

REPORT TO:	CABINET 17 July 2017
AGENDA ITEM:	8
SUBJECT:	Corporate Plan performance – April 2016 to March 2017
LEAD OFFICER:	Jo Negrini, Chief Executive Sarah Ireland, Director of Commissioning & Improvement
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 19 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 its 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**

2. The Cabinet is recommended to:

- 1.1 Review the performance for the year 2016/2017 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 this report and Appendix 1.
- 1.4 Agree the performance targets proposed for the period 2017/18, and where, due to national external changes, agree the deletion / replacement of indicators that can or will no longer be able to be reported, as detailed in Appendix 2 of this report

2. **EXECUTIVE SUMMARY**

- 2.1 The purpose of this report is to review performance against our Corporate Plan 2015-18, Ambitious for Croydon performance measures for the year 2016/2017 to enable the Council and our residents to track progress and success in a way that promotes openness, transparency and accountability. Despite significant national financial, economic and demand challenges, the Council has continued to deliver well against key outcomes.
- 2.2 The 20 key outcomes, detailed under 3.1 below, shape the Corporate Plan 2015-18 and the three supporting strategies, Growth, Independence and Liveability.
- 2.3 **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. In addition, due to national external changes, some indicators can or will no longer be able to be reported. In light of this, the Council has reviewed the performance framework for 2017/18 to reflect these changes. Details of the proposed changes are detailed in **Appendix 2** of this report.

3. **DETAIL**

- 3.1 **Measuring our success**-The outcomes that the Council is seeking for the borough and its residents are firmly rooted in the Corporate Plan 2015-18 and its 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's work, 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. The latest available performance for 2016/17, together with narrative setting the current context and performance improvement plans in place is attached in Appendix 1 of this report. 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. The next performance report, detailing progress made in April 2017 to September 2017 will be presented to Cabinet in January 2018.

3.2 Progress against key outcomes

The overall RAG status of each area showing progress against key outcomes is set out in the table below. Two areas are red-rated:

- ✓ To provide a decent, safe, affordable home for every local resident who needs one'.
- ✓ To create a place that communities are proud of and want to look after as their neighbourhood

The challenges faced and the improvements made, around these area are detailed within this report.

GROWTH	INDEPENDENCE	LIVEABILITY	Enabling Core
To create a place where people and businesses want to be (G)	To help families be resilient and able to maximise their life chances and independence (A)	To create a place that communities are proud of and want to look after as their neighbourhood (A)	To be innovative and enterprising in using available resources to change lives for the better (G)
To enable more local people to access a wider range of jobs (G)	To help people from all communities live longer, healthier lives through positive lifestyle choices (A)	To create a place where people feel safe and are safe (A)	To drive fairness for all communities, people and places (G)
To enable people of all ages to reach their potential through access to quality schools and learning (G)	To protect children and vulnerable adults from harm and exploitation (A)	To build a place that is easy and safe for all to get to and move around in (A)	To be open and transparent and put communities at the heart of decision-making (G)
To grow a thriving and lively cultural offer which engages communities and supports regeneration (G)	To help families and individuals be more financially resilient and live affordable lives (G)	To improve wellbeing across all communities through sport and physical activity (G)	To be digital by design in meeting the needs of local people (G)
To provide a decent, safe, affordable home for every local resident who needs one (R)	To prevent domestic and sexual violence where possible, support victims and hold perpetrators to account (G)	To make parks and open spaces a cultural resource (G)	To have the right people with the right skills in the right jobs

3.3 Delivery for Croydon - Corporate Plan Promises -

Progress in delivering Corporate Plan promises during 2016/12017 are set out under the three ambitions of Growth, Independence and Liveability and the Council's enabling function, includes:

3.3.1 GROWTH

Neighbourhoods, district centres, planning

Achievements in the last six months

- ✓ Enhancing the Croydon Enterprise Loan Fund service to offer bespoke support for fast growing sectors and geographical areas and increasing its lending portfolio to £4m.
- ✓ Launching a discretionary business rates relief scheme offering up to 100%

- discounts to local small businesses to help them develop, creating local jobs, regenerating the area and developing Croydon's economy
- ✓ Doubling community ward budgets to £24,000 a year, to devolve more spending to ward level for spending on projects that address local needs and priorities, and launching community devolution pilots in three wards.

Croydon is increasingly a place where people and businesses want to be, with the number of Small and Medium Enterprises (SMEs) and retail occupation rates both up. Some of the UK's biggest companies are moving their businesses to Croydon, which was named the most in demand location for office space in the country, topping CoStar 50's 2016 Occupier Index.

The Council will approve a 5 year delivery plan for the regeneration of Croydon Metropolitan Centre and a Smart City Strategy to ensure Croydon remains a popular location for tech businesses. A programme of temporary public realm improvements will be delivered throughout 2017/18 as a pre-cursor to full implementation of public realm projects from April 2018 onwards. These support the ongoing regeneration and engage parts of the community whilst the main programme takes shape.

Jobs and the economy

Achievements in the last six months

- ✓ The 100th person secured employment through Croydon Works, the jobs brokerage service delivered by the Council and its partners
- ✓ Successfully launch of the Good Employer Charter to embed Borough-wide the London Living Wage, Buy Local, Employ Local and Include all in the way we do business
- ✓ With Coast to Capital LEP the Council ran an event for 150 local businesses on funding opportunities to help them grow
- ✓ The Council was shortlisted in three categories at the Small Business Friendly Borough Awards, after setting up a Small Business Commission on the barriers to and opportunities for growth for Croydon's SMEs

The Council continues to build on its ambitious plans for economic growth and the borough is already on track as the UK's fastest growing economy. The percentage of people of working age on out-of-work benefits has fallen. The Council is supporting local business to develop and grow and secure employment for local people:

The transition from Job Seeker Allowance (JSA) to Universal Credit (UC) has impacted the definition of JSA claimants increasing the number of those within the cohort. Therefore the target which was set before the introduction of UC in Croydon cannot be used, and comparative data against other boroughs does not give a true reflection of performance, as these include figures from councils who were not early adopters of UC. The Council in 2017/18 will focus on the employment figure, monitoring the increase in the employment rate and the decrease in the unemployment rate which give a clear and meaningful picture of the situation in Croydon and clear benchmarking data across London and England.

Education and learning

Achievements in the last six months

- ✓ Oasis Academy Arena opened, the latest in a series of schools built by the Council as part of the largest school building programme in the UK
- ✓ The Council has developed a £160m plan to build five new schools and expand other schools creating 1500 new primary and 4000 new secondary school places over the next three years, and, subject to consultation, almost 750 places for children with special educational needs.
- ✓ Almost 70% of pupils were offered a place at their preferred school, and nearly 90% at one of their top three named preferences
- ✓ 80% of secondary schools were judged by Ofsted as good or better; half of these ranked as outstanding, the highest proportion ever in Croydon
- ✓ CALAT, Croydon's adult learning service, retained a 'good' Ofsted rating.

Improving educational attainment is a top priority of this Council and makes a major contribution to the improvement of life chances and the reduction of inequality. Performance in early years improved, attainment in primary and secondary education was at or above the national average; and more parents were offered one of their top 3 school choices. Educational attainment by age 19 at levels 2 and 3 is at or above the national average.

We will continue to create more school places, improve educational outcomes and close the gap for vulnerable and underachieving children. The Council is working to secure the development of a new site for Croydon College and locate an international university in Central Croydon.

Culture

Achievements in the last six months

- ✓ Appointing Vinci Construction UK, to complete the structural works to refurbish Fairfield Halls, and BH Live, as the preferred operator to run the venue when it re-opens in 2018
- ✓ Launching Good Evening Croydon, to support local organisations to develop proposals to rejuvenate and energise the night-time economy.
- ✓ Making the first awards from the Cultural Partnership Fund which will expand Croydon's cultural scene by helping arts and cultural projects attract major investments through match-funding.
- ✓ Launching Boxpark Croydon, the pop-up food, drink and events venue, with a music festival; it draws visitors to the town centre, providing 41 local people with secure jobs.

Plans have been approved for the first major development phase of a new cultural quarter at College Green to provide a vibrant destination for arts, education and culture, including a refurbished Fairfield Halls and more than 2000 new homes:

Housing

Achievements in the last six months

- ✓ Reduction in the number of families with children in B&B for more than 6 weeks to 37, the lowest level for some years. This reduction has continued in the first quarter of 2017/18
- ✓ Homelessness presentations reduced to lowest level for some years, bucking the trend across London and against the back drop of

welfare reform.

- ✓ Number of market homes started more than doubled.
- ✓ Allocated a further £15m to the Real Lettings Fund to provide 47 good quality, long-term homes for homeless families and further reduce the use of costly emergency accommodation.
- ✓ Launched a choice-based lettings scheme to give those eligible for the housing register greater choice about where they live and the type of home that is suitable for them.
- ✓ Implemented stronger powers to raise standards in the private rented sector, including banning orders, larger fines and applying for court orders to recoup rent from rogue landlords
- ✓ Increased resources have been allocated to increase the supply of private sector accommodation for homeless households; we are considering using off-site modular homes and purchasing additional homes.

The national context provides a challenging housing environment. Despite pressures, prevention work has reduced demand from homeless households.

A Key **improvement** area is the number of affordable homes built which has been impacted by national legislative and funding changes. However, the Council has a clear strategy to deliver on this in 2017/18 as set out in cabinet paper in June 2017 with the creation of three limited liability partnerships to increase the supply of affordable homes and also the resolution to grant key planning applications will enable more affordable homes within the pipeline.

3.3.2 INDEPENDENCE

Early interventions

Achievements in the last six months

- ✓ Outcomes based commissioning for over 65s continues to develop new models of care that focus on early intervention and independence which it is piloting in key areas
- ✓ Under 18 conception rate continues to improve and is above target. This is an area of improvement focus including the relaunch of the GettingItOn website, a health information and signposting hub for young people and targeted sexual health drop-in clinics within colleges
- ✓ Community pilots to combat social isolation and connect communities have been rolled out

Early interventions are intended to help families be healthy, resilient and independent.

Service users' and carers' perceptions of the level of social contact they enjoy and the ease with which they are able to access information on support services remain low, based on surveys conducted in 2015 and 2016. Over the last two years, much has been done to engage residents in the review, design and implementation of service improvements. It is intended that as these improvements are embedded this will impact on perceptions. Key projects include:

- Walk in our Shoes, a powerful listening exercise with people with learning disabilities
- Engaging service users and carers to design and develop information, advice and advocacy delivered through digital and traditional channels
- Over 300 carers and organisations have been involved in the Carers Engagement workshop in 2017 to identify the needs of carers, make recommendations and support the development of the Carers Strategy 2017/2020.

The Council will continue to work with individuals and communities to co-produce services, promoting personalisation, asset based approaches and self help. It will continue to work with stakeholders to reduce teenage conception further. It will ensure people have the information on local services and enable them to make informed choices.

Health

Achievements in the last six months

- ✓ Performance in relation to older people discharged from hospital to their own home achieving independence above target at 91.3% and above England (82.7%) and London (85.14%) average
- ✓ Ranking in top 10 boroughs in the Good Food for London 2016 report for initiatives that help residents adopt a healthier attitude to food
- ✓ 'Walking for Health' scheme shortlisted for a GLA Team London Award
- ✓ Temporary digital health hubs to help more residents access advice and support on the healthy living website

Croydon's performance is similar or better than average on a range of health outcome indicators including life expectancy at birth for men, alcohol related hospital admissions, preventable deaths from cardio vascular diseases, childhood obesity and measures of perceived happiness and anxiety.

The main challenges are health inequality across the borough, and late diagnosis of HIV infection and childhood immunisations. Lifestyle advice and support is being brought together through the Live Well programme with both universal and targeted support for populations at higher risk of poor health.

The Council has had a sustained focus on HIV testing, actively promoting through outreach and a number of settings. The most recent data is 2013/15 therefore the impact of this approach should be seen in refreshed data for 2016/18.

Measures to improve child immunisation include a review of GP call and recall processes to improve uptake of the MMR vaccine. Health promotion messages

are being targeted, with focused prompts for vaccination in key populations and a new web based training for practice nurses is due to be rolled out in early 2017.

Safeguarding

Achievements in the last six months

- ✓ Average time for the adoption of children in care has been massively reduced to well below comparative averages.
- ✓ In many areas, although the Council did not meet the target set, it did exceed the England average in performance.
- ✓ Despite not meeting the challenging targets set, performance in the 'time to carry out Child in Need assessments' has seen a 10.7% improvement on last years performance of 67% and 'the stability of placements', which has improved from 64.4% in 2015/16 to 71%, now exceeds the England average of 68%.

Working with our partners to ensure children and vulnerable adults are protected remains a high priority of this Council. Following the Joint Targeted Area Inspection of the multi-agency response to child abuse and neglect in May 2016, which praised much of Croydon's practice, a number of services were reviewed to identify priority areas for improvement and a Children's Improvement Plan was developed. Implementation over the last six months has led to improvement in the effectiveness of referrals and timeliness of decision-making.

The transformation of children's social care is also expected to deliver further improvement in outcomes for vulnerable children.

During 2016-17, there has been a significant increase in the number of contacts with adult social care. Croydon has the largest care provider market in London, and we continue to receive and deal with increasing safeguarding concerns. It is within this context that the adults indicators need to be viewed. To deal with increasing demand the following has been implemented:

- Safeguarding Triage process has helped to ensure appropriate signposting outside the safeguarding process enabling safeguarding resources to be focussed on the more serious cases and that people do not become unnecessarily part of the safeguarding process. This has resulted in an improvement in performance Adult Safeguarding investigations resulting in action that reduced risk, and we are close to reaching our target.
- Strong focus on Making Safeguarding Personal, ensures the voice of the person is at the centre of all safeguarding enquiries
- Development of the Croydon Safeguarding Adults Board focusing on delivering a strong multi-agency performance in safeguarding adults and is putting in place a new 3 year strategic plan to continue the positive steps made this year

Tackling the cost of living

Achievements in the last six months

- ✓ Jobs fair for applicants with physical, learning, autism or mental health disabilities to meet 20 visiting employers
- ✓ £1.4m from the Department for Communities and Local Government to tackle rough sleeping through early intervention, a new 24/7 shelter with

- direct access to welfare services, and prevent homelessness by building on the Council's Gateway service
- ✓ Top prize at the London Homelessness Awards for Croydon's Gateway service, winning £15,000 to expand the neighbourhood service and help more families in need.

Changes in welfare benefits, the Benefit Cap, Universal Credit and the Local Housing Allowance freeze have reduced the disposable income of the poorest. The Council has helped the most severely affected families avoid homelessness and become more financially independent and has supported individuals into employment. Support includes advice on accessing bank accounts and affordable loan products, and guidance on saving money through digital services.

The number of families supported through the Croydon discretionary scheme is below target which reflects the positive work helping residents budget their money more effectively. The need in this area for support has reduced. The Council will continue to work to support and minimise the impact of welfare reform on communities.

Domestic abuse & sexual violence and sexual exploitation

- Achievements in the last six months**
- ✓ Referrals to the Multi-agency Risk Assessment Conference of people experiencing DASV rose by 29% over 2016/17.
 - ✓ Measures were taken to increase identification and practitioners were trained to address abusive behavior and facilitate positive change among perpetrators.
 - ✓ The Council will ensure those experiencing DASV have more timely access to support, through the recruitment and training of domestic abuse champions in the community and through having dedicated leads for domestic abuse in schools and GP surgeries.
 - ✓ Croydon Multi-Agency Sexual Exploitation (MASE) panel is now recognised by the Metropolitan Police as one of the most effective. new CSE intelligence hub analyses data on the profile and patterns of CSE.
 - ✓ Engaged with schools, church leaders and Muslim groups on improving safeguarding and is improving intelligence sharing with neighbouring boroughs.

Tackling Domestic Abuse and Sexual Violence (DASV) and child sexual exploitation (CSE) remains a major priority of the Council.

3.3.3 LIVEABILITY

Cleaner and Greener

- Achievements in the last six months**
- ✓ Roll out 80 Bigbelly bins, which hold eight times the amount of a standard bin, so more time is spent on litter picking and street cleaning
 - ✓ Phase 2 of 'Don't Mess with Croydon', through recycling officers focusing on neighbourhoods, schools and community champions to boost the recycling rate, and continuing to roll out time-banded waste collections to discourage

- businesses from leaving waste on pavements.
- ✓ New state-of-the-art sweeping machines deployed in January 2017.

The ‘Don’t Mess With Croydon’ campaign continues to impact on waste crime and street cleanliness, with more community clean-ups and more fly-tips collected within 48 hours through better reporting and pro-active action. The fall in the number of fixed penalty notices issued suggests greater compliance in correct rubbish disposal. Nationally, recycling rates are falling, particularly in London which impacts the Council’s performance against target (38.6%), however the Council significantly exceeds the London average (33.8%).

The Council will work to promote behavior change and take enforcement action, increase recycling rates, and develop an Air Quality Action Plan 2017-2022 following the Air Quality Summit held in June.

Policing and crime

As the Mayor of London published a new Police and Crime Plan in March 2017, the Mayor’s Office for Policing and Crime (MOPAC) crime indicators are no longer active and have been removed from this report. Following liaison between the Safer Croydon Partnership and MOPAC, Croydon’s local priorities have been agreed as violence with injury (non-domestic), burglary and anti-social behaviour. The performance framework and targets are yet to be agreed but will be reflected in future reports.

Roads transport streets.

- Achievements in the last six months**
- ✓ Winning the Public Sector Award at the Urban Design Awards for the Council’s Connected Croydon programme
 - ✓ Extending the 20mph limit across north-east Croydon and approving the extension to all parts of the borough increasing cycle safety.
 - ✓ Commencing major improvement works in South Norwood and Thornton Heath to transform the street scene and give pedestrians greater priority
 - ✓ Improving the street scene layout on Surrey Street to create a vibrant, flexible market space and create a more pedestrian-friendly environment

The Council has improved transport connections and is delivering road improvements and safety measures across the borough. The first phase of Croydon’s public realm improvement programme has already seen £50m invested in creating step-free pedestrian routes that join different areas of the town centre, including transport hubs and shops.

The number of linear metres of cycle lane is significantly below the target. In order to increase capacity to deliver, work is ongoing to develop strategic delivery plans with walking and cycling effectively integrated into local place plans and the growth zone. Additional staffing resources are also being recruited to support programme delivery. It is anticipated that the implementation of a 20mph speed limit in residential areas across the borough will help to decrease the number of road casualties in future.

Sport

- Achievements in the last six months**
- ✓ Croydon finishing in 5th place the London Youth Games and regained the ParaGames trophy for the fifth time.

- ✓ Free sport initiatives organised in partnership with Croydon Arena and Croydon Harriers enabling 306 young people aged 6-18 to access free athletics sessions.
- ✓ 27,675 participants taking part during the summer in the nationwide Ping Festival.
- ✓ supporting satellite clubs, with 28 currently operating and a further 3 planned to start this academic year. Sports include rugby, taekwondo, dance, table tennis, golf, basketball, athletics, boxing and korfbal, with the aim that clubs become sustainable after funding ceases.

Participation in sports and recreation increased substantially in 2016/17. The Council is in the process of recommissioning leisure services. The new contract will have targets for improving the health and wellbeing of residents. Meanwhile events are planned with Fusions Sports to attract more adults into leisure centres and take up a range of sports and activities. Achievements:

Parks and open spaces

Achievements in the last six months

- ✓ Special Green Flag Innovation Award for a new high-tech nature trail in Happy Valley
- ✓ Allocating funding to make three more of Croydon's main parks cycle-friendly, with cycle routes, completing Croydon's Connect2 walking and cycling route
- ✓ Launching a £40,000 'ambitious for parks grant fund' for local groups to implement ideas to get more people involved in using and running parks

Over 5,000 volunteer days were spent on positive and practical action in parks. Achievements include:

The Council aims to transform parks and increase their use by awarding parks grant funds to local groups, developing six parks masterplans, and installing outdoor active spaces by October.

3.3.4 ENABLING

Finance

The Council achieved a strong financial performance on the key indicators, particularly given the challenging financial environment for the whole of local government. The in-year collection rates for Council Tax and Business Rates was the highest ever achieved by the Council. Agency staff per FTE for permanent posts exceeded the target slightly at 10.06% . The Council's transformation programmes continue to impact agency spend however, this approach to resourcing transformation projects presents better value for money than utilising costly consultancy services and supports the Council to develop internal capacity to manage these projects in the long-term.

Fairness and equality

Achievements in the last six months

- ✓ Schools continue to perform at or above the English average in key

- attainment areas which are key in improving equality.
- ✓ Numbers of Job Seekers Allowance claimants aged between 60-64 years the Borough continues to see reductions including in the six most deprived wards and demonstrates and the focus on getting people into jobs and the continuing success of the Croydon Works programme.
 - ✓ Gateway service impacting on the numbers of BME and lone parents households unintentionally homeless

Following the findings of the Opportunity and Fairness Commission the Council developed the Opportunity and Fairness plan 2016-20 and reset its statutory equality objectives for that period. The equality performance measures within that have been embedded in the Corporate Plan performance framework, Ambitious for Croydon. The statutory performance indicators reflect issues across the spectrum in relation to fair access focusing on health, wealth and education equality indicators and form part of the Council's meeting its public sector equalities duty.

There continues to be deep seated issues in relation to Child Poverty particularly in the six most deprived wards as the latest data for 2014 shows a worsening trend. The Child Poverty Plan actions to impact on this area, where the key focus has been increasing flexible working opportunities and obtaining accreditation as a Flexible Working Borough. The Good Employer Charter was launched in January and includes a key focus on inclusive employment practises which includes flexible working.

Good overall improvement in life expectancy and reductions in preventable deaths masks significant variation within the borough. Outcomes still tend to be poorer in areas of higher deprivation. Lifestyle advice and support is being brought together through the Live Well programme with both universal and targeted support for populations at higher risk of poor health.

In October 2017 the LGA will review the Council's approach to equalities and fairness as part of the Equality Framework for Local Government assessment process.

Open and accountable

The volume of corporate Stage One and Stage Two complaints increased in 2016/17; nevertheless, the percentage of Stage One complaints proceeding to Stage Two fell by 3.22% This year the council will focus on improving the quality of customer interactions, reducing the number of complaints and learning from the complaints received in order to improve the service.

Digital and enabling

Croydon's commitment to embracing new technology and maximising its benefits for customers has seen the authority named as '*digital council of the year.*' The council received the **Local Government Chronicle award** after adopting a range of technologies that have made it easier for local residents to access services online.

The number of transactions completed through 'My Account' continued to rise, reducing telephone contact. The webchat service ensures customers are retained online. Satisfaction with online services remains higher than the industry standard. The Council's digital inclusion model continues to bring partners and the community together to create self-sustaining solutions. In

support of this approach, the Council is donating 500 recycled council computers to community groups. Digital inclusion work has increased digital confidence in over-65s, increased the number of people with basic digital skills and increased digital confidence in small businesses. The Council will continue to increase functionality to ensure that customers are retained online.

The Council's transformation programmes continue to impact agency spend in the Resources department, however, it should be noted that this approach to resourcing transformation projects presents better value for money than utilising costly consultancy services and supports the Council to develop internal capacity to manage these projects in the long-term. Children and Adult Social Care continue to be the largest spend in the organisation with the greatest increase in Adult social Care, however, agency staff per full time equivalent for permanent posts exceeded the target only slightly at 10.06%.

Prior to April 2017 a change in liability in the IR35 legislation put pressure on a newly embedded supplier within the organisation. Ultimately Croydon only lost a handful of workers due to this change and with a concerted management focus there have been over 20 conversions from agency social workers who have decided to take permanent contracts.

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.

5.2 In addition, welfare policies have a direct impact on homelessness and the reduction of the household benefit cap and freeze on working age benefit rates will put further pressure on budgets for preventing and relieving homelessness.

(Approved by: Richard Simpson, Executive Director Resources)

6. COMMENTS OF THE BOROUGH SOLICITOR AND MONITORING OFFICER

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

(Approved by Jessica Stockton, Corporate Solicitor, for and on behalf of Jacqueline Harris-Baker, Director of Law, Council Solicitor and Monitoring Officer)

7. HUMAN RESOURCES IMPACT

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

(Approved by: Approved by: Jason Singh, Head of HR Employee Relations on behalf of the Director of HR.)

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’s (OFC) 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.

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 This performance report will enable the Council and our residents to track progress and success and enable residents to hold the Council and it’s partners accountable for the delivery of key outcomes ensuring the best possible outcomes for our residents.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 Not applicable

CONTACT OFFICER: Sarah Ireland, Director of Commissioning. And Improvement

APPENDICES TO THIS REPORT

Appendix 1 – Performance for 2016/17 Corporate Plan performance framework, Ambitious for Croydon

Appendix 2 - Performance indicator targets for 2017/18 and amendments

Background documents:

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

Ambitious for Croydon

Appendix 1

Performance framework summary report
Latest data for April 2016 to March 2017

Key outcomes – measuring performance

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GROWTH – Neighbourhoods, District Centres, planning

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
To create a place where people & businesses want to be	The number of small and medium business enterprises (SME's)	12,840 (2013/14)	12,840	13,880 (October 2016)	(G)	No comparative data available
	Occupation rates - Office	66%	66%	60% (Dec 2016)	(A)	NA
	Occupation rates - Retail	92%	92%	93% (Dec 2016)	(G)	NA
	The number of apprenticeship participants within the borough	2440 (2014/15)	1130	2510 (2015/16)	(G)	Total number of apprenticeship framework achievements (2015/16) London, 46,280 England 503, 900

GROWTH - neighbourhoods, district centres and planning

The number of SMEs has grown significantly within the borough and the Council continues to ensure further support is available to local businesses. The Council has recently completed a successful transition of the Croydon Enterprise Loan Fund to a new provider which has increased the lending portfolio to £4m for the next three and a half years. The new offer will enhance the existing service by introducing tailored financial services that are sector and/or place specific, with bespoke offerings for fast growing sectors and/or geographical areas such as district centres and Tier 1 Industrial areas. The Council has also implemented a new discretionary business rates relief scheme to promote business growth and create and safeguard jobs. In order to understand the opportunities and barriers to growth that our SMEs located in our community are facing we have initiated and supported the research of a business led Small Business Commission. The work of the commission will help inform us on the support needed to enable business growth within the borough and working with key partners will allow us to deliver a dynamic action providing future opportunity for residents and businesses in our community.

In addition to shaping local development, the Council is also driving forward delivery. In spring 2016, the government approved the Croydon Growth Zone and the Council is working on reviewing and developing the Growth Zone in order to progress a number of key infrastructure projects to delivery stage. An outline delivery plan for the Growth Zone, with broad timescales for the implementation of key infrastructure projects in the centre of Croydon is being finalised. The aim is to deliver the programme in the shortest time, to minimise disruption and accelerate growth. Much of the

programme focuses on the next 5 years. Further development of the business cases for the projects that are seeking Growth Zone funding will continue over the next 4-6 months alongside appropriate feasibility and preliminary design work. In the meantime, a programme of temporary public realm improvements will be delivered throughout 2017/18 which act as a pre-cursor to the full implementation of public realm projects from April 2018 onwards. These support the ongoing regeneration and engage parts of the community whilst the main programme takes shape.

A number of projects have been completed already in the town centre including improvements to East and West Croydon bus stations, a new crossing on Wellesley Road and greening of the central spine and the refurbishment of Surrey Street. This programme will continue as part of the implementation of the Croydon Growth Zone.

The Council continues to work closely with Business Improvement District (BID) to identify priorities for investment to support local businesses and ensure thriving district centres.

Regeneration and growth in the centre of Croydon will feed and sustain further development and growth in our district centres. The focus continues to be working with residents and businesses to create high streets that serve their local community. Following on from the successful work in Thornton Heath, the Council has approved three community devolution pilots in Purley, New Addington and South Norwood to assess how residents can best work alongside the council to shape local projects and services. This approach is helping to shape delivery of a number of projects aimed at improving the look and feel of Croydon's vibrant district centres e.g. provision of improved pedestrian access, tree planting, better pavements, and new outdoor seating for shoppers and businesses in South Norwood and Thornton Heath and a recent competition to support small businesses and increase occupancy of commercial premises in South Norwood.

In New Addington, plans to develop a new community and leisure centre along with new housing have been approved. This follows on from recent improvement projects to improve access arrangements in Central Parade which included widening and repaving the footways, provision of seating, parking for cyclists and improved parking arrangements.

Brick by Brick, the independent development company established by the council, remains on track to deliver approximately 1000 units of mixed tenure housing across approximately 50 council owned sites in the borough. To date, planning permission has been granted on c30 sites throughout the borough with many more at pre-application stage. A key aim of Brick by Brick is to deliver 50% affordable homes across its portfolio of smaller development sites. Some examples of schemes under development by Brick by Brick are highlighted below in the section on **Growth-Housing**.

The Council continues to support and encourage the creation of apprenticeships either directly or through Value Croydon in partnership with its contractors and Croydon College. A recent example where apprenticeships have been provided is through the general building contracts where six Croydon apprentices have been employed to work in a range of building trades helping to upgrade Croydon's 14,000 council homes.

GROWTH – Jobs and the economy

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
To enable more local people to access a wider range of jobs	The overall Job Seekers Allowance (JSA) Claimant rate	2% (G)	NA	3.3%	(NA)	London 2% (R)
	Reducing the gap between the highest and lowest wards The measure of the number of people receiving Universal Credit principally for the reason of being unemployed is still being developed by the Department for Work and Pensions. Consequently this component of the total Claimant Count does not yet correctly reflect the target population of unemployed claimants and is subject to revisions. For this reason the Claimant Count is currently designated as Experimental Statistics.	2.7%	NA	4.6%	(NA)	No comparative data available
	Long term unemployment (those receiving JSA for 12 months or more)	0.4% (G)	0.4%	0.4%	(G)	London 0.4% (G)
	% of working age on out of work benefits	8.8% (G)	8.8%	7.0%	(G)	London 7.5% (G)
	% of young people Not in Education, Employment or Training (NEET)	2.30% (G)	2.8%	2.9%	(A)	England 4.2% (G) Quartile A DfE data matrix
	% of young people aged 18-24 who are claiming Job Seekers Allowance The measure of the number of people receiving Universal Credit principally for the reason of being unemployed is still being developed by the Department for Work and Pensions. Consequently this component of the total Claimant Count does not yet correctly reflect the target population of unemployed claimants and is subject to revisions. For this reason the Claimant Count is currently designated as Experimental Statistics.	2.9% (G)	NA	4.8%	(NA)	2.5%

	The volume M2 of new Grade A commercial space delivered within the borough	New	95,000m ² net additional space (2011 - 2031)	151,420m² By 2031	(G)	No comparative data available
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GROWTH - jobs and the economy

Over the past year, the data issued by NOMIS relating to the number of people claiming JSA has come with a health warning. This is due to uncertainties in the data arising from the phased transition to Universal Credit. The latest data explanation states that ***“under Universal Credit a broader span of claimants are required to look for work than under Jobseeker’s Allowance. As Universal Credit Full Service is rolled out in particular areas, the number of people recorded as being on the Claimant Count is therefore likely to rise.”*** Croydon was an early pilot for Universal Credit, and therefore has seen an increase in the JSA claimant. Over the past year, the overall JSA claimant rate has increased from 2.2% to 3.3%. This is comparable to the trend seen in other early pilot areas e.g. Sutton, Southwark and Hounslow which have recorded similar increases over the same period.

The increase in the overall figure has not affected the outturn for the number of claimants in receipt of JSA for more than 12 months. This is primarily because the rollout has initially focused on new claimants and the cohort of clients who are in receipt of out of work benefits over 12 months tends to remain relatively stable.

The pattern of rollout across London means that the overall regional average has not significantly increased due to the small number of boroughs that have adopted early rollout. Therefore, those boroughs that were in earlier phases of the Universal Credit rollout, including Croydon, are outliers as the dataset which is used to calculate the claimant count is based on a different cohort of clients. It is therefore not possible to compare with those boroughs that are part of later rollout phases, or targets which were previously set based on different data sets.

This interpretation of the data is supported by the trend in the overall out of work benefits figure which has seen a reduction over the same period. This dataset considers a wider pool of claimants and is not directly impacted by the rollout of Universal Credit. Further work will be undertaken in conjunction with partners to fully understand the issues and impact of the introduction of Universal Credit on existing measures of employment to ensure that there is robust local data to inform the improvement agenda. However, from initial analysis, the poor outturn compared to target and the deviation from the regional average has been identified as a data issue, as described above, rather than a performance issue.

Going forward the Council will focus on an alternative measure around the employment rate to ensure that there is appropriate comparative data and we can therefore set an ambitious target aligned to local plans. Over the last three years Croydon’s employment rate has shown a steady increase from 73.1% to 77.3%. This is better than the rate for London which increased from 71.3% to 73.8% over the same period.

The Council continues to build on its ambitious plans for economic growth and, according to research, the borough is already on track as the UK’s fastest growing economy with annual GVA growth of 9.3%. As the single largest office market outside Central London with 7.9 million ft² of office stock, it is home to a number of international business clusters including Financial Services, Insurance, Engineering, Digital & Tech, and Government. HM Revenue and Customs have now moved to Croydon, with 2,500 employees occupying 184,000 square feet building at One Ruskin Square once

construction is complete. This is yet another sign of confidence in Croydon, following on from EDF Energy, The Body Shop and Superdrug which have also taken over new and refurbished offices in the area.

Croydon's Good Employer Charter which aims to boost the local economy through support to the local supply chain, creation of job opportunities and ensuring employees are paid a fair wage goes from strength to strength with 10 accredited businesses and 38 pledges. The Charter aims to have 20 businesses accredited by July 2017 and will focus activity on the Council's tier 1 contractors. Croydon's vision for growth is inclusive, with opportunity and fairness at the heart of growth plans and ambition to ensure that all residents are able to share in the success of the borough. As a London Living Wage employer the Council is committed to working with the business community to tackle in-work poverty.

The Council is the lead accountable body for the South London Work and Health Programme, this is a devolved programme of funding for employment support focused on individuals with health conditions and disabilities. Procurement for provider is currently underway with appointment in November. Targeted work will take place over the next quarter working with residents on the Shrublands estate to understand their career aspirations and providing activities to move young people closer to work. This will be delivered in partnership with Gateway who have a targeted NEET worker.

The Council continues to use its buying power to secure employment and business opportunities for local people through its Value Croydon initiative. In addition it has established and successfully operates Croydon Works employment brokerage, which supports Croydon residents into employment, raising their skills so that they can access the new jobs being created across the borough, and also helps local businesses to access a pool of job-ready workers. A key focus for Croydon Works is ensuring that people furthest from the job market such as the long term unemployed and people with disabilities receive tailored support to help them into work.

Croydon Works is focusing on particular sectors where we will see a growth in jobs over the next year, including construction, retail and hospitality. In the last quarter the team grew to include two job brokerage assistants and two more will be appointed over the next few months. A new public facing, front office is in development to improve outreach and engagement with local people. Close partnership working between Croydon Works and the Council's Gateway service to ensure residents receive the targeted, holistic support they need to get residents job ready and into employment continues.

GROWTH – Education and Learning

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
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	64.7% (2014/15 academic) (A)	66%	70.4% (Sept 2016)	(G)	London 71.2% England 69.3% (G)
	% Parents offered one of their top 3 school choices (Primary)	96.2% (2016/17 entry) (G)	96% (2017/18 entry)	97.7% (2017/18 entry)	(G)	London 95.7% (G)
	% Parents offered one of their top 3 school choices (Secondary)	89.9% (2016/17 entry) (A)	91% (17/18 entry)	88.7% (2017/18 entry)	(A)	London 88.7% (G)
	Educational attainment by the age of 19 at Level 2	88.6% (2014/15 Academic)	86% (2015/16 academic)	Awaiting 2015/16 return	TBC	London 88.2% England 86% (quartile A) (G)
	Educational attainment by the age of 19 at Level 3	64.4% (2014/15 Academic)	64.9% (2015/16 academic)	Awaiting 2015/16 return	TBC	London 64.9% England 57.4% (quartile A) (G)
	% of all primary schools given overall effectiveness rating of good or outstanding by OfSTED at most recent inspection	91% (September 2015) (A)	92%	83.1%	(A)	London 93% England 90% (A)
	% of all secondary schools given overall effectiveness rating of good or outstanding by OfSTED at the most recent inspection.	71.4% (June 2015) (R)	82%	90%	(G)	London 89% England 78% (G)
	% of Pupil Referral Units (PRU) given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	100% (March 2015) There were no inspections during 2015/16	100%	No inspections during 2016-17	NA	London 96% England 88%

% of Special schools given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	100% (March 2015) There were no inspections during 2015/16	100%	No inspections during 2016-17	NA	London 92% England 90%
KS2 reading, writing and maths to expected standard	New	New	55%	NA	London 59% England 54% Quartile B (G)
Attainment 8 - showing pupils' average achievement in the same suite of subjects as the Progress 8 measure.	New	New	48.5%	NA	London 51.9% England 48.5% (G) Quartile C
Progress 8 - aims to capture the progress a pupil makes from the end of primary school to the end of secondary school	New	New	0.08	NA A progress score of above 0 means the LA is above national average	London 0.16 England 0 (G) Quartile A
English and mathematics – the percentage of pupils achieving a C grade or better in both English (either Language or Literature) and mathematics.	New	New	60.6%	NA	London 66.4 England 59.3 (G)
Percentage of pupils at the end of key stage 4 achieving 5+ A-C in English and maths (<i>previously %+ GCSE A*-C grade including English and Maths</i>)	New	New	55.3%	NA	London 60.6% England 53.5% (A) Quartile C

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.

Early Years

An important starting point for learning is the Early Years Foundation Stage which is crucial to ensuring future success. Croydon's performance in the Early Years Foundation Stage at age 5 improved significantly (by 5.7%) from 2015 to 70.4% and is now only slightly below statistical neighbours and London but higher than the national average of 69.3%. Furthermore, outcomes in Croydon also improved at a faster rate than London by 2%. Our Best Start 0-5 Programme will help to further enhance these improvements in the future.

Primary and Secondary Performance

Key Stage 2 tests at age 11 showed that in 2016 the percentage of pupils achieving a combined expected level of attainment in reading, writing and mathematics was above both our statistical neighbours and national averages. This means that for the first time in at least five years Croydon's outcomes at the end of KS2 are above the national average. It will not be possible to do a comparison with the outcomes from the previous academic year as this is a new measure at the end of Key Stage 2, we will however be able to do a comparison when we have the outcomes data from this academic year which is due in July 2017.

Achievement at the end of Key Stage 4 is positive with an improvement in the numbers of pupils making more than expected progress from Key Stage 2. The percentage of pupils achieving an A*- C GCSE in combined English and Mathematics is also above the national average. Permanent exclusions remain low. In March 2017 86% of our secondary schools are judged to be Good or Outstanding by Ofsted, which is higher than the national average, this is a substantial improvement from 71% last academic year and was above the target that was set. Furthermore, almost 50% of secondary aged pupils attend an Outstanding School, significantly higher than the national average of 27%. There has been a decline in the percentage of primary schools that are currently judged good or better, this is as a result of two schools being judged as inadequate. We are working closely with those schools that currently require improvement, they have been able to access a bespoke package of support which includes specific leadership support.

Post 16 and Higher Education

The Council is working with partner organisations to secure the development of a new site for Croydon College on the College Green site. Discussions continue with Croydon College, Brick by Brick and the Council around the detail of relocation of the College within the Fairfield Halls and College Green redevelopment, with a planning decision for phase 1 of the development anticipated in June 2017. Educational attainment by the age of 19 at level 2/3 is above national average and in line with the London average.

Sussex University has a presence in Croydon working in partnership with Croydon College. Further discussions with developers have taken place regarding locating an international university within Croydon metropolitan centre.

Adult and Community Learning

CALAT secured continuing improvements in outcomes for learners in summer 2016 exams, with achievement rates now at 89% (+2%) pass rates at 94% attendance remains at 85% and retention rates remain excellent at 94.3%. All are above the national provider average. The achievement rates for both BAME groups and learners with disabilities are above the national average. Current in year achievement is at 90% which is a 1% increase from 2015/16, pass rates at 94% and retention is improved at 95% which is 1% increase as well. The Summer examination season has just began and final outcomes will be confirmed in October 2017. CALAT retained its 'Good' inspection rating following a visit from the Ofsted inspectors in October 2016. It has been found to have an excellent record for ensuring learners don't drop out of course the inspection only found a few minor issues that stopped it getting top marks.

GROWTH - Culture

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
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	4137	Unable to set a target as previous year includes events at Fairfield Hall	933	NA	Local measure – no comparative data available
	Number of tourism day visits to Croydon (3 year average) <i>(The Great Britain Tourism Survey has changed the way it reports this measures from previous years)</i>	9.92 million (2012-2014)	NA	8.22 million (2013-15)	NA The margin of error for these estimates is +/-25% so this means that the change has not been significant.	No comparative data available

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.

The refurbishment of Fairfield Halls into a world class arts and cultural facility is now underway. The exceptional design for the refurbishment will ensure that the building retains its valued architectural heritage while becoming a venue fit for the 21st century and a destination centre for the arts in South London. The Council has made good progress towards securing a new operator and Brick by Brick has also progressed the appointment of a building contractor. This will enable effective joint working between the operator and building contractor helping to deliver a facility of the highest standard in 2018.

The closure of Fairfield Halls for refurbishment has resulted in a reduction in the number of events recorded as supported by the Council. It should be noted that whilst all events hosted at Fairfield Halls were included as part of the events count there is a range of cultural and community events held across the borough which were historically not included. Performance is therefore better than the current figures show. For the future the service is reviewing and enhancing its data collection process to improve the capture of data from a wider base including BME events.

Changes are also being implemented to the Braithwaite Hall to accommodate larger audiences and the Council chamber is being made available for some cultural events.

The range of cultural events delivered across the borough with support from the Council and the local business community is wide ranging, examples of which included:-

- A day to mark four decades of punk rock marking the release by local band “The Damned” of the first ever punk single, ‘*New Rose*’. The day, sponsored by Croydon BID, included original artwork, free live music, and chances for people who remember 1976 to share their memories. Other events have included a Diwali Mela stage in North End and the first performance from the London Mozart Players in their new home at St John’s church in Upper Norwood.
- Delivered Croydon Art Society Annual Exhibition, The Royal Photographic Society’s Visual Arts Group exhibition, and the ‘Discover Your High Street’ pop-up exhibition at Croydon Clocktower.
- A two-day sell out music festival launched Croydon’s new Boxpark pop-up food and drink venue featuring some of the biggest names in grime and a free showcase celebrating the best up-and-coming musical talent. The launch of the Sunday Surrey Street market also hosts live entertainment and DJs alongside the food and craft stalls. The day is organised by local musical entrepreneurs, Beats and Eats, with support from the Council.
- International Playwriting Festival held in the Council Chamber showing how Town Hall spaces can be used in different ways to benefit the local cultural offer.
- Open House London to celebrate Croydon’s architectural offering
- Opened two new exhibitions - ‘The Petherick family album’ and ‘Bones of Croydon’.
- Launch of the borough’s first Pridefest in August - The event was a celebration of south London’s LGBT+ community, and was the second-largest ‘pride’ event inside the M25 this year.
- Museum of Croydon exhibitions at the Clocktower. The museum is also supporting FABCroydon to deliver a HLF funded project to preserve and catalogue the historic collections formerly held at Fairfield Halls, to inform a decision on how these important local collections can be made accessible for local people to enjoy and learn from in the future.
- For the year April to March 2017 the number of visits in person to the Museum of Croydon totalled 25,879 which represents an increase of 5% on the previous year.
- Club Soda continued to deliver their programme of arts workshops and events run for and by people with learning disabilities. For the year April to March 2017 a total of 14 live events were run for and by people with learning disabilities and 3,198 instances of participation.

GROWTH - Housing

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
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	962 (R)	930 cases	1042 cases	(R)	No comparative data available
	Number of homeless households living in bed & breakfast and self-contained temporary accommodation.	843 (R)	750 cases	847 cases	(R)	No comparable data available
	Number of families in Bed and Breakfast (B&B) with shared facilities, 6 weeks or more	89 (R)	Less than 89 cases	37 cases	(G)	No comparable data available
	Number of market homes started (for sale or rent)	1016 (G)	1416	2521	(G)	No comparable data available
	Affordable Housing – the number of affordable homes completed (gross)	536 (A)	495	334	(R)	No comparable data
	The percentage of private rental housing stock licensed through the selective licensing scheme	81% Launched in October 2015	88%	88%	(G)	No comparable data
	The number of empty properties returned to use	137 (G)	100	87	(R)	No comparable data

GROWTH - housing

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 an increase in homelessness over the past three years resulting in more families being housed in temporary accommodation. This is a widespread trend experienced by all London boroughs, and owing to Croydon's size our pressures are greater.

Although the end of year figure for homeless acceptances is above the target, the monthly figures show a marked fall in acceptances in the second half of the year. In the first 6 months of 2016/17 there were 623 acceptances (103 per month), compared to 430 (72 per month) in the final 6 months. In the last quarter of 2016/17, acceptances fell to 180 (60 per month), compared to 397 in the final quarter of 2015/16. Both the number of households

approaching the council as homeless and the number of new homeless applications have also reduced significantly over the last 6 months. This is linked to the Gateway prevention approach, which has combined clear messaging, pro-active targeting and multi-service support.

The large numbers of families accommodated in emergency bed & breakfast hotel accommodation for long periods of time is due to the interplay between rising homelessness demand, difficulties in securing private rented sector accommodation due to high rents, the introduction of universal credits and freezing of local housing allowance. Pro-active prevention work is starting to have an impact in reducing referrals for formal homelessness casework and new placements in B&B have recently fallen from 25 per week to 19. Special events held for households in B&B have enabled more people to find and move into rented accommodation and the supply of self-contained accommodation has been increased. As a result, the number of families with children in B&B for more than 6 weeks has fallen to the lowest level for some years.

The welfare reforms introduced in November affected over 1200 local residents who had their benefits capped, losing approximately £64 per week, and 14 households were without enough money to pay their rent. Despite having the largest number of customers in receipt of universal credit, with over 8,000 households in receipt of housing costs, an early pro-active approach has enabled us to moderate the impact of the reforms on homelessness. As a result of our lobbying of central government, a change in policy was announced in May to allow homeless households in temporary accommodation to be paid housing benefit, instead of universal credit, which will significantly reduce the cash shortfall faced by the council. Funding of £1.4m received from DCLG in support of our prevention trailblazer and rough sleeper bids will also strengthen our approach to reducing homelessness.

The interplay between the current economic climate, rising homelessness demand, difficulties in securing private rented sector accommodation due to high rents, Housing Benefit changes and acute housing supply is causing large numbers of families to be accommodated in emergency bed & breakfast hotel accommodation for long periods of time. Pro-active prevention work is resulting in fewer referrals for formal homelessness casework and new placements in B&B have fallen from 25 per week to 19. Special events held for households in B&B have enabled more people to find and move into rented accommodation and the supply of self-contained accommodation has been increased. As a result, the number of families with children in B&B for more than 6 weeks has fallen to the lowest level for some years. .

A major challenge in reducing the level of homelessness is the ongoing lack of affordable long term accommodation in the private sector and the Council is working hard to address this. The Initiatives Team have been given additional resources to employ specialist staff to increase the supply of local private rented accommodation, through advertising, offering a range of services to manage properties or offer competitive incentives to landlords for access to affordable accommodation for homeless families. Last year we invested a further £15 million into Real Lettings Property Fund, gaining access to 47 two bed homes, with rent levels set at local housing allowance. We are exploring other potential options including new off-site/modular construction and purchasing properties in the private rented sector.

Croydon Choice - the Council's choice based lettings scheme - went live on the 22 May 2017. Croydon Choice has transformed the lettings process, enabling housing register applicants to bid on properties that that they are interested in, putting them at the heart of the process. Alongside this, work has been done with housing associations partners to strengthen joint working, through the development of a new nominations agreement and a formal cost sharing arrangement in which HAs will contribute to the ongoing costs of operating Croydon Choice.

The adopted Local Plan (2013) seeks an average of 35% of new homes to be affordable over the period 2011-2031. In 2016/17 the significant number of new homes built under government introduced permitted development rights coupled with the continuing reduction in grant available to deliver new

affordable units has meant that the target for 2016/17 was missed. However, it is important to note the following schemes have a resolution to grant planning permission subject to agreeing the final Section 106 Agreement, which will set out and include further provision of affordable housing. These schemes are Purley Baptist Church, Mondial, Land at Derrick Avenue, Land adjacent to 17 Scarbrook Road and 105-107 Purley Downs Road. Already in 2017/18 College Green, Taberner House and a series of Brick by Brick schemes (the Brick by Brick schemes include 235 Affordable units) have been granted planning permission and include affordable provision. Furthermore, often additional affordable housing is delivered through a Registered Provider acquiring a site and planning permission post the original grant of planning permission and affordable housing delivery from this source is not captured in these figures (these figures capture affordable housing provision at the time the planning permission was granted).

The ending of sub regional funding for empty homes resulted in the loss of a second empty property officer has impacted on performance, despite this excellent progress was achieved against the target. The council continues to provide funding of £0.5m a year for this work which is used alongside the remaining funding carried over from the sub-regional programme to fund works to empty properties. Plans for 2017/18 include recruiting an additional member of staff and an increased focus on enforcement action to achieve the target.

INDEPENDENCE – Early interventions

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
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	146 (R)	512 (2016/17) 762 (2 year rolling)	453 (522 since March 2015 phase)	(A)	No comparative data available
	Conception rate per 1,000 girls (aged 15-17 years) rolling average	26.1 (rolling average March 2015) (G)	27.6	23.9 (rolling average March 2016)	(G)	London 19.0 England 20.4 (R)
	The percentage of carers who reported that they have as much social contact as they would like	31.7% (July 2015) (No target set, London average 35.6%)	33%	27.3% (July 2016)	(R)	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% (2015) No target set London Average 72.5% England Average 74.5%)	72%	67.8% (March 2016)	(A)	London 71.9% England 73.5% (A)
	The percentage of carers who use services who find it easy to find information about support	60.6% (March 2013) (No target set, London average 63.8%)	61%	60.9% (March 2016)	(A)	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	45.3% (2014/15)	46%	42.1% (March 2016)	(A)	London 41.4% England 45.4% (G)
	Percentage of three and four year olds accessing funded early education	87% (Autumn 2014 & spring 15 combined) (A)	90%	86% (March 2017)	(A)	London 86% England 95% (G)

	Percentage of eligible two year olds accessing funded early education	57% (Autumn 2014 & spring 15 combined) (G)	60%	77% (March 2017)	(G)	London 57% England 68% January 2016
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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 over the coming years. Good early intervention is based on strong partnership working with local agencies across Croydon.

Troubled Families Programme

We are currently tracking in excess of 1,400 families who are receiving a range of interventions. This is consistent with the target numbers for the programme. By March 2017, end of year 2 of the programme, we have claimed 522 PBR (Payment By Result) outcomes. This is reflective of the time parameters required to securely evidence that families have achieved sustained progress against the identified areas of the Troubled Families Outcome Plan without regression. The number of PBR outcomes achieved to date is in line with the projections for this point in the programme. We are confident that the trajectory of conversion from attachments to outcome claims will yield higher claims in the first half of year three of the programme. We continue to explore more innovative ways to raise the profile of the programme.

Conception rate (aged 15-17 years) May 2017

The conception rate in Croydon amongst 15 - 17 year olds is higher than the London and England average although there has been a steady decrease in the borough in recent years. The latest figures for March 2016 show the conception rate was 20.7 per 1000 girls, less than half the rate in the baseline year of 1998. There are several initiatives in place that contribute to reducing teenage conception rate. In March 2017, the GettingItOn website; an online, health information and signposting hub for young people in South West London, was redesigned and relaunched following consultation with young people. In addition to the targeted sexual health drop-in clinics within colleges, a new sexual health site was opened in April 2017. Ten pharmacies were commissioned in early May to deliver an enhanced sexual health service to young people under 25 years. This service includes the provision of free pregnancy testing, oral contraception, emergency contraception, condoms and advice and information to young people. These pharmacies are located to ensure that young people in the most deprived areas have access to the service. All primary and secondary school children receive sex and relationship education programmes. Secondary Schools and Sixth Forms in wards with higher teenage pregnancy rates continue to receive intensive support through a targeted teenage pregnancy prevention programme. Reducing teenage conception will be the focus of an upcoming Sexual Health and HIV Partnership board meeting, which has representation from a range of sexual health stakeholders.

Three and four year olds accessing the early education offer

The latest take up figures covering January 2017 will not be published until June 2017. The latest figures available show that in January 2016 86% of 3 and 4 years old accessed funding early education, in line with the London average but below England which is 95%. From September 2017 the extended entitlement to 30 hours free provision, an additional 15 hours per week for working parents of three and four year olds, will be implemented. The eligibility for the additional hours will be determined by the HMRC. This is a significant change of provision and there are associated risks that will need to be managed both in terms of sufficiency and quality.

Two year olds accessing the early education offer

Whilst the authority has had some challenges in ensuring 2 years eligible for funded early education take up their place in Early Years settings, take-up is rising and Croydon Best Start will help address these challenges. The latest take up figures are not published until June 2017, however local data shows that as at March 2017, 77% of eligible two year olds accessing funded early education

In relation to Adult Social Care and All-Age Disability services, Croydon is facing pressures in connection with an aging population and an increase in the number of people with complex care and support needs. The Council is continuing to review and transform the way it provides services to ensure a focus on early intervention, multi-agency support services and effective demand management.

Demand for social care assessments is driven by the growing older people population and the large care market within Croydon. The Council's improvement agenda for this is to focus on delivering personalised, sustainable solutions through an asset-based approach and reducing the need for specialist services. This often requires extra time for care assessments to ensure the best possible support package. Described in more detail below, the Council investment in the Croydon Alliance programme and projects such as CREST, are supporting the personalisation approach to help manage demand.

The CREST pilot was launched in 2016 to provide an early contact and intervention service for customers, providing more opportunities to resolve enquiries at first contact without the need for formal adult social care referral and assessment.

The Outcome Based Commissioning programme has now led to the signing of the Croydon Alliance Agreement between the council, Croydon CCG, Croydon Health Services, Croydon GP Collaborative, SLAM and Age UK Croydon. This now allows the health and social care economy to implement its transformative programmes for new models of care. These include the introduction of the Integrated Care Networks, community based multi-disciplinary interventions which will support people over 50 to remain independent as long as possible. The other models of care will assist those over 65 to have a better experience with health and care either through preventing hospital admission or reducing the time spent in acute health settings. This will be reflected in the 2017/18 indicators.

The development of the 0-25 Special Educational Needs and Disabilities Service which commenced on the 1 April 2016 and then subsequently integrated with the All Age Disability Service on the 1st of November 2016 has built on the SEND reforms and has formalised the collaboration between education and children's and adults social care facilitating joint case management to support the planning and delivery of person centred Education, Health and Care Plans for children and young people with complex needs. It has also addressed the challenges of transition planning with an integrated care planning function to age 25.

Our 'shared lives' programme, which supports people with learning disabilities live independent lives in the community, continues to grow and was recently rated 'Excellent' by CQC. We are now expanding this service to include people with mental health needs which will help avoidable hospital admissions.

Service users' and carers' perceptions of the level of social contact they enjoy and the ease with which they are able to access information on support services remain low, based on surveys conducted in 2015 and 2016. Over the last two years, much has been done to engage residents in the review, design and implementation of service improvements. It is intended that these improvements will improve our performance in these indicators in forthcoming surveys.

- Walk in our Shoes, a powerful listening exercise with people with learning disabilities, was conducted on behalf of the All-Age Disability service. We have listened very carefully to what the community has told us and are working hard to deliver communications and services in line with the feedback.
 - A review of how information, advice and advocacy is being delivered through digital and traditional channels is engaging service users and carers in designing and developing services
 - Over 500 older people contributed to specifying the outcomes they wanted to see delivered through the new models of care through the OBC alliance. This led to the development of a full Outcomes Framework generated from 'I' statements. The alliance will be responsible for delivering improved outcomes for older people in Croydon
 - The Director of Public Health's annual report in 2016 focused on social isolation and provided ideas and tips for how individuals and the community could address loneliness and isolation, some of which will be taken forward in the Council and by other partners
 - Over 300 carers and organisations have been involved in the Carers Engagement workshop in 2017 to identify the needs of carers, make recommendations and support the development of the Carers Strategy 2017 – 2020. There was very positive feedback on the level of information available to carers through the Carers Centre, online and information days, as well as areas for improvement on the Council's website
- Our Careline services continues to provide an effective 24 hour response service into people's homes dealing with issues such as falls, preventing the need for ambulance calls and hospital admissions and enabling people to live independently in their own homes.

These developments match the staged approach to early intervention and support embedded in children's services and supports the focus on promoting independence, building family resilience and connecting people to their community networks.-

Community Empowerment Pilots

The Shrublands project, which aims to promote community engagement and improve digital access, launched a new Digital Hub at the Shrublands Coffee and Advice Shop in May 2017, with 10 trained local digital champions. Shirley Community Centre is delivering a teaching programme for local community groups. We are also working with community leaders, Croydon Works, Youth Engagement and Gateway to plan a Careers fayre for young adults in the summer.

Community Connect is up and running in New Addington and Fieldway and has 25 committed Alliance members (and is growing in terms of organisations wanting to get involved and be part of it). The launch of the Family Centre as a community hub took place in January, with regular advice sessions now run by Citizens Advice Croydon, a weekly job club and IT workshops for the over 50's and a Digital Zone. Fundraising has raised over £30,000 for various food and public health initiatives and over 30 households have been assisted with employment, housing and financial issues.

The Sentab pilot is targeting adult social care clients in areas of high deprivation. It provides an easy-to-use social and communication platform which requires broadband and runs on any HDMI-enabled TV, helping to link users to community assets and as well as to friends and family. Increasing digital awareness skills to combat social isolation and ensuring residents have access to the growing number of services/products/information/support available in their local communities is helping to reduce the need for more specialist care and support services.

The community meals project aims to engage older people who may be isolated and vulnerable and is about to be relaunched. Two support workers within Age UK are being funded to work with the meals on wheels provider to identify, refer and connect users to local community services and activities.

INDEPENDENCE – Health

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
To help people from all communities live longer healthy lives through positive life choices	The estimated % of smoking tobacco prevalence – adults over 18	17.7% (2014)	17%	17.9% (2015)	(A)	London 16.3% England 16.9% (A)
	Life satisfaction – average score out of 10 in response to the question, overall how satisfied are you with your life nowadays?	7.35 (2014/15)	Aim to maintain or improve on previous outturn	7.45 (2015/16)	(G)	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?	7.71 (2014/15)	Aim to maintain or improve on previous outturn	7.73 (2015/16)	(G)	London 7.7 England 7.8 (G)
	Happiness – average score out of 10 to the question, overall how happy did you feel yesterday?	7.4 (2014/15)	Aim to maintain or improve on previous outturn	7.24 (2015/16)	(A)	London 7.41 England 7.47 (A)
	Anxiety – average score out of 10 to the question, overall how anxious did you feel yesterday?	2.89 (2014/15)	Aim to maintain or improve on previous outturn	3.12 (2015/16)	(G)	London 2.87 England 3.04 (A)
	Percentage of children in Reception (aged 4-5) who are classified as overweight or obese	22.24% (2014/15 academic)	23%	21.51% (2015/16 academic)	(G)	London 22% (G)
	Percentage of children in Year 6 (aged 10-11) classified as overweight or obese	39.0% (2014/15 academic)	37.6%	38.92% (2015/16 academic)	(A)	London 38.1% (A)
	Persons presenting with late diagnosed HIV (infected adults)	58.8% (2012-14)	50%	53.8% (2013-15)	(R)	London 33.5% England 40.3% (R)
	Proportion of people who use services who have control over their daily life	71.5%	75%	70.3%	(A)	London 71.2% England 76.6% (A)

% of older people discharged from hospital to their own home achieving independence	84.7%	88%	91.3% Provisional	(G)	London 85.14% England 82.7% (G)
Life expectancy from birth – Men	80.1 years (2012-14)	Aim to maintain or improve on previous outturn	80.4 years (2013-15)	(G)	London (2013-15) Male 80.2 England (2013-15) Male 79.5 (G)
Life expectancy from birth – Women	83.4 years (2012-14)	Aim to maintain or improve on previous outturn	83.4 years (2013-15)	(G)	London (2013-15) Female 84.1 England (2013-15) Female 83.1 (G)
Vaccination rate (MMR2) for children at 5 years old	80.3% (Q3 2015/16)	90% (national target)	73.6% (Q3 2016/17)	(R)	London: 81.7% England: 88.2% (R)
Alcohol related hospital admissions (rate per 100,000 population (broad)	455 (2014/15)	520.2	523 (2015/16)	(A)	London – 545 (2015/16) England – 647 (2015/16) (G)
The proportion of adults classified as overweight or obese	63% (2012 -14)	Aim to maintain or improve on previous outturn	64.7% (2013-15)	(A)	London 58.8% England 64.8% (A)
Under 75 mortality rate from cardio-vascular diseases considered preventable (persons)	51.1 (2012-14)	53.9	48.4 (2013-15)	(G)	London 48.1 England 48.7 (G)
The proportion of people who complete psychological therapies (IAPT) who are moving to recovery	42.9% (Q3 2015/16)	50% National target	49% (Q3 2016-17)	(A)	England – 48.2% (Q3 2016/17) (A)

INDEPENDENCE - health

Croydon's performance is similar or better than average on a range of health outcome indicators including life expectancy at birth for men, alcohol related hospital admissions, preventable deaths from cardio vascular diseases and childhood obesity at reception year. This is also the case for several measures of perceived wellbeing, although overall life satisfaction is slightly below average.

Improvements in life expectancy and reductions in preventable deaths partly reflect changes in lifestyle over time. Good overall performance however masks significant variation within the borough. Outcomes still tend to be poorer in areas of higher deprivation. Lifestyle advice and support is being brought together through the Live Well programme with both universal and targeted support for populations at higher risk of poor health.

While Croydon performs better than London and England averages for obesity in children at Reception year, it performs worse at Year 6. High levels of obesity are likely to lead to an increase in long term health conditions within the population if not tackled. Work to address this challenge includes the development of a borough wide action plan that builds on the successes of the Food Flagship programme and the School Food Plan. There has already been an increase in the uptake of school meals as a result as well as reported increases in families cooking and eating together. Local food businesses are being supported to increase the range of healthy options and improve the quality of food on offer. The action plan will see Croydon become a sugar smart borough, coordinate and target support at higher risk groups and engage communities in their health

Croydon has a number of other areas of public health challenge. Two are identified in this report: late diagnosis of HIV infection and childhood immunisations.

Croydon has a large number of residents from Sub-Saharan Africa who are more likely to present late with symptomatic HIV infection. HIV testing is now routinely offered within antenatal settings, genitourinary medicine units and the drug and alcohol treatment and support services. There are plans to support GPs to offer testing where HIV is clinically indicated. Throughout the year, HIV testing is proactively promoted within the black African community via a dedicated sexual health worker. Croydon is also part of the Pan London HIV Prevention Programme which delivers outreach activities to populations at greatest risk including free HIV testing. HIV testing campaigns in Croydon aim to raise awareness of HIV and to encourage black Africans and men who have sex with men to have an HIV test.

Measures to improve immunisation include a review of GP call and recall processes to improve uptake of the MMR vaccine. This includes a review of performance management systems and identification of areas for improvement in collection and reporting. Health promotion messages are being targeted, with focused prompts for vaccination in key populations such as gypsies and travellers and women of child bearing age. New web based training for practice nurses is due to be rolled out in early 2017.

Croydon's performance on indicators relating to personal independence is slightly below average. This year, performance improved significantly in the percentage of older people discharged from hospital still successfully living at home 3 months later. This is a product of the effectiveness of reablement services and the development of multidisciplinary community networks to better support people in the community; personal life planning; new personal independence coordinators; and a single point of access and information. The Falls Service has been redesigned to include a handyman service as well as osteoporosis and fracture clinics. A number of projects are in place which use digital technology to reduce isolation in older people and provide direct support through telecare.

INDEPENDENCE – Safeguarding

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
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	88.3% (G)	90%	84.1% provisional	(A)	Local measure – no comparable data available
	Percentage of concluded adult safeguarding investigations where action resulted in risk reduction or removal	85.2% (G)	90%	88.8% provisional	(A)	London – 91% England – 89.4%
	% of Child in Need assessments carried out within required timescales (45 days)	67% (R)	80%	77.7%	(A)	Local measure – no comparable data available
	Average time between a child entering care and moving in with adoptive family (days)	1073 (R)	625 days	395 days	(G)	London average: 618 days England average: 593 days (March 2015 adoption scorecard)
	1) The total number of Looked After Children (LAC) cases per 10,000 children within the borough (Local + UASC)	84.43 (A)	82.88	86	(A)	London 51 England 60
	1a) The number of Looked After Children (LAC) cases per 10,000 children within the borough Local			46.6		London 51 England 60
	The number of Child Protection Plan (CPP) cases per 10,000 children within the borough	39.7 (A)	36	39.5	(A)	England 42.9 (G)

Number of new referrals to Multi Agency Sexual Exploitation (MASE) panel per calendar month	New	180	56 (YTD Dec 2016)	(R)	No comparative data available
Education, Health and Care (EHC) plan issued within 26 week timescale	New	Use 16/17 data as the benchmark	100%	NA	London 33% England 37% (G) Quartile A
Stability of % of children looked after (living with a family for two out of the last two and a half years)	64.4% (R)	82%	71%	(R)	England average 68% (G)

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.

During 2016-17, there has been a significant increase in the number of contacts with adult social care through the Central Duty Team. Additionally, Croydon has the largest care provider market in London, and we continue to receive and deal with increasing safeguarding concerns. It is within this context that these indicators need to be viewed.

The implementation of the Safeguarding Triage process has helped to ensure that cases which can be responded to outside of safeguarding procedures are appropriately signposted. This ensures that safeguarding resources are focussed on the more serious cases and that people do not become unnecessarily part of the safeguarding process. This has resulted in an improvement in performance compared to last year in the percentage of Adult Safeguarding investigations resulting in action that reduced risk, and we are close to reaching our target.

There continues to be a strong focus on Making Safeguarding Personal (MSP), a key part of the Care Act, ensuring that the voice of the person is at the centre of all safeguarding enquiries. A major factor in the development of safeguarding adults in Croydon has been the ongoing development of the Croydon Safeguarding Adults Board (CSAB) with a new chair and board manager in place. The Board is now focusing on delivering a strong multi-agency performance in safeguarding adults and is putting in place a new 3 year strategic plan to continue the positive steps made this year.

Joint Targeted Area Inspection

In May 2016, a Joint Targeted Area Inspection (JTAI) was undertaken of the multi-agency response to abuse and neglect in the London Borough of Croydon. This inspection focussed on the safeguarding arrangements at the 'front door' and included a 'deep dive' focus on the response to child sexual exploitation and those missing from home, care or education. The inspectors found that:

- **No children were seen to be at immediate risk of harm or exploitation.**
- There is a clear commitment from the council and partners to support some of the most vulnerable children. Partners are working effectively in many areas of practice to meet the challenges of increasing demand.
- The work of Operation Raptor, and Operation Makesafe, joint operations between the Council and the Met police, were praised for their ground-breaking work in helping to combat child sexual exploitation.
- The report singled out '**highly effective practice**' by the Council in relation to UASCs, for example, - the speed with which we find foster carers for UASCs when they present in Croydon.
- As with any inspection report, inspectors identified a number of areas for improvement, particularly in the MASH, which have been subject to improvement work through the Joint Improvement Plan which has been shared with Ofsted.

Children's Improvement

Following the inspection a number of service reviews have been completed to identify priority areas for improvement, and a new vision for children and families has been developed. The Council has set up a Children's Improvement Board, chaired by the Executive Director, to develop and oversee the implementation of a Children's Improvement Plan. The focus over last six months has been improving quality of practice and implementing a strong performance and learning culture. Improved outcomes are starting to be delivered.

A specific project focussing on remodelling the MASH has been undertaken following the JTAI. This project has focussed on streamlining or removing duplication of process within the MASH resulting in improved timeliness of decision making following contacts. (up from 21% in October 2016 to 74% February 2017) The numbers of contacts received requiring no further action has also reduced from 72% in May 2016 to 65% in March 2017. Improved access to advise and support to partners around safeguarding thresholds, via a dedicated Consultation Line has shown a reduction in the number of contacts received, from 1824 in October 2016 to 1085 in April 2017. The development of a Dedicated Child Protection Line in the MASH ensures more timely receipt of child protection referrals into Children's Social Care and eliminates the risk that the urgency of these calls may be missed by the Contact Centre.

Assessment timeliness

Staff in the Assessment Teams were realigned in autumn 2015 to support improved assessment timeliness, this has proven to be successful with assessment timescales having improved significantly in the later part of the 2015-16. These changes have demonstrated sustained improvement across the 2016-17 year with performance across the year being 77%. Further improvement in this area are being supported by daily reporting on assessment timeliness which enable Unit Managers to track and performance manage, more effectively, staff performance in this area.

Number of Looked After Children

The number of looked after children in Croydon as a proportion of the population is high due to the number of Unaccompanied Asylum Seeking Children in Croydon. The population of local children is lower than stat neighbours as a 'per 10,000 rate'. As of March 2017 there were 400 local looked after children and 393 Unaccompanied Asylum Seeking Children (UASC). In this reporting period, the numbers of local looked after children and UASC have increased marginally. When separated, both the local looked after children and UASC numbers are lower than London and national averages, however, the combined number is higher.

The formal system for transferring unaccompanied child migrants to other local authorities has been introduced by central government (Home Office) and is under central ongoing review. We have supported the transfer of 40 young people via this route so far.

Adoption Timeliness

In 2015/16 the average time between entering care and being placed with an adoptive family was 1073 days for 2016/17 this has now dropped to an average of 395 days, this has improved for a number of reasons:

- The historic cases of children who have waited a long time have now been adopted and children who have been known to us for a shorter period have of time have been tracked more robustly and placed more quickly. A small number of children have also been adopted by their foster carers. Given that these figures represent a small number of children, the overall date can change quite dramatically each time a child is placed.

Stability of Looked after Children

Whilst the target set by Croydon has not been met, the stability of Looked After Children has improved and is currently three percentage points above the national average. Senior managers chair regular placement stability meetings to ensure that placements are offered support in order to maximise the opportunities to ensure that children benefit from consistent care.

INDEPENDENCE – Tackling the cost of living

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
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)	2% (A)	2%	0.6%	(G)	London 1.4% (G)
	The percentage of households in Croydon receiving Housing benefit	22.5%	23%	17.4%	(G)	Local measure - no comparable data available
	The percentage of households in Croydon receiving Council tax support	20.8%	21%	18.97%	(G)	Local measure - no comparable data available
	Number of households engaged with welfare teams who are being provided with debt / budgetary advice	3501 (G)	3501	8194	(G)	Local measure - no comparable data available
	Number of families supported through the discretionary housing payments	1579 (G)	1512	1501	(A)	Local measure - no comparable data available
	Number of families supported through the Croydon discretionary scheme	1150 (G)	1284	991	(R)	Local measure - no comparable data available
	Rate of child poverty (the proportion of children aged under 16 living in low income families)	21.1% (August 2013)	23%	22.5% (August 2014)	(G)	London average 23.9% England average 19% (G)
	% of people working for the council who are paid the London Living Wage	100% (G)	100%	100%	(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	45.51% (2014)	45.51% (2014/15 benchmarking figure)	53.68% Provisional	(A)	Of the London boroughs (2015) Lowest 42.1% (Havering) Highest 73.8% (Westminster)
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INDEPENDENCE - tackling the cost of living

The council is delivering against the key principles of our financial inclusion strategy by ensuring customers have access to financial products such as bank accounts and insurance; educating and developing the skills for all residents to allow them to budget and manage money or plan for the unexpected; enabling residents to make the most of their money through digital services; and ensuring there is access to affordable credit and provide skills and opportunities to enter and own their future in employment.

In 2016/17 we have assessed over 30,000 customers to assist in maximising income from welfare benefits, subsistence and discretionary support. The support established exceeded £15m per annum. We assisted 378 customers into employment including those more vulnerable and further from the job market, with a particular focus on customers affected by welfare reform.

Over 400 staff in Gateway, Housing and Resources have been trained to provide budgeting support to residents. We also deployed a tool kit across all above services containing a budgeting guide, tips and acceptable spend criteria for council support. Staff have been trained on basic public health issues including smoking and healthy eating.

Various workshops have been completed across the borough offering more than 500 residents; employment, budgeting, debt and Housing options advice. 2200 residents in receipt of Universal Credit were supported with personal budgeting support and been assisted digitally.

We have updated our website and made the site more user friendly with clear links and forms. Croydon Council/Go on Croydon have also promoted financial resilience and digital inclusion to community groups in creating 21 digital zones across the borough where residents have benefited from basic digital skills and training.

The council has continued to develop its work with Croydon's credit union. Over the last 12 months we have seen an increase of 14% in membership with now over 4,100 members. Our online sign up has doubled and we have launched our jam-jar accounts that encourage saving thereby reducing the impact of pay day lenders.

Whilst the number is below target for the number of families supported through the Croydon discretionary scheme the reduced number is reflective owing to the positive work offered by the council in helping residents budget their money more effectively. The net result of which is the need in this area of support has reduced.

INDEPENDENCE – Domestic violence and sexual exploitation

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
To prevent domestic and sexual violence where possible support victims and hold perpetrators to account	Percentage of domestic violence sanction detections	29%	No target set (police measure)	30.58%	NA	No comparable data available
	Number of cases of domestic abuse referred to the Multi Agency Risk Assessment Conference (MARAC)	448	360	578	(G)	No comparable data available

INDEPENDENCE - domestic violence and sexual exploitation

Domestic Abuse and Sexual Violence (DASV)

DASV remains a major priority for the Council and work continues to address through the Family Justice Centre (FJC) and engaging with partners.

We successfully bid for £260,000 of external funding to strengthen domestic abuse service provision in the three London Boroughs of Croydon, Bromley and Bexley between 2016 and 2018. Referrals to MARAC continue to rise, implying greater identification of victims of DASV at high risk of harm. 578 cases have been discussed at MARAC in 2016-17, which is 29% higher than the previous year.

As part of the effort to hold perpetrators to account, training has been provided to all practitioners to address abusive behaviour within families and facilitate positive change among perpetrators. A wide range of agencies have attended this training and the next step is to run safe relationships group programmes for men deemed of low or medium risk to their partners.

Specialist domestic abuse advisors are accessed at the FJC, within the Best Start localities as community based domestic abuse advisors as well as through specialists based in the police station and in Croydon University Hospital. In addition we have placed a duty worker in within the Multi Agency Safeguarding Hub (MASH) to increase identification and facilitate a timely and appropriate response to those who are vulnerable and risk due to domestic abuse.

Through our recruitment and subsequent training of domestic abuse champions in the wider community, including our own workforce and through having dedicated leads for domestic abuse in schools and in GP surgeries, those experiencing abuse will have more timely access to support.

Child Sexual Exploitation (CSE)

Over the past year a significant amount of activity has been undertaken to prevent CSE in Croydon. Following the Joint Targeted Area Inspection which highlighted our nationally recognised work to combat and prevent CSE, we have further strengthened our multi-agency arrangements and the Croydon MASE has been recognised as one of the most effective by the Metropolitan Police Service. The council has continued to work in partnership with the Croydon Safeguarding Children Board on the development of a Pan London CSE data set. This means we now have access to a range of performance and intelligence data about the profile and patterns of CSE which is analysed by our new CSE intelligence hub. We have recently entered into a partnership to provide the Met Police with a range of intelligence to inform specific police operations to safeguarding vulnerable children.

We have completed the second 'Operation Raptor 2' where a joint Police and Children Social Care investigation was undertaken in connection with the link between CSE, children missing and County Lines and gang activity. Following the joint investigation 32 drug dealing lines running from Croydon that children were involved in were identified. This led to interventions to safeguard a number of children, informed our practice and our strategic approach. We have continued to undertake 'Operation MakeSafe' activity, where resources are specifically targeted to safeguard vulnerable children and identify perpetrators. We have undertaken 'Operation Rosario' which was a Police-led operation to target CSE within the borough of Croydon. It was implemented as a proactive measure to address criminal offences associated with CSE that were occurring at certain hotels in the borough. As a result of intelligence and analysis a disproportionate number of young Black women have been identified as at risk of CSE. A multi-agency group ran a presentation and engagement activity with representatives of over 80 churches in the Borough to raise awareness about this in the community. There is now a stronger dialogue with church leaders and information has been provided to parishioners (parents and young people) about how they can better safeguard young people. We have also engaged local Muslim groups.

We continue to work with neighbouring boroughs to improve intelligence sharing and, in particular, lists of high risk of children placed by other local authorities. We are also working with schools by providing information to students, parents and teachers.

LIVEABILITY – Cleaner and greener

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
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.	38.87% (R)	45%	38.6%	(R)	London 33.8% England 42.3% 2016/17 provisional (not all boroughs have submitted final year returns)
	The percentage of fly-tips removed within the specified time frame (48 hours)	75.28% (A)	80%	82.54%	(G)	No comparable data available
	The number of fixed penalty notices issued by the council for incorrect disposal of rubbish	1100 (G)	1000	845	(R)	No comparable data available

LIVEABILITY - cleaner and greener

Croydon continues its efforts in creating and maintaining a cleaner, greener environment, with the Don't Mess With Croydon campaign continuing to impact on waste crime and street cleanliness. Building on the theme of, "Take Pride", our team of dedicated Street Champions has now reached 330, and in 2016/17 they undertook 67 Community Clean-ups, an increase of 18 on the previous year. The Don't Mess With Croydon campaign continues to work with both residents and businesses to improve the local environment for all.

Along with the campaigning, we have seen an increase in the number of fly-tips collected within 48 hours. This is due to a combination of a more robust reporting system via the MyCroydon app, as well as more proactive clearance from the contractor, with dedicated teams sent to clear items and be on the lookout for any other fly-tips during the course of their day. The performance represents a year-on-year improvement and is significantly higher than the 3% of fly tips collected within 48 hours in 2014. As is the experience with other London Boroughs the positive reduction in clearance times for fly-tips may also have had an effect on the number of fly-tips as some residents and businesses may see this as a free and easy means of waste disposal. Through the South London Waste Partnership, officers have negotiated an improvement in the response times Veolia have for responding to flytipping. Under the new contract, flytips will be cleared within 24 hours of being reported. The "Take Pride" element of the council's campaign is seeking to address this through increased engagement with local people. A pilot mobile task force has also been established to proactively target fly-tipping hotspots and increase the number of Fixed Penalty Notices issued for fly-tipping in order to deter offenders.

Other efforts to reduce fly-tipping have included the successful introduction of Time Banded Waste Collections in London Road, Portland Road, Brigstock Road, Upper Norwood Triangle and South Norwood High Street. With plans under development to roll out the scheme to Brighton Road in the vicinity of South Croydon and also Purley we anticipate more successes in the coming months, with fewer bags of waste dumped on our high streets.

Performance relating to recycling of household waste has remained static in 2016/17 and remains consistently above the London average. Given the declining national trend, and Croydon's position against the London average, the current target appears to be very ambitious. Subscriptions to the green garden waste collection service have exceeded expectations and the household reuse and recycling centres continue to recycle the vast majority of materials brought in. In order to help increase household recycling, a team of monitoring officers have been working to measure tonnage and participation in the kerbside recycling service and identify areas of low performance in order to target these accordingly. Additionally the new SWLP is expected to increase the recycling performance by at least 4% across the partnership boroughs. Furthermore, an education officer has been employed in order to engage with local schools within these target areas.

Although the number of fixed penalty notices (FPNs) issued for incorrect disposal of rubbish is down this is not necessarily a negative outcome. Indeed it's an indication of the positive impact of work undertaken to drive behaviour change through a mix of education and punitive measures. The town centre area is noticeably cleaner partly due to fewer people littering, which in turn is attributable in part to the issuing of FPNs. The drive to reduce littering is enhanced through trialling of super-capacity compactor bins, a number of which have been installed in Croydon town centre and other areas of high footfall throughout the Borough. They can take up to eight times the capacity of standard street bins due to a solar-powered compactor inside each bin that automatically compresses the waste. These bins reduce the number of times the street cleansing teams are required to empty them, leaving more time to dedicate to other tasks such as street sweeping.

To enhance future service delivery the Council has sourced a new waste contract, as part of the South London Waste Partnership (SLWP). This will harmonise waste collection services across Croydon, Kingston, Merton and Sutton, realising substantial cost savings for the four boroughs and securing a robust set of KPIs with more ambitious targets than Croydon's current contract. The new contract will take effect in April 2018 for Street Cleansing services, and October 2018 for waste collection services.

LIVEABILITY – Policing and crime

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
To create a place where people feel safe and are safe	Incidence of antisocial behaviour	8118 (12 month Rolling at Feb 2016)	NA	9404 (12 month rolling)	NA	No comparative data available
	Resident confidence in Policing	57% (Dec 2015) (R)	66%	64% (Dec 2016)	(A)	No comparable data available
	How safe people feel in Croydon	77% (December 2015) (G)	77%	Data not available – The survey undertaken in 2016 was focussed on the development of priorities for the new community safety strategy	NA	No comparable data available
	How people rate the overall level of crime in Croydon today compared with the overall level one year ago	73% (December 2015) (G)	73%	Data not available – The survey undertaken in 2016 was focussed on the development of priorities for the new community safety strategy	NA	No comparable data available

LIVEABILITY - policing and crime

The Mayors Office for Policy and Crime (MOPAC) has published a new Police and Crime Plan 2017-2021 which changes the performance framework for policing in London. MOPAC will be adopting a new method for prioritising and scrutinising local (Croydon's) policing priorities. High harm crimes and protecting vulnerable people will be included in local priorities in every borough across London to ensure that the police and local partners are focused on these most serious and harmful offences against vulnerable people. This includes a focus on child sexual exploitation, violence against women and girls, gangs, knife crime and gun crime.

The issues of greatest concern and the highest volume crimes in one borough may be very different to those of another so there will also be a process to agree local priorities. The Safer Croydon Partnership have been liaising with MOPAC over its local priorities and these have been agreed as violence with injury (non-domestic), burglary and anti-social behaviour.

The performance framework and targets are yet to be agreed but will be reflected in future reports. There are currently no police targets set and it's unclear at present when these will be available.

LIVEABILITY – Roads, transport and streets

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
To build a place that is easy and safe for all to get to and move around in	Road Casualties (3 year rolling average)	1,115 (2013- 2015 - 3 year rolling average) (A)	1069	1084 (2013-15)	(A)	No comparable data available
	Percentage of the local authority's principal roads (A-road and M-road network) where maintenance should be considered	6% (2014/15) (G)	5%	6%	(A)	London 5% (A)
	Percentage of the local authority's principal roads (B-road and C-road network) where maintenance should be considered	7% (2014/15) (G)	5%	3%	(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)	40 (September 2015 YTD) (G)	3980 Annual	2504	(R)	No comparable data available
	Percentage of borough roads (% of total road length) where 20mph limits have been introduced	NA	40% delivery across 2016-18	40%	(G)	No comparable data available
	The % of street lights currently in light	99.68% (G)	99%	99.88%	(G)	No comparable data available
	New m ² of road resurfaced during the year	137,636m² (G)	180,000m ²	182,509m²	(G)	No comparable data available
	Proportion of journeys starting in Croydon made by sustainable means (walking or cycling)	29% walking or cycling (2011- 2014)	Improve on 2011-14 outturn (29%)	26% (2013/14 - 2015/16)	(A)	Outer London average - 29% London average - 35% (R)

	Road congestion – crude average vehicle speeds (mph) on Croydon A roads during weekday morning peak	14.9 mph	NA currently unable to set a target due to a change in methodology	Awaiting data from DfT using new methodology	NA	No comparable data available
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LIVEABILITY - roads, transport and streets

Good transport connections are essential if Croydon is to maximize its position 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. To support this the Council has secured investment for a range of transport improvements across the borough. Upgrading of East Croydon bus station by the Council and Transport for London (TfL) to provide new shelters, better lighting, signage, improved pedestrian access, seating and tree planting has been completed. The improvements will make it easier for people to navigate between the range of bus, train and tram connections at East Croydon, Croydon has also seen further investment with opening of the new bus station at West Croydon which has increased capacity by 21% and can accommodate 23,000 passengers a day. This complements the Council's £6m investment in the area, including changing the road layout around the bus station, upgrading traffic lights to improve traffic flow, widening the pavement on London Road and North End to make the area more pedestrian friendly and upgrading and widening the platform at West Croydon tram stop.

As part of the Council's Local Implementation Plan, we are currently delivering a range of road improvements and safety measures across the borough including junction improvements, casualty prevention schemes, speed indicator signs and road safety education. Performance relating to highway maintenance continue to improve. The target relating to resurfacing of roads was exceeded for all categories of roads. This will over time feed through to positively impact performance relating to the percentage of A roads where maintenance should be considered, performance for which is slightly below target but is within the top quartile for London.

Safe walking and cycling are at the heart of Croydon's Transport Strategy and the Council has supported this by rolling out a programme to introduce area wide 20mph speed limits across the borough in order to improve road safety and encourage cycling. The programme is on target with implementation in Areas in 1 and 2 in the north of the borough undertaken in September 2016 and April 2017 respectively. Consultation has been undertaken in respect of Areas 3, 4 and 5 which cover the remainder of the borough. Traffic Management Advisory Committee TMAC has agreed implementation of the scheme in all three areas. The aim is to for the scheme to be operational in Area 3 in Autumn 2017, Area 4 Christmas 2017 and Area 5 in March 2018.

The number of linear metres of cycle lane implemented throughout the year was 2504 metres, significantly below the ambitious target of 3980 metres. In order to increase our capacity to deliver work is ongoing to develop strategic delivery plans with walking and cycling effectively integrated into local place plans and the growth zone. Additional staffing resources is also being recruited to support programme delivery.

The average number of road casualties for the three year period ending March 2015 was 1084 against the target of 1069 which represents slight underperformance. We anticipate that the implementation of a 20mph speed limit in residential areas across the borough will help to decrease the number of casualties in future.

The street lighting replacement programme has also achieved a major milestone, with the installation programme now complete. With 23,630 streetlights replaced, the borough now has modern and cost-efficient infrastructure which will make our roads brighter and safer.

LIVEABILITY - sport

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
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)	817,776 (G)	817,776	964,405	(G)	No comparable data available
	% Adults (aged 16+) participating in sport & active recreation for at least 30 minutes in the previous 28 days	34.3% (2014-15)	Aim to maintain / improve on previous year (Sport England do not set a target for this measure)	34.7% (2015/16)	(G)	Regional 38% National 35.8% (A)
	Number of community sports clubs	296	Maintain 15/16 performance	305	(G)	No comparable data available

LIVEABILITY - sport

The council continues to promote and support participation in sport for both health and recreational purposes.

There has been a significant increase in the number of people participating in sports and leisure activities at the council's leisure centres. Although we're not matching the regional average current performance relating to the percent of adults participating in sport and active recreation is also up compared to 2015/16 which reflects increased use of the council's leisure centres.

The existing leisure contract expires in October 2017 and the council is currently in the process of commissioning a new contract which will include challenging KPI's to secure improvement in the health and wellbeing of residents. In the interim the council is working with Fusions Sports and community development team to produce initiatives to attract more adults into our centres and to become more active. The diverse range of events along with offers such as free introductory sessions for new members and rewards for people who encourage friends and/or relatives to sign up to participate are helping to raise participation rates. Events are tailored for all ages, gender and ability and include swimming, fun inflatable sessions in the pool, water polo, trampolining, walking netball, walking football, basketball, badminton, yoga and dance amongst others.

The council continued its programme of free summer swimming for under-16s across all the council's leisure centres for the six weeks of school summer holiday.

Some achievements to be celebrated in 2016 include:-

- Croydon finishing in 5th place the London Youth Games and regained the ParaGames trophy for the fifth time. 2550 children and young people engaged in Level 2 (intra-borough) and Level 3 (inter-borough) activity supported by 49 enthusiastic voluntary team managers, and a further 2526

children and young people took part in School Games. The Council also supported 134 young people with disabilities and additional needs to attend regular sporting activities, weekly during term time. Nine swimmers who have learned to swim and subsequently trained with the Council's RAP scheme represented the borough at the London Youth Games.

- A free sport initiative organised in partnership with Croydon Arena and Croydon Harriers enabling 306 young people aged 6-18 to access free athletics sessions. There were positive reviews and feedback from the community, and great success reaching young people who don't normally engage with sport with 29% of participants previously classed as inactive.
- 27,675 participants taking part during the summer in the nationwide Ping Festival. The Council also secured an increase in the number of tables installed, with 25 across the borough to encourage residents, workers and visitors to play impromptu table tennis matches.
- The Council is supporting satellite clubs, with 28 currently operating and a further 3 planned to start this academic year. Sports include rugby, taekwondo, dance, table tennis, golf, basketball, athletics, boxing and korfbal, with the aim that clubs become sustainable after funding ceases.

The Council's healthy walking scheme was recognised as an exemplar project to encourage and support healthier lifestyles in all sections of the community by promoting safer and more environmentally friendly modes of transport. Accredited by the national campaigning organisation, 'Walking for Health', Croydon's healthy walking scheme was shortlisted for a Team London award in the sports and healthy living category.

LIVEABILITY – Parks and open spaces

Outcomes	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
To make parks & open spaces a cultural resource	Number of events held in parks (including community, charity & commercial)	99	88	97	(G)	No comparable data available
	Positive and practical action in parks – number of volunteer days Breakdown of 2016/17 outturn figures:- Conservation Volunteers Croydon - 1,560 Friends of Parks - 2,740 Idverde & Community Rehab Co. – 1,100	New	4200 days	5400 days	(G)	No comparable data available

LIVEABILITY - parks and open spaces

Croydon is the greenest borough in London with over 127 parks and open spaces and we have used these as cultural hotspots and sites for community sport and physical activity parks and open spaces. Over 300 hectares of conservation meadows have been managed for wildlife, with hay baled and used by local farmers. Over 450 tenants and their families are growing their own healthy food on six direct let Allotment sites. The Council has also supported the grazing of high value conservation sites to maintain biodiversity, including the Downlands Project to provide sheep and cattle at Happy Valley, Sanderstead to Whyteleafe, Foxley and Hutchinsons Bank. A range of improvements have been made to ensure all people can safely enjoy Croydon's green spaces including access and footpath improvements at Toller Lane, Happy Valley, and Foxley Wood.

The Council also launched its 'Croydon Talks Parks' initiative to engage local people in our ambitious plans to secure and improve the borough's green spaces. A survey which ran over the autumn gave residents the chance to outline how they use parks and what changes they would like to see made in how they are managed and run. Responses will inform the Council's 'ambitious for parks' programme, which is looking at a wide range of options for the future of Croydon's green public spaces.

Volunteer groups continue to do great work to help maintain and preserve Croydon's parks and green spaces. During 2016/17 Conservation Volunteers Croydon delivered 1,560 conservation volunteer workdays across the borough, Friends of Parks delivered 2,740 and Idverde in partnership with the Community Rehabilitation Company contributed 1,100 days bringing the total for the year to 5,400 volunteer/community days which is significantly above the target of 4,200 days.

The annual target for the number of events held in parks has also been exceeded and the aim is to continue working in partnership with local people to utilise local parks for events which enhance their lives and benefits the area.

The Council has continued to deliver a range of initiatives engaging with people including schools to deliver a range of outdoor activities for people who want to take positive action in their local green spaces. Examples include work to support Great North Wood Partnership, The Forest School Partnership and the Great Green Yonder programme.

Nine new Friends of Park Groups have formed increasing the total to 42. These groups comprise volunteers who get actively involved in looking after local green spaces and also fundraise to deliver improvements. Working in partnership with Friends of Park groups, the Council has supported improvements to a number of parks including refurbishment of a pavilion and play areas.

The Council is also ensuring its green spaces continue to support physical activity. Working in partnership with parkrun and local volunteers, the Council has been able to support the development of three adult parkrun events and a junior event every Saturday at Lloyd Park. Lloyd Park, Park Hill Recreation Ground and Wandle Park will all benefit from cycle routes to improve connections across the borough as part of Croydon's Connect2 walking and cycling route.

ENABLING CORE – Finance

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
To be innovative and enterprising in using available resources to change lives for the better	Variance from Revenue Budget after recovery plans (£M)	(£1.389m) (G)	1% (either way)	£0.05m underspend	(G)	No comparable data available
	% Council tax collected (in year)	96.45% (A)	96.75%	96.85%	(G)	No comparable data available
	% Non-domestic rates collected (NNDR in year)	97.74% (A)	98.75%	99.10%	(G)	No comparable data available
	Percentage of agency staff workers covering permanent roles	12.02% (12 month average) (R)	10%	10.06% (12 month average)	(A)	No comparable data available
	Progress with Corporate Plan Outcomes 2015/18 (success of performance measures)	Met – 52% Almost met – 32%	Outcomes delivered by 2018	Met – 60% Almost met – 34%	NA	No comparable data available
	Net cost per m2 of Council asset base (main corporate offices)	£198	£198	£177	(G)	No comparable data available
	Cash collection rate for housing rent	98% (A)	98.5%	97.45%	(A)	No comparable data available

ENABLING CORE- finance

The above shows a strong financial performance on the key indicators, particularly given the challenging financial environment the whole of local government is operating in.

The Council's transformation programmes continue to impact agency spend in the Resources department, however, it should be noted that this approach to resourcing transformation projects presents better value for money than utilising costly consultancy services and supports the Council to

develop internal capacity to manage these projects in the long-term. Children and Adult Social Care continue to be the largest spend in the organisation with the greatest increase in Adult social Care, however, agency staff per full time equivalent for permanent posts exceeded the target only slightly at 10.06%.

In 2016/17 the Council awarded a new agency contract to supplier Adecco whom operate a Master Vendor model which will bring significant improvements through enhanced customer care and greater quality assurance around candidates. The move from a Vendor Neutral model to Master Vendor model has been a cultural shift which has needed support in early 2017, however the change in model and supplier is demonstrating savings of around 2% of overall spend (i.e. around £400k saving in every £20 million spent).

Prior to April 2017 a change in liability in the IR35 legislation put pressure on a newly embedded supplier within the organisation. Ultimately Croydon only lost a handful of workers due to this change and with a concerted management focus there have been over 20 conversions from agency social workers who have decided to take permanent contracts.

It will continue to be a pressure on spend as we see market increases in area such as ICT, project management and transformation. New strategies are being explored through the MSTAR boundaries of the agreement to service areas through alternative methods other than traditional limited contracted workers.

The amount of council tax collected at the end of the financial year increased from £175m last year to £185.6m this year. The end of year collection rate was the highest on record with 96.85% collected compared to 96.45% last year, an increase of 0.4% which equates to an additional £750,000 income to the Council. In addition to this the Business rates end of year collection rate was also the highest ever collected, 99.1% compared to 97.64% for the previous year, an increase of 1.46% which equates to an additional £1.6m of which 30% £500,000 is retained by the Council. The cash collection rate for housing rent has seen a 0.55% reduction on last year and this is due to the impact of Universal Credit.

ENABLING CORE – Fairness and equality

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
	% of people with health conditions or illnesses lasting more than 12 months who are in employment	47.0% (Rolling year to September 2016)	To maintain / improve previous outturn	47.2% (Rolling year to December 2016)	(G)	London 48.7%
	% of 60-64 year olds claiming Job Seekers Allowance (JSA)	Fieldway – 1.3% Selhurst – 1.5% Broad Green – 1.7% New Addington – 1% Thornton Heath – 2.1% South Norwood – 2.9% (March 2016 NOMIS)		Fieldway – 1.29% Selhurst – 1.47% Broad Green – 1.66% New Addington – 0% Thornton Heath – 1.40% South Norwood – 1.43% (March 2017 NOMIS)		Croydon average 0.7% London average 1.7%
	The number of female lone parent households found to be eligible for assistance, unintentionally homeless, and in priority need	606	To maintain / improve previous outturn	530	(G)	No comparative data available
	The number of BME households found to be eligible for assistance, unintentionally homeless, and in priority need	963	To maintain / improve previous outturn	803	(G)	No comparative data available

	<p>Child (0-16 years) poverty in the most deprived wards</p> <p><i>Based on the Average Rank of the Lower Super Output Areas (LSOAs) making up each ward in the Index of Multiple Deprivation (IMD) 2015</i></p>	<p>Fieldway – 36.2% Selhurst – 28% Broad Green – 25.4 % New Addington – 31% Thornton Heath – 25.3% South Norwood – 25% (snapshot as at 31 August 2013) 20% child poverty, Croydon ward average</p>		<p>Fieldway –39 % Selhurst – 28.5% Broad Green – 28.5% New Addington – 33% Thornton Heath – 26% South Norwood – 25.5% (snapshot as at 31 August 2014)</p>		<p>21.6% child poverty, Croydon ward average August 2014</p>
<p>To drive fairness for all communities, people and places</p>	<p>The proportion of Looked After Children (LAC) progress 8 score (progress between KS2-KS4)</p>	<p>New</p>	<p>First outturn will be used to baseline a target for the next reportable year</p>	<p>-1.62</p>	<p>NA</p>	<p>England -1.46 (R)</p>
	<p>The proportion of Special Educational Need & Disabled (SEND) progress 8 score (progress between KS2-KS4)</p>	<p>New</p>	<p>First outturn will be used to baseline a target for the next reportable year</p>	<p>-0.94</p>	<p>NA</p>	<p>England -1.03 (A)</p>
	<p>Free school meals eligible at any time in the past six years. (FSM6) progress 8 score (progress between KS2- KS4).</p>	<p>New</p>	<p>First outturn will be used to baseline a target for the next reportable year</p>	<p>-0.15</p>	<p>NA</p>	<p>England -0.37 (G)</p>
	<p>The proportion of white working class children eligible to free school meals at any time in the past six years. (White FSM6) progress 8 score (progress between KS2- KS4).</p>	<p>New</p>	<p>First outturn will be used to baseline a target for the next reportable year</p>	<p>-0.48</p>	<p>NA</p>	<p>England -0.65 (G)</p>

	Black Caribbean children progress 8 score (progress between KS2-KS4)	New	First outturn will be used to baseline a target for the next reportable year	-0.15	NA	
	The proportion of Looked After Children (LAC) achieving the expected level at the end of key stage 2	New	First outturn will be used to baseline a target for the next reportable year	18.8%	NA	England 25.7 (R)
To drive fairness for all communities, people and places	The proportion of Special Educational Needs (SEN) children achieving the expected level at the end of key stage 2	New	no target set these measures have been superseded by scaled scores	7%	NA	London 9% England 7% (G)
	The proportion of Free School Meals (FSM) children achieving the expected level at the end of key stage 2	New	First outturn will be used to baseline a target for the next reportable year	41.3%	NA	England 37.4% (G)
	The proportion of white working class children achieving the expected level at the end of key stage 2	New	First outturn will be used to baseline a target for the next reportable year	39%	NA	England 35.7% (G)
	The proportion of black Caribbean children achieving the expected level at the end of key stage 2	New	First outturn will be used to baseline a target for the next reportable year	42%	NA	England 41.1% (G)

	The number of adults aged 16-64 in the borough who have no qualifications	17,400 (Dec 2015)	Not appropriate to set a target	15,400 (Dec 2016)	NA	No comparative data available
	Proven offences by young people by ethnicity Source : 10-17 years - GLA Ethnic Group population Projections R201 White includes : White inc. white British, white Irish, white other.		Not appropriate to set a target	BAME 22,243 59.8% White 14,950 40.2%	NA	London BAME, 407,804 54.6% White , 339,674 45.4%
To drive fairness for all communities, people and places	The number of young people from BME backgrounds permanently excluded from Croydon schools, academies and free schools based on the number of excluded children	11	Not appropriate to set a target	14	NA	No comparative data available
	The percentage of assessments undertaken where Child Sexual Exploitation was a factor	New	NA	Currently under development	NA	NA
	Number of incidences of hate crime	549 (12 month rolling March 2016)	Maintain / improve	551 (12 month rolling March 2017)	NA	No comparative data available
	Community Cohesion - The perception of people from different backgrounds who say they get on well	NA	NA	Definitely agree/ agree Tend to disagree / disagree Neither agree / disagree - Don't know	Croydon London 73% 34% 12% 22% 15% 43%	Croydon residents survey - knowSource: TCCOctober 2016; Base: 1203; Weighted: 1190 London Data store December 2015

				Croydon			
	Community life – Level of involvement in their local community through volunteering	NA	NA	Keen to get more involve/would if I had more time	51%		
				I am already involved in the community	13%		
				It's a good idea, but not for people like me / it's not my job	31%		
				None of the above / don't know	5%		
				Croydon residents survey - knowSource: TCCOctober 2016; Base: 1203; Weighted: 1190			
To drive fairness for all communities, people and places	The perception of people from different backgrounds who feel they participate and influence	NA	NA	Residents who would like to have more of a say	White 20%	BME 17%	
	The perception of people from different backgrounds who have trust and confidence in public services	NA	NA	Residents who say they want to know what services are doing Residents who want to become actively involved in helping services improve their local area	White 59%	BME 51%	
	Reduce the differences in healthy life expectancy at birth between men and women in Croydon in years	Male 63.2 years (2011-13)	Maintain or improve on pervious outturn	Male 63.1 years (2013-15)	(G)	No comparative data available	
		Female 62.3 years (2011-13)	Maintain or improve on pervious outturn	Female 63.8 years (2013-15)	(G)	No comparative data available	
	Slope index of inequality in life expectancy at birth within English local authorities, based on local deprivation deciles	Male 9.1 years (2011-13)	Maintain or improve on pervious outturn	Male 9.7 years (2013-15)	(A)	No comparative data available	

	within each area for men and women	Female 7.7 years (2011-13)	Maintain or improve on previous outturn	Female 6.1 years (2013-15)	(G)	No comparative data available
	Disability free – life expectancy at birth, for men and for women in Croydon, in years.	Male 64.8 years (2011-13)	Maintain or improve on previous outturn	Male 65.6 years (2012-14)	(G)	Male 64 years (2012-14) (G)
		Female 65.5 years (2011-13)	Maintain or improve on previous outturn	Female 64.4 years (2012-14)	(A)	Female 64.2 years (2012-14) (G)

ENABLING CORE - fairness and equality

Following the findings of the Opportunity and Fairness Commission the Council developed the Opportunity and Fairness plan 2016-20 and reset its statutory equality objectives for that period. The equality performance measures within that have been embedded in the Corporate Plan performance framework, Ambitious for Croydon. The statutory performance indicators reflect issues across the spectrum in relation to fair access focusing on health, wealth and education equality indicators. The indicators are reported every six months. The latest available information and data has been used to update them. As is the nature of these indicators there is at times a significant time-lag between the period of reporting and the latest data available. However they enable the Borough and the Council to focus on the trends and be mindful that changes and improving equality, opportunity and fairness will need a long term focus to ensure there are sustainable outcomes.

Employment

In terms of numbers of Job Seekers Allowance claimants aged between 60-64 years the Borough continues to see reductions including in the six most deprived wards and demonstrates and the focus on getting people into jobs and the continuing success of the Croydon Works programme. Historically there have been challenges in terms of the level of skills and qualification in the borough to maximise the opportunities within the job market as well as ensuring there is access to job opportunities for all Croydon residents. This is demonstrated by the latest data in relation to number of the indicators within this area.

Across the Local Strategic Partnership (LSP), through the Croydon Works programme and Good Employer Charter the Council continues to focus on ensuring that all Croydon residents have access to employment opportunities whether that is through education, training or support for job readiness.

In addition there is a focus on equipping the borough to embrace disability confident and other support packages to enable the Council, businesses and our suppliers to be able to offer the job opportunities across our communities

Child Poverty

There continues to be deep seated issues in relation to Child Poverty particularly in the six most deprived wards as the latest data for 2014 shows a worsen trend. Families on the margins of poverty are often dependent on in-work and out-of-work benefits. Changes in the benefits system have a significant impact on changes in child poverty rates that may hide the impact of local initiatives. Whilst the measure in this report looks at income poverty, Croydon's Young People-led Child Poverty Plan looks more widely recognising poverty of opportunity and environmental, intellectual and health poverty. The Child Poverty Plan identifies how these are being addressed through the Children and Families Partnership and the wider Council. The Children and Families Partnership's survey of lone parents identified that the greatest barrier to employment for parents was the lack of job opportunities that fit with their childcare responsibilities. Consequently the main focus of the Partnership has been increasing flexible working opportunities in Croydon. The Council obtained accreditation as a Flexible Working Borough.

The action plan addresses increasing flexible working within the council both for existing staff and at recruitments and influencing suppliers and other employers within the borough.

The Good Employer Charter was launched in January and includes a key focus on inclusive employment practises which includes flexible working. There are 10 accredited businesses and 38 pledges with the aim to have 20 businesses accredited by July 2017 focusing activity on the Council's tier 1 contractors. Croydon's vision for growth is inclusive, with opportunity and fairness at the heart of growth plans and ambition to ensure that all residents are able to share in the success of the borough.

Homelessness

The Council's strategic actions and approaches to tackling homelessness are set out in the GROWTH – housing section of this appendix (page 11). The key principle of the preventative Gateway approach, is that it targets those who are most vulnerable. Whilst performance targets are not appropriate to set for these indicators, a reduction in the total numbers can be seen as a positive.

Education

The Borough schools continue to perform at or above the English average in key attainment areas which are key in improving equality. However there are number of areas in 2015 where the Borough was performing below the English average in terms of BME communities and Looked After children. The Council has and will continue to focus on the following actions to help schools improve performance in these areas. Attainment of Children Looked After (CLA) by the Local Authority can vary widely from year to year due to cohort sizes and other factors that contribute significantly such as Special Educational Needs and the length of time children have been in care. It is also important to consider the considerable number of children looked after by Croydon who are UASC (unaccompanied asylum seeking children) compared to statistical neighbours such as Merton and Greenwich Borough Councils. The number of CLA in Croydon as at March 2016 was a total of 800 children compared to 165 in Merton and 520 in Greenwich. In addition to this, the UASC population in Croydon as at March 2016 was 430, whilst the London Borough of Merton looked after 25 and London Borough of Greenwich looked after 20 in the same time period. This difference makes comparisons with other Local Authorities difficult.

Although outcomes for Croydon CLA who have been in continuous care for 12 months or more remain low, with 36%, 27% and 18% achieving age related expectations or above in reading, writing and maths, with 18% achieving all three at the end of KS2 and 14.8% (based on unvalidated results) achieving 5 A*-C EM at the end of KS4, it is important to reflect that those who contribute to the national statistics are a small percentage in many cases of the total cohort within those year groups. For example in Year 11 the total cohort size at the end of the 2015/16 academic year was 178, with only 74 contributing to national indicators. These young people, a large percentage of whom are UASC, still need to be supported and in many cases are the most challenging with no education experience or provision in place when they enter the care system. These learners go on to make considerable

progress, achieving at a level appropriate to their starting point and are successfully supported into suitable courses post 16. The successes enjoyed by our post 16 learners are testament to this and a result of the heavy investment made into this area of work.

With reference to Black Caribbean children achieving the expected level at the end of Key Stage 2 Schools are challenged by their Link Advisers, commissioned through Octavo, to set challenging targets for all significant pupil groups, especially any shown to be underperforming. These groups will also be a focus during any school inspection by Ofsted.

Community Cohesion

Recent national and local events in Croydon has provided a challenging environment for community cohesion however Croydon as a community as come together to support each other with partners across the borough and faiths showing solidarity and providing community assurance. This has included community events such as We Stand Together to provide a forum to support communities impacted by hate crime and explore issues that face different communities within Croydon. Community Cohesion is also a key focus of a sub-group of the Stronger Community Partnership.

As the country witnessed nationally, there has been an increase in reported hate crimes within the borough. The Safer Croydon Partnership has submitted two bids to support victims of Hate crime for MOPAC funding (to be delivered by CVA and Victim Support) for the next two years. Information on our Safer Croydon web pages direct victims of Hate Crime to the Met Police True Vision website.

Health

Differences in life expectancy are a strong indicator of overall fairness. However, they are affected by many determinants including education, income, housing conditions, access to green spaces etc. Lifestyle factors also play a part but are strongly influenced by the wider determinants. A single lifestyle factor - smoking - directly accounts for half of differences in life expectancy. Actions and approaches to tackling this are set out in the INDEPENDENCE –health, section of this appendix (page 19).

ENABLING CORE – Open and accountable

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Latest comparative data
To be open and transparent and put communities at the heart of decision making	Percentage of Freedom of Information (FOI) requests responded to within 20 days	86.31% (A)	85%	76%	(R)	No comparative data available
	The percentage of customer complaints escalating to Stage 2 of the council's formal complaints process	8.85% (G)	10%	5.63%	(G)	No comparative data available
	The number of complaints received by the Information Commissioners office that are upheld (where regulatory action is taken)	0	0	0	(G)	No comparative data available

ENABLING CORE - open and accountable

As the council continues to see pressures on its services, the number and nature of FOI requests, which has increased from 1643 in 2015/16 to 1758 in 2016/17, places an additional stress on resources. As services are also now more frequently delivered with partner organisations it is often more complicated to compile full information in a timely manner.

We are continuing to work with services and our Legal team to ensure the right awareness and additional guidance for completion of responses across the organisation.

Further weekly reporting through the senior management team is also assisting in focusing on cases where it is proving more difficult to provide the right information.

The volume of **corporate Stage one complaints** has increased. 2016/17 received 1656 stage one complaints which represents a 24% increase when compared to 2015/16 (1332 stage one complaints)

The volume of **corporate Stage two complaints** has increased. 2016/17 received 140 stage two complaints 2015/16 received 122 stage two complaints which represents an increase of 15% overall, but a reduction of number of stage 1 complaints moving to stage 2 of 3.22% over 2016/17.

The volume of **corporate Ombudsman complaints** has decreased. 2016/2017 received 71 Ombudsman complaints compared to 2015/16 (82). This represents a 15% reduction.

Stage one complaint response times have decreased. During 2016/17 73% of complaints were answered on time (1204 of 1656) compared to 2015/16 where 86% of complaints were answered on time. This is against a corporate target of 90% answered within the SLA of 20days.

In place:

- Case management within the Councils customer relationship management system (CRM) and Automated chases from the CRM case management system
- Weekly reporting of all overdue cases and those that are due in the forthcoming week - the weekly report to CLT
- A daily manned complaint advice line (ext. 88888) offering help to officers across the Council with dealing with specific cases

Actions for 17/18:

- Given the biggest trend this year is across stage 1 volumes, there will be a focus over 2017/18 by improving quality of customer interactions and a focus on driving down complaints, linked to our customer commitment. We will be working with the Organisational development team to deliver communications and learning to the organisation.
- Learning from complaints: There will be a focus on showing how we are learning from complaints and implementing changes as a result. The Complaints resolution team will work with service teams to look at trends in high volume complaint areas and make recommendations for improvements. These will be captured and published quarterly.
- LGO (local government ombudsman) – Although the volume of LGO complaints has reduced over 16/17, we need to ensure that where the LGO have upheld a complaint that we are learning and implementation changes on the back of this. The complaint resolution team will publish a library of LGO complaints to the organisation (anonymised) to increase learning and enable teams to learn from case studies. These will be captured and published monthly.

ENABLING CORE – Digital and Enabling

Outcome	How we will measure success?	Performance 2015/16	Target 2016/17	Performance as at March 2017	RAG at March 2017	Compared to
To be digital by design in meeting the needs of local people	The number of transactions completed through 'My Account'	213,667 (G)	200,000	460,369	(G)	No comparative data available
	The number of customers who have moved to my account (self-serve) as a method of contact.	76,648 (G)	40,000	45,153	(G)	No comparative data available
	The percentage of fly tip reports made electronically (App and My Croydon)	77.5% (A)	80%	78.4%	(A)	No comparative data available

ENABLING CORE – digital and enabling

Croydon's commitment to embracing new technology and maximising its benefits for customers has seen the authority named as '*digital council of the year.*' The council received the **Local Government Chronicle** award after adopting a range of technologies that have made it easier for local residents to access services online. In-person visits to the council have been reduced by around 30% each year, and those who do come in person can pre-book a range of appointments. This has saved on staffing costs and seen customer satisfaction rise from 57% to 98%. Over half the population of the borough – 180,000 people – have now registered online for My Account to enable them to quickly and easily make payments and order services without constantly re-entering personal information. There have also been almost 20,000 downloads of the My Croydon smartphone app. These changes alone have saved local taxpayers some £8m, and the plan is to reduce spending on old ways of working by around £1.2m in the coming year.

With Croydon recognised as having one of the fastest growing technology-based economies in the UK the council has also invested £2m in the development of a tech community centred on **TMRW**, which has become a hub for entrepreneurs and small businesses keen to take advantage of gigabit internet connectivity and shared expertise.

The use of my account continues to be positive with customers with a 55% increase in transactions on last years figures. Reciprocally this has reduced telephony contact by 13%. The combined use of My Account and My Croydon App in March 2017 accounted for 78.4% of all fly-tipping reports to the Contact Centre. This was the highest record to date compared to 73.1% in the previous month and 77.5% in March last year. While performance in 2016-17 has been below target for most of the year, it has exceeded last year's performance in every month except November; however it is usual to record lower volumes in the winter months and November 2016 performance is only 4% below November last year and 2% variance on December 2016.

Through D&E we have and are surfacing more functionality, which will ensure customers are “retained” online. Our webchat service has run for over 1 year and again this ensures customers are retained on line, supporting our model. Customer satisfaction with online services remains higher than industry standard. To date (from inception) we have collected just over £33m through our online platform. 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 digital inclusion model continues to bring partners and the community together to create self-sustaining solutions that have changed people’s lives through digital skills and access. This initiative has provided opportunities to residents, third sector organisations and SME’s to access digital skills support, increasing:

- digital confidence in over 65’s by 42%
- the number of people with basic digital skills by 12.9%
- increase digital confidence with 70% of small businesses

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

Dept.	Area	Portfolio	Outcome	Measure	Frequency	Polarity	Target 2013/14	Outturn 2013/14	Target 2014/15	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Target 2016/17	Outturn 2016/17	Target 2017/18	Appendix 2 / notes
People	Enabling core	Finance & Treasury	Finance	Cash collection rate for housing rent	Monthly	Higher is better					98.20%	98.00%	98.5%	97.45%	97.00%	
Resources	Enabling core	Finance & Treasury	Finance	Variance from Revenue Budget after recovery plans (£M)	Quarterly	Lower is better		(2.886)m	0	0.92m	£0.00m	(£1.389m)	1% (either way)	£0.05m under spend	1% (either way)	
Resources	Enabling core	Finance & Treasury	Finance	% Council tax collected	Monthly	Higher is better		96.07	96.5	96.48	96.76%	96.45%	96.75%	96.85%	97%	
Resources	Enabling core	Finance & Treasury	Finance	% Non-domestic rates collected (NNDR)	Monthly	Higher is better		97.94	98.75	98.38	98.75%	7.74%	98.75%	99.10%	98.75%	
Resources	Enabling core	Finance & Treasury	Finance	Percentage of agency staff workers covering permanent roles	Monthly	Lower is better		13.5	10		10.00%	12.02% (12 month average)	10.00%	10.06%	10%	
Resources	Enabling core	Finance & Treasury	Finance	Progress with Corporate Plan Outcomes 2015/18 (success of performance measures)	Annual	Higher is better					Outcomes delivered by 2018	52% met 32% almost met	Outcomes delivered by 2018	60% met 34% almost met	90% met / almost met	
Resources	Enabling core	Finance & Treasury	Finance	Net cost per m2 of Council asset base (main corporate offices)	Annual	Lower is better					Use March baseline	£198	£198	£177	£141	
Resources	Enabling core	Finance & Treasury	Open and accountable	Percentage of FOI requests responded to within 20 days	Monthly	Higher is better		78.14	85	72.39	90%	86%	85%	76%	95%	
Resources	Enabling core	Finance & Treasury	Open and accountable	The % of customer complaints escalating to Stage 2 of the council's formal complaints process		Lower is better		6.6	10	10.62	10%	9%	10%	5.63%	10%	
Resources	Enabling core	Finance & Treasury	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	0	0	0	0	
Resources	Enabling core	Economy & Jobs	Digital and enabling	The number of transactions completed through 'My Account'	Monthly	Higher is better					200,000	213,667	200,000	460,369	500,000	
Resources	Enabling core	Economy & Jobs	Digital and enabling	The % of fly tip reports made electronically (App and My Croydon)		Higher is better					80%	78%	80%	78.40%	80%	
Resources	Enabling core	Economy & Jobs	Digital and enabling	Number of customers who have moved to my account (self serve) as a method of contact.	Monthly	Higher is better					40,000	76,648	40,000	45,153	40,000	
Borough	Enabling core	Economy & Jobs	Fairness and equality	% of JSA claimants on housing benefits in Croydon's six most deprived wards	Annual	Lower is better	NEW		Borough - aim to improve		Borough - aim to improve		Borough - aim to improve	see report	Borough - aim to improve	New for 2017-18

Dept.	Area	Portfolio	Outcome	Measure	Frequency	Polarity	Target 2013/14	Outturn 2013/14	Target 2014/15	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Target 2016/17	Outturn 2016/17	Target 2017/18	Appendix 2 / notes
Borough	Enabling core	Families, health & social care	Fairness and equality	% of people with health conditions or illnesses lasting more than 12 months who are in employment	Annual	Higher is better			Borough - aim to improve		Borough - aim to improve	47%	Borough - aim to improve	47.20%	Borough - aim to improve	
Borough	Enabling core	Economy & Jobs	Fairness and equality	% 60-64 year olds claiming Job Seekers Allowance (JSA)	Annual	Higher is better			Borough - aim to improve		Borough - aim to improve		Borough - aim to improve	see report	Borough - aim to improve	
People	Enabling core	Families, health & social care	Fairness and equality	The number of BME households found to be eligible for assistance, unintentionally homeless, and in priority need.	Quarterly	Lower is better						963	Aim to improve	803	Aim to improve	
People	Enabling core	Families, health & social care	Fairness and equality	The number of female lone parent households found to be eligible for assistance, unintentionally homeless, and in priority need.	Quarterly	Lower is better						606	Aim to improve	530	Aim to improve	
Borough	Enabling core	Children, young people & learning	Fairness and equality	Child (0-16 years) poverty in the most deprived wards <i>(based on the average rank of the Lower Super Output areas (LSOA's making up each ward in the Index of Multiple Deprivation (IMD) 2015)</i>	Annual	Lower is better							Borough - aim to improve	see report	Borough - aim to improve	
People	Enabling core	Children, young people & learning	Fairness and equality	The proportion of Looked After Children (LAC) progress 8 score (progress between KS2-KS4)	Annual - academic	Higher is better								-1.62	2016/17 baseline	
People	Enabling core	Children, young people & learning	Fairness and equality	The proportion of Special Educational Need & Disabled (SEND) progress 8 score (progress between KS2-KS4)	Annual - academic	Higher is better								-0.94	2016/17 baseline	
People	Enabling core	Children, young people & learning	Fairness and equality	Free School Meal (FSM) eligible at anytime in the last 6 years - progress 8 score (progress between KS2 - KS4)	Annual - academic	Higher is better								-0.15	2016/17 baseline	
People	Enabling core	Children, young people & learning	Fairness and equality	The proportion of white working class children eligible to free school meals at any time in the past 6 years progress 8 score (between KS2-KS4)	Annual - academic	Higher is better								-0.48	2016/17 baseline	
People	Enabling core	Children, young people & learning	Fairness and equality	The proportion of black Caribbean children progress 8 score (progress between KS2-KS4)	Annual - academic	Higher is better								-0.15	2016/17 baseline	
People	Enabling core	Children, young people & learning	Fairness and equality	The proportion of Looked After Children (LAC) achieving the expected level at the end of key stage 2	Annual - academic	Higher is better								18.80%	2016/17 baseline	
People	Enabling core	Children, young people & learning	Fairness and equality	The proportion of Special Educational Needs (SEN) children achieving the expected level at the end of key stage 2	Annual - academic	Higher is better								7%	2016/17 baseline	
People	Enabling core	Children, young people & learning	Fairness and equality	The proportion of Free School Meal (FSM) children achieving the expected level at the end of key stage 2	Annual - academic	Higher is better								41.30%	2016/17 baseline	

Dept.	Area	Portfolio	Outcome	Measure	Frequency	Polarity	Target 2013/14	Outturn 2013/14	Target 2014/15	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Target 2016/17	Outturn 2016/17	Target 2017/18	Appendix 2 / notes
People	Enabling core	Children, young people & learning	Fairness and equality	The proportion of white working class children achieving the expected level at the end of key stage 2	Annual - academic	Higher is better								39%	2016/17 baseline	
People	Enabling core	Children, young people & learning	Fairness and equality	The proportion of black Caribbean children achieving the expected level at the end of key stage 2	Annual - academic	Higher is better								42%	2016/17 baseline	
Borough	Enabling core	Children, young people & learning	Fairness and equality	The number of adults (16-64) in the borough who have no qualifications	Annual	Lower is better				16,900 Dec 2014		17,400 Dec 2015		15,400 Dec 2016		
Borough	Enabling core	Communities, Safety & Justice	Fairness and equality	Proven offences by young people, by ethnicity <i>Source: 10-17 years, GLA ethnic group population projections R201 white includes white, white British, white Irish, White other</i>	Annual	Lower is better							Aim to improve	BAME 59.8% White 40.2%		
People	Enabling core	Children, young people & learning	Fairness and equality	The number of young people from BME backgrounds permanently excluded from Croydon schools, academies and free schools based on the number of excluded children	Quarterly	Lower is better						11	Aim to improve	14		
Borough	Enabling core	Communities, Safety & Justice	Fairness and equality	The percentage of assessments undertaken where Child Sexual Exploitation was a factor					NA	NA	NA	NA	Under development		Under development	
Borough	Enabling core	Communities, Safety & Justice	Fairness and equality	Number of incidences of reported hate crime		Lower is better			Maintain / improve			549	Maintain / improve	551		
Resources	Enabling core	Communities, Safety & Justice	Fairness and equality	Community Cohesion - The perception of people from different backgrounds who say they get on well		Higher is better								See report		Maintain / improve
Resources	Enabling core	Communities, Safety & Justice	Fairness and equality	Community life – Level of involvement in their local community through volunteering		Higher is better								See report		Maintain / improve
Resources	Enabling core	Communities, Safety & Justice	Fairness and equality	The perception of people from different backgrounds who feel they participate and influence		Higher is better								See report		Maintain / improve
Resources	Enabling core	Communities, Safety & Justice	Fairness and equality	The perception of people from different backgrounds who have trust and confidence in public services		Higher is better								See report		Maintain / improve
Borough	Enabling core	Families, health & social care	Fairness and equality	Reduce the differences in healthy life expectancy at birth between men and women in Croydon in years	Annual	Lower is better			Maintain / improve	male 63.2 female 62.3 2011-13	Maintain / improve	male 64.1 Female 63.9 2012-14	maintain / improve	male 63.1 Female 63.8 2013-15		Maintain / improve
Borough	Enabling core	Families, health & social care	Fairness and equality	Slope index of inequality in life expectancy at birth within English local authorities, based on local deprivation deciles within each area for men and women in years	Annual	Lower is better			Maintain / improve	male 9.1 female 7.7 2011-13	Maintain / improve	male 9.4 female 7.6 2012-14	maintain / improve	male 9.7 Female 6.1 2013-15		Maintain / improve

Dept.	Area	Portfolio	Outcome	Measure	Frequency	Polarity	Target 2013/14	Outturn 2013/14	Target 2014/15	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Target 2016/17	Outturn 2016/17	Target 2017/18	Appendix 2 / notes
Borough	Enabling core	Families, health & social care	Fairness and equality	Disability free life expectancy at birth, for men and women in Croydton in years	Annual	Higher is better			Maintain / improve	male 64.8 female 65.5 2011-13	Maintain / improve	male 65.6 female 64.4 2012-14	Maintain / improve	male 65.6 Female 64.4 2013-15	Maintain / improve	
Place	Growth	Regeneration & planning	Housing	Number of market homes started (for sale or rent)		Higher is better		834	1398	1872	503	1016	1416	2521	920	
Place	Growth	Regeneration & planning	Housing	The % of private rental housing stock licensed through the selective licensing scheme		Higher is better			NA	NA	New	81%	88%	88	93%	
Place	Growth	Regeneration & planning	Housing	Affordable Housing – the number of affordable homes completed (gross)		Higher is better		354	650	705	564	536	495	334	495	
People	Growth	Families, health & social care	Housing	The number of households accepted as homeless under the Housing Act	Monthly	Lower is better		78	60	59	720	962	930	1042	950	
People	Growth	Families, health & social care	Housing	Number of homeless households living in bed & breakfast and self-contained temporary accommodation.	Monthly	Lower is better		415	450	492	450	843	750	847	750	
People	Growth	Families, health & social care	Housing	Number of families in Bed and Breakfast (B&B) with shared facilities (6 weeks or more)	Monthly	Lower is better		64	na	57	57	89	Less than 89	37 cases	60	Consideration to be given to average figures.
Place	Growth	Regeneration & planning	Housing	The number of empty properties returned to use		Higher is better					75	137	100	87	100	
People	Growth	Children, young people & learning	Education and learning	Percentage of children at the end of reception year who are judged to be at a good level of development	Annual - academic	Higher is better		46 (2012/13 academic)	50%	57 2013/14 academic	Aim to match the England average of 68.1%	64.70%	66%	70.40%	71.20%	
People	Growth	Children, young people & learning	Education and learning	% Parents offered one of their top 3 school choices (Primary)	Annual - academic	Higher is better		92 (2014/15 entry)	90	94 2015/16 entry	95% 16/17 entry	94% 2015/16 entry	96% 17/18 entry	96.2% 16/17 entry	96.50%	
People	Growth	Children, young people & learning	Education and learning	% Parents offered one of their top 3 school choices (Secondary)	Annual - academic	Higher is better		88 (2014/15 entry)	90	92 2015/16 entry	93% 16/17 entry	89% 2015/16 entry	91% 17/18 entry	89.9% 16/17 entry	91%	
People	Growth	Children, young people & learning	Education and learning	Educational attainment by the age of 19 at Level 2	Annual - academic	Higher is better		85 (2012/13 academic)	85	87.6% 2013/14 academic	86%	88.6% 2014/15 academic	89% 2015/16 Academic	TBC 30 June 2017	89%	
People	Growth	Children, young people & learning	Education and learning	Educational attainment by the age of 19 at Level 3	Annual - academic	Higher is better		63 (2012/13 academic)	65	64% 2013/14 academic	At or above the London average 64%	64.4% 2014/15 academic	65% 2015/16 Academic	TBC 30 June 2017	65%	
People	Growth	Children, young people & learning	Education and learning	% of all primary schools given overall effectiveness rating of good or outstanding by Ofsted at most recent inspection	Quarterly	Higher is better		78	90	87	94%	91%	92%	83.10%	90%	

Dept.	Area	Portfolio	Outcome	Measure	Frequency	Polarity	Target 2013/14	Outturn 2013/14	Target 2014/15	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Target 2016/17	Outturn 2016/17	Target 2017/18	Appendix 2 / notes
People	Growth	Children, young people & learning	Education and learning	% of all secondary schools given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection.	Quarterly	Higher is better		70	93	68	76%	71%	82%	90%	90%	
People	Growth	Children, young people & learning	Education and learning	% of Pupil Referral Units (PRU) given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	Quarterly	Higher is better		100	100	100	100%	100%	100%	no inspections 2016-17	100%	
People	Growth	Children, young people & learning	Education and learning	% of Special schools given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	Quarterly	Higher is better		100	100	100	100%	100%	100%	no inspections 2016-17	100%	
People	Growth	Children, young people & learning	Education and learning	KS2 reading, writing and maths to expected standard	Annual (academic)	Higher is better			NA	NA	NA	NA	New	55%	59%	
People	Growth	Children, young people & learning	Education and learning	Attainment 8 - showing pupils average achievement in the same suite of subjects as the progress 8 measure	Annual (academic)	Higher is better			NA	NA	NA	NA	New	48.5%	51.90%	
People	Growth	Children, young people & learning	Education and learning	Progress 8 - aims to capture the progress a pupil makes from the end of primary school to the end of secondary school	Annual (academic)	Higher is better			NA	NA	NA	NA	New	0.08	0.1	
People	Growth	Children, young people & learning	Education and learning	English and maths - the % of pupils achieving a C grade or better in both English (either language or literature) and maths.	Annual (academic)	Higher is better			NA	NA	NA	NA	New	60.6	64	
People	Growth	Children, young people & learning	Education and learning	Percentage of pupils at the end of key stage 4 achieving 5+ A-C in English and maths (previously %+ GCSE A*-C grade including English and maths)	Annual (academic)	Higher is better			NA	NA	NA	NA	New	55.3%	57%	
Place	Growth	Culture, leisure & sport	Culture	The number of cultural events and programmes supported and delivered by the council across the borough representing the community	Quarterly	Higher is better			NA	NA	2015/16 data will provide the benchmark	4137	NA due to Fairfield Hall	933	N/A	Reviewing current measure / target due to the current closure of Fairfield Hall
Borough	Growth	Culture, leisure & sport	Culture	Number of tourism day visits to Croydon (3 year average)		Higher is better						9.92m 2012-14	NA	8.22m 2013-15	NA	
Borough	Growth	Economy & Jobs	Jobs and the economy	Reducing the gap between the highest and lowest wards		Lower is better					NA	2.70%	NA	4.60%		Request to remove due to the changes in monitoring of universal credit - recommend replacements below
Borough	Growth	Economy & Jobs	Jobs and the economy	Long term unemployment (those receiving JSA for 12 months or more)		Lower is better		0.8	na	0.5	0.50%	0.40%	0.40%	0.40%		Request to remove due to the changes in monitoring of universal credit - recommend replacements below
Borough	Growth	Economy & Jobs	Jobs and the economy	% of working age on out of work benefits		Lower is better		11	na	9.8	9.80%	8.80%	8.80%	7%		Request to remove due to the changes in monitoring of universal credit - recommend replacements below
Borough	Growth	Economy & Jobs	Jobs and the economy	% of young people aged 18-24 who are claiming Job Seekers Allowance		Lower is better		4.8	na	3.1	3.20%	2.90%	NA	4.80%		Request to remove due to the changes in monitoring of universal credit - recommend replacements below

Dept.	Area	Portfolio	Outcome	Measure	Frequency	Polarity	Target 2013/14	Outturn 2013/14	Target 2014/15	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Target 2016/17	Outturn 2016/17	Target 2017/18	Appendix 2 / notes
Borough	Growth	Economy & Jobs	Jobs and the economy	The overall JSA Claimant rate	Annual	Lower is better		2.9	na	1.9	Aim to improve against 14/15 outturn	2%	NA	3.30%		Request to remove due to the changes in monitoring of universal credit
Borough	Growth	Economy & Jobs	Jobs and the economy	Employment rate - % increase in the employment rate	TBC	Higher is better									77.30%	New - recommended to replace the above
Borough	Growth	Economy & Jobs	Jobs and the economy	Unemployment rate - % decrease in the unemployment rate	TBC	Higher is better									5.50%	New - recommended to replace the above
Place	Growth	Economy & Jobs	Jobs and the economy	The volume M2 of NEW Grade A commercial space delivered within the borough		Higher is better					95,000 m2 2011-31		95,000 m2 2011-31	151,420 m2 (by 2031)	95,000 m2 2011-31	
People	Growth	Children, young people & learning	Jobs and the economy	% of young people not in Education, employment or training (NEET)	Annual	Lower is better		3.5	4.9	3.7	3.40%	2.30%	2.8%	2.90%	2.8	
Borough	Growth	Economy & Jobs	Neighbourhoods, district centres, planning	The number of small and medium business enterprises (SME's)	Annual	Higher is better		10910	na	11525	12,960	12,840	13880	13880	14000	
Borough	Growth	Economy & Jobs	Neighbourhoods, district centres, planning	Occupation rates - office	Annual	Higher is better					2015/16 data will provide the benchmark	66	66%	60%	88% by 2021	
Borough	Growth	Economy & Jobs	Neighbourhoods, district centres, planning	Occupation rates- retail	Annual	Higher is better					2015/16 data will provide the benchmark	92	92%	93%	Improve / maintain	
Borough	Growth	Economy & Jobs	Neighbourhoods, district centres, planning	The number of apprenticeship participants within the borough		Higher is better					1130	1130	NA	2510	2750	
People	Independence	Families, health & social care	Early interventions	Conception rate per 1,000 girls (aged 15-17) Rolling average		Lower is better		28.6 (rolling average 2012)	27.6	32.13	26.6 (2014)	30.1	27.6	23.9	23	
People	Independence	Families, health & social care	Early interventions	The % of service users who find it easy to find information about support	Annual	Higher is better					Pending HSCIC 2014/15 outturn confirmati	71.60%	72%	67.80%	72.0%	
People	Independence	Families, health & social care	Early interventions	The percentage of carers who reported that they have as much social contact as they would like	Biennial	Higher is better				41.40%	Pending HSCIC 2014/15 benchmarking data	31.70%	33%	27.30%	35.5% (2018-19)	Next Survey is 2018-19
People	Independence	Children, young people & learning	Early interventions	Percentage of three and four year olds accessing funded early education		Higher is better					88% (2014-15)	86%	90%	86%	90%	
People	Independence	Children, young people & learning	Early interventions	Percentage of eligible two year olds accessing funded early education		Higher is better					55% (2014-15)	52%	60%	77%	80%	

Dept.	Area	Portfolio	Outcome	Measure	Frequency	Polarity	Target 2013/14	Outturn 2013/14	Target 2014/15	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Target 2016/17	Outturn 2016/17	Target 2017/18	Appendix 2 / notes
People	Independence	Children, young people & learning	Early interventions	Number of families for whom a Troubled Families Outcome payment is achieved (phase 2)		Higher is better	n/a	n/a	n/a	n/a	250	69	512	453	691	
People	Independence	Families, health & social care	Early interventions	The % of carers who use services who find it easy to find information about support	Biennial	Higher is better					Pending HSCIC 2014/15 outturn confirmati	60.60%	61%	60.90%	62% (2018-19)	Next Survey is 2018-19
People	Independence	Families, health & social care	Early interventions	The % of people who use services who reported that they have as much social contact as they would like	Annual	Higher is better					Pending HSCIC 2014/15 outturn confirmati	45.30%	46%	42.10%	43.0%	
People	Independence	Children, young people & learning	Safeguarding	% of Child in Need assessments carried out within required timescales (45 days)		Higher is better					80%	67%	80%	77.70%	85%	
People	Independence	Children, young people & learning	Safeguarding	The number of Looked After Children (LAC) cases per 10,000 children within the borough		Lower is better		86		87.9		84.43	82.88	86	NA	It is not appropriate to set a target for these measures
People	Independence	Children, young people & learning	Safeguarding	The number of Looked After Children (LAC) cases per 10,000 children within the borough - LOCAL										46.6	NA	It is not appropriate to set a target for these measures
People	Independence	Children, young people & learning	Safeguarding	The number of Child Protection Plan (CPP) cases per 10,000 children within the borough		Lower is better		41.2		39.8	38.3 in line with statistical neighbours	39.7	36	39.5	NA	It is not appropriate to set a target for these measures
People	Independence	Communities, Safety & Justice	Safeguarding	Numbers of new Referrals to the Multi Agency Sexual Exploitation (MASE) panel per calendar month		Higher is Better	NA	NA	NA	NA	NA	NA	15	TBC	8 per month	This measure will be replaced for 2017/18 with a more meaningful measure around child sexual exploitation. Currently work in progress.
People	Independence	Children, young people & learning	Safeguarding	Education, Health and Care (EHC) plans completed within time scales		Higher is Better	NA	NA	NA	NA	New	New	TBC	100%	100%	
People	Independence	Children, young people & learning	Safeguarding	% Stability of children looked after (living with a family for two out of the last two and a half years)		Higher is better					75%	64%	82%	71%	75%	
People	Independence	Families, health & social care	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	Monthly	Higher is better		73.4	80	85.1	85%	88%	90%	84.1% provisional	85%	
People	Independence	Families, health & social care	Safeguarding	% of concluded adult safeguarding investigations where action resulted in risk reduction or removal	Monthly	Higher is better			75	76.9	75%	85%	90%	88.8% provisional	91%	
People	Independence	Children, young people & learning	Safeguarding	Average time between a child entering care and moving in with adoptive family (days)		Lower is better		684	730	674	650	1073	625	395 days	TBC	
People	Independence	Economy & Jobs	Tackling the cost of living	The % of households in Croydon receiving housing benefits	Monthly	Lower is better	NA	NA	NA	NA	New	22.50%	23%	17.40%		Due to the introduction of Universal Credit it is recommended that this measure is removed for 2017/18

Dept.	Area	Portfolio	Outcome	Measure	Frequency	Polarity	Target 2013/14	Outturn 2013/14	Target 2014/15	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Target 2016/17	Outturn 2016/17	Target 2017/18	Appendix 2 / notes
People	Independence	Economy & Jobs	Tackling the cost of living	The % of households in Croydon receiving council tax support	Monthly	Lower is better	NA	NA	NA	NA	New	21%	21%	18.97%	18	
People	Independence	Economy & Jobs	Tackling the cost of living	Number of households engaged with welfare teams who are being provided with debt / budgetary advice	Monthly	Higher is better	NA	NA	NA	NA	3,204	3,501	3501	8194		
People	Independence	Economy & Jobs	Tackling the cost of living	Number of families supported through discretionary housing payments	Monthly	Higher is better	NA	NA	NA	NA	1,350	1,579	1512	1501		Due to the introduction of Universal Credit it is recommended that this measure is removed for 2017/18
People	Independence	Economy & Jobs	Tackling the cost of living	Number of families supported through the Croydon discretionary scheme.	Monthly	Higher is better	NA	NA	NA	NA	1,000	1,150	1284	991		Due to the introduction of Universal Credit it is recommended that this measure is removed for 2017/18
Resources	Independence	Economy & Jobs	Tackling the cost of living	% of people working for the council who are paid the London Living Wage		Higher is better	NA	NA	NA	NA	100%	100%	100%	100%	100%	
Borough	Independence	Economy & Jobs	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		2.9		1.9	1.90%	2.00%	2%	0.60%		Borough - aim to improve
Borough	Independence	Economy & Jobs	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						45.51	Borough - aim to improve	53.68%		Borough - aim to improve
Borough	Independence	Economy & Jobs	Tackling the cost of living	Rate of child poverty (the proportion of children aged under 16 living in low income families)	Annual	Lower is better						21.10%	23%	22.50%		Borough - aim to improve
People	Independence	Families, health & social care	Health	Alcohol related hospital admissions (rate per 100,000 population (narrow)		Lower is better					520.2	527 2013-14	520.2	523	520	
People	Independence	Families, health & social care	Health	Under 75 Mortality rate from cardio-vascular diseases considered preventable (persons)		Higher is better					53.9	51.1 2012-14	53.9	48.4 2013-15	53.9	
People	Independence	Families, health & social care	Health	The estimated % of smoking tobacco prevalence - adults over 18		Lower is better		17.1 (Aug 2012)	na	17 (Aug 2013)	17%	17.70%	17%	17.90%	17%	
People	Independence	Families, health & social care	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		7 (2012/13)	Aim to improve	7.38 (2013/14)	Aim to improve	7.36 (2014/15)	Aim to improve	7.45 2015/16	Aim to improve	
People	Independence	Families, health & social care	Health	Wellbeing– 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		7.46 (2012/13)	Aim to improve	7.6 (2013/14)	Aim to improve	7.36 (2014/15)	Aim to improve	7.73 2015/16	Aim to improve	
People	Independence	Families, health & social care	Health	Happiness - average score out of 10 to the question, overall how happy did you feel yesterday?		Higher is better		7.11 (2012/13)	Aim to improve	7.31 (2013/14)	Aim to improve	7.39 (2014/15)	Aim to improve	7.24 2015/16	Aim to improve	

Dept.	Area	Portfolio	Outcome	Measure	Frequency	Polarity	Target 2013/14	Outturn 2013/14	Target 2014/15	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Target 2016/17	Outturn 2016/17	Target 2017/18	Appendix 2 / notes
People	Independence	Families, health & social care	Health	Anxiety - average score out of 10 to the question, overall how anxious did you feel yesterday?		Lower is better		3.02 (2012/13)	Aim to improve	3.4 (2013/14)	Aim to improve	2.91 (2014/15)	Aim to improve	3.12 (2015/16)	Aim to improve	
People	Independence	Families, health & social care	Health	Percentage of children in Reception (aged 4-5) who are classified as overweight or obese	Annual academic	Lower is better		23.1 (2013/14)	na	22.2 (2014/15)	23.00%	21.5% (2015/16)	23%	21.51% (academic 15/16)	21%	
People	Independence	Families, health & social care	Health	Percentage of children in Year 6 (aged 10-11) classified as overweight or obese	Annual academic	Lower is better		38.3 (2013/14)	na	39%	37.60%	38.9% (2015/16)	37.60%	38.92% (academic 15/16)	38%	
People	Independence	Families, health & social care	Health	Percentage of people presenting with HIV who have a late diagnosis (infected adults)	Annual	Lower is better	Aim to improve	58.3 (2010/12)	Aim to improve	57 2011-13	Aim to improve	58.8% 2012-14	Aim to improve	53.8% 2013-15	Aim to improve	
People	Independence	Families, health & social care	Health	Proportion of people who use services who have control over their daily life		Higher is better						71.50%	75%	70.30%	71%	
People	Independence	Families, health & social care	Health	Life expectancy from birth in years - Men	Annual	Higher is better				80.1 2012-14	Aim to improve	80.4 2013-15	Aim to improve	80.4 2013-15	Aim to improve	
People	Independence	Families, health & social care	Health	Life expectancy from birth in years - women	Annual	Higher is better				83.4 2012-14	Aim to improve	83.4 2013-15	Aim to improve	83.4 2013-15	Aim to improve	
People	Independence	Families, health & social care	Health	Vaccination rate (MMR2) for children at 5 years old		Higher is better					90% (national target)	78.7 2015-16 Q2	90% (national target)	73.6 Q3 2016-17	90% (national target)	
Borough	Independence	Families, health & social care	Health	The proportion of adults classified as overweight or obese		Lower is better					NA	63% 2012 - 14	maintain / improve	64.7% 2013-15	Maintain / improve	Sport England do not set a target for this measure / Croydon maintain - improve
People	Independence	Families, health & social care	Health	The proportion of people who complete psychological therapies (IAPT) who are moving to recovery		Higher is better					50% (national target)	52.6% 2015-16	50% (national target)	49% Q3 2016-17	50% (national target)	
People	Independence	Families, health & social care	Health	% of older people discharged from hospital to their own home achieving independence	Quarterly	Higher is better					88%	85%	88%	91.3% (provisional)	91.50%	
Borough	Independence	Communities, Safety & Justice	Domestic violence and sexual abuse	Percentage of domestic violence sanction detections		Higher is better		28.4	Not appropriate to set a target	33	Not appropriate to set a target	29%	Not appropriate to set a target	30.58%	Not appropriate to set a target	
Borough	Independence	Communities, Safety & Justice	Domestic violence and sexual abuse	Number of cases of domestic abuse referred to the Multi Agency Risk Assessment Conference (MARAC)		Higher is better						448	360	578	500	
Borough	Liveability	Communities, Safety & Justice	Roads, transport and streets	Percentage reduction in road Casualties (3 year rolling average)		Lower is better		1164	1092	1054	1069	1115	1069	1084 2013-15	TBC	

Dept.	Area	Portfolio	Outcome	Measure	Frequency	Polarity	Target 2013/14	Outturn 2013/14	Target 2014/15	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Target 2016/17	Outturn 2016/17	Target 2017/18	Appendix 2 / notes
Borough	Liveability	Transport & environment	Roads, transport and streets	Proportion of journeys starting in Croydon made by sustainable means (walking or cycling)		Higher is better					TBC	29% 2011-14	improve on 2011-14 outturn	26% 2013-14/2015-16	Improve / maintain	
Place	Liveability	Transport & environment	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		9%		6%	5%	6%	5%	6%	5%	
Place	Liveability	Transport & environment	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		13%		7%	6%	6%	5%	3%	3%	
Place	Liveability	Transport & environment	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	40	3980	1964	5,350	
Place	Liveability	Transport & environment	Roads, transport and streets	The % of street lights currently in light		Higher is better					99%	100%	99%	99.88%	99%	
Place	Liveability	Transport & environment	Roads, transport and streets	New M2 of road resurfaced during the year		Higher is better					124,000 m2	137,636 m2	180000 m2	182,509m2	140,000 m2	Reduced target due to reduction in TfL funding
Place	Liveability	Transport & environment	Roads, transport and streets	% of borough roads (% of total road length) where 20 mph limits have been introduced.		Higher is better	NA	NA	NA	NA	2015/16 data will provide the benchmark	NA	40%	40%	80%	
Place	Liveability	Transport & environment	Roads, transport and streets	Road congestion - crude average vehicle speeds (mph) on Croydon A roads during weekday morning peak		Higher is better					NA	14.9mph	NA		NA	This data is no longer provided since December 2015 - measure to be removed
Place	Liveability	Clean green Croydon	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		42.16%	45%		45%	38.87%	45%	38.60%	40%	
Place	Liveability	Clean green Croydon	Cleaner and greener	The percentage of fly-tips removed within the specified time frame (48 hours)		Higher is better			80	82.57	80%	75%	80%	82.54%	80%	
Place	Liveability	Clean green Croydon	Cleaner and greener	The number of fixed penalty notices issued by the council for incorrect disposal of rubbish		Higher is better		470	600	657	1000	1100	1000	845	1000	
Place	Liveability	Culture, leisure & sport	Parks and open spaces	Positive and Practical Action in Parks - total number of volunteer days' (<i>Previously Number of Friends and Conservation groups who are involved in their local park</i>)		Higher is better	NA	NA	NA	NA	New	New	4,200	5400	4500	
Place	Liveability	Culture, leisure & sport	Parks and open spaces	Number of events held in parks (including charity & commercial)		Higher is better	NA	NA	NA	NA	New	99	88	97	90	
Place	Liveability	Culture, leisure & sport	Sport	Number of people participating in sports and leisure activities at Leisure centres (all groups)		Higher is better		843230		856161	None	817,776	817,776	964,405	850,000	

Dept.	Area	Portfolio	Outcome	Measure	Frequency	Polarity	Target 2013/14	Outturn 2013/14	Target 2014/15	Outturn 2014/15	Target 2015/16	Outturn 2015/16	Target 2016/17	Outturn 2016/17	Target 2017/18	Appendix 2 / notes
Borough	Liveability	Culture, leisure & sport	sport	% Adults (aged 16+) participating in sport & active recreation for at least 30 minutes in the previous 28 days		Higher is better	Sport England do not set a target		Sport England do not set a target		Sport England do not set a target	34.3% 2014-15	Sport England do not set a target	34.7% 2015-16	Maintain / improve	
Place	Liveability	Culture, leisure & sport	Sport	Number of community sports clubs	Annual	Higher is better					2015/16 data will provide the benchmark	296	296	305	250	
Borough	Liveability	Communities, Safety & Justice	Policing and crime	Incidence of anti social behaviour		Lower is better					NA	8118	NA	9404	NA	
Borough	Liveability	Communities, Safety & Justice	Policing and crime	Resident confidence in Policing		Higher is better					66%	57%	66%	64%	66%	
Borough	Liveability	Communities, Safety & Justice	Policing and crime	How safe people feel in Croydon?	Annual	Higher is better					72%	77%	77%	N/A	N/A	This survey is no longer undertaken - measure to be removed
Borough	Liveability	Communities, Safety & Justice	Policing and crime	How people rate the overall level of crime in Croydon today compared with the overall level one year ago?	Annual	Lower is better					68.50%	73.00%	73%	N/A	N/A	This survey is no longer undertaken - measure to be removed
Borough	Liveability	Communities, Safety & Justice	Policing and crime	New measures will be set based on Police and Crime Plan 2017-2021												New measures will be set based on Police and Crime Plan 2017-2021
People	Independence	Children, young people & learning		Number of new entrants to youth offending service												New - request to add to the framework
People	Independence	Children, young people & learning	Jobs and the economy	% care leavers in Education, Employment, Training (EET)												New - request to add to the framework

