

Appendix 1

Agenda item 9 – Cabinet 22.06.15

2014/15 Performance report

Key outcomes – measuring performance

Priority one - Growth	page
• Neighbourhoods, District Centre's, planning	1
• Jobs and the economy	3
• Culture	5
• Education and Learning	6
• Housing	8
Priority two - Independence	
• Early interventions	10
• Health	12
• Safeguarding	15
• Tackling the cost of living	17
• Domestic violence and sexual exploitation	19
Priority three - Liveability	
• Cleaner and greener	20
• Parks and open spaces	22
• Policing and crime	23
• Roads, transport and streets	25
• Sport	27
Priority four – Enabling	
• Finance and change	28
• Fairness and equality	30
• Digital and enabling	31
• Open and accountable	32
Rag status key	33

GROWTH – Neighbourhoods, District Centre’s, planning

Outcome	How we will measure success?	Performance 2013/14	Target 2014/15	Performance 2014/15	RAG	Compared to
To create a place where people & businesses want to be	The number of small and medium business enterprises	10,910	No target	11,525 (5.6% increase)	Better than previous year	London 7.7% increase
	Occupation rates (businesses) <ul style="list-style-type: none"> • Borough overall • town centres • district centres 	New indicators for 2015/16				
	The number of apprenticeship participants within the borough					

Overall Commentary – Growth, neighbourhoods, district centres and planning

Building new homes, creating jobs and transforming district centres are at the heart of the Council’s ambitious plans to bring growth and regeneration to Croydon. Its ambitions are set out in the Growth Plan which was approved in September 2014 which aims to capitalise on the economic recovery over the next five years to ensure growth for all and to enable local residents to obtain jobs, buy or rent homes and have a bigger role to play in their local communities.

The creation of a Revolving Investment Fund, the first of its kind, and projects including Ruskin Square next to East Croydon station, re-development of the Whitgift Centre and Connected Croydon programme are set to transform the Town Centre. The first phase of the commercial portion of the Ruskin Square development – 180,000 square feet of office space – is on target to be completed by 2017. ‘Meanwhile’ use of the remaining part of the site has now been agreed with Boxpark which will consist of 80 units, aimed at small independent retailers and restaurants. The units will be

arranged around a covered courtyard space which will stage year-round events. The temporary mall could be a feature next to East Croydon Station until 2020.

The Ruskin development is set to provide 1,000 jobs, and will create one million square foot of office space generating jobs for local residents and bringing new businesses into the area. This will re-establish Croydon as outer London's prime office centre with the largest accommodation outside of the West End and City/Canary Wharf. The redevelopment of the Whitgift centre will turn Croydon into one of Europe's largest retail destinations, as well as creating 5,000 jobs and up to 600 new homes. Also key is the revitalisation of district centres to create vibrant and liveable spaces where communities take a greater lead in the development and priorities of their local area.

Croydon is also set to provide the base for up to 30 high-growth potential companies with more than 300 employees when the borough's new business incubator, Sussex Innovation – Croydon, opens this summer. The incubation hub for entrepreneurs, start-ups, growing companies and corporate investors will provide flexible, professional office space and in-house support services and is expected to support more than 100 local businesses through its network, generating £6million in turnover and raising £1m in investment over the next three years.

These new indicators will help to ensure we are able to track and report the success of the objectives set out in the Growth Plan.

GROWTH – Jobs and the economy

Outcome	How we will measure success?	Performance 2013/14	Target 2014/15	Performance 2014/15	RAG	Compared to
To enable more local people to access a wider range of jobs	The overall JSA Claimant rate (and reducing the gap between the highest and lowest wards)	2.9%	No Target	1.9%	Better than previous year	London 2.1%
	Long term unemployment (those receiving JSA for 12 months or more)	0.8%	No Target	0.5%	Better than previous year	London 0.6%
	% of working age on out of work benefits	11%	No Target	9.8%	Better than previous year	London 9.4%
	% of young people not in Education, employment or training (NEET)	3.5%	4.90%	3.7%	Better than target slightly worse than previous year	England 5.3% 6 th lowest of 32 London boroughs (LAPS)
	% of young people aged 18-24 who are claiming Job Seekers Allowance	4.8%	No Target	3.1%	Better than previous year	London 2.8%
	The volume M2 of NEW Grade A commercial space delivered within the borough	New indicator for 2015/16				

Overall Commentary – Growth, jobs and the economy

Supporting the council's existing 'Pathways to Employment' programme, (set up in 2013 to help local people access the 16,000 jobs to be created over the next five years), the Council is working alongside Jobcentre Plus, Croydon and John Ruskin colleges and training providers to establish a new job brokerage service. This will help Croydon residents get the jobs created by the developments in the borough as outlined above.

The service will aim to provide employers with three job-ready applicants for every vacancy and will work with employers to come up with a clear pipeline of job opportunities to be filled and help applicants prepare for these roles through providing training, CV development and mock interviews, through a single service to make it easier for job seekers and ensure better chance of success.

Key growth sectors are likely to be in construction, retail and information technology. As well as helping local residents into jobs created through development the service will also help local small to medium-sized businesses to save on recruitment costs by accessing a job-ready and reliable resident workforce.

Throughout 2015/16 Croydon will work with partners to take an innovative approach to addressing unemployment such as through the setting up of the Croydon Opportunity and Fairness Commission which will seek to address the inequalities that are present in Croydon, and promote employment opportunities through maximising the assets that exist within Croydon. The Troubled Families Programme will also focus on tackling intergenerational unemployment within families.

GROWTH - Culture

Outcome	How we will measure success?	Performance 2013/14	Performance 2014/15	RAG	Compared to
To grow a thriving and lively cultural offer which engages communities & supports regeneration	The number of cultural events and programmes supported and delivered by the council across the borough representing our community	New indicators for 2015/16			
	Visitor reach- the distance travelled by people to visit Croydon				

Overall Commentary – Growth, culture

Plans agreed last November set out Croydon's vision for a new cultural quarter to help spearhead the town Centre's regeneration, and breathe new life into the Fairfield Halls. Proposals, now into the design stage will see the redevelopment of College Green to provide a through route to and from East Croydon station, quickly connecting visitors with Queens Gardens, the Clocktower, Surrey Street and Exchange Square. Fairfield Halls will be integrated into the scheme, potentially including a new entrance on the Ashcroft side of the building on to College Green. The scheme also includes the provision of up to 500 homes, along with shops, restaurants and community and business space.

New events include Croydon's Ambition Festival. Running from July 23rd – 26th, it will take over the town for four days of music, comedy, theatre, spoken word, dance and art, using around 30 venues and performance spaces. Alongside main shows at the Fairfield Halls, the plan is for entertainment to be staged in smaller venues such as pubs and halls, as well as at Croydon Minster. Outdoor events will feature too with stages in North End, Mint Walk, Queens Gardens, Fairfield Gardens and at Platform by East Croydon station.

GROWTH – Education and Learning

Outcome	How we will measure success?	Performance 2013/14	Target 2014/15	Performance 2014/15	RAG	Compared to
To enable people of all ages to reach their potential through access to quality schools and learning	Percentage of children at the end of reception year who are judged to be at a good level of development	46% (2012/13 Academic)	50%	57% (2013/14 Academic)	Better than target and better than previously reported year	London 62% England 60%
	% Parents offered one of their top 3 school choices (Primary)	92% (2014/15 entry)	90%	94% (2015/16 entry),	Better than target, better than previously reported year	London 92.5% England 95.7%
	% Parents offered one of their top 3 school choices (Secondary)	88% (2014/15 entry)	90%	92% (2015/16 entry)	Better than target and better than previously reported year	London 90.7% England 95.5%
	Educational attainment by the age of 19 at Level 2	85% (2012/13 Academic)	85%	86% (2013/14 Academic)	Better than target and better than previously reported year	London 88% England 86%
	Educational attainment by the age of 19 at Level 3	63% (2012/13 Academic)	65%	64% (2013/14 Academic)	Slightly below target better than previously reported year	London 64% England 57%
	% of Primary schools inspected in current year given overall effectiveness rating of good or outstanding by OfSTED at most recent inspection	78% (30 April 2014)	90%	87% (31 March 2015)	Slightly below target better than previously reported year	London 86% England 83%
	% of all secondary schools given overall effectiveness rating of good or outstanding by OfSTED at the most recent inspection.	70% (30 th April 2014)	93%	68% (31 st March 2015)	Target not met, worse than previously reported year	London 83% England 73%

% of PRU's given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	100% (30 th April 2014)	100%	100% (31 st March 2015)	Target met, performance maintained	London 82% England 87%
% of Special schools given overall effectiveness rating of good or outstanding by Ofsted at the most recent inspection	100% (30 th April 2014)	100%	100% (31 st March 2015)	Target met, performance maintained	London 92% England 90%
KS2 Reading, Writing and Maths % L4+	74% (2012-13 Academic)	No Target	75% (2013-14 Academic)	Better than previous year	London 82% England 79%
%+ GCSE A*-C grade including English and Maths	64% (2012-13 Academic)	No Target	57% (2013-14 Academic)	Worse than previous year	London 60.6% England 53.4%

Overall Commentary – Growth, education and learning

Ensuring people of all ages are able to reach their potential through access to quality schools and learning is a key priority for Croydon. The Octavo Partnership which is a mutual venture between Croydon Council, Croydon Head teachers Association and staff has been established to deliver high quality education support services. This partnership approach is a new and innovative model developed by the borough.

We will continue to improve the proportion of schools which are judged good or better by OFSTED and support and challenge schools to improve the standards being achieved. It is particularly pleasing that the proportion of primary schools judged by OFSTED to be good or outstanding has risen to 91% (May 2015). There has been a strong focus on developing the leadership across the schools in the borough which is reflected in recent inspections, where leadership has been judged good even where the overall effectiveness judgment requires improvement. This is an indicator that even the best leaders require time to turn around historical underperformance.

Achievements in our secondary schools, when measured as the percentage of pupils gaining 5 A*-C GCSEs including English and Mathematics is better than the national average. Also, the attainment gap between pupils in receipt of Pupil Premium funding and their peers is amongst the lowest in the country.

Against the backdrop of a national shortage in school places, the Government has pledged to invest £7bn in new school places which will support our work to build or extend schools. This includes plan to increase the number of academies and free schools and allow all good schools to expand. Croydon is in a strong position to take these reforms forward given the number of academies and the strength of the schools capital programme.

GROWTH - Housing

Outcome	How we will measure success?	Performance 2013/14	Target 2014/15	Performance 2014/15	RAG	Compared to
To provide a decent, safe & affordable home for every local resident who needs one	The number of households accepted as homeless under the Housing Act	78	60	59	Better than target and better than previous year	No comparable data available
	Number of homeless households living in bed & breakfast and self-contained temporary accommodation.	415	450	592	Worse than target, worse than previous year	No comparable data available
	Number of families in Bed and Breakfast (B&B) with shared facilities	64	No target	57	Improving, better than previous year	No comparable data available
	Number of market homes started (for sale or rent)	834	1398	1872	Exceeds target, better than previous year	No comparable data available
	Affordable Housing – the number of affordable homes completed (gross)	354	650	705	Exceeds target, better than previous year	No comparable data available
	Percentage of private rental housing stock that meets decent homes standards	New indicators for 2015/16				
	The number of empty properties returned to use					

Overall Commentary – Growth, housing

We ensure families with dependents are not placed in shared bed and breakfast accommodation either at all or for longer than is absolutely necessary, prioritising them for move into self-contained temporary or permanent housing. Our aim is to ensure suitable accommodation for each resident that needs one is provided. The number of people we are accepting as homeless is going down which means our prevention techniques and solving housing problems for people at the front end is improving, working proactively with them to ensure they are safe. We work together with our Gateway services to ensure a joined up service around housing and welfare advice. We are focusing on higher quality supply of temporary and emergency accommodation by bringing commercial premises into residential use and by innovating and investing in Real Lettings social investors to increase our supply. Our new temporary accommodation reduction plan sets out a number of actions aiming to reduce the number of people living in emergency and temporary accommodation and aiming to reduce the length of time people wait to be made a permanent offer of housing, increasing affordable homes completions and enabling more market homes for our residents.

Affordable housing completions exceeded the target (with completions double those for the previous two years) partly due to the success in overcoming delays caused by contractor problems on a number of council new build schemes. The figure is based on planning data provided within the Council. The GLA's published statistics, using a different counting methodology, show a figure of 1053 affordable housing completions for Croydon, the fifth highest in London. However, to ensure consistency with previous years, we have continued to use planning data.

The out-turn for quarter 4 for market housing starts was higher than forecast due to a wave of office-residential conversions started under permitted development rights. Of the 1,872 market homes started in the year, 1341 (over 70%) are in office conversions under permitted development rights, a disproportionately high number, which is unlikely to be repeated in future years. In addition, enabling work was successful in bringing forward a number of developments such as Ruskin Square, Concord and Sycamore House.

Croydon's selective landlord licensing scheme is being introduced this year to drive up the standard of private sector rented housing, the aim is to sign up all landlords to the scheme over the next two years. The overall outcomes will be around improving living conditions in private rented accommodation across the borough and reduce incidents of anti-social behavior.

INDEPENDENCE – Early interventions

Outcome	How we will measure success?	Performance 2013/14	Target 2014/15	Performance 2014/15	RAG	Compared to
To help families be healthy and resilient and able to maximise their life chances and independence	The number of families for whom a Troubled Families Outcome payment is achieved	248 (2 year rolling total)	785 (3 year rolling target)	785 (3 year rolling total)	Target met (3 year rolling)	No comparative data available
	Conception rate per 1,000 girls (aged 15-17) Rolling average	28.6 (Rolling average 2012)	27.60	32.13 (Rolling average 2013)	Performing below target, worse than previously reported year	London 21.8
	The proportion of people who use services who reported that they have as much social contact as they would like	New indicators for 2015/16				
	% of people who use services & carers who find it easy to find information about support					
	The proportion of carers who reported that they have as much social contact as they would like					
	Percentage of eligible three and four year olds accessing funded early education					
	Percentage of eligible two year olds accessing funded early education					

Overall Commentary – Independence, early interventions

We have made considerable progress in helping families be resilient and maximise their life chances and independence. New government initiatives such as the Troubled Families Programme have allowed us to address the generational cycle of unemployment and anti-social behavior present in some of the most vulnerable families in Croydon. The service achieved 100% in the previous financial year for the number of families for whom a Troubled Families Outcome payment is achieved – achieving 785 for 2014/15. The criteria have been extended for 2015/16.

The Troubled Families Programme complements our wider approach for promoting independence that will allow residents to find meaningful employment, early interventions to address health and social problems and tackling the causes of anti-social behavior.

Services for people over the age of 65 have been identified as a priority area due to Croydon having an aging population which will place increased pressure on the health and social care system. The approach being developed by the Council and Croydon CCG seeks to deliver benefits including better joined up services, reduction in acute health care and reduced need for residential and nursing care. The focus will be on delivering services that reflect the outcomes that matter to residents and these have been identified through a series of engagement activities. This new approach will jointly commission a 10-year 'outcomes based commissioning' contract for all services for over 65s from an alliance of health and social care providers. This is an exciting opportunity to make a tangible difference for our older residents, ensuring provision of integrated services that respond to individual need, and promote independence and resilience.

One of the greatest resources we have within the community are carers, and we will seek to ensure they are provided with the necessary support to continue providing care to some of the most vulnerable groups within the community. Our outcomes will focus on assessing the support provided to local carers. The implementation of the Care Act 2014 will help us achieve this – specifically through the introduction of carer's assessments which will enable carers to be provided with the appropriate level of support they require.

INDEPENDENCE – Health

Outcome	How we will measure success?	Performance 2013/14	Target 2014/15	Performance 2014/15	RAG	Compared to
To help people from all communities live longer healthy lives through positive life choices	The estimated % of smoking tobacco prevalence - adults over 18	17.1% (August 2012)	No target	17.0% (August 2013)	Improving, better than previously reported year	London 17.3% England 18.5%
	Life satisfaction – average score out of 10 in response to the question, overall how satisfied are you with your life nowadays?	7 (2012/13)	No target	7.4 (2013/14)	No change for last year (due to small survey sample)	London 7.3 England 7.5
	Wellbeing – average score out of 10 to the question, overall to what extent do you feel the things you do in life are worthwhile?	7.46 (2012/13)	No target	7.6 (2013/14)	No change for last year (due to small survey sample)	London 7.6 England 7.7
	Happiness - average score out of 10 to the question, overall how happy did you feel yesterday?	7.11 (2012/13)	No target	7.3 (2013/14)	No change for last year (due to small survey sample)	London 7.3 England 7.3
	Anxiety - average score out of 10 to the question, overall how anxious did you feel yesterday?	3.02 (2012/13)	No target	3.4 (2013/14)	No change for last year (due to small survey sample)	London 3.18 England 2.94
	Percentage of children in Reception (aged 4-5) who are classified as overweight or obese	23.7% (2012/13)	No target	23.1% (2013/14)	Better than previously reported year	London 23.1%
	Percentage of children in Year 6 (aged 10-11) classified as overweight or obese	38.2% (2012/13)	No target	38.3% (2013/14)	Slightly worse than previously reported year	London 37.6%
	Persons presenting with late diagnosed HIV (infected adults)	58.3% (2010-12)	No target	57% (2011-13)	Improving, better than previously reported period	London 40.5% England 45.1%

	Proportion of people who use services who have control over their daily life	72.13% (2012/13)	No target	74.9% (2013/14)	Improving, better than previously reported year	London 72.4% England 76.8%
	% of older people discharged from hospital to their own home achieving independence	85.1%	75%	85.19% (2013/14)	Better than target, better than previously year	London 88.1% England 82.5%
	Healthy life expectancy and the gap (the average years of healthy life expectancy and the gap between wards with the highest and lowest life expectancy)	New indicators for 2015/16				
	Vaccination rate (MMR2) for children at 5 years old					
	Alcohol related hospital admissions					
	The proportion of adults classified as overweight or obese					
	The average number of premature years of life lost to cardio-vascular disease					
	The proportion of people who complete psychological therapies (IAPT) who are moving to recovery					

Overall Commentary – Independence, health

Smoking is the most important preventable cause of early death. The proportion of adults who smoke is lower than the London and England average but there remains much room for improvement. The council is reviewing the services to help smokers quit to target groups with particularly high prevalence such as those with mental health problems. The council is also considering new ways to discourage young people from starting smoking such as smoke free children's playrooms.

Our scores on happiness and wellbeing have improved in the last year and are equivalent to London overall. Our anxiety score is slightly worse than

last year however this deterioration is probably due to chance variation from year to year. These are new measures and the significance of variations is not yet well understood. Maintaining a healthy weight in childhood is an important long term goal, because healthy weight in childhood means a lower risk of being overweight as an adult. Reception year children showed a welcome fall in overweight/obesity but not in Year 6. Our Food Flagship Borough will address this.

The proportion of people diagnosed with HIV infection at a stage later than when treatment should ideally have started is higher than the London and English average because of the population characteristics of Croydon. The council commissions a range of services to encourage all people at risk of HIV to get tested as early as possible.

There is an increase in the proportion of people who receive adult social care services who report they have control of their daily life. The council aims to increase this further through new assessment procedures being introduced as part of the Care Act. The council is also encouraging providers of care to give greater focus of the outcomes people say make a real difference to them in terms of independence and control in their daily lives.

INDEPENDENCE - Safeguarding

Outcome	How we will measure success?	Performance 2013/14	Target 2014/15	Performance 2014/15	RAG	Compared to
To protect children & vulnerable adults from harm and exploitation	Acceptable waiting times for adult social care assessments: For new clients, the percentage from where the time from first contact to completion of assessment is less than 35 days	73.4%	80%	85.1%	Better than target better than previous year	No comparable data available
	% of concluded adult safeguarding investigations where action resulted in risk reduction or removal	New	75% (2013/14)	76.9% (2013/14)	Better than target	No comparable data available
	% of Child in Need assessments carried out within required timescales (45 days)	NA measure changed in April 2014	80%	67%	Worse than target	NA measure changed in April 2014
	Average time between a child entering care and moving in with adoptive family (days)	684	730	674	Better than target, better than previous year	NA due to low returns
	The number of Looked After Children (LAC) cases per 10,000 children within the borough	86	No target	87.9	Slightly worse than previous year	England 60 (2013/14) Stat. neighbours 60.9 (2013/14)
	The number of Child Protection Plan (CPP) cases per 10,000 children within the borough	41.2	No target	39.8	Improving, better than previous year	England 42.1 (2013/14) Stat. neighbours 38.3 (2013/14)
	The Stability of Children looked after (living with a family for 2 out of last 2.5 years)	New indicators for 2015/16				

	Percentage of audits or children's social care case files where the case is rated as good or better	
--	---	--

Overall Commentary – Independence, safeguarding

Protecting children and vulnerable adults from abuse, harm and exploitation is a priority for the Council and is at the heart of providing high quality social care services. The Croydon Safeguarding Children Board has strengthened significantly over the last year. Amongst other areas, it has developed a new performance dashboard which is ensuring it has the appropriate oversight and challenge on key priority areas. In addition, the board has strengthened the partnership response to key risks including child exploitation and missing children. Within Children's Social Care, there has been continued improvement, including improvement made on the average time from a child entering care and moving in with adoptive family. Other measures such as the timeliness of visits to, and review of, children with child protection plans and looked after children, show a trend of improvement. In addition, the quality of practice, as evidenced in management audits is also improving. However, we have identified the need to improve on the performance for the percentage of Child in Need assessments carried out within required timescales (45 days) as we have not achieved our target of 80%. The Care Act 2014 has introduced a range of safeguarding duties for local authorities including the need to establish a safeguarding adults board, which Croydon has had in place for many years. The Adults Board has acted quickly to fulfil its role in meeting the new statutory requirements.

INDEPENDENCE – Tackling the cost of living

Outcome	How we will measure success?	Performance 2013/14	Target 2015/16	Performance 2014/15	RAG	Compared to
To help families and individuals to be more financially resilient and live affordable lives	Percentage of Job seekers allowance claimants (as a proportion of the resident population aged 16-64 - working age population)	2.9%	No target	1.9%	Better than previous year	London 2.1%
	The % of households receiving welfare benefits	New indicators for 2015/16				
	Number of households engaged with welfare teams who are being provided with debt / budgetary advice					
	Number of families supported through the discretionary scheme					
	Rate of child poverty (the proportion of children living in poverty as defined by the DWP)					
	% of people working for the council who are paid the London Living Wage					
	Average weekly rent as a percentage of gross average weekly earnings (approximate estimate)					

Overall Commentary – Independence, tackling the cost of living

Helping families and individuals to be more financially resilient and live affordable lives requires a broad range of interventions to promote meaningful and long term employment and to reduce the overall cost of living (including accommodation and utilities).

Unemployment has been falling in Croydon: the working age unemployment rate fell from 11.0% in 2011/12 to 7.3% in 2014/15. The Jobseekers Allowance (JSA) claimant rate fell by one percentage point to 1.9% in 2014/15, better than the London average. However, the claimant rate for 18-24 year olds is higher, at 3.1%; although it has reduced by 1.7 percentage points.

Croydon will work with partners to take an innovative approach to addressing the cost of living for local people such as through the setting up of the Croydon Opportunity and Fairness Commission which will seek to address the inequalities that are present in Croydon, and promote employment opportunities through maximising the assets that exist within Croydon.

Welfare Reform will continue to be a priority area for Croydon due to further national changes to the benefits and tax credit system, and employment and skills provision. For example, the People Gateway project has developed housing, social care, benefits services and Jobcentre Plus in to a multi-agency team. The purpose of the team is to identify sustainable options for people, working with agencies and voluntary sector partners to become 'work-ready' to find a job, make more of their money or move to more affordable areas.

Internet access is a key way for residents to reduce the cost of living and it is estimated that households offline are missing out on savings of up to £560 per year from shopping or paying bills online. Promoting better digital services, and supporting people to get online is a key priority for the Council and we will ensure we are able to fully support residents to be able to access digital and electronic services online.

These new indicators will help the Council monitor how we are supporting families and individuals to be more financially resilient and live affordable lives.

INDEPENDENCE – Domestic violence and sexual exploitation

Outcome	How we will measure success?	Performance 2013/14	Target 2014/15	Performance 2014/15	RAG	Compared to
To prevent domestic and sexual violence where possible support victims and hold perpetrators to accounts	Percentage of domestic violence sanction detections	28.4%	No target	33%	Performing better than previous year	No comparable data available
	Number of cases of domestic abuse referred to the Multi Agency Risk Assessment Conference (MARAC)	To be reported from 2015/16				

Overall Commentary – Independence, domestic violence and sexual exploitation

Croydon's aim is for all citizens to be free from domestic abuse and sexual violence. Our future approach and outcomes will aim to put in place a more co-ordinated community response to preventing and reducing domestic violence by enabling partner agencies to work together and share information.

There are a range of services and agencies in place locally to address the issue of domestic abuse and sexual violence and to support those at risk. Changing attitudes and behaviour around domestic abuse and sexual violence in Croydon is one of council's top three priorities. This has full endorsement of the Local Strategic Partnership and all Chief Executives within it have signed up to a declaration to put an end to it by acting together. The LSP Congress meeting scheduled for 11th June 2015 will focus on domestic abuse and sexual violence.

In 2013/14 Croydon's Joint Strategic Needs Assessment devoted a chapter to domestic abuse and sexual violence, and a Domestic Abuse and Sexual Violence Executive Group Chaired by the Cabinet Member with responsibility for Safety, Justice and Communities took charge of strategic developments to reduce domestic abuse and sexual violence in the borough. This informed the Domestic Violence strategy 2013-16 which was launched a few years ago and updated to cover 2015-18.

A staff policy covering everyone employed by the council was launched in March 2015; it sets out the support that the council should give to any of its staff who are affected by domestic violence

The Family Justice Centre and its associated services are key components of domestic abuse and sexual violence services in Croydon. The centre aims to provide a safe environment where victims and their children can get all their services in one place.

In 2014/15 as a consequence of the continued focus on domestic abuse and sexual violence in particular promoting the White Ribbon Campaign, publicity campaign as well as a petition, there has been a sustained increase in the number of allegation and sanction detection rates reported by the police.

LIVEABILITY – Cleaner and greener

Outcome	How we will measure success?	Performance 2013/14	Target 2014/15	Performance 2014/15	RAG	Compared to
To create a place that communities are proud of and want to look after as their neighbourhood	The percentage of household waste arising which have been sent by the Authority for reuse, recycling, composting or treatment by anaerobic digestion.	42.16%	45%	44% (September 2014)	Slightly below target and worse than previous year	7 th highest out of 19 London boroughs (LAPS)
	The percentage of fly-tips removed within the specified time frame (48 hours)	No data available	80%	82.57%	Exceeds target	No comparable data available
	The total number of fly tip reports	Midyear data only	No target	21,293	NA	No comparable data available
	The number of fixed penalty notices issued by the council for incorrect disposal of rubbish	470	600	657	Better than target and better than previous year	No comparable data available

Overall Commentary – Liveability, cleaner and greener

The Council's Don't Mess with Croydon campaign is taking a robust approach to tackling littering and illegal fly-tipping of waste, using the full range of measures available. The Campaign has helped to generate an increase in reporting of fly-tip incidents and overall clearance rates have improved with over 82% of fly-tips currently cleared within 48 hours of being reported. Latest data for April 2015 shows that there have been significant reductions in previously identified hot-spot areas, however, this has been offset by increases in other areas. The Council's current and future focus is on targeted multi-agency enforcement, with 79 FPNs issued during April and a total of 11 successful prosecutions for littering and fly-tipping offences since the start of the campaign.

The Council also plans to adopt a more targeted approach in relation to street cleansing and waste generally, with proposals being considered for the introduction of a village approach ensuring resources are focused on areas with the highest need as a result of greater population density.

Reducing waste and increasing recycling remains a priority nationally and locally. At a borough level the percentage of household waste sent for recycling, reuse or composting remains slightly lower than for the same period last year, with the year-to-date figure of 44% (to September 14) just below the 45% target for the year. This reflects a 7% reduction in the tonnage of household waste re-cycled, reused or composted in September 2014 compared to the same period last year and mirrors national trends which show a decline in recycling from the recent peak. A renewed focus on this is a priority going forward, ensuring residents are informed of the benefits and improving facilities for recycling in those areas where these are currently limited.

Communities are also taking an active role in ensuring the borough is 'cleaner and greener', approximately 200 people have now registered for the local Community Champions initiative. Recent community clear-ups include Parry Road (4 tonnes), Thornton Heath Rec (18 bags), Spring Park (20 Bags), Pollards Hill parkland (18 bags), Haling passage (640kgs) and Church Alley (0.5 tonnes).

Further action includes; continuing to promote the 'Don't Mess with Croydon' campaign, signing up all shops and businesses, reviewing street cleaning and street bin provision to focus on the fly-tip hot spots and district centres and taking multi-agency enforcement action to tackle fly-tip hot spots.

LIVEABILITY – Parks and open spaces

Outcomes	How we will measure success?	Performance 2013/14	Performance 2014/15	RAG	Compared to
To make parks & open spaces a cultural resource	Number of Friends and Conservation groups who are involved in their local park	New indicators for 2015/16			
	Number of events held in parks (including community, charity & commercial)				

Overall Commentary – Liveability, parks and open spaces

Friends of Park Groups are made up of local people with an interest in their park or wildlife, who take practical action to improve the area or investigate and advise on environmental issues. Most groups carry out practical conservation work within their park/wood on a more or less regular basis. Other groups decide to be just the eyes and ears of a park; they report damages and want to be consulted on park and open space management and development issues.

A directory of local friends and conservation groups can be found at <https://www.croydon.gov.uk/leisure/parksandopenspaces/countryside/groups>

There were a total of 88 community, charity and commercial events held in Croydon's parks last summer.

LIVEABILITY – Policing and crime

Outcome	How we will measure success?	Performance 2013/14	Target 2014/15	Performance 2014/15	RAG	Compared to
To create a place where people feel safe and are safe	Crime types as defined by MOPAC 7 (rate per 1,000 population)					
	Residential burglary	7.03	No target	5.47	Better than last year	London 5.63
	Criminal damage	7.61	No target	7.89	Worse than last year	London 7.24
	Theft of motor vehicles	1.92	No target	2.30	Worse than last year	London 2.62
	Theft from motor vehicles	7.23	No target	5.29	Better than last year	London 5.94
	Robbery	4.04	No target	2.50	Better than last year	London 2.60
	Violence with injury	7.41	No target	8.82	Worse than last year	London 8.31
	Theft from a person	2.25	No target	1.38	Better than last year	London 3.74
	Incidence of antisocial behaviour	13,782	No target	9,441	Better than last year	No comparable data available
	Resident confidence in Policing	New indicators for 2015/16				
How safe people feel in Croydon?						
How people rate the overall level of crime in Croydon today compared with the overall level one year ago?						

Overall Commentary – Liveability, policing and crime

Latest figures for the 12 months to March 15 show that Croydon has seen a 21.3% drop in the total number of recorded crimes (compared to the 2011-12 baseline) against targets set for priority offences by the Mayor's Office for Policing and Crime (MOPAC). While the reduction in the MOPAC 7 offences is on target, figures for 2014/15 for 'total notifiable offences' show a slight increase from the previous year from 28,202 to 28,732 (Croydon has the 16th lowest rate of TNOs per head of population of all the London boroughs). Within this overall crime figure 'residential burglary' and 'robbery from a person' offences fell in 2014/15 continuing the longer term trend. There was however a rise in 'criminal damage' and 'violence with injury' offences which is in line with an increase across London as a whole.

Activity underway to tackle violent crime in Croydon includes Operation Equinox which focuses on the night time economy on Thursday, Friday and Saturday evenings. Joint working between the police and the council ensures all licensed premises operate to agreed standards, which include public safety issues. Dispersal Orders give police the power to disperse crowds quickly and joint working is also underway to ensure the school children passing through the town centre on route home after school do so safely. The Police Schools team also working closely with schools to ensure pupils behave appropriately on their journey's to and from school.

While levels of recorded crime and antisocial behaviour reducing as a result of targeted work with our partners, surveys show that the fear of crime remains a concern for residents. To address this The Safer Croydon Partnership is working hard to promote positive perceptions of the borough. For more information on this and related community safety topics including advice go to the [Safer Croydon Partnership](#)

LIVEABILITY – Roads, transport and streets

Outcome	How we will measure success?	Performance 2013/14	Target 2014/15	Performance 2014/15	RAG	Compared to
To build a place that is easy and safe for all to get to and move around in	Road Casualties (3 year rolling average)	1,164	1092	1,154 (3 year rolling average)	Worse than target better than previous year	No comparable data available
	Percentage of the local authority's principal roads (A-road and M-road network) where maintenance should be considered	9% (2012/13)	No target	4%	Performing better than when last reported	London 5%
	Percentage of the local authority's principal roads (B-road and C-road network) where maintenance should be considered	13% (2012/13)	No target	6%	Performing better than when last reported	London 9%
	New KM of cycle lanes implemented during the year (including new & upgraded on-carriageway routes and new greenway/quiet ways)	New indicators for 2015/16				
	The number of road schemes where 20mph zones introduced					
	The % of street lights currently in light					
	KM of road resurfaced during the year					
The number of journeys in Croydon per day						
The number of journeys made by those travelling in to Croydon						

	Average vehicle flow rate	
	Average vehicle congestion levels	

Overall Commentary – Liveability, roads, transport and streets

The Council's Transport Vision sets the agenda for a new era of movement in and around Croydon focusing on the needs of Croydon's current and future residents, businesses and visitors and using transport as a route to improving health and wellbeing. Safe walking and cycling are at its heart and are critical to tackling the transport challenges Croydon faces, including relieving congestion by allowing short car trips to be made by other means, as well as to improving the quality of public realm, perception and issues of safety and security of all road users and making more liveable places.

In line with its vision the council has made a commitment to seeking the introduction of area-wide 20mph speed limits across the borough so as to improve road safety through a reduction in the number of injury collisions and encourage walking and cycling. Proposed schemes will be subject to an area by area consideration and public consultation. Implementation of a Croydon wide 20mph maximum speed limit scheme (20mph proposal) is expected to take five years to complete due to the size of the borough with North-Croydon the first area to be considered.

The three-year average for all casualties has fallen from last year, although not by as much as the Killed or Seriously Injured figures. The current average is 1154.3 which was slightly above the target for 2014 of 1092.5. The casualty figure for the year 2013 was 1092 which is on target, but the three-year average is generally considered a more representative figure of the trend. Updated figures are expected in June.

Increased funding from Transport for London (TfL) has helped see an improvement in the condition of our A- Roads over recent years - improving by 8% between 2005/06 and 2014/15. Increased investment by the Council in Croydon's B and C roads has brought about a similar level of improvement in their condition – improving by 7% over the same period.

LIVEABILITY - sport

Outcome	How we will measure success?	Performance 2013/14	Target 2014/15	Performance 2014/15	RAG	Compared to
To improve wellbeing across all communities through sport and physical activity	Number of people participating in sports and leisure activities at Leisure centres (all groups)	843,230	No target	856,161	Better than previous year	No comparable data available
	% Adults (aged 16+) participating in sport & active recreation for at least 30 minutes on 12 days out of the last 4 weeks	12% (2012/13)	No target	13% (2013/14)	Better than previous year	No comparable data available
	Number of community sports clubs					

Overall Commentary – Liveability, sport

Figures for participation in Croydon's sports and leisure centres for 2014/15 shows a 1.87% increase in overall participation from the previous year. There were notable increases in participation for target groups: under 16s up by 16.3%, Black Asian and Minority Ethnic communities up by 13.9%, older people up by 13.8% and people with disabilities up by 9.2%. There was a slight reduction in use by women which was down by 2.1%.

Encouraging people into sport and cycling as well as promoting the Town Centre and its cultural appeal Croydon will shortly be hosting one of the biggest cycling events in Britain for the first time. The Pearl Izumi Men's Tour Series and Matrix Fitness Women's Grand Prix, two of the country's main professional cycling events are coming to the town centre on the evening of Tuesday, 2 June. Warm up events include the local primary school races and skills activities, Wheels for Wellbeing taster rides and a cycling awareness zone.

ENABLING CORE – Finance and change

Outcome	How we will measure success?	Performance 2013/14	Target 2014/15	Performance 2014/15	RAG	Compared to
To be innovative and enterprising in using available resources to change lives for the better	Variance from Revenue Budget after recovery plans (£M)	£2.886m (underspend)	£0.00	£0.92m	Worse than target, worse than previous year	No comparable data available
	% Council tax collected	96.07%	96.50%	96.48%	Slightly below target, better than previous year	No comparable data available
	% Non-domestic rates collected (NNDR)	97.94%	98.75%	98.38%	Slightly below target, better than previous year	No comparable data available
	Percentage of agency workers	13.5%	10%	11.8%	Worse than target, better than previous year	No comparable data available
	Progress with Corporate Plan Outcomes 2015/18	New indicators for 2015/16				
	Cash collection rate for housing rent					
	Net cost per m2 of Council asset base (main corporate offices)					
	Percentage of frontline staff to enabling staff within the council					

Overall Commentary – Enabling core, finance and change

The highest ever collection performance of 96.48% for council tax collected compared to 96.07% last year. An increase of 0.41% from last year. This is a huge achievement considering there was an additional £3,063M to collect this year from last year bearing in mind changes to the council tax support scheme. The total amount collected was in excess of £169M

For Non Domestic Rates (NNDR) the council had the highest collection rate in the last six years of 98.38%. This is an increase of 0.44% from last year and again at a time when many businesses are facing tough financial times. The total amount collected was in excess of £116M

Percentage of agency workers performance is below target, but has improved compared to the outturn for 13/14. Through the establishment of a contract management function and the implementation of the new agency worker policy, the Council has been able to reduce the reliance on expensive resource. This has resulted in savings in excess of £1.5m compared to 13/14. The key issue facing all Local Authorities, and particularly acute in London, is the issue of Children Social Workers where it is exceptionally difficult to recruit permanent qualified social workers with many opting for interim appointments instead of taking permanent roles. The Council is working closely with other London Borough to attempt to manage this issue more effectively. This area is the main contributing factor to the missed target.

The final budget outturn was an overspend of just under a £1m, less than 0.5% of the council's budget and a significant improvement from the forecast earlier in the year. The main overspends came from the demand led budgets in the People department. This was recognised as an issue early in the year and growth to re-baseline these budgets were included in the 2015/16 budget.

ENABLING CORE – Fairness and equality

Outcome	How we will measure success?	Performance 2013/14	Performance 2014/15	RAG	Compared to
To drive fairness for all communities, people and places	A suite of fairness measures to be determined in discussion with the Opportunity & Fairness Commission when key findings published	New indicators for 2015/16			

Overall Commentary – Enabling core, fairness and equality

The Council has set up an independent Opportunity and Fairness Commission (OFC) to examine the issues of inequality and fairness in the borough, collate relevant evidence and make recommendations about how the Council and other organisations (public, private as well as the community and voluntary sector) can use their roles and influence, both individually and collectively, to reduce inequalities, develop opportunities and increase both the perception and experience of fairness within the local economy and local communities.

The role of the Opportunity and Fairness Commission is one of independent scrutiny and challenge to the Council and the Croydon LSP on issues of inequality and exclusion in the borough. The OFC will gather evidence on inequality and fairness in the borough through robust engagement with residents and local communities and make recommendations for improvement. The OFC will in the course of its work carry out a series of consultation and engagement activities with stakeholders such as residents, community / voluntary groups, groups that share a “protected characteristic” and local businesses to understand the inequality / fairness challenges for the borough faces.

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

ENABLING CORE – Digital and Enabling

Outcome	How we will measure success?	Performance 2013/14	Performance 2014/15	RAG	Compared to
To be digital by design in meeting the needs of local people	The number of customers who have moved to a digital (self-service) channel of communication	New indicators 2015/16			
	The number of transactions completed through 'My Account'				

Overall Commentary

The figures in May 2015 show we already have just under 84,000 residents signed up to MyAccount and over 9,600 downloads of our mobile app. The Digital and Enabling programme which is now underway will further develop the services our residents will be able to access on line as well as supporting work on a Digital inclusion approach which will support residents to utilize the internet and e-services more generally, improving their independence, financial position and often social inclusion.

ENABLING CORE – Open and accountable

Outcome	How we will measure success?	Performance 2013/14	Target 2014/15	Performance 2014/15	RAG	Compared to
To be open and transparent and put communities at the heart of decision making	Percentage of FOI requests responded to within 20 days	78.14%	85%	72.39%	Worse than target worse than previous year	No comparative data available
	The number of customer complaints escalating to Stage 2 of the council's formal complaints process	6.60%	10%	10.62%	Slightly below target, worse than previous year	No comparative data available
	The % of complaints received by the Information Commissioners office that are upheld (where regulatory action is taken)	New indicator for 2015/16				

Overall Commentary – Enabling core, open and accountable

The start of the year saw our performance in responding to FOI responses fall, this was the result of some ICT issues following the implementation of the new ICT contract which made it more difficult to manage and track responses. Those issues have now been resolved and in fact further monitoring is now in place with senior management visibility on a weekly basis. Performance is now in a positive place but we continue to monitor closely.

The number of stage 2 complaints has increased in a small number of services where we have been managing through significant service changes and in some others where we have seen increased customer demand. For each of the services where this is the case, an improvement plan is in place to ensure the service performance returns to the right level. As Ombudsman complaints have not seen an increase we are confident the position is being managed and monitoring continues.

RAG Status key

RED	<ul style="list-style-type: none">• Performance has not met target by in excess of 5%• Where performance differs from comparators by 5% or more
AMBER	<ul style="list-style-type: none">• Performance has not met target but is within 5% of target• Where performance matches one or more comparator within 5%
GREEN	<ul style="list-style-type: none">• Performance has met, or exceeds target• Performance has matched one or more comparators