual Health Transformation work started earlier this year. This entails a shift of emphasis towards prevention of sexually transmitted infections and unwanted pregnancies and a review of targeted work is currently taking place, priority areas such as teenage conceptions and HIV will be improved through these targeted services. As a result, we have already seen an improved uptake of HIV testing over the last 18 months.

INDEPENDENCE – Safeguarding

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To protect children & vulnerable adults from harm and exploitation	Acceptable waiting times for adult social care assessments: For new clients, the percentage from where the time from first contact to completion of assessment is less than 35 days	85.1%	85%	88.1% (August 2015)	Better than target, better than previous year	Local measure – no comparable data available
	Percentage of concluded adult safeguarding investigations where action resulted in risk reduction or removal	New	75%	76.9% (March 2015)	Performing above target	Local measure – no comparable data available
	% of Child in Need assessments carried out within required timescales (45 days)	67%	80%	65% (September 2015)	Currently worse than target	Local measure – no comparable data available
	Average time between a child entering care and moving in with adoptive family (days)	674	650	503 (September 2015)	Currently better than target, better than previous year	NA due to low returns
	The number of Looked After Children (LAC) cases per 10,000 children within the borough	86 (March 2014)	Reduce no. of LAC to 385	87.9 (March 2015)	Slightly worse than previous year	England 60 (2013/14) Stat. neighbours 60.9 (2013/14)
	The number of Child Protection Plan (CPP) cases per 10,000 children within the borough	41.2 (March 2014)	38.3	39.8 (March 2015)	Slightly over target, better than previous year	England 42.1 (2013/14) Stat. neighbours 38.3 (2013/14)
	Stability of % of children looked after (living with a family for two out of the last two and a half years)	TBC	75%	64.57% (September 2015)	Currently below target	England average 67%

	Percentage of audits of children's social care case files where the case is rated as good or better	NA	March 2015 will be used as the baseline	52% (March 2015)	NA	Local measure – no comparable data available
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INDEPENDENCE - safeguarding

Protecting children and vulnerable adults from abuse, harm and exploitation is of paramount importance and remains at the top of the national agenda with changes in legislation and reforms to the inspection framework which place clear responsibilities on Councils to keep people safe. . Working with our partners to ensure the children and vulnerable adults of Croydon are protected remains high on the council's agenda.

The Council is currently working on many aspects of safeguarding adults to address needs and risk including the establishment of a Triage system from January 2016 and joint working with the London Fire Brigade to reduce serious fires. We are currently researching and training on the topics of fraud, scams and financial abuse. Closer working with the CCG ensures a shared intelligence system and joint market management.

Croydon's Adult Safeguarding Teams are working to ensure that Croydon's practice is Care Act compliant including embedding knowledge and practice around the new categories of abuse and that safeguarding follows a "Making Safeguarding Personal" agenda where the client is at the centre of their own case and are involved in their own safeguarding actions.

Children's safeguarding has a much wider remit than the functions provided by Children's Social Care, which carries out particular functions regarding Child Protection services and Children Looked After services.

The timeliness of children's assessments has been low for the past year. The service has been reconfigured in October 2015 and there are already signs of improvement. The timeliness of adult social care assessments has improved since last year.

The number of looked after children as a proportion of the population is high due to the number of Unaccompanied Asylum Seeking Children in Croydon. However, there has been a reduction in local CLA by 9% in 2014/15.

Our placement stability for looked after children (% with 3 or more placements in a year) is currently above the national average at 8% and in the top quartile, which is a consistent improvement from 13% in 2013, and 9% in 2014.

Recruitment of suitable qualified and experienced social workers remains a regional challenge. However, there have been three major recruitment campaigns in the past year and this has led to a greater level of permanent employees.

INDEPENDENCE – Tackling the cost of living

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To help families and individuals to be more financially resilient and live affordable lives	Percentage of Job seekers allowance claimants (as a proportion of the resident population aged 16-64 - working age population)	1.9%	Aim to reduce from 1.9%	1.9%	Slightly below target, performance maintained	London 1.8%
	The percentage of households in Croydon receiving Housing benefit	NA	2015 data will provide the benchmark	23.73%	NA	Local measure - no comparable data available
	The percentage of households in Croydon receiving Council tax support	NA	2015 data will provide the benchmark	21.72%	NA	Local measure - no comparable data available
	Number of households engaged with welfare teams who are being provided with debt / budgetary advice)	NA	3204 (Annual) 1602 (YTD)	486 (September 2015) 2793 (YTD)	Currently exceeding target	Local measure - no comparable data available
	Number of families supported through the discretionary housing payments)	NA	1350 (Annual) 675 (YTD)	120 (September 2015) 825 (YTD)	Currently exceeding target	Local measure - no comparable data available
	Number of families supported through the Croydon discretionary scheme)	NA	1000(Annual) 500 (YTD)	106 (September 2015) 927 (YTD)	Currently exceeding target	Local measure - no comparable data available
	Rate of child poverty (the proportion of children aged under 16 living in low income families)	TBC (August 2012)	23%	21.8% (August 2013)	Better than target	London average 21.8%
	% of people working for the council who are paid the London Living Wage	NA	100%	100%	Target achieved	Local measure - no comparable data available

	Affordability of private rent – median monthly private sector rent as a percentage of the median gross monthly salary)	NA	2014 data will provide the benchmark	45.51% (2014)	NA	Of the London boroughs Lowest 40.39% Highest 78.30%
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INDEPENDENCE - tackling the cost of living

The economic downturn, changes in welfare benefits and tax credits have reduced the disposable income of the poorest. A third of Croydon residents are struggling financially. Helping families and individuals to become more financially resilient and live affordable lives requires a broad range of interventions to promote meaningful and long term employment and reduce the overall cost of living.

To assist residents in redressing the multitude of financial challenges they may face, the council has set up the Gateway & Welfare division in April 2015, this is the country's first combined local authority department designed to tackle housing, welfare, debt management and social care assessment. The results so far are incredibly encouraging. We have helped over 1,100 of Croydon's most severely affected families avoid homelessness, 5,400 people to become more financially independent and supported 587 residents into employment, resulting in contributions of £3.3m to the nation's finances via income tax and National Insurance. Gateway works by first identifying residents most at risk of homelessness - people who have needed our help before, or the unemployed visiting the local JobCentre Plus. We have trained hundreds of internal and JobCentre Plus staff to identify the most vulnerable families to ensure they receive the right support, and allocating a dedicated adviser to look at the household finances, from housing issues and benefit entitlements to debt management and careers advice. The Gateway approach ensures that issues are resolved faster, therefore preventing people from slipping into homelessness, offering them financial breathing space by maximising their income, and boosting their confidence, job prospects and skills to be more financially independent.

To tackle the issue of low pay the Council implemented the London Living Wage (LLW) for its directly employed workforce and has recently received accreditation as a LLW employer. In order to implement the requirements to pay LLW across Croydon we are, where possible, applying this criteria to existing contractual arrangements and future commissioning. The Council's supply chains have been given time frames and targets to encourage LLW and this should be implemented over the next two years. Conversations with business and business leaders are ongoing and many have been encouraged to consider LLW as it makes strong business sense to nurture and develop a sustainable employee place.

INDEPENDENCE – Domestic violence and sexual exploitation

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To prevent domestic and sexual violence where possible support victims and hold perpetrators to accounts	Percentage of domestic violence sanction detections	33%	No target	32% (September 2015, average YTD)	Performing slightly below previous year	No comparable data available
	Number of cases of domestic abuse referred to the Multi Agency Risk Assessment Conference (MARAC)	TBC	354 Annual 177 (YTD)	205 (YTD) (September 2015)	Performing above YTD target	No comparable data available

INDEPENDENCE - domestic violence and sexual exploitation

Domestic Abuse and Sexual Violence (DASV) affects one in four women and one in six men in their lifetime but remains vastly under reported.

Domestic abuse and sexual violence is a major priority for the Council and in December 2014 the Cabinet agreed an ambitious Domestic Abuse and Sexual Violence Strategy 2015-18. The Local Strategic Partnership also gives a high profile to this issue, its Congress meeting in June 2015 focussed on Domestic Abuse and Sexual Violence, which was attended by 170 partners who were asked to pledge their support to changing attitudes and beliefs to Domestic abuse and growing a community based response.

A Domestic Abuse Staff Policy which applies to all Council employees was launched in March 2015. This sets out the support that the council will give to its staff who have been affected by domestic abuse. The Family Justice Centre is an integral part of DASV services in Croydon. The centre provides immediate support to victims of domestic abuse and a range of support services in a single place. Over the past year we have seen increasing numbers of people accessing our services for help and support with Domestic Abuse and Sexual Violence. In 2014/15, the number of people accessing the FJC stood at 2588 which is a 20% increase on the previous year. The FJC is also receiving more referrals from partners, which has seen a 50% increase in GP referrals compared to the previous year. The MARAC supports our 'Team around the Family' approach to safety planning, and victims are able to access emergency housing and other services. This approach also supports the gathering of evidence to enable the police to prosecute the perpetrators of DASV, while Independent Domestic Advocacy Services support the victims through court proceedings. There has been a sustained increase in the number of allegation and sanction detection rates reported by the police, which suggest growing level of awareness of domestic abuse among the general public following the White Ribbon Campaign.

As part of the Council's overall work regarding Domestic Abuse, we established the Caring Dads programme in partnership with Probation, working with fathers who are primarily perpetrators of domestic violence. The evaluation of the project has demonstrated some positive outcomes. A specialist post for Domestic Abuse has been introduced in the Children in Need Service.

Child Sexual Exploitation (CSE)

Over the past year we have significantly upgraded our strategic and operational capacity to address CSE, including more effective multi-agency working in preventing and responding to missing children who can be particularly vulnerable to CSE.

The Council has been part of a number of ground breaking operations with the Metropolitan Police and voluntary organisations on CSE. As a result of this work we now have more robust intelligence gathering process allowing officers to identify local 'hot spots' and specific perpetrators. The Council has been working with the Police and the National Crime Agency to profile the development of this good practice at a national conference. In November 2015, the Leader of the Council used a Local Strategic Partnership Congress meeting in November 2015 to strengthen the profile of child sexual exploitation with the local community.

LIVEABILITY – Cleaner and greener

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To create a place that communities are proud of and want to look after as their neighbourhood	The percentage of household waste arising which have been sent by the Authority for reuse, recycling, composting or treatment by anaerobic digestion.	44%	45%	44.60% (June 2015) 40.2% YTD	Currently slightly below target	London 33.9% England 43.50%
	The percentage of fly-tips removed within the specified time frame (48 hours)	82.57%	80%	70.8% (Q2 2015) 78.5% (YTD)	Currently slightly below target	No comparable data available
	The percentage of fly tip reports made electronically (App and My Croydon)	NA	80%	69.9% (YTD)	Currently below target	No comparable data available
	The number of fixed penalty notices issued by the council for incorrect disposal of rubbish	657	1000	428 (YTD)	Currently slightly below target	No comparable data available

LIVEABILITY - cleaner and greener

The council's enforcement policy was agreed at Cabinet in March 2015 to ensure clean streets and public places are maintained as they play an important part in making people feel proud of and at ease in their neighbourhoods. Our aim is to develop strong and thriving communities by working with residents and partners and through the Council's 'Eyes and Ears' approach which will enable multi-skilled operatives and teams to better respond to environmental issues and Anti-Social Behaviour (ASB). This together with the recent introduction of the 'village' approach for refuse collection and recycling will ensure that the Council continues to make visible improvements within the borough so it is safer and cleaner for residents and visitors. In addition these changes will reduce service costs through better coordination and integration of our enforcement services supported by improved ICT.

The Council's 'Clean & Green' initiative is committed to making Croydon the cleanest and greenest borough in London. The 'Don't mess with Croydon' campaign launched in July 2014 has increased enforcement action through the courts helping to highlight the issues caused by littering and fly tipping and tough penalties have been imposed on offenders from fixed penalty notices to prosecution through the courts – there has been a total of 955 Fixed

Penalty Notices issued and 45 prosecutions since the start of the campaign (to September 2015). Enforcement action has also included the crushing of two offenders vehicles, with a further two having been seized. The Council has also in addition in partnership with Veolia, adopted a 'clear all' policy to ensure that fly-tips are removed as quickly as possible and as a result clearance rates have improved significantly since the start of the campaign. The introduction of the village approach as outlined above led to a short-term drop in performance as crews were diverted to other tasks but this has since returned to near target levels.

The use of new, easy to use, electronic channels such as the Croydon App and 'my account' has seen an increase in the number of fly-tips reported using this method of contact was introduced. The campaign has also supported the development of strong and thriving communities by working with our residents, with some 266 community champions recruited and 49 community clear-up events taken place during April to September this year.

The council continues to promote the 'Don't mess with Croydon' campaign and take action to tackle fly tip hot spots through education, enforcement and making it easier for residents to report incidents and take part in community clean-ups. This includes the improvement of recycling facilities in flats and areas where they were previously limited, getting owners of 'eyesore' front gardens to tidy them up and a range of multi-agency enforcement led operations focussing on tackling fly-tip hot spots and frequent offenders using the full range of interventions including prosecution through the courts and signing up all shops and businesses to ensure that commercial waste is disposed of responsibly. The Council will also be rolling out the village approach for street cleansing to ensure resources are focused on areas with the highest need.

LIVEABILITY – Policing and crime

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
Crime indicators as defined by MOPAC (rolling 12 month performance)						
To create a place where people feel safe and are safe	Burglary	3365 (rolling at September 2014)	3706	2951 (rolling at September 2015)	-34% against base line (March 2012)	London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Criminal damage	2764 (rolling at September 2014)	2924	3141 (rolling at September 2015)	-11% against base line (March 2012)	London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Theft of motor vehicles	728 (rolling at September 2014)	821	920 (rolling at September 2015)	-8% against base line (March 2012)	London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Theft from motor vehicles	2249 (rolling at September 2014)	2369	2053 (rolling at September 2015)	-28% against base line (March 2012)	London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Robbery	1065 (rolling at September 2014)	1513	763 (rolling at September 2015)	-58% against base line (March 2012)	London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Violence with injury	3073 (rolling at September 2014)	2312	3428 (rolling at September 2015)	22% against base line (March 2012)	London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter

Thrift from a person	621 (rolling at September 2014)	656	509 (rolling at September 2015)	-36% against base line (March 2012)	London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
Incidence of antisocial behaviour	9441	To reduce the demand	4523 (September 2015 YTD)	-24% on same period last year (12 month rolling average)	No comparable data available
Resident confidence in Policing	TBC	66%	60% (June 2015)	Currently under target	No comparable data available
How safe people feel in Croydon	TBC	TBC	72% (December 2014)	TBC	No comparable data available
How people rate the overall level of crime in Croydon today compared with the overall level one year ago	TBC	TBC	68.5% (December 2014)	TBC	No comparable data available

LIVEABILITY - policing and crime

Feeling safe is an indispensable element of a good quality of life and an essential requirement for our residents and those who want to visit and work in Croydon. Nationally, violent crime, which is committed mainly by adolescents and young adults, is a serious and increasing problem. There are many drivers for violent crime, such as alcohol, drugs and gangs. Overall, Croydon has achieved a 21.4% reduction against the MOPAC 7 targets (20% reduction). Performance figures for November 2015 show a significant reduction in burglary of 36.2%, assisted by sharing intelligence and a problem solving multi-agency approach. Theft from motor vehicles figures also show good progress with a 29.6% reduction. Operation Vallance has assisted in this through targeted patrolling of key areas and various decoy operations. Excellent results are also shown in figures for robbery (59.6% reduction) and theft from a person (38.1 % reduction).

Less positively, figures show an increase in criminal damage (up 10.9%), vehicle thefts (up by 7.3%) and violence with injury (up by 22%). The increase in criminal damage presents a particular challenge as even minor incidents are reported to obtain a crime number for insurance purposes. The increase in vehicle thefts is in part due to a wave of moped thefts on borough. Police have conducted decoy operations to deter and catch those responsible for this type of crime and increase patrols in targeted areas. Violence with Injury is high across all London Boroughs but a good reduction

of offences has been achieved in the Town Centre which historically has been a hotspot for this type of offence.

Improving 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 remains a priority. Croydon Youth Council has surveyed 831 young people and crime and safety came back as the top issue. As a result they have created a video to tackle stereotypes faced by young people. The youth council are due to meet with Croydon Safeguarding Children Board on 30th November to report on their work and discuss how young peoples' views can influence the work of the board commander

Reported incidents of ASB have continued to reduce with the 12 month rolling average is down by 24% on the previous year. Targeting and support for those calling regularly to report ASB has had an impact on reduction. Safer Croydon will continue to develop their approach to ASB enforcement making full use of legislation and housing management interventions in order to address problems as they arise. Several well publicised flats have been closed due to ASB and drug dealing and work to implement a Public Space Protection Order in the Town Centre is underway as is work to improve the alignment of the police and council ASB assessment and recording systems to better identify and manage risk. Croydon has also recently been established as a Local Alcohol Action Area (LAAA). This one year LAAA programme is an opportunity to work with national colleagues within the Home Office and Public Health England to coordinate Croydon's multi-agency approach to tackling the harmful effects of excessive drinking. The LAAA programme has three aims: reducing alcohol-related health harm, reducing alcohol-related crime and influencing the diversification of the night-time economy.

Increasing awareness of the role and work undertaken by the police and council in tackling crime and ASB is perceived as key to improving public confidence. This is particularly important with respect to Neighbourhood Policing and understanding the role of the local council. The council will continue to improve its presence on the Safer Croydon web pages and include information on how individuals can help protect themselves and their families.

Perception of crime in the borough is important and during 2014/15 we introduced an annual fear of crime survey. Respondents were asked if they feel safe in Croydon, out of 727 replies, 7% felt very safe, 44% fairly safe and 21% felt neither safe or unsafe, 22% fairly unsafe and 6% very unsafe. Respondents were asked if they thought crime levels had changed when compared to the past year, 692 answered the question with 8% saying levels were much greater, 18% slightly greater, 43% about the same and, 13% slightly lower and 4% much lower. Taking 2009/10 as the baseline, the total number of recorded crimes in Croydon at the end of 14/15 saw a 13.54% reduction. As a result 'A Pride in Croydon' action plan has been developed to improve perceptions of the Borough. Activity underway to help people feel safer includes publishing good news, use of social media, reviewing website content and joint community walkabouts. The annual fear of crime survey was launched in December 2015 so we will be able to track trends and use the data to inform future plans in the new financial year.

LIVEABILITY – Roads, transport and streets

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To build a place that is easy and safe for all to get to and move around in	Road Casualties (3 year rolling average)	1,154 (3 year rolling average)	1069	1,115 (June 2015 - 3 year rolling average)	Slightly over target, better than previous year	No comparable data available
	Percentage of the local authority's principal roads (A-road and M-road network) where maintenance should be considered	9% (2012/13)	5%	4% (2014/15)	Performing better than target	London 5%
	Percentage of the local authority's principal roads (B-road and C-road network) where maintenance should be considered	13% (2012/13)	6%	6% (2014/15)	Target achieved	London 9%
	Number of linear metres of cycle lane implemented during the year (including new & upgraded on-carriageway routes and new greenway/quiet ways)	NA	200 metres (Annual)	40 (September 2015 YTD)	Currently on target (YTD)	No comparable data available
	Percentage of borough roads (% of total road length) where 20mph limits have been introduced	NA	2015/16 data will provide the benchmark	Data due March 2016	NA	No comparable data available
	The % of street lights currently in light	99.1%	99%	99.4% (August 2015) 99.07% (YTD)	Currently exceeding target, better than last year	No comparable data available
	New M2 of road resurfaced during the year	NA	124,000m ²	Data due March 2016	NA	No comparable data available
	Proportion of journeys starting in Croydon made by sustainable means (walking or cycling)	NA	TBC	29% walking or cycling (2011- 2014)	NA	London 35%

	Road congestion – crude average vehicle speeds (mph) on Croydon A roads during weekday morning peak	NA	2015/16 data will provide the benchmark	15.2 MPH (June 2015)	NA	No comparable data available
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LIVEABILITY - roads, transport and streets

Good transport connections are important for enabling Croydon to fulfil its potential as South London's economic hub. Croydon is well connected, however parts of its extensive tram and train network are nearing capacity and are in need of expansion. In order to continue improving the transport network across the borough, the council placed a £556,000 bid for Local Implementation Plan funding for 2016-17. If successful, road safety measures across the borough including junction improvements, casualty prevention schemes, speed indicator signs and road safety education will be implemented. The bid also includes measures to improve and promote walking and cycling including new greenways, principle highways and parking, and pedestrian footways and crossing improvements.

Our recently published Transport Vision, agreed by Cabinet in March 2015, sets out the Council's agenda for a new era of movement in, and around the borough, focusing on the needs of Croydon's current and future residents, businesses and visitors. Safe walking and cycling are at its heart and are critical to tackling the transport challenges Croydon faces. In line with this Transport Vision, the council is rolling out a programme introducing area wide 20mph speed limits across the borough in order to improve road safety and encourage cycling. Implementation of the first scheme is underway in North Croydon and resident feedback has showed support for the scheme on roads in South Norwood, Selhurst, Bensham Manor, Thornton Health and Upper Norwood. If approved, the scheme could be implemented over the winter months and operational by April 2016.

The Croydon and Lewisham street lighting replacement programme is currently working across both boroughs; the programme is a 5year plan. The programme has been technically challenging due to the complexity of the underground power cable network. Across the boroughs 74% of lights have been replaced. The programme is expected to be completed in early 2017.

The Connected Croydon programme has already delivered nearly 9,500M2 of footway and carriage way improvements in the first half of the year around east and west Croydon helping transform the public realm at these major entry points to the metropolitan centre improving facilities for both pedestrians and road users. A new cycle hub and Brompton Bike Hire dock was also opened recently in Croydon's town centre, providing free covered cycle parking for 80 bikes, a cycle work station for carrying out small repairs and eight folding bikes for hire.

The Council has set up Play Streets in Croydon to get more people active, have fun and build stronger communities. The scheme is supported by charity London Play, it encourages children to play together and residents can get out and talk to each other. Applications from residents to join the scheme continue to increase.

LIVEABILITY - sport

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To improve wellbeing across all communities through sport and physical activity	Number of people participating in sports and leisure activities at Leisure centres (all groups)	856,161	TBC	135,632 (July & August) YTD	Slightly worse than last year	No comparable data available
	% Adults (aged 16+) participating in sport & active recreation for at least 30 minutes on 12 days out of the last 4 weeks	12% (2012/13)	14% (2013/14)	13% (2013/14) Next update due April 2016	Slightly below target, better than previous year	No comparable data available
	Number of community sports clubs	NA	2015/16 data will provide the benchmark	296	NA	No comparable data available

LIVEABILITY - sport

We want to promote and support participation in sport for both health and recreational purposes. Efforts to increase participation for key groups included the reinstatement of free swimming, funded by the council and available for young people aged 16 and under and for the over 60's for a six weeks period in line with school summer holidays in 2015. Table Tennis England installed 16 ping-pong tables with equipment across the borough to encourage residents, workers and visitors to play impromptu matches as part of the nationwide Ping! festival. The tables will remain installed in parks and estates on a permanent basis or donated to organisations for the benefit of the community.

In April 2015, the newly refurbished Monks Hill sports centre, which is managed by the Council, was opened.. The centre provides a sports hall, gymnasium, artificial pitch, and multi-use games area to local residents and groups during out of school hours. Improvements and new management have brought about an increase in the use of this facility and additional income to the Council. In addition, Purley Leisure Centre is to remain open in the short term in response to residents' concerns and to enable time for redevelopment plans to be proposed.

LIVEABILITY – Parks and open spaces

Outcomes	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To make parks & open spaces a cultural resource	Number of events held in parks (including community, charity & commercial)	88	Improve on 2014/15 outturn	99 (YTD)	Exceeding target	No comparable data available
	Number of Friends and Conservation groups who are involved in their local park	NA	NA	37 (summer 2013)	New measure for 2015/16 further development underway	

LIVEABILITY - parks and open spaces

Croydon is the greenest borough in London with over 300 parks and open spaces and we have used these as cultural hotspots and sites for community sport and physical activity parks and open spaces. The Council continues to identify opportunities to increase community involvement in our parks and for the period April to September 2015, there have been a total of 98 community, charity and commercial events held in parks during the April to September period. We will be reviewing our parks and open spaces in the coming months to make the most of the opportunities for greater community use and potential for improving health and wellbeing.

We are committed to delivering an annual summer festival and this year saw the successful launch of the Ambition Festival held in July 2015, providing four days of music, comedy, theatre, spoken word, dance and art, using around 30 venues and performance spaces. Alongside main shows at the Fairfield Halls, entertainment was staged in smaller venues such as pubs and halls, as well as at Croydon Minster. Outdoor events included stages in North End, Mint Walk, Queens Gardens, Fairfield Gardens and at Platform by East Croydon station. The festival has been nominated for two UK Festival Awards, in the categories of best new festival and best metropolitan festival.

Working with our community to create a Parks and open Spaces programme, the Council has a friends of parks group which is made up of local people with an interest in their park of wildlife and who take practical action to improve the area or investigate and advise on environmental issues. Participants can carry out practical conservation work or be the eyes and ears of park reporting damages. The group are consulted on group and open space management and development issues. Eight of Croydon's open spaces have retained green flag status won last year for high standards of horticulture, cleanliness, sustainability and community involvement.

ENABLING CORE – Finance

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To be innovative and enterprising in using available resources to change lives for the better	Variance from Revenue Budget after recovery plans (£M)	£0.925m	£0.00	£2.519m	Currently below target	No comparable data available
	% Council tax collected	96.48%	96.76% (55.48% YTD)	54.89% (YTD September 2015)	Currently slightly below target	No comparable data available
	% Non-domestic rates collected (NNDR)	98.38%	98.75% (57.22% YTD)	56.15% (YTD September 2015)	Currently slightly below target	No comparable data available
	Percentage of agency workers	11.8%	10%	12.4% (September 2015)	Currently worse than target	No comparable data available
	Progress with Corporate Plan Outcomes 2015/18	This	indicator	is	still	in development
	Net cost per m2 of Council asset base (main corporate offices)	NA	2015/16 data will provide the benchmark	£218 (March 2015)	NA	No comparable data available
	Percentage of frontline staff to enabling staff within the council	This	indicator	is	still	in development
	Cash collection rate for housing rent	TBC	98.2%	97.1% (September 2015)	Currently slightly below target	No comparable data available

ENABLING CORE- finance

Over the past four years the Council has experienced an unprecedented 32% reduction in central government grant funding as part of the national deficit

reduction plan. Over this period we have delivered over £100m in efficiency savings and cuts. Funding and grant reductions on a similar scale are expected from national government over the next four years, and the council faces rising demand for its services.

The delivery of the 2015/16 budget is hugely challenging. The council has seen further cuts to various grants since our budget was set and continues to experience huge demands, in particular are services in the People department. In order to reduce the predicted overspend, a number of actions have been agreed including, a Council wide voluntary severance programme, a review of all our fees and charges, further governance on high cost adult social care placements and a review of the top 50 high cost families.

The Council has well developed contract management arrangements in relation to the agency contract. In the last year, due to major restructure of business support, we have incurred a higher level of agency spend in this area. This has prevented additional redundancy costs as new processes are introduced and overall resource requirements reduce, resulting in significant savings. In addition, we have used the agency contract to deliver the transformation programme, which is significantly cheaper than using consultancy services. In light of the current financial position, we have implemented a Council-wide recruitment freeze including agency staff, as well as all agency staff who have been with the Council over 12 months leaving on 31st December with exceptions granted in relation to the maintenance of statutory services and where they are supporting the delivery of savings in 2015/16.

The amount of council tax collectable in 2015-16 is now up £3.6 million on last year, following proactive work on reviewing discounts and we remain confident that performance will exceed last year. The collectable amount for business rates is also up £3.6 million on last year, collection at the end of September is 0.92% down on the same period last year, which is due to the greater take up of payments across 12 months instead of 10. Collection for this year remains consistent and the forecast outturn is positive; recovery action continues to be robust whilst the service looks to support smaller businesses that are struggling, awarding relief and agreeing payment arrangements where appropriate.

ENABLING CORE – Fairness and equality

Outcome	How we will measure success?
<p>To drive fairness for all communities, people and places</p>	<p>A suite of fairness measures to be determined in discussion with the Opportunity & Fairness Commission when key findings are published</p>

ENABLING CORE - fairness and equality

The Council has set up an independent Opportunity and Fairness Commission (OFC). The OFC is independent comprising 13 commissioners and set to run until January 2016 when it will deliver a report on how Croydon can become a place of greater opportunity and fairness. The role of the OFC is one of independent scrutiny and challenge to the Council and the Croydon LSP on issues of inequality and exclusion in the borough. The OFC is gathering evidence on inequality and fairness in the borough through robust engagement with residents and local communities and make recommendations for improvement.

The OFC produced a draft report of its findings in September 2015 and the final report and recommendations will be published in January 2016.

ENABLING CORE – Open and accountable

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To be open and transparent and put communities at the heart of decision making	Percentage of FOI requests responded to within 20 days	72.39%	90%	85.09% (September 2015)	Currently slightly below target, better than previous year	No comparative data available
	The percentage of customer complaints escalating to Stage 2 of the council's formal complaints process	10.62%	10%	7.48% (September 2015)	Currently better than target, better than last year	No comparative data available
	The number of complaints received by the Information Commissioners office that are upheld (where regulatory action is taken)	NA	2015/16 data will provide the benchmark	4 (YTD)	NA	No comparative data available

ENABLING CORE - open and accountable

For the period April to September, a total of 777 FOI requests were received. At a time where these requests remain a significant demand pressure and where a number of services are working in a context on increased demand within resources constraints, performance in both complains and FOI's have shown improvement. Complaints are an important measure of where customers are feeling the service provided is not meeting their expectations, or where there are opportunities to make further improvements. The corporate team continue to work with services across the organisation on an ongoing basis to pick up opportunities from customer feedback.

Complaints to the Information Commissioners Office (ICO) is something we are measuring for the first time this year and the figures will provide a future baseline which will be used to measure and manage the service. There have been no significant or issues to date and the Council continues to work with services to ensure we have the appropriate governance and controls in place.

ENABLING CORE – Digital and Enabling

Outcome	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	RAG	Compared to
To be digital by design in meeting the needs of local people	The number of transactions completed through 'My Account'	NA	99,996 (YTD) 200,000 (annual)	102, 233 (September 2015, YTD)	Currently exceeding target	No comparative data available
	The number of customers who have moved to a digital (self-service) channel of communication	NA	19,998 (YTD) 40,000 (annual)	44, 707 (September 2015, YTD)	Annual target exceeded	No comparative data available

ENABLING CORE – digital and enabling

To make the best use of reduced resources and improve service access we are applying digital solutions across a large number of council services. It is important for residents and local businesses to be able to access on-line services for their wider benefit as recent studies outline the financial and social benefits of being on-line. Our approach therefore supports those without digital skills to access appropriate support and this is very much being driven through the GO ON Croydon initiative that was launched in November and is the first of its kind in London. A new digital zone has been launched in Access Croydon as part of this work to provide training and signposting.

Since the launch of My Account in July 2013, the take up has surged and there are now over 100,000 Croydon residents, nearly a third of the borough's population, accessing council services online and this has allowed significant savings which allows scarce resource to be directed where most needed.

RAG Status key

RED	<ul style="list-style-type: none">• Performance has not met target by in excess of 10%• Where performance differs from comparators by 10% or more
AMBER	<ul style="list-style-type: none">• Performance has not met target but is within 10% of target• Where performance matches one or more comparator within 10%
GREEN	<ul style="list-style-type: none">• Performance has met, or exceeds target• Performance has matched one or more comparators
YTD	<ul style="list-style-type: none">• Year to Date – current performance