

For General Release

REPORT TO:	CABINET 22 January 2018
SUBJECT:	Corporate Plan performance – April to September 2017
LEAD OFFICERS:	Jo Negrini, Chief Executive Sarah Ireland, Director of Commissioning & Improvement
CABINET MEMBERS:	<p>Councillor Tony Newman – Leader of the Council</p> <p>Councillor Simon Hall, Finance & Treasury</p> <p>Councillor Alisa Flemming, Children, Young People & Learning</p> <p>Councillor Louisa Woodley, Families, Health & Social Care</p> <p>Councillor Alison Butler, Homes, Regeneration & Planning</p> <p>Councillor Hamida Ali, Communities, Safety & Justice</p> <p>Councillor Mark Watson, Economy & Jobs</p> <p>Councillor Stuart Collins, Clean Green Croydon</p> <p>Councillor Stuart King, Transport & Environment</p> <p>Councillor Timothy Godfrey, Culture, Leisure & Sport</p>
WARDS:	all
<p>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</p> <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 its partners accountable for the delivery of key outcomes.</p>	
<p>FINANCIAL IMPACT There is no financial impact arising directly from this report</p>	
<p>KEY DECISION REFERENCE NO: This is not a key decision</p>	

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

Recommendations

1. The Cabinet is recommended to:
 - 1.1 Review the performance for the period April to September 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.

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 period April to September 2017 to enable the Council and our residents to track progress and success in a way that promotes openness, transparency and accountability.
- 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 performance during 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.
- 2.4 The Corporate Plan and supporting AfC performance framework are now in the final year of delivery and this is an appropriate point to reflect on the performance and achievements to date. The Council has made significant progress in delivering its outcomes with achievements against a backdrop of reductions in funding and increasing demand for services in terms of volume and complexity.
- 2.5 Key successes relate to employment, education, health and tackling homelessness. These are issues that the Opportunity and Fairness Commission identified as key priorities for Croydon residents. In addition the Council has supported business to grow in all of Croydon and ensure that all of our residents have the opportunity to benefit from the rewards of a regenerated Croydon.
- 2.6 The council with its partners has put an emphasis on supporting young people. This includes investment into youth facilities, supporting effective

schools and colleges and creating job opportunities here in Croydon. There are real challenges around youth violence and attainment across all groups and we needed to invest in and improve our Children's services. There is an increasing emphasis on partnership work and performance to understand how we can collectively tackle some of these issues. The borough has a large youth population and we have emphasised that that regeneration and investment provides the best context for young people to live and grow in Croydon..

- 2.7 The Council has worked to strengthening local communities and build resilience. This is through a combination of activities including campaigns like "Don't Mess with Croydon" that focuses on the public realm or "Choose your Future" that supports young people to make positive choices in their lives. We have put time and investment into our cultural offer because of the benefits this can bring for wellbeing as well as investment into the borough. We have also empowered communities through the community ward budgets and devolved decision making through the devolution pilots. The successful work of Gateway has been our response to helping and supporting people facing financial challenges across benefits and housing needs. There has also been a focus on the support for the most vulnerable in our community through building a borough wide response to major issues such as domestic abuse and sexual violence and social isolation. There is a lot more to be done, however the council along with its partners has put in place a lot of strong work that will be important for taking Croydon forward in 2018 onwards.

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 April to September 2017, together with narrative setting the current context and performance improvement plans in place is attached in Appendix 1 of this report.

- 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. The challenges faced and the improvements made, around these areas 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 (A)
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 (G)	To create a place where people feel safe and are safe <i>(measures currently being developed as part of Mayors Police & Crime Plan)</i>	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 (A)
To grow a thriving and lively cultural offer which engages communities and supports regeneration	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 (A)
To provide a decent, safe, affordable home for every local resident who needs one (A)	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 2017/18 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

- ✓ Following the Small Business Commission, the Council in partnership with Croydon Business Network launched an action plan to further support SMEs
- ✓ £77,000 of business rate relief given to businesses supporting 82 jobs since April 2017
- ✓ Public realm development nearing completion Thornton health and South

- Norwood and construction underway New Addington to develop a new community and leisure centre along with new housing.
- ✓ 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.
 - ✓ In October 2017, High Street Croydon became pedestrianised as part of a 12 month pilot to boost the night time economy and improve movement around the town centre.
 - ✓ Purley shoppers, traders and visitors can enjoy improved parking facilities now that the £200,000 upgrade to the town's multi-storey car park is complete.

A programme of temporary public realm improvements will be delivered throughout 2017/2018 ahead of a full implementation of public realm projects starting from April 2018. These support the ongoing regeneration and engage parts of the community whilst the main programme takes shape.

The number of SMEs has grown significantly within the borough and the Council continues to ensure further support is available to local businesses. The Croydon Enterprise Loan Fund has a new provider and has increased the lending portfolio to £4m for the next three and a half years.

The Council has implemented a new discretionary business rates relief scheme to promote business growth and create and safeguard jobs. It has also initiated and supported the research of a business-led Small Business Commission to help to identify the support needed to enable business growth within the borough.

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 the Business Improvement District (BID) to identify priorities for investment to support local businesses and ensure thriving district centres.

Jobs and the economy

Achievements in the last six months

- ✓ The Croydon Partnership- Westfield and Hammerson redevelopment has been approved and will create around 7,000 new jobs for local people.
- ✓ Since October 2017, 24 young people have started an apprenticeship with Croydon Council on minimum 12-month contracts.
- ✓ Croydon Works, the Council's jobs brokerage service, continues to ensure residents benefit from the employment opportunities.
- ✓ 147 people have been successfully helped into work, 70 residents

have been on to training courses to develop new or existing skills and more than 1,000 people have engaged with over 120 local employers

The Council continues to build on its ambitious plans for economic growth and 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.

HM Revenue and Customs have now moved to Croydon, with 2,500 employees occupying 184,000 square feet of the building at One Ruskin Square. Other organisations with office space in Croydon include EDF Energy, The Body Shop and Superdrug.

Croydon's Good Employer Charter continues to help to boost the local economy through support to the local supply chain, creation of job opportunities and ensuring employees are paid a fair wage. 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.

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. A new provider was appointed in November 2017 and targeted work will take place over the next quarter working with residents on the Shrublands estate. This will be delivered in partnership with Gateway.

Education and learning

Achievements in the last six months

- ✓ Croydon's performance in the Early Years Foundation Stage Profile at age 4 or 5 improved by 3.0% from 2016 to 73.4% and is now above London (73%) and the national (70.7%).
- ✓ Key Stage 2 tests at age 11 showed that in 2017 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.
- ✓ In November 2017, 90% of our secondary schools were judged to be Good or Outstanding by Ofsted.
- ✓ The number of Croydon parents getting their first-choice primary school in 2017 has risen by 4% over the last year.
- ✓ Almost 50% of secondary aged pupils attend an Outstanding School, significantly higher than the national average of 27%.
- ✓ Croydon Schools A Level results were above the national average at 98.3%, compared to a national result of 97.9%

Improving educational attainment is a top priority of the Council and makes a major contribution to the improvement of life chances and the reduction of inequality. More school places are being created and improvements in educational outcomes will close the gap for vulnerable and underachieving children.

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. In addition negotiations continue about the development of a post-16 Special educational needs and disability (SEND) facility on this site.

Croydon College wants to develop an Institute of Technology (IoT), focussing on skills needed in the tech sector. If granted, this IoT will be in partnership with Sussex University, Tech City, Brighton Metropolitan College, Sussex Wired and Richmond College and will provide cutting edge facilities and training in Tech for adults.

Culture

Achievements in the last six months

- ✓ The Westfield and Hammerson redevelopment has been approved and will include leisure facilities, a multi-screen cinema and bowling alley.
- ✓ Surrey Street Market re-opened after refurbishment in September 2017.
- ✓ Croydon Art Society Annual Exhibition, The Royal Photographic Society's Visual Arts Group exhibition, and the 'Discover Your High Street' pop-up exhibition and Museum of Croydon at Croydon Clocktower.
- ✓ A two-day sell out music festival launched Croydon's new Boxpark pop-up food and drink venue.
- ✓ International Playwriting Festival held in the Council Chamber and the Open House London event to celebrate Croydon's architectural offering.
- ✓ Two new exhibitions - 'The Petherick family album' and 'Bones of Croydon'.
- ✓ Borough's first Pridefest in August 2017 - a celebration of south London's LGBT+ community - was the second-largest 'pride' event inside the M25 this year.
- ✓ Club Soda continues to deliver their programme of arts workshops and events run for and by people with learning disabilities.

Plans have been approved for the first major development phase of a new cultural quarter at College Green incorporating the Croydon Clocktower, Surrey Street, Exchange Square and the Minster, to provide a vibrant destination for arts, education and culture, including a refurbished Fairfield Halls and more than 2000 new homes.

The refurbishment of Fairfield Halls into a world class arts and cultural facility is now underway. The Council has secured 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 to deliver a facility of the highest standard in 2018.

Development 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.

Housing

Achievements in the last six months

- ✓ The number of households approaching the Council as homeless and the number of new homeless applications continue to fall, continuing the trend of the previous 6 month period.
- ✓ Intervention events held for households in B&B have resulted in 81 households moving out of B&B so far this year. Year-end estimates suggest performance will reach 700.
- ✓ One of the most successful achievements has been the reduction in the number of families with children in B&B for more than 6 weeks. This fell from 37 to 10 households by the end of September.
- ✓ 51 empty properties have been returned to use so far this year.
- ✓ The homelessness prevention trailblazer, working closely with DWP, proactively manages the impact of new welfare and benefit changes on customers and helps to prevent homelessness
- ✓ Local Family Offer with targeted approach towards families at risk of financial and housing instability and working with families in a co-ordinated way to achieve positive outcomes.
- ✓ Croydon Choice – choice based lettings service launched

The Council has a clear strategy to deliver more affordable homes. Three limited liability partnerships (LLP) have been created to increase the supply of affordable homes. Also, a resolution has granted key planning applications to enable more affordable homes within the pipeline.

A new charitable body, Croydon Affordable Homes, has been set up to oversee the new LLP, and as a first step, 96 families currently in emergency and temporary accommodation will be offered 12 month tenancies with a further option of a 3 year tenancy.

A major challenge ahead is the implementation of the Homelessness Reduction Act in April 2018 which places significant additional homelessness prevention duties on the council. The Government has provided extra funding which the Council will use to recruit 16 new homelessness prevention posts and a set up a new single homelessness team.

Croydon Choice – the Council's choice based lettings service – has already advertised around 300 homes, attracting a total of 28,230 bids from registered applicants. The dedicated website – www.croydonchoice.org.uk – provides feedback to applicants on their re-housing prospects.

The adopted Local Plan (2013) seeks an average of 35% of new homes to be affordable over the period 2011-2031. Croydon households will get cheaper rents in 340 properties, paying just 65% of the typical private rent, if innovative council proposals for genuinely affordable homes are approved.

3.3.2 INDEPENDENCE

Early interventions

Achievements in the last six months

- ✓ Tracking of over 1,800 troubled families who are receiving a range of interventions.
- ✓ Kitchen Social Hubs provide free meals in the holidays and encourage cooking and eating in a family setting.
- ✓ The community meals project launched in August 2017 is starting to take referrals from meals on wheels drivers to support older isolated people.
- ✓ Croydon Council's 'shared lives' programme, helping people with learning disabilities to live independent lives in the community, continues to grow and was recently rated 'Excellent' by CQC.
- ✓ Walk in our Shoes, a powerful listening exercise with people with learning disabilities, was conducted on behalf of the All-Age Disability service.
- ✓ Over 300 carers and organisations have been involved in the Carers Engagement workshop in 2017.
- ✓ Careline services continues to provide an effective 24 hour response service into people's homes enabling people to continue to live independently in their own homes.
- ✓ Community Connect extends the Gateway approach out into the community and provides solutions for the most vulnerable residents in New Addington and Fieldway.
- ✓ The Food Stop, London's first combined welfare and membership food shop, was launched in October 2017 at an event attended by nearly 400 local residents. It offers residents around £20 worth of fresh fruit, vegetables, meat, dairy and other foods each week for £3.50 per week and membership provides a clear pathway to employment, improved housing options and financial stability.

Early interventions play a vital part in helping families to be healthy, resilient and independent. Over the last two years, much has been done to engage residents in the review, design and implementation of service improvements. As these improvements are embedded this will improve the perception of the level of social contact and services for both service users and carers.

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

In September 2017 the Government introduced the extended entitlement of

an additional 570 hours of childcare for all eligible 3 and 4 year olds with eligibility linked to parental employment. Currently in Croydon, 1,191 children are accessing these additional hours. The take-up of funded 2 year old places has stabilised at around 1,200 children per term.

The conception rate in Croydon amongst 15 - 17 year olds is higher than the averages for London and England although there has been a steady decrease in the borough and London wide in recent years. The Sexual Health and HIV partnership board is arranging a dedicated learning session for 2018 to raise awareness of teenage pregnancy in the borough and to develop a Croydon wide action plan to effectively reduce teenage conception.

Croydon is facing pressures in connection with an ageing population and an increase in the number of people with complex care and support needs. 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. Over the last two years, much has been done to engage residents in the review, design and implementation of service improvements.

A key strategic direction for Croydon is to secure a sustainable future for adults and all age disabilities services. Building on the phase one Transformation of Adult Social Care (TRASC) Programme, the ADAPT programme (phase two 2017-2020) will continue with the delivery of ongoing TRASC projects, whilst ensuring all projects underway and / or emerging should, where relevant, progress against the objectives of the One Croydon Alliance.

The Shrublands project has launched new Digital Hubs at the Shrublands Coffee and Advice Shop, Shirley Community Centre and Shirley Children's Centre. Activities include a teaching programme for local community groups, job searches, digital skills training and employability sessions. Outreach activities include parents and partners programmes, monthly tenancy, benefits and welfare surgeries.

Croydon's youth engagement team deliver weekly outreach sessions for younger people (aged 11 to 12 years). Croydon Works and Gateway staff have met with community leaders and young people to offer employment advice, support and links to job opportunities, with one young person successfully finding work as a result.

Health

Achievements in the last six months

- ✓ Croydon Council's leisure centres offered free summer swimming for under-16s from Monday 24 July to Tuesday 5 September 2017.
- ✓ A dedicated learning session is being planned for 2018 to raise awareness of teenage pregnancy in the borough and to develop a Croydon-wide action plan to effectively reduce teenage conception.

- ✓ The Council's performance in enabling older people leaving hospital to remain at home is now well above target and exceeds the London and England averages
- ✓ As part of the Live Well Programme, there have been 8,000 users of the JustBe Croydon website and over 300 residents have been seen by Live Well Advisors across the borough.
- ✓ Results from 3-month follow-ups have shown over 80% have achieved at least one of their goals in working towards a healthier lifestyle.
- ✓ The 2016 figure of 13.2% for smoking tobacco prevalence is lower than anytime in last 5 years

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 2013/2015 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 was rolled out in early in the year.

The Living Independently for Everyone (LIFE) programme will establish an integrated reablement and rehabilitation service across the borough that will operate as a single community based team under one management structure. The focus of the service will be to enable the person to regain their optimum state of wellbeing and to live independently.

Safeguarding

Achievements in the last six months

- ✓ The implementation of the Safeguarding Triage process to ensure that safeguarding resources are focussed on the more serious cases.
- ✓ Ongoing review and improvement of how S42 Safeguarding Enquiries (investigations) are undertaken.
- ✓ Continued 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.
- ✓ The continued focus of the Croydon Safeguarding Adults Board (CSAB) in ensuring that multi-agency performance improvement is at the heart of the Boards agenda.

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. The Council continues to work with partners to ensure the children and vulnerable adults of Croydon are protected.

There has been a significant increase in the number of contacts with adult social care through the Central Duty Team and longer waiting times for social care assessments have resulted. Croydon has the largest care provider market in London and continues to receive and deal with increasing safeguarding concerns.

The Centralised Duty Team is working a system of prioritising new referrals according to risk. 'Level 1' graded cases will be assessed within the 35 days. However, those graded 'Level 2' are often placed on a waiting list which means that they may go over the 35 days set target.

The Council's improvement agenda will focus on delivering personalised, sustainable solutions through an asset-based approach and reducing the need for specialist services. The Council's investment in the Croydon Alliance programme and projects such as CREST, are supporting the personalisation approach to help manage demand.

Following the OfSTED inspection of Children's Social Care in July 2017, published September 2017, there has been an increased focus on key areas for improvement in children's safeguarding. A refreshed vision for children has been developed, high levels of staff engagement have happened and a Children's Services Improvement Plan has been developed. The Council has set up a Children's Improvement Board which is independently chaired and has representatives from across the Council, elected Members and key partners. The focus will be on keeping children safe; improving quality of front line practice and implementing a strong learning culture. There will be an increased focus on recruitment and retention of social workers and first line managers over the coming year.

The number of looked after children (LAC) in Croydon as a proportion of the population is high due to the number of Unaccompanied Asylum Seeking Children (UASC) in Croydon as we are a Gateway authority. As at 31 March 2017, there were 793 looked after children, made up of 400 Croydon looked after children and 393 UASC. The overall number has fallen slightly as at the 31 September 2017 to a total of 780 looked after children, with 441 Croydon children and 339 UASC.

In 2015/2016 the average time between entering care and being placed with an adoptive family was 1,073 days. For 2016/2017 this dropped to an average of 395 days because many children who have waited a long time have now been adopted and children who have been known to the Council for a shorter period of time have been tracked more robustly and placed more quickly

Tackling the cost of living

Achievements in the last six months

- ✓ In 2017/2018, over 5,000 households (including 440 care leavers) have been supported to maximise their income, which equates to over £6.6m extra monies for these households in the year.
- ✓ Nearly 2,000 residents have been assisted with discretionary support, which had aided homelessness prevention and helped where needed access to food and utility vouchers.
- ✓ So far this year, 2017/2018, 322 residents have been assisted into employment, work placements and courses. This compares with the 378 assisted in the full year 2016/2017.
- ✓ Over 400 staff in Gateway, Housing and Resources have been trained to provide budgeting support to residents
- ✓ 1,000 residents have attended various workshops across the borough offering employment, budgeting, debt and Housing Options advice.
- ✓ In the first seven months of 2017/2018, 3,304 residents in receipt of Universal Credit have been supported with personal budgeting support and have been assisted digitally. In 2016/2017, the number for the whole year was 2,200 residents.
- ✓ Croydon Council/Go on Croydon has 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.
- ✓ Membership of Croydon's Credit Union has increased to over 4,750.

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

The Council is using £800k funds (from Homelessness Grant) to top up its Discretionary Housing Payment fund, to support residents most heavily impacted by Universal Credit. This fund aims to prevent homelessness and to safeguard tenancies in the most vulnerable households.

Domestic abuse & sexual violence and sexual exploitation

Achievements in the last six months

- ✓ External funding of £260,000 secured to strengthen domestic abuse service provision in the three London Boroughs of Croydon, Bromley and Bexley between 2016 and 2018.
- ✓ Referrals to Multi-Agency Risk Assessment Conference continue to rise, implying greater identification of victims of DASV at high risk of harm.
- ✓ 'Operation Raptor 2' was completed by a joint Police and Children Social Care investigation team resulting in 32 drug dealing lines running from

- Croydon being identified.
- ✓ 'Operation MakeSafe' activity has continued with resources specifically targeted to safeguard vulnerable children and to identify perpetrators.
 - ✓ 'Operation Rosario', a Police-led operation to target Child Sexual Exploitation within the borough was implemented resulting in a disproportionate number of young Black women being 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 CSE in the community.

Tackling Domestic Abuse and Sexual Violence (DASV) and child sexual exploitation (CSE) remain high priorities for the Council. DASV is being tackled by the Council through the Family Justice Centre (FJC) and engaging with partners.

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

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.

Domestic abuse champions will be recruited and trained in the wider community and there will be dedicated leads for domestic abuse in schools and in GP surgeries so that those experiencing abuse will have more timely access to support.

Over the past year a significant amount of activity has been undertaken to prevent Child Sexual Exploitation (CSE) in Croydon. Following the Joint Targeted Area Inspection which highlighted our nationally recognised work to combat and prevent CSE, multi-agency arrangements have been strengthened and the Croydon MASH has been recognised as one of the most effective by the Metropolitan Police Service.

The Council continues to work with neighbouring boroughs to improve intelligence sharing and, in particular, lists of high risk of children placed by other local authorities. The Council continues to work with schools by providing information to students, parents and teachers.

3.3.3 LIVEABILITY

Cleaner and Greener

Achievements in the last six months

- ✓ The team of dedicated Street Champions continues to grow and numbers over 330.
- ✓ The number of Community Clean-ups has gone up since 2016/2017.
- ✓ The number of fly-tips collected within 48 hours has increased. The performance represents a year-on-year improvement and is significantly higher than the 3% of fly tips collected within 48 hours in 2014.
- ✓ 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.
- ✓ 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.
- ✓ The number of fixed penalty notices (FPNs) issued for incorrect disposal of rubbish has decreased and indicates the positive impact of work undertaken to drive behaviour change through a mix of education and punitive measures.

Croydon continues its efforts to create and maintain a cleaner, greener environment, with the “Don’t Mess With Croydon” campaign continuing to impact on waste crime and street cleanliness.

Through the South London Waste Partnership (SLWP), 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.

As part of the “Take Pride” element of the council’s campaign, a pilot mobile task force has 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.

The Council has been trialling 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.

The SLWP will harmonise waste collection services across Croydon, Kingston, Merton and Sutton, realising substantial cost savings for the four boroughs. The new collection regime is expected to result in at least a 4% increase in recycling performance across the partnership boroughs. The new contract will take effect in April 2018 for Street Cleansing services, and October 2018 for waste collection services.

Policing and crime

Since 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. Croydon's local priorities have been agreed as violence with injury (non-domestic), burglary and anti-social behaviour.

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.

Roads transport streets.

Achievements in the last six months

- ✓ The opening of the new bus station at West Croydon has increased capacity by 21% and can accommodate 23,000 passengers a day.
- ✓ The street lighting replacement programme has completed with the installation of 23,630 streetlights that are modern and cost-efficient and make our roads brighter and safer.
- ✓ 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.

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 below the target. In order to increase capacity, there are plans to effectively integrate walking and cycling into local place plans and the growth zone. Additional staffing resources are being recruited to support the 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.

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. Areas 1 and 2 in the north of the borough were implemented in September 2016 and April 2017 respectively. Area 3 is expected to be implemented in Autumn 2017, Area 4 around Christmas 2017 and Area 5 in March 2018.

Sport

Achievements in the last six months

- ✓ Throughout the summer, free swimming was available to children under 16 years of age at all the Croydon leisure centres.
- ✓ 'walking for Health' Croydon's healthy walking scheme, was shortlisted for a Team London award in the sports and healthy living category.
- ✓ Sports fans across the borough were offered the chance to see world-class athletes in the IPC World Para Athletics Championships at hugely discounted prices in June 2017

The existing leisure contract expired 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, offers of free introductory sessions for new members, rewards for people who encourage friends and/or relatives to sign up to participate. are all 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 continues to support satellite clubs, with just over 30 operating. Sports include rugby, taekwondo, dance, table tennis, golf, basketball, athletics, boxing and korfbal, with the aim that clubs become sustainable after funding ceases.

Parks and open spaces

Achievements in the last six months

- ✓ Over 5,000 volunteer days were spent on positive and practical action in parks.
- ✓ The fundraising efforts of residents paid for a new £100,000 playground at South Norwood Lakes.
- ✓ The new BMX track has been built in Norbury Park, provided by the council using money from private housing developments.
- ✓ The ancient Great North Wood that gave its name to Croydon's Norwood

wards was partially revived with a £700,000 grant from the Heritage Lottery Fund.

- ✓ For the second For the second consecutive year, Love Lane in Woodside has been named London's Play Street of the Year – the capital's best street for children to play safely outside.

Croydon is the greenest borough in London with over 127 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. 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.

3.3.4 ENABLING

Finance

The forecast revenue outturn at the end of the second quarter of 2017/18 is **£797k**, this is before exceptional items of **£4.3m**, resulting in a total overspend of **£5.097m**, The exceptional items relate to additional costs associated with Unaccompanied Asylum Seeking Children (UASC) and the impact of the failure of Central Government to implement the provisions of the Immigration Act.

Fairness and equality

Achievements in the last six months

- ✓ The Council obtained accreditation as a Flexible Working Borough.
- ✓ “We Stand Together” community event to support communities impacted by hate crime and explore issues that face different communities within Croydon.
- ✓ In-person visits to the council have been reduced by around 30% each year. This has saved on staffing costs and seen customer satisfaction rise from 57% to 98%.
- ✓ Croydon Council received the Local Government Chronicle award for adopting a range of technologies that have made it easier for local residents to access services online.
- ✓ A council-run Croydon event for local businesses to hire applicants with disabilities was staged in October at Croydon College.

The Council developed its Opportunity and Fairness Plan 2016-2020 based on the findings of the Opportunity and Fairness Commission and reset its statutory equality objectives for that period. The equality performance measures have been embedded in the Corporate Plan performance framework, commonly known as Ambitious for Croydon.

The Child Poverty Plan focuses on increasing flexible working opportunities and obtaining accreditation as a Flexible Working Borough. The Good Employer Charter, launched in January 2017, 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.

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, education, training or support for job readiness. There is also a focus on equipping the borough to embrace disability in the community.

Through the Croydon Young People-led “Child Poverty Plan” a 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. The main focus of the Partnership has been increasing flexible working opportunities in Croydon.

The Good Employer Charter, launched in January 2017, includes a key focus on inclusive employment practises which includes flexible working. In education, the Borough schools continue to perform at or above the English average in key attainment areas. However, there are number of areas in the

Borough where BME communities and Looked After children perform below the English average.

Adult and Community Learning via CALAT shows that achievement rates for both BAME groups and learners with disabilities are above the national average and support for learners remains good.

Open and accountable

As the Council continues to see pressures on its services, the increasing number and nature of FOI requests, year on year, 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.

Work continues with services and the Council's Legal team to ensure the right awareness and additional guidance for completion of responses across the organisation is met. 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 1 complaints in the second quarter to 30 September 2017 has decreased by 22% compared to the same time last year. 30% of these Stage 1 complaints were upheld. However, there has been an increase of 18% on complaints escalating to Stage 2 compared to quarter 2 last year.

During quarter 2 the customer commitment was re-launched with a series of activities to re-focus the organisation on delivering our customer promises, to increase satisfaction and reduce complaints. This will form part of an ongoing action plan to ensure that staff are getting the basics of communication and service standards right.

Digital and enabling

Achievements in the last six months

- ✓ 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.
- ✓ 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 been almost 20,000 downloads of the My Croydon smartphone app. These changes alone have saved local taxpayers around £8m, and the plan is to reduce spending on old ways of working by around £1.2m in the coming year.
- ✓ The digital inclusion model The Digital Inclusion model has provided digital skills support, increased digital confidence in over 65's by 42%, increased the number of people with basic digital skills by 12.9% and increased

digital confidence with 70% of small businesses.

The number of transactions completed through 'My Account' has 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.

The Council's transformation programmes, using agency staff to resource 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 overspends in the organisation with the greatest increase in Adult Social Care. Agency staff costs are more expensive than full time equivalent posts so concerted management focus has resulted in over 20 conversions from agency social workers to permanent staff contracts.

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.

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 the areas of high demand detailed in this report which are creating increased pressure on services. With the recent findings of the Ofsted Children's Social Care Inspection and the population expected to grow further in Croydon there could be future financial implications and risk to services.
- 5.2 In addition, the Budget presented by the Chancellor on the 22nd November 2017 failed to announce any changes to the Local Government Funding formula or any additional funding for Social Care in Croydon, therefore putting further pressure on future budgets.

(Approved by: Lisa Taylor Director of Finance Investment and Risk)

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 Sandra Herbert, Head of Litigation and Corporate Law on behalf of Jacqueline Harris – Baker Director of Law 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: Sue Moorman, Director of Human Resources)

8. EQUALITIES IMPACT

- 8.1 One of the key Ambitious for Croydon outcomes is to “drive fairness for all local people, communities and places”. To support this, the performance framework has been designed to measure the disparities in outcomes and opportunities across the borough.

- 8.2 A suite of fairness and inclusion performance measures based on the Council’s statutory equality objectives, 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 its 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 1 April to 30 September 2017 Corporate Plan performance framework, Ambitious for Croydon

Background documents:

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