

# Ambitious for Croydon

## Appendix 1

**Corporate plan 2015-18**

**Performance framework summary report**

**Latest data for 2017/18 as at September 2017**

## Key outcomes – measuring performance

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## GROWTH – Neighbourhoods, District Centres, planning

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To create a place where people & businesses want to be	The number of small and medium business enterprises (SME's)	<b>12,840</b> (2013/14)	<b>14,000</b>	<b>14,790</b>	(G)	No comparative data available
	Occupation rates - Office	<b>60%</b> (Dec 2016)	88% by 2021	Update due December 2017	(A)	NA
	Occupation rates - Retail	<b>93%</b> (Dec 2016)	Improve / maintain	Update due December 2017	(G)	NA
	The number of apprenticeship participants within the borough	<b>2510</b> (2015/16)	2750	Update due November 2017	(G)	Total number of apprenticeship framework achievements (2015/16) London, 46,280 England 503, 900

### GROWTH - neighbourhoods, district centres and planning

Croydon's business community continues to grow with 14,790 businesses located within the borough (99.7% of which are SMEs). Croydon Council continues to support and grow our business community through various initiatives including:-

**The Small Business Commission** - A business led Council initiated commission carried out a large consultation piece in 2017 which resulted in a report launched in September which included a dynamic action plan to support Croydon's SME community. Croydon Council will now be delivering the specified actions with a variety of stakeholders through the Croydon Business Network (a network of business support agencies that include Chambers, FSB, Shaking Hands, Coast to Capital, SINC etc). The delivery of this programme will be showcased in 2018 where the Council will be making 2018 the Croydon Year of Business and delivering a variety of support for business growth through the borough.

**Technology sector** - The borough is now home to 2,005 companies in Technology, Media and Telecoms sector (ONS data). Over the five years 2011-2016 Croydon's Technology sector has grown by 58%. A key priority for the Council is working with SINC and Croydon Tech City to provide a clear plan of delivery to support and deliver scale up for these businesses - this plan will be delivered in 2018/2019 and will build on the high level report created by Regeneris for the 5 boroughs of the South London Partnership and led by the Economic Growth Team.

**The Croydon Enterprise Loan Fund** - The fund continues to address the needs of businesses in the borough - supporting businesses to access finance. The fund's primary function is to support businesses unable to source finance in the usual way. This year is the 10th anniversary of the loan fund. The lending portfolio has been increased to £4m for the period up until 2020. 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 Croydon Business Network** - The network facilitated by Croydon Council have successfully delivered a programme of business support events and training opportunities through Croydon Business Month (October 2017). Approximately 1000 business delegates have been supported through 50 events. The Economic Growth Team will continue to progress this successful partnership throughout 2018, Croydon Year of Business.

**Business rate relief** - Discretionary business rate relief scheme has given £77,000 of rate relief to businesses which have supported 82 jobs since Apr 2017.

**Growth Zone** - In addition to shaping local development, the Council is also driving forward delivery. The Growth Zone has been developed as a collaborative approach between the Council, GLA and TfL to secure investment in the form of the retention of business rate growth in the town centre. It will run for 16 years, with an option to extend by 3 years, and will fund a number of phases of infrastructure delivery, although the focus is on the first five years in order to coincide with major development activity in the pipeline. This will minimise disruption, enable growth to occur earlier and bring forward the benefits of the town centre regeneration.

The programme includes a wide range of infrastructure projects that enable growth in the town centre, largely through the provision of additional transport and highway capacity, but also improve the 'look and feel' of the town centre through significant public realm improvements. Further to this it will oversee the construction and logistics of the programme to minimise disruption in the town centre during the works. Further development of the projects will be undertaken over the next year.

In 2017/18 the Growth Zone saw delivery of a meanwhile programme including the Grange Art Store, the outdoor month long Warhol exhibition which reached an audience of 8,000, pilot Parklets, creative road murals, High Street (experimental) pedestrianisation, 3 major lighting and projection projects with partners including the BIDS and London Lumiere, activation of the College Square (in collaboration with Central St Martin's University), the launch of a Night Time Economy Innovation Fund – 'Good Evening Croydon', and working with partners such as Croydon BID to ensure their projects and interventions are delivered in tandem with the programme.

The next year will see further Growth Zone programme development and delivery with an increased level of community, partner and stakeholder engagement.

**District centres** - District Centre Regeneration at Croydon focuses on the town centres and neighbourhoods of the borough, working with residents and businesses to create healthy and vibrant high streets and surrounding areas. Taking a total approach to place, a holistic regeneration programme of investment and interventions is being developed.

In South Norwood, the Council has been successful in its bid for funding from the GLA Good Growth Fund that seeks to deliver a community led regeneration plan – building on its role as a devolution early adopter, together with Purley and New Addington. Public realm improvements are nearing completion in South Norwood and Thornton Heath; the latter seeing a comprehensive business support package for local traders together with flank wall art and shop front improvements to enhance the district centre. In New Addington, construction is underway to deliver a new community and leisure centre along with new housing on Central Parade. Moving forward, the council will look at the long term requirements for the wider regeneration of Central Parade West. In Ashburton Park, the council has made significant investments in the locally listed, former library building, Ashburton Hall, to make it an attractive, fit for purpose community facility.

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 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 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To enable more local people to access a wider range of jobs	% of young people Not in Education, Employment or Training (NEET)	<b>2.9%</b> (G)	2.8%	Next update June 2018	NA	England 4.2% (G) Quartile A DfE data matrix
	The volume M2 of new Grade A commercial space delivered within the borough	<b>New</b>	95,000m <sup>2</sup> net additional space (2011 - 2031)	<b>32,433m<sup>2</sup></b>	<b>(G)</b>	No comparative data available
	% employment rate <i>Data source Nomis Annual Population Survey data has been reweighted in line with the latest ONS estimates</i>	<b>New</b>	77.30%	<b>78.5%</b> June 2017	<b>(G)</b>	London – 73.7% England – 74.6% (G) June 2017
	% unemployment rate <i>Data source Nomis Annual Population Survey data has been reweighted in line with the latest ONS estimates</i>	<b>New</b>	5.5%	<b>5.2%</b> June 2017	<b>(G)</b>	London – 5.6% England – 4.7% (G) June 2017

### GROWTH - jobs and the economy

#### Employment Rate

Around 203,200 Croydon residents are in employment (78.5%). This means a significantly higher percentage of Croydon's population are employed than is the case for London or England overall. Although this is positive, the borough's residents are more likely to be employed in lower-wage, lower skilled employment; the Council is working with education and training providers to improve pathways into skilled employment. The Council is also working to increase the number of apprentices in the borough, which will lead to better long term prospects for those employees.

#### Unemployment Rate

Croydon's unemployment rate is 5.2%, which means around 10,800 Croydon residents are unemployed; this is below the London rate but above the England rate of unemployment. The Council has implemented a number of initiatives to improve the unemployment rate, as outlined below.

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 ft<sup>2</sup> 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 are ensuring employees are paid a fair wage goes from strength to strength with 32 organisations obtaining accreditation and a further 43 having pledged to work towards accreditation spreading the best employment practices throughout Croydon. 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. The provider – Reed in Partnership has been appointed. 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. Croydon Works, the Council's employment brokerage service has registered over 1200 residents, delivered work related training to 130 residents in various areas including childcare, customer service, construction, security and employability leading to the successful placement of 240 people in to sustainable employment. A key focus for Croydon works are people furthest from the job market such as the long term unemployed and people with disabilities, Croydon Works is focusing on particular sectors where we will see a growth in jobs over the next year, including construction, retail and hospitality. 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 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 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	<b>70.4%</b> (Sept 2016)	71.2%	<b>73.4%</b>	(G)	London 73% England 70.7% Provisional 2016/17 (G)
	% Parents offered one of their top 3 school choices (Primary)	<b>94%</b> (2015/16 entry) (G)	96% (2016/17 entry)	<b>97.7%</b> (2016/17 entry)	(G)	London 94.4% England 96.3% (2016/17) (G)
	% Parents offered one of their top 3 school choices (Secondary)	<b>89%</b> (2015/16 entry) (G)	89% (2016/17 entry)	<b>89.7%</b> (2016/17 entry)	(G)	London 89.1% England 95% (2016/17) (G)
	Educational attainment by the age of 19 at Level 2	<b>88.6%</b> (2014/15 Academic)	86% (2015/16 academic)	<b>87%</b> (2015/16)	(G)	London 87.6% England 85.3% (G)
	Educational attainment by the age of 19 at Level 3	<b>64.4%</b> (2014/15 Academic)	64.9% (2015/16 academic)	<b>64.6%</b> (2015/16)	(G)	London 65.4% England 57.1% (G)
	% of all primary schools given overall effectiveness rating of good or outstanding by OfSTED at most recent inspection	<b>91%</b> (September 2015) (A)	92%	<b>83.1%</b>	(A)	London 94% England 91% (A)
	% of all secondary schools given overall effectiveness rating of good or outstanding by OfSTED at the most recent inspection.	<b>71.4%</b> (June 2015) (R)	82%	<b>90%</b>	(G)	London 89% England 80% (G)
	% of Pupil Referral Units (PRU) given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	<b>100%</b> (March 2015) There were no inspections during 2015/16	100%	No inspections during 2016-17 & 17-18 to date	NA	London 94% England 88%



% of Special schools given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	<b>100%</b> (March 2015) There were no inspections during 2015/16	100%	No inspections during 2016-17 & 17-18 to date	NA	London 95% England 94%
KS2 reading, writing and maths to expected standard	<b>54%</b> (2015/16)	Improve / sustain	<b>63%</b> (2016/17)	(G)	London 66% England 61% Quartile B (G)
Attainment 8 - showing pupils' average achievement in the same suite of subjects as the Progress 8 measure.	<b>48.5</b> (2015/16)	Improve / sustain	<b>44.7</b> (2016/17)	(A)	England 44.2 (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	<b>0.08</b> (2015/16)	Improve / sustain	<b>0.06</b> (2016/17)	(A) A progress score of above 0 means the LA is above national average	London 0.22 England 0 (G)
English and mathematics – the percentage of pupils achieving a C grade or better in both English (either Language or Literature) and mathematics. <b>Please note – This indicator changed in 2017 from reporting 9-4 grades to 9-5 grades</b>	<b>60.6%</b> (2015/16)	Not applicable due to grading system change	<b>40.1%</b> (2016/17)	NA	London 47.7% England 42.2% (G)

### 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 Profile at age 4 or 5 improved significantly once again (by 3.0%) from 2016 to 73.4% and is now above London (73%) and the national (70.7%). The Croydon Best Start 0-5 Programme is working to improve outcomes for children in early years across all areas of learning and development.

**Primary and Secondary Performance** - 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. This means that for the second year in a row Croydon's outcomes at the end of KS2 are above the national average and there was also an improvement in outcomes from 2016. Pupil outcomes at the end of key stage one are also above the national average, as is the percentage of children achieving the expected standard in the phonics screening test. Achievement at the end of Key Stage 4 was not as positive as it has been previously, the percentage of pupils achieving a grade 4 GCSE or above in combined English and Mathematics is below the national average. However, the key national indicator of Progress 8, showed that Croydon's young people make better progress during their secondary education than their peers nationally. The Octavo Partnership continues to engage with all schools, offering challenge and support, to improve outcomes further.

Permanent exclusions remain low when compared with London and national indicators. Officers continue to work closely with all schools in the Borough through the Fair Access Process.

In November 2017 90% of our secondary schools are judged to be Good or Outstanding by Ofsted, which is higher than the national average and in line with inner London schools, 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 slight decline in the percentage of primary schools that are currently judged good or better overall, although recent inspections indicate a reversal of this decline. Recent inspections of our primary schools have been positive. 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 continues to work 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. In addition negotiations continue about the development of a post-16 SEND facility on this site.

Educational attainment by the age of 19 at level 3 is above both national average and the London average. At level 2 attainment in Croydon is above both the London and England averages.

Sussex University has a presence in Croydon working in partnership with Croydon College. Further discussions are taking place with the new VC regarding an increased presence in the borough. In addition, Croydon College has submitted an expression of interest to develop an Institute of Technology (IoT), focussing on skills needed in the tech sector. 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.

**Adult and Community Learning** - CALAT achievement rates dropped 7% in 2016/17 to 82% which is still above provider averages and reflects a national trend. This was largely due to significant changes in accreditation for functional skills and GCSE courses as well as a slight drop in retention rates. The achievement rates for both BAME groups and learners with disabilities are above the national average and support for learners remains good. Due to the introduction of the apprenticeship Levy the number of apprenticeships delivered by the service has increased and this area of work looks set to grow.

## GROWTH - Culture

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To grow a thriving and lively cultural offer which engages communities & supports regeneration	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>	<b>8.22 million</b> (2013-15)	NA	<b>12.5 million</b> (2014-16)	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 both our communities and our visitors and supports regeneration. Plans agreed in November 2014 set out Croydon's vision for the new Cultural Quarter to help spearhead the town centre regeneration and the centre piece of that, the refurbishment of the Fairfield Halls into a world class venue is underway. The council has secured a new operator, BHLive, to run Fairfield Halls when it reopens following a £30m refurbishment.

Croydon's cultural calendar is developing strongly with several successful large scale events in the last year: Pride, Croydon Mela, Dance Umbrella Croydon and the outdoor art exhibition Warhol Croydon – all attracting attendance in the thousands. The cultural partnership fund established in 2015 has levered in external funding at a ratio of 1:2.5 in its first year. Croydon has also made a bid to be London's first Borough of Culture in 2019 on the basis of its strengths, current investment, emerging cultural offer and future potential.

In 2018/19 the council will develop a new set of outcomes and indicators which set both a baseline for engagement in culture and track the impact of the growing cultural offer across the Borough.

## GROWTH - Housing

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 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	<b>1042 cases</b> (R)	930 cases annual 465 cases YTD	<b>384 cases</b> YTD	(G)	No comparative data available
	Number of homeless households living in bed & breakfast and self-contained temporary accommodation.	<b>847</b> (R)	750 cases	<b>772 cases</b>	(A)	No comparable data available
	Number of households with dependent children and/or pregnant woman with no other dependents in bed and breakfast for 6 weeks or longer	<b>37</b> (G)	Less than 60 cases	<b>10 cases</b>	(G)	No comparable data available
	Number of market homes started (for sale or rent)	<b>2521</b> (G)	920 annual 460 YTD	582 YTD	(G)	No comparable data available
	Affordable Housing – the number of affordable homes completed (gross)	<b>334</b> (A)	495 annual	119 YTD	NA (target is at year end)	No comparable data
	The percentage of private rental housing stock licensed through the selective licensing scheme	<b>81%</b> Launched in October 2015	93%	<b>92%</b>	(A)	No comparable data
	The number of empty properties returned to use	<b>137</b> (G)	100 annual 50 YTD	<b>50 YTD</b>	(G)	No comparable data

## GROWTH - housing

The housing and homelessness crisis facing the borough remains extremely challenging, due to the continuing impact of welfare reforms and the pressure on the available housing stock. Croydon is tackling this through a range of initiatives and the significant impact of this is reflected in the Council's performance:

- Homelessness prevention trailblazer – we are working closely with DWP to proactively manage the impact of new welfare and benefit changes by identifying affected customers and providing employment, benefit and financial support to prevent homelessness
- Local Family Offer – targeted approach towards families at risk of financial and housing instability and working with families in a co-ordinated way to achieve positive outcomes
- Housing messaging – a strong communications push, involving residents, to overcome misconceptions about social housing and homelessness and to provide people with information and support to enable them to develop their own solutions

All of the main indicators of homelessness are showing a positive downward trend, reflecting the impact of successful messaging and pro-active prevention work. The number of households approaching the council as homeless and the number of new homeless applications are both falling, continuing the trend of the previous 6 month period. Homelessness acceptances are on a steady downward trend, with 187 recorded in Q2, which places us well ahead of the target.

Successful prevention work is also impacting on the number of new placements in B&B which have fallen by 24% from 108 per month a year ago to 82. Intervention events held for households in B&B have resulted in 81 households moving out of B&B to other housing solutions so far this year. As a result, we are ahead of our target of reducing B&B households to 750 by the end of the year, estimating our end year performance to now 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 and, by end of October, successful intervention work had reduced this to zero, for the first time in several years.

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 recognised the additional burden this imposes on local authorities and allocated additional funding, which we are using to recruit 16 new homelessness prevention posts. We are also creating a new single homelessness team, providing staff training and planning to set up a social lettings agency to create more access to accommodation for council referrals and provide greater support to tenants and landlords.

Work is progressing on a number of initiatives to meet the ongoing lack of affordable long-term accommodation in the private sector. Last year's £15 million investment in the Real Lettings Property Fund has delivered 21 units of private rented accommodation for homeless families to date. A new charitable body has been set up to oversee our new LLP, Croydon Affordable Homes, 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 three year tenancy. This will enable families currently in insecure accommodation to have a stable home and make better life choices. Croydon Affordable Homes will also acquire 250 two & three bed roomed properties to create a portfolio of affordable accommodation for homeless families. Work with the GLA is also progressing to develop an innovative programme of new homes using modular methods of construction to provide an alternative to homeless families living in emergency accommodation.

There are currently 521 affordable homes recorded as being under construction. Affordable housing completions often complete towards the end of the financial year because of many of the schemes are funded.

Croydon Choice – the council’s choice based lettings service – has been live for almost six months. In that time, around 300 homes have been advertised, attracting a total of 28,230 bids from registered applicants. One of the strengths of the dedicated website – [www.croydonchoice.org.uk](http://www.croydonchoice.org.uk) - is that it focuses on giving feedback to applicants on their re-housing prospects. For each bid that is placed, the applicant gets real time feedback on their chances of being successfully shortlisted for the property. In addition, at the end of each month, we publish the outcome of each property advertised, showing how long the successful applicant waited on the housing register. This information is essential to support those in housing need to consider other, quicker, housing options, e.g. in the private rented sector.

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, additional affordable housing is often 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).

Excellent progress has been achieved against the target for returning empty properties to use, with 51 properties returned to use so far this year through the work of a single Empty Property Officer. The recruitment of an additional member of staff is expected shortly which will increase capacity for action to return empty properties to use. 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. A significant development this year has been the use of the council’s compulsory purchase powers to deal with a long-term vacant problem property, clearing the way for similar action, where appropriate, in future.

#### **Selective licensing scheme**

New applications are still being made at the rate of approximately 250 per month. ‘Area action’ work is being undertaken with teams concentrating on small areas and visiting all residential properties to locate unlicensed privately rented dwellings – we plan to do this in 15 small areas, four areas have been completed and around 70 unlicensed properties located, and the fifth area is currently in progress. Programmed inspections of all licensed properties are underway and given the large number it is expected that these will be carried out over the full life of the scheme.

## INDEPENDENCE – Early interventions

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 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	<b>453</b> (A)	768	<b>206</b>	(R)	No comparative data available
	Conception rate per 1,000 girls (aged 15-17 years) rolling average	<b>26.1</b> (rolling average March 2015) (G)	27.6	<b>24.2</b> (rolling average June 2016)	(G)	London 18.5 England 19.2 (R)
	The percentage of carers who reported that they have as much social contact as they would like	<b>31.7%</b> (July 2015) (No target set, London average 35.6%)	35%	<b>27.3%</b> (2016/17)	(R)	London (2016/17) 35.6% England (2016/17) 35.5% (R)
	The percentage of service users who use services who find it easy to find information about support	<b>70.3%</b> (2016/17)	72%	Next survey due 2017/18	NA	London 71.4% England 73.5% 2016/17 (A)
	The percentage of carers who use services who find it easy to find information about support	<b>60.9%</b> (2016/17)	62% (2018/19)	Next survey due 2018/19	NA	London 58.6% England 64.2% 2016/17 (G)
	The percentage of people who use services who reported that they have as much social contact as they would like	<b>42%</b> (2015/16)	43%	<b>42.1%</b> (2016/17)	(A)	London 41. % England 45.2% (2016/17) (G)
	Percentage of three and four year olds accessing funded early education	<b>86%</b> (March 2016)	90%	<b>84%</b> (latest take up figures published June 2017)	(A)	London 84% England 95% January 2017 (G)

	Percentage of eligible two year olds accessing funded early education	77% (March 2017) (G)	80%	86%	(G)	London 71% England 58% January 2017
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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 1,800 families who are receiving a range of interventions. 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 continue to build in the second 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) November 2017** - Despite a steady decrease in recent years, the conception rate in Croydon amongst 15 - 17 year olds is higher than the London and England average.

In August 2017, the Sexual Health and HIV partnership board set up a task and finish group was set up to review Croydon's approach to reducing teenage conception and to identify where improvements could be made. As a result, a dedicated learning session is being planned for 2018 to raise awareness and to develop a Croydon wide action plan to effectively reduce teenage conception.

**Three and four year olds accessing the early education offer** - Currently in Croydon 1,191 children are accessing the additional 570 hours of entitlement offered by national government. The ability of parents to access this offer is hindered by a complicated online application and reconfirmation processes.

Pressure on places which is being monitored closely and changing the dynamic of the market as providers are struggling financially as their capacity to sell additional hours at a market rate rather than a government set rate has been greatly reduced. This directly impacts on their long term financial sustainability and has implications for local authorities in terms of sufficiency of places.

**Two year olds accessing the early education offer** - After a slow start, the take-up of funded 2 year old places has stabilised. According to the September DWP list there were 1,357 eligible children which produces an 86% take up rate. The system of promotion and application within Croydon is now well established. Children's centres contact eligible families and promote the wider Best Start Services and childcare providers support families with online applications via Family Space Croydon as well as offering flexible funded spaces.



**Adult Social Care Quality of Life perception survey indicators** - The adult social care service users and carers perception indicators are based on the national annual survey of service users and the biennial survey of carers (known collectively as the Quality of Life surveys) conducted in 2015 and 2016. 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. It is intended that these improvements will improve our performance in these indicators in forthcoming surveys. Specific approaches we have taken are as follows:

- ✓ Older people engagement in OBC and development of Active and Supportive Communities project to connect people to local community resources
- ✓ Our Personal Independence Coordinators (PICs) based in our 6 Integrated Care Networks (ICNs) are providing tailored information, advice and interventions to reduce social isolation in older people
- ✓ Our 'hoarding project' had successfully worked with a number of service users who are socially isolated and hard to reach
- ✓ We are reviewing our front door to ensure that our information and advice services are more accessible and clearer and we are also introducing an e market place to enable service users and carers to access bespoke services and products to enable them to lead independent lives
- ✓ The community meals project launched in August takes referrals from meals on wheels drivers and to support older people who are socially isolated. Support workers work with people to connect them to local community services and sources of support
- ✓ Development of a joint Carers' Strategy; Launch of Croydon Cares website; RAS for carers to facilitate direct payments; Carers Rights Day events which attracted a large number of carers; stabilised funding for our carers organisations and an increase in carers assessments which address the need for carers to have social contact

**Community empowerment projects** - 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 11/12); one group member has received a Jack Petchey grant in recognition of their volunteering work. We are also working to arrange boxing sessions for young residents. 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.

Community Connect extends the Gateway approach out into the community and provides housing financial stability, homelessness prevention support and food poverty solutions for the most vulnerable residents in New Addington and Fieldway where benefit cap and implementation of universal credit are putting families in real crisis. Outcomes to date: 72 families engaged; 29 tenancies sustained (incl. the prevention of 8 evictions); 14 long-term unemployed residents into work and 13 into training. Cost avoidance savings to the council total just under £300,000 to date and £50,305 of funding has been secured from a range of sources. The Food Stop, London's first combined welfare and membership food shop, was launched in October at an event attended by nearly 400 local residents. The Food Stop 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.

Kitchen Social Hubs are another new early intervention initiative. These provide free meals in the holidays and encourage cooking and eating in a family setting. As well as an opportunity to ensure families are fed and learn about healthy eating, they also enable engagement with families to learn about and address any other issues, at an early stage. The aim is to set up 10 Kitchen Social Hubs within Croydon. Seven have already been identified. Each Kitchen Social Hub will receive £1,200 of grant funding from the Mayor's Fund for London.

## INDEPENDENCE – Health

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 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	<b>17.9%</b> (2015)	17%	<b>13.2%</b> (2016)	(G)	London 15.2% England 15.5% (2016) (G)
	Life satisfaction – average score out of 10 in response to the question, overall how satisfied are you with your life nowadays?	<b>7.45</b> (2015) (G)	Aim to maintain or improve on previous outturn	<b>7.68</b> (2016)	(G)	London 7.54 England 7.64 (2016) (G)
	Wellbeing – average score out of 10 to the question, overall to what extent do you feel the things you do in life are worthwhile?	<b>7.73</b> (2015) (G)	Aim to maintain or improve on previous outturn	<b>7.86</b> (2016)	(G)	London 7.74 England 7.83 (2016) (G)
	Happiness – average score out of 10 to the question, overall how happy did you feel yesterday?	<b>7.24</b> (2015/16) (A)	Aim to maintain or improve on previous outturn	<b>7.61</b> (2016)	(G)	London 7.46 England 7.51 (2016) (G)
	Anxiety – average score out of 10 to the question, overall how anxious did you feel yesterday?	<b>3.12</b> (2015) (G)	Aim to maintain or improve on previous outturn	<b>3.03</b> (2016)	(G)	London 3.12 England 2.91 (2016) (G)
	Percentage of children in Reception (aged 4-5) who are classified as overweight or obese	<b>22.24</b> (2014/15) (A)	23%	<b>21.51%</b> (2015/16 academic)	(A)	London 22% (G)
	Percentage of children in Year 6 (aged 10-11) classified as overweight or obese	<b>38.98</b> (2014/15) (A)	37.6%	<b>38.92%</b> (2015/16 academic)	(A)	London 38.1% (A)
	Persons presenting with late diagnosed HIV (infected adults)	<b>53.8%</b> (2013-15) (R)	50%	<b>48.7%</b> (2014-16)	(G)	London 33.7% England 40.1% (2014-16) (R)

Proportion of people who use services who have control over their daily life	<b>70%</b> (A)	71%	<b>76%</b>	(G)	London 72.6% England 77.6% (2016/17) (G)
% of older people discharged from hospital to their own home achieving independence	<b>91.8%</b>	92%	<b>95.5%</b> Provisional	(G)	London 85.4% England 82.7% (2015/16) (G)
Life expectancy from birth – Men	<b>80.1 years</b> (2012-14)	Aim to maintain or improve on previous outturn	<b>80.4 years</b> (2013-15)	(G)	London (2013-15) Male 80.2 England (2013-15) Male 79.5 (G)
Life expectancy from birth – Women	<b>83.4 years</b> (2012-14)	Aim to maintain or improve on previous outturn	<b>83.4 years</b> (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	<b>73.6%</b> (Q3 2016/17)	90% (national target)	<b>71.3%</b> (Q4 2016/17)	(R)	London: 81.7% England: 88.2% (R)
Alcohol related hospital admissions (rate per 100,000 population (broad))	<b>455</b> (2014/15)	520.2	<b>523</b> (2015/16)	(A)	London – 545 (2015/16) England – 647 (2015/16) (G)
The proportion of adults classified as overweight or obese (Sport England measure)	<b>63%</b> (2012 -14)	Aim to maintain or improve on previous outturn	<b>64.7%</b> (2013-15)	(A)	London 58.8% England 64.8% (A)
Under 75 mortality rate from cardiovascular diseases considered preventable (persons)	<b>51.1</b> (2012-14)	53.9	<b>48.4</b> (2013-15)	(G)	London 48.1 England 48.7 (G)
The proportion of people who complete psychological therapies (IAPT) who are moving to recovery	<b>49%</b> (Q3 2016-17)	50% National target	<b>45%</b> (Q4 2016/17)	(A)	England – 51% (Q4 2016/17) (R)

## INDEPENDENCE - health

Croydon's performance is similar or better than average on a range of health outcome indicators including alcohol related hospital admissions, preventable deaths from cardio vascular diseases and childhood obesity at reception year. Croydon's performance has improved for the several measures of perceived wellbeing and is above the London average for all four of them (Life Satisfaction, Well-being, Happiness and Anxiety).

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, an integrated lifestyle programme with the overarching aim of reducing health inequalities across the borough. It has three components:

1. JustBe Croydon - a multi-behaviour advice and support website
2. Just Live Well Croydon - a 12 month face-to-face behaviour change intervention
3. The Live Well Alliance - a borough wide strategic behaviour change alliance promoting and influencing healthy behaviour change

In the past six months there have been around 8000 users of the JustBe Croydon website and over 300 residents seen by Live Well Advisors across the borough. Results from 3-month follow-ups have shown over 80% have achieved at least one of the goals they set at their initial assessment. These goals include quitting smoking, weight loss, improvement in well-being, reduction in risky levels of drinking and increase in physical activity.

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, encourage Croydon schools to adopt the daily mile and 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. Improved outcomes mean that Croydon no longer has the highest rate in London and now has the 5<sup>th</sup> highest rate.

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.

The 2016 figure of 13.2% for smoking tobacco prevalence is lower than anytime in last 5 years and is comfortably meeting the target of 17%. Children and young people are of particular concern as two-thirds of smokers start before the age of 18. Prevalence is affected both by support given to people who want to quit and by wider tobacco control measures. Croydon's smoking cessation programme prioritises groups at increased risk of harm from smoking including pregnant smokers, young people, those with mental health problems, those with long term conditions and people living in deprived areas. Croydon council supported wider efforts to reduce tobacco use in June 2015 when the leader signed the Local Government Declaration on Tobacco Control. Work is underway to bring together our smoking cessation services with other healthy behaviour services into a single offer, Live Well Croydon

**Adult Social Care promoting independence indicators** - Croydon's performance on indicators relating to personal independence has improved significantly in the last 6 months. The Council has developed an in-house community reablement team as part of a wider transformation of the way we provide reablement and other support services for older people. Our performance in enabling older people leaving hospital to remain at home is now well above target and exceeds the London and England averages. 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. It brings together staff from a number of separate service areas: Reablement, Rapid Response, Intermediate Care, and A&E Liaison services, alongside borough Health and Social Care professionals, clinicians and colleagues, the Falls Service, Careline Plus and Telecare and community organisations and the third sector. The focus of the service will be to enable the person to regain their optimum state of wellbeing, functioning and independence by providing proactive preventative interventions and support at times of greatest need.

## INDEPENDENCE – Safeguarding

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 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)	85%	75.4%	(R)	Local measure – no comparable data available
	Percentage of concluded adult safeguarding investigations where action resulted in risk reduction or removal	88.8% (G)	91%	95%	(G)	London – 91% England – 89.4% (2015/16)
	% of Child and Family assessments carried out within required timescales (45 days)	77.7% (A)	95%	78%	(R)	Local measure – no comparable data available
	Average time between a child entering care and moving in with adoptive family (days)	395 days (G)	558 days	435	(G)	England average: 558 days (March 2012-16 adoption scorecard)
	1) The total number of Looked After Children (LAC) cases per 10,000 children within the borough (Local + UASC)	86 (A)	Not appropriate to set a target	83.7	NA	England 62 (2015/16)
	1a) The number of Looked After Children (LAC) cases per 10,000 children within the borough <b>Local</b>			47.2		
	The number of Child Protection Plan (CPP) cases per 10,000 children within the borough	39.5 (A)	Not appropriate to set a target	47.6	NA	England 43.1 (2015/16)

Education, Health and Care (EHC) plan issued within 26 week timescale	100%	100%	100%	(G)	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)	71% (R)	75%	73%	(A)	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.

**Adult Social Care assessment and safeguarding indicators** - Demand for adult social care continues to increase with more demand for those with complex needs and for safeguarding concerns. Since the introduction of the Care Act where we increasingly act more proportionally to 'demand' and 'need', 100% of 'Level 1' High Priority cases are assessed within 35 days the remainder are assessed according to priority of need and are monitored through our 'In Touch' service.

During 2017-18 the number of safeguarding concerns continues to increase. This is likely to continue as awareness of adult safeguarding grows, which in this context is a positive factor.

Despite the increase there continues to be an improvement in performance as outlined above. Key factors include:

- 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.
- The ongoing work in improving the safeguarding process – which has included a review of how S42 Safeguarding Enquiries (investigations) are undertaken.
- The 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 Leadership role of the Croydon Safeguarding Adults Board (CSAB) in ensuring that multi-agency performance improvement is at the heart of the Boards agenda

Over the next couple of months we will be commissioning an independent review of safeguarding practice to ensure that improvements are being embedded into practice.



**Safeguarding** - The Ofsted SIF inspection which reported in September identified areas for improvement and development. These are now being taken forward through the Improvement Board but the following are key highlights of activity taking place:

- Improvements in the understanding across the strategic partnership of the vulnerabilities related to sexual exploitation and the continued need to develop effective responses.
- We are involving staff in conversations about how to improve and to date have had over 500 staff contributions through a course of “Sprint” sessions. Staff suggestions feed directly into our improvement plan.
- Our priority remains understanding the focus of our work is to continue to improve services and outcomes for children, young people and families in Croydon.

**Assessment timeliness** - Work on improving assessment timeliness throughout the 2016 - 17 year resulted in:

- A significant increase in the number of assessments completed with 45 days from a very low base of below 50% to 77% a year end. These activities were supported by daily reporting on both overdue and upcoming assessments which enabled managers at all levels to track and challenge performance in this area. Indications in the first quarter of the 2017 – 18 calendar year were that this work was continuing to have a positive impact.
- Following the conclusion of the OFSTED inspection in July 2017, referrals into the Assessment Teams increased markedly and increased staffing resource has been allocated to the Assessment Teams service to assist and it is hoped that this will ensure that new assessments allocated within the service are concluded within timescales.

**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. Currently in Croydon this stands at 83.7 children per 10,000 are Looked After. If figures for UASC were disaggregated the ‘per 10,000 rate’ would be lower than our statutory neighbours. Nationally, approximately 6% of Looked After Children are UASC,

As of October 2017 there were 454 local looked after children and 324 Unaccompanied Asylum Seeking Children (UASC). The number of local children has increased and the number of UASC has decreased.

The formal system for transferring unaccompanied child migrants to other local authorities has been introduced by the Home Office. Its efficacy is variable and Council staff are involved in ongoing discussion with the Home Office.

**Adoption Timeliness** - The average time between a child entering care and being placed with an adoptive family has dropped significantly over the past year. Given that these figures represent a small number of children, the overall date can change quite dramatically each time a child is placed. There are currently a small number of children who have waited a long time and when they are placed the average number of days will increase.

**Stability of Looked after Children** - The stability of Looked After Children has remained stable and is 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 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 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)	<b>2%</b> (2016) (A)	2%	<b>0.6%</b> (2017)	(G)	London average 1.4% 2016/17 Croydon average 1% 2016/17 (G)
	The percentage of households in Croydon receiving Council tax support	<b>18.97%</b>	18%	<b>18.75%</b>	(A)	Local measure - no comparable data available
	Number of households engaged with welfare teams who are being provided with debt / budgetary advice	8194 (G)	13,500 annual 6750 YTD	<b>6923</b> YTD	(G)	Local measure - no comparable data available
	Rate of child poverty (the proportion of children aged under 16 living in low income families) <i>Data source HMRC, August 2015 data expected Spring 2018</i>	<b>21.1%</b> (August 2013)	23%	<b>22.5%</b> (August 2014)	(G)	London average 23.9% England average 19.9% (G)
	% of people working for the council who are paid the London Living Wage	<b>100%</b> (G)	100%	<b>100%</b>	(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	<b>50.8%</b> (March 2015)	NA for information	<b>52.5%</b> (March 2016)	NA	Of the London boroughs (2015) Lowest 42.1% (Havering) Highest 73.8% (Westminster)

## INDEPENDENCE - tackling the cost of living

To date in 2017/18, we have supported over 5,000 households to maximise their income, which equates to over £6.6m extra monies for these households per year; this figure includes 440 care leavers. We have assisted nearly 2,000 residents with discretionary support, which has aided homelessness prevention and helped where needed access to food and utility vouchers. The Council are using £800k funds (from Homelessness Grant) to top up our Discretionary Housing Payment fund, to support residents, mainly due to the impact on Universal Credit. This fund targets vulnerable households, a large proportion that contain children to prevent homelessness and safeguard tenancies.

In 2016/17 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. In 2017/18, we have so far assisted 322 into employment, work placements and courses.

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 1000 residents; employment, budgeting, debt and Housing options advice. 2,200 residents in receipt of Universal Credit were supported with personal budgeting support and been assisted digitally in 2016/17; in the first seven months of 2017/18, 3,304 residents have been supported.

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 seven months we have continued to see an increase in membership with now over 4,750 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.

## INDEPENDENCE – Domestic violence and sexual exploitation

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 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	30.58%	No target set (police measure)	25.52%	NA	No comparable data available
	Number of cases of domestic abuse referred to the Multi Agency Risk Assessment Conference (MARAC)	578	500 annual 250 YTD	291 YTD	(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 MAR AC continue to rise, implying greater identification of victims of DASV at high risk of harm. 578 were discussed at MARAC in 2016-17, which is 29% higher than the previous year. As of 30 September 2017, 291 cases have been referred to the MARAC which is consistent with the same period in 2016/17.

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 work has continued to protect children from being sexually exploited within the borough. This has included reviewing processes within the Local Authority and working with partners to ensure there is good intelligence sharing. As a result there is now a strategic monthly meeting, MACE (Multi-Agency Child Exploitation), chaired by Children's Services with representatives from other agencies including the police, education, health, the youth offending service, gangs team, Safer London and the NSPCC. The group look at patterns and trends which enables them to identify any gaps in provision as well as hotspots. This has enabled the group to start putting together a wider intelligence picture, targeting resources where they are most needed and identifying perpetrators. It has also resulted in a more 'joined up' approach with agencies sharing information, but also in making the links between CSE, children going missing and links to gangs. In addition to this the Council has been working with partners at the Croydon Safeguarding Children's Board on the development of a Pan London data set which will give access to a range of performance information about the profile and patterns of CSE, leading to further safeguarding of vulnerable children and young people. Other activity has been targeted on awareness raising within the community, this has included staff in hotels, local churches (leaders and parishioners), Muslim groups, youth groups along with continued work within schools.

## LIVEABILITY – Cleaner and greener

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 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.	<b>38.6%</b> (R)	40%	<b>39.55%</b>	(A)	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)	<b>82.54%</b> (G)	80%	<b>86.73%</b>	(G)	No comparable data available
	The number of fixed penalty notices issued by the council for incorrect disposal of rubbish	<b>845</b> (R)	1000 annual 500 YTD	<b>376</b>	(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. Local residents and businesses continue to work closely with the Council to improve their local environment.

There has been a 21% drop in the number of recorded fly-tips across the borough over the period April to October this year compared with the same period last year. From April to October this year there were 11,876 reported incidents of fly-tipping, down from 15,211 during the same period in 2016. Almost every ward saw a drop in the number of recorded fly-tips comparing these six-month periods, with the biggest percentage drops in South Norwood (39%), Shirley (39%), Ashburton (38%) and Woodside (36%). The largest drop by number of fly-tips was in Selhurst (down by 520 fly-tips, or 35%). For the period April to October there was also been a significant improvement in the percentage of fly-tips removed within 48 hours.

Since the council's [Don't Mess With Croydon – Take Pride campaign](#) began in 2014 to combine enforcement with encouraging local people to get involved in clear-ups, the council has:

- Exceeded its target of clearing 80% of fly-tips within 48 hours – the current rate is 87%
- Prosecuted [171 offenders](#) in court, including two fly-tippers sent to prison
- Seized 32 [vehicles used to illegally store or dump waste](#), many of which the council has since crushed
- Encouraged over 300 people to sign up as community champions, with over 100 clear-ups
- Invested £1.3m into improving street cleaning, from [new litter vacuums](#) to installing 80 solar-powered BigBelly bins
- Tackled shopfront fly-tipping by restricting over 3,400 businesses' waste collection times to between 8am and 5pm

Time Banded Waste Collections has been extended from the north of the borough to areas in the South including South End, Brighton Road and Selsdon.

Performance relating to recycling of household waste has increased slightly based on the same period for the previous year. In the national context of either stagnating or declining recycling rates, Croydon's performance is encouraging and remains above the London average. For 2016/17 Croydon was the 9<sup>th</sup> highest recycler in London.

Subscriptions to the green garden waste collection service continue to exceed 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 collection regime in October 2018 is expected to increase the recycling performance by at least 4% across the partnership boroughs. The garden waste will be extended to an all year-round-service, there will be the introduction of a kerbside collection of batteries as part of the kerbside recycling service and the capacity of receptacles for the collection of paper will increase considerably, thereby encouraging people to recycle more.

Resources have been reconfigured to create two specialist teams one focussed on fly-tipping, the other on Trade Waste. Both teams are working proactively to deliver intelligence led responses to identify and tackle illegal disposal of waste, including enforcement action in the form of Fixed Penalty Notices (FPN).

The use of Fixed Penalty Notices (FPN) is a key component of the Council's enforcement policy and bid to reduce environmental crime. FPN issued for environmental offences were down in September at 376 from the same period last year (431). A reduction in the number of FPNs issued can be viewed as a success linked with interventions by the council to encourage residents and businesses to adopt responsible refuse disposal practices. This is evidenced by improved standards of cleanliness in Croydon town centre. The introduction of new technology and changes proposed through the Council's Eyes and Ears programme will ensure that there is a renewed and sustained focus on enforcement activity going forward.

There is a strong focus from the Trade Waste Team on educating businesses about their responsibility to dispose of their waste responsibly. Integral to this is engagement with businesses to ensure that they have appropriate contractual arrangements in place in relation to waste disposal.

The drive to reduce littering has been enhanced through the use 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 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To create a place where people feel safe and are safe	Incidence of antisocial behaviour	<b>9404</b> (12 month rolling September 2016)	NA	<b>8796</b> (12 month rolling September 2017)	NA	No comparative 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.

The Safety Croydon Partnership are still in the process of formally agreeing its KPIs for 2017/18 due to the

- introduction of a new Safer Croydon Partnership Strategy 2017-2020
- introduction of a new MOPAC Policing Plan which currently does not have any KPIs (Croydon has a duty to regard the pan-London policing plan)
- re-structure of the Safer Croydon Partnership which is due to be complete in November 2018

The historical measures the partnership monitored previously were largely based on the MOPAC 20/20 targets based on reducing volume crime by 20% across London. These have been dropped by the new Mayor for London and replaced with a different set of objectives that have not been given targets or specific measures.

The partnership is working towards developing its KPIs based on the following activity;

- Publication of crime dashboards by MOPAC from mid-November
- Creation of a Data Analytics task and finish group by the partnership whose remit includes developing a suite of KPIs to monitor delivery, due to make its first report at the Safer Croydon Partnership board on 14<sup>th</sup> November.

Once the SCP has signed off on a suite of indicators and MOPAC has clarified its monitoring expectations we will be able to submit suitable measures to reflect performance.

## LIVEABILITY – Roads, transport and streets

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 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)	<b>1084</b> (2013-15) (A)	1058	<b>1088</b> (2014-16)	(A)	No comparable data available
	Percentage of the local authority's principal roads (A-road and M-road network) where maintenance should be considered	<b>6%</b> (2015/16) (A)	5%	Next update due March 2018		London 5% (A)
	Percentage of the local authority's principal roads (B-road and C-road network) where maintenance should be considered	<b>3%</b> (2015/16) (G)	3%	Next update due March 2018		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)	<b>2504</b> (R)	5350 Annual 2675 (Q2)	<b>1780</b> (Q2 2017/18)	(R)	No comparable data available
	Percentage of borough roads (% of total road length) where 20mph limits have been introduced	<b>40%</b> (G)	40% YTD 80% annual delivery across 2016-18	<b>40% YTD at Sept 2017</b>	(G)	No comparable data available
	The % of street lights currently in light	<b>99.68%</b> (G)	99%	<b>99.63%</b>	(G)	No comparable data available
	New m <sup>2</sup> of road resurfaced during the year	<b>182,509m<sup>2</sup></b> (G)	70,000m <sup>2</sup> YTD 140,000m <sup>2</sup> annual	<b>61,847m<sup>2</sup> YTD</b>	(A)	No comparable data available
	Proportion of journeys starting in Croydon made by sustainable means (walking or cycling)	<b>26%</b> (A) (2013/14 - 2015/16)	Maintain / Improve	Next update March 2018		Outer London average - 29% London average - 35% (R)

## 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 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. A new bus station has been built at West Croydon interchange and the platform at the tramstop has been widened and the look and feel of the surrounding area has been enhanced through environmental improvements.

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.

**Road casualties** - The overall position is that we are on course to achieve the targeted 12% reduction by 2020. The introduction of 20mph speed restriction on residential roads across the borough has the potential to contribute towards reducing the casualty figures.

**Cycle Lanes** - 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. Delivery has been concentrated on the Quietway running from Thornton Heath to Sutton via West Croydon, Connect2 schemes and the upgrading of existing cycle routes outside the town centre. The delivery of town centre schemes is being coordinated with emerging growth zones proposals and will be implemented in 2018/19. Bids have been made for further funding including £2m from Central Government, £2m Coast to Capital and £1m Croydon capital to complete the town centre network and deliver the network across the rest of the borough.

**20mph speed restriction** - 20mph speed restriction has been successfully implemented in Areas 1 and 2 in the north of the borough. The scheme for Area 3 has recently been implemented in November 2017 increasing coverage of the borough from 40% to 60%. Implementation in Area 4 is due to take place in January 2018, increasing coverage to 80% of the borough. The final scheme for Area 5 is scheduled for implementation in March 2018 giving 100% coverage on local residential roads.

Post implementation speed surveys for Area 1 have been undertaken and the results are being evaluated. Post implementation surveys conducted as to the effectiveness of the 20mph zones introduced in Portsmouth, Bristol, and Islington, show that average traffic speeds in 20mph areas were reduced by between 0.4mph and 1.3mph after implementation. In the case of Portsmouth this was shown to lead to a 21% reduction in the number of reported personal injuries. Whilst it may appear that the reductions in average speeds are small, this can be significant in reducing stopping distances and therefore in avoiding collisions. Small decreases in speed can also make a significant difference in reducing the severity of any collision that does occur. It should also be borne in mind that the figures above are average speeds and that top speeds are likely to be more greatly reduced. This is considered to be why the collision rates reported in the Portsmouth area have decreased so significantly even though the average speed of traffic is reported to have only gone down slightly.

**M<sup>2</sup> of road resurfaced** - Our 2017/18 road maintenance funding from TfL for our busier A roads has been reduced from £1.3M to £870K and this will impact on the total meterage of roads that will be resurfaced in 2017/18. Furthermore, planned works by utility companies will delay some of our resurfacing scheme until the next financial year.

## LIVEABILITY - sport

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 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)	<b>964,405</b> (G)	850,000 Annual 425,000 YTD	<b>473,330</b>	(G)	No comparable data available
	% Adults (aged 16+) participating in sport & active recreation for at least 30 minutes in the previous 28 days	<b>34.2%</b> (2014/15)	Aim to maintain / improve on previous year (Sport England do not set a target for this measure)	<b>34.7%</b> (2015/16)	(G)	Regional 38% National 35.8% (A)
	Number of community sports clubs	<b>305</b> (G)	Maintain / Improve	Next update March 2018		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.

A new 20 year leisure contract has been awarded to GLL, a charitable social enterprise. The new contract will commence in Spring 2018 and involves management of the Council's leisure centres, outdoor sports pitches and tennis courts. A key focus of the new contract will be getting more people to take advantage of what is on offer and become more active as part of a healthier lifestyle. Important benefits for local people arising from the new contract include the following:-

- A full refit of the gym facilities at South Norwood, Thornton Heath, Purley and Waddon with introduction of new state-of-the-art gym and group exercise equipment
- Development of outdoor tennis hubs and outdoor activity programmes
- New membership programme providing a variety of concessions and discounts
- Full compliance by the contractor with the London Living Wage, as well as cooperating with Croydon Works to secure employment opportunities for local people
- Savings of over £1m by 2021

## LIVEABILITY – Parks and open spaces

Outcomes	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
To make parks & open spaces a cultural resource	Number of events held in parks (including community, charity & commercial)	<b>97 (G)</b>	90 annual 45 YTD	<b>109</b> (Q2 2017/18)	<b>(G)</b>	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	<b>5400 days (G)</b>	4500 days	Next update March 2018		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 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 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 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)	<b>£0.05m</b> Underspend (G)	1% (either way)	<b>£5.097 m</b> overspend	(R)	No comparable data available
	% Council tax collected (in year)	<b>96.85%</b> (G)	97% annual 55.12% YTD	<b>54.66%</b> YTD	(G)	No comparable data available
	% Non-domestic rates collected (NNDR in year)	<b>99.10%</b> (G)	98.75% annual 56.76% YTD	<b>57.57%</b> YTD	(G)	No comparable data available
	Percentage of agency staff workers covering permanent roles	<b>10.06%</b> (12 month average) (A)	10%	<b>12.12%</b>	(R)	No comparable data available
	Progress with Corporate Plan Outcomes 2015/18 (success of performance measures)	<b>Met – 60%</b> <b>Almost met – 34%</b>	Outcomes delivered by 2018	Next update March 2018	NA	No comparable data available
	Net cost per m2 of Council asset base (main corporate offices)	<b>£177</b> (G)	£141	Next update March 2018		No comparable data available
	Cash collection rate for housing rent	<b>97.45%</b> (A)	98.5%	<b>95%</b>	(A)	No comparable data available

### ENABLING CORE- 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.

People Department continues to have the greatest level of departmental overspend in 2017/18 and this continues to be made up of pressures in children's social care and adult social care and the 0-25 SEND service.

These pressures are mainly demand related and are a continuation of pressures experienced in previous years. The results of the recent Ofsted inspection have also seen demand for services rise.

Children and Adult Social Care continue to have the largest number and greatest spend in relation to agency workers. To drive children service improvement there has been a need to ensure there is appropriate resources and capacity in the service at pace, this has contributed to increasing agency workers offsetting any reductions in other service areas through effective demand management.

To manage the demand for agency workers a number of approaches have been adopted including:

- Launching a new approach to recruitment and retention within social care focussing on children service initially- this includes promoting the whole package of benefits permanent staff access compared to agency worker
- How the agency contract can be used to recruit temporary staff in a more cost effective way
- Using Croydon works to ensure effective use of the local employment market
- A monthly review of the use of agency workers by Executive Directors.

The Council Tax base increased by £750K during the first half of this year, as a result of this, instalments were recalculated so that payments were due in October and November and there is no opportunity to collect any instalments during September. Hence the reason for a lower collection rates. We are confident that we will catch up during October and November when the new instalments are due.

The end of Q2 collection rate for Business Rates is 55.57%, which is 0.81% above forecast. Businesses in Croydon faced a revaluation this year, which increased business rates bills across the borough. As a consequence of the revaluation, the government also announced in the budget three relief schemes to be awarded to businesses: support for small businesses; local discretionary relief; and Pub relief. These reliefs have now been approved will award £1.7m of relief to businesses within the borough in 2017/18.

**ENABLING CORE – Fairness and equality**

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Latest comparative data
	% of people with health conditions or illnesses lasting more than 12 months who are in employment	<b>47.0%</b> (Rolling year to September 2016)	To maintain / improve previous outturn	<b>47.2%</b> (Rolling year to December 2016)	(G)	<b>London 48.7%</b>
	% 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	<b>530</b> (G)	To maintain / improve previous outturn	<b>222</b> (Q2 2017/18)	(G)	No comparative data available
	The number of BME households found to be eligible for assistance, unintentionally homeless, and in priority need	<b>803</b> (G)	To maintain / improve previous outturn	<b>273</b> (Q2 2017/18)	(G)	No comparative data available
	Child (0-16 years) poverty in the most deprived wards <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>	Fieldway – 36.2% Selhurst – 28% Broad Green – 25.4 % New Addington – 31% Thornton Heath – 25.3%		Fieldway – 39 % Selhurst – 28.5% Broad Green – 28.5% New Addington – 33% Thornton Heath – 26%		21.6% child poverty, Croydon ward average August 2014

	<i>Data source HMRC, August 2015 data expected Spring 2018</i>	South Norwood – 25% (snapshot as at 31 August 2013) 20% child poverty, Croydon ward average		South Norwood – 25.5% (snapshot as at 31 August 2014)		
To drive fairness for all communities, people and places	The proportion of Looked After Children (LAC) progress 8 score (progress between KS2-KS4)	<b>New</b> Data due from DfE 14/12/17	First outturn will be used to baseline a target for the next reportable year	<b>-1.62</b> (2017 data due from DfE 14/12/17)	NA	England -1.46 (R)
	The proportion of Special Educational Need & Disabled (SEND) progress 8 score (progress between KS2-KS4)	<b>New</b> Data due from DfE 14/12/17	First outturn will be used to baseline a target for the next reportable year	<b>-0.94</b> (2017 data due from DfE 14/12/17)	NA	England -1.03 (A)
	Free school meals eligible at any time in the past six years. (FSM6) progress 8 score (progress between KS2- KS4).	<b>New</b> Data due from DfE 14/12/17	First outturn will be used to baseline a target for the next reportable year	<b>-0.15</b> (2017 data due from DfE 14/12/17)	NA	England -0.37 (G)
	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).	<b>New</b> Data due from DfE 14/12/17	First outturn will be used to baseline a target for the next reportable year	<b>-0.48</b> (2017 Data due from DfE 14/12/17)	NA	England -0.65 (G)
	Black Caribbean children progress 8 score (progress between KS2-KS4)	<b>New</b> Data due from DfE 14/12/17	First outturn will be used to baseline a target for the next reportable year	<b>-0.15</b> (2017 Data due from DfE 14/12/17)	NA	

	The proportion of Looked After Children (LAC) achieving the expected level at the end of key stage 2	<b>25%</b> (unvalidated)	First outturn will be used to baseline a target for the next reportable year	<b>18.8%</b>	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	<b>6.6%</b> (unvalidated)	no target set these measures have been superseded by scaled scores	Unvalidated results EHCP – 6.6% SEN support – 25.9%	NA	London 9% England 7% (G)
	The proportion of free school meal pupils eligible at any time in the past six years (FSM6) achieving the expected level at the end of key stage 2.	<b>41.3%</b> (2015)	Aim to improve on previous outturn	<b>52.5%</b> (2016)	(G)	National 47% (G)
	The proportion of white working class children achieving the expected level at the end of key stage 2	<b>39%</b> (2015)	Aim to improve on previous outturn	<b>51.5%</b> (2016)	(G)	National 44% (G)
	The proportion of black Caribbean children achieving the expected level at the end of key stage 2	<b>42%</b> (2015)	Aim to improve on previous outturn	<b>51.6%</b> (2016)	(G)	England 52.6% (G)
	The number of adults aged 16-64 in the borough who have no qualifications	<b>17,400</b> (Dec 2015)	Not appropriate to set a target	<b>15,400</b> (Dec 2016)	NA	No comparative data available

	Proven offences by young people by ethnicity Source : 10-17 years - GLA Ethnic Group population Projections R201White includes : White inc. white British, white Irish, white other.		Not appropriate to set a target	BAME 22,243 <b>59.8%</b> White 14,950 <b>40.2%</b>	NA	London BAME, 407,804 <b>54.6%</b> White , 339,674 <b>45.4%</b>											
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	<b>11</b>	Not appropriate to set a target	<b>1 YTD</b>	NA	No comparative data available											
	The percentage of assessments undertaken where Child Sexual Exploitation was a factor	<b>4.5%</b>	Maintain / improve	<b>3.8%</b> YTD	(G)	NA											
	Number of incidences of hate crime	<b>549</b> (12 month rolling March 2016)	Maintain / improve	<b>551</b> (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	<table border="0"> <tr> <td></td> <td>Croydon</td> <td>London</td> </tr> <tr> <td>Definitely agree/ agree</td> <td>73%</td> <td>34%</td> </tr> <tr> <td>Tend to disagree / disagree</td> <td>12%</td> <td>22%</td> </tr> <tr> <td>Neither agree / disagree - Don't know</td> <td>15%</td> <td>43%</td> </tr> </table> <p>Croydon residents survey - knowSource: TCCOctober 2016; Base: 1203; Weighted: 1190 London Data store December 2015</p>				Croydon	London	Definitely agree/ agree	73%	34%	Tend to disagree / disagree	12%	22%	Neither agree / disagree - Don't know	15%
	Croydon	London															
Definitely agree/ agree	73%	34%															
Tend to disagree / disagree	12%	22%															
Neither agree / disagree - Don't know	15%	43%															

				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	<b>Male 63.2 years</b> (2011-13)	Maintain or improve on pervious outturn	<b>Male 63.1 years</b> (2013-15)	(G)	64.1 years (2013/15)
		<b>Female 62.3 years</b> (2011-13)	Maintain or improve on pervious outturn	<b>Female 63.8 years</b> (2013-15)	(G)	64.1 years (2013/15)
	Slope index of inequality in life expectancy at birth within English local authorities, based on local deprivation deciles within each	<b>Male 9.1 years</b> (2011-13)	Maintain or improve on pervious outturn	<b>Male 9.7 years</b> (2013-15)	(A)	No comparative data available



	area for men and women	<b>Female 7.7 years</b> (2011-13)	Maintain or improve on previous outturn	<b>Female 6.1 years</b> (2013-15)	(G)	No comparative data available
	Disability free – life expectancy at birth, for men and for women in Croydon, in years.	<b>Male 64.8 years</b> (2011-13)	Maintain or improve on previous outturn	<b>Male 65.6 years</b> (2012-14)	(G)	<b>Male 64 years</b> (2012-14) (G)
		<b>Female 65.5 years</b> (2011-13)	Maintain or improve on previous outturn	<b>Female 64.4 years</b> (2012-14)	(A)	<b>Female 64.2 years</b> (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 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. 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 includes a key focus on inclusive employment practises which includes flexible working. There are 32 accredited businesses and 42 pledges The increasing accreditation spreads good practice and support in ensuring there are inclusive employment practices

**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. a reduction in the total numbers is a positive direction of travel.

**Education** - In 2016/17 the Borough schools continued to perform at or above the national average in key attainment areas, including the early years, key stage one and key stage two. At Key Stage 4 the key Progress 8 figure was above the national average, showing that pupils in Croydon secondary schools continue to make better than average progress. The Council has a robust school improvement plan for this academic year outlining our key priorities, including improving outcomes at key stages four and five and closing the achievement gap for our looked after children. We will continue to offer support and challenge to schools in order to improve their performance in these areas.

There are some key factors that contribute significantly to the achievement of our looked after children (CLA), these include Special Educational Needs and the length of time children have been in care. With this in mind, as corporate parents, it is imperative that we champion these pupils and ensure that despite their barriers to learning, we have high expectations of them and continuously monitor the impact of the pupil premium funding so that it is effective in improving their outcomes. This is a key priority for our virtual school team.

The number of statutory school age CLA in Croydon as at November 2017 is a total of 750 children compared to 506 in the London Borough of Greenwich, our nearest statistical neighbour. In addition to this, the UASC population in Croydon as at November 2017 is 348, whilst the London Borough of Greenwich UASC population is 17. The differences in our CLA population with other local authorities makes comparisons more complicated, nevertheless we strive to ensure that our pupils are doing as well as their counterparts across the country..

Although outcomes for Croydon CLA who have been in continuous care for 12 months or more are lower than for all pupils, unvalidated data for 2016/17 shows that they attain in line with their peers nationally. This is an improved picture from the previous academic year: we are starting to close the attainment gap for our pupils and are working hard to improve this further. At the end of key stage 48% (based on unvalidated results) achieved a combined English and mathematics GCSE pass at Grade 4 or above. A large percentage of this cohort are UASC, many of whom have little previous 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.

We ensure that challenging targets are set for all significant pupil groups, especially any shown to be underperforming. We evaluate the impact of any actions undertaken to close the outcomes gaps at our link adviser visits. (To note: underperforming groups do vary across the schools in our local authority.) All / any groups that are underperforming 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.

## ENABLING CORE – Open and accountable

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 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	76% (R)	95%	70.4%	(R)	No comparative data available
	The percentage of customer complaints escalating to Stage 2 of the council's formal complaints process	5.63% (G)	10%	10.4%	(A)	No comparative data available
	The number of complaints received by the Information Commissioners office that are upheld (where regulatory action is taken)	0 (G)	0	0	(G)	No comparative data available

### ENABLING CORE - open and accountable

FOI request volumes continue to increase. There was a 17% increase in demand from July to August, with a similarly high volume in September. LBC has received 907 FOI requests in the Financial YTD and – if this demand continues – we expect to receive in excess of 2000 requests in 2017/18, an increase of 16% on 2016/17. This, combined with the increasing complexity of FOI requests, has led to an average performance rating of 68% in the Financial YTD. We continue to identify areas for system and process developments, and are actively promoting awareness of FOI requests and their priority throughout the organisation to address this performance.

Process improvements within in the FOI team have led to month on month increases from April to September in the number of responses sent out within the 20 day deadline. More responses went out 'in month' in September than in previous months. The Information Team are also engaging directly with service management teams to identify and address blockages. Additional weekly reports highlighting specific types of FOI requests are being produced to assist services in identifying which requests may cause delays.

Over quarter 1 and 2 the volume of **corporate Stage one complaints** decreased from 850 in 2016/17 compared to 784 in 2017/18 (reduction of 8%).

## ENABLING CORE – Digital and Enabling

Outcome	How we will measure success?	Performance 2016/17	Target 2017/18	Latest performance as at 30 September 2017	RAG at September 2017	Compared to
To be digital by design in meeting the needs of local people	The number of transactions completed through 'My Account'	<b>460,369 (G)</b>	500,000 annual 250,000 YTD	249,251 YTD	<b>(G)</b>	No comparative data available
	The number of customers who have moved to my account (self-serve) as a method of contact.	<b>45,153 (G)</b>	40,000 annual 20,000 YTD	17,639 YTD	<b>(A)</b>	No comparative data available
	The percentage of fly tip reports made electronically (App and My Croydon)	<b>78.4% (A)</b>	80%	<b>77.06%</b>	<b>(A)</b>	No comparative data available

### ENABLING CORE – digital and enabling

The number of on-line customer transactions through my account is on track and will hit target at the end of the year with the new revenues and benefits solutions the latest to go live in November and December. This will enable customers to make payments, check their balance, confirm changes in circumstances and address a number of enquiries through up to date information online. Year to date contact for online accounts for 29% of all customer contact, an increase of 5% on last year. Customer satisfaction with our online service remains higher than industry average.

The number of new customers on my account grows at a steady rate. As new services go on line, we are “retaining” these customers by surfacing new functionality, enabling to do more online. This will translate into more transactions with existing customers but the number of new customers will reduce as most customer are already signed-up

Fly tip reports is marginally down on the end of year target but the percentage of overall app reports and my account usage for environmental services are up, indicating customers remain happy with their environmental services online.

The additional on-line services continues to be supported through a partnership approach between the council, third sector and private sector organisations to digital inclusion, which helps ensure all our community has access to the wider benefits digital services provide.

**RAG Status key**

<b>RED (R)</b>	<ul style="list-style-type: none"><li>• Performance has not met target by in excess of 10%</li><li>• Where performance differs from comparators by 10% or more</li></ul>
<b>AMBER (A)</b>	<ul style="list-style-type: none"><li>• Performance has not met target but is within 11% of target</li><li>• Where performance matches one or more comparator within 10%</li></ul>
<b>GREEN (G)</b>	<ul style="list-style-type: none"><li>• Performance has not met target but is within 1% tolerance, met, or exceeds target</li><li>• Performance has matched one or more comparators</li></ul>
<b>YTD</b>	<ul style="list-style-type: none"><li>• Year to Date – current performance</li></ul>