

REPORT TO:	CABINET 11 July 2016
AGENDA ITEM:	13
SUBJECT:	Corporate Plan end of year performance review – April 2015 to March 2016
LEAD OFFICER:	Jo Negrini – Acting Chief Executive Sarah Ireland, Director of Strategy Communities & Commissioning
CABINET MEMBER:	Councillor Tony Newman – Leader of the Council Councillor Simon Hall, Finance & Treasury Councillor Alisa Flemming, Children, Young People & Learning Councillor Louisa Woodley, Families, Health & Social Care Councillor Alison Butler, Homes, Regeneration & Planning Councillor Hamida Ali, Communities, Safety & Justice Councillor Mark Watson, Economy & Jobs Councillor Stuart Collins, Clean Green Croydon Councillor Stuart King, Transport & Environment Councillor Timothy Godfrey, Culture, Leisure & Sport
WARDS:	all
CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:	
<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. 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 and it's 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 2015 to March 2016 as detailed at Appendix 1.
- 1.2 Note the achievements, progress and work to date, as detailed in this report, of delivery against the promises set out in the 2015-18 Corporate Plan.
- 1.3 Note the areas of challenge (where the Council is responsible for performance) and the work underway / proposed to address these areas as detailed in Appendix 1.
- 1.4 Note the targets for Council measures which have been set for the year 2016-17 as detailed in Appendix 2

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 2015 to March 2016.
- 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. The borough wide view provides an open and transparent foundation for our residents to hold the Council and it's partners accountable for the delivery of key outcomes ensuring the best possible outcomes for our residents.
- 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 the reported period (where measures are subject to a reporting time lag the latest available data has been reported, this may not correspond with the reported time period). It also shows how the Council is performing against London and nationally for those measures where comparable data is available.
- 2.5 **Appendix 2** of this report details the Council's targets which have been set for 2016-17 taking into account current performance to ensure that whilst challenging, the targets are realistic and achievable.

3. **DETAIL**

- 3.1 The outcomes that the Council are seeking for the borough and its residents are summarised below. These outcomes 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 principal 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.

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GROWTH	INDEPENDENCE	LIVEABILITY	Enabling Core
To create a place where people and businesses want to be	To help families be resilient and able to maximise their life chances and independence	To create a place that communities are proud of and want to look after as their neighbourhood	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 (being developed based on the 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 2015 to March 2016 is attached in Appendix 1 of this report. The next performance report, detailing the progress of April to September 2016 will be presented to Cabinet in January 2017.

3.3 Delivery for Croydon - Corporate Plan Promises

Progress in delivering Corporate Plan promises during 2015/16, set out under the three ambitions of Growth, Independence and Liveability and the Council's enabling function, includes:

3.3.1 GROWTH

- A new tech business incubator and start-up space opened in Croydon in June 2016
- Created 'Croydon Works', a job brokerage service which matches unemployed and under-employed residents into the jobs created by regeneration, investment and growth. It supports residents to develop the skills, experience and behaviours that employers want
- Reduced the percentage of the workforce on out of work benefits by 0.9 percentage point and the percentage of young people Not in Education, Employment or Training (NEETS) by 1.4 percentage points
- Entered a partnership with the University of Sussex to expand higher education in the borough and raise the number of residents with degrees
- Secured social enterprise borough status as one of only 11 towns and cities across the country to achieve this. There are 120 registered social enterprise businesses in Croydon with hundreds more operating in the wider voluntary, community and social enterprise (VCSE) sector
- Signed up 25,000 landlords to Croydon's new borough-wide selective licensing scheme to drive up housing standards in the private rented sector.

- Secured Boxpark Croydon comprising approximately 80 retail units sitting alongside

3.3.2 INDEPENDENCE

- Launched the Best Start programme for pre-school children to integrate key early intervention services including health visiting, children's centres, early years and the voluntary sector by 2018
- Worked with the Clinical Commissioning Group to deliver integrated and transformed Adult Community Services that avoid unnecessary hospital admissions through shared community services in or near the patient's home
- Launched the 0-25 disability service in April 2016 (as the first part of an all age service) to provide a seamless transition for young people between children and adult services and stimulate a better local offer for young people to enjoy education, employment and a quality of life in Croydon.
- To assist residents in addressing financial challenges, set up the Gateway and Welfare division in April 2015, the country's first combined local authority department designed to tackle housing, welfare, debt management and social care assessment in partnership with other organisations.
- Invested financially in and worked in partnership to relaunch a local credit union as a people's bank and a financial co-operative open to all.
- Raised awareness in the community of domestic abuse and sexual violence through a Croydon Congress meeting and developed a joint strategy to change attitudes and behaviours and punish perpetrators and support victims.
- Raised awareness in the community of child sexual exploitation through a Croydon Congress meeting and developed a joint strategy to identify and stop it.
- Developed the Outcome Based Commissioning model for over 65s to integrate Health and Social Care in an improved model of care.

3.3.3 LIVEABILITY

- Fairfield Halls and Croydon Council Youth Arts were awarded funding from A New Direction, the Arts Council England Bridge Organisation to form a local Cultural Education Partnership.
- Launched an engagement with residents to develop the best possible 21st century library service within current funding constraints.
- Launched the Ambition Festival in July 2015, nominated for 'best new festival' and 'best metropolitan festival' at the UK Festival Awards.
- Worked with partners and the community to achieve reductions in burglary, criminal damage, theft of motor vehicles, theft from motor vehicles, robbery, theft from a person and the incidence of antisocial behaviour and a 4.5 percentage point increase in how people rate the overall level of crime in Croydon in the year to December 2015.
- Implemented area-wide 20mph maximum speed limit for parts of South Norwood, Selhurst, Bensham Manor, Thornton Heath and Upper Norwood in June 2016.
- Invested in major public realm improvements in the metropolitan and district centres through the 'Connected Croydon' programme .
- Launched a Parks Transformation Programme to improve health outcomes, enhance Croydon's cultural offer, develop community stewardship and protect biodiversity, engaging with local people and stakeholders including the GLA to identify priorities.
- Hosted Croydon Tour Series Road Race in June 2015. Opened the newly refurbished Monks Hill sports centre in April 2015.

3.3.4 ENABLING

- Attained accreditation as a Living Wage Employer and implemented the requirement to pay the London Living Wage through the Council's procurement and commissioning processes wherever possible.
- Developed a new Community Strategy and statutory equality objectives in the light of the recommendations of Croydon's independent Opportunity and Fairness Commission published in January 2016 .
- Developed a digital inclusion strategy and a programme to improve residents' digital skills with Go On UK, the national digital strategy charity.
- Delivered a balanced budget for 2015/16 against increasing demand and reduced resources.

3.3.5 Areas of challenge due to high demand

The Council aims to provide a decent, safe and affordable home for every local resident who needs one and to help families be resilient and able to maximize their life chances and independence. However, increased demand on our services in these areas have created some challenges.

- Croydon is currently the 2nd largest borough in London with 379,000 residents and this is predicted to increase by 13% (51,000) by 2031. In addition, Croydon has the largest population of 0-19 year olds in London at 102,000 and this is predicted to increase by 11% (11,000) by 2031. Within this number, Croydon has a high number of Looked After Children, and within this, 51% are Unaccompanied Asylum Seeking Children (UASC). The high number of UASC is as a result of the UK border agency headquarters being located within Croydon meaning proportionally a larger number of UASC are housed within the borough. Latest published data shows that Croydon has the largest number of UASC (410) in London; over 4 times higher than the second highest borough (Hillingdon with 90).
- Croydon also has the second largest population of 18-64 year olds in London at 236,500 which is predicted to increase by 7% (16,700) by 2031.
- The largest increase in population for Croydon is predicted to be in the older people population aged 65 years and over, currently at 49,300 (3rd highest in London) and estimated to increase by 51% (24,700) by 2031.
- Over the last twelve months the council has carried out excellent work in homelessness prevention and this has seen the number of homelessness applications reduce from 2520 in 2014/15 to 1608 in 2015/16. However, owing to increased vulnerability there has been a % increase in acceptances, previously 42% now up 63%, leaving us with over 900 households in emergency accommodation at the end of May 2016, of which 147 are now over 6 weeks.
- In particular, in the area of housing, highlighted in the table, this is an area of considerable focus for the Council, including
 - Expansion of Gateway service
 - The launch of Brick by Brick
 - Working on housing needs allocation, including the use of Homeswap
 - Revised planning policy, notably on affordable housing
 - Empty Homes strategy
 - Additional work on increasing the supply of housing

3.4 Draft Community Strategy 2016-21 and Statutory Equality Objectives

3.4.1 In June 2016 Cabinet agreed the draft Community Strategy 2016-21 and

recommended its adoption by Full Council. The Community Strategy provides a framework for all agencies in Croydon's Local Strategic Partnership to work together on a set of key goals and priorities aimed at addressing key challenges over the next five years. The Strategy has three outcomes:

- Outcome One: A Great Place to Learn, Work and Live in
- Outcome Two: A Place of Opportunity for Everyone
- Outcome Three: A Place with a Vibrant and Connected Community and Voluntary Sector

3.4.2 The Corporate Plan Ambitious for Croydon performance framework is the Council's contribution to achievement of the Community Strategy outcomes. The Council will ensure that all staff deliver against these outcomes and that these run through the Corporate Plan, its supporting strategies and service plans in a 'golden thread' down to the objectives set in individual staff appraisals.

3.4.3 The Council's statutory equality objectives were set out in its **Opportunity and Fairness Plan 2016-20** and agreed by Cabinet in April 2016. They are derived from the final report of Croydon's independent Opportunity and Fairness Commission. The equality objectives have been embedded in the Ambitious for Croydon performance framework and will be reported on for the year 2016/17.

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, however, attention should be drawn to 3.3.5 of this report where areas of high demand are creating pressure on services, with the population expected to grow in these areas there could be future financial implications and risk to services. In addition, welfare policies have a direct impact on homelessness and proposals to reduce the household benefit cap and freeze on working age benefit rates will put further pressure on homelessness.

(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 for and on behalf of Gabriel MacGregor, Head of Corporate Law Acting Council Solicitor and Acting 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 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 have been determined following publication of the independent Opportunity and Fairness Commission (OFC)’s key recommendations in January 2016. These performance measures are based on the Council’s statutory equality objectives that were developed in the light of the OFC’s report. They include measurements of the “gap” in terms of access to employment and housing, homelessness, child poverty, educational attainment, community safety, social isolation and life expectancy. Performance will be reported against these measures in the year 2016/17.

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/corplans/>

Appendix 1

**Performance framework summary report
Latest data for April 2015 to March 2016**

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) latest available figure until October 2016		Previous figures are not comparable due to the ONS expanding the scope of the data set
	Occupation rates <ul style="list-style-type: none"> • A) Office • B) Retail 	NA	2015/16 data will provide the benchmark	A) 66% B) 92%		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 (A)	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 not growing as fast as London, it is growing faster than in the UK. 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, this 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.

To further support small businesses, the Council will continue to resource the Croydon Enterprise Loan Fund (CELF) to provide localised access to finance opportunities for small businesses that may not be able to access traditional lending. Tomorrow – a state of the art tech business incubator and start up space in the heart of Croydon launched in May 2016. The project originally had £2m backing from the council and the Greater London Authority (GLA), this has since been increased to £4m and provides office space, training, courses and events; it will also house the UK's first digital art and specialist media hub.

Business growth grants of between £15,000 and £100,000 are available to help Croydon companies with less than 250 employees grow and create new jobs. Almost £2.5million is available through **Coast to Capital** partnership to boost economic growth across an area extending from the Sussex coast to Croydon. Grants to cover up to 40% of capital investment costs are available provided new employment opportunities are provided. New and existing businesses or social enterprises are all eligible to apply by 30 September 2016.

The Council's is responding innovatively to the shortage of affordable housing locally by setting up a development company, Brick by Brick which aims to deliver approximately 1000 units of mixed tenure housing on council-owned land across the borough by 2019. As sole owner any return on investment will be returned to the Council to be used for the benefit of local people. Over 50 sites are currently undergoing feasibility for residential development.

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	2%	Target exceeded (G)	London 1.9% (A)
	Reducing the gap between the highest and lowest wards	NA	2015 data will provide the benchmark	2.7%	NA new measure for 2015/16	
	Long term unemployment (those receiving JSA for 12 months or more)	0.5%	0.5%	0.4%	Target exceeded (G)	London 0.4% (G)
	% of working age on out of work benefits	9.8%	Aim to improve on 2014/15 (9.8%)	8.8%	Target exceeded (G)	London 8.2% (A)
	% of young people Not in Education, Employment or Training (NEET)	3.7%	3.4%	2.30%	Target exceeded (G)	England 5.3% (G)
	% of young people aged 18-24 who are claiming Job Seekers Allowance	3.1%	3.2%	2.9%	Target exceeded (G)	London 2.3% (R)
	The volume M2 of new Grade A commercial space delivered within the borough	NA	2015 data will provide the benchmark where possible	TBC	NA new measure for 2015/16 work underway	

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. The Apprenticeship Levy, announced in the 2015 autumn statement will be rolled out from April 2017 and 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.

The Council and partners have created Croydon Works, a job brokerage service which matches unemployed and under-employed residents into the jobs created by regeneration, investment and growth. Croydon Works delivers a bespoke professional free to use recruitment service to businesses and supports residents to develop the skills, experience and behaviours that employers want.

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. Croydon has secured social enterprise borough status as one of only 11 towns and cities across the country to achieve this. 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.

Ruskin Square adjacent to East Croydon station is currently undergoing development. On completion it will include 1.25 million square feet of office space and more than 600 flats with Boxpark Croydon comprising approximately 80 retail units sitting alongside. To help drive the regeneration of local areas the Council is promoting and supporting meanwhile uses for commercial properties in target areas through provision of grant funding for rent and rate free periods. This initiative will increase opportunities for small businesses and voluntary community groups to acquire premises from which they can operate. The increase in occupancy rates will also have a positive impact on the local environment.

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 (66.3%)	64.7%	Target not met, better than previously reported year (A)	London 66.3% England 68.1% (provisional) (A)
	% Parents offered one of their top 3 school choices (Primary)	92% (2014/15 entry)	95%	94% (2015/16 September entry)	Target not met, better than previously reported year (A)	London 92.5% England 95.7% (G)
	% Parents offered one of their top 3 school choices (Secondary)	88% (2014/15 entry)	93%	89% (2015/16 September entry)	Target not met, better than previously reported year (A)	London 90.7% England 95.5% (A)
	Educational attainment by the age of 19 at Level 2	88% (2014 Academic)	86%	88.6% (2015 Academic)	Target exceeded (G)	London 88.2% England 86% (G)
	Educational attainment by the age of 19 at Level 3	64% (2014 Academic)	At or above the London average (64.9%)	64.4% (2015 Academic)	Target not met, better than previously reported year (A)	London 64.9% England 57.4% (A)
	% 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 (A)	London 88.2% England 84.8% (G)
	% 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 (R)	London 85.3% England 74.4% (R)

	% of PRU's given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	100% (March 2015)	100%	NA	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	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)	78% (2014-15 Academic)	Target not met, better than previous year (A)	England 80% (A)
	%+ GCSE A*-C grade including English and Maths	57% (2013-14 Academic)	62% (2014-15)	59.6% (2014-15 Academic)	Target not met, better than previous year (A)	London 60.9% England 53.8% (A)

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 in 2015 were below the national average in reading, writing and mathematics combined scores at Level 4 (the expected level of attainment), although we did have a 3% 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 87% and 68% respectively. 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	4137		Local indicator no comparable data available
	Number of visitors to Croydon	NA	2012-2014 data will provide the benchmark	241,000 (2012-2014)		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 festivals, public art and outdoor programmes. 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 planning application for the Fairfield Halls and College Green redevelopment was submitted in early 2016 and determination is scheduled for July 2016.

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. In June 2015 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. Croydon was one of ten venues hosting a round of the tour series and the only London town centre location. Croydon hosted a second successful tour on 7 June 2016.

The Ambition Festival in July 2015 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 2015 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.

With the closure of Fairfield Halls in Summer 2016 for extensive renovation and modernization, work is underway to develop a programme of cultural events in partnership with local people. The intention is to increase and enhance the range of programmed cultural activities and events delivered at venues across the borough such as Stanley Halls, Croydon Clocktower, Matthews Yard, Boxpark Croydon and diverse community facilities. Boxpark Croydon will be a key venue for the Ambition Festival in 2016 owing to Fairfield Halls being unavailable.

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	842	720	962	Target not met (R)	No comparable data available
	Number of homeless households living in bed & breakfast and self-contained temporary accommodation.	592	450	843	Target not met (R)	No comparable data available
	Number of families in Bed and Breakfast (B&B) with shared facilities, 6 weeks or more	57	10	89	Target not met (R)	No comparable data available
	Number of market homes enabled (for sale or rent)	1872	503	1016	Target exceeded (G)	No comparable data available
	Affordable Housing – the number of affordable homes completed (gross)	705	564	536	Target not met (A)	out of 32 London Boroughs
	The percentage of private rental housing stock licensed through the selective licensing scheme	NA	100% by 2016/17	81% Launched in October 2015	NA new measure for 2015/16	
	The number of empty properties returned to use	97	75	137	Target exceeded (G)	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.

Whilst applications are down to reduce the numbers within temporary accommodation we need to increase supply to relieve the pressure. This is difficult as Croydon has a smaller social rented sector than other boroughs and our residents are more vulnerable to homelessness due to levels of household income and the types of occupation. It therefore has less capacity to absorb the current demand for accommodation from homeless households.

Current Government policy on local housing allowance cuts across the Council's effort to tackle homelessness and of achieving a balanced budget. Local Housing Allowance levels have fallen well behind actual market rents. The council is also reviewing its approach to purchasing its own supply especially in emergency accommodation where we see the greatest level of cost being incurred whilst we consider the more medium term of building an increased number of properties through brick by brick and other options such as work with registered providers.

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. Owing to our overall revised approach in regard to prevention we have seen a dramatic decrease in the number of applications for homelessness, in 2014/15 we received 2,540 where in 2015/16 we received 1,608. Although as our overall acceptance % has increased the number of acceptance has still risen. What this confirms is we are better targeting the same levels resource to support and help our more vulnerable customers. This approach has seen us recently shortlisted for Andy Ludlow awards for innovation in preventing homelessness.

The Council is amending the existing rules relating to the housing register and opting instead for the introduction of choice based lettings.

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, 94 of the homes refurbished are in Croydon, and have been 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. A Private Rented Property License Scheme was successfully launched in October 2015. The % of private rental housing stock licensed through the selective licensing scheme is 81% based on the 26,188 properties registered from the initial figures of 32,500

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)	146	Target not met (R)	No comparative data available
	Conception rate per 1,000 girls (aged 15-17 years) rolling average	32.13 (Rolling average 2013)	26.6 (2014)	30.4 (rolling average December 2014)	Performing below target, better than previously reported year (R)	London 21.9 England 22.1 (R)
	The proportion of carers who reported that they have as much social contact as they would like	41.4% (2012/13)	No target set	31.7% (July 2015)	Decrease since previous survey	London (2014/15) 35.5% England (2014/15) 38.5% (R)
	The percentage of service users who use services who find it easy to find information about support	71.6% (March 2015)	Pending HSCIC outturn confirmation	68% (Provisional)	Decrease since previous survey	London (2014/15) 72.5% England (2014/15) 74.5% (A)
	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 decrease on previous year (2012/13)	London (2014/15) 62.1% England (2014/15) 65.5% (A)
	The percentage of people who use services who reported that they have as much social contact as they would like	45.2% (March 2015)	Pending HSCIC outturn confirmation	42% (March 2015/16 provisional)	Decrease on previous year	London (2014/15) 41.8% England (2014/15) 44.8% (G)
	Percentage of eligible three and four year olds accessing funded early education	NA new measure	88% (2014/15)	87% (Autumn 2014 & spring 15 combined)	Target not met (A)	Local indicator – no comparative data available

	Percentage of eligible two year olds accessing funded early education	NA new measure	55% (2014/15)	57% (Autumn 2014 & spring 15 combined)	Target exceeded (G)	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 has the largest population of 0-19 year olds in London at 102,000 and this is predicted to increase by 11% (11,000) by 2031. 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

The Transformation of Adult Social Care (TRASC) Programme seeks to deliver personalised services, as well as a financially sustainable adult social care system in response to reducing budgets and increasing demand arising from an aging population and an increase in clients with increasingly complex needs. The Programme will also reduce the underlying cost pressure through better management of demand, effective commissioning and promoting independence at every opportunity to release further cost efficiencies.

The intended benefits of the programme are:

- People will have better access to advice, information and targeted prevention that will help them to live their lives without support from the Council. We are developing an information, advice and advocacy framework over the next few months with engagement events to support this process being held in June/July 2016. We expect this to improve the reported level of service users and carers who find it easy to find information about support (p13)
- People will be supported through re-ablement to be as independent as possible - following a review of existing services we are now working to expand the service to also focus on people living in the community to improve their independence and reduce admissions to hospital. Despite an increase in the total number of supported hospital discharges in 2015-16 the % of older people discharged from hospital to their own home achieving independence dipped only slightly. The expansion of re-ablement should contribute to an improvement on this in 2017.
- People will have more choice and control, leading to higher satisfaction levels. We introduced a new prepaid card in April 2106 for existing and new recipients of direct payments which is credited with the service user's direct payment so that they can use it to purchase the required goods and services as set out in their support plan. The card makes it easier for the holder to manage their money and reduces the burden on them to provide paper based monitoring of their use of their budget making a direct payment option more attractive.
- More people will be supported to live independently. We are developing an asset based approach to how we work with people during initial contact, assessment and review stages to seek to connect people with communities, maintain their own support networks, support carers and build individual resilience as much as possible to increase independence. The Croydon Challenge project working on enhancing our communities and our offer to carers can both play a significant part in improving performance of services users and carers who report that they have as much social contact as they would like.
- People will be safeguarded with an emphasis on prevention by offering information, advice and early interventions that are responsive and sustainable. People will be encouraged to use their social networks, community resources and third sector organisations to maintain their safety.
- The focus of safeguarding interventions will continue to build on the Care Act principles and making safeguarding personal with an outcome focussed intervention that promotes peoples independence, choice and control. We exceeded the target set for the percentage of concluded adult safeguarding investigations where action resulted in risk reduction or removal.

Community Empowerment Pilots

TRASC is funding the project worker to deliver the aspects of the shared agenda with the Community Resources Board's to strengthen and enable communities to increase control over their lives through greater involvement in the development and delivery of local services.

Phase one of this programme includes three pilot initiatives and their implementation is underway and an update will be provided in the next report. The three pilots are; Pathfinder model in Shrublands, SENTAB in New Addington & Coulsdon East and community meals in Thornton Heath

We continue to develop an integrated and outcome-focused approach to our work with our health partners. To this end, in 2016, we are establishing an Alliance of Accountable Providers (APA) to commission and deliver all, age 65 plus social care, community and acute health and voluntary sector and prevention services in Croydon. This ground breaking new way of joining up these organisations in to a single alliance organisation will enable services for the age group to be better co-ordinated, seamless and focused on outcomes of the individual in a more cost efficient way.

In response to the Council's Independence Strategy we are establishing an all-age disability service to integrate our service for children and adults with disability in to one team during 2016. The 0-25 service began in April 2016 and seeks to provide a seamless transition for young people between our children and adult services and stimulate a better local offer for young people to enjoy education, employment and a quality of life in Croydon.

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)	Target not met (A)	London 17% England 18% (G)
	Life satisfaction – average score out of 10 in response to the question, overall how satisfied are you with your life nowadays?	7.38 (2013/14)	Not appropriate to set a target for this measure	7.36 (2014/15)	Slightly lower than previously reported	London 7.5 England 7.6 (A)
	Wellbeing – average score out of 10 to the question, overall to what extent do you feel the things you do in life are worthwhile?	7.6 (2013/14)	Not appropriate to set a target for this measure	7.73 (2014/15)	Improvement on last reported	London 7.73 England 7.81 (G)
	Happiness – average score out of 10 to the question, overall how happy did you feel yesterday?	7.31 (2013/14)	Not appropriate to set a target for this measure	7.39 (2014/15)	Improvement on last reported	London 7.38 England 7.45 (G)
	Anxiety – average score out of 10 to the question, overall how anxious did you feel yesterday?	3.4 (2013/14)	Not appropriate to set a target for this measure	2.91 (2014/15)	Improvement on last reported	London 3.01 England 2.86 (G)
	Percentage of children in Reception (aged 4-5) who are classified as overweight or obese	23.1% (2013/14)	23%	22.24% (2014/15 academic)	Target exceeded (G)	London 22.16% (A)
	Percentage of children in Year 6 (aged 10-11) classified as overweight or obese	38.3% (2013/14)	37.6%	38.98% (2014/15 academic)	Target not met (A)	London 37.21% (G)
	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)	Decrease on previously reported period	London 36.57% England 42.23% (R)
	Proportion of people who use services who have control over their daily life	71.5%	Pending completion of benchmarking exercise	70%	Decrease on previously reported period	London 71.6% England 77.3% (A)

% of older people discharged from hospital to their own home achieving independence	87.18%	88%	84.7%	Target not met (A)	London 85.3% England 82.1% (A)
Life expectancy from birth – Men	NA	2012-14 will be used as benchmark	80.3 years (2012-14)	NA	London (2012-14) Male 80.3 England (2012-14) Male 80 (G)
Life expectancy from birth – Women	NA	2012-14 will be used as benchmark	83.6 years (2012-14)	NA	London (2012-14) Female 84.2 England (2012-14) Female 84.1 (A)
Vaccination rate (MMR2) for children at 5 years old	NA	90% (2014-15)	69.7% (March 2014/15)	Target not met (R)	London: 81.1% England: 88.6% (R)
Alcohol related hospital admissions (rate per 100,000 population (broad))	1029 (2014/15)	520.2	455 (June 2015)	Currently better than target (G)	London – 526 (June 2015) England – 641 (June 2015) (G)
The proportion of adults classified as overweight or obese	NA	TBC	63% (March 2012 -14)	NA	London 58% England 64% (A)
Under 75 mortality rate from cardiovascular diseases considered preventable (persons)	53.9 (2011-13)	53.9	51.1 (2012-14)	Target exceeded, (G)	England 50.9 London 50.2 (A)
The proportion of people who complete psychological therapies (IAPT) who are moving to recovery	42.91% (March 2014)	50% (National target)	42.9% (Q3 2015/16)	Currently below target (A)	England 14/15 – 44.8% London 14/15 – 41.6% (G)

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 deliver and buy health and social care

services for our over 65's. The programme, Outcome Based Commissioning (OBC) is a new approach that integrates health and social care, and incentivises providers to achieve a set of outcomes and experiences that are important to people. The Council, along with the CCG will jointly commission a ten year outcomes based commissioning contract from an alliance of health and social care providers.

Croydon became a Heart Town in 2013. We have worked with the British Heart Foundation to promote awareness of heart disease and encourage people to reduce their risk. We currently offer people support to stop smoking, achieve and maintain a healthier weight, eat a healthier diet and become more active. To impact on rates of cardio-vascular disease we need to achieve population level changes in behaviour. The Food Flagship aims to do this by changing the borough's food culture. Work is also underway to bring together our healthy lifestyle services into a single offer, LiveWell Croydon. This will target our efforts toward those who most need support whilst enabling the broader population to access information and advice to help them make changes for themselves.

In 2015, Croydon was awarded Flagship Food Borough status to pilot new approaches to reconnect individuals, families and communities with healthy eating, growing and cooking. The high level outcomes for the programme are to reduce levels of childhood obesity, increase school attainment and decrease the numbers of new cases of type-2 diabetes

Central to the Food Flagship offer is the School Food Plan which aims to improve the quality and uptake of school food and promote cooking skills. To date, 175 staff members (from 75 schools) have received food training. The three flagship schools have delivered 11 parent/carers healthy eating workshops and all 11 caterers signed to agree to meeting the School Food Standards in all schools. There has also been an increase in free school meals and meal uptake overall.

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. To date, 119 residents have completed a catering or horticultural course. The Community Gardening project provides training for individuals and builds the communities capacity for food growing. The project now has 12 Food Buddies, 22 Master Gardeners and 44 social prescription referrals. The Healthy Food Businesses project is now successfully running its second course with 18 attendees. The project supports individuals to set up and develop their own business which offers good quality food. The Food Flagship programme also supports established businesses via the Eat Well Croydon project which supports businesses to provide healthier food provision and make small changes. The community grant has supported six projects to date. The applications varied from gardening projects for those with learning difficulties to cooking lessons for all. We have established a Food Partnership board to engage with the community to improve access to healthy food and awareness of food related issues.

Live Well Croydon is a proposal to redesign current separate lifestyle services into a new innovative model to improve the health and wellbeing of Croydon residents. There are two main parts to the programme; developing a digital behaviour change platform, known as 'Just Be...' that will provide information, interventions and advice on all lifestyle services, which will launch in Summer 2016. Secondly, an evidence based Council led 12 week motivational interview service, known as 'MI Change', due to launch in Autumn 2016."

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.

We have developed a comprehensive, coordinated service to identify people drinking at risky levels and to offer brief advice to encourage sensible alcohol consumption. Known as Alcohol IBA, this pilot service is being delivered in 20 Pharmacies and 2 GP Practices. Croydon has also commissioned Don't Bottle It Up, a web-based tool offering a one stop shop to advise Croydon residents of the harms of excess of alcohol and support to modify behaviour. Croydon recently completed a commissioning exercise which has resulted in an integrated drug and alcohol treatment system with a strong focus on prevention. To reduce alcohol related admissions, commissioners, together with providers, have developed defined pathways, improved communication, in-reach work into local hostels and increased partnership working.

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. 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. Croydon's smoking cessation programme prioritises groups at increased risk of harm from smoking including pregnant smokers, young people, those with mental health problems, those with long term conditions and people living in deprived areas. Croydon council supported wider efforts to reduce tobacco use in June 2015 when the leader signed the Local Government Declaration on Tobacco Control.

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.

Plans for establishing Outcomes Based Contracts for joint work by health, social care and the voluntary sector (in a Provider Alliance) for the over 65s are developing well: a new, more integrated and preventative model of care has been developed which, subject to final agreement of this approach, will include the extended use of re-ablement and focus strongly on prevention and early intervention, and has developed a new Model of Care which includes equipment, telecare and telehealth as forms of early intervention to reduce client needs at an early stage and avoid crisis. The equipment contract is a pooled arrangement with health and delivers across Croydon with an annual spend of over £3m, of which £1m is recouped through reconditioning and recycling of equipment. Telecare is a well used intervention which often supports people with early stage dementia to remain safely in their own homes for longer, through use of sensors and a call centre.

In year 1 (2016/17), the Provider Alliance aims to plan and commence the delivery of five key initiatives:

- Development of Multidisciplinary Community Networks;
- Development of 'My Life' plan;
- Establishment of Personal Independence Coordinators;

- Single Point of Access and Information;
- Integrated Independent Living Service.

Careline, the Council's pendant alarm system provides a response service and provides peace of mind and a quick response either by telephone or in person when someone has had a fall or has other concerns. The service supports over 3,500 people in Croydon.

A Falls service has been re-designed with health and includes a handyman service, an osteoporosis clinic, and a fracture clinic. It links with a service commissioned by Public Health which is provided by the Voluntary Sector to improve health, nutrition and wellbeing for older people, it includes classes delivered in some of the more deprived areas of Croydon.

As the digital world moves on many residents may feel left behind by both family and friends having a real impact on their ability to retain independence. As part of an approach to reduce social isolation we have partnered with Visbuzz and Sentab to pilot video calling with residents by giving them either a simple touch screen tablet and or a link through digital TV to allow users to stay in contact with a family or friend online. Sentab works through TV and the remote control to provide video calling, alongside options for local communities network and to send information and advice or reminders to users. We are specifically targeting elderly residents in New Addington, Fieldway and Longheath to grow the community aspects and offer residents the ability to connect with each other in a digital way. Visbuzz is a low-cost, low maintenance tablets for people to 'see' families and friends via video call meaning that users are not overwhelmed by the technology. It gives them reassurance that it is safe and secure and introduces them to digital technology giving them new skills. Our users are a mix of elderly carers, early stage dementia patients and re-ablement, who have community champions to set up and support them with the tablet.

The pilots will run for a year when we will evaluate their effectiveness and assess how viable they are and whether they can be brought in to the model of social care more formally. Five other London Boroughs are piloting Visbuzz and Croydon is the first to partner with Sentab.

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%	89.4%	Target exceeded, (G)	Local measure – no comparable data available
	Percentage of concluded adult safeguarding investigations where action resulted in risk reduction or removal	New	75%	85.21% (March 2015)	Target exceeded (G)	Local measure – no comparable data available
	% of Child in Need assessments carried out within required timescales (45 days)	67%	80%	67%	Target not met (R)	Local measure – no comparable data available
	Average time between a child entering care and moving in with adoptive family (days)	674	650	1073	Target not met (R)	Period 2012-15 England: average 593 days London average: 618 days
	The number of Looked After Children (LAC) cases per 10,000 children within the borough	82.98	83.91	84.43	Target not met, (A)	England 60 (2013/14) Stat. neighbours 60.9 (2013/14) (R)
	The number of Child Protection Plan (CPP) cases per 10,000 children within the borough	39.8	38.3	39.7	Target not met, (A)	England 42.1 (2013/14) Stat. neighbours 38.3 (2013/14) (G)
	Stability of % of children looked after (living with a family for two out of the last two and a half years)	TBC	75%	64.4%	Target not met (R)	England average 68% (A)

	Percentage of audits of children's social care case files where the case is rated as good or better	52%	52%	49% (invalidated)	TBC Awaiting verification of figure	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 and the Triage system has now been introduced with increased staff resources improving its effectiveness and exceeding the target set for 2015-16. 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.

Timeliness of children's social care assessments became an issue in summer 2015 due to increased demand; the service was reconfigured in autumn 2015 and since then the timeliness of these assessments has improved.

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. In 2014/15 the number of local CLA fell by 9% and the overall numbers have remained at broadly the same level in 2015/16. 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.

The performance outcome for our the average time between a child entering care and moving in with and adoptive family , is as a result of a family of six siblings having their adoption finalised within the period. It was difficult to find a place for all six siblings together so, unsurprisingly, the process took longer for this family. If we remove these siblings from the figures, the average number of days is 647 which was within the 650 day target.

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%	2%	Target not met (A)	London 1.9% (A)
	The percentage of households in Croydon receiving Housing benefit	NA	2015 data will provide the benchmark	22.5%	NA	Local measure - no comparable data available
	The percentage of households in Croydon receiving Council tax support	NA	2015 data will provide the benchmark	20.8%	NA	Local measure - no comparable data available
	Number of households engaged with welfare teams who are being provided with debt / budgetary advice)	NA	3204	3501	Target exceeded (G)	Local measure - no comparable data available
	Number of families supported through the discretionary housing payments)	NA	1350	1579	Target exceeded (G)	Local measure - no comparable data available
	Number of families supported through the Croydon discretionary scheme)	NA	1000	1150	Target exceeded (G)	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)	Target exceeded (G)	London average 21.8% (G)
	% of people working for the council who are paid the London Living Wage	NA	100%	100%	Target achieved (G)	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 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 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 set (police measure)	29%	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	448	Target exceeded (G)	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. 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.

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%	32.98% (Dec 2015 YTD) End of year outturn due end June	Currently below target (R)	London 33.9% England 43.50% (A)
	The percentage of fly-tips removed within the specified time frame (48 hours)	82.57%	80%	75.28%	Target not met (A)	No comparable data available
	The percentage of fly tip reports made electronically (App and My Croydon)	NA	80%	77.5%	Target not met (A)	No comparable data available
	The number of fixed penalty notices issued by the council for incorrect disposal of rubbish	657	1000	1100	Target exceeded (G)	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 1100 Fixed Penalty Notices issued and 73 prosecutions since the start of the campaign to the end of May 2016. 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. Fly-tipping for 2015-16 was 54% higher than the previous year and significantly above target. There will be a stronger focus on enforcement action alongside speedy removal. In order to address these issues a pilot that will cut fly-tipping and boost recycling by targeting waste dumped on shopfront pavements launched in March 2015 will be expanded. Introduced as part of the council's [Don't Mess with Croydon – Take Pride](#) clampdown, the new policy came in response to reports that shop owners and residents in the flats above them were leaving waste on the pavement which encouraged fly-tippers and made the businesses less attractive to customers. By August 2016, over 1,800 shop owners and residents from West Croydon station to just north of Norbury station will face a fine if they leave their rubbish on the pavement for collection on non-collection days.

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 302 community champions recruited and 81 community clear-up events taken place during April 2015 to May 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
To create a place where people feel safe and are safe	Crime indicators as defined by MOPAC (rolling 12 month performance)					
	Burglary	3365 (rolling at September 2014)	3612 (Feb 2016)	2699 (rolling at Feb 2016)	-40% against base line (March 2012) (G)	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)	2850 (Feb 2016)	3153 (rolling at Feb 2016)	-11% against base line (March 2012) (G)	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)	796 (Feb 2016)	919 (rolling at Feb 2016)	-7.6% against base line (March 2012) (G)	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)	2309 (Feb 2016)	2009 (rolling at Feb 2016)	-30% against base line (March 2012) (G)	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)	1475 (Feb 2016)	748 (rolling at Feb 2016)	-59% against base line (March 2012) (G)	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)	2253 (Feb 2016)	3424 (rolling at Feb 2016)	22% against base line (March 2012) (R)	London – all MOPAC 7 offences are -18.7% against the baseline year compared to 18 forces during the last quarter
	Theft from a person	621 (rolling at September 2014)	639 (Feb 2016)	526 (rolling at Feb 2016)	-34% against base line (March 2012)	London – all MOPAC 7 offences are -18.7% against the baseline

					(G)	year compared to 18 forces during the last quarter
Incidence of antisocial behaviour	9441	To reduce the demand	8118 (rolling at Feb 2016)	-20% on same period last year (12 month rolling average) (G)	No comparable data available	
Resident confidence in Policing	TBC	66%	57% (Dec 2015)	Currently under target (R)	No comparable data available	
How safe people feel in Croydon	72% (December 2014)	72%	77% (December 2015)	Target met, better than previously reported year (G)	No comparable data available	
How people rate the overall level of crime in Croydon today compared with the overall level one year ago	68.5% (December 2014)	68.5%	73% (December 2015)	Target met, better than previously reported year (G)	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 February 2016 show a significant reduction in burglary of 40%, assisted by sharing intelligence and a problem solving multi-agency approach. Theft from motor vehicles figures also show good progress with a 30% 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 (34 % reduction). To be update with March release

Less positively, figures show an increase in criminal damage, vehicle thefts 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. 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 8118 reports in March compared to 10122 for same period last year. The 12 month rolling average is down by 20% 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. Between November 2015 and March 2016 residents were asked if they feel safe in Croydon. Of the 1029 (an increase on last years 727 replies), 16% felt very safe, 44% fairly safe and 16% felt neither safe or unsafe, 16% fairly unsafe and 7% very unsafe. Respondents were asked if they thought crime levels had changed when compared to the past year, 915 respondents answered the question with 10% saying levels were much greater, 20% slightly greater, 44% about the same and, 10% slightly lower and 2% much lower. '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 (2013- 2015 - 3 year rolling average)	Target not met, better than previous year (A)	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%	6% (2014/15)	Target exceeded (G)	London 5% (G)
	Percentage of the local authority's principal roads (B-road and C-road network) where maintenance should be considered	13% (2012/13)	6%	7% (2014/15)	Target exceeded (G)	London 9% (G)
	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) (G)	No comparable data available
	Percentage of borough roads (% of total road length) where 20mph limits have been introduced	NA	NA	NA – delivery across 2016-18	NA	No comparable data available
	The % of street lights currently in light	99.1%	99%	99.68%	Target exceeded (G)	No comparable data available
	New M2 of road resurfaced during the year	NA	124,000sqm	137,636sqm	Target exceeded (G)	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% (R)
	Road congestion – crude average vehicle speeds (mph) on Croydon A roads during weekday morning peak	NA	2015/16 data will provide the benchmark	14.9 mph	NA	No comparable data available

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 which was successful. We are currently implementing road safety measures across the borough including junction improvements, casualty prevention schemes, speed indicator signs and road safety education. 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. The programme will be delivered through a three year phased implementation (2016-2018) on an area by area basis following consultation with residents and businesses across five areas. The speed limit is to be implemented in Area 1. Residents and businesses in Area 2 were consulted earlier this year and as a result of a positive outcome to that process, the council recently announced its intention to proceed to the formal statutory process – the necessary next step to introducing a 20mph speed limit in this area.

The Croydon and Lewisham street lighting replacement programme is currently working across both boroughs; the programme is a five year 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 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.

As part of the Council's Local Implementation Plan spending submission for 2016-17 the Council has proposed for a number of physical measures to enhance cycling including Greenways connecting to and through parks plus other new cycle routes including the development of Principal Cycle Highways and on- street cycle parking. Further funding will also be made available for a programme of cycle training for both children and adults, to gain safe cycling skills, develop expertise and gain confidence.

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	784, 814 (Feb YTD)	797,149 (Feb 2016 YTD)	Currently exceeding target (G)	No comparable data available
	% Adults (aged 16+) participating in sport & active recreation for at least 30 minutes in the previous 28 days	34.8% (2013-14)	No target set by Sports England	34.3% (2014-15)	Slightly below previous year	Regional 38% National 35.8% (A)
	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. Work has commenced on re-commissioning the management of council owned leisure centres. The existing contract expires on 31 October 2017. Plans for the new leisure facility in New Addington were launched in February 2016. Proposals for the new leisure centre – in addition to a 25-metre, six-lane main swimming pool – include a learning pool and spectator seating. Other facilities in the complex could include a café, fitness suite, sport hall, crèche and studios.

The Football Association in partnership with Sport England, the Premier League and DCMS are responsible for delivering 'Parklife' which is designed to deliver football led sports hubs across the country in partnership with local councils. The Council has the option of developing a bid for one of these hubs which are modern purpose built facilities equipped with grass and artificial grass pitches, which although predominantly football focused can also cater for other sports. The Council is currently undertaking a playing pitch needs assessment which will help determine current and future need for sports pitches across the borough. This work could be used to support a bid for funding through Parklife.

LIVEABILITY – Parks and open spaces

Outcomes	How we will measure success?	Performance 2014/15	Target 2015/16	Performance 2015/16	Target exceeded	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 (88)	99 (currently being verified)	Target exceeded (G)	No comparable data available
	Number of Friends and Conservation groups who are involved in their local park	32	Improve on 2014/15 outturn (32)	38	Target exceeded (G)	No comparable data available

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, there have been a total of 99 community, charity and commercial events held in parks this year. 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	(£1.389m)	Target met (G)	No comparable data available
	% Council tax collected	96.48%	96.76%	96.45%	Target not met (A)	No comparable data available
	% Non-domestic rates collected (NNDR)	98.38%	98.75%	97.74%	Target not met (A)	No comparable data available
	Percentage of agency workers	11.8%	10%	11.08%	Target not met (A)	No comparable data available
	Progress with Corporate Plan Outcomes 2015/18 (success of performance measures)	NA	2015/16 baseline	Met – 52% Almost met – 32%	NA	No comparable data available
	Net cost per m2 of Council asset base (main corporate offices)	NA	2015/16 data will provide the benchmark	£198	NA	No comparable data available
	Percentage of frontline staff to enabling staff within the council	NA New	60/40 (frontline/enabling)	59.23% frontline 40.77% enabling	Target met (G)	No comparable data available
	Cash collection rate for housing rent	TBC	98.2%	98%	Target not met (A)	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 was hugely challenging. The council saw further cuts to various grants since our budget was set and continued to experience huge demands, in particular to services in the People department. In order to reduce the predicted overspend, a number of actions were 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 past year, due to the major restructure of business support, we incurred a higher level of agency spend in this area. This prevented additional redundancy costs as new processes were introduced and overall resource requirements reduced, resulting in significant savings. In addition, we used the agency contract to deliver the transformation programme, which is significantly cheaper than using consultancy services. A Council-wide recruitment freeze was implemented, including agency staff, as well as all agency staff who had been with the Council over 12 months, with exceptions granted in relation to the maintenance of statutory services and where they were supporting the delivery of savings.

Whilst the target has not been met by 0.03%, year-end performance for the amount of council tax collected is the second best on record and once rounded to 1 decimal place, as reported nationally, is equal to last year, the best on record. While the % collected is below target, overall cash collection is up by £3.5 million as a result of increasing the debit by £3.7 million (through the addition of new properties and proactive review of discounts and exemptions). Furthermore, last year's figure included the £25 efficiency dividend for every customer - which equated to £3.2 million, taking this into consideration, the actual collection equates to an additional £6.7 million in comparison to 2014-15.

ENABLING CORE – Fairness and equality

Outcome	How we will measure success?
To drive fairness for all communities, people and places	The equality objectives will be reported on for the year 2016/17.

ENABLING CORE - fairness and equality

The Council set up an independent Opportunity and Fairness Commission (OFC). The OFC is independent comprising 13 commissioners and in January 2016 delivered a report on how Croydon can become a place of greater opportunity and fairness. The role of the OFC was one of independent scrutiny and challenge to the Council and the Croydon LSP on issues of inequality and exclusion in the borough. The OFC gathered evidence on inequality and fairness in the borough through robust engagement with residents and local communities. The Council's statutory equality objectives are set out in its Opportunity and Fairness Plan 2016-20 and agreed by Cabinet in April 2016. They are derived from the final report of Croydon's independent Opportunity and Fairness Commission. The equality objectives have been embedded in the Corporate Plan performance framework, Ambitious for Croydon, will be reported on for the year 2016/17.

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%	86.31%	Target not met (A)	No comparative data available
	The percentage of customer complaints escalating to Stage 2 of the council's formal complaints process	10.62%	10%	9%	Target exceeded (G)	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	NA	No comparative data available

ENABLING CORE - open and accountable

Responsiveness to requests for FOI's has improved this year to 86.31% of requests being answered on time. Although this is below the current target, this still represents a huge improvement when compared to 2014/15 when 72.39% were responded to on time.

The volume of corporate Stage one and stage two complaints as well as Ombudsman complaints have increased this year as a consequence of work to make contacting the council easier for our customers and that of reduced resource meaning there has been a delay in responding to customers or not providing the desired response. Despite ongoing increases in demands with constraints on resources, performance in both complaints and FOI's have shown improvement. The corporate team continues to work with colleagues across the organisation on an ongoing basis to develop opportunities from customer feedback.

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	200,000	213,667	Target exceeded (G)	No comparative data available
	The number of customers who have moved to my account (self-serve) as a method of contact.	NA	40,000	76,648	Target exceeded (G)	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 2015 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.

My Account was launched in July 2013, this year we had 150,000 customers online, exceeding our year-end target and up on previous years efforts. We have also channel shifted over 250,000 transactions on line making digital account for approximately 14% of our overall contact. Our service plans for digital estimated we will increase our transactions to 25% in 16-17. We introduced web chat in 2015-16 and the pilot quickly showed that web chat prevented calls to the contact centre in 80% of the cases. It also quickly showed that customers were satisfied with this new channel in 97% of the cases. We are rolling out web chat across a number of new Digital and Enabling initiatives

RAG Status key

RED (R)	<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 (A)	<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 (G)	<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

Corporate Plan performance framework, Ambitious for Croydon, targets for 2016-17

Appendix 2

Dept.	Area	Outcome	Measure	Polarity	Target 2015/16	Proposed target 2016/17
Place	Liveability	Roads, transport and streets	Percentage of the local authority's principal roads (A-road and M-road network) where maintenance should be considered	Lower is better	5%	5%
Place	Liveability	Roads, transport and streets	Percentage of the local authority's principal roads (B-road and C-road network) where maintenance should be considered	Lower is better	6%	5%
Place	Liveability	Roads, transport and streets	Number of linear metres of cycle lane implemented during the year (including new & upgraded on-carriageway routes and new greenway/quietways)	Higher is better	200 metres	TBC
Place	Liveability	Roads, transport and streets	The % of street lights currently in light	Higher is better	99%	99%
Place	Liveability	Roads, transport and streets	New M2 of road resurfaced during the year	Higher is better	124,000m2	180000m2
Place	Growth	Housing	Number of market homes started (for sale or rent)	Higher is better	503	1416
Place	Growth	Housing	The % of private rental housing stock licensed through the selective licensing scheme	Higher is better	New	88%
Place	Growth	Housing	Affordable Housing – the number of affordable homes completed (gross)	Higher is better	564	TBC
Place	Growth	Jobs and the economy	The volume M2 of NEW Grade A commercial space delivered within the borough	Higher is better	95,000 m2 by 2031	6333
Place	Liveability	Cleaner and greener	The percentage of household waste arising which have been sent by the Authority for reuse, recycling, composting or treatment by anaerobic digestion.	Higher is better	45%	45%
Place	Liveability	Cleaner and greener	The percentage of fly-tips removed within the specified time frame (48 hours)	Higher is better	80%	80%
Place	Liveability	Cleaner and greener	The % of fly tip reports made electronically (App and My Croydon) (previously reported as no. of)	Higher is better	80%	80%
Place	Liveability	Cleaner and greener	The number of fixed penalty notices issued by the council for incorrect disposal of rubbish	Higher is better	1000	1000
Place	Liveability	Parks and open spaces	Number of Friends and Conservation groups who are involved in their local park (<i>new indicator proposed as 'Positive and Practical Action in Parks - total number of volunteer days'</i>)	Higher is better	New	4,200
Place	Liveability	Roads, transport and streets	% of borough roads (% of total road length) where 20 mph limits have been introduced.	Higher is better	2015/16 data will provide the benchmark	40%
Place	Liveability	Roads, transport and streets	Road congestion - crude average vehicle speeds (mph) on Croydon A roads during weekday morning peak	Higher is better	2015/16 data will provide the benchmark	NA due to change in methodology
Place	Liveability	Sport	Number of people participating in sports and leisure activities at Leisure centres (all groups)	Higher is better	None	Maintain previous performance

Dept.	Area	Outcome	Measure	Polarity	Target 2015/16	Proposed target 2016/17
Place	Liveability	Sport	Number of community sports clubs	Higher is better	2015/16 data will provide the benchmark	296 (awaiting verification of manual count)
People	Independence	Health	% of older people discharged from hospital to their own home achieving independence	Higher is better	88%	88%
People	Independence	Early interventions	The % of service users who find it easy to find information about support	Higher is better	Pending HSCIC 2014/15 outturn confirmation	72%
People	Independence	Early interventions	The percentage of carers who reported that they have as much social contact as they would like	Higher is better	Pending HSCIC 2014/15 benchmarking data release	33%
People	Independence	Early interventions	Percentage of eligible three and four year olds accessing funded early education	Higher is better	88% (2014-15)	89%
People	Independence	Early interventions	Percentage of eligible two year olds accessing funded early education	Higher is better	55% (2014-15)	57%
People	Independence	Early interventions	Number of families who have achieved a Troubled Families Outcome	Higher is better	240 (15/16 only)	572 (2 year rolling)
People	Independence	Early interventions	The % of carers who use services who find it easy to find information about support	Higher is better	Pending HSCIC 2014/15 outturn confirmation	61%
People	Independence	Early interventions	The % of people who use services who reported that they have as much social contact as they would like	Higher is better	Pending HSCIC 2014/15 outturn confirmation	46%
People	Independence	Safeguarding	% of Child in Need assessments carried out within required timescales (45 days)	Higher is better	80%	80%
People	Independence	Safeguarding	Proportion of people who use services who have control over their daily life	Higher is better	Pending completion of benchmarking exercise	75%
People	Independence	Safeguarding	The number of Looked After Children (LAC) cases per 10,000 children within the borough (will need to split between UASC and Non to apply 375)	Lower is better	83.91	82.88
People	Independence	Safeguarding	The number of Child Protection Plan (CPP) cases per 10,000 children within the borough	Lower is better	38.3 in line with statistical neighbours	42.9
People	Independence	Safeguarding	Numbers of new Referrals to MASE Panel per calendar month	Higher is Better	New	15
People	Independence	Safeguarding	EHC plans completed within time scales	Higher is Better	New	TBC
People	Independence	Safeguarding	Stability of Placements - % looked after for at least 2.5 yrs and in same placement for at least 2 yrs	Higher is better	75%	82%
People	Independence	Safeguarding	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	Higher is better	85%	90%
People	Independence	Safeguarding	% of concluded adult safeguarding investigations where action resulted in risk reduction or removal	Higher is better	75%	90%

Dept.	Area	Outcome	Measure	Polarity	Target 2015/16	Proposed target 2016/17
People	Independence	Safeguarding	Average time between a child entering care and moving in with adoptive family (days).	Lower is better	650	625
People	Independence	Safeguarding	Percentage of audits or children's social care case files where the case is rated as good or better	Higher is better	March 2015 baseline	55%
People	Independence	Tackling the cost of living	The % of households in Croydon receiving housing benefits	Lower is better	New	23%
People	Independence	Tackling the cost of living	The % of households in Croydon receiving council tax support	Lower is better	New	21%
People	Independence	Tackling the cost of living	Number of households engaged with welfare teams who are being provided with debt / budgetary advice	Higher is better	3,204	TBC (3501 15/16)
People	Independence	Tackling the cost of living	Number of families supported through discretionary housing payments	Higher is better	1,350	TBC (1579 15/16)
People	Independence	Tackling the cost of living	Number of families supported through the Croydon discretionary scheme.	Higher is better	1,000	TBC (1150 15/16)
People	Growth	Education and learning	Percentage of children at the end of reception year who are judged to be at a good level of development	Higher is better	Aim to match the England average of (68.1)%	66%
People	Growth	Education and learning	% Parents offered one of their top 3 school choices (Primary)	Higher is better	95% (16/17entry)	96% (17/18 entry)
People	Growth	Education and learning	% Parents offered one of their top 3 school choices (Secondary)	Higher is better	93% (16/17 entry)	91% (17/18 entry)
People	Growth	Education and learning	Educational attainment by the age of 19 at Level 2	Higher is better	86%	89% (2015/16 Academic)
People	Growth	Education and learning	Educational attainment by the age of 19 at Level 3	Higher is better	At or above the London average 64%	65% (205/16 Academic)
People	Growth	Education and learning	% of all primary schools given overall effectiveness rating of good or outstanding by Ofsted at most recent inspection	Higher is better	94%	92%
People	Growth	Education and learning	% of all secondary schools given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection.	Higher is better	76%	82%
People	Growth	Education and learning	% of PRU's given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	Higher is better	100%	100%
People	Growth	Education and learning	% of Special schools given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	Higher is better	100%	100%
People	Growth	Education and learning	KS2 Reading, Writing and Maths % L4+	Higher is better	79%	79%
People	Growth	Education and learning	%+ GCSE A*-C grade including English and Maths Please note for 2016-17 this measure wil change to Attainment & Progress	Higher is better	62%	60.32% (In line with Outer London)

Dept.	Area	Outcome	Measure	Polarity	Target 2015/16	Proposed target 2016/17
People	Growth	Jobs and the economy	% of young people not in Education, employment or training (NEET)	Lower is better	3.40%	2.8%
People	Growth	Housing	The number of households accepted as homeless under the Housing Act	Lower is better	720	900
People	Growth	Housing	Number of homeless households living in bed & breakfast and self-contained temporary accommodation.	Lower is better	450	650
People	Growth	Housing	Number of families in Bed and Breakfast (B&B) with shared facilities (6 weeks or more)	Lower is better	57	65
People	Growth	Housing	The number of empty properties returned to use	Higher is better	75	100
People	Growth	Culture	The number of cultural events and programmes supported and delivered by the council across the borough representing our community	Higher is better	New measure 2015/16 data will provide the benchmark	TBC
People	Enabling core	Finance	Cash collection rate for housing rent	Higher is better	98.20%	98.5%
Resources	Enabling core	Finance	Variance from Revenue Budget after recovery plans (£M)	Lower is better	£0.00m	1% (either way)
Resources	Enabling core	Finance	% Council tax collected	Higher is better	96.76%	96.75%
Resources	Enabling core	Finance	% Non-domestic rates collected (NNDR)	Higher is better	98.75%	98.75%
Resources	Enabling core	Finance	Percentage of agency workers	Lower is better	10.00%	10.00%
Resources	Enabling core	Finance	Progress with Corporate Plan Outcomes 2015/18	Higher is better	Outcomes delivered by 2018	Outcomes delivered by 2018
Resources	Enabling core	Finance	Percentage of frontline staff to enabling staff within the council	NA	60/40	60/40
Resources	Enabling core	Finance	Net cost per m2 of Council asset base (main corporate offices)	Lower is better	New measure Use March 16 baseline	£198
Resources	Enabling core	Open and accountable	Percentage of FOI requests responded to within 20 days	Higher is better	90%	85%
Resources	Enabling core	Open and accountable	The % of customer complaints escalating to Stage 2 of the council's formal complaints process	Lower is better	10%	10%
Resources	Enabling core	Open and accountable	The number of complaints received by the Information Commissioners office that are upheld (where regulatory action is taken)	Lower is better	2015/16 benchmark	TBC
Resources	Enabling core	Digital and enabling	No of customers who have moved to My Account (self-service) as a method of contact.	Higher is better	200,000	300,000

Dept.	Area	Outcome	Measure	Polarity	Target 2015/16	Proposed target 2016/17
Resources	Enabling core	Digital and enabling	Number of customers who have moved to my account (self serve) as a method of contact.	Higher is better	40,000	60,000
Resources	Enabling core	Fairness and equality	The equality objectives will be reported on for the year 2016/17.	The equality objectives will be reported on for the year 2016/17.		
Resources	Independence	Early interventions	Conception rate per 1,000 girls (aged 15-17) Rolling average	Lower is better	26.6 (2014)	TBC - working with partners to align targets
Resources	Independence	Health	Alcohol related hospital admissions (rate per 100,000 population (broad)	Lower is better	520.2	TBC - working with partners to align targets
Resources	Independence	Health	Under 75 Mortality rate from cardio-vascular diseases considered preventable (persons)	Higher is better	53.9	TBC - working with partners to align targets
Resources	Independence	Health	The estimated % of smoking tobacco prevalence - adults over 18	Lower is better	17%	TBC - working with partners to align targets
Resources	Independence	Health	Life satisfaction – average score out of 10 in response to the question, overall how satisfied are you with your life nowadays?	Higher is better	Not appropriate to set a target for this measure	Not appropriate to set a target for this measure
Resources	Independence	Health	Worthwhile– average score out of 10 to the question, overall to what extent do you feel the things you do in life are worthwhile?	Higher is better	Not appropriate to set a target for this measure	Not appropriate to set a target for this measure
Resources	Independence	Health	Happiness - average score out of 10 to the question, overall how happy did you feel yesterday?	Higher is better	Not appropriate to set a target for this measure	Not appropriate to set a target for this measure
Resources	Independence	Health	Anxiety - average score out of 10 to the question, overall how anxious did you feel yesterday?	Lower is better	Not appropriate to set a target for this measure	Not appropriate to set a target for this measure
Resources	Independence	Health	Percentage of children in Reception (aged 4-5) who are classified as overweight or obese	Lower is better	23.00%	TBC - working with partners to align targets
Resources	Independence	Health	Percentage of children in Year 6 (aged 10-11) classified as overweight or obese	Lower is better	37.60%	TBC - working with partners to align targets
Resources	Independence	Health	Persons presenting with late diagnosed HIV (infected adults)	Lower is better	Not appropriate to set a target for this measure	Not appropriate to set a target for this measure
Resources	Independence	Health	Life expectancy from birth - Men	Higher is better	2014 to be used as benchmark	80.3 years
Resources	Independence	Health	Life expectancy from birth - Women	Higher is better	2014 to be used as benchmark	83.6 years
Resources	Independence	Health	Vaccination rate (MMR2) for children at 5 years old	Higher is better	90% (national target)	90% (national target)
Resources	Independence	Health	The proportion of adults classified as overweight or obese	Lower is better	TBC	TBC
Resources	Independence	Health	The proportion of people who complete psychological therapies (IAPT) who are moving to recovery	Higher is better	50% (national target)	50% (national target)

Dept.	Area	Outcome	Measure	Polarity	Target 2015/16	Proposed target 2016/17
Resources	Independence	Tackling the cost of living	% of people working for the council who are paid the London Living Wage	Higher is better	100%	100%
Borough	Growth	Jobs and the economy	The overall JSA Claimant rate	Lower is better	Aim to improve against 14/15 outturn	Aligning these targets with partners
Borough	Growth	Jobs and the economy	Reducing the gap between the highest and lowest wards	Lower is better	NA	2.70%
Borough	Growth	Jobs and the economy	Long term unemployment (those receiving JSA for 12 months or more)	Lower is better	0.50%	0.40%
Borough	Growth	Jobs and the economy	% of working age on out of work benefits	Lower is better	9.80%	8.80%
Borough	Growth	Jobs and the economy	% of young people aged 18-24 who are claiming Job Seekers Allowance	Lower is better	3.20%	2.90%
Borough	Growth	Neighbourhoods, district centres, planning	The number of small and medium business enterprises (SME's)	Higher is better	12,960	12960
Borough	Growth	Neighbourhoods, district centres, planning	Occupation rates - office	Higher is better	New measure 2015/16 data will provide the benchmark	66%
Borough	Growth	Neighbourhoods, district centres, planning	Occupation rates- retail	Higher is better	New measure 2015/16 data will provide the benchmark	92%
Borough	Growth	Neighbourhoods, district centres, planning	The number of apprenticeship participants within the borough	Higher is better	NA	1130
Borough	Independence	Domestic violence and sexual abuse	Percentage of domestic violence sanction detections	Higher is better	No target	Aligning these targets with partners
Borough	Independence	Tackling the cost of living	Percentage of Job seekers allowance claimants (as a proportion of the resident population aged 16-64 - working age population)	Lower is better	1.90%	2%
Borough	Liveability	Policing and crime	Crime indicators as defined by MOPAC 7 (rolling 12 month performance) - Burglary	Lower is better	3706 (rolling at Sept 2015)	Aligning these targets with partners
Borough	Liveability	Policing and crime	Crime indicators as defined by MOPAC 7 (rolling 12 month performance) - Criminal damage	Lower is better	2924 (rolling at Sept 2015)	Aligning these targets with partners
Borough	Liveability	Policing and crime	Crime indicators as defined by MOPAC 7 (rolling 12 month performance) - Theft of motor vehicles	Lower is better	821 (rolling at Sept 2015)	Aligning these targets with partners
Borough	Liveability	Policing and crime	Crime indicators as defined by MOPAC 7 (rolling 12 month performance) - Theft from motor vehicles	Lower is better	2369 (rolling at Sept 2015)	Aligning these targets with partners
Borough	Liveability	Policing and crime	Crime indicators as defined by MOPAC 7 (rolling 12 month performance) - Robbery	Lower is better	1513 (rolling at Sept 2015)	Aligning these targets with partners
Borough	Liveability	Policing and crime	Crime indicators as defined by MOPAC 7 (rolling 12 month performance) - Violence with injury	Lower is better	2312 (rolling at Sept 2015)	Aligning these targets with partners

Dept.	Area	Outcome	Measure	Polarity	Target 2015/16	Proposed target 2016/17
Borough	Liveability	Policing and crime	Crime indicators as defined by MOPAC 7 (rolling 12 month performance) - Theft from a person	Lower is better	656 (rolling at Sept 2015)	Aligning these targets with partners
Borough	Liveability	Policing and crime	Incidence of anti social behaviour	Lower is better	To reduce the demand	Aligning these targets with partners
Borough	Liveability	Policing and crime	Resident confidence in Policing	Higher is better	66%	Aligning these targets with partners
Borough	Liveability	Policing and crime	How safe people feel in Croydon?	Higher is better	72%	77%
Borough	Liveability	Policing and crime	How people rate the overall level of crime in Croydon today compared with the overall level one year ago?	Lower is better	68.50%	73%
Borough	Liveability	Roads, transport and streets	Percentage reduction in road Casualties (3 year rolling average)	Lower is better	1069	1115
Borough	Liveability	Roads, transport and streets	Proportion of journeys starting in Croydon made by sustainable means (walking or cycling)	Higher is better	TBC	improve on 2011-14 outturn (29%)
Borough	Liveability	Culture	The number of visitors to Croydon	Higher is better	NA	2012-14 will provide the baseline (241,000)
Borough	Liveability	sport	% Adults (aged 16+) participating in sport & active recreation for at least 30 minutes in the previous 28 days	Higher is better	Sports England do not set a target (2014-15 34.3%)	Sports England do not set a target
Borough	Independence	Tackling the cost of living	Affordability of private rent - median monthly private sector rent as a % of the median gross monthly salary	Lower is better	NA	2014 data to provide the benchmark (45.51%)

